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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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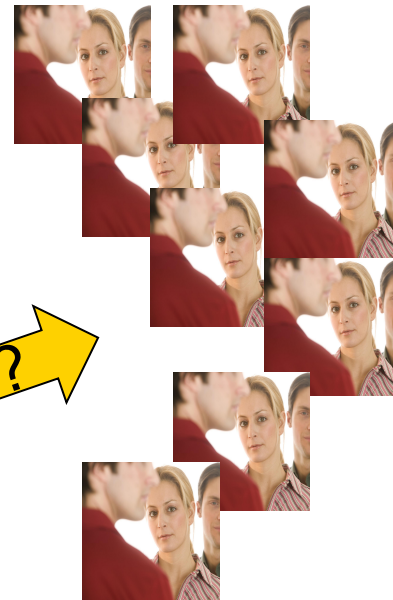
Some topics ...

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



Marketing efforts?

Marketing tools?



DEALERS

Russia
St Petersburg



Brand: CASC, ST.PETERSBURG
Brand: CASC

Address
388okhova str. 12
Ru-127080 Saint-Petersburg
RUSSIA

TEL: +7 812 46 14 30
FAX: +7 812 46 14 34

Contact person:
Web:
Email:





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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?

ALL SEASONS INTERNATIONAL RESORT

UK FI КАРТА САЙТА ПОИСК

VUOKATTI

VuokattiCalendar << change month >>

Mo	Tu	We	Th	Fr	Sa	Su	
44					1	2	NOVEMBER 2008
45	3	4	5	6	7	8	9
46	10	11	12	13	14	15	16
47	17	18	19	20	21	22	23
48	24	25	26	27	28	29	30

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 понежить 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!

Погода в Вуокатти

Slope info

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!

A”

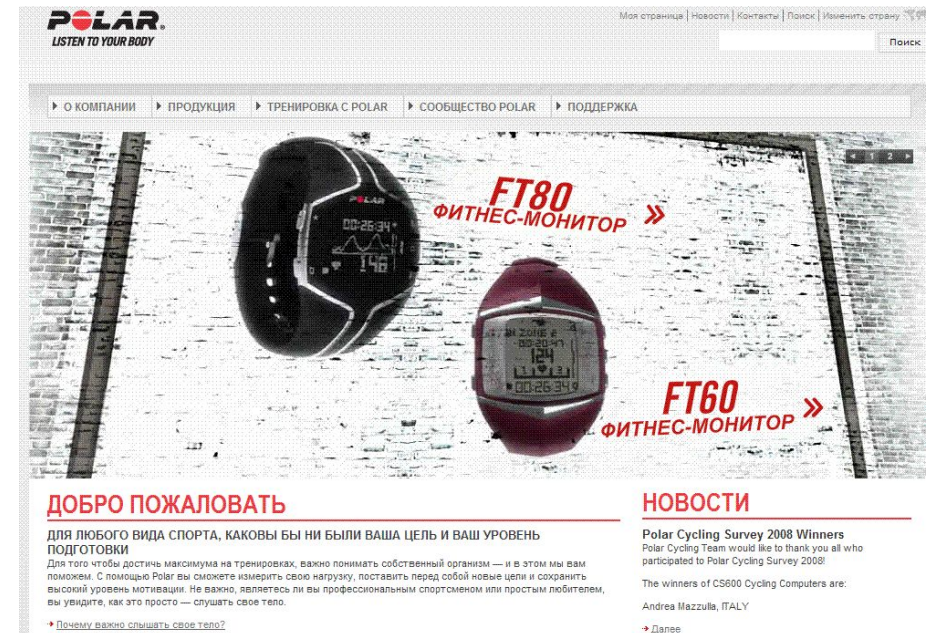
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SMEs and marketing in practise ...

- SMEs and brands ...globally



The image shows a screenshot of the Smartner website. At the top left is the Smartner logo, which consists of a stylized lightning bolt icon and the word "smartner". Below the logo is a navigation menu with the following items: "ABOUT US", "NEWS", "PRODUCTS", "SOLUTIONS", and "GET SMARTNER". The main content area features a large photograph of a person walking through a field of tall grass, with the text "Get mobilised" overlaid on the left side. Below the photograph, there is a breadcrumb trail: "Home > About us". A blue banner below the breadcrumb contains the text "Smartner's goal". Underneath the banner, the text reads: "Smartner Information Systems' goal is to expand the range and possibility of mobile communications across the globe with intelligent user-friendly solutions."



The image shows a screenshot of the Polar website in Russian. At the top left is the Polar logo with the tagline "LISTEN TO YOUR BODY". To the right of the logo are links for "Моя страница", "Новости", "Контакты", "Поиск", and "Изменить страну". Below the logo is a search bar with the word "Поиск" on the right. A navigation menu below the search bar includes: "О КОМПАНИИ", "ПРОДУКЦИЯ", "ТРЕНИРОВКА С POLAR", "СООБЩЕСТВО POLAR", and "ПОДДЕРЖКА". The main content area features two Polar fitness monitors: a black FT80 and a red FT60. The FT80 is labeled "FT80 ФИТНЕС-МОНИТОР" and the FT60 is labeled "FT60 ФИТНЕС-МОНИТОР". Below the monitors, there are two columns of text. The left column is titled "ДОБРО ПОЖАЛОВАТЬ" and contains text about the benefits of Polar for various sports. The right column is titled "НОВОСТИ" and contains text about the Polar Cycling Survey 2008 winners, mentioning Andrea Mazzula from Italy. At the bottom of the right column is a link "→ 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.

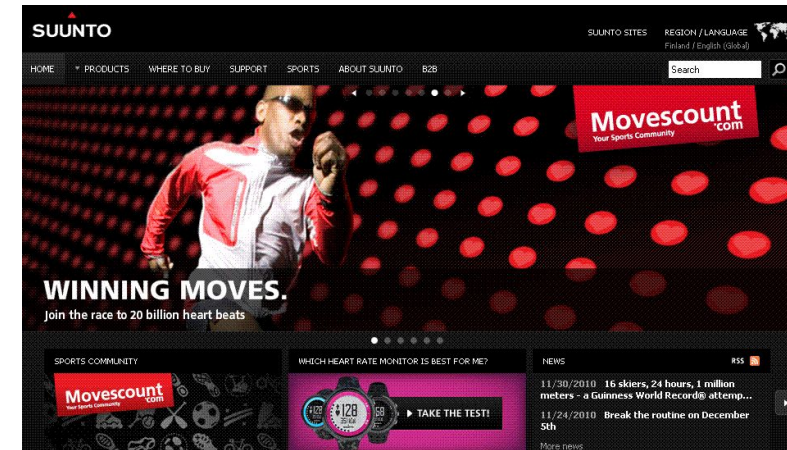
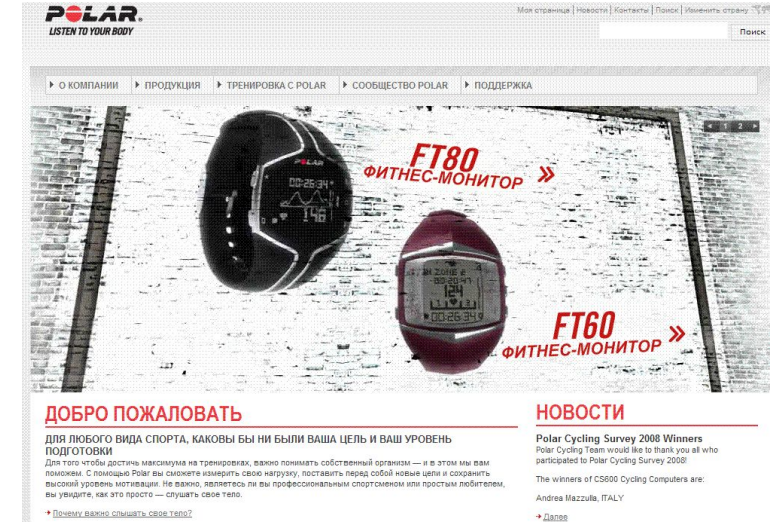


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Brands and their elements...

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 ...

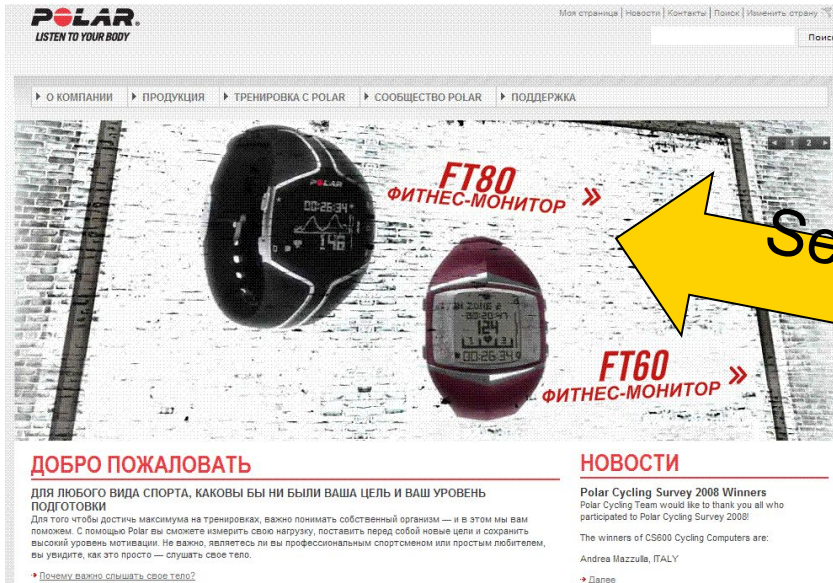
- What smes are selling?
 - differentiation; pricing, quality, customization, flexibility in production, etc
 - Customer needs; quick changes and very quick reaction; proactivity
 - Packages; core product + several services; networking, partnerships

The screenshot shows the IKEA website homepage. At the top, there is the IKEA logo and navigation links for 'Европейский магазин IKEA', 'IKEA FAMILY', and 'IKEA Сервис'. Below the logo is a search bar and a 'Найти!' button. A navigation menu includes 'Все товары', 'ПОДАРОК', 'Гостиная', 'Кухня', 'Спальня', 'Детская', 'Рабочее место', 'Текстиль', and 'Другие отделы'. The main content area features a large grid of kitchen images with a large white arrow pointing right and the text 'ГОТОВЫ? ЗДЕСЬ – ВСЕ ИДЕИ ДЛЯ КУХНИ, КОТОРЫЕ ВАМ МОГУТ ПОНАДОБИТЬСЯ (И ДАЖЕ БОЛЬШЕ)'. To the right of the grid are three promotional banners: 'ВДОХНОВЕННЫЕ ИДЕИ ДЛЯ НОВОЙ КУХНИ', 'ОБНОВЛЕНИЕ с помощью новой коллекции текстиля', and 'ПОДГОТОВЬТЕСЬ К ПРАЗДНИКУ СЕЙЧАС'. Below the main content are five columns of links and information: 'Полезные ссылки' (listing brochures, office furniture, and services), 'Программа для проектирования' (with a laptop icon), 'Кухня мечты для каждого' (with a kitchen photo), '1 евро - это шанс!' (with a toy icon), and 'Забота о людях и природе' (with a blue bag icon).



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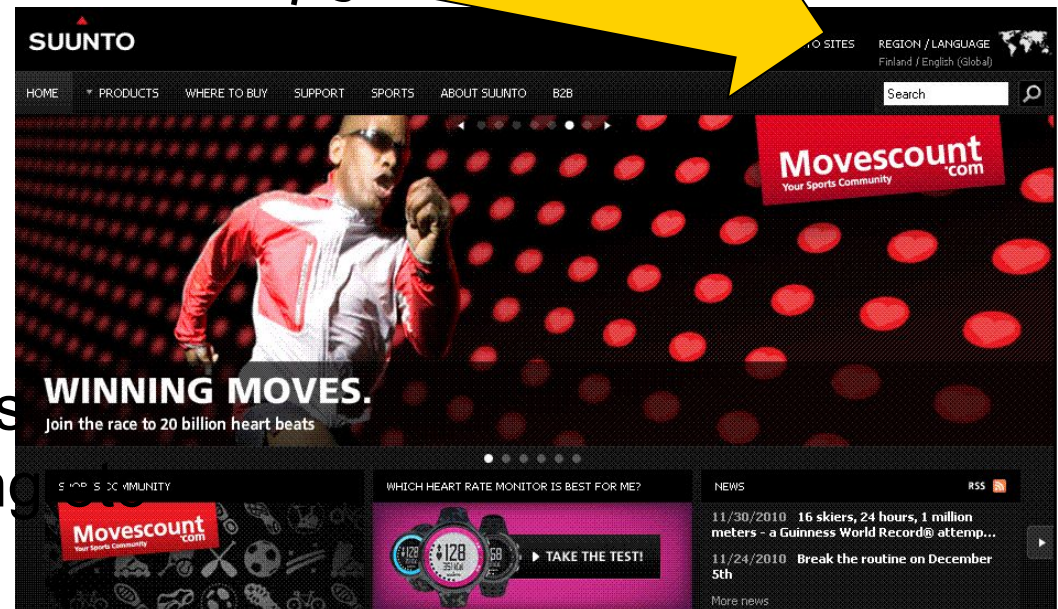
Smes and their products ...



Segmentation, right customer groups

Segmentation of potential Customers

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

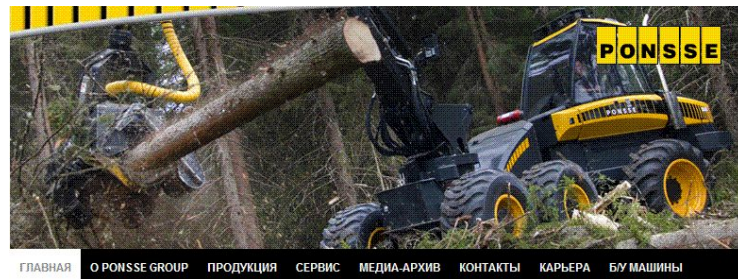




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Smes and pricing ...

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



ГЛАВНАЯ | О PONSSE GROUP | ПРОДУКЦИЯ | СЕРВИС | МЕДИА-АРХИВ | КОНТАКТЫ | КАРЬЕРА | Б/У МАШИНЫ

Главная

Choose language | Обратная связь | Поиск

PONSSE
A logger's best friend

Короткие ссылки

Компания «Понссе» начинает сотрудничество с Московским университетом леса»

PONSSE Roadshow 2007 >>

Торжественная церемония пуска в эксплуатацию завода и вечерняя демонстрация лесозаготовки 15.1.07 в коммуне Вьерема >>>

Содержимая

Новый ERGO 2008 >

Теперь видео коллекция «Мир Ponsse» появилась на DVD и в видеогалерее!

The World of Ponsse

ПРОДУКЦИЯ - СПЕЦИАЛИСТЫ - ОТНОШЕНИЯ С КЛИЕНТАМИ

Пресс-релизы

Назначение нового директора ООО «Понссе» (20.06.2008)

«Понссе» подписывает договор (29.10.2007)

«Понссе» начинает сотрудничество (20.09.2007)

Сообщения

The negotiations to adjust operations to the market situation have been... (30.10.2008)

Ponsse's interim Report for 1 January – 30 September 2008 (28.10.2008)

Б/у машины

Ponsse HS16 Ergo

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

КОНТАКТЫ

ХЕЛЬСИНКСКИЙ 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 Таллинне 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

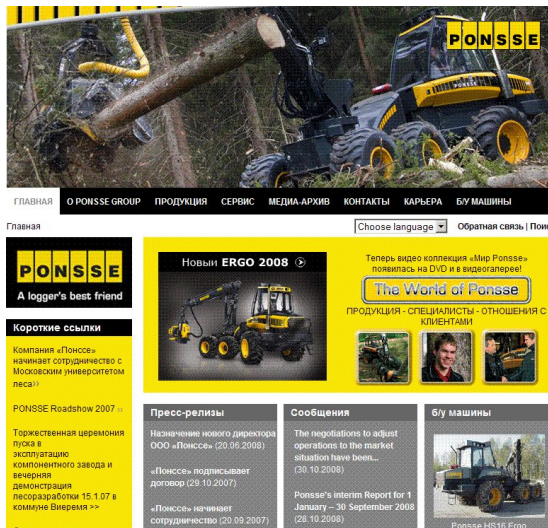
- Санкт-Петербургский фонд развития малого и среднего бизнеса
- Институт проблем предпринимательства
- Государственный региональный образовательный центр
- Санкт-Петербургский Социально-Экономический Институт
- Торгово-Промышленная палата Санкт-Петербурга
- Ленинградская Торгово-промышленная палата

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





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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](#)

Konecranes – это мировой лидер в области краностроения и технического обслуживания грузоподъемной техники.

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](#)

Продукция
Здесь содержится информация о продукции Konecranes – кранах для различных отраслей промышленности и специальных крановых компонентах.
[Более подробно](#)

Услуги
Konecranes – это крупнейшая в мире сеть предприятий по техническому обслуживанию и модернизации кранов.
[Более подробно](#)

Поставки
Мы предлагаем современные

Адреса
Здесь Вы найдете адреса офисов в

Для наших Заказчиков
[Архив](#)

Последние новости
[Щелкните](#)



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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,

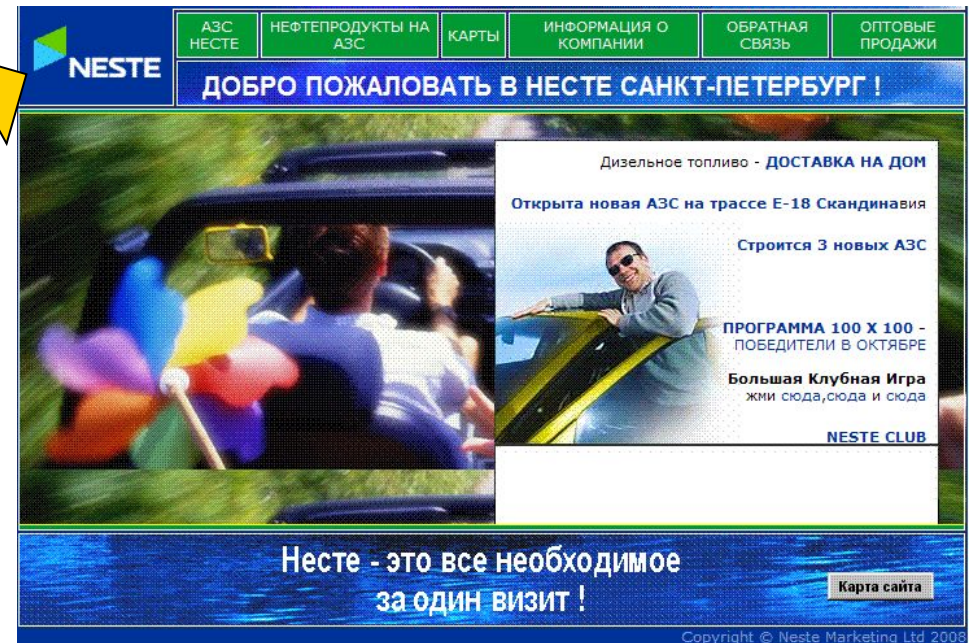
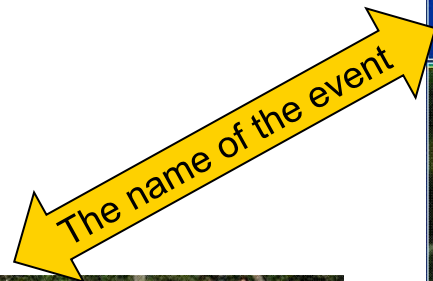
- Sport, music, art, etc
- partnerships
- SMEs?



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





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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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Start-Up Center



Kasvuhaluille 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 väl...

[Lue uutinen](#)

Avoimien ovien – tapahtumassa lähes 100 kävijää säästä huolimatta!



A! AaltoStart-Up Center
startupc

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://ft.co/1V2PASc> via @youtube
6 days ago

Nextdoor tekee kotiin ostettavista palveluista poppia (tiedote) <http://bit.ly/fc33L>
6 days ago



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SMEs and people ...

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



communicea

News

1.11.2010 Communicaea develops communication processes for Lemminkäinen
Communicaea tutki:
Liikkeenjohto ei ole täysin tyytyväinen organisaationsa viestintään 1.9.2010
16.8.2010 Riina Marttinen joins Communicaea
Communicaea 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 Communicaea 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 Communicaea will facilitate planning and executing of communication. Companies can also outsource part of or their whole communication function to Communicaea.

The core communication processes that Communicaea 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 N8
Model: Nokia N8-00
Overview Features Gallery Specifications
Experience the N8
Try the demo
See it yourself
Watch the video
Integrated social networking
View Features
When can I get it?
Sign up to be notified
Change color
Change view
Watch video

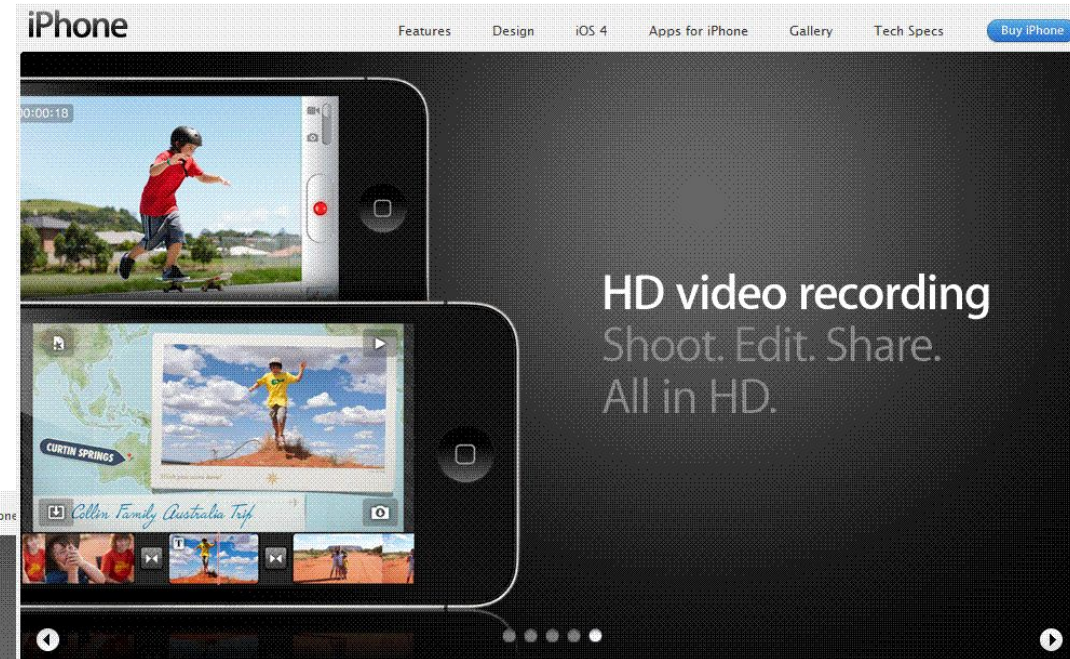
facebook
seppo.rantalainen@auktori.co
Keep me logged in
Sign Up Nokia is on Facebook
Sign up for Facebook to connect with Nokia.
Nokia Like
Wall Info Photos Mobile Profile Nokia TYFWTG
Nokia + Others Nokia Just Others
RECENT ACTIVITY
Nokia commented on Argjend Etemi's photo.
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Nokia 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.
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New technology – or services?



Aalto-yliopisto
Kauppakorkeakoulu
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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.' 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.



Aalto-yliopisto
Kauppakorkeakoulu
Pienyrityskeskus

International Journal of Market Research Vol. 49 Issue 1

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

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References

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

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