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Kauppakorkeakoulu
Pienyrityskeskus

Marketing in SMEs

Some ideas and experiences

Small Business Center

26.10.2012

Seppo Rantalainen



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SMEs and marketing...

- What?
 - Traditional marketing mix; 7 p's
 - Product/service
 - Price
 - Place
 - Promotion
 - People
 - Process
 - Physical evidence



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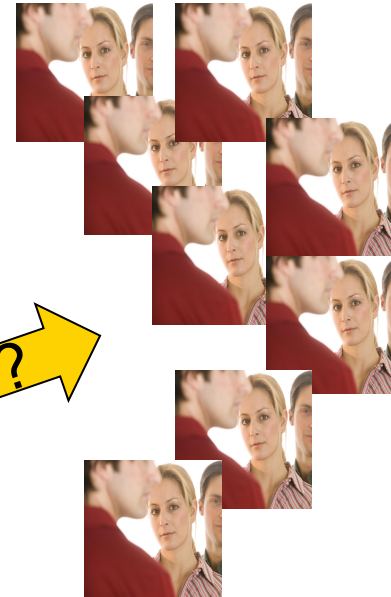
Some topics ...

- Marketing in Finnish small and medium size firms
 - What does it mean in practice?



Marketing efforts?

Marketing tools?





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SMEs and marketing in practise

- Limited resources
 - Human effort => most often no experts
 - Budgets => no big money in marketing
 - Market research? => expensive ⇔ missing
 - Main efforts in advertising
 - Visibility
 - Segmentation or lack of it
 - Unclear message
 - Short term planning => not enough for long term success



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SMEs and marketing in practise ...

- SMEs and brands
 - What is the brand?
 - Where it is?

The screenshot shows the website for ALL SEASONS INTERNATIONAL RESORT VUOKATTI. The header includes the resort name, flags for UK and Finland, a language selector (КАРТА САЙТА), and a search bar (ПОИСК). The main banner features two skiers on a snowy slope. Below the banner is a navigation menu with links: СКЛОНЫ ВУОКАТТИ, «КАТИНКУЛТА», СПОРТИВНОЕ УЧИЛИЩЕ, ОТЕЛЬ «СОКОС ВУОКАТТИ», РАЗМЕЩЕНИЕ, АКТИВНЫЙ ОТДЫХ, МЕРОПРИЯТИЯ, УСЛУГИ, ИНФОРМАЦИЯ, СТАРТ.

Добро пожаловать к Вуокатти!

Слово «разнообразный» можно трактовать самыми различными способами. Кроме различных услуг, всевозможных видов деятельности и активного отдыха, Вуокатти предлагает вам также спокойный отдых на лоне природы, возможность побаловать или даже понезжить себя. Время года не имеет значения, так как Вуокатти в любой сезон сможет предложить всевозможные развлечения как любителям отдыха на свежем воздухе, так и домоседам. Поэтому совсем не удивительно, что Вуокатти является самым популярным туристическим центром Финляндии.

В ближайшие годы привлекательность центра Вуокатти будет только возрастать благодаря постоянно развивающейся инфраструктуре, расширению гостиничных, ресторанных и туристических услуг. И хотя Вуокатти считается раем для любителей активного отдыха, здесь всегда найдутся возможности и для спокойного времяпрепровождения. Обширные леса с их захватывающими пейзажами помогут быстро избавиться от стрессов будничной жизни.

Добро пожаловать в Вуокатти, где вас ожидают самые разнообразные развлечения высокого качества!

ВуокаттиCalendar << change month >>

Mo	Tu	We	Th	Fr	Sa	Su
44					1	2
45	3	4	5	6	7	8
46	10	11	12	13	14	15
47	17	18	19	20	21	22
48	24	25	26	27	28	29

NOVEMBER 2008

Новости архивохранилище

12.11.2008:
Катинкулта – лучший аквапарк Финляндии!

16.10.2008:
ПЕРВЫЙ СНЕГ В ВУОКАТТИ!

16.10.2008:
ГОРНОЛЫЖНЫЙ ЦЕНТР ВУОКАТТИ

предложения Больше

RTG Vuokatti:
НОВОГОДНЯЯ И РОЖДЕСТВЕНСКАЯ ПРОГРАММЫ 27.12.2008 – 10.01.2009

RTG Vuokatti:
ЛЫЖНЯ ЗОВЕТ ВАС В ВУОКАТТИ!

Holiday Club Katinkulta:
Отдых в СПА – отеле по выгодной цене!

Погода в Вуокатти **Slope info**



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SMEs and marketing in practise ...

- SMEs and brands ...globally

smartner

ABOUT US NEWS PRODUCTS SOLUTIONS GET SMARTNER

Get mobilised

Home > About us

Smartner's goal

Smartner Information Systems' goal is to expand the range and possibility of mobile communications across the globe with intelligent user-friendly solutions.

POLAR.
LISTEN TO YOUR BODY

Моя страница | Новости | Контакты | Поиск | Изменить страну

Поиск

О КОМПАНИИ ПРОДУКЦИЯ ТРЕНИРОВКА С POLAR СООБЩЕСТВО POLAR ПОДДЕРЖКА

FT80
ФИТНЕС-МОНИТОР

FT60
ФИТНЕС-МОНИТОР

ДОБРО ПОЖАЛОВАТЬ

ДЛЯ ЛЮБОГО ВИДА СПОРТА, КАКОВЫ БЫ НИ БЫЛИ ВАША ЦЕЛЬ И ВАШ УРОВЕНЬ ПОДГОТОВКИ

Для того чтобы достичь максимума на тренировках, важно понимать собственный организм — и в этом мы вам поможем. С помощью Polar вы сможете измерить свою нагрузку, поставить перед собой новые цели и сохранить высокий уровень мотивации. Не важно, являетесь ли вы профессиональным спортсменом или простым любителем, вы увидите, как это просто — слушать свое тело.

→ Почему важно слушать свое тело?

НОВОСТИ

Polar Cycling Survey 2008 Winners

Polar Cycling Team would like to thank you all who participated to Polar Cycling Survey 2008!

The winners of C5600 Cycling Computers are:

Andrea Mazzulla, ITALY

→ Далее



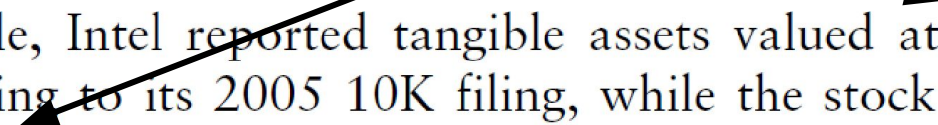
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Brands ... and their value...

A definition of the brand:

According to Davis (2005, p. 7), a brand “is a name, symbol, or logo used to identify and differentiate products in the marketplace.” Brands provide information to consumers, and communicate and establish expectations with stakeholders. A

The meaning of the brand; how about SMEs?

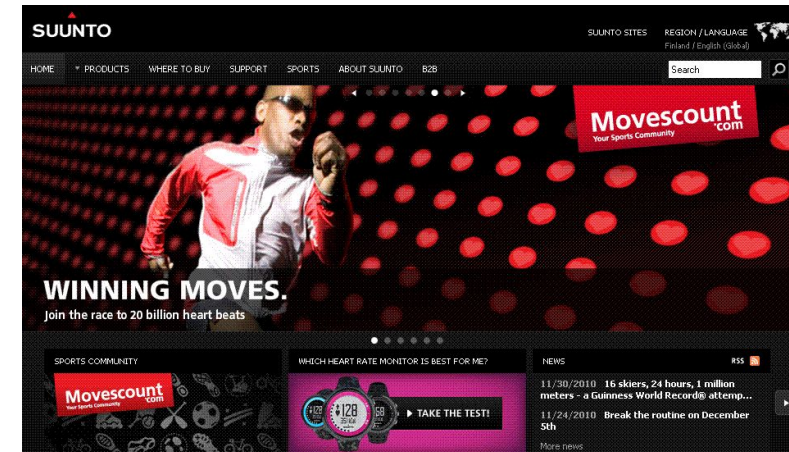
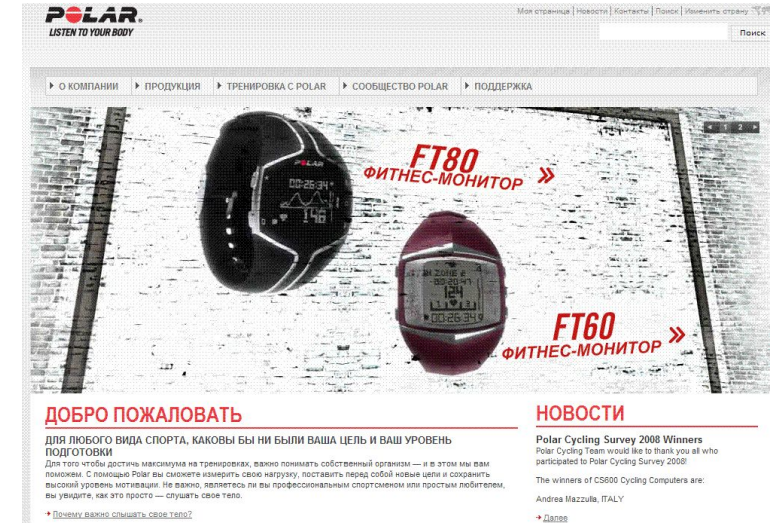


example, Intel reported tangible assets valued at \$48.3 billion in 2005 according to its 2005 10K filing, while the stock market valued Intel at \$113.8 billion on 3 April 2006 – more than twice its book value. What explains the difference? Interbrand’s valuation of the Intel brand (\$35.6 billion in 2005) goes a long way towards clarifying this discrepancy.

Brands and their elements...

Four basic elements of the brand:

1. **Differentiation:** this construct captures a brand's ability to stand out and create distinct meaning in the marketplace. Based on a composite of three image attributes, differentiation reflects both product and image equities that contribute to a brand's capacity for prominence in its arena, resulting in greater consideration, loyalty and pricing power.
2. **Relevance:** this scalar measures a brand's ability to be meaningful and have personal appropriateness in the lives of consumers. In a sense, it is cost-of-entry to usage of a brand. Relevance is highly related to market penetration and staying power.
3. **Esteem:** this construct measures the extent to which consumers like a brand and hold it in high regard. Esteem captures how well a brand fulfils its implied or overtly stated consumer promise, resulting in repeated usage.
4. **Knowledge:** this scalar evaluates the level that consumers understand and have internalised what a brand stands for. It represents the end result of all the marketing and communications efforts and experiences consumers have had with a brand.

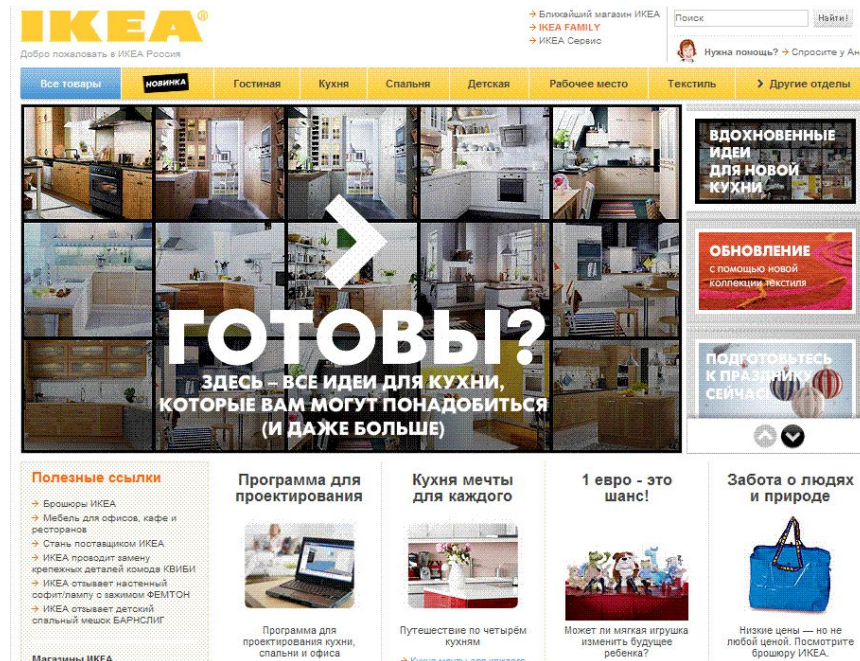




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Smes and their products ...

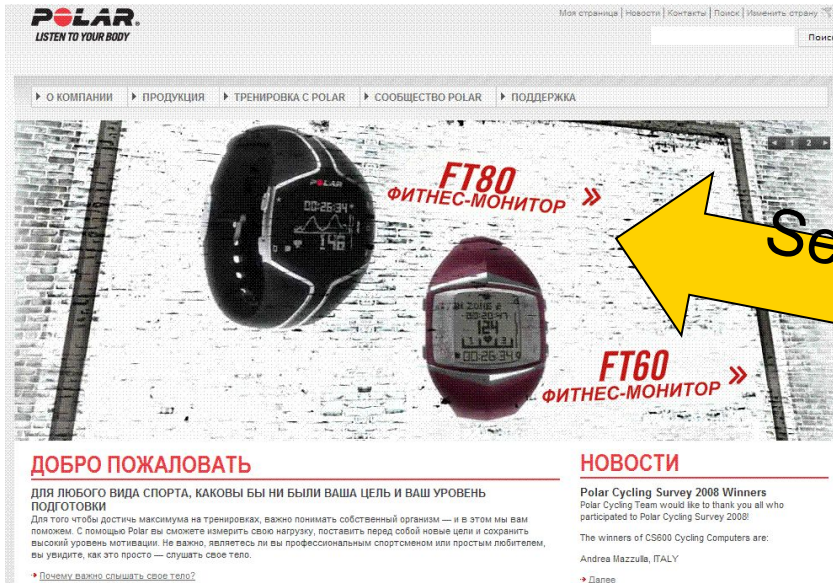
- What smes are selling?
 - differentiation; pricing, quality, customization, flexibility in production, etc
 - Customer needs; quick changes and very quick reaction; proactivity
 - Packages; core product + several services; networking, partnerships



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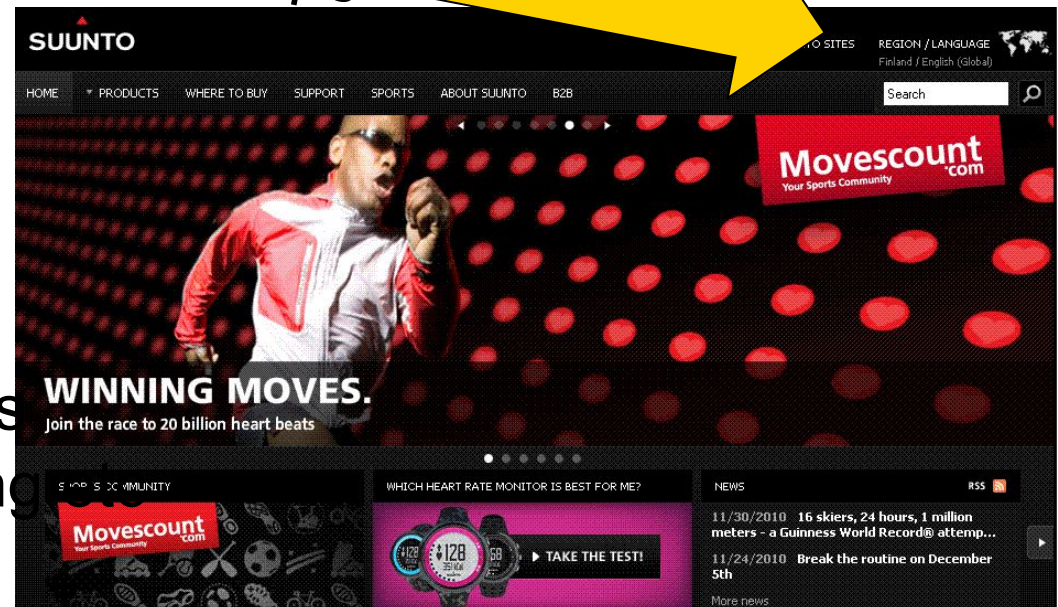
Smes and their products ...



Segmentation, right customer groups

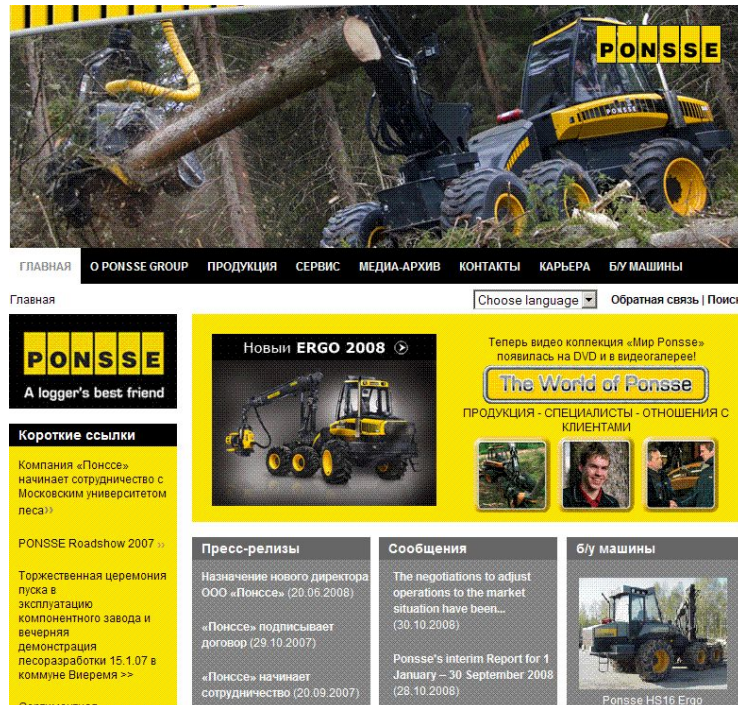
Segmentation of potential Customers

- Different behaviour, same needs
- Different pricing, features, desing



Smes and pricing ...

- Business models
 - The place and role in the valuechain
 - What is the core product or is it service?



Ponsse:
-Forest machines manufacturing
-Very essential service and spare parts deliveries
=> expensive machines + effective and real-time service => profitable pricing



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Smes and promotion ...

Due to an increasing saturation and fragmentation of markets, marketers are in recent years confronted with a significantly changing marketing communication landscape. Here, brands can no longer be distinguished on their quality and functional benefits alone (Weinberg 1993; Kroeber-Riel 1984) and the effectiveness of classic marketing communications is decreasing steadily as a result of a stiff competition of communications (Wohlfeil and Whelan 2005a,b; Levermann 1998). Indeed, because classic

- Advertising
 - New medias; FB, Twitter, Event marketing, mailing lists
 - How about print media/television
 - Expensive, targeting, focusing on right people
 - Promotions
 - Events, sponsoring, social media,
 - Sport, concerts, art exhibition, others



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Smes and promotion ...

- Small Business Center:
- In St Petersburg 16 years
 - Small customer base
 - Seeks for growth
 - Mainly with partners
 - FinEc
 - incubator

Университет
Экономики
Санкт-Петербург

Главная Обучение Проекты Сотрудничества Услуги Обучение в Финляндии Новости

Контакты

УНИВЕРСИТЕТ ЭКОНОМИКИ

ЦЕНТР МАЛОГО БИЗНЕСА

Центр Малого Бизнеса является отделением Хельсинкского Университета Экономики. Центр Малого Бизнеса действует в Миккели начиная с 1980 года, в Санкт-Петербурге с 1993, Хельсинки 1994 и Таллине с 2004 года. Министерство образования оценило Центр Малого Бизнеса Хельсинкского Университета Экономики как образовательный центр высокого качества для взрослых. Предпринимательство и содействие предпринимательству – это главная идея нашей деятельности, а также основная область умения. Центральное направление – это образовательные программы и программы развития для будущих и действующих предпринимателей, руководителей и персонала на различных стадиях развития предприятия.

Центр Малого Бизнеса успешно сотрудничает со многими организациями и учебными заведениями Санкт-Петербурга

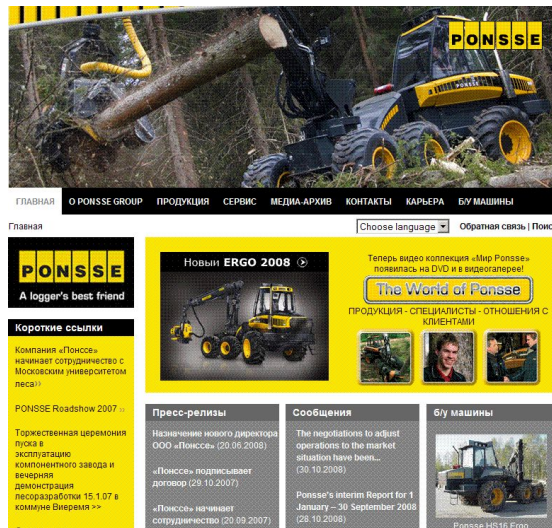
НАШИ ПАРТНЕРЫ В САНКТ-ПЕТЕРБУРГЕ

- Санкт-Петербургский фонд развития малого и среднего бизнеса
- Институт проблем предпринимательства
- Государственный региональный образовательный центр
- Санкт-Петербургский Социально-Экономический Институт
- Торгово-Промышленная палата Санкт-Петербурга
- Ленинградская Торгово-промышленная палата

Smes and promotion ...sales efforts

(Ravald and Grönroos, 1996; Ringberg *et al.*, 2007). For developing brand value in business-to-business markets, this paper proposes that brand relationships should be managed by brand personified, i.e. human representatives of the brand.

Customer retention in business-to-business markets highlights two important elements: branding and relationship marketing together in the form of brand relationship management. Analysis of the brand relationship management process shows that it builds up satisfied customers, driving them towards loyalty by developing one-to-one relationships, and resulting in actual market exchanges. The key to the programme is field management



Sales organisation in Russia
Reliable service partners

Promotion ...sales efforts

- Sales is critical
- Personal interaction
- SMEs – is it possible?
 - Big customers
 - Slow decision making process

KONECRANES®
Lifting Businesses™

ГЛАВНАЯ СТРАНИЦА О КОМПАНИИ ПРОДУКЦИЯ УСЛУГИ ПОСТАВКИ КАРЬЕРА ПРЕССА АДРЕСА

Вас приветствует российское подразделение Konecranes

Выберите другую страну

СРЕДСТВА ПРОЕКТИРОВАНИЯ




"СПРОЕКТИРУЙТЕ" ВАШ КРАН ЛЕГКИЙ МОСТОВОЙ КРАН




ЦЕПНОЙ ТЕЛЬФЕР КОНСОЛЬНО-ПОВОРОТНЫЙ КРАН

Конструкция ваш кран

Воспользуйтесь удобным инструментом, который мы предлагаем, чтобы "спроектировать" Ваш кран СХТ или выбрать модель требуемого Вам цепного тельфера, консольно-поворотного крана, легкого мостового крана.

Поиск web-сайтов других подразделений корпорации

поиск

О компании



В данном разделе представлена общая информация о Группе Konecranes. Посетите страницы нашего сайта, чтобы познакомиться с нами и предлагаемой нами продукцией.

[Более подробно](#)

Для наших Заказчиков

[Архив](#)

Последние новости

[Щелкните](#)

Продукция



Здесь содержится информация о продукции Konecranes – кранах для различных отраслей промышленности и специальных крановых компонентах.

[Более подробно](#)

Поставки



Мы предлагаем современные

Услуги



Konecranes – это крупнейшая в мире сеть предприятий по техническому обслуживанию и модернизации кранов.

[Более подробно](#)

Адреса



Здесь Вы найдете адреса офисов в

Smes and promotion ...event marketing

Event-marketing is defined as the *interactive communication of brand values by staging marketing-events as 3-dimensional brand-related hyperrealities in which consumers are actively involved on a behavioural level and which would result in their emotional attachment to the brand* (Wohlfeil and Whelan 2006). However,

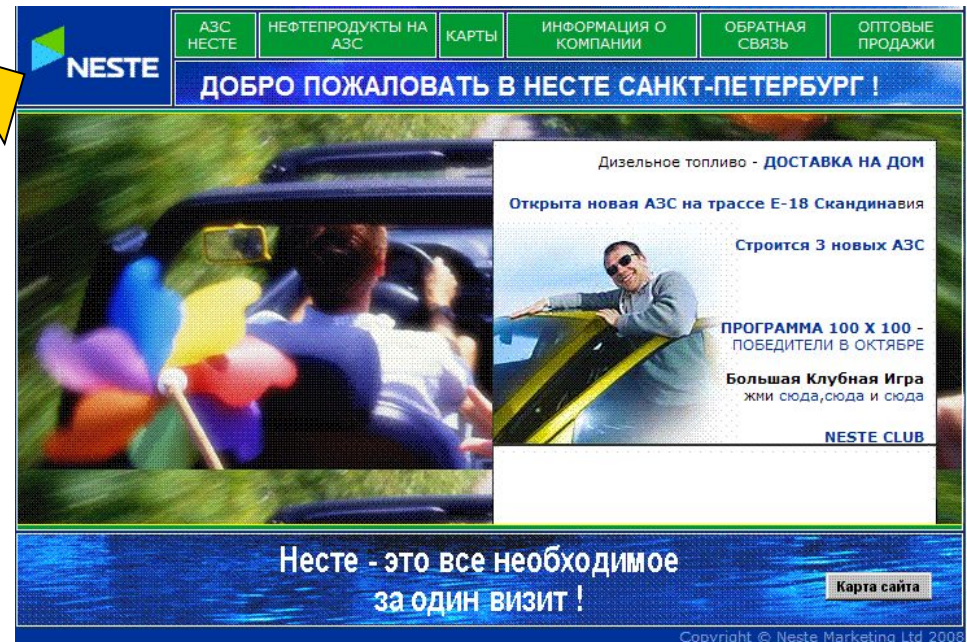
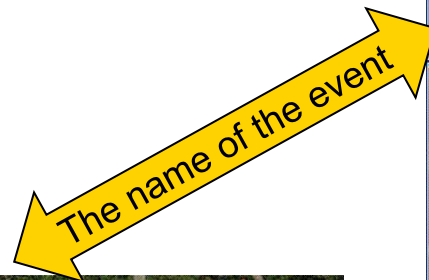
- Sport, music, art, etc
- partnerships
- SMEs?



Smes and promotion ...event marketing

(Drengner 2003; Petty et al. 1983). Interestingly, previous research has already proven that consumers tend to be highly involved in event-marketing strategies because of their voluntary participation in them (Drengner 2003; Nufer 2002). Thus, an understanding of consumers'

1. Experience orientation
2. Interactivity
3. Self-initiation
4. Dramaturgy



SMEs and place ...

Incubator for technology firms

- Where and when SMEs can sell?
 - The place => distribution
 - In St Petersburg?
 - In the city – really expensive
 - Web shops – always open
 - How about services?

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Kauppakorkeakoulu
Start-Up Center

Kasvuhaluisille yrityksille
Aalto Start-Up Center -yrityshautomo

Etusivu Yrityshautomo Yrittäjäksi Hakulomake Hautomoyritykset Yhteistyökumppanit Uutisarkisto

Ajankohtaista

Avoimien ovien – tapahtumassa lähes 100 kävijää säästä huolimatta!

19.11.2010 klo 12:06

Aalto Start-Up Centerin järjestämä avoimien ovien tapahtuma 18.11.2010 veti väuml...

Lue uutinen

Avoimien ovien – tapahtumassa lähes 100 kävijää säästä huolimatta!

Moscow Engineering Physics Institute's (National Research Nuclear Uni) rector and professors are visiting. We wish them warmly welcome!
17 minutes ago

Check this video out -- Venture Bonsai for Entrepreneurs <http://t.co/JLV2PASc> via @youtube
6 days ago

Nextdoor tekee kotiin ostettavista palveluista poppia (biedote) <http://bit.ly/fc33LL>
6 days ago

SMEs and people ...

- SMEs the most critical resource
 - Expensive, difficult to find and recruit; why?



commu **nicica**

News

1.11.2010 Communicica develops communication processes for Lemminkäinen
Communicica tutki:
Liikkeenjohto ei ole täysin tyytyväinen organisaationsa viestintään 1.9.2010
16.8.2010 Riina Marttinen joins Communicica
Communicica awarded with "The Strongest in Finland 2010" certificate
24.3.2010 Development project of Kiinteistöpalvelut ry's extranet completed

Efficiency, consistency, continuity

Even the most reputable and successful companies suffer from communications inefficiencies, inconsistent communications quality and a shortage of resources. They are not able to prioritize efforts to improve and develop their communications because they have to spend time taking care of daily routines.

Communication consultancy Communicica can help your company tackle its communication challenges. This is achieved by utilizing communication processes. We'll document your core communication activities as processes and create tools and templates to support them.

The core communication processes identified and defined by Communicica will facilitate planning and executing of communication. Companies can also outsource part of or their whole communication function to Communicica.

The core communication processes that Communicica identifies and documents for your company will make your communication more efficient and organized. Defining and implementing communication processes not only increase efficiency, promote consistency and improve quality, but also brings many other benefits.



Salespeople!





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SMEs and people ...

For service organisations, brand is considered a relationship builder (e.g., Blackett & Harrison, 2001; Ryder, 2004; Webster, 2000). It creates an intimate bond with customers based on its value proposition or a brand promise (Barnes, 2003; Muniz & O'Guinn, 2001). The promise needs to be fulfilled at each service encounter to secure the longevity of customer-brand relationships (Berry, Conant, & Parasuraman, 1991; McQuiston, 2004; Zeithaml, Berry, & Parasuraman, 1993).



SMEs
- How to build
the relationships?

SMEs and processes ... interaction with consumers

NOKIA
Connecting People

Home Buy online Find products Support Services and apps Find a store My Nokia

Devices Mini laptops Accessories Newsletter Nseries Nokia for Business

Nokia N8 Compare

Overview Features Gallery Specifications Model: Nokia N8-00

Experience the N8
[Try the demo](#)

See it yourself
[Watch the video](#)

Integrated social networking
[View Features](#)

What will you do with it?
[Learn more about Nseries](#)

[When can I get it?](#)
Sign up to be notified

Change color
Change view
Watch video

facebook seppo.rantalainen@auktori.co Keep me logged in

[Sign Up](#) **Nokia is on Facebook**
Sign up for Facebook to connect with Nokia.

Nokia [Like](#)

[Wall](#) [Info](#) [Photos](#) [Mobile Profile](#) [Nokia](#) [TYFWTG](#) [»](#)

[Nokia + Others](#) [Nokia](#) [Just Others](#)

RECENT ACTIVITY

- Nokia commented on Argjend Etemi's photo.
- Nokia commented on Philippe Werlen's photo.
- Nokia commented on Przemek Sikorski's photo.

Nokia According to our recent poll on this page the two most important things when choosing a phone are the camera and the battery life. Do you agree?

Wednesday at 9:35am · Comment · Like

Phok Channphirun, Daniya Tausif, Ellana Kozhina and 763 others like this.

[View all 538 comments](#)

New technology – or services?

SMEs and processes ... interaction with consumers



Which is important for
consumers – technology
or services?



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SMEs and processes ... interaction with consumers

Environmental Issues - SMEs?

to their social responsibilities.⁴ The research goes on to identify that, when forming a decision about buying a product or service from a particular company or organisation, 83% of the general public feel it is 'very' or 'fairly important' that a company shows a high degree of social responsibility.

ZARA

NEW PRODUCTS
WOMAN
MAN
CASUAL
KIDS
FRAGRANCES
STORES

NEWSLETTER
COMPANY

· CORPORATE
· CUSTOMER SERVICE
· OFFICES

LANGUAGE
LEGAL NOTICE
CONTACT

OUR COMMITMENT
THE COMPANY
PRESS
WORK WITH US

ENVIRONMENTAL POLICY

Zara, through its business model, contributes towards the sustainable development of society and the sphere in which it operates. Environmental commitment is part of the corporate responsibility of the Inditex group and is published on the group's web page: www.inditex.com. The following are some of the objectives and actions included in the framework of the group's environmental commitment that have a direct bearing on shops and customers:

IN OUR SHOPS

- We save energy.
- The eco-efficient shop.
- We produce less waste, and we recycle.
- Our commitment extends to all our staff.
- An environmentally aware team.

We save energy. The eco-efficient shop.

We are implementing an "eco-efficient" management model in our shops in order to reduce energy consumption by 20%, introducing sustainability and efficiency criteria. This management model sets out measures to be applied to all processes, including the design of the shop itself, the lighting, heating and cooling systems and the possibility of recycling furniture and decoration.

We produce less waste, and we recycle.

Recycling hangers and alarms, which are picked up from our shops and processed into other plastic elements, is an example of our waste management policy. Millions of hangers and alarms are processed each year, and both the cardboard and plastic used for packaging is also recycled.

Our commitment extends to all our staff. An environmentally aware team.

In-company awareness campaigns and specific multimedia-based training programmes to educate our staff in sustainable practices, such as limiting energy consumption, using sustainable transport and modifying behavioural patterns.

Energy: igniting brands to drive enterprise value

John Gerzema
 Young & Rubicam Brands
 Ed Lebar
 BrandAsset® Valuation, Worldwide
 Michael Sussman
 Y&R, North America
 Jason Gaikowski
 Young & Rubicam Brands

Putting your marketing where your values are

By SUE ADKINS

Market Leader *Winter 2006*

Exploring the Influences of Internal Branding on Employees' Brand Promise Delivery: Implications for Strengthening Customer–Brand Relationships

Khanyapuss Punjaisri
 Nottingham Trent University

Alan Wilson
 Strathclyde University

Heiner Evanschitzky
 Strathclyde University

Journal of Relationship Marketing, Vol. 7(4), 2008
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 doi: 10.1080/15332660802508430

References

A relational insight of brand personification in business-to-business markets

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Senior Lecturer, Brunel Business School, Brunel University, UK

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