

## **Developing integrated marketing communication campaign for CoreFinland Ltd**

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<p>The aim of this study is to develop marketing communication campaign for a small-sized snacks- producing company CoreFinland Ltd using the integrated approach. The research question defines what kind of marketing activities the case company needs in order to improve the interaction with consumers and raise brand awareness.</p> <p>The first part of the research is a qualitative study of relevant marketing literature that concentrates on comparison between traditional and modern marketing. Analyses of the case company, product and segment, as well as market environment were conducted to enhance the understating of marketing activities that could be used for CoreFinland Ltd.</p> <p>Empirical data was collected during the in-store promotional events in KESKO supermarkets in November 2011. Customer feedback was gathered in order to define consumers' needs and expectations, as well as to analyze the brand awareness.</p> <p>The second part of the research aims to develop integrated marketing communication campaign based on literature review, promotional objectives, consumers' needs and personal discussions with managing director Mr Turkama during the autumn 2011. In order to minimize financial costs and maximize advertising efficiency it was decided to pay special attention to online marketing, guerrilla marketing and social media.</p> <p>Findings of this study allow CoreFinland Ltd to analyze consumers' needs and current product position and provide valuable tips for implementing integrated marketing communication campaign.</p>	
<p><b>Keywords</b> Integrated marketing communication, segment analysis, customer feedback, online marketing, guerrilla marketing, social media</p>	

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# **1. Introduction**

Marketing communication plays an essential role in business as it contributes to the organizational success. Promotion will help to raise the public awareness and therefore, increase sales. Well-known product, frequently advertised through media will cause the people's interest to buy it. Company name recognition and association with quality products will build consumers' trust and develop company reputation. Marketing does not involve just the sale of the product or service. Advertising must be innovative and smart enough to promote the products using proper marketing strategy. With a high level of competition, launching the new product is not that easy. If marketing tactics are not implemented and analyzed well, the company might spend lots of resources and time on a wrong sales strategy.

Nowadays many companies realized the need for a more strategic and cohesive in planning their marketing activities. Integrated marketing means coordinated use and integration of the advertising efforts with a variety of other communication techniques.

In this study will be developed marketing communication campaign using the integrated approach for small snacks- producing company CoreFinland Ltd (CFL).

## **1.1 Background for the research**

During the autumn 2011 I was working as a marketing trainee for CoreFinland Ltd, a small-sized company that concentrates on importing, marketing and sales of varieties of food and snack products. Upon completion of my work I got a wide knowledge in sales and promotional activities that company could use for promoting the products.

CoreFinland Ltd provides marketing and sales services to both foreign and domestic companies through its long established channels, such as - wholesale, retail and HORECA sectors. In the service sector, the company is also providing services such as - Sinfos product information database entry and hosting, package designing and consultation, market entry planning, reporting of sales and marketing activities

including competitors activities, introducing products to retail chains, logistics in Finland, warehousing in Finland, CD-model warehousing services (labeling, collecting, etc.), sales material designing, translation services, brand management, nationwide sales teams, product development (sampling & sensory research and analysis). (CoreFinland 2010)

The company owns “RIPS” brand since 2007 as its main food-snack brand. RIPS snacks are produced after meticulous preparation and selection of best raw material. CoreFinland Ltd started 2006 with Rye snacks, 2011 extended with “Vege Chips” as a snack innovation on Finnish market, and “Bio Pops” organic breakfasts.

The growth of the healthy and natural snack market within the last decade in Europe would imply that consumers are making increasingly rational snack choices related to health criteria or attributes. (DEFRA 2007)

Such a rational decision-making in snacking for adults remains limited in practice and CoreFinland Ltd needs to market around the consumer perceptions of key choice attributes for each consumer group, addressing them in product, packaging and merchandising, to effectively position more “healthy” or “natural” snacks to gain increased sales.

## **1.2 Objectives and research question**

The previous marketing communication campaign of CFL was out-of-date and designed especially for the Finnish market, while company is planning to expand the sales overseas. Launching new Vege Chips and Bio Pops products leads to serious changes in the company business profile. Moreover, some goods are not produced anymore, but are still mentioned in the corporate web-pages, which can cause the frustration of potential business partners and general consumers.

Marketing methods used previously were not efficient, because most of the public do not know about the products and its health benefits.

The core objective of this study is to use integrated approach in developing the marketing communication campaign for Vege Chips product of CFL.

The main objectives of the study are:

- to compare traditional and internet marketing
- to analyze the company and product profile
- to analyze competitors and market environment
- to analyze consumers' feedback from KESKO in-store promotions
- to define promotional objectives and develop marketing strategies
- to describe IMC methods that could be used for CoreFinland Ltd

The research question defines what kind of marketing communication campaign the case company needs in order to gain more customers and enhance company reputation through active integration.

IMC will be used in order to increase the Vege Chips' awareness and promote future sales. Campaign will be based both on theoretical framework and empirical data.

### **1.3 Research methods and limitations of the study**

Understanding the complexity of a specific research question requires a systematic, procedural approach. It is recommended to start with identifying problems and make a conclusion with data analysis and evaluation, as well as provides possible recommendations. This study is a procedural research, including both qualitative and quantitative research elements.

“Any study that is conducted using an observational technique or unstructured questioning can be classified as qualitative research, which is becoming increasingly popular in number of research situations”. (Ezzy 2001, 294)

Qualitative research involves collecting, analyzing and interpreting data by observing what people do and say. Observations and statements are in non-standardized form. (Burns & Bush 2010, 235)

Qualitative approach will help to deliver the in-depth subjective ideas and opinions for launching the new marketing campaign. Working as a trainee for CoreFinland Ltd gave me the possibility to analyze views of company management on promoting Vege Chips. As case company is limited in finances, special attention is paid to the social media and modern promotional methods, used as a powerful tool of marketing.

Quantitative research involves formal procedure for gathering data with the use of structured questions with predetermined response options and a sizable representative sample of the population. The purpose of quantitative research is very specific, and it is used when the client and researcher have agreed that precise information is needed. (Burns and Bush, 2010, 235)

Quantitative approach will help to gather the product feedback from large group of end consumers and analyze buying preferences of each target group. Survey methods ensure that respondents are exposed to the same response option and therefore will help to get the feedback on precise topics interested for case company. Respondents were divided by age group and gender for comparison in the search for meaningful differences and to ensure the sample validation.

Data collection was done in November 2011 through customer survey during the promotional events in K-citymarkets in Sörnäinen, Tapiola, Kamppi and Iso Omena. Large number of participants (119) proves the validity of this study.

This study supports CoreFinland Ltd's sales and marketing activities. Thesis offers suggestions for the case company for Vege Chips' promotion using the integrated marketing approach. Theoretical part of this study is based on a wide literature review. Overall, the marketing communication campaign for the CFL is created on a general level and the final decision is left to the company.

## 1.4 Concept of integrated marketing

Marketing communication is one of the components of marketing mix, which covers five basic tools: advertising, sales promotion, public relations, direct marketing and personal selling. (Wood 2008, 124)

Previously, the traditional mass media was the leading feature in most companies' promotional mix with a high relying on the advertising agencies. That was caused by the past success of mass production of goods. Marketers came easily to conclusion that consumers were a homogenic group that would be best reached with mass media advertising. (Belch & Belch 1998, 9; Englis & Solomon 1996, 183)

Although promotion was traditionally a monologue initiated by organization, nowadays many marketers are encouraging dialogues through messages and media that invite interaction. (Wood 2008, 125). Companies realized the need for a more strategic and cohesive approach in their communications. This new approach meant coordinated use and integration of the advertising efforts with a variety of other communication techniques such as sales promotion, direct marketing, publicity and public relations, and event sponsorships.

Integration was encouraged by the realization that advertising and other forms of promotion are most effective when they are coordinated with other elements of the marketing communications mix. (Belch & Belch 1995, 4) The general idea is that there are a wide array of methods, media, and channels for communicating with those outside of an organization, and that an organization needs to coordinate and centralize these activities over the long term in order to be effective.

Terence Shimp (1997) notes five more important features of the IMC definition:

“An integrated marketing communications program ultimately must be judged in terms of whether it influences behavior. Prior to purchasing a new brand consumers generally must be made aware of the brand and its benefits and influenced to have a favourable attitude toward it...”

“IMC uses all forms of communications and all sources of brand and company contacts as potential message delivery channels... Contacts would include TV commercials, magazine ads, messages on the Internet, posters on public vehicles, and a virtually endless list of other possibilities.”

“Another important aspect of IMC is that its process starts with the customer or prospect and then works back to the brand communicator in determining the most appropriate and effective methods through which persuasive communications programs should be developed.”

“All of the communication elements (ads, point-of-purchase material, sales promotion, events etc.) must speak with a single voice. Coordination is absolutely critical to achieving a strong and unified brand image and moving consumers to action.”

“Successful marketing communications requires building a relationship between the brand and the customer. Companies have learned that it is more profitable to build and maintain relationships than it is continuously search for new customers...”  
(Shimp 1997, 12-15)

Marketing communications alone cannot guarantee success, nor can it be separated from the management of the business or the customers. The success is more dependent on a well balanced and integrated marketing mix, i.e. the components of the product, its price, the distribution channels, and the marketing communications have to suit each other. In case the marketing mix is not in balance communications might not reach the right audience at the right time (communications imbalance), or the customers cannot buy the product when they want to as it is out of stock (distribution imbalance), or the product is priced out of their reach (pricing imbalance), or even worse, the product does not meet the customers’ expectations (product imbalance). (Smith 1998, 20; Stewart 1996, 148, 150)

Integrated marketing communications will help CoreFinland Ltd to effectively promote their product. In order to choose the most appropriate marketing methods, we will compare old and new promotional tactics.

### **1.5 Traditional marketing vs. internet marketing**

The marketing mix is the combination of marketing activities that an organization engages in so as to best meet the needs of its targeted market. Traditionally the marketing mix consisted of just 4 Ps- product, price, promotion, and place.

With the rapid changes surrounding organizations, the traditional marketing mix of the 4 Ps has been criticized for being too myopic in this current market situation. The traditional marketing mix has also been disparaged for being too product-focused and for taking an overly inward-looking strategy with regards to the organization's resources and capabilities in production matters. This is antithetical to attending to the more important organizational goal of satisfying the desired needs and wants of customers. (Thomas 2011, 6)

In customer targeted marketing, the customer becomes the central focus of the organization's strategy and activities, rather than the product itself (which is the prime concern in traditional marketing). The organization's paradigm shift in marketing requires a company to build a commitment to quality and to listen critically to the customer to determine the market needs and how the company can meet those needs more effectively. (Kotler 2008, 114)

Philip Kotler substituted the traditional marketing mix theory of 4Ps with the new concept known as 4Cs theory. The comparison table is presented below:

Table 1. Reviewed marketing mix theory of Philip Kotler.

<p><b>PRODUCT</b></p> <p>Anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. It includes physical objects, services, persons, places, organizations and ideas.</p>	<p><b>CONSUMER</b></p> <p>It is important to understand what the consumers' wants and needs are. Times have changed and you can no longer sell whatever you can make. The product characteristics have to match the specifics of what someone wants to buy. And part of what the consumer is buying is the personal "buying experience."</p>
<p><b>PRICE</b></p> <p>The amount of money charged for a product or service, or the sum of the values that consumers exchange for the benefits of having or using the product or service.</p>	<p><b>COST</b></p> <p>Understand the consumer's cost to satisfy the want or need. The product price may be only one part of the consumer's cost structure. Often it is the cost of time to drive somewhere, the cost of conscience of what you buy, the cost of guilt for not treating the kids, the investment a consumer is willing to make to avoid risk, etc.</p>
<p><b>PLACE</b></p> <p>All the company's activities that make the product or service available to target customers.</p>	<p><b>CONVENIENCE</b></p> <p>Think convenience of the buying experience and then relate that to a delivery mechanism. Consider all possible definitions of "convenience" as it relates to satisfying the consumer's wants and needs. Convenience may include aspects of the physical or virtual location, access ease, transaction service time, and hours of availability.</p>
<p><b>PROMOTION</b></p> <p>Activities that communicate the product or service and its merits to target customers with a view to persuading them to buy.</p>	<p><b>COMMUNICATION</b></p> <p>Communicate, many mediums working together to present a unified message with a feedback mechanism to make the communication two-way. And be sure to include an understanding of non-traditional mediums, such as word of</p>

	mouth and how it can influence your position in the consumer's mind.
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According to the Table 1, this new approach meant coordinated use and integration of the advertising efforts with a variety of other communication techniques such as sales promotion, direct marketing, publicity and public relations, and event sponsorships. Customers buy a particular product, in addition to some money, but also spent some time, effort and energy, which constitute the total cost of the customer. Companies should do efforts to improve efficiency, saving customers the time of purchase providing with a good service and reduce mental and physical cost.

To maximize the convenience of consumers, selling areas should consider the regional choice, location decisions, and consumer accessibility. Company should facilitate consumers to visit, browse, select and do the payment.

With the rapid advancement of information technology (especially the rise of the Web) and the increasing difficulties of meeting customer's needs and wants there is a shift from a traditional marketing approach to customer targeted marketing.

To understand deeper what kind of marketing communication activities could be used for CoreFinland Ltd, in the next chapter will be done analyses of the case company, product and segment, as well as market environment . In order to consider customers' needs and desires, customer feedback will be analyzed. Marketing communication campaign will be based both on theoretical framework and empirical data.

## 2 CoreFinland Ltd

CoreFinland is a small-sized company that concentrates on importing, marketing and sales of varieties of food and snack products. The company owns „RIPS“ brand since 2007 as its main food-snack brand. RIPS snacks are produced after meticulous preparation and selection of best raw material. CoreFinland started 2006 with Rye snacks, 2011 extended with “Vege Chips” as a snack innovation on Finnish market.

### 2.1 Context analysis

Context analysis is a method to analyze the environment in which business operates. The purpose of the context analysis is to determine and understand communication drivers, which are likely to affect the brand or company. In context analysis, the crucial point is market research data about target audience. Motivation, needs, attitudes and decision-making characteristics are important information for the successful plan (Chris Fill 1999, 620).

Context analysis contains several related contexts that help to develop 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). The information of the context analysis can be gathered into the SWOT analysis, where all strengths, weaknesses, opportunities and threats of the current situation are summarized.

“SWOT analysis is a process generates information that is helpful in matching an organization or group’s goals, programs, and capacities to the social environment in which it operates.” (Morrison 2000)

However, Morrison (2000) emphasizes, that “... many believe the SWOT is not an analysis, but a summary of a set of previous analyses – even if those were not more than 15 minutes of mini-brainstorming with yourself in front of your computer. The analysis or more correctly interpretation comes after the SWOT summary has been produced.”

SWOT analysis is also not free from its limitations. It may cause organizations to view circumstances as very simple because of which the organizations might overlook certain key strategic contact which may occur. Moreover, categorizing aspects as strengths, weaknesses, opportunities and threats might be very subjective as there is great degree of uncertainty in market. SWOT Analysis does stress upon the significance of these four aspects, but it does not tell how an organization can identify these aspects for itself. Moreover, there are certain limitations of SWOT analysis which are not in control of management, such as price increase, legislation or economic environment (Hill, T. & R. Westbrook 1997, 50)

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, competitors and environmental analysis. Additionally, SWOT analysis will be made for Vege Chips product in order to identify potential marketing strategies.

## **2.2 Company and product analysis**

CoreFinland Ltd is a young and dynamic company founded in 2006 in Finland. It concentrates on importing, marketing and sales of varieties of food and snack products. CFL provides marketing and sales services to both foreign and domestic companies through its long established channels, such as - wholesale, retail and HORECA sectors (Figure 1).

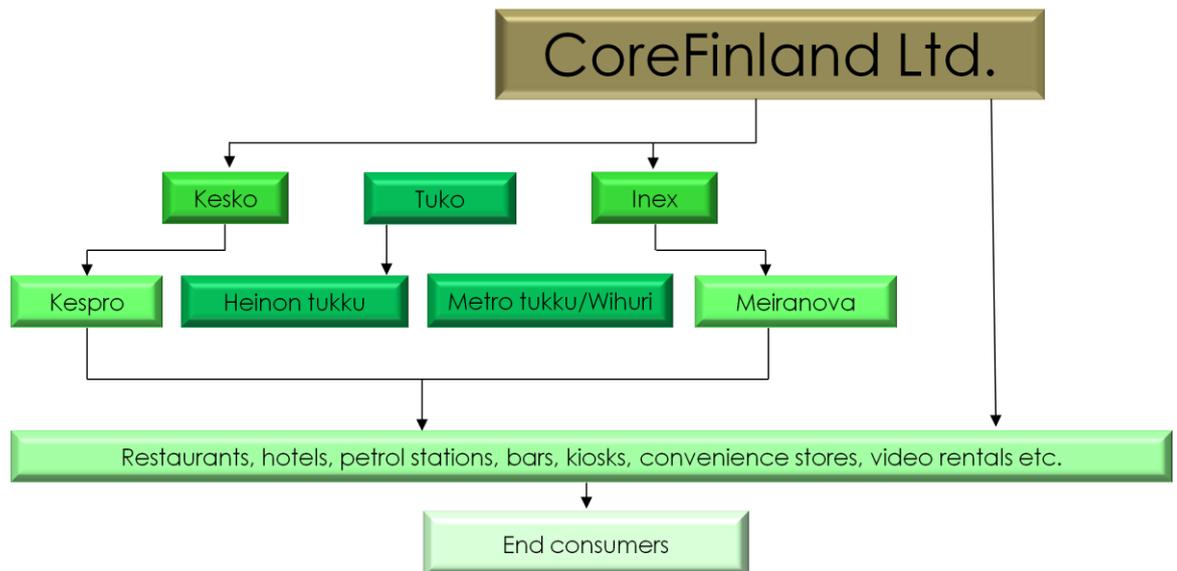


Figure 1. Distribution chain HoReCa of CFL

In the service sector, the company is also providing services such as - Sinfos product information database entry and hosting, package designing and consultation, market entry planning, reporting of sales and marketing activities including competitors activities, introducing products to retail chains, logistics in Finland, warehousing in Finland, CD-model warehousing services (labeling, collecting, etc.), sales material designing, translation services, brand management, nationwide sales teams, product development (sampling & sensory research and analysis) (CoreFinland 2010).

CoreFinland is looking for partnerships regarding Trade Intermediaries that could represent and distribute their food products, like snacks and spice mixes. They also look for manufacturers of healthy food products. The company also seeks opportunities for Joint Venture and for merger or exchange of shares. They offer the opportunity of purchasing or acquiring part of their company. Additionally, they offer outsourcing activities regarding their sales and marketing services.

The company owns “RIPS” brand since 2007 as its main food-snack brand. RIPS snacks are produced after meticulous preparation and selection of best raw material. CoreFinland started 2006 with Rye snacks, 2011 extended with “Vege Chips” and “Bio Pops” organic breakfast.

Vege Chips is an alternative to traditional potato chips, roasted with 100% sunflower oil from the best vegetables. Vege Chips are already well known around the world, but in Finland they are a real snack market innovation.

Vege Chips are always made of the best raw materials. Tasty red beet root, carrot and parsnip are cut into thin slices. Then vegetables are cooked in sunflower oil under reduced pressure and due to the new cooking style, there is less fat. As a result the original taste as well as all vitamins and minerals are perfectly preserved.

RIPS Vege Chips are rich in fiber (20%) and there are no artificial flavorings, colorings or preservatives. It is possible to eat as they are, dip or add to salads and soups. They could be a perfect decoration for the dishes. Handy 50 g packages of RIPS Vege chips are widely distributed to most of the supermarkets across Finland.

### **2.3 Competition analysis**

Competitor analysis is an important part of the strategic planning process. It reveals the firm's competitive position in the marketplace and assists company in developing strategies to be competitive. If company ignores or minimizes the impact competition will have on the business prospects, then it will have an unrealistic business plan.

Competitor analysis in marketing and strategic management is an assessment of the strengths and weaknesses of current and potential competitors. Any kind of organization needs to identify and assimilate potential rivals' strategies into their own decision making process. Competitive analysis involves collecting, analyzing and applying information about your competitors' products / services, pricing strategies and customers in making business-critical decisions. (Fleisher & Bensoussan 2003, 2007)

RIPS Vege Chips have several strong competitors in the Finnish market.

Chips Ab (part of Orkla Group since 2005) was the leading player with a 28% share of retail value sales in 2009. This position was mainly due to its very popular Taffel brand, which leads sweet and savoury snacks in Finland. Chips Ab's share is also derived from the Parrots brand, mainly found in nuts.

Taffel has been Finland's snack market leader for decades and in recent years this position has strengthened further. Taffel's success is classic products, such as folded potato chips, Cheese snacks and Raffel is on increased demand, as well as successful new products such as Nacho Cheese Balls. According to the company website, Taffel is the most famous snack brand in Finland.

According to Estrella's company website, its goal is to be constantly ahead of competitors by bringing innovative new products on the market. The product development is constantly launching new products while also seeking to further improve existing products. In addition to regularly launch of new flavors for potato chips, product quality and safety are the keys to ensure that consumers get the best possible snacks.

The SWOT analysis will provide the information that will be helpful for CoreFinland Ltd in matching the resources and capabilities to the competitive environment in the snack market in Finland.

One of the most important advantages of Vege Chips is a local origin. RIPS Vege Chips brand is owned by Finnish company. According to the personal experience of Mr Turkama, Managing Director, consumers in Finland have more trust for domestic products than for imported ones. CoreFinland Oy has strong distribution and retail chains, through which it is easy to sell the product. Vege Chips is a 100% natural product, which reflect the popular trend of healthy snacking. Handy package with attractive design makes the product look unique within the store's range.

Well- planned marketing communication campaign will raise the brand awareness, as well as promote the product for potential partners, such as Filmtown and SubWay.

Additional flavors and bigger package alternative will expand the possible target customers group.

In spite of all health benefits of Vege Chips and a wide scope of potential opportunities, CoreFinland Ltd is not a well-known company and raising the product awareness is not that easy. High level of competition with cheaper products may affect the demand for overpriced, but healthy option.

Vege Chips may have a better chance at developing a competitive advantage by identifying a fit between the strengths and upcoming opportunities.

Table 2 summarizes previous conclusions in a SWOT analysis, which can be used as a foundation for developing the strategies and tactics in marketing campaign. It will be effective, because SWOT takes into consideration external business environment as well as internal capabilities of CoreFinland Ltd.

Table 2. SWOT analysis of RIPS Vege Chips towards competitors

<p><b>STRENGTHS</b></p> <p>Owned by Finnish company CoreFinland Ltd</p> <p>Strong distribution chain HoReCa (Kesko, Tuko, Inex)</p> <p>Strong retail chains (K-markets, S- markets, Siwa, Priskas, Stockmanns)</p> <p>Healthy product, 100 % natural</p> <p>Environmentally friendly</p> <p>Trendy product, stylish pocket-size package</p>	<p><b>WEAKNESSES</b></p> <p>Low company and brand awareness</p> <p>Low market shelf visibility</p> <p>Production located abroad leads to increased price and dependence on logistics cost</p> <p>Limited financial recourses on marketing purposes</p>
<p><b>OPPORTUNITIES</b></p> <p>To raise brand awareness</p> <p>To lower the price by cutting logistics cost or offering bigger pack option</p> <p>Establishing partnerships with Subway, Filmtown etc.</p> <p>Adding the line of dips or spice mixes</p>	<p><b>THREATS</b></p> <p>Appearing analogue product on the market</p> <p>Lowering prices by competitors</p> <p>Economic situation may affect on demand of expensive healthy snacks options</p>

In spite of the tough competition, RIPS Vege Chips have the strong chance to gain the leading positions. Vege Chips are already well known around the world, but in Finland they are a real snack market innovation. Vege Chips are always made of the best raw materials. Vegetables are cooked in sunflower oil under reduced pressure and due to the new cooking style, there is less fat. As a result the original taste as well as all vitamins and minerals are perfectly preserved. Rips Vege Chips are rich in fiber (20%) and there are no artificial flavorings, colorings or preservatives.

Those arguments are highly appreciated with consumers, especially in Finland, the country where people prefer to have healthy lifestyle. Consumer behavior and eating habits in Finland will be analyzed in order to have in-depth analysis of environmental issues.

## **2.4 Segment and environmental analysis**

According to stat.fi there are approximately 5.3 million inhabitants in Finland, where more than 1 million live in Helsinki metropolitan area. A.C Nielsen Finland Oy made a research, according to which the most important factors for choosing the retail store are proximity, ratio between price and quality, product range, customer benefits, easiness to buy and low price level.

CFL internal research states that Finnish consumers pay attention on price of the grocery product, country of origin, availability in stores, as well as on easiness to cook, health issues and taste.

The country-of-origin (COO) can have an important role in consumers' buying decision-making process when evaluating products and brands (Verlegh et al., 2005).

In particular, there is evidence that familiarity with an attitude towards the country impacts on how consumers evaluate products and brands from that particular country (Kinra 2006). Therefore, this phenomenon – termed the COO-effect – is a crucial factor organizations need to consider when planning marketing activities (Al-Sulaiti & Baker, 1998; Josiassen & Harzing, 2008), such as integrated marketing communications campaigns.

Related to the COO-effect is the phenomenon of consumer ethnocentrism, which is the overall tendency to evaluate domestic products as better than imported ones (Baker & Michie 1995; Cleveland et al., 2009).

The image of Finland is innovative and clean Nordic country with people having healthier lifestyle. The Finnish diet combines traditional country fare and upper class cuisine with modern continental style cooking. According to Mike King (2011):

- In Finland, 15-24 age group accounted for 19.1% share of the total savory snacks consumption in 2008.
- In Finland, urban consumers accounted for 63.7% of the total savory snacks consumption in 2008.
- In Finland, 55+ age group accounted for 28.9% share of the total nuts and seeds consumption in 2008.

According to euromonitor.com (2010), growth rates within foodservice are expected to range from stagnating to healthy, according to the product category. All in all the future looks rather positive, and improvements in volume sales will become evident once consumer confidence in their purchasing power has risen sufficiently to allow them to treat themselves to meals in restaurants more often. Healthy meal options will receive greater attention, but will also have to look appetizing since Finns go to eat out to indulge themselves as well as to consider their health.

Euromonitor (2010) states, that in Finland people also became interested in healthier indulgence products since varieties of organic, low-sugar, low-lactose, low-fat and high-fibre products as well as those containing natural ingredients and fewer artificial flavours and colourants tended to receive a substantial amount of attention.

CoreFinland aims to bring new healthy snacking culture in Finland, the company is environmentally friendly, which is shown by making packaging be harmless saving energy by printing less and working online more.

The reason behind the country name (Finland) in company name (CoreFinland) was found to provide significant meaning to its core identity. According to the words of managing director Mr. Turkama the name “CoreFinland” depicts the idea that “CoreFinland is the company that handles the core businesses of related companies (customers) in Finland”. CoreFinland helps companies to bring their products to

Finland and make them popular brands by leveraging its professional and well-experienced marketing team and well-established distribution channel.

## **2.5 Customer feedback analysis**

Customer relations are directed to keeping business – a satisfied clientele. Survey of customers' opinion about Vege Chips on a list of subjects, including the quality and brand awareness, not only contributes information to research data but sends those consumers a message of company's concern.

Many businesses are interested in gathering feedback from the customers. Food producing companies are using customer feedback to decide which brands or flavors a customer chooses. Customer feedback analysis can lead to innovative decisions. It is useful for defining consumers' view on company's products in comparison to competitors.

In order to increase sales and profit, customer feedback analysis will help to align marketing strategies with the customer's needs and expectations. Results will be used to identify consumers' needs and how they can be met, how product could be packaged to be most accessible to customers and clients and to figure out the best pricing for Vege Chips.

During November 2011 CoreFinland Ltd organized annual in-store promotions in KESKO supermarkets located in capital area. This year aside from free sampling and promotional offers, marketing team decided to gather customer feedback. Questions were developed together with Mr Turkama, Managing Director in order to analyze customer needs.

Each consumer was asked to fill in the small printed questionnaire (appendix 1) and indicate the name, age and address. Respondents were asked to agree or disagree to a certain extent with several statements concerning product awareness, price (2.2€), design and size of the package and a product taste. Additionally, they were asked to answer the questions about their preferences and recommendations in a free manner.

To attract respondents, CFL organized a lottery with a possibility to win a big box of snacks with a free delivery.

Promotional events were organized during the late afternoon time in order to collect the feedback from all age groups of people to ensure the sample validity. In total we received 119 feedback forms, 74 of which were from women (62%). In order to figure out the target consumer market, all replies have been classified according to consumer's age and gender.

All respondents agreed on the fact, that healthiness of the snack product is the most important factor for their choice. Consumers' opinion about Vege Chips is presented graphically in figures below.

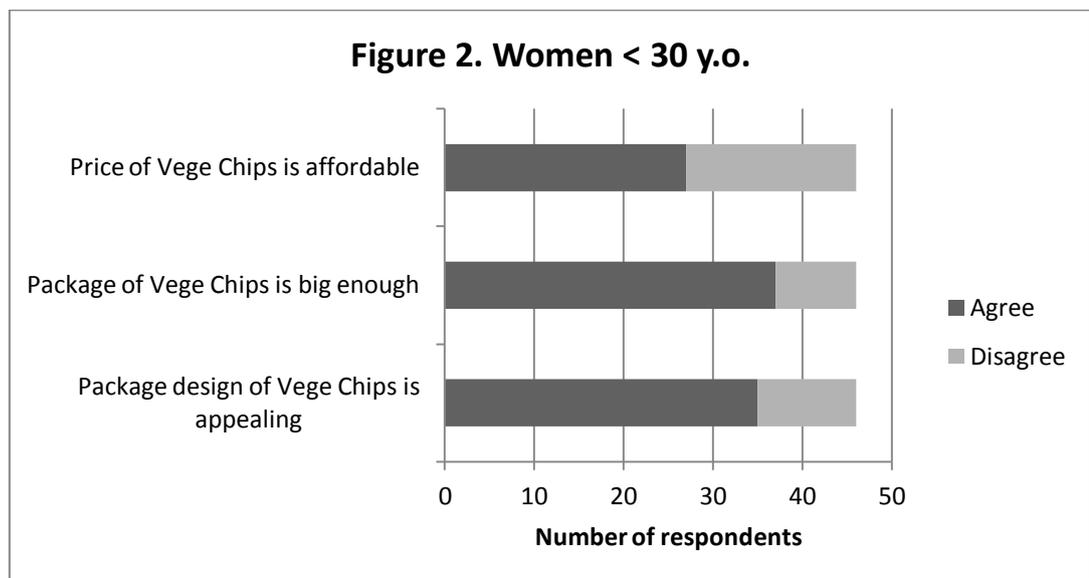


Figure 2. Feedback from women before 30 y.o.

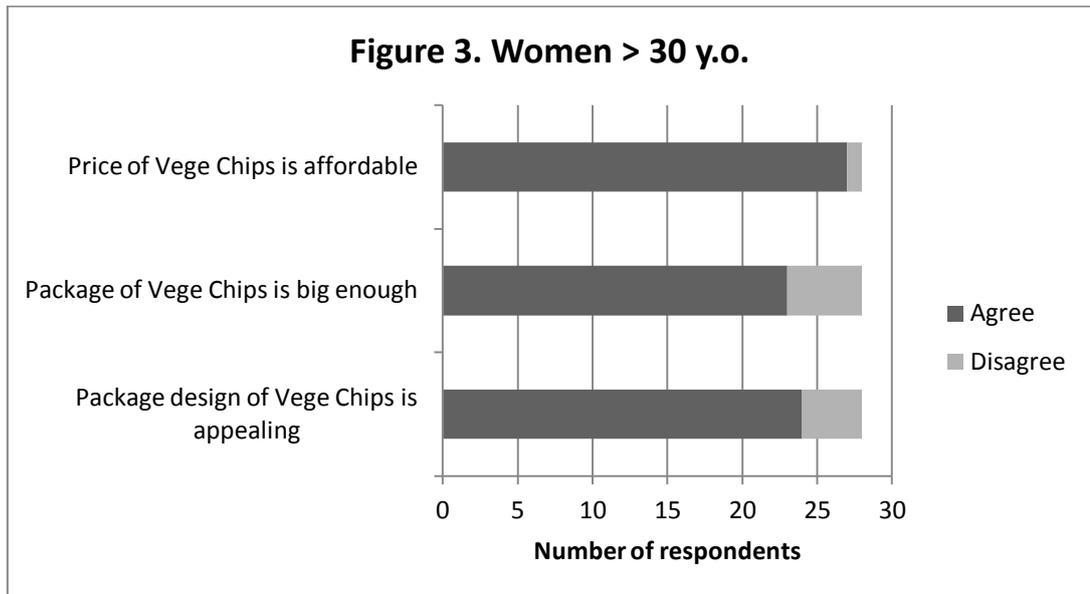


Figure 3. Feedback from women older than 30 y.o.

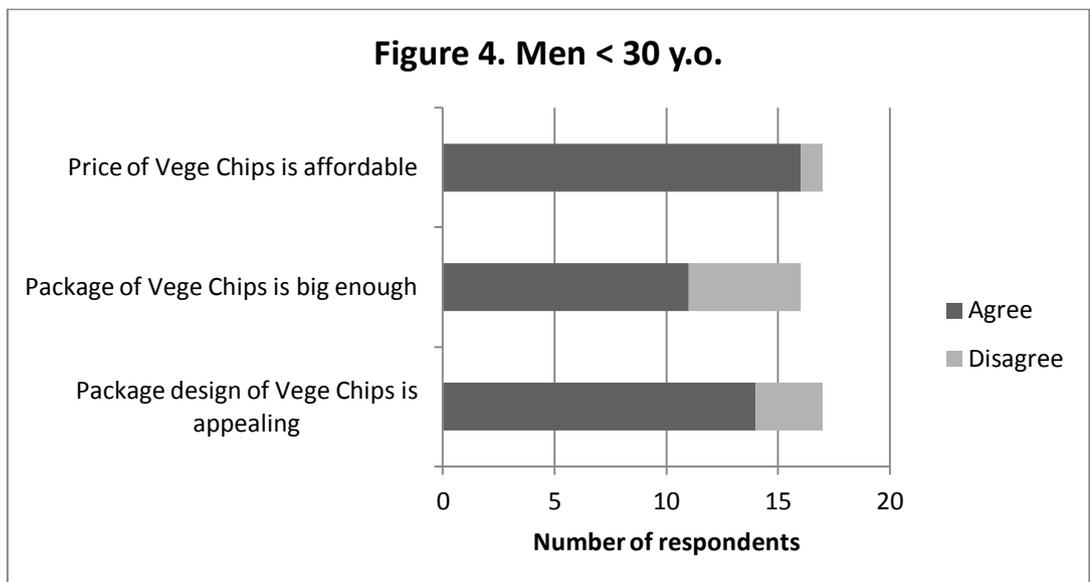


Figure 4. Feedback from men before 30 y.o.

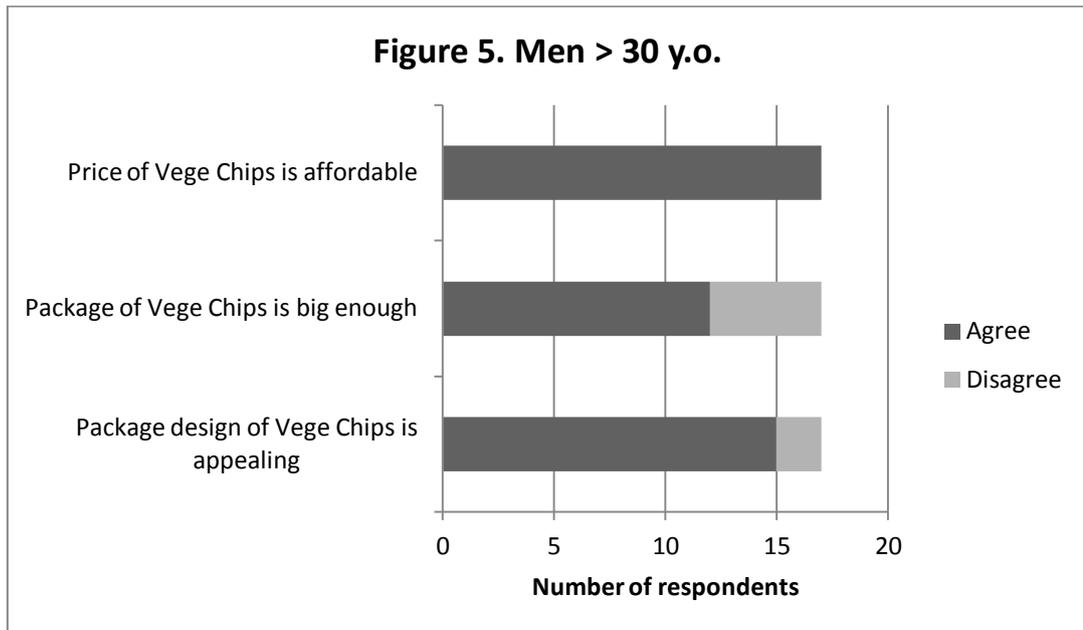


Figure 5. Feedback from men older than 30 y.o.

According to these figures, price is a crucial factor in purchase decision-making process for women below the age of 30, as a significant part of respondents thinks that Vege Chips are overpriced. Young women prefer more appealing package design, but think that package size is big enough. They explained that while having low-calories eating habits, it is important to have a snack product in a small package.

On the contrary, men from both age groups prefer bigger-sized package of snack, as they are more accustomed to big parties and gatherings. Bigger package will also make the purchasing cheaper and more convenient.

Respondents from the age group elder than 30 think that the price of Vege Chips is affordable for them. They are ready to pay more for quality and unique product. Respondents from that group are more concerned about health benefits, than about the package design.

70% of the respondents recommended to differentiate the product taste and divide the vegetables (beetroot, parsnip and carrot separately). Women from both age groups advised to lower the percentage of fat (6%) and salt in Vege Chips.

73% of respondents have never heard of Vege Chips before the in-store promotion. Brand awareness results are presented below:

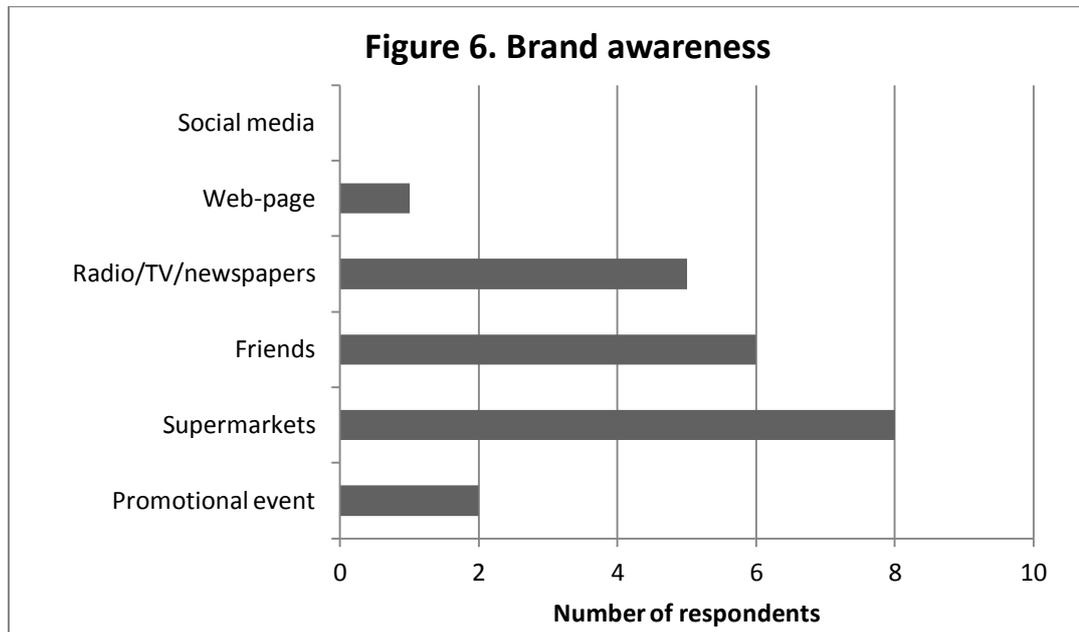


Figure 6. Brand awareness results.

According to the Figure 6, word of mouth is a significant factor in sales promotion for Vege Chips, as many consumers knew about the product after the friend's recommendations. Traditional marketing methods have been used more efficiently, most of existing customers told that they have seen advertisements in newspapers and heard about the product from radio. Vege Chips are mentioned in regular CFL advertisements (radio Summer FM, press-releases in ELLE, ET, Sport, Eeva).

Only few consumers knew about the product from online advertising or social media. According to Mr Turkama, CoreFinland Ltd has not started yet a proper advertising campaign for Vege Chips and in the company web-page Vege Chips are not mentioned at all, however 83 % of consumers are users of internet (contact email was required in feedback form). CoreFinland Ltd is limited in financial resources; therefore, in the next chapter marketing communication campaign will concentrate on integrated marketing methods, online advertising, social media and guerilla marketing. Customer feedback concerning the possible product improvements, as well as needs of every target group will be considered while making marketing decisions.

### **3 Integrated marketing communication campaign**

Marketing communication is used to coordinate the content and delivery of all marketing tactics for a brand, product or organization to support the chosen positioning. Marketing communication covers advertising, sales promotion, direct marketing and public relations. Some marketing communication strategies push products by addressing the channel as the target audience; others pull products through the channel; and some combine push and pull strategies, targeting both customers and the channel. (Wood 2008, 138)

For Vege Chips product integrated approach will be implemented and marketing communication campaign will be based both on theoretical framework and empirical data. Results of customer feedback will help CoreFinland Ltd to market around the consumer perceptions of key choice attributes for each consumer group, addressing them in product, packaging and merchandising, to effectively position more “healthy” or “natural” snacks to gain increased sales.

#### **3.1 Promotional objectives**

It is important to set up promotional objectives in order to create a framework to show and maintain a public image of who you are and what you represent (Marconi 1996, 209.) 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 2006, 432).

Promotional objectives can be divided into corporate and marketing communications objectives. Corporate (or business) objectives are set at the high level and are quite distinct from any more detailed functional objectives set for the functional areas of a business.

Corporate objectives would include targets for sales revenue, profit, ROI, market share or shareholder value. Moreover, they might include corporate image and reputation (increasingly important – links closely with corporate social responsibility, product and customer service quality and business ethics) (Fill 1999, 510).

Many factors will influence the corporate objectives that are set, for example ownership, market conditions, legislation, competition and social attitudes. Precisely those factors depend on the nature of the business and its markets.

For the case company financial and numerical objectives are hard to define, as CoreFinland Ltd does not have information about the amount of customers. Although vital and required information is not available, the general financial objective is to increase the number of customers, to raise product awareness and increase demand for Vege Chips. As CoreFinland Ltd is a relatively new company, Mr Turkama is concerned about corporate image and reputation. This factor affects sales results and consumer behavior. The long-term corporate objective for CoreFinland Ltd is a market position of domestic producer of quality and healthy snacks.

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, 622) explains, that objectives can be described to a SMART guideline. Objectives should be specific with short range and long range targets, clearly measurable, timed and realistic to achieve. SMART guideline does not have to be long; even one sentence may contain all the necessary information (Fill 1999, 510).

According to the company profile and planned actions of Mr Turkama we can suggest the following objectives for marketing campaign summarized in Table 3:

Table3. Promotional objectives for Vege Chips marketing campaign

<b>Planning stage</b>	<b>Objective</b>
Business mission	To be the market leader in healthy snacks segment
Corporate objective	Well-known corporate image and reputation of trusted domestic company
Marketing objectives	<ul style="list-style-type: none"> <li>– Increase in sales of Vege Chips</li> <li>– Raise brand-awareness</li> </ul>

Marketing activities	<ul style="list-style-type: none"> <li>- Advertising campaign ( traditional and modern marketing)</li> <li>- In-store promotions</li> <li>- Introducing bigger sized and redesigned package</li> </ul>
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### 3.2 Promotional strategies

After defining marketing campaign objectives, usable marketing communications methods are selected. The strategy can be based on promotional objectives and context analysis. After selection of suitable marketing communication methods, right media strategy should be implemented. Fill recommends three core marketing communications strategies, and each bases on broad target audiences. The 3Ps strategies are pull, push and profile strategy (Fill 1999, 510).

Finding the right balance will be necessary to achieve the best marketing strategy for the company. Some customers will react more to a push strategy, while others may appreciate the deals and coupons from a pull strategy. In order to build an effective marketing strategy for CoreFinland Ltd , it's important to understand the theory behind push and pull strategies, and how they can be utilized together to drive optimal results.

Pull strategy is oriented on the end consumers and the aim is to get them to purchase the product. Pull strategy refers to the customer actively seeking out your product and retailers placing orders for stock due to direct consumer demand. A pull strategy requires a highly visible brand which can be developed through mass media advertising or similar tactics. If customers want a product, the retailers will stock it - supply and demand in its purest form and this is the basis of a pull strategy. Create the demand, and the supply channels will almost look after themselves (Fill 1999, 510).

A push strategy's target audience is the channel intermediaries in order to develop sustainable relationships and distribution networks. Push strategy describes the work a manufacturer of a product needs to perform to get the product to the customer. The push technique can work well for lower value items such as fast moving consumer goods, when customers are ready to make their decision on the spot. Businesses often adopt a push strategy for their products in order to generate exposure and a retail channel. Once your brand has been established, this can be integrated with a pull strategy. Combinations of push and pull strategies are used to create public awareness and could be implemented in brand reposition (Baines et al. 2008, 511.)

Profile strategy focuses on brand developing and reputation building and it is aimed to all relevant stakeholders. Profile strategy can be used to build awareness, perception, attitudes and reputation using PR, sponsorship, corporate advertising and internal marketing (Fill 1999, 510).

CoreFinland Ltd could use several push marketing strategies to generate awareness of Vege Chips:

1. Display advertising - Run display ads and video ads on relevant websites such as cooking blogs and healthy eating news websites. Special emphasis should be put on health benefits of Vege Chips, as healthiness of the snack product is the most important factor for consumers according to the feedback analysis.
2. E-mail campaigns – Survey responders as well as potential consumers are active users of electronic mail. CFL could build an email list and distribute product information and promotions such as bonuses, wholesale discounts, and other types of perks for the distributors.
3. Sponsorships - Sponsor health-related events (e.g. Viini, ruoka & hyvä elämä). According to the Figure 6, word of mouth is a significant factor in sales promotion for Vege Chips, as many consumers knew about the product after the friend's recommendations.

4. Partnerships - Partner with bloggers and affiliates who will help push the product (cooking shows on TV/ in printed media).

Push marketing will generate awareness of Vege Chips and stimulate demand.

Customer feedback analysis showed, that once people are aware, they will most likely begin searching for it and discussing it online. This is when the pull strategy comes into play. The user has initiated the request and company simply reaching out to fulfill it for them. CoreFinland Ltd could use following pull marketing tactics to bring users to the new company web-page:

1. Search engine optimization – CoreFinland Ltd have to assure that the product web-page ranks highly not just for specific brand or product name (Vege Chips, RIPS rye snacks), but for related words such as “healthy snacking”, “natural”, “domestic”.

2. Pay Per Click Advertising - Run targeted ads on the search network that will promote Vege Chips with compelling messages such as "Win the tasty prize" for left feedback and "Free delivery for orders from 10 packs". These ads will be highly relevant and effective at pulling the user in.

3. Utilize Social Media – CoreFinland Ltd have to allow users to actively interact with RIPS brand on social networks and begin tracking conversations that involve relevant keyword phrase such as "Healthy snacking". Social media is an excellent example of push and pull happening at the same time.

4. Start Blogging – CoreFinland Ltd can create a blog and add content that users will find interesting, such as cooking recipes, sport trends or crazy dressed fans eating Vege Chips. It is important to allow users to post comments on the blog and to respond. It should be easy for users to subscribe to the blog via an RSS reader or email.

The nature of the market structure may determine the degree to which push, pull and profile strategies are used. This is likely to mean adopting different strategies for different markets – some are highly fragmented while others are concentrated.

A.C. Nielsen, a leading global information and measurement company, provided an indication of the average uplift achieved from sales promotion tools. According to their study (A.C. Nielsen Modelling Database 2007), the most effective promotional types are special multi packing (62% sales uplift), smart product display (44% sales uplift), as well as extra fill and temporary price reduction (27% sales uplift).

Table 4 can be used as a simple checklist to establish the specific nature of a promotional technique to meet a defined objective. It must be remembered, however, that several objectives may be combined. (Yeshin 1998, 205)

Table 4. Combination of promotional techniques (Yeshin 1998, 205)

<i>Technique</i>	<i>Money-off packs</i>	<i>Banded packs</i>	<i>Bonus packs</i>	<i>Free gifts</i>	<i>Free mailings</i>	<i>Contests &amp; comps.</i>	<i>Sampling</i>
New product launch	**	*	*	*			**
Induce trial	**	*	*	*			**
Encourage new usage	*	*	*	*			**
Gain new users	**	*	*	*			*
Retain existing users	*	**	**		*	*	
Increase frequency of purchase				**	**		
Increase purchase size			**	*			
Increase distribution	*	*	*	*			*
Increase inventory	*	*	*				*
Reduce inventory	*						
Activate slow-moving lines	*	*	*			*	
Gain special featuring in store						*	*
Increase shelf facings	**		*	*			

According to the Table 4, while launching the new product, it is advised to use money-off and banded packs, as well as all kinds of bonuses, samples and gifts. CoreFinland Ltd was successfully using those tactics while organizing in-store promotions for Ruis snacks. Product was selling in a joint package with a discount price. Same tactic could be repeated for Vege Chips. Free delivery will help to retain existing clients and attract new ones. Samplings and promotional events will help to gain special featuring for Vege Chips in stores.

Event participation and in-store promotions were efficient for CoreFinland Ltd to make people aware of its existence. Right kind of in-event promotion was Ankkarock, where CoreFinland Ltd and its products were able to represent fun loving and young audience, and allow to have more exposure and hence the visibility. In-store promotion is a good way to be in touch with both the business customers and the consumers.

According to Mr Turkama, CoreFinland Ltd has not started yet an online advertising campaign for Vege Chips and in the company web-page Vege Chips are not mentioned at all, therefore marketing communication campaign could be started with online marketing.

### **3.3 Online marketing**

Building a website and putting it online is just the beginning of what the internet has to offer. With the significant amount of websites online today, companies have to be combining traditional marketing strategies with new technology to reach a greater audience, increase traffic and generate more profits.

The key goal of online marketing is to maximize relationships, starting with increasing awareness. Online marketing, compared to other marketing media, has the lowest cost and boasts the highest potential to brand, build and boost business. Online marketing methods can include online advertising, online PR, search engine optimization, e-mail marketing and social media. A mix of methods creates a maximum impact. (Thomas, 2011, 8)

A strategic website's core purpose is to serve, support and sell. CoreFinland Ltd is interested in product selling, complementing advertising campaigns and building credibility and branding. Credibility is an absolute must. Website design should include good organizational content (company information, CFL's products, contact form for making orders or sending feedback) done in appropriate colors, associated with natural ingredients (green, brown, white). Good design evokes trust, makes navigation clear and will help to establish branding for CoreFinland Ltd as a potential market leader in healthy snacking segment.

To make a user stay longer on the web page, it is suggested to upload several downloadable materials for potential distributors and clients. Consumers will be attracted by photo and video gallery from previous promotional events. Downloadable press releases will make consumers build the trust for Vege Chips brand.

E-mail marketing taps both mass marketing and niche targeting power. It allows senders to broadcast marketing message to appeal to the wide audience and base it on their behaviors. E-mail marketing can drive sales through special offers or coupons that are targeted to users' stated interests or past purchases. As many people suffer from media overload, e-mail marketing can be a challenge.

On the case company web-page it is recommended to develop an application form (in the same page with contact form) to sign up for promotional offers. As incentives, CoreFinland Ltd can offer coupons/ discounts, webinars and contests.

According to the survey results, the most active purchasers of Vege Chips are people around 30 years old with healthy eating habits. They could be interested in getting the email concerning new low- calories and rich in vitamins products, free delivery possibilities for gross orders and accessories (RIPS T-shirts, bowls).

According to iProspect.com, 90 % of Internet users use search engines to find products, services or information. Everyone under 50 realizes that web is the key to immediate information. Search engine optimization (SEO) is important, because by optimizing a website around the key phrases, the company can pull in internet traffic. By understanding which phrases the audience searches, CoreFinland Ltd can leverage the website, social media, and photos with these phrases.

According to environmental analysis, consumers in Finland pay special attention on product's origin, as well as on its health benefits. The key words for Vege Chips could be "healthy snacks", "natural", "domestic product".

Online marketing will help to support brand awareness of Vege Chips, send the message of unique healthy snacking product and connect with current and perspective customers and distributors.

### 3.4 Social media marketing

The power of social media is undeniable. Social media allows millions of people to discuss, review, recommend and give a feedback about the organization. The most popular ones are Facebook, Twitter and LinkedIn. Social media marketing will save time and money and also boost visibility in search engines. (Thomas, 2011, 108)

The social media is used as a platform to announce the latest blog entry, press release, deal, video and more. To get the most ROI, social media tools are used together. In some cases this can be done automatically, such as linking a Twitter feed to Facebook or LinkedIn profile.

For communication with customers CoreFinland Ltd could use Live Journal blogging, Twitter, Facebook, Foursquare. For collaboration with business partners- Google Reader, Digg, Epinions. Photo gallery from promotional events might be posted on Flickr, video shared via YouTube.

Twitter is a free online social network that allows users to write brief messages on their profiles. Organizations that use twitter are flexible, connected and can communicate more rapidly. Twitter allows a company to deliver great customer service to an individual or group, and because all subscribers can see the response, many people will benefit. If CoreFinland will start a blog, posts can be automatically placed on twitterfeed.com. When CFL will launch a new promotional campaign or start a new contest, it should be announced on Twitter. As a status update CFL can promote Vege Chips with the following sentence: “Delicious crunchy RIPS Vege Chips are roasted with 100% sunflower oil from the best vegetables that will make you enjoy the unforgettable taste!”

Using Twitter, it is possible to find real- time keyword trends (how many people are talking about Vege Chips). If some company will use the same key phrases in their tweets, CFL should feel free to follow and invite then to follow. These people are

already talking about the topic of healthy eating, so it is likely that they might be interested in CFL's Twitter stream.

Facebook offers brands access to its vast audience with no apparent cost of entry. Facebook can build connections via personal profiles, pages and groups. It also offers affordable, targeted, cost-per-click advertising options that can be directed to the concrete city, age range, or interest group.

Facebook allows professionals to share the information for free. Building and branding Facebook page or group allow local contacts to converse with each other and boost business. Community can become the best salespeople for CFL and a free focus group. Through Facebook CFL can answer questions, receive feedback, promote events and provide free news.

The content of Vege Chips Facebook page should be corresponding to the product webpage, with more interactive elements. All press releases can be presented in one album. Incoming news or price reduction announcements can be posted via Twitter. On the wall of the page, consumers might have a free discussion or blog about healthy snacking and their own eating habits.

As one of the promotional objectives for CoreFinland is to increase the brand awareness of Vege Chips, online marketing tools and social media should be systemized and implemented together. According to the survey, 83% of consumers who left the feedback are active internet users and potential distributors of the product information for their friends and families.

### **3.5 Guerrilla marketing**

The Guerrilla Marketing concept was created by Jay Conrad Levinson. It has become associated with non-traditional, low-cost, highly effective marketing effort.

This type of marketing is especially suitable for small businesses as CoreFinland Ltd, because it's important for a guerrilla marketer to be flexible and ready to react to changes in marketplace environments.

It is important to identify company's perfect customer, to analyze his characteristics, habits, desires and activities. On the basis of survey results, the typical buyer of Vege Chips is a middle-age person with average income.

Buyers of Vege Chips are concerned about their health and appreciate low-fat natural eating. Buyers of Vege Chips are active and social and like to share a pack of chips with friends and relatives. They are active users of internet and social media. Buyers of Vege Chips are ready to pay extra for healthy and quality product. They value in-store availability and easiness to buy. They also appreciate big pack option with reduced price and actively participate in promotional selling events.

While planning guerrilla marketing it is important to set up a primary marketing message as a part of company's identity. CoreFinland has a well- designed logo, professional brochures and business cards. Core Finland Ltd contains the name of producing country and can assure the clients in buying quality goods from a domestic manufacturer. It is important that on the package of Vege Chips customers will see the logo of CFL, the company who they already trust.

Many of guerrilla marketing ideas are only limited by company's imagination. Every small firm can compete with bigger firms by carving out narrow but profitable niches. These tactics include extreme specialization, aiming every effort at favorably impressing the customers, providing service that goes beyond the customers' expectations, fast response time, quick turnaround of jobs, and working hours that match the customer's requirements. (Levinson, 2005, 104)

Marketing tactics that CoreFinland Ltd could use:

1. Flash mob –CFL can recruit some aspiring actors from the local school to put on a little flash mob to promote Vege Chips. They could be dressed as a carrot, parsnip and beetroot, ingredients of Vege Chips. Possible slogan- “Start a day for healthy snack ”

2. Sticky notes –Sticky notes can be placed on local business doors, offices, cars, or above mail boxes in apartment complexes. It could be a pack of Vege Chips in color with the same slogan about healthy snacking.
3. Guest blogging – CFL can hire a blogger or even the freelance writers. Guest blog should be related to the website niche – natural low-fat food.
4. Business cards – to find the section in the book store that relates to food industry and cooking and place a business card somewhere in the book.
5. Promotions – to find a local store and put on a free demo of CFL’s products.
6. Sponsor an event – great for publicity, especially if it is a big event, such as Ankkarock, Summer Heat, etc. T-shirts, bowls and all products with logo. Free samplings, banners.
7. Holiday greetings – sending emails to past clients wishing them happy holidays. This will help to stand out from the crowd and be remembered.
8. Hold a contest – competitions on the website, in social media etc. Press release afterwards, interviews with winners.

Guerrilla marketers like CFL normally don't have unlimited funds, so it is crucial to work with the full use of time, energy, information, knowledge and imagination.

### **3.6 Schedule and budget**

The schedule of implementing suggested marketing communication campaign will depend on CoreFinland Ltd’s. In case of launching all described marketing activities joint campaign will be huge and may last long. The exact timetable could be drawn after completion of marketing plan.

The budget for marketing communication campaign will not be defined in this thesis. Using modern marketing methods and online promotion aim to make the campaign profitable and low-cost. CoreFinland Ltd is not able to share its financial situation at the moment, so it is hard to count possible expenses. This study supports CoreFinland Ltd’s sales and marketing activities. Thesis offers suggestions for the case company for Vege Chips’ promotion. All financial decisions and exact plans are left to the case company.

## 4 Conclusion and recommendations

The aim of this study was to develop integrated marketing communication campaign for small snacks- producing company CoreFinland Ltd. As previous marketing methods were not efficient, this study describes an integration of the advertising efforts with a variety of other promotional techniques such as sales promotion, direct marketing, publicity and public relations.

To understand deeper what kind of marketing activities could be used for CoreFinland Ltd, analyses of the case company, product and segment, as well as market environment have been conducted. In order to consider customers' needs and desires, feedback was collected through survey implemented during in-store promotions.

Suggested marketing communication campaign is based both on theoretical framework and empirical data. In order to define the most suitable marketing methods, promotional objectives and strategies have been settled on the basis of analyzed literature, personal observations and discussions with Mr. Turkama.

According to the survey, buyers of Vege Chips are concerned about their health and appreciate low-fat natural eating. They are active and social and like to share a pack of chips with friends and relatives. Buyers of Vege Chips are active users of internet and social media. Buyers of Vege Chips are ready to pay extra for healthy and quality product. Consumers value in- store availability and easiness to buy and appreciate big pack option with reduced price and actively participate in promotional selling events.

In order to fulfill needs of target consumers, it was decided to use online and guerilla marketing, as well as social media promotion. Modern marketing methods will be highly effective, as Vege Chips' consumers are active users of internet. Implementing low-cost methods also serves company's desire to minimize financial expenses on marketing. This study suggests concrete marketing communication activities, which can be further developed by CoreFinland Ltd.

## 5 Evaluation

The main reason to accomplish this study was my personal interest for integrated marketing communication. Working as a trainee for the case company was a solid platform for enhancing my knowledge in this field. Managing director was very motivated in developing new marketing campaign for promoting Vege Chips. Weekly meetings in the office were supportive throughout the research.

The main challenge was identifying right marketing communication methods, as they had to correspond with the theoretical part and also be a reply to consumers' feedback. Perhaps continuing work for CoreFinland Ltd could complement suggested marketing communication campaign, as well as define possible schedule and budget.

Procedural research was the right method for this study, as CoreFinland Ltd needs to analyze buying preferences of each target group and to use subjective ideas and opinions for launching the new marketing communication campaign.

The core objective was met and main topics of this study were successfully developed. In order to understand the current market situation, environment and product segment were analyzed. Main competitive advantages were formulated using SWOT analysis. Customer feedback helped to figure out desired changes in the product, as well as analyze brand awareness. After defining promotional objectives, CoreFinland Ltd got a wide range of marketing ideas.

I am certain that my thesis and its findings are beneficial for CoreFinland Ltd as its marketing department has already launched the new product web-page, started to blog and actively use social media.

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# Appendices

## Appendix 1. Customer feedback form

Gender: Male  Female

Age: under 18  18-25  25-30  30-40  40-50  50-60  over 60

<i>Put x in the box that is nearest to your opinion</i>	I agree	I some- what agree	I don't know	I some- what disagree	I disagree
It is important for me that a snack product is healthy.					
I think the design of Rips Vege Chips is appealing.					
The size of Rips Vege Chips' package is big enough.					
I like the taste of Rips Vege Chips.					

Have you heard about Vege Chips before? Yes  No

If yes, where did you hear it from?  
\_\_\_\_\_

Would you recommend Rips Vege Chips to your friend? Yes  No

Would you change anything in the product? Yes  No

If yes, write here what: \_\_\_\_\_

Other comments:  
\_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Zip code/City: \_\_\_\_\_

Telephone number: \_\_\_\_\_

E-mail address: \_\_\_\_\_