

Saimaa University of Applied Sciences
Faculty of Business Administration Lappeenranta
Degree Programme in International Business

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Marketing plan and campaign for Riosol Oy

Thesis 2016

Abstract

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Managing Director: Marko Toivonen, Riosol Oy.

The aim of this thesis was to create a marketing plan and campaign for Riosol Oy for the launch of their new product catalogue. Riosol Oy totally reworked its product catalogue and started doing something new in the field of construction. In order to reach its new customer base with its new product scaffolding, Riosol Oy requires a specific and working marketing plan as well as a modern marketing campaign which would help it to build a foundation and find a place in the market. The thesis work was commissioned by the CEO of Riosol Oy Marko Toivonen.

Data for this thesis was acquired by reading professional literature from books as well as documents received from Riosol, searching information online and interviewing and asking questions from the founder and other business professionals. The empirical part of this thesis consists of tangible marketing elements, planning and implementing marketing campaigns.

The final result of this thesis study was a marketing plan, executed marketing campaign and future marketing campaign plan for Riosol Oy. The results can be applied in company's daily operations. Riosol Oy gained information about the markets, customers and strategies on how to approach these customers.

Keywords: marketing strategy, marketing plan, marketing campaign, b2b, marketing, business-to-business

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1 Introduction

The aim of this thesis is to create an efficient marketing plan and a working marketing campaign for Riosol Oy. The aspects of the marketing plan and campaign are adjusted to fit the company size, field of business and aims of Riosol Oy. To get a better view on the aspects of the marketing plan and campaign, theoretical frameworks are inspected such as marketing mix, company stages and SWOT-analysis. These theories are examined to get the best and most efficient results in both marketing plan and campaign.

The research questions answered in this thesis are defined in the chapter 2.1 titled 'Thesis objectives and research questions'.

The thesis author acts as an employee in the company as a marketing manager and writing the marketing plan is a natural part of his work. Working and being familiar with the business gives better insights in the business since the business and products are familiar to the author. Having more knowledge about the product and company helps especially during the marketing strategy process, since first-hand knowledge about the product is vital during the process. Scaffoldings and their structure, especially benefits certain structural attributes can give over others, can be complicated to a person not familiar with scaffoldings in general. Having and gaining more product knowledge about the product helps in forming the marketing plan as well. The main concepts of the thesis are presented in Figure 1.

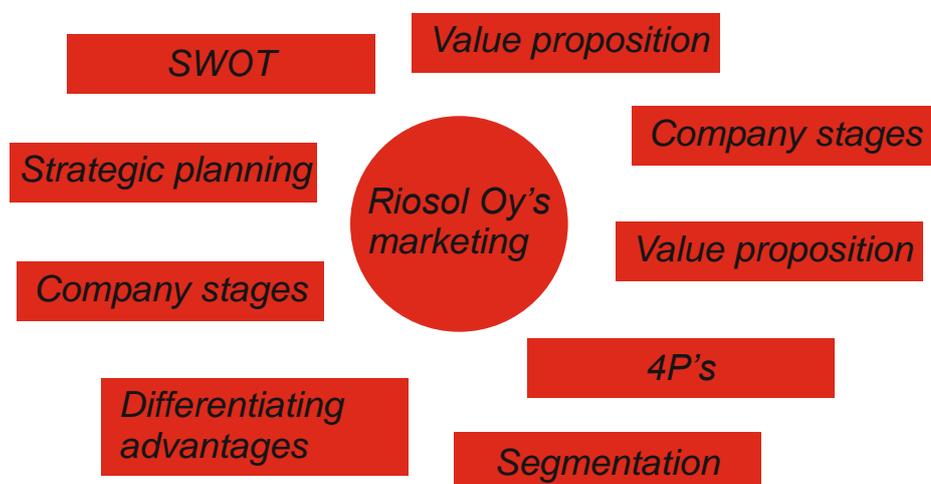


Figure 1 Main concepts of the thesis around Riosol Oy's marketing

2 Structure of thesis

This thesis consists of theoretical framework as well as practical implementation. Theoretical data was acquired through reading published material from books and online sources as well as interviews conducted by the thesis author. Literature sources used are presented in the references part of the thesis. Data is presented by referring to source material from books, websites and other forms of written, spoken or presented data and information.

The thesis begins by presenting the basic information of the firm, its views and strategical approach are assessed. The introduction is followed by the theoretical framework, in which relevant theoretical approaches to the thesis and topic of marketing are analyzed. Finally, the thesis concludes with the practical implementation that is supported by previously analyzed theories.

The text is formatted to follow Saimaa University of Applied Sciences (SUAS) guidelines and to follow the thesis instructions provided. The thesis guidelines apply to referencing, text formatting, headings and more. The reference system used in the thesis is the Harvard system of referencing. Following the structure set in these guidelines is essential for the final thesis approval. (Toivola 2015.)

Some parts of the thesis have been left out from the published version for confidentiality reasons. The parts left out are: specific budget figures and future marketing campaign.

2.1 Thesis objectives and research questions

The objectives set in the marketing plan should be realistic and measurable if possible. Objectives help guide the organization and motivate its employees while giving its managers reference points for evaluating the firm's marketing actions. Marketing objectives should be consistent with objectives at other levels as well. (Tanner & Raymond 2012, p. 52.)

The objective of this thesis is to create a working marketing plan and a marketing campaign for Riosol Oy to make approaching new customers more efficient, effective and easier. The marketing plan aims to give future recommendations on

which direction marketing should be taken in the company. The objective for Riosol Oy is to gain more visibility and increase brand knowledge amongst the target market, increase market share, increase sales, revenue and profit. Marketing campaign executed and recommended in this thesis aims to generate revenue and educate customers.

The thesis aims to answer the questions in marketing strategy following the structure presented in the book of Strategic marketing: who, what, when, where, why and how of the business. Who will the firm serve? When will the firm serve those customers? Where will the firm do business? What needs will the firm meet? How will the firm serve those customers? Why the firm is doing these things? (Mooradian et al. 2014, p. 42.) These six questions aim and define the marketing strategy and plan that Riosol Oy attempts to promote in its marketing strategy.

3 Company overview

3.1 Company background

Riosol Oy (Ltd.), marketing names Telinetukku.com and Telinetaksi.fi, is a company specialized in importing, selling and renting of steel and aluminum scaffolding as well as other construction safety products. The scaffoldings are imported from Austria where they are manufactured by an Austrian company, Ringer. The company is wholly owned by the CEO Marko Toivonen and currently has offices in Kyminlinnantie 6, 48600 Kotka Finland. (Toivonen 2016.)

Riosol Oy was originally founded in 2004. It started off as a roofing and façade company, later moving on to vinyl cladding, then selling heat pumps and other heating/cooling systems for private households. Since Riosol Oy is starting in a new field of business comparing old financial data is not relevant when examining the company background or in the creation of the marketing plan. Riosol Oy is 100% self-funded and is not currently seeking additional funding, already having the necessary funds to operate. The company soon aims to support its own activities without the need for additional funding by creating the necessary revenue streams. (Toivonen 2016.)

In spring 2016 Riosol Oy took a new course and started its current endeavors as an importer of scaffolding. After examining possible options in constructions fairs in Finland and Germany, Riosol Oy's decision making unit decided to give one of the applicants a closer look. After visiting Ringer factory in Austria and seeing the product manufacturing process Riosol Oy chose Ringer scaffolding as the product it would start importing.

Riosol Oy originally focused its efforts only on selling but later adding rental scaffolding to its product portfolio as well. The company operates in both selling and rental business for both private and business parties to appeal mass audiences as well as targeted professionals. The website Telinetaksi.fi is meant to guide customers interested in rental to renting scaffolding. Telinetukku.com website is targeting customers interested in purchasing scaffolding products. Both websites are handled by the same staff at Riosol Oy and will direct to same personnel, they mostly exist for marketing means. Riosol Oy's idea is to keep little product in stock to avoid extensive storage costs to provide competitive prices to the customers as well.

3.2 Company market position and target market

Even though Riosol Oy as a company is not by any means a starting company and the person responsible for the management of the company is a veteran entrepreneur, starting in a new field of business with little to no experience requires Riosol Oy to basically start from scratch.

Riosol Oy has yet to find its place in the market. The idea behind Riosol Oy is to be competitively priced, not necessarily the cheapest, and to bring something new to the market. (Toivonen 2016.) The scaffolding products offered by Riosol Oy are different from the standard in the Finnish market known as "Haki-Scaffolding" or "Layher-type" scaffolding. Different structural attributes of the scaffolding products offered by Riosol Oy might also require some customer education.

The main market that Riosol Oy is trying to reach is business-to-business markets, more specifically construction, painting, façade, roofing and electric markets

where scaffolds are required by law in order of the employees to work and company to operate. Market area for Riosol Oy is the general area of Finland. (Toivonen 2016.)

If inquiries are received from abroad, products in theory could be delivered elsewhere as well, however no marketing efforts are being made to other countries due to product manufacturer having other resellers in most of the European countries (Ringer 2016). This also limits the segmentation process to only include potential customers that are in Finland.

3.3 Company analysis

Since Riosol Oy's products can differentiate themselves from the ones mainly used in the market today the company has a differentiating factor that could give it a competitive edge (Riosol Oy 2016). This, however, may require some customer education which can prove to be rather time consuming. Construction business could be viewed as a field of business where experienced employees might feel that if something has been done a certain way, it should not be changed. This can require some additional persuasion in the market in addition to just proving the value of the structural abilities. This is the main reason Riosol Oy also has a more traditional scaffolding product that is more familiar to the Finnish customers in its product catalogue (Figure 6).

Pricing, according to information given out by the CEO Marko Toivonen in the company's business plan, Riosol Oy is in a competitive position (Toivonen 2016). This makes it possible to compete in the market since the pricing should not be an issue. Special campaigns with discounts in price can be organized but the main point should not be to cut under the competition in price in long term to avoid unhealthy competition.

The contribution put in the quality of the materials and necessary certificates ensure the customer that the product has actual value since documentation of the quality exists. All the scaffolding products are approved by the European Union and have the necessary ISO-certificates. (Riosol Oy 2016.) In marketing the quality as well as the structural abilities of the product are keywords that differentiate

Riosol Oy and should be made use of when thinking of differentiation and value for the customer in marketing.

4 Strategic planning process

Strategic planning process is typically a long-term process; it aims to find the means to achieve growth. The process includes combining the goals and capabilities of the firm in the changing markets by enabling the company to adapt to the changing market situations. The aim is to develop the company's mission statement, objectives, value proposition and strategies while evaluating the current situation. (Tanner & Raymond 2012, p. 40; Kotler & Armstrong 2011, p. 38.)

4.1 Mission statement

Mission statement is a part of the strategic planning process. The mission statement is meant to state the purpose of the organization, it often includes goals, future predictions and values of the company. (Tanner & Raymond 2012, pp. 50-51.)

Riosol Oy aims to provide value to its customers by offering reasonably priced scaffoldings that are easy to set up, take down and store. Emphasis is based on good, professional and knowing service, safety of the product and fulfillment of customer's needs, possibly exceeding them. To fulfill these statements Riosol Oy offers scaffoldings for both resale as well as rental and has different products for unique and personal needs of each individual customer. Riosol Oy aims to be sustainable in the future for both its owners and employees. (Toivonen 2016.)

4.2 Value proposition

Both individual and organizational buyers evaluate products or services to see if the product solves their problems in a way that is desirable for the customer. They assess the benefits of the product, the value that it gives and compare it to the price of other products. A company's value proposition is a brief "elevator speech" where the company presents and explains specific benefits of a product or service they offer. It can also present facts on why the product or service is better than the competitor's equivalent product or service. When explaining the value of

the product, value proposition is a critical component when a company is shaping its strategy. When forming the value proposition a company is not stating the profits it gains from the product for itself, placing the focus on the customer needs. Customers see and evaluate the value in the product, not just the price marketers attempt to sell to customers. This makes value proposition and the successful delivery of the value proposition very important. (Tanner & Raymond 2012, p. 37; Kotler & Armstrong 2011, p. 53.)

Riosol Oy provides its customers with scaffolds that are easy to set up, transport and take down. They are assembled together using only three main parts making them simple and fast to use. This is made possible by the help of patented structural attributes. Solutions offered by Riosol Oy are all meant for professional as well as private users and can be used for the smallest and biggest jobs to ensure the safety of your workers. Competitively priced, offering you the stability needed in order to work safely following all rules and regulations set by the European union and the government of Finland.

After the benefits of the product are clearly presented, the company uses value proposition as a guide while developing strategies that support the company's value proposition (Tanner & Raymond 2012, p. 38).

In Riosol Oy's marketing plan Riosol attempts to highlight these features present in the value proposition. Emphasis is placed especially on the ease of the set-up process of the scaffolding since it is something tangible that people can possibly relate to. Quality of the materials and official ISO-certificates are also points that are often empathized in the marketing phrases due to their importance in the construction safety product markets.

4.3 SWOT-analysis

SWOT-analysis is an overall evaluation of the company's strengths (S), weaknesses (W), opportunities (O) and threats (T). Strengths consist of internal capabilities, resources and other positive situational factors. Weaknesses include internal limitations that may interfere with the company's performance. Opportuni-

ties are factors that are seen favorable in the current trends in the external environment. Threats are the opposite, unfavorable external factors that can hinder the company's performance. (Kotler & Armstrong 2011, pp. 53-54.)

SWOT-analysis is one of the most used tools with marketing planning. However a SWOT analysis should be made critically and in depth in order to provide maximum value to the company in its marketing efforts. (Gilligan & Wilson 2009, pp. 85, 93-94.)

4.3.1 Strengths

Small organization size makes it possible to make swift decisions since the decision-making unit consist of only three people (Toivonen 2016). This gives Riosol Oy the adaptability that is required in today's quickly changing business.

Attributes of the product also possess a strength value. First class materials, EU-certificates and easy to set up structure of the scaffolding should present the customer value that they are looking for. Pricing compared to the scaffoldings that are made in Finland is generally in a lower level, which can be a competitive advantage if the customer is mainly interested about the price. (Toivonen 2016.)

The fact that Riosol Oy has not taken any outside funding and currently has no debt is a factor that can be considered a strength (Toivonen 2016). Considering that, the company still has extra leverage regarding funding if it is required in the future.

Kotka is the city where Riosol Oy has its head office, it is logistically in a good location just one-hour drive from the capital Helsinki. A new highway just finished this year (2016) between Kotka and Helsinki which cut the driving time by a few minutes and ensured better infrastructure for the future. Since office space is much cheaper in Kotka compared to for example Helsinki it is strategically a good location. The biggest universal container and transit port in Finland, HaminaKotka port is located in Kotka and the neighboring area Hamina (Port of HaminaKotka 2016). At the time of writing it does not provide any value but might prove to be a valuable asset in the future.

4.3.2 Weaknesses

In a way, the structure of the scaffolding is also one of its weakness. Since the way the scaffolds are set up is a relatively new concept it can prove difficult to show how the new structure is beneficial compared to the old, especially without physical presentation. Since the old scaffolding type has been used extensively in Finland and is also expandable, Riosol Oy needs to find customers that are looking for new solutions.

Visibility as of now, since Telinetukku.com or Telinetaksi.fi as a brand name are new names, established in spring 2016, they do not have the same level of brand knowledge and awareness as their competitors. Later, after brand awareness has been established this weakness will hopefully turn into a strength.

Relative market share at its current state in the beginning is also a weakness that will hopefully be fixed with time once more customer presence has been acquired. Since the scaffoldings are being imported from Austria, some customers might only look for "Made in Finland"-products. Although Riosol Oy expects this number to be lower in business-to-business markets compared to for example individual customers, it still is a factor that should be recognized as a potential weakening factor.

Since Riosol Oy only has little product in stock, it is possible that the hastiest customers do not have the time to wait and will instead opt for another supplier that has more product in stock to receive the desired products faster/immediately.

4.3.3 Opportunities

As a starting company Riosol Oy has a great chance to create new relationships with entrepreneurs and businesses. Legislation in Finland is another key factor, since it is mandatory to have scaffolding set up in order to do any work in the construction business. They are either required to work, to cover the building or the public from the dust or other hazards occurring during construction.

4.3.4 Threats

Obviously other companies operating in the same field of business pose a threat to the company's activities, especially other importers of scaffolding from countries that have lower manufacturing costs compared to Austria. If they choose to price and advertise their products aggressively it can prove more difficult to sell the product.

Overall price level in the market, according to Riosol Oy's studies there are cheaper scaffolding products in the market. Pricing can prove to be a threat if the customer is only interested in the price of the scaffolding. It is also possible that the market is too "stuck" in the old scaffold type and will not receive the new type of scaffolding well enough, that remains to be seen in the future.

4.4 Competitor analysis

All organizations need to consider their competition when they are thinking of their marketing plan since organizations compete for customer's resources. Competitors form the "Five Forces Model" was created by a Harvard University professor Michael Porter (Porter 1980, pp. 3-33). It helps organizations understand their current competition and possible future competition helping the company to defend their position in the industry. (Tanner & Raymond 2012, pp. 45-46.)

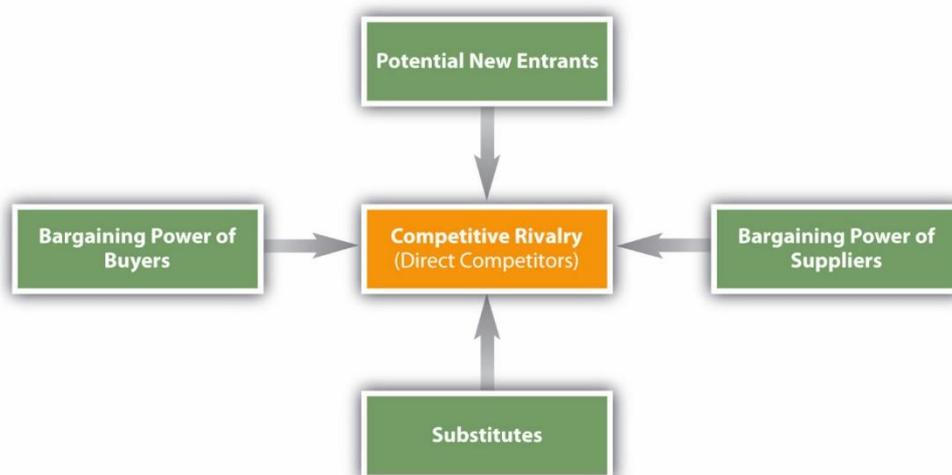


Figure 2 Five Forces Model (Tanner & Raymond, 2012, p. 45)

When doing competitive analysis, first it is easy to focus on direct competitors, compare the company's and product's strengths, weaknesses, image, resources compared to the competition (Tanner & Raymond 2012, p. 46). This approach of Tanner & Raymond is chosen because it fits well with the company and is seen as an efficient way of measuring competition.

There are multiple sellers and importers of scaffolding in Finland. Competitors that compete in a similar price range and size worth mentioning are Exicon Finland Oy and Scafo Finland Oy to name a few. They both offer similar products and are believed to aim for similar markets in the business-to-business field. Some indirect competitors like Fox1 also exist. Fox1 is seen as an indirect competitor as of now because of their product portfolio and price range. They manufacture their own products instead of importing them and due to higher manufacturing costs and smaller amounts manufactured in Finland their scaffoldings are generally more expensive, as well as being different in their structural attributes by being more customizable compared to the products of Riosol Oy.

In addition to direct rivals the organization must consider the impact the following aspects shown in Figure 2, which are: substitute products, bargaining power of suppliers, potential new entrants and the bargaining power of buyers. If any of these factors change, companies might have to adjust their own actions and strategies. (Tanner & Raymond 2012, p. 46.) In the event of the actions mentioned above happening Riosol Oy should adjust their strategy and react to the new competition accordingly. The new competition should be evaluated accordingly followed by adjustments to stay competitive. Adjustments could be made to pricing in order to stay competitive, additional efforts to marketing, branding and visibility to attract more buyers to choose Riosol Oy's products instead of the competitors. The selection process between different adjustments would be chosen based on the new competitor analysis and on which category they compete.

If the markets change drastically visible marketing methods that enhance the brand image should be used such as local media advertisement, increased Google AdWords budget to get higher rankings. These are some examples that could be implemented if the markets change drastically and if the competition reaches a new high.

5 Marketing strategy

Marketing strategy can be seen as marketing logic by which the company hopes to create its customers value and achieve profitable relations with its customers, both new and old. Identifying the total market and then dividing it into segments, identifying profitable segments and focusing on serving those profitable segments. (Kotler & Armstrong 2011, p. 48.)

Marketing strategy in today's marketplace needs to be customer centered. This means winning customers from competitors and then growing them to deliver greater value. Before a company can satisfy its customers, it must first understand customer needs and wants in the market. In Figure 3 we can see the order which marketing takes place, customer is located in the center surrounded by other aspects of the marketing plan such as segmentation, differentiation and the 4P's. (Kotler & Armstrong 2011, p. 48.)

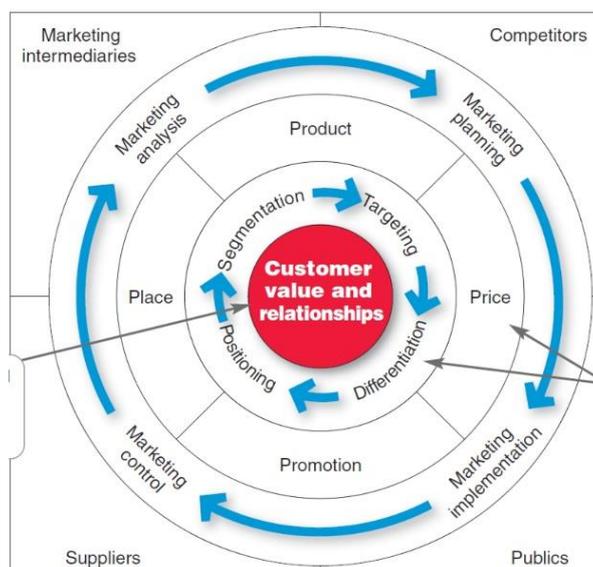


Figure 3 Presents a graph explaining customer position in customer centered marketing strategy (Kotler & Armstrong 2011, p. 48)

In Riosol Oy's marketing strategy we had to consider the nature of the business the company is practicing. Since the main market Riosol Oy is targeting is business-to-business customers we needed to find the correct avenues to reach the wanted audience. Another important factor is that as a starting business Riosol Oy does not have a written marketing plan yet, therefore all marketing efforts done are new to the business and will be adjusted to be more successful as more

time goes by. Marketing strategies and programs must be developed to support marketing objectives (Kotler & Armstrong 2011, p. 40).

5.1 What is marketing?

Marketing defined by AMA (American Marketing Association) is “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” (AMA July 2013). As a tool marketing creates long-term relationships with customers which is especially important in business-to-business marketing and sales (Tanner & Raymond 2012, p. 11).

5.2 Company stages

In the book Strategic marketing planning by Colin Gilligan and Richard M.S Wilson, five stages of decision-making are introduced. These stages help us provide the situation regarding marketing strategy where the company is currently and where it should be through marketing, management and other means. (Gilligan & Wilson 2009, pp. 6-7.) This provides a plan to move forward and defines Riosol Oy's goals as a company more precisely. Evaluating company stages gives Riosol Oy a good look on the current situation and possibly gives tips on the methods required to reach the desired goals. This also enables Riosol Oy to be more productive by giving guidelines to follow on the daily business. This theory was chosen to more precisely evaluate the company's current situation and to get a better view on the status and goals of the company.

5.2.1 First stage

The first stage and the first question that the five-stage framework introduces is “Where are we now?” (Gilligan & Wilson 2009, pp. 7-8).

As a company Riosol Oy is new to the scaffolding markets and therefore is in the beginning and in need for acknowledgement and recognition. As of now, Riosol Oy has office spaces, a supplier of scaffolding with logistic connections, employee to promote the product, a working website, some customer contacts and marketing material to work on. Even though Riosol Oy is just starting, it has some valuable assets that define the current state of the company and provide good

tools for the next steps. Riosol Oy needs to find its place in the market and position itself where it sees fit. As a starting company Riosol Oy's budget is limited to the capital that is available in the beginning. Currently Riosol Oy is 100% self-funded and search for outside funding is not active and in the future not seen as something that would be required due to current stable financial situation (Toivonen 2016).

5.2.2 Second stage

Stage two: "Where do we want to be?" (Gilligan & Wilson 2009, pp. 7-8).

Riosol Oy aims to be a major dealer of scaffolding in Finland and aims to a widely recognizable brand and a serious competitor in the Finnish market (Toivonen, 2016). As a company Riosol Oy should be in a situation where the costs are covered and there is enough money to invest for the future. Riosol Oy also aims to be financially stable to ensure future survival in the market and make operating in the business easier. This is an extremely important question regarding marketing and one that helps us define the marketing means by setting objectives for the planning.

5.2.3 Third stage

Stage three: "How might we get there?" (Gilligan & Wilson 2009, pp. 7-8).

Riosol Oy currently has a small decision making unit, which allows it to react swiftly to possible outer changes. Using well thought out marketing to promote the product as well as company's inner sales force and effort will bring the company to the target market's knowledge. This question is mainly answered in the marketing plan which plays an important role on how Riosol Oy will reach its targets in where it wants to be.

5.2.4 Fourth stage

Stage four: "Which way is the best?" (Gilligan & Wilson 2009, pp. 7-8).

The best way to approach the targeted situation is to establish a strong brand presence and continue pushing to product through experienced sales personnel.

In business-to-business market personal relationship play a vital role and people might often end up buying from other people instead of pure product value. (Tanner & Raymond 2012, pp. 108-110.) Contacting customers personally, presenting them with actual value propositions and using proper arguments that show the benefits of Riosol Oy's products should be implemented in marketing.

5.2.5 Fifth stage

Stage five: "How can we ensure arrival?" (Gilligan & Wilson, 2009 pp. 7-8).

To ensure arrival Riosol Oy will attempt to build a recognizable brand with a good reputation in the target market. Knowing and reliable customer service, personal sales personnel ensure that the customers get the best possible experience and receive constant contact from the company. Giving customers the best possible experience is vital in gaining good brand reputation amongst the target market. Riosol Oy should also attempt to keep the promises it states in its value proposition in mission statement to its best ability. Reliability is crucial during the brand and company building process.

5.3 Essential requirements of marketing

According to (R.M.S, 1998, p. 259) the essential requirements of marketing are the following: the identification of consumers' needs, meaning what, how, by whom and why are the products bought. The definition of market segments and the creation of differential advantage within target segments is also an essential factor of marketing. (Gilligan & Wilson, 2009, p. 5.)

5.3.1 Identification of customer needs

Business-to-business buying process is very formal in nature and has a wide range of influencing factors. The basic steps a company takes when making a purchase decision are: need recognition, development of product and supplier specifications, search for products and suppliers, evaluation of products relative to specification, selection and ordering of suitable products, and post purchase evaluation. (Dibb & Simkin 2008, p. 58.)

The first aspect is need. Target companies need versatile scaffoldings to operate daily. Companies should be able to find Riosol Oy's products by typing in a simple Google search defining their need. The next steps are gathering information and searching suitable supplier, in this stage the company looking to purchase often contacts Riosol Oy and asks for more specific information or a local presentation regarding the scaffolding products. The customer seeks help to satisfy the need. In this stage the company looking for scaffolding already has multiple options and is doing comparison on the specifications on different products based on factors including but not limited to: cost, reputation, technical fit, service support, warranty, rapport, knowledge etc. The complexity of this process is driven to an extent depending on the size of the buying center and the number of individuals in the firm that need to be consulted. Lastly the consumer orders the goods and evaluates their performance upon their arrival to the customer. A positive reception most likely affects future buying behavior of the business and whether they purchase more scaffolding products from Riosol Oy in the future. (Dibb & Simkin 2008, pp. 61-62.)

Looking at the market today and operating in the business on a daily basis, it is clear that there is need for the type of product Riosol Oy is selling. If there is a problem it is often money, more precisely the lack of money and funding. Unfortunately, financing companies are not currently funding corporate purchases in the scaffolding market and therefore subtracting the possible markets at the time of the study (Santander 2016).

As of the time of writing the most important factor when purchasing scaffolding without knowing the specific information about the product attributes seems to be the price. Riosol Oy should offer scaffolds that are competitively priced with proper materials to trigger interest. It is also vital to offer customers necessary information regarding the expandability and future value of the scaffolding. Since scaffolding products are purchased for long term value and are not something bought frequently, other than for expanding purposes, the right material choice for the work is essential. Almost all the projects that companies conduct are different from one another, so the customer might require good expandability in the future as well as long lasting age for the product.

5.3.2 Definition of market segments

In segmenting a company decides which customers it wants to serve and how it will reach them. Riosol Oy needs to identify the total market and then divide it into smaller segments, from those segments choose the most profitable ones and focus on serving and satisfying customers within this or these segments. Some segments customers can be categorized in are based on geographic, demographic, psychographic and behavioral factors. (Kotler & Armstrong 2011, pp. 48-49.)

When segmentation is used properly, it enables organizations to place customers first, maximize resources, and emphasize commercial strengths over rivals. By tailoring products and marketing methods to fit the needs of particular segments leading to balance between handling customer diversity and focusing resources on attractive parts of the markets. Focusing on certain segments enables the best use of the resources available. (Dibb & Simkin 2008, p. 6.)

The segmentation process consists of three stages: segmenting, targeting and positioning. In segmenting, segmentation variables are used to group consumers into segments. The key requirement here is that the customers segmented have similar product needs and buying behavior. In business to business markets factors such as industry sector, size, product usage and location are the defining factors for segmenting. (Dibb & Simkin 2008, pp. 6-8.)

The biggest segment for Riosol Oy is Finland as a general area, since majority of the sales are business-to-business, demographics such as gender, age or religion do not play an important role in this segmentation process. The area can be divided into smaller segments such as northern, eastern, southern and western Finland. Out of these segments the areas closest to the base of operations are at first seen as the most important once due to good logistic distances and ease of reach. As the business continues to expand the entire area of Finland can be more easily reached, but as of now the most important areas for the business are located in the southeastern Finland.

More segments can be reached by dividing the customers into different groups by the industry of business. Business demographic segments in the field of business of Riosol Oy are the following: construction and façade companies, painting companies, roofing companies and electric companies to name the major categories (Toivonen 2016). Organization size does not affect the segmentation substantially as scaffoldings are a mandatory product for company any size due to legislation. To further simplify: no scaffolding in place, no work executed. The main sector that Riosol Oy attempts to reach is the private sector, public sector is not targeted specifically and more marketing efforts are being made on the private sector. Using each of these categories individual needs it is easier to target marketing to certain segments.

The targeting part of segmentation is all about making choices. Decisions must be made about the segment or segments on which the sales and marketing efforts will focus on. Targeting attempts to answer two main questions: how many and which segments out of those should be targeted? The targeting strategy that fits Riosol Oy's product portfolio and marketing strategy the best is Mass Marketing Strategy. In mass marketing a single product is offered to most of the segmented markets, across different marketing segments. (Dibb & Simkin 2008, pp. 12-13.) Because the product offered by Riosol Oy is flexible and can be marketed as just as a scaffolding product and due to high personal preference in the product choice that is not always dependent on any segmentation principle mass marketing is seen as the most efficient strategy.

As an example of the target markets, the following attributes regarding different industries are evaluated. Painting companies most likely are interested in light-weight, movable scaffolds with wheels due to the nature of their work that involves more moving around while working compared to companies in other segments. Façade companies on the other hand often have to cover the entire wall eliminating the need for wheels. In these cases, bigger, stable all-around solutions will be offered. Roofing companies often want a way to get up to the roof and keep them safe while they work. Electric companies could need more versatile scaffolding that enable passage, support, movability on wheels etc. The versatile scaffoldings offered by Riosol Oy can provide solutions to all of the industries mentioned

above. Since Riosol Oy offers two different types of scaffolding it comes to personal preference of each decision maker on which type suits the individuals better. Mass marketing the product while displaying the versatility and multiple uses is seen as the most promising option.

In positioning a product or a brand is arranged to occupy a clear position relative to competitor's, positioning aims to establish the desired image in the minds of the customer, also known as differentiation. Sometimes termed as unique selling proposition, products and companies new to the market must differentiate themselves from the competition. Distinctive product and brand positions attracting customers can leave their competitors behind. Positioning must include clarity in order to be effective. (Dibb & Simkin, 2008 pp. 16-17.) In Riosol Oy's case the differentiation value is clear in the scaffolding product compared to the competition. Offering something new and something old is the mix that should help Riosol Oy to service a wide range of customer. Differentiation is discussed in depth in the chapter 5.4 of the thesis titled 'Differentiating advantages'.

5.4 Differentiating advantages

A company needs to find ways to set itself apart from the competition; creating a unique bundle of benefits that appeal to a substantial group within the segment. Above all the brand of the company needs to serve the needs and preferences of the target market. It is vital to identify the three main steps: identifying the set of competitive advantages, choosing the right competitive advantage and communicating effectively as well as delivering the chosen position to the market. If a company can differentiate and position itself by providing superior customer value it gains competitive advantage. Some selected examples of differentiation considered are: product, service quality, brand and distribution qualities. (Kotler & Armstrong 2011, pp. 208,210; Mooradian et al. 2014, p. 228.)

The main differentiating aspect that Riosol Oy has is heavily related to the product. It is Riosol Oy's definite strength and one worth promoting and pushing to the customers through marketing and selling. Scaffolding products manufactured by Ringer are different in their structural abilities compared to the competitors. They allow the entire scaffold to be built by joining only three main parts together

(not counting the possible necessary wall anchoring for bigger units and adjustable legs or wheels). It is also faster to set up than the competitors and thus provides better time value for the customer (Tepponen 2016). Simple, different build and premium materials used in the manufacturing process should differentiate Riosol Oy from the competition.

Other objectives Riosol Oy attempts to use in marketing include: professional staff with extensive product knowledge as well as professional marketing material with an artistic, branded touch. These factors should also help Riosol Oy to differentiate itself from the competition, especially if the competition possesses no such expertise and credibility enhancing factors. Riosol Oy's brand image is tuned to act as a differentiating actor by having unified look on all materials and company related aspects visible. More information about branding can be found in the chapter 6.1 titled 'Brand and branding'.

5.5 Marketing mix

The major marketing mix tools are presented in four groups, also known as the 4Ps of marketing; price, product, promotion and place. In order to deliver a desirable value proposition to the customers a company, Riosol Oy needs to create a desirable market offering, also known as a product. A company must decide how it will charge for the offering, meaning price. It must decide how to make the product available to the customer, meaning place, and finally the company should decide on how to communicate with the targeted market and attempt to reach their attention with promotion. The 4P's aim to establish stronger positioning within the target market. (Kotler & Armstrong 2011, pp. 51-52.) According to Tanner & Raymond marketing plan is a mix of these components gathered in the 4Ps (Tanner & Raymond, 2012, p. 8).

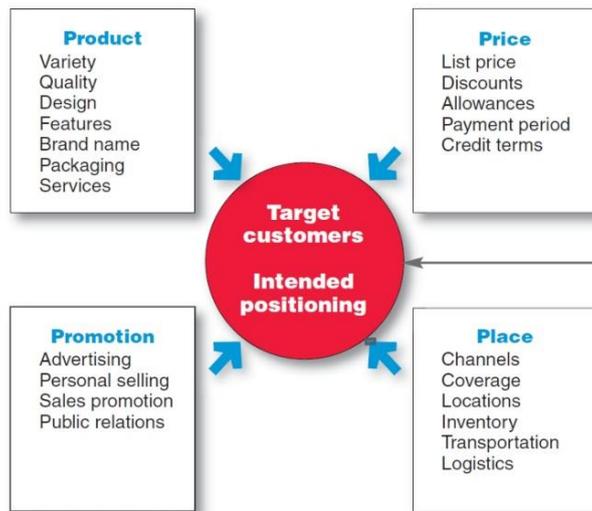


Figure 4 4P's model illustrated (Kotler & Armstrong 2011, p. 52)

5.5.1 Price

The first P, since Riosol Oy is an importer the price is mostly determined by the guide prices given by the manufacturer. Obviously in bigger or otherwise valuable orders from customers, discount percentages are used to guarantee future or present value from the sale and possible long-term relationship with the customer. If the guide pricing through the manufacturer proves to be too costly after the first year of sales, additional negotiations about the purchase prices may be conducted to ensure competitive pricing in the market while sustaining profitable sales margins. To ensure that Riosol Oy has the possibility to reach the maximum number of potential customers, Riosol Oy also provides rental services as a scaffolding package in a trailer. This allows customers with insufficient or unstable future views to rent scaffoldings and not tie in capital in big amounts. It is also a great way to reach private customers who might only need scaffoldings for a short-term project such as house painting or cleaning the gutters/roof. Payment is often requested within the norms of the industry varying between 7-14 days from delivery. The payment terms are always negotiated between the participating parties during the ordering process.

5.5.2 Product

The second P, scaffolding type A requires some customer education to prove the structural advantages over other scaffolds in the market. Figure 5 represents the scaffolding type A that has the proprietary Ringer structural attributes. Figure 6 represents the type of scaffolding that is more common to the Finnish market. The design is unique in a way that it requires less parts to be joined together while still being structurally stable (Riosol Oy 2016). The manufacturer's name Ringer does not represent any actual value in Finland since the company is relatively unknown, as are Riosol Oy and Telinetukku.com/Telinetaksi.fi as well.

The scaffolding type B presented in the figure 6, which could be referred as the traditional scaffolding product in the Finnish market, is a well-known product type that has been in use in Finland for multiple years. In this type of product, it comes down to price and additional parts as well as the additional attributes the scaffolding can provide compared to competition.

The quality and materials used in the manufacturing process of the scaffolding products are first-grade. The aluminum and steel used are both of high quality. The structure of the scaffolding is tested by stress analysts and the manufacturing process is under strict quality control (Ringer 2016). Products are often delivered straight from the factory in Austria to the customer so the packaging process does not as of now involve any branding. The product or products are packaged on a pallet and tied down with plastic ties with manufacturer logos visible.

In the rental business Riosol Oy is offering something called "a contractor package". This package includes everything that is required to set up a 60m² scaffolding unit. The scaffoldings are packed in a trailer to allow them to be easily movable and convenient to use. The content of the trailer is presented in figure 7 and the appearance of the trailer in figure 15.

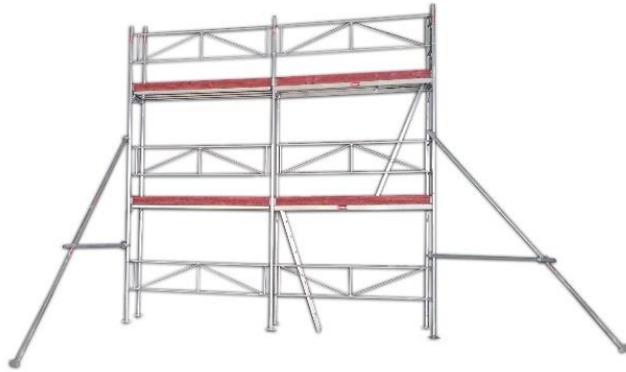


Figure 5 Scaffolding type A



Figure 6 Scaffolding type B

5.5.3 Promotion

The third P, promotion, is visible in multiple occasions. Riosol Oy has a trailer with promotional text and pictures that are visible while the trailer is stationary or driving around southern Finland. The trailer is especially effective in the rental business since the customer always rents the trailer that contains the scaffolding and thus bringing advertisement value wherever it is located. Brochures are also placed in multiple Starks (hardware stores) in Finland where they are available to be picked up by potential customers. Google AdWords is used as a promotional way to ensure potential customers finding Telinetukku.com and Telinetaksi.fi webpage when they search using our keywords. Since the owner of the company Marko Toivonen is a long-time entrepreneur he also has some important relations to other entrepreneurs who are potential future customers. Riosol Oy sponsors sport activities in a Finnish Endurance Saloon rally series and has Telinetukku.com logo visible in a Power Racing Team rally car.



Figure 7 Riosol Oy's Telinetukku.com trailer with promotional text and contents of the contractor's package visible (Riosol Oy 2016)

5.5.4 Place

Sales channels are presented as mentioned above online, Stark and wherever the trailer is located. Riosol Oy aims to keep as little inventory as possible to benefit both the company and the client to keep costs small and deliver straight from the manufacturer in Austria to the customer. Transportation is handled using third-party logistics companies as well as the transportation company used by product manufacturer Ringer.

Modern communication and delivery techniques make presence in physical locations less important. Although the case with scaffolding is that they often require presentation and visual aid before the buying decision is made. In these cases, sales visits are paid around Finland to customers who may not be familiar with the product or otherwise present potential. Logistically placed the city where Riosol Oy has its offices is well located. Good and recently renewed highway connections from Kotka to the capital Helsinki grant easier and faster access to more customers in that direction.

6 Marketing plan and methods

A marketing plan is supposed to guide the organization in its relationship with its environment, affecting all aspects of business like the 4P's: price, place, promotion, product. The organization's effectiveness is highly dependent on the balance between achieved results as well as the goal the company was aiming at. For marketing to succeed it needs to present the customer with a clear value proposition. In marketing plan the company should pursue advertising and promotional campaigns that engage in a successful communication between the company and its customers. Communicating is a process where the company has a chance to learn what the customers need and want, it can also include product education about the value of the goods sold. (Gilligan & Wilson 2009, p. 39; Tanner & Raymond 2012, pp. 12,549.)

The first marketing avenue seen as an important one is trade shows. Since the majority of the business professionals attend these trade shows they are an important information and relationship creating method. The ones that feel the most important to Riosol Oy within Finland are construction fairs organized in different cities in Finland. The construction fairs should be mostly used to visit other stalls since the majority of the participants in these trade shows in Finland are private customers, whom Riosol Oy is not as actively targeting as business customers. Abroad it would be wise to also visit some trade fairs, such as the biggest construction trade show in the whole world Bauma fair which is an event held in Munich Germany every three years (Bauma 2016). Trade shows are a great way to find new products, meet new contacts and get the newest industry insights.

Riosol Oy should organize local product presentation days in collaboration with local hardware or supply suppliers in the field of construction business. Inviting the local businesses together with the help of the local supplier, who also benefits from meeting the business owners and representatives by possibly offering informational product knowledge about their own products at the same time. In these product presentation days Riosol Oy representatives would drive to a location where the event is organized in collaboration with the local supplier, set up scaffoldings for further inspection and product and brand education. Possible partners for such construction product presentation days have been contacted and the

reception was positive. Possible partners contacted include Ruukki construction which supplies sheet metal for multiple purposes and Stark which offers tools and other construction related items for multiple construction businesses. Both contacted businesses have locations in multiple cities around Finland and customer within the desired location segments for business while servicing customers directly in the segmented target groups.

E-mail marketing is another method of getting the word out. For these e-mail campaigns, an online program called Mailchimp was used. The program provides Riosol Oy with a free to use platform for conducting and following the performance of e-mail campaigns. Using Mailchimp it is possible to save the company's marketing template after its initial creation and use for future campaigns as well. It is also possible to save e-mail addresses to an online address book by categories, this enables efficient marketing for each targeted segment. (The Rocket Science Group 2016.) It is estimated that after the creation of the company templates for the email campaigns it takes about 2-3 hours of work to create a single campaign.

One of the most valuable ways of contacting customers and sharing information is the effort Riosol Oy's own sales force puts into marketing and selling the product personally. Cold calling and visiting businesses within the target segments is important in the process of creating personal relationships with the customers, that business-to-business market generally value. Currently Riosol oy's sales force consists of the owner and one full time employee. These sales persons have material provided by Riosol Oy, brochures, pricing information as well as online material that they can use in sales situations and marketing. Presenting the value proposition personally and granting the customer with the information personally is seen as a valuable factor in Riosol Oy's customer centric marketing.

Social media can be seen as a logical extension to any business. It takes social concepts such as sharing, rating, connecting, reviewing to all parts of the business and makes it possible to receive input from customers regarding ideas for innovation, aspects that customers want, warning of problems and opportunities and more. In social media marketing a company should find social presence in

an environment it sees best fit for the company's brand. Building a strong community around the things that matter to the community members is equally important in business-to-business markets. The content needs to be engaging in a way that it potentially leads to current community members inviting others to like the business. If the company manages to create content that is engaging enough it is possible for the company to get brand ambassadors and advocates. This higher form of engagement highly enhances the value proposition of the company. (Evans & McKee 2010, pp. 6-7,54-55,345.)

Social media presence is as vital for a business as a web page. It is common assumption today that a company does not exist without an online presence and a website often is not enough. Social media was started of slowly by creating a Facebook page that has all the important information of the company, location, contact information, photos and updates about products, services, possible future events and references. Facebook pages are kept up-to-date in order to engage the community with relevant information to the field of business. Since the nature of the business is construction related and a major part of our potential customers might lack their own social media presence using Facebook and focusing efforts in to one place is the best option for Riosol Oy as of now. Other social media sites such as Twitter might be considered in the future if they provide value and fit into the company strategy. As of now a Facebook page is a great way to enhance search engine results as well. The two main points of using and having a Facebook page for Riosol Oy are to prove existence and provide additional information for the company's potential customers. A Facebook page is also like a blog from which potential customers can check the company's history and development.

Online marketing is considered to be one of the most important tools in reaching customers all over Finland. Other online marketing methods besides social media marketing are covered in the chapter 6.2 Marketing campaign.

6.1 Brand and branding

A company's brand has a collection of meanings and it can be represented by symbols such as names, logos, spokespeople and other customers/consumers, packaging and colors, and imagery. Brand and branding provide huge value to

the marketer. A well-established brand provides value for both, the customer and the firm and also delivers assurance and meaning value to the customer. (Mooradian et al. 2014, p. 84.)

Branding is visible in many aspects implemented in the marketing plan. All the company colors and pictures are designed to reflect the company. Color palettes and other materials are unified within each brand. Teline-takki.fi and Teline-taksi.fi both represent their own respectful brands. Branding instructions should be followed at all times when new material is created or used. As a new business name, it is important to get a meaning not just for the name but also the colors and logo so that they create a trigger about the product sold and that customers associate the brand with appropriate values and good products.

Business cards are printed to company colors by Painotalo Westman and designed by the author Kim Toivonen. Business cards are designed to reflect the company, the products it is selling while being professional looking and easy to read. Other marketing materials such as brochures and flyers are printed at Grano printing company and designed in collaboration between Ringer and Riosol Oy. All the printed marketing materials are made to reflect the company brand and to fit the image of the company as well as the product. Printed material is then handed out to potential or existing customers for informative and contacting purposes.



Figure 8 Riosol Oy business card front (on the left) and back (on the right)



TELINETUKKU.com

RAKENNUSTELINEET

Ringerin alkuperäiset teräs- ja alumiinitelineet



Ammattilaisilta Ammattilaisille

Risol Oy
Kivimiehentie 4, 01510 Kukka
Puh. 010 274 6760
Faksi 010 274 6760
Sähköposti info@telinetukku.com
www.telinetukku.com



TELINETUKKU.com

Telinepaketti - Kaikki tarpeellinen

Telinepaketti myydään asiakkaalle Rospon jarrutuksessa käynnissä.
Alumiinitelineet on pakattu valmiiksi kääntövaun kuormaukseen käynnyn josta ne on helppo purkaa, pakata takaisin ja viedä uudelle työmaalle vanhan valmistuttua.

Vakiokokoina: 60m² ja 75m² (työskentelyala)
60m² paketin mitat ovat: l:10m x k:6m x s:0,65m.
75m² paketin mitat ovat: l:12,5m x k:6m x s:0,65m.
Telineitä saa kysyttävässä myös muina kokoina!

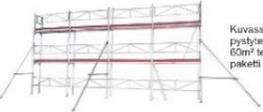
60m² hinta: 6950€ +alv.
75m² hinta: 7750€ +alv.

Telinepaketissa on mukana kaikki tarvittava, osimerkiksi
60m² pakettiin sisältyvät seuraavat tuotearvokkaid:

- 1kpl Rospon peräkärry, ei vaadi Pikku-E:tä!
- 1kpl Pysäytysohje
- 10kpl Päättyrunkoja, 0,85m x 2m
- 2kpl Työskentelytasoja kulkukäukulla ja integroidulla tikkailla
- 8kpl Työskentelytasoja
- 12kpl Suojakalvoja, 2,5m
- 7kpl Suojakalvojen lojoppia
- 4kpl Päättykalvoja, 0,45m
- 3kpl Seinäkännekevarjoja, 0,60m
- 3kpl Seinäkännekevarjoja, 1,60m
- 10kpl Säätöjalkoja, 25/40cm
- 8kpl Jalkasuojia, 2,5m x 2cm
- 4kpl Jalkasuojia, 0,6m x 2cm
- 3kpl Vinotukijalkoja

Pakettiin on mahdollista saada monia lisävarusteita: esim. pyörät, kateet toiselle puolelle.

Telineet ovat lisävaltaisen Ringerin valmistamat, ne on helppo pystyttää patentoidun rakennusalan ansiosia vaikka yksin. Telineiden yhdenmukaiset rakennusohjeet mahdollistavat eri telinepakettien ja tyyppien helpon yhdistämisen!

Kuvassa 60m² alumiinitelinepaketti peräkärryssä.

Kuvassa pystytettyä 60m² telinepaketti

Risol Oy
Kivimiehentie 4, 01510 Kukka
Puh. 010 274 6760
Sähköposti info@telinetukku.com
www.telinetukku.com

Figure 9 Cover of Telinetukku.com brochure on the left and an example flyer on the right

In the future, it is also recommended that all employees of the company represent the company by wearing company branded clothing that help strengthening and creating brand. This way the spokespeople can represent the company and the brand more effectively and will feel as an important part of the company. The clothing strategy can be implemented for both brands but is recommended especially for Telinetukku.com since the selling market requires more personal contact and sales visits compared to rental services which are often just agreed on phone and delivered using third party logistic services, according to the business idea. More branding aspects are also displayed as examples in chapter 7 Implementation plan.



Figure 10 Clothing representing Telinetukku.com brand

6.2 Marketing campaign

Marketing campaign, which initially started during the summer of 2016, is a Google AdWords campaign. Google AdWords marketing is a marketing method where search words used in Google trigger an advertisement to appear at the top of the natural search results. Riosol Oy uses these advertisements to reach the potential customers looking for products online using pre-set keywords. All the keywords used are scaffolding or somehow business related. Google AdWords budget was originally set to € per day or €-€ per month. The budget is then billed by Google based on the actual clicks received.

As a learning material, an online course from Udemy was bought. Udemy is the world's largest online learning marketplace platform where professionals in their respectable fields can teach their expertise to students willing to know more about the subject (Udemy Inc., 2016). This online course explains the fundamentals of Google AdWords marketing and provides tips from beginner level to more advanced marketing methods. Topic examples that are important in Google AdWords marketing included in the course content are: writing ads, keywords, ad groups and more. The course is maintained and updated regularly by Isaac Rudansky who is a certified Google AdWords pro and the co-founder of AdVenture

Media, a digital ad agency based in Long Island, NY (Rudansky 2016). With the help and tips given during this course, Riosol Oy is able to implement a more efficient campaign.

In the Google ads campaign, high emphasis was based on keyword optimization. In the campaign, the main aim was to get as high quality score as possible for the campaign advertisements. This allows Riosol Oy's ads to appear more often with a smaller budget, also enabling better advertisement positioning and making the ads eligible for extensions. Keywords do not necessarily refer to only having a simple word, a keyword in Google AdWords can have multiple words in a keyword. Example keywords used during the marketing campaign: scaffolding, aluminum scaffolding, steel scaffolding etc. Keywords in the campaign are defined into three categories, broad keywords, phrase keywords and exact keywords. Phrase keywords show up when someone searches using the exact same words or close variants of set keyword in Google. Broad searches can include one or multiple of set keywords. Lastly exact match which only displays the ads to those who specifically search using those keywords. Selecting between broad, phrase and exact keywords allows the results of the campaign to improve due to targeting Google search results more accurately. By being precise with the keyword type and wording, Riosol Oy's results are better and more targeted to the segmented audience. (Google Inc. 2016.)

Another key factor was adding negative keywords to the campaign. This allows Riosol Oy to target customers better by excluding certain words from its campaigns. It is just as important to select which keywords are included and which excluded, when selecting negative keywords that do not trigger the ads similar words to scaffolding were considered. (Google Inc. 2016.) Negative keywords basically prevent your ads from being displayed in search queries that are not related to company's products or services. Examples of negative keywords used in Riosol Oy's campaigns include but are not limited to: "scaffolding set up service" and "scaffolding set-up". These negative keywords are just examples and were implemented because Riosol Oy does not offer scaffolding set up services for customers.

The given budget of €/day grants € worth of click daily. The CPC (click per cost) is the amount of euros each click of the ad costs. This is calculated by comparing the ad relevance, expected click-through rate and the landing page experience, combining these factors Google will give you lower CPC and then making it possible to gain more click with less money. Keywords need to be in several different formats and using different combinations in order to find the ones that Google AdWords sees the best ones and give the best CPC. Choosing relevant keywords and relevant ads to the used landing page also affect the CPC. For this reason, multiple keywords and multiple ads were created so that Google can determine which fit the best and provide best value for the money invested in marketing based on individual keyword + ad performance. (Google Inc. 2016.)

Advertisement clicks were directed to Telinetaksi.fi website from which potential customers can navigate to Telinetukku.com if they are interested in purchasing scaffolding instead of renting them. This enabled the creation of a budget efficient campaign that can reach the majority of the target market. Another reason for starting the campaign with Telinetaksi.fi as a landing page was the new adoption of the rental concept for Riosol Oy.

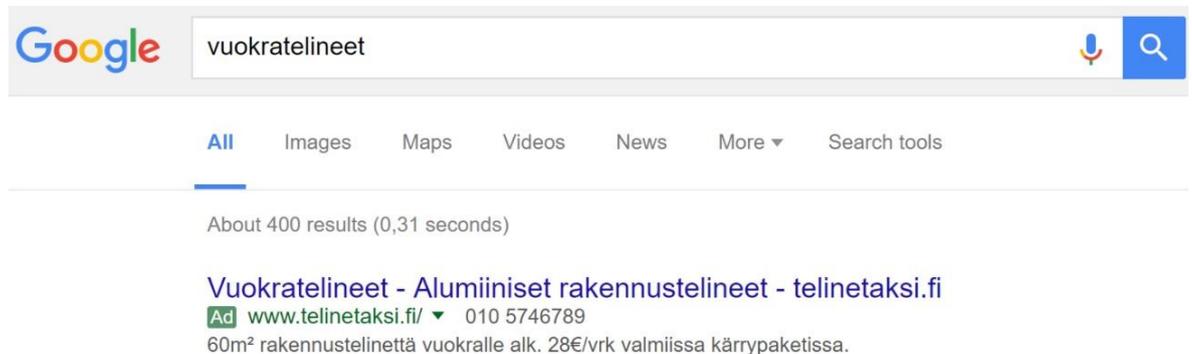


Figure 11 Example of using a Google search and an example advertisement on top of the page before natural search results using one of the ad triggering keywords in Finnish

6.3 Future marketing campaign

This part of the thesis was cut out from the public version for confidentiality reasons.

6.4 Marketing budget

The annual marketing budget for the first year is calculated to be €, this includes all the marketing efforts that Riosol Oy will take during the first actual year in the business. Budget was given by Marko Toivonen and it was created by reflecting the projected sales for the first year. The budget consists of paid Google ad commercials, brochure prints, business cards, tapes for trailers, product presentation days and more. More specific information including method of marketing, monthly and annual costs are presented in the table below. The annual budget table includes the marketing methods that are included for successful marketing.

Method of marketing	Cost/month	Cost annually
Google ads	Max. €-€	Max. €
Email-marketing	*€ -	*€ -
Other online marketing	€ -	€ -
Printed marketing material (such as brochures, tapes, business cards)	€	€
Product presentation days and representative costs	€ -	€
Other, miscellaneous	€	€
Total	€	€

*Using Mailchimp.com is free, only hours put into design, address gathering and analyzing results cost money

Figure 12 Marketing budget of Riosol Oy for 2016

6.5 Marketing timeline

This marketing plan aims to target both short-term and long-term benefits for the company. On a short-term it is expected to gain more visibility and educate customers on the company's existence. The marketing method described in this thesis should be future-proof. As a starting company's marketing plan, it also provides the means and ways to get started and notified.

Marketing improvements are started in June shortly after the employment begins. Since summer is the best time for the construction business due to favorable weather conditions compared to other times of the year, more aggressive marketing is continued to early fall to gain the maximum benefit of the construction season. As stated previously the best time for marketing would have been the late winter or spring season. Still marketing effort was made to benefit from the summer season. July however is an extremely popular holiday season in Finland which can affect the reach of marketing results during this period of time. Purchases and equipment investments in August start to slow down a bit since fall and end of the best construction season is closer. During this time rental opportunities are seen as a more promising way of revenue due to short term investment requirements compared to purchasing own scaffoldings. Marketing efforts made during and after this time period are meant to contribute for next spring and next year when the markets heat up again and companies are looking to invest in purchases for the next construction season.

Small changes to the marketing details are implemented if needed when necessary during the marketing process. The highly targeted marketing campaign is planned to be implemented during the late winter/early spring of 2017, which is considered to be the best timing for purchases for the project conducted during 2017.

7 Implementation plan of marketing

The planning of the marketing plan was started immediately after the beginning of the employment. The first step was to get accustomed with the products and conducting research about the company and markets that it is targeting. Firstly,

the SWOT analysis is discussed and reflected into the marketing strategy and materials of the company. After the initial discussion, the theoretical parts are examined in depth and discussions about segmentation, company's current stage as well as the desired position in the market in the future are held.

The marketing plan, marketing materials and attitudes are then shaped to be according to desired position of the company while following the budget given by the case company. Marketing methods are selected according to the potential buying audience that were discovered through segmentation and marketing avenues selected to choose the best ways to reach segmented customers while staying in the assigned budget for marketing.

From the beginning of the marketing plan and during implementation of the new marketing methods, small changes are made to the plan and campaigns to improve the results. These changes can include changes in keywords or advertisement in Google AdWords or new flyers or other form of printed marketing material. All the actions and changes to current marketing and new marketing ideas are presented by the thesis author Kim Toivonen and approved before execution by the CEO of the company, Marko Toivonen.

The already existing graphical look is refined to reflect the company and to stand out by using bright and easily visible colors. Colorful and personalized document templates are presented in figures 13 and 14. The idea to use such templates came from the thesis author, however the graphical look was brought to life in collaboration with the manufacturer Ringer.

Similar changes to the websites were made to represent a professional look as well as to give a positive impression about the company. Telinetukku.com website is updated to be more informative about the company's product range and the navigation elements are improved to make it easier to access to the necessary information. The content is updated to be more streamlined. Some visual elements are updated in the website including some new pictures and the layout of the categories to be more appealing to the customer and easier to navigate. Telinetaksi.fi website was created from scratch to represent the brand.

CMYK and RGB color templates were decided to maintain a unified standard in all aspects of the company brand, even when using third party companies in manufacturing marketing or other material. As an example the Telinetukku.com logo uses a CMYK tone: C:4, M:98, Y:100, K:18 and RGB code: R:192, G:39, B:35, #C02723. These are the official red tones that should be used in the logo both in printed material (CMYK) and online material (RGB).



Figure 13 Riosol Oy material colors for Telinetukku.com, logo and document top used for example in instruction manuals and quotations in correct color palette



Figure 14 Riosol Oy material colors for Telinetukku.com document bottom from quotation with company information in correct color palette

A smaller sub-webpage is created for the purpose of promotion of rental activities of Riosol Oy. This website is named Telinetaksi.fi. The plan when creating the websites is to create a landing page cost effectively and make the homepage for Telinetaksi.fi on our own. The website was created using a free program from the domain holder Fonecta. From the websites, it is possible to redirect customers from Telinetukku.com to Telinetaksi.fi website who are interested in renting instead of buying scaffolding products and vice versa. Telinetaksi.fi website is kept simple and on one page on purpose. The main point of the landing page is to give the customer necessary information, such as contact information and concept idea. Then direct the customers looking for more information about the scaffolding products to Telinetukku.com website. This enables a cost efficient and more straight forward approach to the Telinetaksi.fi website containing only the necessary information. The website is in line with the branding guidelines set by Riosol Oy. This plan is implemented during week 32 in 2016 (Toivonen 2016).



Puh. 010 574 6789

Telinetaksi vuokraa ja toimittaa valmiit alumiinitelinepaketit peräkärjyssä suoraan työmaalle Kaakkois-Suomen ja pääkaupunkiseudun alueella.
Vuokraa telinepaketti alkaen 28€/vrk (alv.0%)
Telinepaketin koko 60m², työskentelyala
Mitat: l:10m x k:6m x s:0,65m

Kuinka Telinetaksi toimii:

1. Asiakas ottaa yhteyttä joko puhelimitse numeroon 010 574 6789 tai sähköpostilla info@telinetaksi.fi
2. Telinetaksi toimittaa asiakkaan tilaaman telinepaketin kohteeseen
3. Asiakas käyttää rakennustelineitä sovitun ajan
4. Työn valmistuttua asiakas pakkaa telineet karrjyn ohjeiden mukaisesti ja ilmoittaa Telinetaksille noudosta

Vuokraa telinepaketti

Mikäli olet kiinnostunut rakennustelineiden ostamisesta, klikkaa tästä!

Yhteystiedot:

Riosol Oy
Kymäntäntie 6, 48600 Kotka
info@telinetaksi.fi
puh. 010 574 6789

Telinetaksi

Laadukkaat alumiinitelinepaketit toimitettuna
© Copyright 2016 telinetaksi.fi, Riosol Oy



Figure 16 A trailer used by Telinetaksi.fi, scaffolding rental service by Riosol Oy with the logo and marketing text in correct color palette

8 Evaluation and outcome of marketing performance

Since Riosol Oy has a completely new product portfolio it does not have a history to reflect the marketing performance to. Because of this marketing effort evaluation is not fully possible, only short time data can be acquired. Success will be evaluated by following the possible customer contact and sales that Riosol Oy experiences after full marketing plan implementation.

Google AdWords campaign development is followed by following the click metrics and their development within the Google AdWords website. The marketing plan and methods are adapted by following the development of different marketing means and attempting positive growth in all aspects of marketing. It is also possible to follow page visits using Google Analytics which is implemented on both Telinetukku.com and Telinetaksi.fi websites. Google Analytics follows where and how people enter the website and how many daily visitors the website gets. Google analytics also keeps track of new and returning visitor percentages which can provide important information on the general interest of the markets. It is also possible to compare data to the historical data from previous months.

Email marketing is followed by Mailchimp's own software that tracks clicks and opens. The presented data is then evaluated based on data provided by Mailchimp on industry averages. Overall our open rates were a bit higher than the industry average of 21% for the construction industry. We managed to pull out an impressive 33% on average for the first campaign. The click rates were also over 2 times higher than the industry average with 1,9% industry average compared to 4,5% received by our campaign. (The Rocket Science Group 2016.) On average 500 emails were sent in the June campaign. The initial test run with email campaign did not result to any sales or sales contacts, however email campaigns can be occasionally executed for brand awareness due to their generally low cost.

Google ads campaign was successful in lowering the CPC from the original, optimizing keywords and ads to gain more value for the budget. Although CPC can change every month if the competition for certain keywords tightens up, in general

since the start keyword optimization granted better results. Frequent customer contacts and clicks received indicate that the Google AdWords campaign was successful in contacting the right customer segments. The Google AdWords campaign receives the maximum number of clicks for the budget constantly thus operating properly and successfully.

Email campaign conducted using Mailchimp's program did not bring any major movement to Riosol Oy's webpage nor did it bring any sales during the implementation period that can be linked directly to the email campaign. Printed media in different location was provably browsed but as of today no sales contacts have been reached from flyers or brochures to Riosol Oy's knowledge.

The end result of this thesis project is a marketing plan for Riosol Oy. Riosol Oy should have the marketing means to compete in the scaffolding market within the market area of Finland. The marketing plan is presented to CEO Marko Toivonen and explained until it is also fully understood. The marketing plan is mostly implemented by Kim Toivonen referring to online, printed media and other marketing means. The progress and reports of these marketing methods mentioned in the marketing plan are then presented to the CEO Marko Toivonen and further implementations are discussed. Most of the marketing decisions made are still executed in the company and are being implemented today as well.

9 Conclusions

This bachelor's thesis contains a marketing plan and a marketing campaign for Riosol Oy. The theoretical marketing plan was implemented into a practical one during the time of thesis writing. The marketing campaign was implemented at the same time as the marketing plan. The future marketing campaign was approved by the CEO Marko Toivonen and will be implemented in the near future when the timing for a highly targeted campaign is more suitable.

Working on the marketing plan and campaign required extensive knowledge of marketing and orientation to published material referenced in the bachelor's thesis. Extensive knowledge about the product and the company while referencing

several different sources and choosing the appropriate theories that fit the company situation and finding the most suitable solutions as the marketing methods.

In the conclusions part, we also examine if all the research questions defined in the beginning of the thesis are answered. First two research questions aim to define “Who will the firm serve?” and “Where will the firm do business”. Both aspects are heavily related to market segmentation which was executed during this study. Through natural selection and nature of the business the target market is naturally defined to be companies or individuals who in their operations need scaffolding products. Segmentation limits the customers to the operation area of Finland and by their practiced field of business in the business-to-business markets. Further segmentation presents construction, façade, painting, roofing and electric companies as the main segments of targeted business. The versatility of the products provides a solution to each target segments individual needs.

“When will the firm serve those customers?” Riosol Oy targets its marketing to be an all year effort, while targeting more heavily on the late winter/early spring due to the seasonal nature of the business. Most of the work in construction business is being conducted when the weather is suitable. Therefore, the best time is during spring, summer and early fall when there is demand for the product. However, Riosol Oy aims to serve its current and future customers every working day of the year.

“What needs will the firm meet?” Riosol Oy attempts to fulfill the needs of their segmented target customers by offering versatile products and good customer service. Since companies that operate in the targeted business segments need scaffolding products, Riosol Oy aims to fulfill that need the best ways possible by having solutions to multiple scenarios and different projects companies might pursue. Riosol Oy attempts to reach these needs through different marketing means, having an online presence, physical printed material and targeted campaigns all aim to trigger the needs of the potential customers.

“How will the firm serve those customers?” Riosol Oy’s marketing strategy includes the adoption of a customer centric marketing strategy. In this strategical view Riosol Oy attempts to win customers from its competition and then nurturing

these relationships to generate more value. This happens through providing value propositions to customers to differentiate and show the benefits of the product compared to the competitors or value in general.

“Why is the firm doing these things?” The main reason for this is to increase customer contact, sales, revenue and presence in the target business-to-business markets. Riosol Oy also aims to create a brand that is recognized as an important influencer in the scaffolding market. Riosol Oy aims to adopt the means defined in this bachelor’s thesis to successfully reach the targeted customer groups.

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