

MARKETING COMMUNICATION PLAN

Case DNA Finland Ltd: How to Gain More Russian Prepaid
Subscription Customers?

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ABSTRACT

This thesis is about marketing communications. The objective is to define the parts, which especially need to be considered in the functional and cost-effective promotion planning process, and then apply these features to the case company's plan. The research question tries to solve the problem on what the case company must observe in their promotion process when trying to gain more Russian prepaid subscription customers.

The study is divided into theoretical and empirical parts. The theory part introduces marketing on a general level; marketing planning, the marketing mix, the 4P model and the basics of the marketing communication. Promotion planning is handled stage-by-stage by using the MCPF theory. The empirical part applies theory to practice by developing a marketing communication plan for the case company.

The research offers feasible ideas to accomplish promotion towards the target segment. Therefore it is not to be a precise and detailed plan. Only prepaid subscriptions and consumers are handled.

The qualitative study consists of multiple methods. The information is gathered widely from different marketing and marketing communication textbooks, magazine articles, web pages and by interviewing representatives of the case company.

Marketing communication planning process is a versatile process, which requires many resources from the company in order to be executed successfully. This study offers the theoretical framework and an empirical paradigm for the person who operates with marketing communication process. The result of the study is the marketing communication plan for the case company. It helps the implementation of the planning process and offers comprehensive information about the subject.

Key words: marketing communication, marketing communication planning, intercultural promotion, DNA Finland Ltd

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TIIVISTELMÄ

Tämä opinnäytetyö käsittelee markkinointiviestintäsuunnittelua. Tavoitteena on selvittää, mitä osa-alueita suunnittelussa tulee huomioida ja mihin seikkoihin käytännönläheinen suunnitelma keskittyy. Tutkimuskysymys pyrkii selvittämään osa-alueet, joihin kohdeyrityksen tulee markkinointiviestinnässään panostaa hankkiakseen lisää venäläisiä prepaid-matk puhelinasiakkaita.

Työ jakaantuu teoreettiseen ja empiiriseen jaksoon. Teoriaosa lähestyy aihetta laaja-alaisesti, alkaen markkinoinnin käsitteestä hyvin yleisellä tasolla, esitellen markkinoinnin suunnitteluprosessin sekä markkinoinnin kilpailukeinot (ns. 4P-mallin) ja lopulta keskittyen markkinointiviestintään. Suunnitteluprosessin vaiheet ja usein käytetty MCPF-suunnittelurunkomalli on esitelty omassa kappaleessaan.

Empiirisessä osassa teoriaa sovelletaan käytäntöön niin, että markkinointiviestinnän teorian pohjalta luodaan kohdeyritykselle markkinointiviestintäsuunnitelma. Tutkimuksen ei ole tarkoitus olla tarkka ja yksityiskohtainen viestintäsuunnitelma, vaan tarjota käyttäjäystävällinen markkinointiviestintäkehys lukijalle.

Kyseessä on kvalitatiivinen tutkimus, jonka menetelminä on käytetty erilaisten markkinointiin ja markkinointiviestintään keskittyvien kirjojen, lehtiartikkeleiden ja Internet-sivujen lisäksi kohdeyrityksen edustajien haastattelua. Tietoa on hankittu laaja-alaisesti aihetta eri näkökulmista käsittelevistä teoksista.

Markkinointisuunnitelma on laaja ja monipuolinen prosessi, jonka toteutus vaatii yritykseltä paljon resursseja. Tämä tutkimus tarjoaa teoreettisen pohjan ja empiirisen esimerkin markkinointiviestintäsuunnitelman parissa toimivalle. Tutkimuksen tuloksena syntynyt markkinointiviestintäsuunnitelma tarjoaa tietoa aiheesta laaja-alaisesti ja helpottaa lukijan omaa suunnitteluprosessia.

Avainsanat: markkinointiviestintä, markkinointiviestinnän suunnittelu, monikulttuurinen markkinointi, DNA Finland Oy

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1 INTRODUCTION

1.1 Background for the Research

This thesis is a marketing communication plan for a case company, DNA Finland Ltd. The aim of the plan is to gain more Russian prepaid subscription customers. The idea for the subject originated after the author of the study had worked for DNA customer care and noticed that there is a possibility to increase the number of the Russian customers. Furthermore, the case company had confirmed that they do not have a functional marketing communication plan for the particular segment.

At first, the idea was to concentrate on inbound roaming customers in general. Roaming itself can be defined as “the ability for a cellular customer to automatically make and receive voice calls, send and receive data, or access other services, including home data services, when travelling outside the geographical coverage area of the home network by means of using a visited network” (GSM Association 2009).

Later, however, it was noticed that focusing on a Russian prepaid customers instead of roaming customers in general could be more profitable to DNA. The nationality is the biggest foreign customer segment using DNA’s network and the amount of Russian tourists has been increasing yearly. Therefore, this study is targeted to Russian customers, paying attention to their cultural aspects and concerning their needs.

1.2 Objectives of the Thesis and the Research Question

The aim is to make Russian visitors to choose DNA prepaid subscription instead of domestic competitors’ services by emphasizing DNA’s marketing effectiveness and reasonable prices. The challenge is to gain customers’ attraction within other

networks. The plan offers ideas for the case company, which they can apply in their marketing communication towards the target market. The aim is not to create a detailed marketing communication plan, but instead to offer applicable and cost-effective ideas.

In order to gain more Russian customers, the plan must emphasize the target market's cultural features. The attention of the segment must be captured and therefore the promotional methods and implementation locations are selected carefully.

The research question defines what kind of marketing communication plan the case company needs in order to gain more Russian prepaid customers. Since the plan is directed to foreign customers, the cultural features must be considered.

1.3 Limitations of the Study and the Research Methods

This thesis offers an idea for the case company on how they could promote the product in the target market. Overall, the marketing communication plan for the company is created on a general level and the final campaign design is left to the company to plan.

This study focuses only on prepaid subscriptions and not to postpaid subscriptions and international roaming. It is very hard to affect on consumers' behavior when they use postpaid subscriptions due to partnerships with networks. By cooperation, networks can provide lower prices to their customers. Prepaid subscriptions can be obtained from many places and they are secure choices, as their pricing is always clear and all the costs are known and paid beforehand. Furthermore, only consumers are handled.

The characteristic feature of prepaid subscriptions is that the call time is paid in advance. This thesis refers prepaid subscriptions generally as "prepaids". When a certain product is emphasized, e.g. DNA Prepaid, the exact name is mentioned.

This study is done by using different marketing textbooks, Internet pages and other materials. In addition, DNA's representatives have been interviewed. During January 2009, DNA Finland Ltd's Head of Roaming Kimmo Martikka and Marketing Planner Pia Lindroos were interviewed in the company's headquarters in Vantaa. They provided some very valuable ideas and information on the subject.

1.4 The Structure of the Thesis

The first chapter of the study is an introduction. Second part concentrates on marketing in general, marketing planning, the marketing mix and the 4P's theory. Marketing mix model is introduced fairly largely as it is widely taught and used. The third section is about marketing communication theory and some special features of promotion are introduced.

The fourth chapter concentrates on marketing communication planning. This part explains the marketing communication planning framework (MCPF), which is also applied in case company's plan.

The empirical marketing communication plan can be found in the fifth chapter. The sixth part introduces the author's conclusions about the study and the seventh chapter is a summary of the research.

2 MARKETING IN GENERAL

Marketing can be found everywhere; people are bombarded with television commercials, direct-mail offers and sales calls. Simplified, marketing is only a two-way process, even though four stages can be recognized. These are designing, developing, delivering and determining value. (Baines, Fill, Page 2008, 17.)

Baines et al. (2008, 17) stresses that a two-way process includes a customer and a marketing organization. The four stages are there to ensure that the whole process will be successful. The customer is the one, who has the power to make the final decision and has a strong input. Additionally, the marketer must specify how to satisfy customer's needs. Generally thought marketing is just a process of an exchange; both parties supply and receive something. (Baines et al. 2008, 17.)

Marketing could be defined as managing profitable customer relationships in order to satisfy their needs. Kotler (2006, 5) characterises marketing as a process by which a company creates value for customers and build strong and long-lasting customer relationships in order to receive value from customers in return (Kotler & Armstrong 2006, 5).

American Marketing Association defines marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (American Marketing Association 2009). A French perspective to marketing is very different. They emphasize the importance of market segmentation and positioning instead of other features. (Baines et al. 2008, 5.)

As can be seen, marketing is a wide and versatile term, which includes many dimensions of business activities. Whatever determination is used, the terms value, customer needs and information are often mentioned. Therefore, when thinking of promotion, which is a vital part of the marketing process, it is good to bear in mind that many features affect on the result.

2.1 Strategic Marketing Planning

There must always be a strategic plan to accomplish marketing. Often used framework first defines mission, vision, values, organizational goals and organizational strategy (Baines et al.2008, 176). When these factors are understood and defined, the functional marketing plan can be developed.

The vision refers to the organization's future and it is a statement of what the company wants to become. The mission is the company's long-term achievement. It usually defines the organization's purpose and direction. Values define the behavior culture inside the company and goals represent the outcomes of the company's various activities. Organizational strategy brings together human resources, logistics, production, marketing, IT and financial parts of the company that support accomplishing organizational goals. (Baines et al. 2008, 176-178.)

Overall marketing should support and contribute to the company's strategy. Strategic marketing planning is a formal written document that specifies the accomplishment of the company's strategy. It is also a basis for the marketing mix and marketing communication planning. The process is demonstrated on the following Figure 1. (Baines et al. 2008, 180.)



Figure 1. The Relationship Between Corporate and Marketing Strategies
(Baines et al. 2008, 180; Simplified version, completed by the author of the thesis)

2.2 Marketing Mix

Neil Borden developed the term marketing mix in late 1940s and in 1964 it was published in his article “The Concept of the Marketing Mix”. He began to use the term in his teachings after James Culliton had described the marketing manager as a “mixer of ingredients”. These ingredients in Borden’s marketing mix were product planning, pricing, branding, distribution channels, personal selling, advertising, promotions, packaging, display, servicing, physical handling, fact-finding and analysis. (NetMBA.com 2002-2007.)

Later, in the 1960s Jerome McCarthy developed the 4Ps theory. It was simplified marketing theory, when compared to the marketing mix. The 4Ps theory includes product, price, place and promotion. Despite of the simplicity of the 4Ps theory,

the framework has remained strong and many marketing books refer to it. (NetMBA.com 2002-2007.)

In this study, the 4P theory is emphasized because promotion is a part of the marketing mix and therefore it is important to introduce the whole theory before concentrating on marketing communication more thoroughly.

2.2.1 4Ps: Product

A product is a key for the marketing mix and a main element of the market offering. Kotler & Armstrong (2006, 233) define a product as anything that can be offered to a market for attention, use or consumption and that satisfies a need. Products include physical objects, services, events, persons, places, ideas or mixes of these entities. In this thesis, a product can mean any of those above. (Kotler & Armstrong 2006, 233.)

A human has 15 basic needs, which are partly satisfied by consuming. Regarding Lahtinen & Isoviita (1999, 22) these needs are hunger, honour, appreciation, sexual interaction, straightness, revenge, citizenship, avoiding emergency, social interaction, independency, curiosity, family and social appreciation. (Lahtinen & Isoviita 1999, 22.)

Product and service designers need to plan their outputs in order to satisfy some of those basic needs. In order to fulfil the need, there must be a product. Furthermore, the new product must be named. Only an individual name can separate the output from the similar ones. (Lahtinen & Isoviita 1999, 136.)

Not only brand naming, but also packing and advertising create a brand over the product. One example is Coca Cola, one of the world's best-known brands. More than 90 per cent of the people recognize it and as a word, it is the most well-known after "Hello". (Lahtinen & Isoviita 1999, 136.)

Brand naming is a strategic issue for the company. The brand name can not be launched without thinking of the long-term influences effects the name. Once launched, the name can not easily be changed afterwards.

Brand naming serves not only the buyer, but the seller, too. Without a brand name or trademark, the customer has difficulties to separate similar products. Further, it can be hard to remember which product had previously best fulfilled their need without a sharp and effective brand name.

There are few terms, which should not be mixed: brand, brand name, brand mark and trademark. In the spoken language, these are commonly used as synonyms. However, there are significant differences between the terms.

Lahtinen et al. (1999, 135) explain that a brand can be any name, term, symbol, format or design, or the combination of the previous ones. The main point to remember is that a brand separates and identifies the producer or the seller of the product from similar ones. (Lahtinen et al. 1999, 135.)

A brand name, however, is the brand's spoken or written part. A good name can add a product's popularity. The brand name must also be protected in order to prevent others to use the name in the future.

Furthermore, a brand mark is a unique symbol. Some products are known by their symbol or picture; e.g., Mercedes Benz is known by the star and Coca Cola by the white font on the red background. A logo is a unique way to write the company's or the product's name. A trademark is a legally protected brand name or brand mark. It can be formed by a word or words, letters, numbers or it can be a combination of all the previous ones. (Lahtinen et al. 1999, 136.)

Brands are more than names and designs. They are highly powerful assets, which must be maintained, developed and managed carefully. Brands represent consumers' thoughts about the product and its performance.

Not only brand name, but also quality, is an important measurement of the product. First, the quality must be excellent, and furthermore, the customers must confirm the quality. The level of a quality is very subjective and therefore formed by the customers' vision. A low quality is a huge expense for the companies. It is calculated that sales deductions due to low quality products, fixing and adjusting errors, rejecting erroneous products and handling claims are approximately 35 per cent of the turnover. (Lahtinen et al. 1999, 146.)

Market segmentation is dividing large and heterogeneous markets into smaller groups that can be reached more efficiently by their unique needs (Kotler et al. 2006, 195). Segmentation must be accomplished carefully in order to find the potential customer groups and to focus marketing especially towards them.

After segmentation, the product must be positioned. Positioning is visualizing the product within the target audience. The goal is to clarify which reasons assign audience's choices. (Opetushallitus Etälukio 2009.) The aim is to make audience to choose the product from the mass of competitors' similar products.

There are some excellent examples of successful positioning. For instance, Volvo is recognized worldwide as a safety family car. This derives from executive positioning. BMW, on the other hand, has been positioned for the target audience, which requires sexy and sporty car.

2.2.2 4Ps: Price

Price was some decades ago the major factor affecting on the product choice. Later other factors gained more important roles in the buyer's behaviour. It is good to bear in mind that price is the only element which produces revenue in the marketing mix. Therefore pricing must be controlled and considered carefully. Price can also change quickly due to economic fluctuations. Pricing must also cooperate with product design, distribution and promotion decisions. (Kotler et al. 2004, 309.)

There are internal and external factors, which have an effect on pricing considerations. According to Kotler et al. (2004, 309), internal factors include e.g. marketing mix strategy, costs and organizational considerations. In addition, external factors include market and demand nature, competition and other environmental elements (Kotler et al. 2004, 315).

Kotler et al. introduces target costing as a strategic weapon. It means that first the ideal selling price is set based on customer considerations and then objective costs are calculated in order to meet the price. (Kotler et al. 2006, 310.) However, there is a problem when deciding the price before the final product. The impact to product's quality could be significant if the target costing was not been made carefully.

A management consulting and education firm DRM Associates' President Kenneth A. Crow explains that target costing is based on three factors. Firstly, a company must focus on orienting their products to customer's affordability, secondly, the products must be considered as an independent variable when designing its requirements, and lastly, the company must consider target cost during development. (Kenneth A. Crow, 2002.)

Lahtinen et al. (1999, 165-166) reminds that pricing decisions concern a product's price level, price changing, price discounts and terms of payments. In addition, psychological factors need to be taken in consideration when pricing products. Furthermore, pricing principals and pricing methods must be decided early enough in order to gain an ideal price level. (Lahtinen et al. 1999, 165-166.)

Overall, pricing methods are those actions that the company does in order to define product's price level. According to Lahtinen et al. (1999, 168), the company must first decide which pricing politics it uses and then set the ideal price level with the help of pricing methods.

2.2.3 4Ps: Place

The products, which have been produced, must also be made available for the customers. This path is called a supply chain or a distribution channel. Kotler et al. (2004, 360) explains that a supply chain consist of upstream and downstream partners. Upstream partners include raw material, component and information suppliers, in other words all of the suppliers, which are needed to produce or manufacture something. Downstream partners look towards the customer; including wholesalers and retailers. Downstream partners are the link between the seller and the buyer. (Kotler et al.2004, 360-361.)

Companies often pay too little attention to their distribution channels. However very few producers sell their goods direct to customers and this emphasizes the importance of the supply chain. In addition, company's distribution channel decisions have a direct effect on other marketing decisions. Distribution channel decisions usually involve with long-term partnerships with other firms. (Kotler et al.2004, 361.)

The right channel needs to be selected carefully and purposefully in order to gain maximum effectiveness. According to Kotler et al. (2004, 372), channel designing include customer need analyzing, setting channel objectives as well as channel alternatives identifying and evaluating. The company must analyze what the target consumer is willing to do in order to obtain the product. It is also important to define what the customer requires from the channel. Usually, for example, if the product can be obtained nearby, the price is higher and vice versa. Therefore, there must be a balance between consumer needs and price preferences. Consumers often accept lower service level in exchange for lower prices. (Kotler et al.2004, 372.)

Channel objectives are to be set due to a company's and product's nature. They are set in order to gain certain level of customer service. Regarding Kotler et al. (2004, 372), the company can identify several segments wanting different levels

of service. Then the decision, which segments are to be served and which channels are to be used in each case, are done. Channel objectives are influenced by the nature of the company and its products, its marketing intermediaries, competitors and the environment. (Kotler et al. 2004, 372.)

The next step in the company's supply chain designing is to identify the best suitable channel alternatives. Then the types of intermediaries and number of intermediaries and each channel members' responsibilities are set (Kotler et al. 2004, 372-373).

2.2.4 4Ps: Promotion

Marketing is not just developing an innovative product, pricing it attractively and making it available for customers. The product must also be made known for the potential customers. Marketing communication is therefore a vital part of the marketing mix.

Marketing communication, or promotion how it is also called, is one of the competitive advantages of marketing mix. Furthermore, the marketing communications methods include advertising, sales promotion, public relations, personal selling and direct marketing. However, when thinking of promotion, customer service and web marketing must also be taken under consideration. (Lahtinen et al. 1999, 211.)

According to Lahtinen et al. (1999, 210-211), marketing communication is divided into informative and suggestive parts. Informative communication describes the product and the price in order to decrease potential customers' suspense. Suggestive communication attempts to affect on customers' attitudes by emotional methods. Marketing communication will be stressed in more detail in the following chapter. (Lahtinen et al. 1999, 210-211.)

3 MARKETING COMMUNICATIONS

As the marketing mix and the 4Ps model have already been introduced in this study, it is time to focus on the fourth “P”; promotion more in more detail. In addition, it is important to bear in mind that other parts of the marketing mix are also communication. Very often price is related to quality and a certain distribution channel can have a significant surplus to a product. However, this chapter focuses on promotion, as it usually is the most visible and concrete way to tell about the product or the company to potential customers and to interest groups.

Marketing communication actually consists only of three elements; a set of tools, the media and messages. The tools to accomplish promotion are advertising, sales promotion, personal selling, direct marketing and public relations, which are introduced later in this thesis. (Baines et al. 2008, 443.) Usually several promotional tools are used simultaneously.

It is good to bear in mind that there are also other promotional methods, which can be mixed with promotional tools. Some examples of these methods are sponsorship, product placement, branded entertainment, field marketing, exhibitions and viral marketing. These methods can be used along with the promotional tools or by their own. (Baines et al. 2008, 500.)

The message is the visual and informative part of the complete marketing communication process. Messages can be either product-orientated and rational or customer-orientated and based upon feelings and emotions (Fill 1999, 282). The main thing is to deliver the core message effectively.

The media can be divided into six main classes. These are broadcast, print, outdoor, new, in-store and other media classes. Within each of the class, there are particular media types. For example, broadcast includes television and radio, and

within print class there are magazine and newspapers. (Fill 1999, 302.) Common feature is that the media conveys the message to target audience.

When these three elements, the tools, the media and messages are combined, the result is called integrated marketing communications (IMC). It has become a popular approach within organizations and their communication agencies, as it is very media-orientated. In the future IMC is probably to become an established marketing theory. (Baines et al. 2008, 450.)

In order to execute marketing communication effectively, it is good to notice the main features of communication. According to Kunelius (2003, 13) the term communication is formed by the words confirmation and to inform. Confirmation refers to an occasion when someone is taken a part of the community. Informing refers to the delivery of messages. That is why communication always require the audience and the message. (Kunelius 2003, 13.)

Overall, communication is a process by which individuals share meaning (Fill 1999, 23). Although it may sound simple, that is not the whole truth. Communication is a complex transmission process.

Communication requires always a sender and a receiver. Additionally it is dependent on the social context in which it takes place. There must also be a clear and unobstructed route to deliver the message. There might be distractions in the channel, which may disturb the understanding of the message. Lastly, feedback is to be given immediately. (Smith, Berry, Pulford 1999, 21.)

3.1 The Aim of Marketing Communication

Marketing communication has two principal aims. First is to develop brand values by using advertising to set up feelings, to create visions and to improve beliefs. The second is to make customers behave particular ways. Target audience is made to behave in a beneficial way in order to make then buy the product use the service. (Baines et al. 2008, 443.)

Successful marketing communication has three obstacles to overcome. Firstly, the message must be delivered in a way that the audience is able to notice it. Next, full attention of the audience must be achieved and message must easily be processed and understood. (Idman, Kämpfi, Latostenmaa, Vahvaselkä 1993, 25.) The goal is to deliver consequences, feelings and certain atmospheres in order to awake wanted visions or patterns of behave.

3.2 The Promotion Tools

This chapter introduces the promotion tools. Each tool has unique characteristics and costs. These characteristics must be considered carefully when selecting the compatible tool. Even within a same field of industry, applicable tools vary a lot. For example in a cosmetic field, Yves Rocher concentrates on direct marketing while L'Oreal spends heavily on consumer advertising.

3.2.1 Advertising

Advertising is paid, impersonal communication focused simultaneously on a big audience conveyed by mass medium or other channels (Vuokko 2003, 193). International advertising rules defines that an advertisement must be recognized as an advertisement. In print media, for instance, an audience must be able to understand when something is about marketing and when about a factual article.

As described, advertising is impersonal communication and there is no personal contact between information receiver and sender. Therefore, there must be a channel, or media, which conveys the message to the receiver. This channel can be a television, a radio, an Internet, a magazine or any kind of billboard for instance. The message can also be conveyed directly via text message or e-mail. (Vuokko 2003, 193-194.)

Overall, the main purpose of advertising is to affect on audience's opinion and increase awareness of the product. The channel used depends on the desired effect of the message and the selected audience. The most common channel in Finland in 2001 was, according to Vuokko (2003, 194) print advertising in magazines.

Many customers get to know about the products through advertisements. They are seen everywhere; at the morning in newspaper, in the evening in television. At noon, they are heard from the radio and read from the Internet. Advertising is also the most visual and designed method of communication compared to other parts of marketing communications. (Vuokko 2003, 194.)

Although marketing is usually carried out by businesses or by financial purposes, it is widely used by non-profit organizations and social agencies in order to make people aware of their causes. Advertising is an effective way to inform and persuade target groups.

Advertising is a very popular way of pursue marketing. For instance, in Finland more than 1 230 million EUR was spent on media advertising in 2006. The amount increased 3.7 per cent from the previous year. (TNS Media Intelligence 2007a.)

The advert must be conveyed to the target audience by a suitable medium. When selecting the media, one of the most important characteristic is the cost. There are two types of costs, absolute and relative costs. Absolute costs are the time and space expenses. Relative costs are the costs of contacting each member of the target audience. Therefore television, for example, has high absolute cost but because the message is delivered for a large number of people, is relative cost very low. (Fill 1999, 303.)

It is good to notice that often many forms of medium are used simultaneously and some forms may be only complementary parts of the complete promotion.

Following Table 1 summarizes the media classes.

Table 1. Main Forms of Media Classes (Fill 1999, 302)

Class	Type	Vehicles
Broadcast	Television Radio	Coronation Street, Friends Virgin 1215, Classic FM
Print	Newspapers Magazines	Sunday Times, The Mirror Cosmopolitan
Outdoor	Billboards Street furniture Transit	96 and 48 sheets Adshel London Underground, taxis
New media	Internet Digital television Teletext CD-ROM	Web sites, email, Internet ONdigital SkyText, Ceefax Various: music, educational
In-store	Point-of-purchase Packaging	Bins, signs and displays The Coca-Cola contour bottle
Other	Cinema Exhibitions Product placement Ambient Guerrilla	Pearl and Dean Ideal Home, The Motor Show Ericsson in the James Bond film Litter bins, golf tees, petrol pumps Flyposting

3.2.2 Sales Promotion

Sales promotion is the part of the marketing communication that supports other parts by encouraging selling and buying processes. It usually works closely with advertising. American Marketing Association includes into sales promotion all of the below-the-line advertising (direct advertising, exhibitions, store advertising and sponsorship).

However, the sales promotion definition varies regarding authorization (Idman et al. 1993, 265). The differ between advertising and sales promotion is that whereas advertising offers reason to buy, sales promotion offers reason to buy it now (Kotler et al. 2006, 469).

The target group for sales promotion usually includes dealers, company's own sales force and customers. The aim is to increase their desire and ability to promote sales. Sales promotion aspires to fasten selling process in order to encourage customers to instant purchases. (Idman et al. 1993, 267.)

The consumer sales promotions can be put into force e.g. by samples, coupons, price packs and advertising specialties. Furthermore, manufacturers direct their sales promotion towards retailers and wholesalers instead of consumers, and it is accomplished by discounts and allowances. Giving free or sample goods for resellers is also an effective sales promotion tool. When directing the sales promotion towards industrial customers in order to stimulate purchases and to motivate salespeople, the focus must be on conventions, trade shows and sales contests. (Kotler et al. 2006, 470-473.)

3.2.3 Public Relations

Public relations as a method of marketing communication, is commonly known as “PR”. In the 90s, it was fashionable to use PR in every potential context, as it was somehow new and exciting to emphasize on developing public relations in a company’s marketing. These days PR is a vital part of upholding the corporate image.

Public relations can be divided into internal and external parts. Internal actions stress the employees of the company, while external operations emphasize to develop company’s public image. Internal actions include marketing inside the company by encouraging employees to follow the organization’s operational culture. (Lahtinen et al. 1999, 92.) External operations aspire to remove negative attitudes toward the company (Lahtinen et al. 1999, 250).

This tool may have a major impact on public awareness at a lower cost than advertising. Instead of using financial resources for media, the company focuses more on paying to the staff to circulate information and to develop events. (Kotler et al. 2006, 476.)

The aim is to create strong and long-lasting relation between organization and its interest groups. Further, Idman et al. (1993, 276) emphasizes that the aim of the public relations is to develop company image, remove negative attitudes toward the company and investigate the reasons behind negative attitudes. Nevertheless, the objective is to change company’s unfavourable and negative image into positive one.

However, public relations can sometimes be limited and scattered. In order to avoid negative influences, public relations must work hand in hand with advertising. (Kotler et al. 2006, 477.)

Public relations can be managed with the help of many tools. One of the major ones is news, which can be created by organizing different events. Sometimes news stories occur naturally, too. In addition, speeches can create product and company publicity. Written material is a common way of reach target markets, and annual reports, brochures and company newsletters are the most important ones. (Kotler et al. 2006, 478.) Further, company's own web site delivers information very effectively to target audiences.

3.2.4 Personal Selling

Kotler et al. (2006, 487) explains that personal selling is the interpersonal tool of the promotion mix. He continues, that advertising consist of non-personal communication between company and target audience, in contrast personal selling involves personal interaction. This personal level can be achieved by face-to-face selling process, by telephone, through web conferences or by video. (Kotler et al. 2006, 487.)

The result of personal selling depends highly on the salesperson's personality and overall control of the selling process. The selling process can be defined as product-centered or customer centered. In a product centered selling process the salesperson emphasizes the product and its qualities. Further, effective and customer centered salesperson additionally concentrates on the customer's needs and comprehensive customer analysis. (Idman et al. 1993, 113.)

Personal selling is the most effective tool of the buying process, particularly in building up the customer's preferences and developing the understanding of the product. In personal selling process, the customer usually feels greater need to listen and respond. (Idman et al. 1993, 113.)

3.2.5 Direct Marketing

Direct marketing is often tailored for the customer based on his or her previous consumer behaviour. Direct marketing can be e.g. telephone marketing, online marketing or home advertising. Probably the most known form of direct marketing is the telephone sellers who sell different magazines.

This tool is non-public because the message is directed to a specific person. Kotler et al. (2006, 443) explains, that the message can be prepared quickly in order to be specified for the customer. Furthermore, direct marketing is interactive as it allows a dialogue between marketer and the consumer. Often this tool is used to build up one-to-one customer relationship. (Kotler et al. 2006, 443.)

Direct marketing is usually a complementary part of promotion and it is rarely used as the only method. Idman (1995, 205) emphasizes that direct marketing is often used as a bridge from an advertising to a personal selling process.

This method can have informative, reminiscent or authoritative features. Informative direct marketing means company's image upholding and it includes price lists and product catalogues. Reminiscent direct marketing pays attention to interest groups by e.g. sending Christmas and birthday cards or presents. Additionally persuading and steering for a buying process by slogans "pay now!" or by other commands, is called authoritative direct marketing. (Lahtinen et al. 1999, 234.)

Direct marketing reaches customers effectively. Lahtinen et al. (1999, 234) confirms, that consumers use approximately three minutes daily for exploring these non-public advertisements. Target Group Index has further researched that a direct mail (sent to the customer with his/her address) reaches 90 per cent of the target market. Direct mail sent without an address reaches 81 per cent of the target consumers. (Lahtinen et al. 1999, 234.) The problem here is that these kinds of advertisements are often regarded as a junk mail.

3.3 The Message

The company's or the product's overall marketing communication must be formed by a specific design. Further, the message should concern the balance, the structure, the perceived source and the presentation for the target audience (Fill 1999, 282).

The balance means that the style must be constant, in order that the context of the message does not require the audience to readjust their perceptions. The structure of the message must emphasize the core message, which is pursued to be delivered. The source must be trustworthy, and the presentation must appeal to the target audience. (Fill 1999, 282-289.)

The most important feature of the message is its continuity. The company must follow their marketing communication direction systematically, in order to fulfill their customers' expectations. Naturally there can be changes e.g. in brand outlook, marketing campaigns or overall advertising, but the changes must nevertheless be formed by a certain pattern.

3.4 Intercultural Marketing Communication

Marketing communication across cultures does not have huge differences when compared to domestic practices. However, always when implementing marketing communication across borders, some special features must be recognized. There are differences within economic, cultural, legal, technological and competitive framework (Fill 1999, 582).

Culture is acquired through learning and therefore people across the world do not behave uniformly. Multiple cultural aspects affect on marketing communication. The main ones are the values and beliefs associated with symbols, such as language. Furthermore, aesthetics features which deals with institutions and groups, such as embracing family and work. The third class is values that represent the core of the culture. (Fill 1999, 582.)

Culture affects on the selected language, the useful colours and even the form of the message. Overall, when designing a promotion campaign abroad, the target market's cultural aspects must be taken into consideration. It is important in any ways not to defame the target audience.

3.5 Developing an Effective Promotion

An effective communication demands many steps. According to Kotler et al. (2006, 432-440) the company must first identify the target audience, then determine communication objectives and design the form of the message. After the message has been developed, must the right media to be chosen. Last step is to collect feedback from the target market. (Kotler et al. 2006, 432-440.)

There are many frameworks which can be utilized when planning marketing communication. One example is to use a SOSTAC® model. The model can be applied to any kind of plan.

S = Situation analysis (Where are we now?)

O = Objectives (Where do we want to go?)

S = Strategy (How do we get there?)

T = Tactics (The details of strategy)

A = Action (Or implementation, putting the plans to work)

C = Control (Measurement, monitoring, reviewing and modifying)

The benefit for using SOSTAC® is the simple structure which is applicable at different levels and situations. (Smith, Taylor 2004, 32.)

Another valid framework is MCPF, which is utilized in the empirical part of the study. Overall marketing communication planning is introduced more accurately in the following chapter.

4 PLANNING MARKETING COMMUNICATIONS

The aim of marketing communications is to produce successful results (Vuokko 2003, 131). In this meaning marketing communication is a wide term, which can be understood in many ways. Main thing is, however, to make a product known by various methods. Like every project, marketing communication must be planned carefully, too. This chapter focuses on the main issues on marketing communication planning.

When planning marketing communication, one important thing to be concerned is about ethical norms. This only not refers to truth-telling, but also legal and other regulatory deterrents of promotional tools. Ethical issues stand out especially while designing the message that is to be delivered to target audience. These issues lead directly to the special requirements for the treatment of vulnerable groups in promotion campaigns. Overall, special attention must be given in order to behave in a generally acceptable way in marketing communication. (Fill 1999, 54-57.)

Promotion planning is an essential management activity, and it should be developed around a suitable framework. Baines et al. (2008, 519) introduces marketing communication planning framework (MCPF), which provides a visual guide within elements. The process starts from the external agencies which make a marketing research for the company. The marketing communication plan can be based on the gathered information.

Furthermore, Baines reminds that MCPF is a suitable checklist of activities that need to be considered. The framework can be seen in the following Figure 2. (Baines et al. 2008, 519)

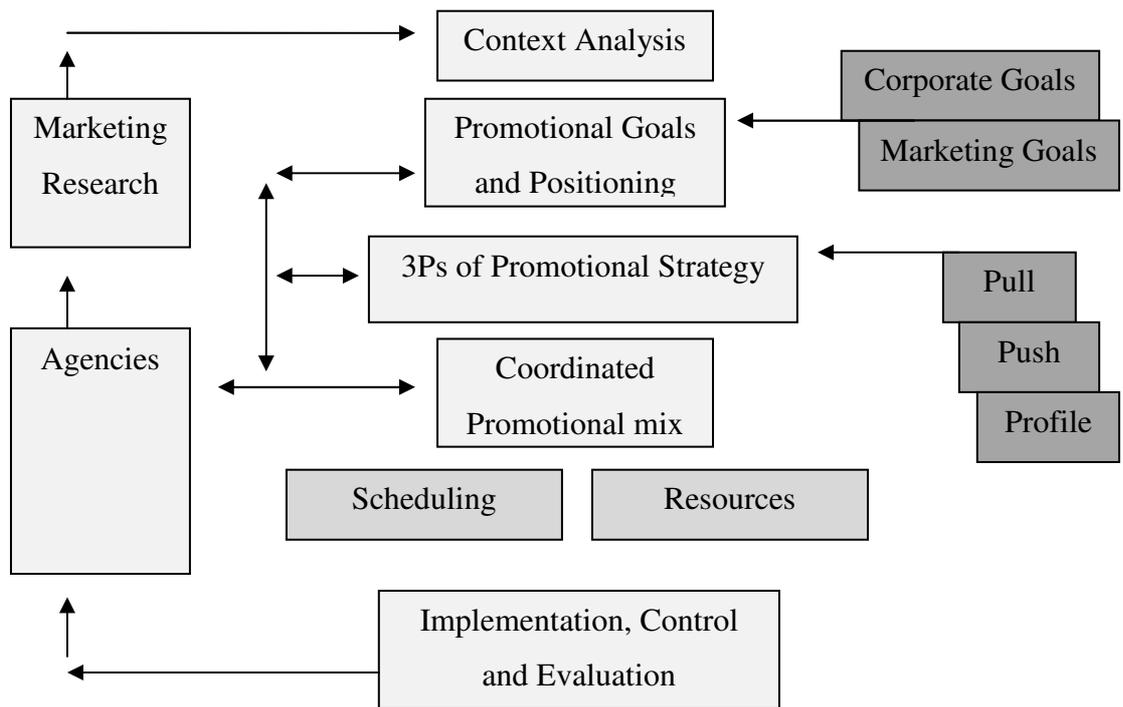


Figure 2. The Marketing Communication Planning Framework (MCPF) (Baines et al. 2008, 519)

There are a few important factors, which must be included into the marketing communication plan. The following subchapters introduce these elements.

4.1 Context Analysis

The base of the plan is to define problems and opportunities (Vuokko 2003, 133). Usually there are some points what need to be improved or some opportunities what can be utilized. The purpose of the context analysis is to determine and understand communication drivers, which are likely to affect on the brand or company.

In context analysis, market research data about target audience is highly appreciated. Their needs, motivation, attitudes and decision-making characteristics are important information for the successful plan (Chris Fill 1999,

620). This information can be gathered from the marketing plan, which is normally already prepared at this point.

Context analysis contains information on several related contexts, which enriches the marketing communications plan. It may emphasize on the business context, the customer context, the stakeholder context, the organizational context and the environmental context. (Fill 1999, 621.)

Context analysis can also be done in a simplified way by dividing it roughly to internal and external factors. Company and product analyses are included into internal factors, and segments, competitors and environmental context are external factors. (Vuokko 2003, 136.)

However, in spite of the content and the extent of the context analysis, the main purpose is to understand the current situation of the product, brand or the company. Only after the current situation has been clarified, the marketing communications plan can be developed. (Vuokko 2003, 136.)

The information of the context analysis can be gathered into the SWOT analysis, where all the factors are seen at a glance. At the SWOT analysis strengths, weaknesses, opportunities and threats of the current situation are summarized. Strengths and weaknesses are internal factors while opportunities and threats are external factors.

4.2 Promotional Objectives

It is important to set up promotional objectives in order to measure achievement. It is also important to monitor and evaluate used resources. (Isohookana 2007, 98.) The most important criteria, though, is that objectives are realistic and challenging (Vuokko 2003, 138). Often the final objective is to make the customer to purchase the good. However, the purchase decision is made after a long process of consideration (Kotler et al. 2006, 432).

Promotional objectives can be divided into three sub-groups, which are corporate, marketing and marketing communications objectives.

Corporate objectives refer to the business area that the company believes it should be in. These details are derived from the key communications factors facing the company at the moment. Marketing objectives are output-orientated and derived from the marketing plan. Furthermore, marketing communications objectives are derived from the current position of the brand. (Fill 1999, 622.)

Fill (1999, 510) explains, that objectives can be described to a SMART guideline. This acronym stands for Specific, Measureable, Achievable, Realistic and Targeted & Timed. When making objectives with the help of SMART technique, all of the required facts must be to be considered.

S = Specific

M = Measurable

A = Achievable

R = Realistic

T = Targeted & Timed

SMART guideline does not have to be long; even one sentence may contain all the necessary information. (Fill 1999, 510.) Information can also be gathered into a table.

4.3 Promotional Strategies

At this point usable marketing communications methods (advertising, sales promotion, public relations, personal selling and direct marketing) are selected. The strategy is decided based on promotional objectives and context analysis. Even in the same field of industry, different tools are used. Therefore the selection must always be done particularly by the company's own interests and by the campaign. When the usable marketing communication method has been selected,

must the selection for the right media to be done. Additionally now the usable financial resources must be known. (Fill 1999, 510.)

Fill advises the utilization of three promotional strategies (1999, 511). He defines it as 3Ps of Marketing Communications Strategy. This means that there can be identified three core marketing communications strategies, and each bases on broad target audiences. The 3Ps strategies are pull, push and profile strategy. (Fill 1999, 511.)

A pull strategy is focused on consumers and end users of B2B customers, and the communication goal is to get them to purchase goods. A push strategy's target audience is the channel intermediaries in order to develop sustainable relationships and distribution networks. Further, profile strategy focuses on brand developing and reputation building and it is aimed to all relevant stakeholders. (Baines et al. 2008, 511.)

These strategies are required in order to achieve audiences' awareness and to reposition the brand. Important factor is also to increase market's interest and understanding of the product and brand. (Baines et al. 2008, 511.)

4.4 Budget and Other Resources

Budget is the opportunity and the limitation of the successful marketing communications plan and therefore the amount of financial resources defines many boundaries. Vuokko (2003, 145) points out that the marketing communications expenses should be regarded as investments. Additionally the impact of the expense can be noticed not until a long time.

Financially, promotion should always bring more back than what is demanded, otherwise the whole campaign has been worth nothing. Marketing ROI (return on investment) is about creating positive value for a brand through demonstrating cost against payback. In order to archive profitable promotion, there must be clear

line of sight between message and business result. (Young, Aitken 2007, 16.)
Return on investment differs according to a company or a brand and its objectives.

ROI can be explained as a profit when it is easier to understand. There are two types of profits; improved cash-flow and value of an asset. Positive cash-flow means the increase of sales within short time period. The value of an asset, for ones part, is a long-term sales effect that is a result of an effective marketing. (Young et al. 2007, 17.)

The suitable budget always depends on the case. The usable amount of financial resources must be calculated based on the company's financial statements and plans.

Promotion campaign requires not only financial, but also human resources. Baines et al. (2008, 524) reminds, that resource planning is often forgotten or avoided. It is advisable to think marketing ROI as a profit because it includes not only financial resources, but people and time too. (Baines et al. 2008, 524.)

There are, however, a number of problems associated with establishment of a marketing communications budget. According to Fill (1999, 244) the main problems are the following; difficult to quantify the precise amount needed, problem to fit budget to a standard accounting practices and lastly difficulty to proceed budgeting process neatly.

4.5 Schedule

The schedule determines the time, which can be used, or need to be used for obtaining objectives. It is impossible to give any general examples of the schedule as it depends totally on the case. Usually marketing professionals divide year into quarters and the actions of each quarter is determined individually. (Fill 1999, 631.)

Sometimes the project may need a year to be accomplished and sometimes a campaign may need only a month. However, setting up a schedule and following it strictly is important part of a successful promotion.

4.6 Control and Evaluation

After the communication project has been launched, it should be monitored. The most important measurement is to find out how the objectives were achieved. (Baines et al. 2008, 524.) It is advocated to track continuous objectives so the current situation is constantly known.

Information gathered is vital for future projects and naturally, information argues whether the campaign was profitable or not. Evaluation should therefore not be forgotten but it is often avoided because it is seen as an unnecessary workload. In addition, accomplishing evaluation research is expensive (Rossiter, Percy 1997, 585).

Kotler et al. (2006, 439) explains that evaluation may suggest changes to the promotion program or in the product itself. Controlling can be accomplished by market surveys, coupon inquiries or sales and market share measurements and comparisons (Rossiter et al. 1997, 590).

5 CASE DNA FINLAND LTD: MARKETING COMMUNICATIONS PLAN

This plan offers only ideas to accomplish a promotion campaign towards Russian customers. It has not meant to be too precise or detailed. The plan is formed by the marketing communications planning framework (MCPF) which has introduced previously.

5.1 Context Analysis

In this study context analysis is divided into two parts; internal and external factors. Internal factors include company and product analyses. External factors concentrate on target segment, on analyzing competitors and introducing environmental facts.

5.1.1 Company Analysis

DNA Group consists of DNA Finland Ltd, which offers mobile communications and mobile communications network services and DNA Services Ltd, which offers fixed-line broadband and TV services. Additionally DNA Store Ltd is the distribution channel of the company's products.

CEO of the DNA Group is Riitta Tiuraniemi and turnover on 2008 was EUR 647 Million. The turnover of telecommunication operations was EUR 424 Million. There were 982 people working for DNA Group at the end of 2008, which includes 227 people working only the for telecommunications services. (DNA Finland Ltd 2009.)

The company was originally called Finnet Ltd which was owned by 40 local Finnish telephone companies. On 1.7.2007, the existing DNA Group was established after joint venture with six other Finnish fixed-line phone companies. Currently DNA Group is mostly owned by Finnish companies; additionally 12.84

per cent of the shares are owned by the private equity company 3i and 8.67 per cent by other owners.

DNA Finland Ltd is a young and growing challenger in a telecommunication business. At the moment DNA has approximately 1.6 million mobile communication customers. Therefore the company is the third biggest player within Finnish telecommunication field after TeliaSonera and Elisa. The coverage of DNA's 3G-network in 2008 was 80 per cent of the surface area of Finland.

The core elements of DNA's strategy are a strong brand, loyal customers and its own network. The aim is to grow faster than its competitors do. Additionally the essential goal is to be cost effective and to develop versatile and modern services for the customers. For 2009, DNA's goal is to create a uniform operation culture inside the DNA Group. (DNA Finland Ltd 2009.)

Company's Marketing

DNA's marketing has been effective and very distinctive. Last winter DNA's television advertisement campaign "Partiotytöt" was withdrawn from television due to its controversial message. The campaign introduced three girl scouts in the forest with their older male supervisor. The campaign was meant to be humoristic and stirring, however, not all the people liked it.

The Central Chamber of Commerce got numerous claims about the campaign. The audience thought it was sexually pejorative and distractive. In the end, DNA was released from every accusation. The Central Chamber of Commerce stated that the ad was not offensive or otherwise contemptuous. The lawyer of Keskuskauppa-kamari Paula Paloranta assured later on the article that the ad was not against good marketing behaviour (Keskuskauppa-kamari 17.12.2008).

DNA uses garish magenta colour in their logos, which capture attention very effectively and therefore is very useful style. The logo is also very simple.

In 2008 Deutsche Telekom accused DNA of stealing the usage of magenta colour,

which is close to the colour which their subsidiary T-Mobile uses. Previously in 2000 had Deutsche Telekom registered magenta colour as the European community trademark.

The company sued DNA in January 2008 in Helsinki Municipal Court. The German company demanded that DNA must terminate to use pink colour in their telecommunication services marketing. Additionally Deutsche Telekom wanted DNA to pay compensation for using the colour they had registered earlier.

In October 2008 DNA sued Deutsche Telekom for the same issue. DNA demanded that Helsinki Municipal Court would dismiss the registration of the trademark. The dispute is about the colour, which is placed between pink and magenta shade. However, the judicial writ has not yet been processed. If DNA was stated to terminate the usage the colour, would company's outward appearance be remarkable changed. (Taloussanomat, Digitoday 2008.)

New Marketing Communication Partner and the Campaign

DNA changed their marketing communication partner in March by selecting SEK & GREY as their new co-operator. The former marketing partner was the advertising agency PHS. The partner was changed as DNA tries to seek new direction for the company's marketing implementation.

The new partner will co-operate in strategic marketing, advertising, distribution channel and digital marketing. According to DNA's Sales and Marketing Director Erik Sylvestersson, the new partner was selected due to intent to respond the changing market situation with new ideas. He stated that "In the operator business, images and the rapid, intuitive utilization of various marketing methods are of crucial importance. As Finland's fastest-growing operator, we aim to lead the way even in marketing".

DNA has previously also co-operated with the company. For example, SEK & GREY's Marketing Director Marco Mäkinen contributed the campaign "Life is..". (Press release 18.3.2009, DNA Ltd)

DNA launched a new marketing campaign on March offering new subscribers the chance to get rich with a lotto coupon. The campaign is based on the survey the company carried out recently. The survey was about the Finnish people's behaviour if they won a jackpot from a lottery. The result was that the majority would spend their money on donations to family members, or save it. Additionally only few people would abandon their jobs or change their home country.

The survey was commissioned by DNA from Taloustutkimus in February and March 2009. A total of 577 Finns over the age of 18 responded to it in the form of an Internet panel.

The campaign aims to inspire consumers to compare their mobile phone subscriptions and replace them with a DNA subscription. The campaign is loyal for well-known humoristic pattern that DNA has tend to have. The campaign also affected on the company's public appearance by changing visual image to more detailed and more colourful style.

Product Analysis

The characteristic feature of prepaid packages is that a customer pays call time in advance. In reloading a prepaid card, he/she purchases a credit of call minutes, which can be used for calls up to the value of the credit purchased. In contrast, postpaid subscriptions are characterized by the fact that the usage fees in a particular period are invoiced to the customer. Generally there is a fixed price which may also include a credit in respect of call minutes.

DNA provides two types of prepaid subscriptions; DNA Prepaid and DNA Arvo. The difference between these subscriptions is that DNA Arvo can be compared to a postpaid subscription. For example, its pricing model is compatible to postpaid minute-priced-subscription. Furthermore, DNA Arvo requires registration although customer's credit history or creditworthiness is not checked.

DNA Arvo is developed for a customer, who requires a low-costing starting package and additionally pays usage fees as little as possible. DNA Prepaid subscription does not need to be registered and is therefore completely anonymous. Both prepaid types can be obtained from DNA Dealers, R-Kiosks, DNA Web Store and DNA Store.

DNA Prepaid and DNA Arvo Pricing

DNA Prepaid pricing is based on pulses. The frequency of pulses defines the average minute price. One pulse costs 0.08241 euro. The first pulse is charged at the beginning of the call, the next ones every 30 seconds. Therefore one minute phone call cost two pulses, in other words 0.16482 euro. Phone calls with DNA Arvo, unlike prepaids generally, are charged by a second basis. Prices are combined in the table in Appendix 1.

DNA Prepaid starting package costs 17.00 euro including 10.00 euro worth of call time. DNA Arvo can be obtained by 10.00 euro and starting package includes call time worth 10.00 euro.

With DNA Prepaid voice calls cost 0.16 euro per minute and SMS' 0.06 euro each within Finland. With DNA Arvo voice calls and SMS' are charged 0.069 euro per minute or each.

With DNA Prepaid phone calls to Russian mobile subscriptions cost 0.35 euro + 0.21 euro + 0.16, being 0.72 euro. Fixed-line calls cost 0.35 euro + 0.16 euro, being 0.51 euro per minute.

With DNA Arvo phone calls to Russian mobile subscriptions cost 0.35 euro + 0.21 euro + 0.069, being 0.629 euro. Fixed-line calls cost 0.35 euro + 0.069 euro, being 0.419 euro per minute. (DNA Finland 2009.)

Prepaid Roaming

Since 8.10.2007 DNA Prepaid and DNA Arvo have operated in more than 80 countries. Commercial launch of the roaming feature concerning prepaid subscriptions took place on 22.10.2007. As previously described, roaming means subscription usage abroad. Prepaid roaming enables only voice calls and SMS', therefore other services e.g. data transfer or multimedia messages can not currently be used abroad. (DNA's Intranet Ilona.)

Depending on network's features, there are two methods which enable prepaid roaming; USSD Call Back or Camel technique. USSD phone call requires a certain code, which must be added to the receiver's phone number. In the front of the receiver number must prefix *140* be added and in the end #. Inside Finland USSD code can not be used.

The camel technique does not require any special codes or signs added to the number. With the Camel technique phone calls to service numbers are banned. At the moment this technique is used when using subscription in Belgium (Base and Mobistar networks), Italy (H3G), Sweden (Telenor), Estonia (Elisa and EMT) or Russia (Megafon).

Since 1.9.2007, within the European Union, voice calls to Finland have costs of 0.59 euro per minute. Receiving a voice call is charged 0.2928 euro per minute.

5.1.2 Competitor Analysis

In Finland, there are a few competitors for DNA Prepaid subscriptions. These networks are Saunalahti, Fiveplus, GoMobile Sonera and TeleFinland. Kolumbus Prepaid subscriptions have not been available after 28.11.2008 since Saunalahti Prepaid replaced it.

There are three actual competitors for prepaid subscriptions, which are directed to foreign visitors. These are Saunalahti, Fiveplus and GoMobile. Saunalahti has

pushed prices down by aggressive marketing tactics and pricing their services very low. Fiveplus, however, is directed only for Russian tourists. The problem with the GoMobile is that very few people know about it due to lack of marketing. The subscription could have a huge potential if the marketing was accomplished effectively. The price analysis can be found at the end of the competitor analysis while the main features of competitor analysis are gathered to Appendix 2.

Saunalahti

Saunalahti is owned by Elisa and therefore it operates in Elisa's network. Elisa bought Saunalahti in 2005. Previously Saunalahti was known as Saunalahti Serveri (1998) and Jippii Group (2000-2003). Saunalahti Prepaid subscription can be obtained from Elisa Shops, R-Kiosks, from grocery stores Prisma and Alepa, and from their web page www.saunalahti.fi.

The starting package normally costs 6.70 euro (currently from promotion offer 2.90 euro) and it includes call time worth 6.00 euro. Phone calls within Finnish mobile subscriptions cost 0.067 euro, in addition short messages are priced 0.067 euro each. Currently there is a promotion offer and therefore prices are 0.049 euro / minute and each message. The promotion will end on 31.5.2009. Therefore at the moment Saunalahti Prepaid is the cheapest service provider regarding prepaid phone calls within Finland.

However, phone calls abroad are relatively expensive compared to the company's competitors. The pricing follows Elisa's foreign phone calls price list. One minute phone call to a Russian mobile subscription cost 0.737 + 0.067 euro. Therefore a minute price is 0.804 euro. Furthermore, one minute fixed-line phone call cost 0.517 + 0.067, being 0.584 euro. (Saunalahti 2009, Elisa 2009.)

Saunalahti provides own discussion board in the Internet (<http://palsta.saunalahti.fi>). This is most definitely a strength of Saunalahti as their customers can share their thoughts in a private web page instead of public one. Therefore negative thoughts and opinions are not to be spread as easily to

potential customers. However, the discussion board is not directed only for Saunalahti's customers although it requires registration.

Saunalahti has gained popularity rapidly as it operates as a subsidiary in one of the biggest Finnish operator's network. Therefore there have been huge financial resources to be used to promote the brand. Saunalahti can be obtained by a very low-costing starting package when customer must pay less than he/she receives call time. These promotion offers are well known among the target market.

Fiveplus

5+ Fiveplus prepaid subscription was launched together with AinaCom Oy in January 2009. A special feature of the subscription is that all the services are available in Russian. Therefore the subscription is mainly directed to Russian tourists and other Russian customers (Kauppalehti 2009).

The subscription and call time can be obtained from every R-Kiosk. The starting package cost 20.00 euro including 15.00 euro call time. Under planning are separate sales place establishments and co-operations with Russian travel agencies. 5+ Fiveplus Oy's Chairman of the Board Timo Louhenkilpi has explained that the amount of Russian visitors in Finland is increasing yearly and therefore the country is an important market area for the company.

Phone calls within Fiveplus subscriptions cost 0.15 euro per minute. Furthermore phone calls to other mobile phone subscriptions and to fixed-line subscriptions cost 0.25 euro per minute. However, phone calls to Russia are priced equally and there are not any extra foreign phone call charges. Therefore Fiveplus' Russian phone calls are remarkably cheap compared to their competitors. Fiveplus operates in Finland, Sweden, Estonia, Italy and Belgium.

Fiveplus has not been marketed much enough and it is definitely a disadvantage for the product. It is possible, however, that the marketing has been focused to Russian publications and web pages in order to catch the target segment before

they have arrived Finland. This is very hard to investigate as Russian web pages are written in Cyrillic alphabets.

GoMobile

GoMobile is a virtual operator and its prepaid subscriptions can be obtained from their web page, R-Kiosks and other stocked kiosks. GoMobile is a subsidiary of Ainacom Oy. An interesting fact is that Ainacom cooperates also with Fiveplus that was introduced previously. However, although Fiveplus is directed towards Russian customers, GoMobile is a cheaper option for the target group.

The starting package costs 4.90 euro including 5.00 euro call time. Furthermore by registering to GoMobile's web service customer, a customer receives additional 10.00 euro call time. After registration, SMS' can be sent free of charge via the Internet.

Phone calls and SMS' within Finland cost 0.059 euro per minute and each. Foreign phone calls to Russian mobile phone subscriptions cost 0.439 euro + 0.059 euro being 0.498 euro. Phone calls to fixed-line cost 0.189 euro + 0.059 euro being 0.248 euro per minute. Therefore GoMobile is the cheapest option among competitors when calling to Russia. Additionally phone calls within Finland are permanently cheapest compared to other subscriptions. (GoMobile 2009.)

GoMobile has concentrated its marketing only on their web pages. They market themselves as a "dirty cheap" prepaid subscription. Their target group is young customers who either can not obtain nor want not obtain a postpaid subscription. GoMobile could have a huge potential to grow one of the biggest players in the prepaid field, but due to the lack of an effective marketing, this dream has been ruined. Situation could, however, be changed with the right actions.

Sonera

Sonera is TeliaSonera Finland Oyj's registered trademark. Sonera provides telecommunication services in the Nordic and Baltic countries, in Spain and the emerging markets of Eurasia, including Russia and Turkey. Sonera Easy Prepaid subscriptions can be obtained from R-Kiosks, Sonera Dealers and stocked kiosks and service stations.

Sonera has not emphasized widely on marketing the product on their web page www.sonerafi, although basic information can be found. Regarding Telekom EPSI customer satisfaction inquiry (2008), Sonera is facing challenges, as their customer loyalty was the worst among other network service providers in Finland.

The starting package costs 17.00 euro including call time worth 11.00 euro. Phone calls within Finland cost 0.16 euro per minute, SMS' 0.11 euro each. Phone calls to Russian mobile network cost 0.69 + 0.16 being 0.85 euro minute. Fixed-line phone calls to Russia cost 0.47 + 0.16 being 0.63 euro per minute. (TeliaSonera Oyj 2009.)

Sonera Easy is one of the most expensive prepaid subscriptions in Finland. The company has not emphasized on marketing the product, as it seems only to be a compulsory product to be served. Sonera brand is strong and generally the company is considered as a quality network service provider.

TeleFinland

TeleFinland is TeliaSonera's subsidiary and the company has TeleFinland Helppo Prepaid subscriptions. Starting packages can be bought from R-Kiosks, from the grocery stores Siwa and Valintatalo and from the Selecta's kiosk automats. The subscription is also introduced in company's web page www.tele.fi.

Phone calls and SMS' cost 0.069 euro per minute and each. Voice calls are charged on a second basis. Starting package cost 9.90 euro and it includes 11.00

euro call time. Although subscription would not be used, the network charges 2.90 euro monthly.

Phone calls to Russian mobile network cost $0.69 + 0.069$ being 0.759 euro minute.

Fixed-line phone calls to Russia cost $0.47 + 0.069$ being 0.539 euro per minute.

(TeleFinland Oy 2009.)

Table 2. The Price Analysis

Following table shows the prices in a table. Highlighted areas are the lowest prices.

	Starting package / call time	Phone call in Finland	SMS	Phone call to mobile in Russia	Phone call to fixed-line in Russia
Saunalahti	6.70 / 6.00	0.067	0.067	0.804	0.584
Fiveplus	20.00 / 15.00	0.150	?*	0.250	0.250
GoMobile	4.90 / 5.00	0.059	0.059	0.498	0.248
Sonera	17.00 / 11.00	0.160	0.110	0.850	0.630
TeleFinland	9.90 / 11.00	0.069	0.069	0.759	0.539
DNA Prepaid	17.00 / 10.00	0.160	0.060	0.720	0.510
DNA Arvo	10.00 / 10.00	0.069	0.069	0.629	0.419

* Fiveplus does not inform the SMS' prices in their web page.

5.1.3 Segment Analysis

This plan is directed for Russian users for many reasons. Firstly, DNA has confirmed that they do not have a functional promotional plan to the segment. Further, the number of Russian visitors is increasing yearly (Appendix 1) and they are willing to spend a lot of money during their visit (Rovaniemen ammatillinen aikuiskoulutuskeskus 2009). However, the recession may have an effect on that amount. There are also affordable tools to promote the product to this target market. These tools are introduced later on.

Russia is the world's largest country, at 17,075,400 square kilometres. There are approximately 142 million people, and Russia is the ninth largest country in the world by population. During past years, there has been economic growth, however recession is affecting their economy now as numerous other countries in the world. This is due to rising oil prices, increased foreign investments and greater political stability. In 2007 Russia's GDP was USD 2.076 trillion, which was the sixth largest in the world. (INST 2005.) The GDP's in 2008 of the Finland and Russia can be seen in the Appendix 4.

Russian customers appreciate customer care and other services in their own language. Therefore not only all the material but also customer care needs to be in Russian in order to achieve the best results. Only Fiveplus serve customers in Russian although the amount of Russian customers among foreign prepaid customers is comparatively large.

When Russian people see advertisements or other material in their own language, they feel important and welcome (Rovaniemen ammatillinen aikuiskoulutuskeskus 2009). Printing out user manuals and other material in Russian is a low-cost way to obtain target audience's attention. They are, however, nowadays well aware of foreign languages. English is the most taught language at schools, but also German and French are getting more popular among Russians. (Honkanen, Mikluha.)

Additionally Russians are humoristic and sarcastic people. This is a very subjective feature and marketing humour must be carried out very delicately and carefully. In general, Russians love to make fun of rich people and upper classes' members. However, in the intercultural advertising messages, the humour does not work well (Fill 1999, 292) and therefore humour is not to be used widely in this case.

At the same time, Russian people are very patriarchal and Mother Russia is not to be decried. They see their country as a great power and that is not to be offended. Therefore Mother Russia is the symbol of their nation. Patriotism is honourable and binding. For Russian the home country is holy and the respect is strongly presented in songs and poems. The Russian Soul (the *Russkaya Dusha*) is wide and deep. The people like to study their own soul and therefore they are sensitive to not only their own feelings but those of others, too. (Honkanen, Mikluha.)

Body language is important to Russians. They speak often loudly and raise their voice when excited. Further, they use quite a lot of sign gestures and they convey their emotions and ideas with hands and with facial expressions. All of these cultural features reflect especially to a personal interaction. (Honkanen, Mikluha.)

5.1.4 Environmental Analysis

As generally known, the economic situation has got worse and economic downturn has started. This naturally affects on companies' desire to use financial resources for marketing. The article in *Kauppalehti* magazine stated that half of the member companies of the *Mainostajien Liitto* (The Association of Finnish Advertisers) will decrease their total marketing this year. In average, companies cut marketing expenses 23 per cent. The situation is the worst within thirty years. (Kauppalehti, Tammilehto 2009, 7.)

Tammilehto has interviewed the CEO of the *Mainostajien Liitto* Ritva Hanski-Pitkälä, who confirms that digital marketing will get more popular during recession. This is because companies want to target their marketing to a smaller

and more detailed segment. Therefore e.g. the extension of television advertisement campaigns will decrease.

Currently there are no plans to change telecommunication politics, regulations or laws, which could affect on DNA prepaid subscriptions.

Table 3. SWOT Analysis of DNA's Prepaid Subscriptions towards the Competitors' Ones

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • owned by Finnish companies • third biggest telecommunication company • a strong brand, loyal customers and own network • marketing effective and attractive • DNA Arvo comparative to postpaid subscription • own supply chain: DNA Store • advanced and versatile prepaid roaming 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • operates as a challenger in a market • advertising gained negative publicity • DNA Prepaid pricing bases on pulses and is therefore expensive to use • DNA Prepaid's starting package expensive (17.00 euro) • customer care in Russian not provided
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • to develop versatile and modern network services • to develop Russian customer care • number of Russian visitors has increased yearly 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • numerous competitors having lower prices • recession may affect on number of Russian visitors • economic situation may affect on demand

5.2 Promotional Objectives

Financial and numerical objectives are very hard to define, as DNA does not have information about the amount of prepaid customers. This is because the subscription does not require registration and the amount can not be calculated. Furthermore the company is unwilling to share the number of DNA Arvo customers and the financial share among other subscriptions.

Although vital and required information is not available, the objectives are generally to increase the number of Russian customers, to increase target market's awareness of the product and therefore increase demand for DNA's prepaid subscriptions. Naturally these should be accomplished cost-effectively and therefore this plan focuses on marketing tools which are low-costing but simultaneously as effective as possible.

The objectives are achieved by several promotion methods and strategies that are explained in the next chapter more closely.

Furthermore, the company's brand will be developed in the target market. This is obtained by focusing on cultural features on overall marketing and therefore promotional methods must be designed precisely to Russian customer needs. Brand development is pursued especially by advertising.

5.3 Promotional Strategies

This study focuses on pull and profile strategies. A pull strategy focuses on print, billboard, radio and transit advertising, web marketing and sales promotions, while profile strategy concentrates on developing DNA brand among target segment. The advertisement campaign can emphasize both, to promote product and to develop brand and therefore there is no need to separate these two objects. A push strategy usually concentrates on distribution channels but in this case, DNA has strong channel intermediary relations and therefore that is not emphasized.

Additionally developing customer care for prepaid customers in the Russian language is to be focused. This is a very affordable objective and the output is quite easily bigger than the input. It is good to bear in mind, however, that developing the quality customer care in a certain language requires new work force. Therefore it must be planned carefully to gain maximum profit.

Although customer care development is technically not a promotional strategy, in this case it helps to obtain the objectives and therefore it has taken a part of the marketing communication strategy.

5.3.1 Print, Outdoor and Radio Advertising

Overall advertising must be based on Russian cultural features. For example, humour can, and is, advisable to use but only on a general level. Universal and eternal jokes and proverbs are very safety options. Furthermore, the adverts can show Finland in a silly and funny way but Russia must not be shown in that way. As described before, the target market is very patriarchal and dishonouring them would be catastrophic from the marketing point of view.

The message in advertisements should emphasize the high technology reputation that Finnish products have. This can be combined with a funny story and some famous facts about Finland. Furthermore, appreciation of a foreign culture and the people must not be forgotten.

As an example following story; a Russian tourist is in Finland, wandering around in a forest (Finnish well-known natural resource) or sailing on a lake (Finland is known as a land of thousand lakes), but the main point is that he/she is lost. Then he/she sees, in the middle of nothing, a small kiosk which sells DNA Prepaid. The Russian calls to his/her friends, which come and rescue him/her. The story must show that he/she was lost because the destination looks all around the same, not because of the lack of the Russian navigation skills. Then the story does not defame Russian people but rather Finland.

Advertisements must be in Russian. The visual and contextual part of the campaigns can be done in Finnish but later it is very important to focus on translations and only a native Russian can carry them out.

Print Advertising

The aim is to direct print advertising to a target segment via magazines and journals. The selected theme and design can be used in billboard advertising campaigns as well and it must be uniformed for a DNA's marketing in Finland. Therefore the main color of the advertisements must be magenta and the design simple and somehow humoristic. Like in Finland, also in Russia the print advertisement should contain funny or silly picture and a short story, which captures target audience's attention and awakes emotions.

Usually people have consistent reading habits and they always read the same type of magazines. The magazine selection is done based on their interest. In this case, the advertisements should be in travel magazines, which handle articles about Finland. In that way the target audience can be reached. Additionally print advertisements can be located to Russian airline magazines in order airplane passengers to familiarize the product before arrival.

In print adverts, the emphasis is to assure customers that DNA prepaids are not only low-cost but also reliable choices. The slogan, which is widely used in DNA's advertisements in Finland "DNA on halpa" (DNA is low-costing) can be translated to Russian. It is, however, important to ensure that the advertisements do not deliver a negative message. Therefore the word "cheap" is not to be used as it may affect negatively on people's minds.

Furthermore, DNA's campaign "Elämä kallis, DNA halpa" (Life is expensive but DNA cheap) and its slogan "Elämä on..." (Life is...) should not be used on promoting the product to Russian customers. As a promotion in general should develop a positive image of a product or company, in international marketing the slogan "Elämä on..." just does not work. The reason is that it delivers an arrogant

vision of Finnish people because it is generally known that Finland is economically more developed than Russia (Appendix 4).

The strength of the print advertisement is that the magazines are often passed along to others after the original user has finished reading it. Therefore the advertisement stays alive for a long time and the message will be delivered to a wider audience.

The absolute and relative costs associated with magazine advertisements are rather high and therefore the campaign needs to be focused during a holiday period or along sport, cultural or other tourist-attractive events in Finland.

Outdoor Advertisements

Outdoor advertisements (billboard and transit) usually support messages that have already been delivered via primary media. In this case, the primary media is print. Therefore outdoor advertising is only a supporting method to deliver desired message about the product and to develop brand.

As Appendix 3 shows, DNA has had outlines for potential billboard advertisements near the Russian border but the campaigns have not been accomplished. These outlines could be used as it reduces the total costs of promotion campaign.

Billboards reach a large audience and it is therefore comparatively effective. By this means, the most members of a target audience are able to see the message, which lowers the relative costs. The benefit for the billboards is also that they can be located on the fields near borders or airports where the target audience is likely to travel. The board is very effective form to develop DNA brand in target market.

Transit advertising can be accomplished in the cities near the border as well as the airport cities. Advertising in the side or on the roof of public transportation can be rather cheap. One reason is that no extra equipment is required to transmit the

message. Especially independent or otherwise smaller companies surely accept advertisements by affordable prices.

Additionally transit advertising in walkways of major subway and railway routes or in the halls of international airports' should be considered.

Radio Advertising

Additionally short but attractive radio advertising campaign is to be designed. Radio advertising campaign is profitable to schedule just before popular Finnish occasions. Different sport and cultural events at summertime and during Christmas in winter may be the most effective ones. The radio campaign can pursue to promote the prepaid as a product and to improve DNA brand in Russia.

5.3.2 New Media

Internet marketing is the most cost-effective way of carrying out the promotion campaign. The hardest part is to find and select the right forums and WWW-pages. This should be accomplished by hiring an external professional, ideally a native Russian person, to find out the most popular pages. The challenge for Finnish person is to comprehend and have a fluent understanding of the Cyrillic alphabets.

After the right forums and pages have been found, the printed advertisements can be utilized for web marketing. Additionally already designed radio campaign can be used for sound effects. Banners are animated, which catches web users' attention more effectively. In addition, banners emphasize travelling to Finland and they need not to be too complicated.

Conforming DNA's visual image is very important. It will not only deliver the desired effect, but it also maintains DNA's brand within target market. The magenta color and comparatively simple content are the characteristics by which

DNA's advertising is known. These can be seen from the Appendix 5, which introduces a few banners from the company's web page.

The banners lead to DNA's web page in Russian. If the company does not want to emphasize this on their web pages, the page can be formed invisibly. This means that there is no visible link for Russian language in their web pages, and the page can be entered only via a banner which can be found e.g. from the Russian travel forum.

There is no need for the Russian web page to be very comprehensive. It is enough that prepaids are introduced and their pricelists are seen. Furthermore, the exclusive roaming service should be shown as the customers will be aware that they can use their Finnish prepaids abroad if needed.

5.3.3 Sales Promotion

Sales promotion is very hard to allocate only to a certain nation if it is accomplished in Finland. Therefore it should be accomplished inside the target market. The product could be advertised in a travel fairs, and for example, in Moscow's International Travel Fair (MITF 2009).

DNA can emphasize developing brand by billboards in the cities close to Finnish boundaries. This can be reinforced by sales promotions. DNA prepaids can be offered to be sold in a stores and kiosks near boundaries and the international airports. If the products are sold in Russia, it is vital to ensure that all of the important regulators and laws concerning international sales are met.

Sales promotion should assure the Russian customers that it is very affordable to have prepaid instead of using their own subscriptions. The wide network coverage must also be proven.

5.3.4 Customer Care in Russian

Developing customer care for Russian customers is a huge advantage for the company. This is something only Fiveplus can currently offer in Finland. Furthermore, implementation is inexpensive if it is accomplished along frequent recruitment process.

DNA has constantly employed new work force for their customer care. Currently there is Finnish, Swedish and English spoken customer care available. There are additionally many Russian speaking unemployed customer consultants in Finland.

DNA's customer care is open from 8 am until 10 pm, seven days a week. At night time only limited service is provided. After 10 pm, a customer can request a PUK code or temporary close the line due to loss or theft. These actions do not require customer care by a certain language as they can be accomplished in English.

Russian customer care needs to be provided only 14 hours daily. The workday can be divided into three or four shifts, and employees work simultaneously especially during rush hours (roughly at 10 am, noon and 4 pm). It is highly unlikely that more than one Russian customer contacts customer care concurrently. Therefore less than ten people are required to accomplish the object.

5.4 Budget and Other Resources

The budget for the plan can not be defined in this study. Overall the plan has been composed to be as profitable and low-cost as possible. Budgeting has been left away for several reasons, mainly because the study is meant to be only a promotional idea. Therefore all the financial decisions and exact plans are left to the company.

The wideness of the campaign defines the final budget. Designing print, radio and billboard advertising, completing functional web marketing and carrying out a sales promotion campaign in Russia will raise the demand for financial resources very high. However, if only some parts of the plan are used, the expenses will be lower.

It is good to bear in mind that implementing customer care in a new language requires new work force. Additionally the promotion plan execution requires human resources from marketing and marketing communication departments of the company. There is also a need for external interpreter to assure the grammar of the advertisements. These must be noticed when deciding the promotion budget.

5.5 Schedule

Like budget, schedule could not be determined in this study either. As described previously, the schedule depends totally on the case. If all the suggested actions are carried out, the overall campaign will be relatively large and therefore it naturally requires quite a lot of time. The demand for time goes hand-in-hand with the extension of the promotion campaign. The exact schedule is determined after the final and definitive marketing communication plan has been completed.

5.6 Control and Evaluation

Campaign controlling and evaluation must be planned carefully as it offers very usable information for the following campaigns. In the case, the marketing communication objectives were to increase the number of Russian customers cost-effectively, to increase target market's awareness of the product, to increase demand for DNA's prepaid subscriptions and to develop brand among target market. The final evaluation decisions can be done after the exact plan is completed. To help this, it is advocated to track objectives during the campaign so the current situation is constantly known.

6 CONCLUSIONS

The main reason to accomplish the study was the author's personal interest for the marketing communication planning process. After hearing that the case company has not a functional promotion plan for the segment, the subject was instantly developed. It was also interesting to combine intercultural features and the promotion process and to then bind them into the plan. One goal was to offer a practical source for a person to accomplish a promotion planning process.

Marketing communication is an important part of a company's marketing process, as it is the most visible way to tell about the company to their customers and to their interest groups. It was interesting to notice how versatile and demanding the planning process can be. There are many stages, which relate to each other. Without handling every stage, the plan will not function as it should do. Very often used MCPF framework was chosen to the basis of the plan since it is very comprehensive and practical frame.

It was impossible to make an accurate plan as the company gave very limited information. They were, for example, unwilling to share their marketing plan although it is a basis for the context analysis. All the essential information needed to be collected for the study, and consequently, it was possible to create and offer only feasible ideas to the case company. Ultimately the aim was to find out functional, cost-effective and somehow personal promotion strategies.

The accomplishment of the plan would not be easy as there were several problems to overcome. First, Russia is a vast country and finding potential customers is extremely difficult. The implementation of the campaign within the target market is scattered which naturally decreases the overall output of the promotion process. Therefore the actions should be accomplished in their entirety only in some geographical locations. It was suggested that the promotion was centered on the bigger cities near Finnish boundary and to the international airports.

Secondly, there might be a lack of interest from the company's side. Although Russian customers are the biggest foreign nationality using DNA's network, the company may not have an interest to concentrate on marketing to this segment. Even a smaller size of campaign execution requires many resources and therefore it might be seen to be too challenging and demanding.

Lastly, developing customer care in a certain language may be theoretically possible, but the company may be unwilling to execute it. The company may fear that they may harm DNA's public image by focusing on Russian customers. Due to Finland's warlike history with Russia, the Finnish people somehow often dislike the nation. Therefore the company should execute promotion positively by emphasizing international and multi-culture features. DNA could, for example, add the international feature to their latest campaign and further support it by advertising or with sales-promotions in Russia.

Although DNA's overall marketing is well-known for stirring campaigns and humoristic stories, the international features have not been emphasized. However, neither have their competitors had. Therefore this promotion plan could help DNA to increase their market share among Russian customers in Finland.

7 SUMMARY

The aim of the study was to create feasible ideas on how the case company could promote prepaid subscriptions (DNA Prepaid and DNA Arvo) for a specified segment. The Russian customers were chosen as they are the biggest foreign nationality using DNA's network in Finland. Additionally number of Russian visitors in Finland has been increasing during past years. The qualitative research was divided into theoretical and empirical parts.

The objectives of this marketing communication plan were to increase target market's awareness of the product and to increase demand. Therefore the advertising focused not only on promoting the product, but also developing DNA's brand among target market. The intercultural features offered a new perspective for the planning process.

First the study introduced marketing in general. Strategic marketing planning, marketing mix and 4P theories were focused as they create a framework for a company's marketing. Since promotion is one of the "Ps", it was important to introduce 4P theory before getting on marketing communication in more detail. Second part of the study was about marketing communication and the next focused on marketing communication planning. These theories were applied in the case company's plan.

The case company's plan stressed versatile advertising, new media and sales promotion as marketing communicational strategies. Furthermore customer care development in Russian was suggested.

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APPENDICES

APPENDIX 1

	The number of arrivals		
	2006	2007	2008
The whole year			
The whole country			
Russian tourists	299 717	385 928	476 272*

The table shows the amount of Russian visitors in Finland during recent years.

* Estimation

Tilastokeskus 2009 (www.tilastokeskus.fi)

APPENDIX 2

The main features from competitor analysis are gathered into the table.

Network	Special feature
Saunalahti	<ul style="list-style-type: none">- Aggressive marketing- Promotion offers
Fiveplus	<ul style="list-style-type: none">- Directed especially for Russian customers- Russian customer care
GoMobile	<ul style="list-style-type: none">- Cheapest option- Challenger for prepaid market
Sonera	<ul style="list-style-type: none">- The most expensive subscription among competitors- Do not emphasize on prepaid marketing
TeleFinland	<ul style="list-style-type: none">- Best value for starting packet- Monthly fee 2.90 euro
DNA Prepaid	<ul style="list-style-type: none">- Operates more than 80 countries by USSD technology- Most expensive after Sonera
DNA Arvo	<ul style="list-style-type: none">- Relatively cheap- Prices equals to postpaid subscriptions

APPENDIX 3

DNA billboard advertisement outlines near Russian boundary in Eastern Finland.



APPENDIX 4

GNP in Finland 2008 was 35 041.00 EUR per capita (Tilastokeskus 2009).

Russian estimated GNP in 2008 was 15 800.00 USD (Central Intelligence Agency 2009) which equals 20 197.14 EUR per capita.

Exchange rate on 13.3.2009 EUR-USD 1.2783 (Suomen Pankki 2009).

Country	GNP EUR per capita
Finland	35 041.00
Russia	20 197.14

APPENDIX 5

Banner examples from DNA's web page www.dna.fi

