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# STRATEGIC MARKETING ANALYSIS

## Case: DNA Plc

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<p data-bbox="164 835 1473 1052"><b>Abstract</b></p> <p data-bbox="164 835 1473 1052">Technology constantly developing, it is essential for especially technology-driven companies to keep their marketing strategies up to date. The focus of this thesis was on the marketing strategy of one of the leading telecommunications companies in Finland, DNA Plc. The thesis aimed for finding out the strengths and weaknesses of their current marketing strategy, determining the most suitable marketing strategy for the company in the future, and showing the required steps for realizing it.</p> <p data-bbox="164 1093 1473 1272">The thesis was based on a theoretical framework, the main topics being strategic management and strategic marketing. In addition, a strategic analysis was conducted, utilizing strategic tools, in order to examine all the factors effecting the business and the industry. The focus of this was on an external point-of-view, representing the image of the company by external parties.</p> <p data-bbox="164 1312 1473 1568">Moreover, a research was conducted, aiming for finding out the most valued features by the customers and the management, the most effective channels for reaching the customers, and the future opportunities. In order to answer the research questions effectively, both the quantitative and qualitative methods were used. The quantitative data was collected from DNA's B2B customers as an online survey, in order to determine the customers' opinions about DNA. Two representatives of the management of DNA were personally interviewed, gaining qualitative data in order to find out the management's perspectives.</p> <p data-bbox="164 1608 1473 1825">The results of the research showed that DNA's marketing strategy was consistent and efficient, and the customer satisfaction was the most important aspect in DNA's business. The results indicated that there was a possibility to increase the customer satisfaction and the number of loyal customers in the future with developments in the marketing strategy. The development suggestions for the future were provided, as well as suggestions for future research on the topic.</p>		
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## 1 INTRODUCTION

The topic of this thesis is a strategic marketing analysis of a Finnish telecommunications company DNA Plc. It is one of the leading telecommunications companies in Finland and operates in both B2C (*business-to-consumers*) and B2B (*business-to-business*) markets (DNA 2017a). However, the main focus of the thesis is on the B2C market. The analysis is external, meaning that the information used for the analysis will be gathered from sources that are available for all external parties, including customers, investors and consumers. DNA's overall strategy and marketing strategy are examined, finding out their strengths and weaknesses, and finally an idea for developing the marketing strategy will be given.

The thesis will provide an analysis of the company's marketing strategy. The corporate strategy will be analyzed and discussed first, as the marketing strategy must be consistent with the general corporate strategy. After this, the marketing strategy will be analyzed and suggestions for future changes will be presented. The work will be supported by a theoretical framework concerning strategic management and strategic marketing, and a research consisting of an interview with the management of DNA and a survey for DNA's customers.

With the field of telecommunications constantly developing, it is important to keep the marketing strategy up to date and consistent with the changes in the business and in the industry. In the future, the industry will be influenced by a growing demand of security, new inventions and tough competition, meaning that actions need to be taken (Surdak 2015).

### 1.1 The aim of the thesis

DNA Plc continuously develops the business and responds fast to customer demands. They have four strategic objectives: the most satisfied customers in the market, the biggest financial development and the fastest corporate growth in the industry, and becoming one of the most valued employers in Finland (DNA 2017a). The aim of this thesis is to get new perspectives regarding the strategy and especially the marketing strategy from an external point of view.

There are three main objectives in this thesis, as follows:

- Finding out the strengths and weaknesses of the current marketing strategy
- Determining the most suitable marketing strategy for the future
- Showing the required steps for changing the marketing strategy

The thesis includes a research, consisting of a strategic analysis of DNA, a survey for DNA's customers and an interview for DNA's marketing department. The survey will be a quantitative study, whereas the interview and the analysis will have a qualitative approach. The main research question is:

*RQ: How can the marketing strategy of DNA be developed in the future?*

In addition, there are three sub questions which help answering the main research question:

1. What do the stakeholders currently value the most in DNA?
2. What is the most effective channel to reach the customers?
3. What opportunities are there in the future?

The thesis will include a theoretical framework which consists of two major chapters, strategic management and strategic marketing, including the theory and models. The case company DNA Plc will also be presented, with the help of the theory from the theoretical framework. After these, the research methods will be presented, showing how the data was collected and analyzed. Finally, the results and conclusions from the research are shown.

The first part of the research will be the strategic analysis. This will be followed by the second part which focuses on the B2C customers' opinions about the company, the aim being finding out the strengths and weaknesses in the customers' points-of-view. DNA values their customers' opinions, so this is vital information for the company. The third part will focus on the management of DNA, getting an insight to the company's values. The results from these will be analyzed separately but also compared with each other. The comparison will show how well these are in line at the moment.

The thesis will provide two things to DNA, an external analysis of the current strategy and new ideas from a different perspective. The external analysis will indicate how the company is seen from the outside, and new ideas can be used for developing the marketing strategy in the future and reaching the strategic objectives more efficiently. The thesis will also offer suggestions for further research.

It is important to have a functional marketing strategy because it enables maximizing the profit with offering the right products and services for the right price, since it requires analyzing the target market, trends and competition in the industry. In addition, it makes the distribution more efficient and helps presenting the brand image in a consistent and effective way. A clear marketing strategy also makes the whole organization perform better because all departments are following the same plan and communicating with each other. (Ashe-Edmunds)

## **2 STRATEGIC MANAGEMENT**

The theoretical framework in this thesis is divided into two main chapters, strategic management and strategic marketing. The first chapter consists of a definition of strategic management, factors of a successful strategy, benefits of strategic management, and descriptions of some of the most commonly used strategic management tools.

### ***Definition of strategy***

Strategy as a word is originated from a Greek word *strategos* which means the ability of winning a war. When it comes to companies, strategic management is needed for surviving in competition. Strategy can be defined as an aggregate of choices made for managing the internal and external factors of a business, aiming to reach the goals and objects of a company. Strategy is a way of standing out from competitors and can therefore be seen as a necessity for all businesses. (Kamensky 2014)

### ***Definition of strategic management***

Kamensky (2014) defines strategic management as the act of setting strategic goals, analyzing, measuring, planning, implementing and monitoring strategic choices. It can also be seen as the company's resource management aiming to fulfill the company's goals. Strategic management is essential for surviving in the competitive environment, evolving and adjusting to changes. (Kamensky 2014)

#### **2.1 Successful strategy**

Succeeding in strategic management requires succeeding in many different fields. The ground rule is that every employee should understand the strategy of the company, regardless of the position in the company, in order for the whole company to follow the strategy. This means that the strategy should be explained in a way that everyone understands it. Another important factor is the willingness to change and evolve, which often seems to be difficult for companies. Companies typically only evolve when it is essential for the survival, when it is pressured by the management or initiated by the superior. However, evolving requires also teamwork, innovation and a careful analysis, in order to take actions before it is too late. Strategic management also needs the ability of seeing smaller divisions as a whole and identifying the relationships between each division. While seeing the big picture is essential for strategic management, it is also important to prioritize, and focus on the most relevant factor. (Kamensky 2014)

Strategic management requires long-term thinking and planning how to achieve the goals also in the future, and not only focus on how to make a profit as fast as possible. In order to make good strategic plans, a knowledge of the company's resources is required as well as a clear understanding of the industry and how it is connected to the company. Strategic management also needs good leadership skills and communication skills. (Kamensky 2014)



## ***Benefits of successful strategic management***

Strategic management enables the company to predict the changes influencing them and to react to them faster. Good strategic management involves every manager and employee in the processes, meaning that everyone in the company knows what the goals of the company are and how they can be accomplished. This results in more motivated and committed workforce who shares the same goals and aims for the company's success, which in turn increases the productivity and therefore profitability of the company. Strategic management also improves communication and problem-solving, and makes it possible to track competitors' strategies, come up with new opportunities, and have better control over the company. (Athapaththu 2016)

### **2.2 Strategic management process**

Strategic management is a process starting with identifying the corporate goals, choosing the strategy for reaching the goals, determining the potential risks relevant to the company, deciding the company culture, and measuring how well the company is using its resources to support the above-mentioned factors. The process can be divided into three main elements: strategic analysis, strategy creation, and strategy implementation. (Thompson et al. 2010)

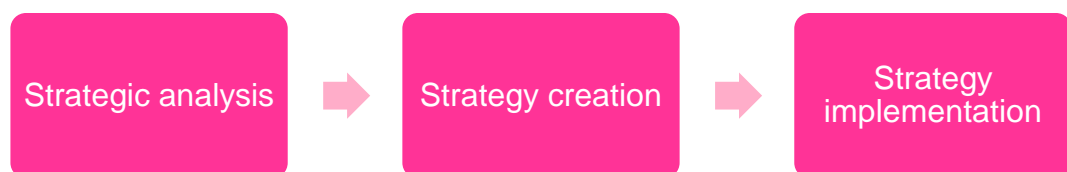


Figure 1. Elements of strategic management

Figure 1 represents the elements of strategic management. In the first stage, the business environment and the internal factors affecting the business are analyzed. Strategic tools are an effective way for the analysis. This helps identifying the current stage of the business as well as the competitors, and therefore determining the future goals. After this, the strategy can be formed. This step requires planning how the resources, time and human resources will be managed in order to achieve the goals. The final stage is implementing the strategy. In this stage, the plans are realized, and actions are taken to achieve

the goals. In addition to this, it is essential to evaluate the strategy to see if it is functioning as planned and make changes to it if necessary. (Aileron 2011)

### **2.3 Mission, vision and values**

Corporate strategy should be driven by the company's mission, vision and values. A mission indicates the reason why the company exists. It describes the company's operations and objectives. The mission should remain the same throughout any changes in the business, even if some business operations might change. A vision, on the other hand, represents the desired position of the company in the future. It includes the company's goals and shows what they want to achieve and become in the future. The values of a company are the features that are valuable for the company. They can be seen as guidelines guiding the company's operations. When the mission, vision and values are clearly presented to the customers, taking their minds, hearts and spirits into consideration, profitability, returnability and sustainability can be achieved. Briefly, the mission can be seen as why the company exists, vision what the company wants to achieve, and values how the company operates. (Kotler et al. 2010)

### **2.4 Strategic change**

Evolving as a company is essential for the survival in constantly changing markets, and for that a strategic change is needed. This can be an incremental or adaptive strategic change. An *incremental strategic change* is beneficial for companies that face a lot of competition. The future is uncertain, meaning that plans cannot be too strict. The incremental strategic change involves clear objectives and a mission, but the strategy for achieving those is rather broad. The progress and changes in the market are analyzed and new strategies are developed. An *adaptive strategic change* on the other hand is a more innovative approach used for companies that operate on more predictable markets. The adaptive strategic change utilizes the opportunities and threats to make fast changes in the business. (Thompson et al. 2010)

In order for the strategic change to be successful, Kotter's 8-step model can be used. The first step is *creating a sense of urgency*, which means that someone notices the need for a change, convincing others of the importance for the

change as well and motivating them to support it. The company needs from three to five leaders to drive the change and guide others, so the second step is *forming a powerful group of the leaders*. The third step is *forming a vision*. This is used for understanding the need for the change, showing what the company is aiming for with the change, and motivating people to reach the goals. The next step is *communicating the vision*, which ensures that everyone in the company is working towards the same goal, as they understand and respect the vision. After this, people need to be empowered to support the vision by *removing obstacles*. This means that the change is made achievable by ensuring that there are enough resources, time and support available, and no obstacles in the way. The sixth step is *generating short-term wins*, which is about motivating people by showing real results gained from the change. The following step is *maintaining the change*. This requires making changes continuously to achieve the vision, even after starting to get results. The final step is *institutionalizing the change*, meaning that the new way of acting with the change should be integrated to the corporate culture and made permanent. (North et al. 2014)

## **2.5 Strategic goals**

A goal can be defined as a beneficial gain that is planned to achieve in the future on a specific time. A goal is initiated from someone's will – for corporations it is typically originated from the most important stakeholders, which are usually the customers, the owners and the employees. However, in some companies also the suppliers and some business partners have an important position and therefore they have to be taken into consideration as well when planning the strategic goals. It is common for all the stakeholders to desire financial benefits. These can be gained for example as shares, salaries, products and services or capital gain. Financial goals can be divided into two groups: profitability, and financial solidity and liquidity. Typical financial goals are increased revenues, an increased value of business, and an increased return on assets. However, as important as financial goals are, they are not enough on their own for creating and implementing a successful strategy. (Kamensky 2014)



Figure 2. Strategic goals

Strategic goals can be divided into four categories, which are presented in Figure 2, along with the relationships between them. The external efficiency goals are known as goals for customers, as they indicate the relationship between the company and the important actors in the business environment, which in most of the cases is customers, but can also be some other stakeholder. Examples of these goals can be customer loyalty, customer satisfaction and customer retention. The internal efficiency goals are about the business processes within the company that lead to results in the value chain. These goals include the delivery time, time spent for research and development, and the error margin. Goals for learning and growth include the most significant factors in the company, which affect the future success of the company. The goals for learning and growth can involve expansion, performance and training programs. (Kamensky 2014; Biazzo et al. 2012)

Every company should be aiming for a corporate vision which is the ultimate long-term goal of the company. However, as it might be difficult to reach for something that seems to be very far away, strategic goals are used for guiding the company towards the vision with smaller steps. Strategic goals are usually made for three to five years ahead, and there should be at least one or two goals from each category for each department in the company. However, a

company should have no more than ten strategic goals in total. (Kamensky 2014)

## 2.6 Strategic tools

Strategic tools are needed for analyzing the strategy and therefore improving the strategy and keeping up with the changes in the industry. A strategic analysis creates a ground for a successful business. Before starting the analysis, it is important to know what is being analyzed and why, and what goals and objectives does the analysis have. (Kamensky 2014)

Strategic analyses can be roughly divided into two groups: internal and external. The internal analyses focus on the factors within the company, whereas the external analyses are about the industry and environment in which the company is operating.

### ***SWOT analysis***

SWOT analysis is one of the most widely used analysis. It consists of positive and negative factors in internal and external environments. SWOT analysis helps in identifying these factors, and it can be extended for creating four types of strategies by combining the factors with each other. Strength-opportunity strategies and strength-threat strategies explain how the opportunities can be maximized and threats minimized by utilizing the company's strengths, whereas weakness-opportunity strategies and weakness-threat strategies focus on how to overcome the company's weaknesses utilizing the opportunities and avoiding the threats. (Gregory 2017)

	+	-
Internal	<u>S</u> trengths	<u>W</u> eaknesses
External	<u>O</u> pportunities	<u>T</u> hreats

Figure 3. SWOT analysis

Figure 3 is the most common matrix used for SWOT analysis. Strengths are the company's internal positive factors, whereas weaknesses are the negative factors coming from within the company. Opportunities are the possibilities the company has in the future driven by the business environment, and threats are the potential risks the company might face from outside of the company.

### ***PESTLE analysis***

PESTLE-analysis is used for analyzing the external factors in the industry of the business. PESTLE is an acronym for the factors analyzed – political, economic social, technological, legal and environmental. This tool was originally invented by professor Francis Aguilar in 1967, consisting of the political, economic, social and technological factors, and later on the legal and environmental ones were added to the tool. (Morrison 2012)

*Political factors* include the rules and regulations set by the government, such as the tax policies and labor laws. These regulations impact companies' daily operations. *Economic factors* influence the decisions made in a company. They consist of the elements in the economy which can be for example interest rates, inflation, deflation or economic growth. *Social factors* consist of the cultural and demographic elements. Examples of these are age distribution, population growth, and the attitudes and beliefs of the population. *Technological factors* have an effect on the production and other processes using technological equipment. These factors include automation, new technological inventions, and the development of technology. *Legal factors* concern all types of laws affecting the business, such as consumer laws, employment laws, discrimination laws, and health and safety laws. Finally, *environmental factors* have to do with the weather, climate, pollution and climate change in the areas of the business operations. (Pandey 2011)

### ***Porter's generic strategies***

Generic strategies were invented by Michael Porter in 1979. It divided the strategies into four types: cost leadership, cost focus, differentiation and differentiation focus. (Griffin)

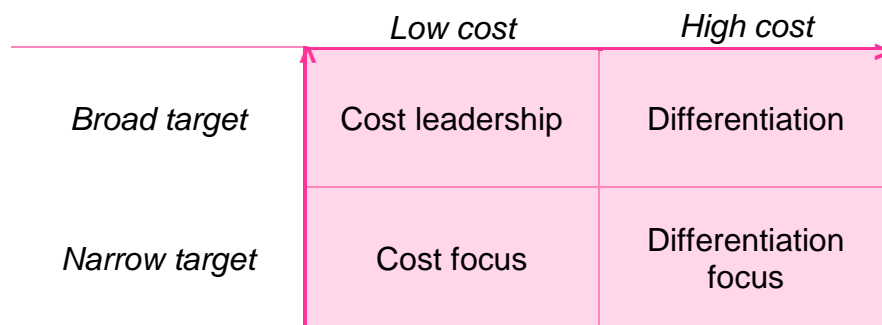


Figure 4. Generic strategies

Figure 4 illustrates the generic strategies. Companies which provide products and services with lower costs than their competitors are operating with cost leadership or cost focus strategies. The cost leadership is a strategy for a broad target market, whereas the cost focus is for a narrow target market. Companies specializing in providing unique products and services instead of focusing on the costs, are operating with a differentiation strategy or differentiation focus strategy. The differentiation strategy is for companies with a broad target market, and differentiation focus strategy for companies which have a narrow target market. (Griffin)

### ***Porter's five forces***

Porter's five forces is a tool used for analyzing the competition in the market, which is one of the biggest challenges for any company. This tool was developed in 1979 by Michael Porter. (Martin 2017)

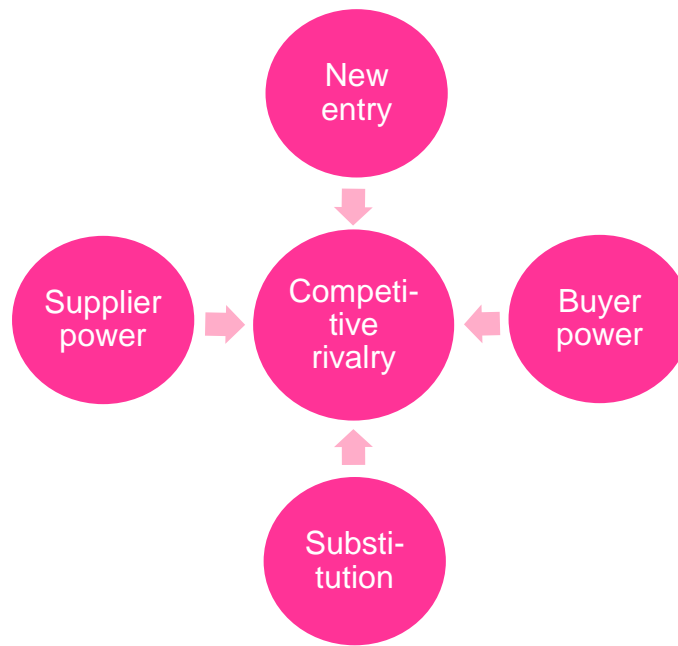


Figure 5. Porter's five forces

The elements in Porter's five forces can be seen in Figure 5. The competitive rivalry indicates the intensity of the competition. This is defined by the number of direct competitors, the similarity in the offerings of competitors, and the level of difficulty for substitution. The supplier power shows how much bargaining power the supplier has over the prices, which is connected to the number of available suppliers. The buyer power on the other hand indicates the consumers' bargaining power, based on how many consumers are willing to buy the company's products or services, and how many companies the consumers have to choose from. The threat of new entrants indicates the difficulty of new competitors to enter the market, and the threat of substitute examines how easy it is for consumers to replace the company's offerings with those of a competitor. (Martin 2017)

### ***Strategic groups***

Strategic groups help identifying the competition in the market as companies can be arranged to groups based on the similarity of their business models and therefore the similarity of their target market. Companies can be arranged in strategic groups by first identifying the competitors in the market, and then choosing two variables according to which the competing companies are



assessed. The variables can be for example product price, product range, geographic coverage or something else relevant for the business.

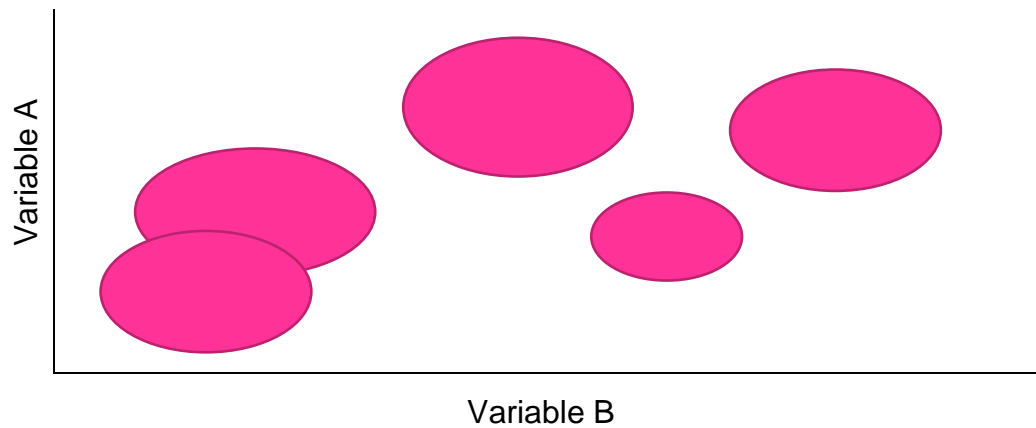


Figure 6. Strategic groups

Figure 6 is an example of a strategic group map. After identifying the two variables, the companies are placed on a strategic group map in accordance with the variables. The companies taking place on the same spot on the map can be seen as the same strategic group, and therefore as direct competitors. The companies can be illustrated as circles, the sizes of which represent the market share. (MBA lectures 2010)

## 2.7 Pricing strategies

Pricing strategies are needed for setting a price to a product or service. For new products, the pricing strategies can be divided into two categories: market skimming pricing and market penetration pricing. *Market-skimming* means setting the prices higher than competitors in order to make a profit as fast as possible. The market-skimming pricing requires a high quality of the product and the target market to be willing to buy the product for a higher price. It is also important that there is no possibility for a competitor's product to substitute the product for a lower price. *A market penetration* on the other hand means setting the prices as low as possible, in order to get new customers fast, and gain a large market share. For this type of pricing to be suitable, the market has to be price sensitive and the production costs have to decrease as the production volume increases. It is essential for the product to remain a low-price product in the market also in the future. (Kotler et al. 2008)

Prices can also be adjusted based on the circumstances. A common example of this is *discount and allowance pricing*, which means that the price is lowered as an incentive to the customer, for paying early or buying large volumes, for example. Allowances are discounts given to a customer by the manufacturer for promotional purposes. Trade-in allowances are becoming a more common type of this. It means that the discount is earned by turning in an old item in exchange for the new one. *Segmented pricing* is a pricing strategy in which one product has many different prices, based on different factors, such as the customer or the location. Examples of this type of pricing are student discounts, which means a reduced price only for one type of customers, or selling goods at a more expensive price at gas stations than in grocery stores. *Psychological pricing* utilizes the human psychology in the pricing. Consumers typically associate high prices to high quality, so in some cases setting a higher price than the competitors might be a positive thing. *Promotional pricing* means setting the price low for a temporary period in order to attract more customers and create enthusiasm. Sometimes the price might be even too low to make a profit, but the company is aiming to make the buyers buy other more expensive items with it. (Kotler et al. 2008)

### **3 STRATEGIC MARKETING**

The second chapter of the literature review focuses on strategic marketing. The definitions of marketing and strategic marketing are provided, and the concepts of marketing, marketing tools and some of the most common marketing strategies are presented. Moreover, steps for developing a marketing strategy are shown.

#### ***Definition of marketing***

Marketing author Philip Kotler defines marketing as “the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit” (Kotler 2016). Marketing nowadays is not only about selling the products, but it consists of various processes, such as developing products that bring value to customers, distributing and promoting them and setting the right prices. Marketing can also be seen as a way of building profitable, mutually

beneficial relationships between the company and the target market. (Kotler et al. 2008)

### 3.1 Marketing process

Marketing is often mixed with advertising, when in reality advertising is only a small part of marketing. Advertising is the process of planning and placing advertisements to the correct channels, such as newspapers, TV, and nowadays more and more importantly internet and social media. Marketing, on the other hand, is the whole process of determining the target market, identifying the customer needs and building profitable customer relationships. (Kotler et al. 2008)



Figure 7. Stages in marketing process

Marketing is a process consisting of five stages, which are shown in Figure 7. The first step is to identify the market and to find out what the consumers' needs, wants and demands are. This can be done by market researches and analyses. It is important to remember that the products and services are ways to solve the customers' problems. Focusing too much on the details of a product and thinking about only the customer wants, instead of focusing on how the customer benefits from it and why he or she needs the product, is a common mistake among companies called *marketing myopia*. (Kotler et al. 2008)

After identifying the market, a customer-driven marketing strategy can be designed. The first step for this is a market segmentation, after which the most suitable segments for the business are chosen. These segments should only consist of the consumers that the company has the most potential to satisfy. The next part is choosing a value proposition, in order to differentiate the

company from other companies in the market, and attract the customers to choose the company over the competitors. (Kotler et al. 2008)

The next stage is to create a marketing plan. Utilizing the marketing strategy, the marketing plan helps to identify the marketing mix and the other marketing tools. The marketing plan puts the marketing strategy into practice by deciding the necessary steps, such as what the product responding the customer needs will be, what the suitable price should be, how it will be made available for the customers and how the customers will be attracted. The whole plan must then be turned into an integrated marketing program, responding to the customer needs, wants and demands. (Kotler et al. 2008)

Building customer relationships becomes relevant after the third step. The most important activity for this is customer relationship management, *CRM*, which involves getting data from the customers and determining their needs as specifically as possible, in order to deliver high value to them, increase the customer satisfaction, identify the most profitable customers and turn them into long-term customers. The customer satisfaction originates from the customer's experience with the product exceeding the expectations. However, the customer satisfaction should only be aimed to increase to the level at which it is still profitable for the company. Customer relationships can also be built for example by rewarding the frequent customers with discounts or other benefits. Companies can choose the most suitable level of the customer relationships, based on the number of their customers. (Kotler et al. 2008)

With the first four steps, the company aims for making a profit, which is achieved by increasing the sales and the market share. Satisfied customers are more profitable for the company for many reasons. First of all, they are more likely to become loyal customers, which means long-term revenue streams for the company. *A customer lifetime value* represents this by showing the value that one customer would bring to the company during their lifetime. The satisfied customers also communicate positively about the company to others, which can be seen as effective advertising for no cost. It is easier to grow the *share of a customer* when the customer is satisfied with the company. The share of a customer indicates the share that the customer has for the whole product category. It can be increased by cross-selling or upselling, or simply attracting

the customer to increase the volume of the purchases in the company. Finally, companies want to increase their *customer equity*, which is the total customer lifetime value of the company's current and potential customers. Loyal customers bring more customer lifetime value and therefore also bigger customer equity. (Kotler et al. 2008)

### **3.2 Services marketing**

Services are becoming more common, and therefore services marketing is becoming more important. Four features separate a service business from companies offering only products. These features are intangibility, inseparability, variability and perishability. *Intangibility* means that the result from using the service cannot be seen, felt, heard, tasted or smelled before making the purchase. This makes the perceived quality of the company's services important, as that is what makes the customers trust that the results will be what expected. *Inseparability* indicates the impossibility of separating the service from its provider, which can be for example a person or a machine. Provider-customer interaction is a significant part of the services marketing when the provider is a person. The outcome of purchasing a product is always the same, regardless of the customer, but services are influenced by both the provider and the customer. *Variability* represents the diversity in the service outcome depending on the person providing it and his or her mood at the moment. *Perishability* means that the service is not possible to be stored for a later time like products are. This has to be taken into consideration especially when the demand tends to fluctuate. (Kotler et al. 2008)

These features make the marketing process also different for service companies. Differentiating the services might be difficult but extremely important. The offerings, delivery and image should be differentiated from the competitors. The company's offerings should deliver unique value to the customers in a different way than the competitors. The service delivery should be suitable for the target customers, which can be done for example by offering multiple options for this or focusing on the high quality of the service delivery. The service companies often benefit from a positive brand image, which increases their trustworthiness and competitiveness. (Kotler et al. 2008)

Another factor that is different from the traditional product marketing, is the service quality. Measuring the quality of the service is difficult, and is therefore typically defined with the rate of the customer retention. The service quality is dependent on several factors, such as the employees' attitudes, the interaction between the employees and customers, and the level of demand. Because of these, *service recovery* is an important factor in the services marketing. It is used when the customer is not satisfied with the quality of the service, by making it up to him or her, aiming for turning the dissatisfied customer into a satisfied or even a loyal customer. The key to maximize the service quality is to motivate the service employees with incentives, as well as an increased responsibility and authority. With increasing costs, the service productivity should also be maximized, however, without jeopardizing the quality. The productivity can be improved by training the staff, hiring new more skilled employees or using automatization to cut down the costs. (Kotler et al. 2008)

### **3.3 Stages of marketing**

Marketing can be divided into three stages based on the stage of the evolution in marketing. Marketing in its first stage (*marketing 1.0*) was used during the industrial age, when the core business was selling the products, mostly machinery. The products were targeted for the mass markets, and there was no customization. Therefore, the goal of marketing was simply to sell the products. (Kotler et al. 2010)

The next stage of marketing (*marketing 2.0*) was needed when the information technology started developing and the businesses became more customer-driven. This type of marketing has a unique product for a specific target market, instead of pushing a general product for a bigger market, and the main objective is to satisfy the consumers. Marketing 2.0 is more focused on the consumers but still lacks the involvement of them in the processes. (Kotler et al. 2010)

The newest stage (*marketing 3.0*) is driven by customer values. The marketers who use this type of marketing, understand the complicated thoughts and desires of the customers, and succeed in satisfying even the deepest needs, concerning the social, economic and environmental issues. The objective of marketing 3.0 is making the entire world a better place, by following the

corporate mission, vision and values, and therefore satisfying even the deepest needs of the consumers. (Kotler et al. 2010)

### **3.4 Marketing concepts**

This part covers the most general marketing concepts, and explains their importance in a marketing strategy. These concepts are utilized in Chapter 4, concerning the case company introduction.

#### ***Target market***

The target market of a company consists of the consumers whose needs and wants the company has the most potential to satisfy (Kotler 2008). Deciding the target market is the first step that is needed when planning a marketing strategy. The target market should be examined as clearly as possible, in order to reach it in the most efficient way. (Kaleikini 2009)

#### ***Customer needs, wants and demands***

In order to have an effective marketing plan, the target market has to be understood. This requires a broad knowledge of the customer needs, wants, and demands. The customer needs consist of the physical, social and individual needs. The physical needs are the most concrete needs, such as food, water and safety, whereas the social needs are more abstract, for example the feeling of belonging and receiving affection. The individual needs consist of the personal needs such as expressing one's self. The customer wants are the needs adjusted with the society, culture and personality. For example, eating habits are shaped differently in different countries, and therefore the customer wants for food have differences as well. The customer wants form customer demands with the buying power, which originates from the resources. The wants and resources determine what the customer can demand from a product. (Kotler et al. 2008)

## **Segmentation**

The target market is divided into customer segments, each segment including customers with similar features, needs and desires. The segments should have something identifiable that makes them different from each other, and all of them should have their own value proposition based on their unique needs that the company is aiming to satisfy. The segmentation can be based on demographic, geographic, psychographic or behavioral features. The demographic features include everything that can be found on the official platforms, related to the consumer's age, gender, profession, occupation, nationality and ethnicity, whereas the psychographic features are more personal, such as hobbies, personality, attitudes and values. The geographic features have to do with the location where the consumers live and where they can be reached, and the behavioral variables are related to the consumers' behavior, such as the readiness to buy something or brand loyalty. (Goyat 2011)

## **Positioning**

Positioning was originally defined as “what the product stands for, and who it is for”, by David Ogilvy in 1983. This definition includes a reason for selling the product and takes the target group into consideration, but lacks the influence of emotions. In modern marketing, the definition can be extended to *how the company wants the customers to perceive the brand in relation to competition*. The perception is dependent on the way the product satisfies the customers' needs, what the customers rationally think about the brand and what kind of emotions they associate to the brand, not just one product. The emotions can create a competitive advantage even if the product itself would not be seen as a better option than a substitute of a competitor. Positioning is based on the distinctive features of a brand that makes them stand out from their competitors. (Czerniawski et al. 2012)

## **Differentiation**

When a company enters a market with companies positioning their products or services the same way, it needs to differentiate itself in order to stand out from the other companies. Differentiation means developing unique beneficial



features to the product or service, that the competitors are lacking, in order to satisfy the target customers in a more effective way than the competitors. Differentiation and positioning is a process consisting of determining the potential benefits that the company can offer to the target customers, building them into competitive advantages, creating a positioning strategy and making it visible for the market. (Kotler et al. 2008)

### ***Emotional marketing***

As mentioned before, the customers' emotions have an impact on the perception of the brand and therefore also the single products. Utilizing this, and targeting the consumers' feelings instead of only the rationality, is called emotional marketing. Humans can be thought of consisting of four components: body, mind, heart and spirit. The human body responds to the physical needs, for which the mind adds the rationality. The heart is responsible for the emotions, and the spirit for the desires. All of these components should be taken into consideration as a whole, when targeting the consumers. Emotional marketing can be explained more broadly using three components: brand, positioning and differentiation. More specifically, this model is called the 3i model and it consists of the brand identity, the brand integrity and the brand image. (Kotler et al. 2010)

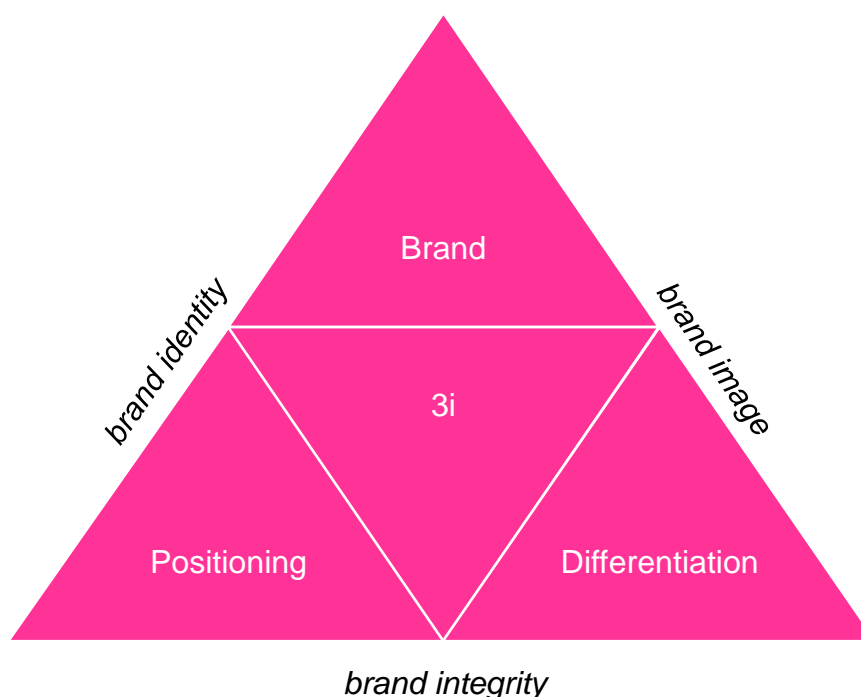


Figure 8. 3i model

The 3i model can be seen in Figure 8. The brand identity consists of the positioning and the brand. The brand positioning should be done effectively, reaching the target market and responding to the customer needs and wants. This gives the company a brand identity, but differentiation is needed for making sure it is a positive one, as the brand differentiation leads to the brand image. The positioning and differentiation on the other hand lead to the brand integrity which represents the fulfillment of one's promises. A brand with a good brand integrity makes promises of delivering value and lives up to that. For a successful company, all of these three components should be functional. (Kotler et al. 2010)

### ***Value proposition***

The company's overall business strategy is summarized into a value proposition. It communicates the benefits that the customer gains from choosing the brand over its competitors. The value proposition is one of the groundings for starting a business as it describes the problem that the brand is solving for the customers, along with who the customers are, and how the brand is delivering the value to them in a unique way. A compelling value proposition shows that the brand can fix a problem that must necessarily be fixed in order to avoid consequences, or a problem that needs to be fixed urgently and lacks alternative solutions. (Skok 2013; Gospe 2015)

### ***Marketing communications mix***

A marketing communications mix consists of five components the company uses for communicating with the target customers, building customer relationships and delivering value to the customers. These components are advertising, sales promotion, public relations, personal selling and direct marketing. *Advertising* is the process of promoting the company's offerings to the target market in exchange for a payment, on different channels, such as newspapers, TV, magazines, internet and social media. Advertising includes planning the type, the frequency and the channel of the advertisement. *Sales promotion* aims for increasing the sales temporarily by attracting new customers and retaining the old customers. The sales promotion techniques include

different types of discounts, contests and free samples. *Public relations* are used for communicating the brand image, increasing the brand awareness and gaining a good reputation. This is done by a public relations professional who spreads the word about the company in a positive way in different channels, such as events, news or magazines. Public relations are a common tool for crisis management. *Personal selling* is a way of attracting customers to purchase the company's offerings and improving the customer relationships by personally interacting with the customers, analyzing their needs and aiming to offer a suitable product to solve the customers' problems effectively. *Direct marketing* is personalized marketing used for attracting the customers as effectively as possible and building long-term customer relationships. Direct marketing channels include for example an email, the internet, a direct mail and a phone. Information of the customers is gathered and then they are contacted in the most suitable way in order to respond specifically to their needs and desires. This includes promoting the items that they are most likely interested in and offering discounts that attract them the most. (Kotler et al. 2008)

### ***Integrated marketing communications***

Integrated marketing communications means that each concept of the marketing communications mix is integrated, forming a consistent message from each concept. This means that each contact with the customers communicates in the same way, uses the same style and delivers the same message about the company. The customers should be able to recognize the brand easily through all different marketing communications mix channels. For example, the colors should be the same in each platform as well as the logo and slogan, the communication style should be similar in the emails and on the website, and the pictures on social media should be similar to the pictures in the product catalogs. This leads to a clear and positive brand image, a better brand recognition, an increased brand awareness and more satisfied customers. Integrated marketing mix became important for companies as the range of different marketing channels started growing, leading to more messages from the company in different forms. The integration prevents the confusion of customers and builds stronger customer relationships. (Kotler 2008)

## **Competition**

Competitors can be defined as companies that respond to the same customer needs. Their products or services are targeted for a similar target market, and they bring similar value to the customers. The competitors can be roughly divided into two categories: direct and indirect competitors. The direct competitors are the most significant ones to take into consideration as their products or services can be used to substitute those of the company. The indirect competitors offer solutions to the same customer needs but with different types of products or services. It is essential for a company to analyze the competition and choose a suitable competitive strategy. The strategy can be decided based on the company's role in the market. (Kotler et al. 2009)

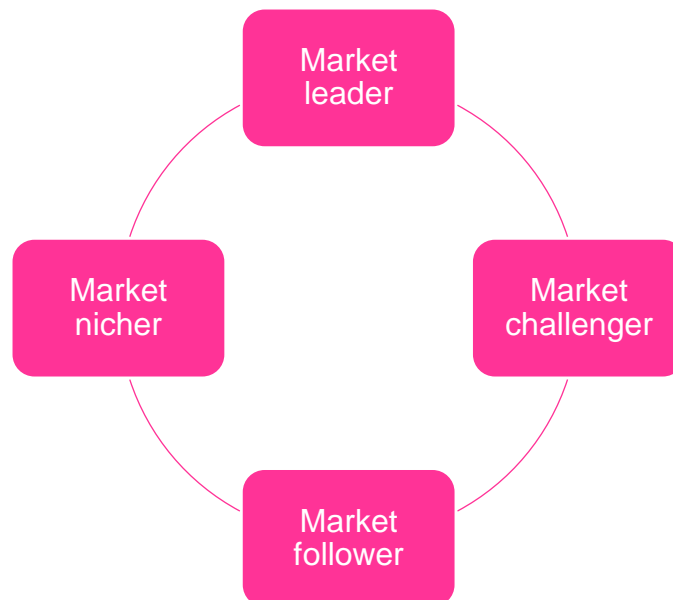


Figure 9. Competition strategies

Figure 9 represents the competition strategies. Most markets have a few companies that can be seen as the market leaders, meaning that they guide the market trends, such as the prices and the new inventions, and have the largest market shares. The market challengers are using aggressive techniques to compete with the market leaders and trying to gain a bigger market share, whereas the market followers are following the trends created by the market leaders, and not trying to gain big market shares. The market nichers focus on small target markets that are not covered by the large companies. (Kotler et al. 2009)

### ***Competitive advantage***

A competitive advantage is a feature of a company that makes the consumers choose their offerings over those of the competitors. This feature brings more value to the customers than the competitors' features. It can be for example a more affordable price or a better solution to the customer's problem, which gives the opportunity to have higher prices than the competitors. The following criteria describe the features of a good competitive advantage:

- valuable
- distinctive
- superior
- visible
- non-imitable
- affordable
- profitable

A competitive advantage must be valuable for the target market and be different from the competitors' offerings. The customers should benefit from the advantage more than they would by choosing an alternative solution for the problem. An effective competitive advantage is visible for the customers and easy to communicate, but difficult for the competitors to imitate. Additionally, regardless of the valuable benefits, the price should be suitable for the target market. Finally, the company should be able to make a profit with the benefits. (Kotler et al. 2008)

### **3.5 The 7 P's of the marketing mix**

The marketing mix is a tool, originally consisting of four P's – product, price, place and promotion. It was created by Edmund Jerome McCarthy in 1960. As the markets developed, a new extended marketing mix was created in 1981 by Booms and Bitner, adding people, processes and physical evidence to the mix. (Professional Academy)

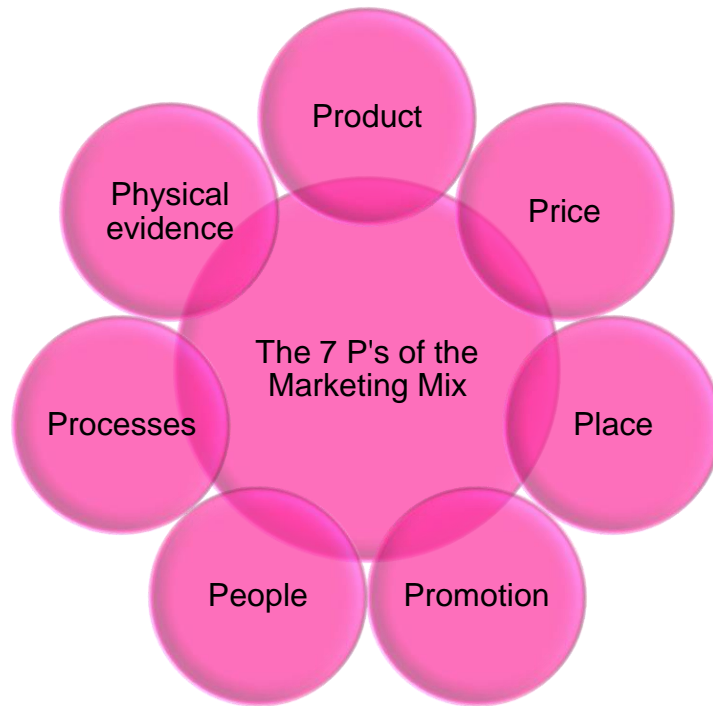


Figure 10. The 7 p's of the marketing mix

Figure 10 illustrates the 7 P's of the marketing mix. *Product* represents the product or service that the company provides for the customers, and means that it should be suitable for the consumers and for the task it is wanted for, taking the quality, design, packaging and features into consideration. It should be functional and meet the expectations of the consumers. *Place* indicates that the product must be easy for the consumers to find. This component includes the locations and channels where consumers can interact with the company, and the transportation for the products. In addition to the actual list price, the *price* consists of the discounts and credit terms, which should be suitable for the product and the consumers. The consumers are usually willing to pay more for something that brings them high value. *Promotion* includes different types of advertising, personal relations and personal selling. It is important to reach the right audience, using the correct technique and giving the right message. (Kotler et al. 2009)

The three additional P's, people, processes and physical evidence, show that not all essential elements have to be physical. *People* in the marketing mix means that all people within the company, also the general staff, bring value to the company and therefore to the consumers, and therefore their skills and actions have an impact to the whole business. The *processes* which affect the consumers, such as delivery, sales process and online services, should be

taken into consideration as they influence the consumers' perception of the whole company. By *physical evidence* is meant the physical asset received from the service even if the product itself would be intangible. This could be for example a printout of the service. (Professional Academy)

The marketing mix of the 7 P's is still the most widely used marketing mix. In some cases, *productivity and quality* is added to the mix. This indicates the benefits that the customers get from the product or service, and shows how it improves the customers' productivity. (Professional Academy)

### 3.6 Key processes of marketing

Marketing has five key processes, the functioning of which is essential for the success of the company. These are opportunity identification, new product development, order fulfillment, customer attraction, and customer retention and loyalty building. (Kotler Marketing Group)

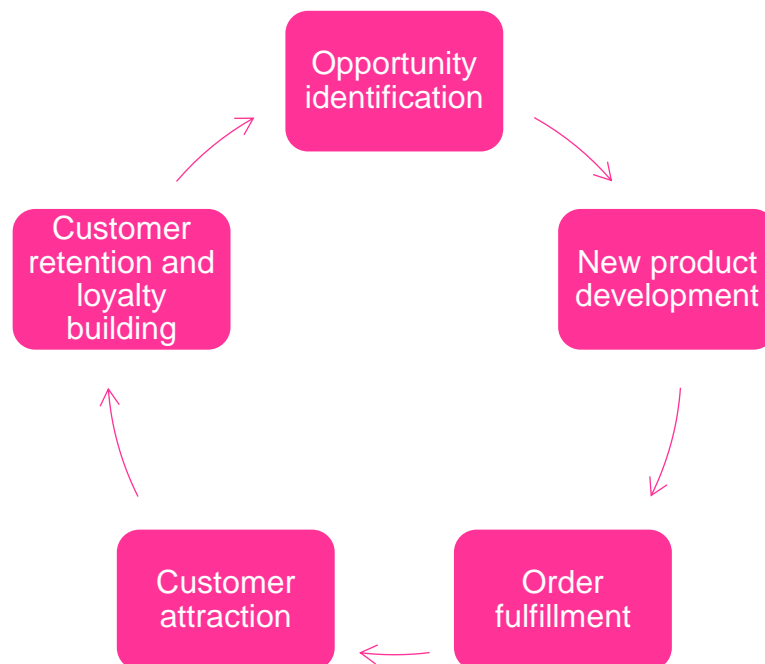


Figure 11. Key processes of marketing

The key processes of marketing are shown in Figure 11. Marketing starts with the opportunity identification. This means identifying a problem the target customers face, which is lacking a solution and the company has potential to solve. The problem should be significant enough for the company to invest in.

It can be seen significant if the customers are currently spending money or time to solve the problem in an alternative way (Anthony 2012). After identifying the opportunity, the product or service which would solve the customers' problem has to be developed. The product or service should satisfy the customers' needs, be unique from the competitors and be profitable (IESE Business School 2016). The next step is the order fulfillment, which means that the product or service is delivered to the customer, either face-to-face or via some other channel. It should be delivered on time, along with the necessary documents, and it should be functional, with no flaws (Orrigo 2015). After this, the customer should become attracted to the company. This is typically a result of satisfying products or services, a consistent brand image and functional customer support (Bhattacharya 2016). The long-term goal of marketing is to build customer retention and increase customer loyalty. In addition to succeeding in all the previous steps, successful marketing requires knowing who the customers are and what they need and want, building interaction between the company and the customers, and being able to respond to their unique wishes (Peppers et al. 2016).

### **3.7 Strategic marketing**

Strategic marketing is marketing that aims for differentiation and bringing value to the customers as effectively as possible by answering the three following questions:

- which markets to compete in
- how to utilize the company's competitive advantages
- when and how to enter each market

Strategic marketing focuses on the current strengths of the company, as well as the potential strengths it can reach in the future. Whereas marketing management focuses on achieving the business goals by finding the right marketing mix, strategic marketing is concerned with offering better value to the customers than its competitors by finding out what the company currently is and what it needs to become in the future. (Toman 2011)



### **3.8 Marketing strategy**

A marketing strategy is a strategy that consists of all marketing-related goals and plans. It is a process that aims for bringing value to every stakeholder in the company, including the customers, the shareholders and the suppliers. A marketing strategy aims for increasing the customers' interest of the company's offerings, and encouraging them to choose their company instead of their competitors. Another general goal is to improve the customer satisfaction and therefore increase the customer loyalty. A marketing strategy should bring value to the customers in a way that they not only become more loyal to the company, but they also spread positive messages about the company. Choosing the target customers in line with a good marketing strategy makes it possible to achieve these goals while remaining profitable. (Tikkanen 2007)

### **3.9 Developing a new marketing strategy**

In the fast-evolving world, it is important to keep the marketing strategy up to date. It can be updated with the following steps:

- budgeting
- updating the target customers
- gathering data of the customers
- updating differentiations
- examining marketing materials
- examining website and social media channels
- documenting issues
- planning how to overcome the issues
- measuring progress

The first step is budgeting, which means that it should be ensured that there are enough resources to achieve the corporate goals. The new marketing strategy and the changes that are required for it, have to be in balance with the resources. Then the target customer profile has to be updated. The business might have changed over time, or the initial target customers might have turned out to not be as profitable as planned, which means that the company should find out what type of customers have the most potential to help the company achieve its goals, and focus on them more in the future. After this, as much data should be gathered from the customers as possible, especially the steps of becoming a customer. This will show what drives the customer to making the purchase. (The Whole Brain Group 2017)

The next step is to find out what makes the company different from the competitors, and what the competitors might be doing better from the customers' point-of-view. In addition, the marketing materials and the website have to be examined, making sure that the communication and the design are consistent in each platform, and that they are attracting the target customers. Also, it should be made sure that everyone in the company has the newest versions of marketing materials and that the copyright dates are up to date. (The Whole Brain Group 2017)

The sales process in the company should be documented, and any problems in it should be searched for. This can point out the processes during which customers are lost, processes that need maintaining, or other problems that can be fixed. After this, the issues that came up in the previous stage should be documented along with a plan for overcoming them. Relevant metrics should be chosen in order to monitor the changes in the future. Finally, the new marketing strategy can be implemented. It is important to evaluate it and see how it is affecting the business, which can be done by measuring the metrics chosen in the previous stage. (The Whole Brain Group 2017)

### **3.10 Forms of marketing**

There are several different types of marketing strategies, and the most suitable one for each company is dependent on the target customers, the size of the company and the type of the business. In this chapter, some of the most common forms of marketing are presented.

#### ***Relationship marketing***

Relationship marketing means increasing the sales by building long-term relationships with the customers. Good customer relationships make the customers more likely to become loyal to the brand that the company represents, increasing the volume of purchases in the future. The actions are focused on building and maintaining good relationships instead of promoting the products or services to the customer. (Bueno et al. 2013)

***Transactional marketing***

Transactional marketing focuses on increasing the sales instead of building long-term relationships. This can be done by setting discounts, using coupons or organizing promotional events. Transactional marketing is especially suitable for large companies with large customer bases, because it might be difficult to focus on maintaining good relationships with each customer. (Bueno et al. 2013)

***Online marketing***

Online marketing is any type of marketing activity taking place on the internet, aiming to increase the company's sales. Originally, online marketing only included placing advertisements on the internet or creating websites in order to deliver the company's message, communicate the benefits of the products or services, and possibly sell the products or services, but as the meaning of the internet is becoming more important, online marketing is getting new forms. These include email marketing, search engine marketing, blog marketing, online press and social network marketing. The email marketing means communicating the values of a product or service to the customers via email. The search engine marketing aims to promote the company's website by improving its position in the results of search engines or by paying for pay-per-click ads or pay-for-inclusion listings. The blog marketing utilizes a blog published by the company or by someone else, in the form of advertisements, articles, recommendations, or reviews of the company and its products or services. The online press releases are stories posted online concerning the company. The social network marketing is marketing done by using social networks such as Facebook, Twitter, Instagram, YouTube and Snapchat. (Duermyer 2016)

***Word-of-mouth marketing***

Word-of-mouth marketing is usually a result of a satisfied customer. It means that the customer spreads positive messages about the company or its products or services to others by oral communication, after experiencing it to be satisfying. Word-of-mouth marketing can be seen as one of the most important

marketing techniques because consumers typically trust the opinions of their friends and family, and are therefore more likely to buy the company's products or services when recommended by them than because of any other type of marketing. (Whitler 2014)

### ***Mass marketing***

Mass marketing is marketing that is targeted for the whole market, and not customized for a specific segment. It is suitable for large companies as they have more resources for attracting customers from the whole market, and might already have brand awareness among the consumers, which is improved with mass marketing. Mass marketing is done by promoting in channels that reach a broad audience, such as on television and on the radio. Mass marketing also requires placing the products in different price categories in order to suit everyone in the market. The products should be developed to suit the whole market, or a wide range of products should be offered. The products typically have a simple design and basic features. (Spacey 2017)

### ***Viral marketing***

Viral marketing is a type of online marketing, that spreads fast and increases the amount of word-of-mouth about the company. Nowadays, viral marketing most commonly takes place on social media, and starts with someone sharing a story, an advertisement or some other content related to the company. As more and more people share it in a short period of time, it becomes viral and increases the brand awareness. Viral marketing can be intentional or happen unexpectedly. The aim of viral marketing is to gain low-cost advertising, increase the sales fast, increase the brand trustworthiness and give a positive brand image. (Sukhraj 2016)

### ***Content marketing***

Content marketing brings value to the customers with content. Content marketing utilizes valuable, relevant and consistent content delivered on different channels, such as the company's websites, on social media, books, blogs or presentations, with the aim of increasing the awareness of the

company and its products or services and attracting customers. The content can be for example information, videos, podcasts or books. Successful content marketing first offers something valuable to the consumer, after which the consumer wants to become a customer of the company. (Steimle 2014)

### ***Social media marketing***

Social media marketing is marketing taking place on social media platforms. The social media channels, technologies and software are used for product development, creating and delivering offerings, building and improving the customer relationships and increasing the brand awareness. Social media marketing is becoming more important as the use of social media increases. One of the main advantages of social media marketing is that the consumers are reached easily regardless of their location. It also gives an opportunity for the consumers to participate in the processes, and to communicate their needs and wants more clearly. (Tuten et al. 2014)

New platforms are formed on a fast pace but globally the most used social media platforms in 2017 are Facebook, WhatsApp, Facebook Messenger, WeChat, Instagram, Qzone, Weibo, Twitter, Pinterest, Snapchat and V Kontakte (Duff 2017). In Finland, the list goes as follows:

1. YouTube
2. Facebook
3. WhatsApp & Facebook Messenger
4. Instagram
5. Twitter
6. Snapchat

Live videos are currently the biggest trend on social media, whereas the combination of games and social media is also becoming more popular (Pönkä 2017).

### ***Alliance marketing***

Alliance marketing is an arrangement between two or more companies, in which all of these companies benefit from the same marketing strategy. This can be done by distributing the products of another company, licensing a trademark, a

feature or a brand, or including multiple brands in an advertisement. The companies can also utilize joint sales, and therefore both parties can promote each other, or the products can include features of both brands. (Spacey 2016)

### ***Telemarketing***

Telemarketing is marketing that takes phone calls as the channel of interaction. It is direct marketing, in which the company representative aims to get the customer to make a purchase. Instead of a salesperson, the sales pitch can alternatively be made by an automatic voice message. Telemarketing has the opportunity to customize the way of the interaction and the products and features that are promoted, by utilizing the information available about the customers. However, telemarketing is commonly perceived irritating among the consumers, which makes it important to plan carefully how to do it in the most suitable way for the customers. (Bueno et al. 2013)

## **4 DNA PLC**

DNA Plc is a public stock company, headquartered in Helsinki. It is one of the leading telecommunications companies in Finland, having 3.8 million subscription customers and 1,700 employees all over Finland. The company is focused on telecommunication, security and entertainment services, including both mobile and fixed networks for mobile devices, computers and TVs. DNA Plc has two subsidiaries, DNA Kauppa Ltd and DNA Welho Ltd. DNA Kauppa Ltd is the largest mobile device retailer chain in Finland, whereas DNA Welho Ltd is responsible for the TV and fixed-network broadband business operations. (DNA 2017a)

DNA was initially established in 1999 as a cell phone operator, and it became a telecommunications company in 2001. The current corporation was established in 2007 as a merger between DNA and six other telecommunications companies. The revenues of DNA were 859 million euros in 2016. (DNA 2017a)

DNA values their customers and customer experience is their most important asset. They develop their operations constantly and invest in new technologies

to respond to the competition and to satisfy their customers. The company is innovative and reacts fast to customer demands and changes in the industry. Their employees are also valued and their importance in the company is understood. Their development is given extra emphasis which improves their motivation and therefore the dedication to the job. DNA believes that satisfied employees are the key to satisfied customers. (DNA 2017a)

#### 4.1 Services

DNA provides services for two business sectors – B2B and B2C. The majority of the customers are B2C customers, forming 73 per cent of the revenues. The services are divided into five segments. Mobile services consist of the postpaid and prepaid mobile subscriptions with voice and data, and the mobile equipment cover the sales of the mobile devices, televisions, modems, and other devices and their accessories. The fixed non-voice services are fixed broadband services for households, such as DNA Double Band and DNA Fibre Optic Plus. The mobile interconnection and inbound roaming services contain mobile broadband services for laptops, routers and mobile modems. The fixed voice services are subscriptions for fixed telephones, but due to the decreasing popularity DNA is no longer marketing it to the consumers. (DNA 2016)

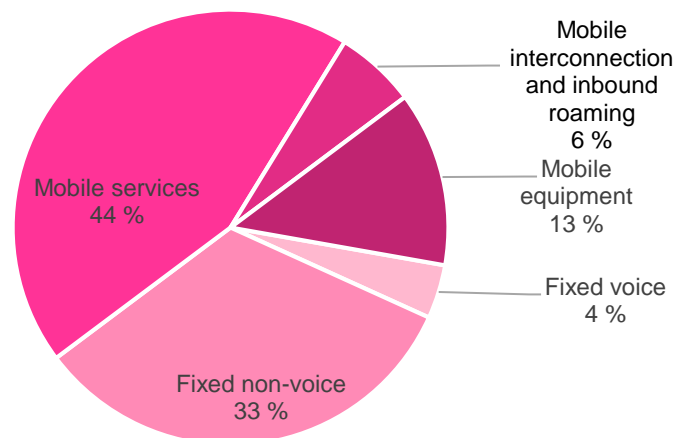


Figure 12. Revenues by product, 2016

Figure 12 represents DNA's revenues per product in 2016 in the consumer sector. The biggest part of DNA's services were mobile services, making up to almost half of the revenue. One third of the revenues came from the fixed non-voice services. The mobile device sales were 13 per cent of the revenues. The

minority of the revenues were from the mobile interconnection and inbound roaming with six per cent, and the fixed voice services with four per cent.

## **4.2 Current strategy**

DNA being a customer-oriented company, their corporate strategy is based on customer satisfaction. The most important goal for DNA is to have the most satisfied and the most loyal B2C customers and B2B customers in the market. DNA believes that achieving this goal is also the key for reaching all the other goals. DNA has four strategic objectives as follows:

1. the most satisfied customers in the market
2. the biggest financial development in the industry
3. the fastest corporate growth in the industry
4. becoming one of the most valued employers in Finland

They focus on their products and services to be of high-quality, yet affordable, compatible with each other and easy to use, in order to satisfy the customers. The financial development is aimed for by making big investments for improving the cost-effectiveness. DNA aims for the fastest corporate growth in the industry by continuously searching for new opportunities and cooperating with new actors to create new innovative services. They measure the employee satisfaction and aim for increasing it constantly, because they value professional employees with dedication and skills. (DNA 2017a)

DNA has a strong market position, among the three leading telecommunications companies in Finland. It is positioned as a customer-driven company with an excellent price-quality ratio. (DNA 2017a)

## **4.3 Mission, vision and values**

DNA's mission and vision are more satisfied customers. They have three values guiding their development and growth. These are fast, straightforward and bold. Fast means that the service is always fast, and the customers are getting help as fast as possible. Straightforward means that the personnel at DNA is responsible and genuinely understands the customers, and solves their problems. Bold means that DNA takes bold actions and is open-minded,



surprising and straightforward. They are not afraid to try new things and to take responsibility of their actions. (DNA 2017a)

DNA's value proposition is: *"We want to make our customers' lives more inspiring, productive and entertaining. We provide connections, services and devices – in a clear, easy and cost-effective manner"* (DNA 2017a). This shows that DNA's products and services can solve the customers' problems of being unproductive or lacking inspiration and entertainment, and also shows that the products and services are offered in an easy and affordable way.

#### 4.4 Target market

DNA has a wide target market, which is enabled by offering a broad diversity of different services and products, making it possible for everyone to find the most suitable option. DNA's target market of the B2C market consists of consumers who own a mobile device, or another device which requires voice or data services, or would like to buy one.



- lives in mainland Finland
- owns a mobile device, TV or computer, or wants to buy a mobile device or TV
- appreciates good and fast services
- appreciates affordable prices

Figure 13. DNA's target customer

DNA's target customer is presented in Figure 13. The target customer lives in mainland Finland, as DNA's services are covered through the mainland Finland, and he or she appreciates affordable prices and good and fast customer service, which DNA is specialized into.

DNA's customers can be divided into three segments based on psychographic features: hobbies, personality and values. These customers are segmented based on the level of their use of the mobile devices, computers, television and services for these.



Figure 14. DNA's customer segments

DNA's customer segments can be seen in Figure 14. The first segment is the basic users, who choose only the necessities - the mobile devices with only the basic features and the simple subscriptions. This segment consists of the people who have low interest in technology, the elderly and the people with a low income. The second segment is the intermediate users. These customers have a medium income, and they are interested in the new trends in technology, but they might want to wait for the prices to come down before purchasing. They appreciate good quality and are willing to pay a little extra to get it. They use the products and services for their daily activities, but do not require advanced features. The third segment is the advanced users, who are looking for the best quality and the newest technology. They are following the trends and want to be the first ones to have the new products and services, regardless of the cost. They are usually young adults or adults with a high or medium income, who need the products and services for their studies, work or hobbies. These customers have the most potential for up-selling and cross-selling.

#### 4.5 Marketing communications mix

The most important marketing communications tools for DNA are advertising, sales promotion, personal selling and direct marketing. DNA's advertising has been efficient and especially their slogans have been memorable in the Finnish consumers' minds. The advertising channels for DNA are the television, radio, newspapers, streets, DNA stores, DNA's website, and social media platforms. The advertisements are mostly about the mobile devices sold by DNA or the services provided by them. The sales promotion is done by temporarily lowering the prices and organizing contests, in order to attract new customers and retain

the old ones. The personal selling is important for DNA in the stores, where the face-to-face interaction between the consumer and the sale person is used for making the sales and managing the customer relationship. DNA uses the direct marketing mostly via the phone, to reach the customers directly and to promote the most suitable products and services for them. DNA's marketing mix is well-integrated. All of the tools follow the same style and design, use the same theme colors and communicate the brand image in a consistent way. (DNA 2017a-e)

#### **4.6 Forms of marketing**

DNA uses many forms of marketing, however in a consistent way. The first one of these is *relationship marketing*, as they focus on building strong customer relationships. They aim for customer satisfaction and long-term customers instead of making a profit as fast as possible. This might also result in *word-of-mouth marketing*. In addition, they use *online marketing*, taking place on their website and social networks. Their websites include information about the products and services, but also an online store where the customers can make purchases or make changes to the subscriptions. DNA focuses also on *social media marketing* on Facebook, Twitter, YouTube, Instagram and Snapchat. They post pictures, articles, blog texts and videos on these channels, answer to the customers' questions and communicate with them. (DNA 2017a-e)

*Mass marketing* is also used by DNA, which is effective since they have a broad target market. Examples of these are DNA's advertisements on the television, the radio and on the streets. DNA uses also *content marketing* by writing blogs and posting tips mostly concerning the mobile devices on their Facebook page. These both include relevant and valuable information for the customers. *Alliance marketing* is used for marketing the mobile devices. DNA is marketing the products of other companies which DNA is distributing. For example, by marketing the new iPhone, both DNA and Apple benefit from it. Finally, DNA is using *telemarketing* as a way to reach the customers directly and find out their needs and preferences and then promote the most suitable products or services. (DNA 2017a-e)

#### **4.7 Pricing strategy**

DNA uses a *market penetration* as their pricing strategy, as their products and services are an affordable option in order to gain more long-term customers instead of focusing on making a profit as fast as possible. However, the price difference is not extremely significant between the three main actors in the business, and the market share is divided rather equally among them (DNA 2017a; Telia 2017; Elisa 2017). DNA also uses *discount and allowance pricing*, in a way of offering a new mobile device for a lower price in exchange for an old functional mobile device turned in by the customer. In addition, the prices of some services and products follow a *segmented pricing strategy*, as the current customers of specific services are entitled to a discount when purchasing, whereas for the other consumers the price is normal. *Promotional pricing* is occasionally used for the mobile devices, meaning that they are sold for a lower price in order to attract new customers and to increase the competitive advantage. (DNA 2017a)

#### **4.8 Competition**

DNA has two main competitors: Elisa and Telia, which are both Finnish telecommunications companies. DNA's competition strategy is market leader, along with Elisa and Telia. These three companies together form 90 per cent of the total revenues of the Finnish telecommunications companies. All of these companies offer services and devices for telecommunications, security, and entertainment for similar prices, and they are the first companies to offer these and new inventions in the market. (DNA 2017a)

DNA's competitive advantages are the strong brand and a broad customer base, along with a wide diversity in the products and services, which are also of high quality. The number of new customers is growing faster than with the competitors. DNA has the broadest distribution network of the Finnish telecommunications companies, with over 60 DNA stores and external distributors. In addition, the speed of DNA's network is on average the fastest in the seven biggest cities in Finland. (DNA 2017a)

DNA differentiates itself from its competitors by providing excellent customer experiences and focusing on the customer's needs and wants. Additionally,

their business is based on innovativeness and the courage to try new things. DNA has also two registered trademarks, DNA and WELHO, which protect the unique and recognizable features of DNA. (DNA 2017a)

## **5 METHODOLOGY**

In this chapter, the research questions, research objectives and research methods used in this thesis are explained. The purpose of the research was to find out how to develop the marketing strategy of DNA in order to make it as effective as possible. An effective marketing strategy is innovative, consistent with the overall strategy and business objectives, and utilizes the digital opportunities, making the consumers participate in the business (Satell 2013).

### **5.1 Research questions and objectives**

The research question of this research was: How can the marketing strategy of DNA be developed in the future? The sub-questions were as follows:

1. What do the stakeholders currently value the most in DNA?
2. What is the most effective channel to reach the customers?
3. What opportunities are there in the future?

The focus on the research was on what the customers and the management valued in DNA, and what opportunities DNA saw in the future. Furthermore, the objectives of this research were finding out the strengths and weaknesses of the current marketing strategy, determining the most suitable future marketing strategy, and showing the required steps for changing the marketing strategy. The research questions are answered, and the objectives are realized utilizing the results of the research which are presented in Chapter 6.

### **5.2 Research methods**

The methods for a research should be chosen based on the type of the research, the target population and the aim of the research. Research methods can be divided into *quantitative methods*, *qualitative methods*, and a mix between the two of these, *a mixed method*. The methods deliver different type of data and the conclusions have to be drawn differently with each method.

***Quantitative method***

A quantitative research is used for receiving large amounts of data that can be presented in numbers in order to make conclusions. A quantitative method is used for researches in which the population is large, and much data is required. In a successful quantitative research, the data gained from the sample can be generalized to present the whole population. The results are based on statistics, and they do not present the underlying reasons behind the answers. A questionnaire that provides answers that can be converted into numbers is an example of a quantitative study. (Krishnaswami et al. 2010)

***Qualitative method***

A qualitative research aims for receiving as meaningful data as possible, instead of large amounts of it. It describes and explains a phenomenon or a situation and is based on behavior, emotions and experiences. The results of a qualitative research have to be interpreted and analyzed by the researcher. The researches typically deliver profound results, and the number of participants is small because of the time-consumption of analyzing the results. The most common type of a qualitative research is an interview. (Holloway et al. 2016)

***Methods used in this research***

This research was divided into three parts: a strategic analysis, a survey for the consumers, and an interview for the management of DNA. The strategic analysis was used for examining the current marketing strategy of DNA with the help of strategic tools. The target group for the survey was DNA's current B2C customers, and for the interview the management of DNA. The customers taking part in the survey were from different age groups, different areas and different genders, in order to get as accurate results as possible. This was ensured by asking a few background questions in the beginning of the survey, and then significant differences between the responses were looked for.

In this research, both methods, quantitative and qualitative, were used, which is called a mixed method (Creswell 2014). The advantage of this was to get a deeper and broader understanding of the topic. More specifically, the research

was based on a *concurrent triangulation* design, meaning that it consisted of three separate studies, getting both quantitative and qualitative data, which were analyzed separately (Creswell & Clark 2011). This was a suitable method for this research because it offered an opportunity to get more relevant information from different parties. A quantitative approach was used for the survey, making it possible to receive and handle larger quantities of data from a larger group, providing more precise and numerical data, compared to qualitative methods. The strategic analysis and the interview on the other hand were based on a qualitative approach, giving more detailed information and a better insight to the topic. The survey and the interview were both conducted in Finnish, as the respondents were Finnish. This lowered the risk of misunderstandings and misinterpretations.

### **5.3 Research design**

This chapter gives an overview of how and when the research was carried out in practice. The research consisted of three parts, a strategic analysis, a survey, and an interview, which were designed separately, and are therefore also presented as separate topics.

#### ***Strategic analysis***

A strategic analysis was carried out in order to find out the current marketing strategy of DNA. The sources used for the analysis were external because this was hoped by the case company, so that it would provide them with an image of how the company is seen by the external parties. The company already has internal analyses, so the external analysis will be used to see if the image given to external parties matches with the image of the management. If the management of DNA perceives the external image false, necessary changes can be made. The analysis was made using the SWOT analysis, the PESTLE analysis, Porter's generic strategies, Porter's five forces, and the strategic grouping.

## ***Survey***

The survey was conducted in order to understand the customers' point-of-views of DNA's services. The survey was divided into two parts. The first part was used for collecting personal information on the respondents and the second part included the survey questions. The survey questions were mostly related to the reasons why the customers chose DNA, how satisfied they had been with it, how they liked to interact with DNA and where they had mostly been exposed to their marketing campaigns. For most of the questions, the respondents were able to choose the best option from a pre-set list of options, but there were also a few open-ended questions, allowing the respondents to give their own answers. The form for the survey was Google Forms, which was pleasant for the respondents to use and the results were easy to analyze from the automatically provided statistics of the responses. A link to the survey was published on the frontpage of DNA's website and on DNA's twitter on the 12<sup>th</sup> of October. Using two platforms offered the opportunity to reach as many customers as possible and to encourage them to respond because both of them were official platforms of DNA. The survey was available for responses until the 16<sup>th</sup> of October, and there were 115 respondents. The full questionnaire form can be seen in Appendix 1.

## ***Interview***

In order to gain a clear insight of the company's current situation, values and opinions, the management was personally interviewed. The interview consisted of two separate interviews, which were conducted via phone on the 18<sup>th</sup> of October. There were 10 interview questions, which were emailed to the interviewees before-hand, in order for them to prepare and therefore have as detailed answers as possible. The questions mostly dealt with the values of DNA, opportunities in the future, competition, weaknesses of DNA and changes in the market. The interviewees were the head of retail marketing and the marketing manager of DNA. The interviews were semi-structured, meaning that the interview questions were planned before-hand, but new questions could be added in case new topics would have arisen during the interview (Doyle 2017). The questions were presented in a way that would lead to as detailed answers



as possible. Due to technical problems, the interviews could not be recorded, but detailed notes were taken during them.

A face-to-face interview would have given an opportunity to analyze also the interviewees' non-verbal communication, such as facial expressions, behavior and gestures, but it was not an option in this case due to the company's busy schedule. However, an interview conducted over the phone made it possible to analyze the tone of the voice and get more detailed answers than for example via email. All in all, interviews give broader information than surveys, but they are more time-consuming. The interviews were suitable for this case, since there were only two interviewees and detailed information was required. The interview questions can be seen in Appendix 2.

#### 5.4 Data collection

The data for the strategic analysis was collected between the 1<sup>st</sup> and the 15<sup>th</sup> of October. The data of DNA was gathered from DNA's website, annual report, Facebook, Instagram, YouTube, Twitter and articles. DNA's competitors' websites were also analyzed in order to do a comparison, and relevant information of the market was gathered online.

The data for the survey was collected between the 12<sup>th</sup> and the 16<sup>th</sup> of October. Initially, the survey aimed for 50-100 responses, which was eventually exceeded as it got 115 responses. DNA's customers were invited to respond to the survey on their website and on Twitter.

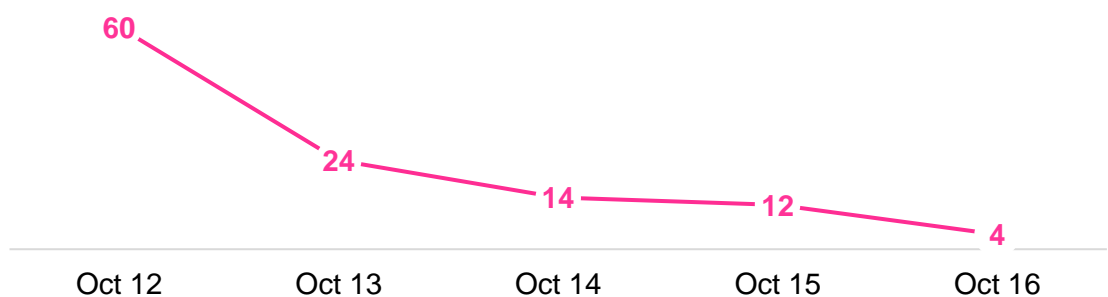


Figure 15. Responses of the survey

Figure 15 represents the distribution of the responses for each day. More than half of the responses came on the first day, after which the number of responses dropped extremely and then started decreasing steadily.

The interviews were conducted on the 18<sup>th</sup> of October. The first interview lasted for 12 minutes, and the second one 10 minutes. Notes were taken during both interviews and after each interview the notes were transferred into a readable text, which was easier to analyze. The first interviewee was the head of retail marketing, who had been working for DNA for three months, and the second interviewee was the marketing manager who had been working for DNA for four years.

## **5.5 Analyzing the data**

The data collected for the strategic analysis was analyzed between the 10<sup>th</sup> and the 16<sup>th</sup> of October. The analysis was carried out utilizing the strategic tools presented in Chapter 2. The data of the survey and the interview were analyzed between the 16<sup>th</sup> and the 22<sup>nd</sup> of October. The survey responses were analyzed as the summary provided automatically by Google Forms, as well as the individual responses, in order to see which factors had correlation to each other. The interviews were also first analyzed individually and then together to see how similar the answers were. Finally, the results of the strategic analysis, the survey and the interview were analyzed together to see if the company is perceived in the same way by all the external parties, the management and the customers.

## **6 RESULTS**

In this chapter, the results of the research are presented. The first part includes the results of the strategic analysis and the second part presents the results of the survey and gives an overview of DNA from the customers' points-of-view. The third part consists of the results of the two interviews, which are from the management's perception. The conclusions based on these results are made in Chapter 7.

### **6.1 Strategic analysis**

The results of the strategic analysis are presented in this part. Five strategic tools are used – SWOT, PESTLE, Porter's generic strategies, Porter's five forces and strategic groups. These tools were presented in Chapter 2. The results provide a description of DNA and the Finnish telecommunications

market. The results are based on the author's analysis of data collected from DNA's website, Facebook, Instagram, YouTube, Twitter and annual report (DNA 2017a-e; DNA 2016).

### **SWOT analysis**

DNA has many strengths that they have gained by operating for almost twenty years, but also a few weaknesses that could be improved in the future. The innovative business environment brings many opportunities that can be used to improve the business. However, there are also a few threats caused by the unpredictable market.

<u>Strengths</u>	<u>Weaknesses</u>
<p><i>Strong brand</i></p> <p><i>Satisfied customers</i></p> <p><i>Broad customer network</i></p> <p><i>Strong market position</i></p> <p><i>Strong finances</i></p> <p><i>High quality services</i></p> <p><i>Focus on customer service</i></p> <p><i>Effective marketing</i></p> <p><i>Effective and consistent use of online platforms</i></p> <p><i>Trademarks</i></p>	<p><i>Imitability</i></p> <p><i>Lack of competitive advantages</i></p>
<u>Opportunities</u>	<u>Threats</u>
<p><i>Stable market</i></p> <p><i>Growing demand for IT services</i></p> <p><i>New types of services</i></p> <p><i>New technologies</i></p> <p><i>New markets</i></p>	<p><i>New rivals</i></p> <p><i>Fast changing market</i></p> <p><i>Environment</i></p> <p><i>Criminal activity</i></p> <p><i>Reputation</i></p>

Figure 16. SWOT analysis of DNA

Figure 16 illustrates the SWOT analysis of DNA. The strengths include a broad customer network and satisfied customers. DNA also has a strong brand which has been gained by effective marketing. DNA has won several advertisement

competitions, such as Kuukauden Parhaat Sekunnit in September 2014 (Markkinointi & Mainonta 2014). The advertisement represented the advantages of the speed of 4G network by first showing ten seconds of the loading symbol, making the audience wait for the video to play, and then letting them know that they just wasted their time. Moreover, DNA has a strong market position among the three leading telecommunications companies. They have strong finances, which makes it possible to maintain and develop the strengths. The revenues of DNA in 2016 were 858 million euros, and the company is constantly growing, when it comes to the revenue and the number of customers (DNA 2016). The high quality of their services and customer-orientation are also among their most important strengths. They have registered DNA and WELHO as their trademarks, which strengthens their brand image and awareness. In addition, they are active on several social media platforms, including Facebook, Instagram, Twitter, YouTube and Snapchat, and all of these use the same colors, style, design and way of communicating, which makes the brand consistent.

DNA's weaknesses mostly concern the imitability and lack of competitive advantages. Their business would be possible to imitate, excluding the trademarks. DNA's main competitive advantages are the strong brand, the broad customer base and the diverse high-quality products and services, which the direct competitors also possess.

There is a growing number of opportunities in the telecommunications industry at the moment, which also concern DNA. These include a growing demand for IT services, as the mobile devices and services for them are used more and more every day. This also creates an opportunity to developing new types of services, such as applications. New technologies are invented, which can be used as an opportunity to be the first company in the market to deliver it to the consumers. An opportunity for specifically DNA would be expanding the market. The current market is stable, which makes it possible to consider expanding to other countries, or focus on the Finnish market by expanding to Åland or by removing the blind spots in Finland, which still exist for example in Lapland (DNA 2017a). Even though Lapland is thinly populated, there is a high level of tourism, part of whom are DNA's customers.

The telecommunications industry is a fast-changing business environment, and while that creates new opportunities, it can also be a threat. Without innovation, adaptivity and fast reactivity, a company can be left behind from the competitors and lose customers as well as end up with a disrupted reputation. The reputation can also be damaged as a result of dissatisfied customers, which can be a result of only one unsuccessful interaction. For big companies like DNA, this is more likely to happen than for smaller companies, even if the staff is trained to keep the customers satisfied, because there are more interactions. There is also a threat of new competitors entering the market, even though the market has been stable so far. Another threat is the growing environmental consciousness, which might slow down the sales of mobile devices in the future, for example. Technology-related crimes are also becoming more common, which can be a threat to the telecommunications industry. However, both latterly mentioned also bring opportunities for developing more environmentally-friendly products and services, and services that help against cybercrimes.

### ***PESTLE analysis***

Like any company, DNA's operations are affected by political, economic, social, technological, legal and environmental factors. It is important to analyze these, especially for telecommunications companies as their environment is changing constantly.

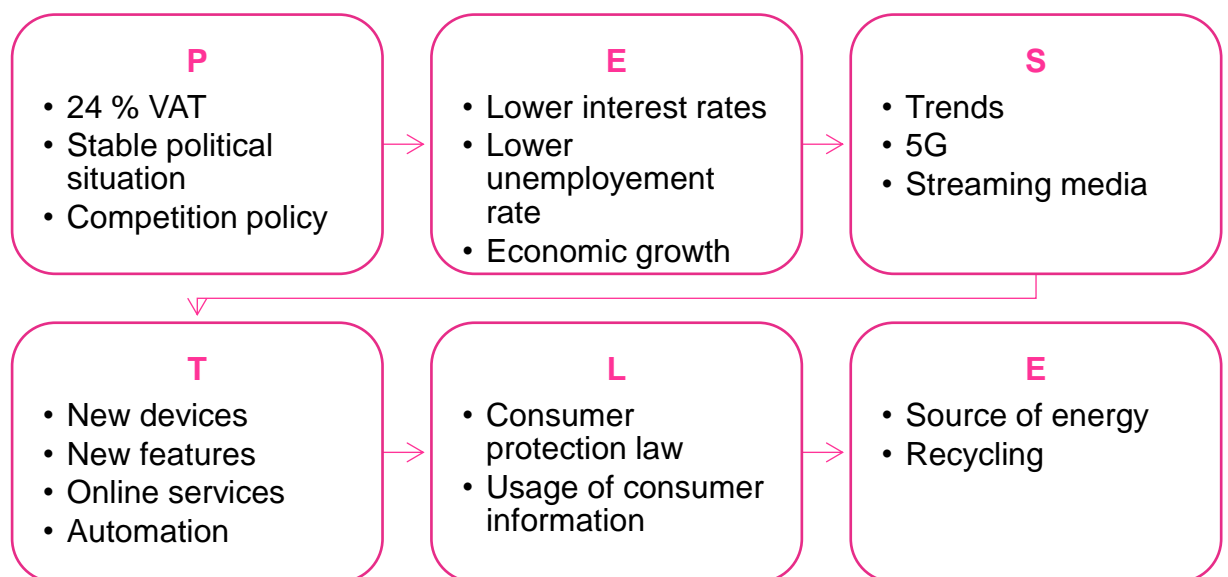


Figure 17. PESTLE analysis of DNA

The factors concerning DNA can be seen in Figure 17. DNA's daily operations are affected by the political factors, such as the taxation and the governmental regulations. In Finland, the value-added tax rate for most products and services is 24 per cent. This has to be taken into consideration when setting the prices. The political situation in Finland is stable and the companies in Finland are not affected by corruption (GAN Integrity 2015). A law about the competition policy in Finland (*1516/2009*), which is similar to the competition policy law in EU, influences the competition in telecommunications market in Finland. It forbids disrupting, restricting or distorting the competition, unless it is seen to have a positive impact on the market, and aims for creating an effective environment for business and the right amount of competition for the consumers' welfare (Finlex 2009; European Commission 2012).

The economic situation in Finland is currently improving. The interest rates are low, which makes the consumers more willing to buy, and the GDP is increasing, which is improving the employment rate. However, inflation is expected to accelerate in 2018, which causes an increment in the prices and therefore might slow down the consumers' purchase readiness, boosted by the raise of the interest rates. All in all, the economy is still clearly growing from the current state. (State Treasury Finland 2017)

The social factors for DNA are the consumer trends in the industry, most significant being a more technology-driven lifestyle. This is seen as increasing sales of new smart devices and a growing use of 4G. Another significant trend has been the popularity of streaming media services, the most powerful example being Netflix. A future trend might be 5G, the successor of 4G. New trends create new demands that need a fast response from the companies.

The technological factors are the most significant factors for DNA as technology is the core business of the company, and the field of technology is evolving fast and new inventions might come unexpectedly. New smart devices with new features constantly coming to the market are examples which will affect the sales of the devices, as well as the demand of services for the devices. Additionally, as the world is becoming more technology-driven, the physical stores might lose their importance to the online services, and service employees to automation.

DNA is also affected by legal factors. In Finland, the consumers are protected by a consumer protection law (20.1.1978/38). The consumer protection law applies to situations where the consumer has purchased products or services that have been faulty, when the marketing has been misleading, or the terms of a contract have been unreasonable (Finlex). Moreover, telecommunications companies have access to the consumers' personal information in several ways. These include information about the caller and the callee, the sender and the respondent of a text message or an email, the duration and the amount of transferred data, the location of the device, and the IP-address. However, telecommunications companies are legally allowed to only use this information for invoicing, ensuring security, observing the functionality of the services, and when suspecting fraud (Finnish Communications Regulatory Authority 2015). The information cannot be given to third parties without the consumer's permission.

Finally, the telecommunications industry is affected by the environmental factors, which are becoming more important as the consumers' interest towards the environment is growing. The mobile devices and the services they use, require a lot of energy, the source of which might not be environmentally friendly. Even if the company would do everything in their effort to be sustainable, the consumers might still lack the opportunity or the interest in doing so. Another environmental problem is the consumers' lack of recycling when it comes to the mobile devices. Most of the consumers buy a new mobile device every one or two years, without recycling the old device properly. DNA is providing a solution for this by letting the customers turn in their old devices in exchange for a discount on a new device, but this remains a problem in the industry.

### ***Generic strategies***

DNA's services are targeted for everyone using mobile devices, computers or televisions in mainland Finland. The services are quite diverse, for example the mobile subscriptions can be chosen from several options suiting different purposes. The broad target market requires diverse products in order to satisfy different customer needs. DNA provides the services for low prices instead of focusing on unique products and services.

	<i>Low cost</i>	<i>High cost</i>
<i>Broad target</i>	Cost leadership	Differentiation
<i>Narrow target</i>	Cost focus	Differentiation focus

Figure 18. Generic strategy of DNA

Figure 18 represents DNA's generic strategy. They are targeting a broad market and using low prices as their competitive advantage, which means that they are using cost leadership as their generic strategy.

### ***Porter's five forces***

*The threat of substitution* is the strongest force for DNA, as similar services and products are relatively easy to find from other companies as well. The other big telecommunications companies in Finland provide similar services, for slightly higher prices, whereas the products, being mainly mobile devices and accessories for them can be found from many distributors, from department stores to consumer electronics retailers, for the same price as DNA. However, since DNA's services are mostly provided as subscriptions, it might make the consumers consider the substitution more in comparison with products for which it might happen quite spontaneously, which makes the threat of substitution slightly lower for DNA's services than for their products.

*The competitive rivalry* affects DNA on a medium level. Elisa, Telia and DNA form the clear majority of the market. Even though they offer similar products and services, the market is stable, and the competition is not aggressive. There also have not been any new market challengers. (DNA 2017a)

*The supplier bargaining power* is intermediate in DNA's business. The most important suppliers are the mobile device manufacturers, which are known worldwide, such as Apple, Samsung and Huawei. Their products are essential for the business, which gives them a strong bargaining power, but increasing



the prices or lowering the quality would also have a negative influence on these companies directly.

*The buyer bargaining power* for DNA is high, since there are two other actors in the market who offer similar products and services, and additionally several options for these products and services. However, the large customer base of DNA makes the bargaining power of a single customer lower.

*The threat of new entry* is the weakest force for DNA. The telecommunications market in Finland has been stable for years, with only a few new entrants, such as Moi Mobiili, however causing no aggressive competition.

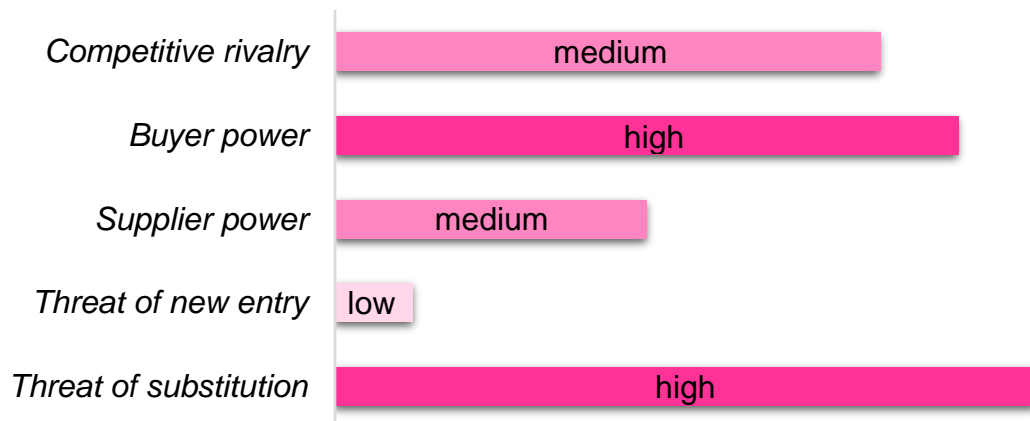


Figure 19. DNA's five forces

Figure 19 shows how strongly each power effects DNA. The strongest threat is the threat of substitution, followed by the buyer bargaining power. The competitive rivalry has an intermediate level of influence, as well as the supplier bargaining power, which is however a bit lower. The threat of new entry is quite low.

### ***Strategic groups***

For the strategic group analysis, the three biggest telecommunications companies in Finland are observed. All of these companies offer telecommunications services and devices and have similar target markets. Strategic group mapping helps in differentiating them.

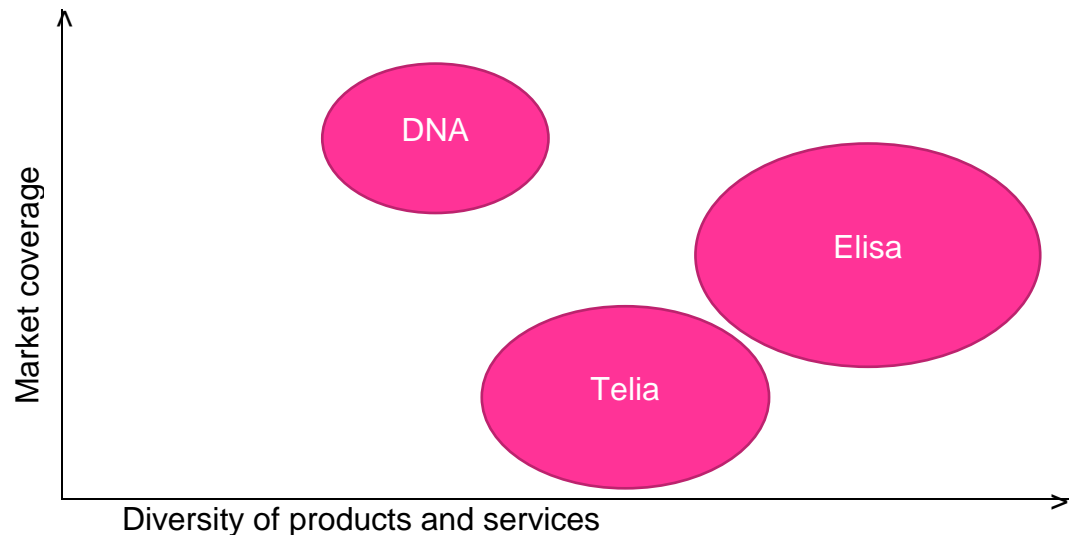


Figure 20. Strategic groups

Figure 20 represents the three biggest telecommunications companies in Finland – Elisa Plc, Telia Plc and DNA Plc. They are organized based on the diversity of their products and services, and the market coverage. By diversity of products and services is meant the number of different categories and the number of products and services in those categories. Market coverage on the other hand means how well the market is covered with the number of stores and the network reception. The sizes of the companies on the map represent their revenues. In 2016, the revenues of Elisa were the highest of these with 1.636 billion euros, leaving Telia the second highest with 1.285 billion euros (Largest Companies). The revenues of DNA were 858 million euros (DNA 2016). They all have quite diverse product categories, selling phones, tablets, televisions, and accessories for these. In addition, Telia and Elisa offer laptops, game consoles and games. Elisa has the widest selection of phone and tablet brands, DNA having the least, and Telia one brand more than DNA. Elisa also has more variety in laptops than Telia. However, DNA has the most diverse services. DNA has for example nine options for the phone subscription, whereas Telia only has four, and Elisa does not have any pre-made options. (DNA 2017a; Elisa 2017; Telia 2017)

All of these companies have operations all over Finland, mostly focusing on the southern parts of Finland. DNA has 60 stores where customers can buy new products or services, or ask for advice, whereas Elisa has 49 of these and Telia 32. In addition, DNA covers the most of Finland, excluding Åland, with a functional network, leaving only small blind spots in Lapland. Elisa and Telia

have more blind spots, Telia's blind spots being bigger. Therefore, DNA covers most of the consumers in both categories. (DNA 2017a; Elisa 2017; Telia 2017)

## 6.2 Survey

This part consists of the results of the customer survey. The respondents are described and their responses for each topic are presented. An overview of the respondents is given, as well as the level of possible correlation with relevant factors.

### *Respondents*

The respondents were from all over Finland, the majority being from the Southern Finland. The three largest majorities were Päijänne Tavastia with 36 per cent, Uusimaa with 19 per cent, and Southwest Finland with 6 per cent. Almost half of the respondents were employees, 22 per cent students, and 20 per cent pensioners. Less than ten per cent were unemployed and two per cent were entrepreneurs. The age of the respondents was quite equally divided and both extremes formed the majority – thirty per cent of the respondents were from 20 to 23 years old, whereas almost twenty per cent were older than 60 years. The third largest majority were respondents from 50 to 59 years with 17 per cent, and the fourth from 40 to 49 years with almost 17 per cent. Both genders were represented quite equally, 54 per cent were male and 44 per cent female, and two respondents did not want to give an answer.

DNA's mobile phone subscriptions were clearly the most used service, used by 80 per cent of the respondents. 40 per cent had a DNA's cable modem and 30 per cent mobile broadband modem (*mokkula*). 30 per cent of the respondents had DNA TV and another 30 per cent used a mobile device bought from a DNA store. The services were mostly used for communication with almost 90 per cent, entertainment with 76 per cent, and finding information with 75 per cent. One fourth of the respondents used the services for working and one fifth for studying. A clear majority of the respondents had been DNA's customers for already several years, 27 respondents had been using DNA's services already for longer than 10 years, the same amount having been customers for three to five years. There were 26 respondents who had been DNA's customers for five

to ten years, and 12 respondents for two to three years. The minority consisted of the respondents having used the services for less than six months, more than six months but less than a year, or one year to two years.

### ***Reasons for choosing DNA***

The reasons for customers choosing DNA showed in which areas DNA has succeeded in, and what are the factors that have attracted new customers. It does not directly indicate which factors have caused the most customer retention, but in which areas DNA has succeeded at the time of the buying decision. By comparing the time that the respondents have been DNA's customers and their reason for choosing it, it can be seen that for customers who have been customers for three to five years, the most common reason for choosing DNA has been a campaign. For customers who have used DNA's services for longer than ten years, the most common reason for choosing it has been recommendations from friends and family. Additionally, the traditional advertisements on TV, radio and newspapers have attracted the most customers from three to five years ago, but also before and after that, whereas advertisements on the website and on the social media have attracted customers only after that.

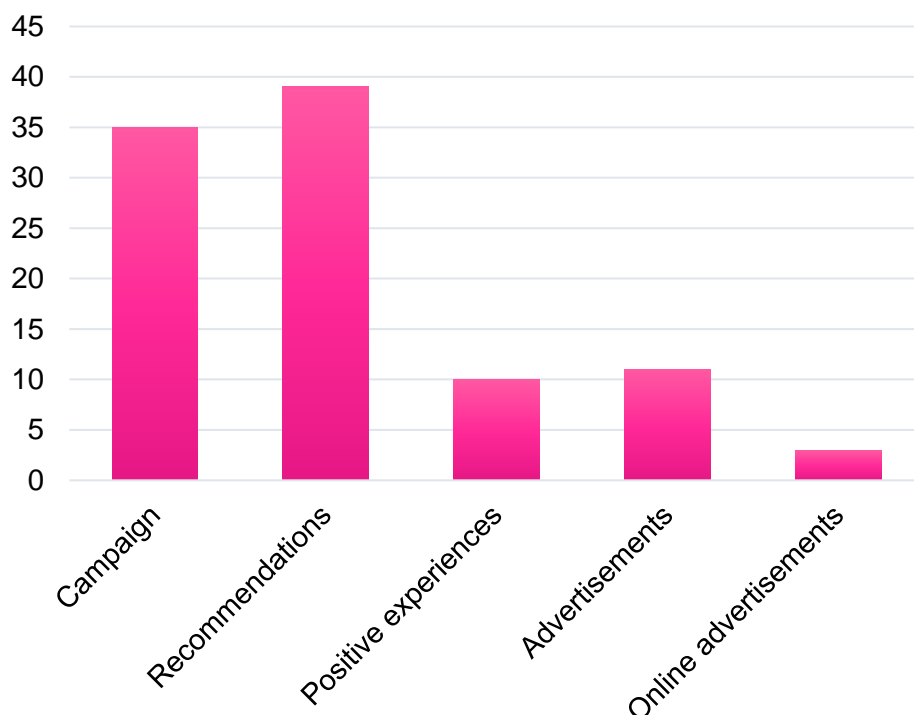


Figure 21. Customers' reasons for choosing DNA

Figure 21 presents the responses of the customers' reasons for choosing DNA. Most of the respondents chose DNA because of the recommendations of their friends or family or because of a campaign. The recommendations were the reason for 36 per cent of the respondents and a campaign for 32 per cent. Traditional advertisements were the reason for 10 per cent, and positive experiences of other users got almost 10 per cent of the responses. The minority was advertisements on the social media with less than three per cent. Other frequent reasons that the respondents gave on their own were that the internet services of their housing company are provided by DNA or they were dissatisfied with a competitor.

### ***Customer satisfaction***

Customer satisfaction was measured as satisfaction with customer service, customer benefits, prices, functionality and DNA's services in general. Each respondent was able to choose a number from 1 to 10 to present their satisfaction with each field, 1 being not satisfied at all, and 10 extremely satisfied. The average levels of satisfaction for each field are marked in the figures with an arrow.

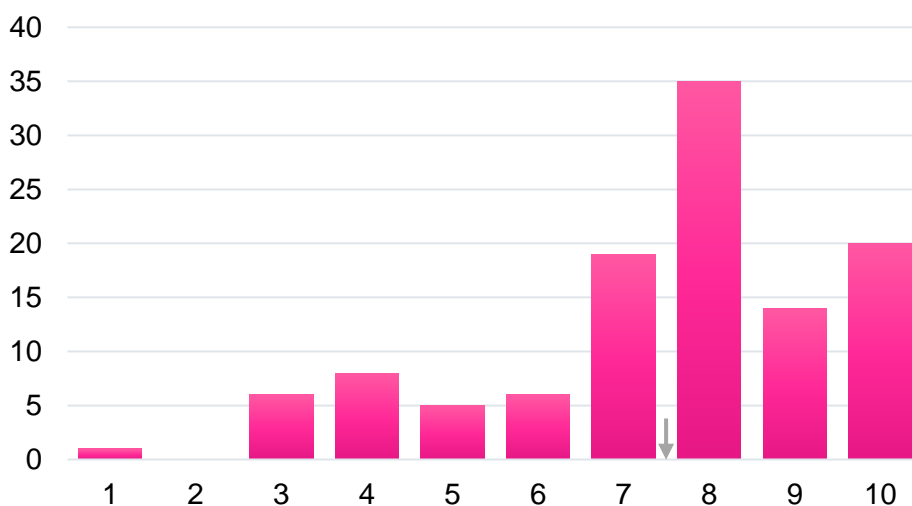


Figure 22. Satisfaction on customer service

Figure 22 shows the results of the respondents' satisfaction with DNA's customer service. The customer service has mostly been satisfying. More than half of the respondents gave an answer 8 or higher, which is satisfying or extremely satisfying. Only one respondent was not satisfied at all. The numbers

from 1 to 6 were all chosen by fewer than 10 respondents, and less than 17 per cent chose 7. Number 8 was the most popular choice with 31 per cent. The average satisfaction rate was 7.5.

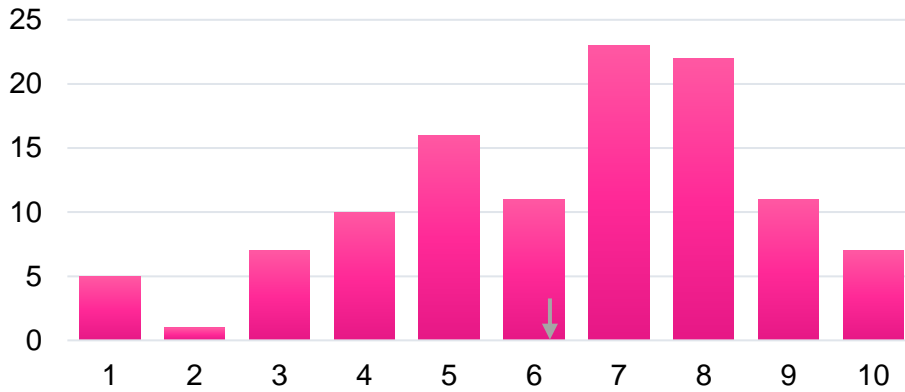


Figure 23. Satisfaction on customer benefits

In Figure 23, the results for the satisfaction with customer benefits can be seen. Most respondents chose 7 or 8. Only seven respondents were extremely satisfied with customer benefits, whereas five respondents were not satisfied at all. The average level of satisfaction was 6.4. There was no significant correlation between the time the respondents had been using DNA's services and the satisfaction on the customer benefits. There were extremely satisfied new and old customers, as well as dissatisfied ones.

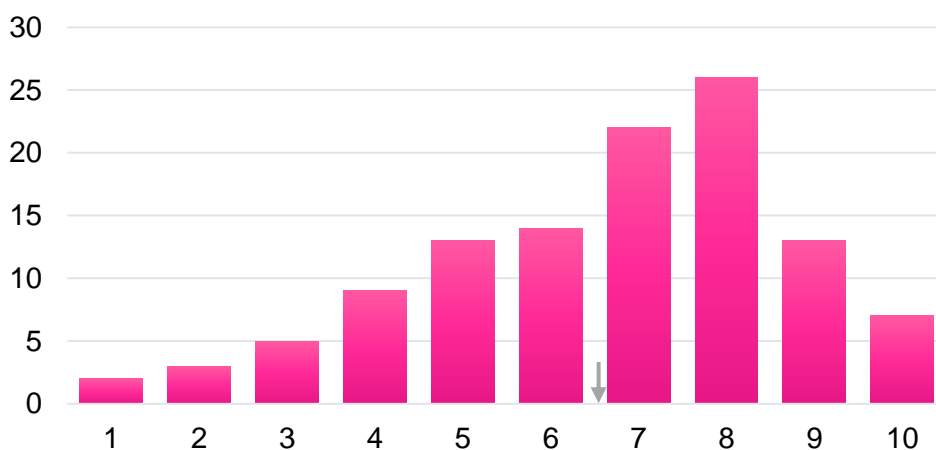


Figure 24. Satisfaction on prices

Figure 24 presents how satisfied customers were with the prices. The responses were quite well distributed in this question. The most popular answer for this question was 8, with 23 per cent, and secondly 7, with 19 per cent. Two

respondents were not satisfied at all, and seven respondents extremely satisfied. The average level was 6.6. When the responses were compared with the profession of the respondents, it could be seen that students were the most satisfied with the prices, with the average satisfaction rate of 7.1, whereas the retirees were the least satisfied with the rate of 6.2. The employed and unemployed were in the middle both with the rate of 6.6.

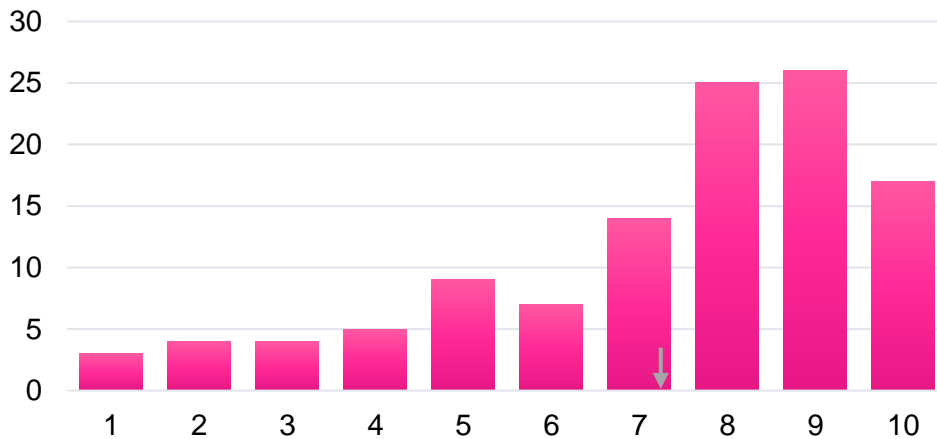


Figure 25. Satisfaction on functionality

In Figure 25 the satisfaction on the functionality of the products and services can be seen. Almost 60 per cent of the respondents chose 8 or higher for this question. The respondents who were extremely satisfied with the functionality, formed 15 per cent of the whole group of respondents. Only three respondents were not satisfied at all. The average response for this was 7.3.

The results compared with the services used by the respondents indicate that the respondents using DNA's mobile subscription, DNA TV or a mobile device bought from DNA store are slightly more satisfied with the functionality than the respondents using DNA's cable modem or the broadband modem. The average satisfaction rate for the functionality for the respondents who use a mobile subscription was the highest with 7.5, DNA TV and mobile devices following with 7.2. The respondents using a cable modem and a broadband modem gave the lowest rate, 6.8. However, from each group of service users, the functionality was described as extremely satisfying by more than 10 per cent.

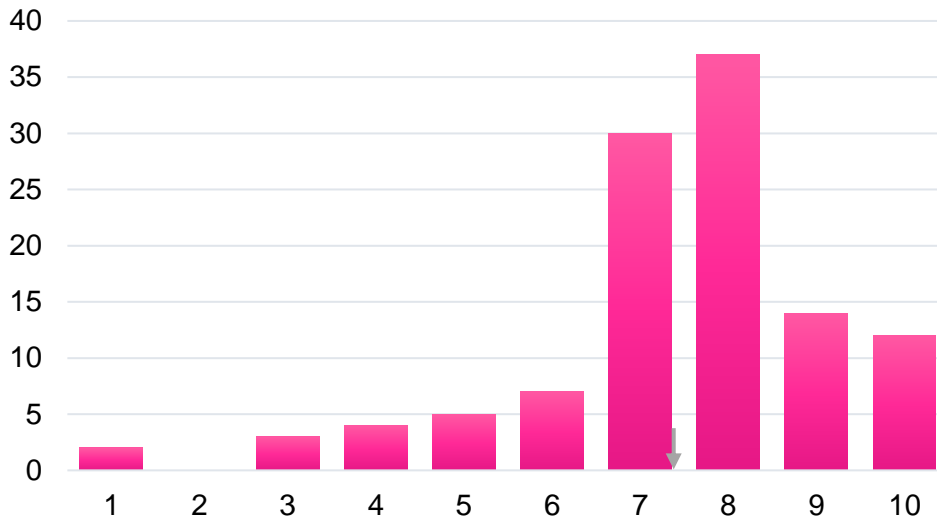


Figure 26. Satisfaction on DNA in general

Figure 26 illustrates the respondents' satisfaction on DNA in general. One third of the respondents chose 8 as the level of their satisfaction. On average, the level was 7.4. More than 10 per cent were extremely satisfied with DNA and less than two per cent not satisfied at all. More than half of the responses was 8 or higher.

Three features were frequently answered for an open-ended question of what the respondents had been especially satisfied with. These were functionality, customer service and prices. Functionality was given by 27 per cent of the respondents, and it mostly concerned the functionality of mobile subscriptions and the good quality of the call reception and internet connection. The functionality of DNA TV, the fast delivery of products, and clear invoicing were also mentioned. Customer service was mentioned by one fourth of the respondents. These respondents were satisfied with the good, friendly and professional customer service mostly in DNA stores, but also on the phone and on the social media. The respondents also mentioned the helpfulness and honesty of DNA. The third popular answer was the price of the products and services, given by 13 per cent of the respondents. The price-quality ratio was perceived good, and especially the prices of mobile subscriptions were satisfying to the respondents. Moreover, the respondents were satisfied with the broad diversity of the services, clarity, trustworthiness and the number of DNA stores.



### ***Improvement suggestions***

For open-ended questions of what could be improved, the answers were mostly about customer service channels, phone call reception, internet connections, prices, customer discounts, and invoicing. Customer service and channels used for that was the topic of 26 per cent of the responses. Some of these had to do with the self-service channel on DNA's website, *Minun palvelu*. The respondents were hoping the self-service channel to be improved by making the logging in process easier and making the instructions clearer. Additionally, one respondent hoped to be able to see the amount of used data on the self-service channel. More channels were mentioned by the respondents, for example using email for reporting malfunctions and more DNA stores. The phone call reception and internet connection were given by 22 per cent of the respondents. The respondents were hoping to get a better internet connection and reception in general, but especially outside of the city centers. Improvement to picture quality on DNA TV and fixing the breakdowns of cable network were also mentioned.

Every sixth respondent was hoping for more discounts. These included discounts or benefits for DNA's customers, student discounts and all the discounts to last longer. Cheaper prices for mobile subscriptions and monthly fees were mentioned by 10 per cent. Finally, 7 per cent had suggestions related to invoicing. The respondents were hoping for the payment process to be easier and not to receive reminders of unpaid invoices too often. Two respondents were hoping to get only one invoice including all the services, instead of separate invoices for all of them. Additional wishes from the respondents were to get more options for mobile subscriptions, for example to have an option to pay for the data per usage instead of only having unlimited data, to utilize the new EU-data roaming feature, and to inform customers in a clearer way of renewals.

### ***Image of DNA***

The respondents were asked to describe DNA with one word to a friend. One word made it possible for the respondents to summarize their thoughts about DNA and to use the first word that came to their mind. This represented the

image the respondents had of DNA. Moreover, when associated with a friend, it was easier to give a truthful answer. The majority of the responses were positive with 56 per cent, and most of these described DNA as practical, trustworthy or easy. One fourth of the responses were neutral, describing DNA adequate. There were also some negative comments that covered 13 per cent of the responses. These described DNA as bad, rude and insipid.

### **Marketing channels**

DNA offers different options for interaction and uses several platforms for marketing. The popularity and effectiveness of these were measured in the survey, by asking the preferred channel of interaction, determining the most effective marketing channel, and finding out the respondents' opinions on DNA's advertisements.

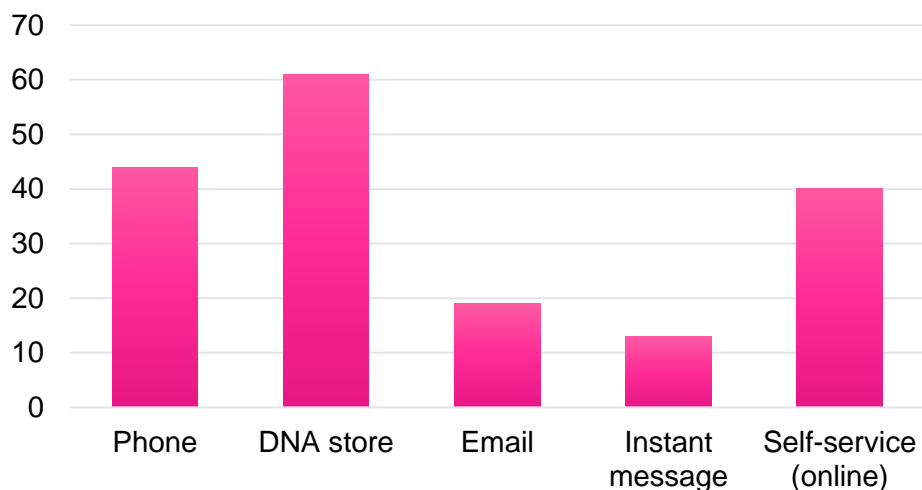


Figure 27. Preferred channel of interaction

The popularity of different channels of interaction can be seen in Figure 27. Clearly, the most preferred channels are DNA stores, phone calls and the self-service on DNA's website, *Minun palvelu*. More than half of the respondents preferred DNA stores, almost 40 per cent phone calls, and 35 per cent the self-service. Less than one fifth preferred an email and 11 per cent an instant message on the social media.

The youngest respondents, from 16 to 19 years old and younger, mostly preferred instant messages on the social media or the self-service on the

website, whereas visiting the DNA store was the most pleasant choice for the respondents from 20 to 29 and 40 to 59 years. Phone calls were the most popular among the respondents from 30 to 39 years. The respondents older than 60 years preferred mostly phone calls, but also all the other channels except instant messages were given frequently by this age group.

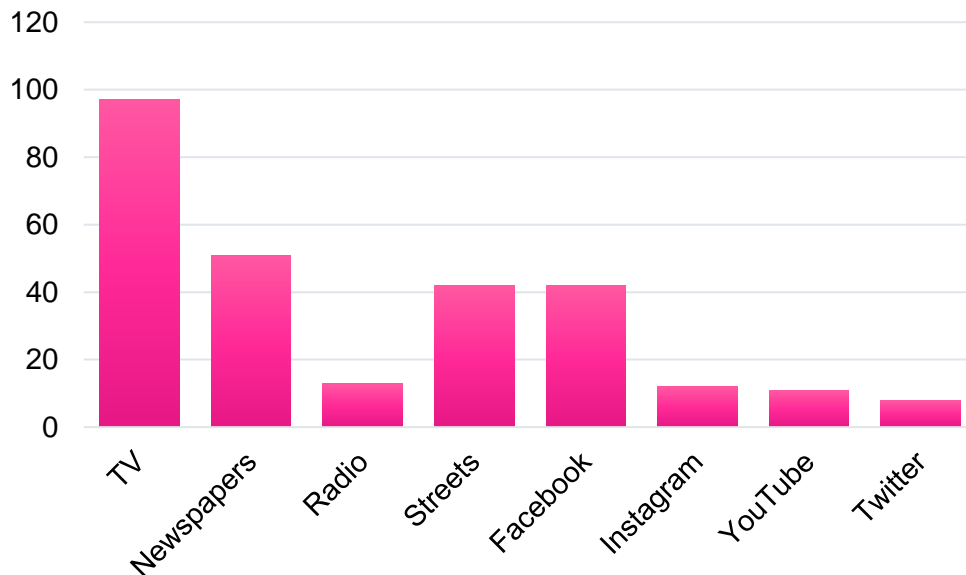


Figure 28. Channels of mostly seen campaigns

Figure 28 shows where the customers mostly remember seeing or hearing DNA's campaigns or advertisements. This indicates the level of reaching customers with each channel. It can be seen that the traditional marketing channels have exposed more customers to DNA's campaigns or advertisements than the online marketing. Clearly the most effective channel has been TV, with almost 90 per cent of the responses. Newspapers and magazines were chosen by 46 per cent, and street advertisements and Facebook were both chosen by almost 40 per cent. Facebook was undoubtedly the most effective channel of online marketing. Radio was included in 12 per cent of the responses and Instagram in 11 per cent. The smallest minorities were YouTube and Twitter, both chosen by less than 10 per cent.

Advertisements and campaigns were mostly seen on TV by each age group. More than half of the respondents from 40 to 49 years and almost half of the respondents older than 60 years had been exposed to DNA's advertisements on TV, whereas the percentage for the respondents from 50 to 59 years was 42. One third of the respondents from 20 to 23 years old mentioned TV, as well

as the respondents under 15 years. The least responses for TV were given by the respondents from 30 to 39 years and from 16 to 19 years, both with less than 25 per cent. The advertisements on radio were heard quite equally by all the age groups, except for the respondents under 15 years, of whom no one had been exposed to radio advertisements. Newspaper and magazine advertisements were mostly seen by the respondents from 24 to 29 years and from 50 to 59 years, 10 per cent of both of these age groups mentioning them. Street advertisements were mostly seen by the respondents under 15, forming 33 per cent of the age group, and 24 to 29 years, forming 21 per cent. The next group was the respondents from 20 to 23 years, of whom 19 per cent had seen them. Among the rest of the age groups, approximately 15 per cent of each age group had seen DNA's street advertisements.

Facebook advertisements had been the most effective to the respondents from 20 to 23 years, and 50 to 59 years, one fifth of both age groups choosing Facebook. The Facebook advertisements had been the least effective for both extremes, receiving no responses by any respondents under 15 years and only five per cent of the age group over 60 years. Among other social media channels, Instagram was the most effective for the respondents from 40 to 49 years, YouTube for the respondents under 15 years and from 16 to 19 years, and Twitter for the respondents from 16 to 19 years.

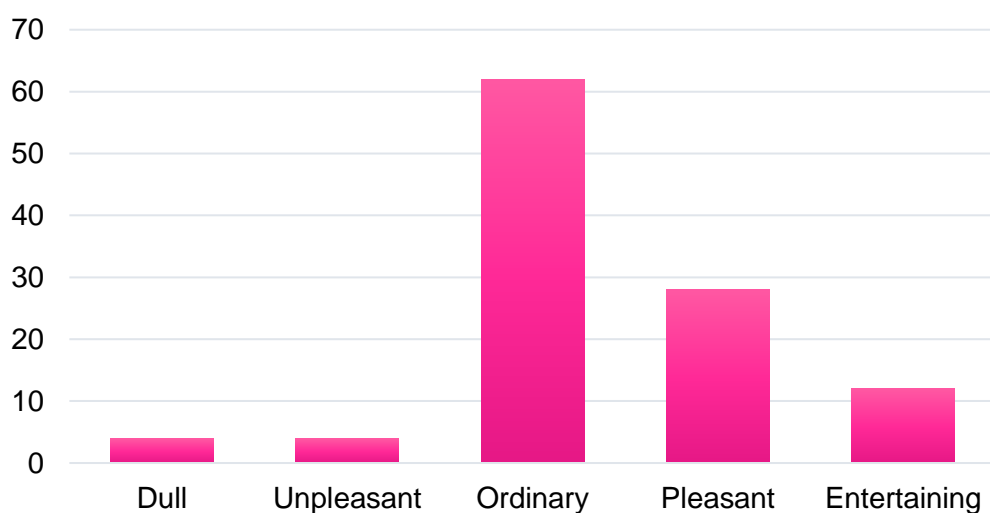


Figure 29. Customers' opinions of DNA's advertisements

The respondents' views on DNA's advertisements can be seen in Figure 29. The majority of the respondents perceived DNA's advertisements ordinary,

forming 55 per cent of the respondents. One fourth of the respondents chose pleasant and one fifth entertaining. The negative options dull and unpleasant were both chosen by four per cent. Additionally, one respondent utilized the open-ended option to describe the advertisements to be shallow, and another respondent said the advertisements to be ordinary nowadays compared to the more memorable advertisements in the earlier years.

### **6.3 Interview**

The results of the interviews are presented in this part. The results consist of the answers of two separate interviews, the first one with the head of retail marketing and the second one with the marketing manager. The results are compared with each other and with the survey results in Chapter 7.

#### ***Interview with the head of retail marketing***

According to the interview with the head of retailer marketing, the most valuable strengths of DNA are the employees. They are proactive, self-imposed and highly valued by the company, which creates a positive atmosphere to the company and enables the company to react fast to changes. The interviewee values these things the most in DNA, and perceives that there is no high bureaucracy in the company, but rather everyone is able to take initiative and promote their ideas. According to the interview, DNA's opportunities in the future would be to grow with the customers and become the hero of the daily lives of ordinary people, by understanding every aspect of their daily lives and making it better with the help of their services. The main reasons for DNA's success are the functional strategy which is communicated to everyone in the company in a way that everyone understands it. Additionally, the employees are respected, and everything is handled with perseverance. On the other hand, like the most telecommunications companies, a possible improvement for DNA could be an increased focus on simplicity, so that the services would be easier for ordinary customers to understand.

According to the interviewee, there are no plans for big changes in the near future, since the latest big change was DNA's listing to the stock exchange in the winter of 2016. At the moment the company is focusing on the long-term

objectives, but small changes are required in the industry and DNA is ready for these. The advertisements of DNA are tested with customers before publishing, but they are also limited by legal aspects. The competition in the market is tough, since the companies are competing with the same products. The biggest rivals are Elisa and Telia when it comes to the services, and the giant consumer electronics retailers, when it comes to the products. The interviewee described the competition to be unhealthy because the market is driven by the competition instead of the demand. DNA responds to the competition by closely following the competitors' prices and campaigns, which is also done by the competitors. DNA's brand is the most important competitive advantage.

The biggest challenge for DNA has been the merger. It created confusion between several companies and required effective change management. The biggest revolution in the market has been the increasing use of data, mobility and new inventions such as 3G and 4G. DNA has been the pioneer in these and made it possible to offer easy-going working life for everyone.

### ***Interview with the marketing manager***

The marketing manager of DNA sees the employees, flexibility, mutual respect among everyone in the company, and satisfied customers as the strengths of DNA. DNA is also brave to try new things, it is not afraid to editorialize, and it is often the pioneer in the industry. As a company, the interviewee mostly values the everyday work at DNA, which is consistent with their values which are fast, brave and easy-going. DNA is a flexible partner and all the employees are professionals in their field. The interviewee sees DNA's future bright and stable, and says that there is nothing to be worried about, but that the current success does not always guarantee the future success, and therefore DNA should also be prepared for the future. DNA is future-oriented and is always one step ahead. At the moment, there are no big plans for the future, only small changes that the developing technology requires.

According to the interview, the most important reasons for DNA's success are trustworthiness, acting courageously when needed, being the pioneer, and communicating with the customers. DNA could improve the complexity and present itself in a simpler way for everyone to understand. Ordinary people are

expected to understand too much of complex technology. The business is complicated, and customers sometimes blame DNA for issues that are out of their control, as the networks for example.

The interviewee sees the criticism that DNA's advertisements have received in the earlier years as rather positive than negative. A neutral attitude towards a brand is the worst case, and therefore any emotions associated with a brand are good. It is also important for companies to push boundaries, and DNA being a brave company, it is impossible for them to satisfy everyone in the market.

According to the interviewee, there is a lot of competition in the market, and the biggest competitors are other operators and content providers. The competitors are following each others' actions. According to the marketing manager, the key is to have clear steps how to operate and follow the company's own concept in a consistent way, instead of changing continuously in order to compete. The biggest challenge for DNA has been in the beginning when they were a small company trying to compete with the big companies which had been operating in the market for longer. Their network was poor, which left many consumers with the image of DNA as a small company with unfunctional networks. Nowadays, they have their own networks and they are emphasizing that their 4G network covers almost 100 per cent of Finland. The image has started to improve during the past few years. The most revolutionary change in the industry has been the technology development. This has made it possible for DNA to build new networks together with Telia, which has improved the coverage of DNA. In addition, there have been some smaller changes, such as changes in data roaming.

## **7 CONCLUSIONS**

This chapter consists of the conclusions based on the results of the strategic analysis, the survey, and the interviews. First, the conclusions are drawn from each part, and then combined to make the final conclusions about the company's strengths and weaknesses, in order to make suggestions for the future marketing strategy.

## **7.1 Strategic analysis**

The strategic analysis showed that DNA values their customers and employees, and that the customer satisfaction is their most important goal. DNA is innovative, and their actions are based on making the customers satisfied, which is also their mission and vision. Their target market is broad, but they reach the customers and potential new customers effectively using several channels of marketing and offering a diverse range of products and services. DNA has a stable market position among the three biggest actors in telecommunications.

Their strengths are mostly related to the customers, brand and marketing, and opportunities to development of technologies and new markets. DNA's weakness is the lack of effective competitive advantages, and their biggest threat is competitors offering substituting options for DNA. The future of the company seems bright when it comes to the industry and also the economic situation of Finland.

## **7.2 Survey**

The survey results indicate that campaigns and recommendations from friends and family were the two most important factors for attracting new customers. Recommending a company to friends and family shows high customer satisfaction. Customers are most satisfied with the customer service, prices and functionality of the products and services, whereas customer benefits are the least satisfying. Especially customers using DNA's mobile subscription, DNA TV or mobile device bought from DNA store are satisfied with the functionality of them. The customer service is valued because of good, friendly and professional customer service in each channel, but especially in DNA stores. Additionally, customers value DNA's honesty, trustworthiness and the diversity of products and services.

The customers are relatively happy with DNA as it is, but some improvements were suggested. The self-service online channel seems to be a popular option for the customers, but more features are wished for, such as more instructions and the ability to see the invoices as they are compounded. Moreover, a better phone reception and internet connection were suggested for areas outside of



the city centers. Other than that, the customers are hoping for more benefits for long-term customers, student discounts and mobile subscription options for customers who do not need the unlimited amount of data.

DNA is mostly associated with positive features, such as being practical, trustworthy and easy-going. The customers mostly like to visit DNA stores and contact customer service by phone, or take care of their services on the self-service platform on the DNA website. They are reached the most effectively via the advertisements on TV, in newspapers and on the streets. Facebook is the most effective online marketing channel. Most of DNA's customers perceive DNA's advertisements ordinary.

### **7.3 Interview**

The answers of the interviews were quite similar with each other, which indicates that everything is communicated effectively inside the company, and their values are clear for everyone. The strengths of DNA are skilled and highly valued employees, satisfied customers, and the ability to react fast to changes. DNA's opportunities for the future are good, and the success can be achieved by focusing on helping ordinary consumers with their daily lives and developing the company in order to keep up with the industry changes. There are no significant changes planned for the future, but DNA is future-oriented and understands that changes are required in order to keep up in the competition, and they are willing to make these changes. DNA has succeeded so far by effective communication, within the company as well as with the customers, and taking actions as a pioneer of the industry. Their strategy has been functional and everyone in the company has a clear picture of the mission and values. Their biggest weakness is the complexity of the business, which could possibly be overcome by presenting the services in a simpler way so that consumers would understand.

One of DNA's values is bold, shown also in their advertisements which aim for creating emotions towards DNA. DNA understands that not all consumers in the market can be pleased. The competition in the market is tough, the biggest rivals being other operators, consumer electronics retailers and content providers. DNA's prices are mostly determined by competition, but DNA also

aims for maintaining consistence. The most important competitive advantage of DNA is the brand.

DNA has effective means for overcoming obstacles. They utilize efficient change management and clear communication. In addition, they are innovative and take advantage of the industry changes by reacting to them fast and gaining a position of being the pioneer of the industry.

#### **7.4 Conclusions about DNA**

All in all, the survey, interviews and strategic analysis all give a similar image of DNA. This means that their operations are based on a clear strategy which is communicated clearly to everyone in the company as well as the customers. According to Athapaththu (2016), this is a sign of successful strategic management, and it increases the motivation and dedication of the workforce, which in turn increases the profitability. DNA's values are fastness, straightforwardness and boldness, which can be seen in their daily work by all stakeholders. Their corporate message is communicated in a consistent way in each channel. Customers and employees are highly valued, effective communication is emphasized, and customers are satisfied. Most customers perceive DNA in the same way as the management.

As a conclusion, it can be said that DNA's strengths are definitely loyal customers and satisfied employees, and their weakness is the complexity and imitability. Their future opportunities can be achieved by increasing the customer satisfaction. DNA is capable of taking risks, evolving when needed, and potential challenges are overcome with effective management and devoted staff. The future seems bright and no significant changes in the business are needed. However, in order to keep the customers satisfied, some small development suggestions can be considered.

#### **7.5 Development suggestions**

Based on the results of the customer survey, interview and company analysis, some new ideas for DNA were developed. As the customer satisfaction is a strength as well as a future goal of DNA, the suggestions are based on the aim of increasing it.

In order to overcome the weakness of being too complicated for ordinary consumers, DNA could turn this weakness into a strength by arranging tutoring events in DNA stores, which would be held by a person who understands the business and is able to teach it to the customers and answer their questions. These events could be utilized for maintaining the customer relationships, increasing cross-selling and up-selling, and attracting new customers. The events should have a friendly atmosphere, and they could offer the customers special discounts, coffee or tea and possibly free items with DNA logos, such as pens or bags. They could be organized once or twice in the biggest DNA stores. A time-saving alternative would be posting a video explaining the services on the social media channels or on the website. Increasingly popular live videos (Pönkä 2017) could be used for this, allowing customers to ask questions which would be answered immediately on the video. Both of these should be promoted before-hand to make sure that the customers would participate.

DNA's friendly and professional customer service is valued by the customers, and therefore it should be emphasized in the future. It should be ensured that the customer service employees are aware of the value of their work. For maintaining the excellent customer service, the employees must be motivated. Motivated employees lead to customer satisfaction and therefore profitability (Goodman 2009). The employees can be motivated by arranging competitions of the employee of the month, for example, however making sure that it does not affect the working environment negatively. It is also important to keep the employees aware of the satisfaction of the customers, which can be mentioned in a meeting or personally with each customer service employee.

The self-service online platform, *Minun palvelu*, is a popular channel among the customers, and will most likely become more common in the future, as the technology evolves. Because of this, it is important to also develop the platform in accordance with the customer needs and preferences. A future development for the platform would be more detailed information about the subscriptions. The amount of the used data, the total length of phone calls and the number of text messages could be available on the platform already during the invoicing period, in real time. It could also be possible to arrange the invoices of the customers using several services into one invoice, instead of separate invoices

for each service. Additionally, in a more technology-oriented world, there could be an app for DNA, including all the same features as *Minun palvelu* on the browser.

Moreover, social media marketing is becoming more and more important, requiring some actions from DNA. The social media channels are used actively by DNA, but based on the survey only a small amount of the customers actually consider seeing advertisements on the social media, except for Facebook. This indicates that more customers should be attracted to follow DNA on social media, and therefore be more aware of their content. This could be done by for example organizing contests among all followers, in which the winner would win a mobile device, a gift card, or something else. It should be something valuable, so that the customers are encouraged enough to become followers. On Instagram and Twitter, the audience can be utilized for increasing awareness by encouraging them to repost DNA's posts which would make them participate in a contest. Also, entertaining contents could be used to make the customers genuinely want to follow the channels. These could be for example stories, pictures, or trivia information. One alternative for trivia information could be asking trivia questions, encouraging the audience to participate by commenting their answers, and later on revealing the correct answer. In order for attracting new followers, the audience could be told to tag other people to the post, which is popular nowadays and makes the content spread fast. In order to maintain consistence, the content should be related to the telecommunications industry.

Based on the survey results, there is demand for improving DNA's services in areas outside of the city centers. The phone reception and internet connection could possibly be improved in the future for areas with dispersed settlement. Additionally, DNA stores could be considered building in smaller towns, especially towns which do not have bigger cities nearby.

DNA's advertisements were mostly perceived ordinary by the customers. Based on the interview, DNA is bold, willing to take risks, and the worst type of emotions that the consumers can have towards a company are neutral. Some respondents in the survey showed signs of missing the old memorable advertisements by DNA. Therefore, there is potential for creating new, funny, emotive and memorable advertisements. The advertisements could include

funny slogans which would make their way into consumers' communication. This type of advertisements would also be consisted with DNA's brand image.

Finally, DNA's mission and vision "more satisfied customers" could be developed in the future to describe the company and their goals better. Firstly, the mission and vision should not be identical. The mission describes the operations and the goals of the company and explains why they exist, whereas the vision shows what they want to achieve in the future (Kotler et al. 2010). DNA's mission could be for example "Making people's daily lives inspiring, productive and entertaining". Based on their corporate goals, their vision could be "Becoming the number one telecommunications company in Finland".

## **7.6 Reliability and validity of the survey**

The reliability and validity measure the accuracy of a quantitative research and are requirements of a valuable research. *Reliability* indicates the extent to which the results can be trusted. This means that if the research would be repeated, the results would be the same. *Validity*, on the other hand, measures the relevancy of the collected data for the research. For example, the survey questions should only give results to the objectives of the research. (Krishnaswami et al. 2010)

The survey can be considered reliable since the sample size was relatively large with 115 respondents, covering equally different age groups, genders, professions and areas of living. Additionally, the survey being anonymous, the respondents were most likely to respond truthfully to all the questions. Therefore, it is likely that the results represent the whole population, which was DNA's B2C customers. However, the survey was only available online, making it impossible for customers with no access to the internet to respond, which might neglect the opinions of these customers.

The first questions in the survey were asked in order to make sure that the respondents were diverse enough to represent the whole population. All the other questions asked were aiming for gaining knowledge about the customers' opinions of DNA, in order to answer the research objective of finding out the

strengths and weaknesses of DNA's marketing strategy. Therefore, all questions were relevant to the research and the survey can be considered valid.

### **7.7 Trustworthiness of the interviews**

The reliability of a qualitative research is measured with the trustworthiness of the results. *Trustworthiness* refers to dependability, credibility, transferability and confirmability. Dependability means that the results of the study are consistent and that it is possible to repeat the study by another researcher. Credibility indicates that the respondents are giving the truth from their perspective. Transferability refers to the ability of generalizing the results to apply for other situations with similar circumstances. Confirmability means that the results can be confirmed by the audience. This is enabled by presenting the background of the research and the way of collecting and analyzing data. (Holloway et al. 2016)

The results of the interviews are considered trustworthy as the interviewees gave similar answers regardless of their different backgrounds in the company, and the answers were interpreted objectively, which can be confirmed by the audience as the original answers before the interpretation can be seen in this thesis. However, the interviewees' objectivity in the case has to be taken into consideration. There is a possibility that positive factors are emphasized, and negative factors neglected by the interviewees, since they have personal connections to the company. Confirmability might also be slightly decreased because of the lack of transcriptions of the interviews.

### **7.8 Future research suggestions**

This research can be utilized for future researches concerning DNA, as the company was analyzed, the management was interviewed, and the customers' point-of-views were found out. In addition, for ensuring the reliability of the survey, the survey questions could be handed out for example in DNA stores as paper versions instead of focusing only on customers actively using the internet.

This research showed how well the opinions of the management and the customers are aligned. In the future, a research suggestion could be studying if

there is a difference between these of the general staff and the management, and then compare the results with those of the customers.

## **8 CONCLUDING REMARKS**

In the conclusion, it should be mentioned that this thesis has provided useful information to the author, and has given the opportunity to put the theory learned during the studies into practice. A deeper understanding of the topics was gained, and valuable experience was gained from the research process. Additionally, efficient time management was learned. Altogether, the thesis process was long, but with clear personal schedules made by the author, the thesis was finished on time. Everything in the process went as planned, excluding some small difficulties due to the busy schedule of DNA, but these were handled well with good communication and flexibility from both parties.

Strategic marketing was an interesting topic that the author wanted to learn more about, and the telecommunications industry was personally the most interesting option for the author. DNA being one the leading companies of the industry was the ideal case company for this. All in all, the author was extremely happy with the topic and the case company.

Hopefully, the thesis also provided valuable information to the case company, DNA, which can be utilized in the future. Finally, the author would like to thank DNA for their cooperation, and the teachers of XAMK University of Applied Sciences for all their help.

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## DNA asiakaskysely

Tervetuloa DNA:n asiakaskyselyyn! Tämän kyselyn tarkoituksena on selvittää kuinka DNA:n palveluita voisi kehittää tulevaisuudessa vastaamaan asiakkaiden toiveita. Kyselyn tuloksia käytetään liiketalouden opinnäytetyön tutkimukseen. Kysely on täysin anonyymi ja vastaaminen vie muutaman minuutin. Kiitos!

### 1. Mikä on asuinpaikkasi?

Mark only one oval.

- Ahvenanmaa
- Etelä-Karjala
- Etelä-Pohjanmaa
- Etelä-Savo
- Kainuu
- Kanta-Häme
- Keski-Pohjanmaa
- Keski-Suomi
- Kymenlaakso
- Lappi
- Pirkanmaa
- Pohjanmaa
- Pohjois-Karjala
- Pohjois-Pohjanmaa
- Pohjois-Savo
- Päijät-Häme
- Satakunta
- Uusimaa
- Varsinais-Suomi

### 2. Mikä seuraavista pääasiallisesti olet?

Mark only one oval.

- Työtön
- Opiskelija
- Työssäkäyvä
- Eläkeläinen
- Other: \_\_\_\_\_

### 3. Mihin seuraavista ikäryhmistä kuulut?

Mark only one oval.

- < - 15
- 16 - 19
- 20 - 23
- 24 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 ->

### 4. Mikä on sukupuolesi?

Mark only one oval.

- Nainen
- Mies
- Muu
- En halua kertoa

## 6. Mihin tarkoitukseen käytät palveluita enimmäkseen?

Tick all that apply.

- Yhteydenpitoon  
 Tiedonhankintaan  
 Viihteeseen  
 Työskentelyyn  
 Opiskeluun  
 Other: \_\_\_\_\_

## 7. Kuinka pitkään olet ollut DNA:n asiakas?

Mark only one oval.

- Alle puoli vuotta  
 6 kuukautta - 1 vuosi  
 1 vuosi - 2 vuotta  
 2 vuotta - 3 vuotta  
 3 vuotta - 5 vuotta  
 5 vuotta - 10 vuotta  
 Yli 10 vuotta

## 8. Miksi päätit ryhtyä DNA:n asiakkaaksi?

Tick all that apply.

- Kampanja  
 Ystävien/perheen suositukset  
 Muiden asiakkaiden positiiviset kokemukset  
 Mainokset TV:ssä, lehdissä tai radiossa  
 Mainokset sosiaalisessa mediassa tai internetissä  
 Other: \_\_\_\_\_

## 9. Mikä on sinulle mieluisin tapa asioida DNA:n kanssa?

Tick all that apply.

- Puhelimitse  
 DNA:n liikkeessä  
 Sähköpostitse  
 Pikaviestinä sosiaalisessa mediassa  
 Minun palvelussa  
 Other: \_\_\_\_\_

## 10. Kuinka tyytyväinen olet ollut asiakaspalveluun?

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
En lainkaan tyytyväinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erittäin tyytyväinen

## 11. Kuinka tyytyväinen olet ollut asiakasetuihin?

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
En lainkaan tyytyväinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erittäin tyytyväinen

## 12. Kuinka tyytyväinen olet ollut palveluiden hintaan?

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
En lainkaan tyytyväinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erittäin tyytyväinen

## 13. Kuinka tyytyväinen olet ollut kuuluvuuteen/toimivuuteen?

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
En iainkaan tyytyväinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erittäin tyytyväinen

## 14. Kuinka tyytyväinen olet ollut DNA:n palveluihin kokonaisuudessaan?

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
En iainkaan tyytyväinen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erittäin tyytyväinen

## 15. Mihin olet DNA:n asiakkaana ollut erityisesti tyytyväinen?

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## 16. Minkälaisia parannuksia/uudistuksia toivoisit tulevaisuudessa?

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## 17. Missä olet törmännyt DNA:n mainoksiin/kampanjoihin enimmäkseen?

Tick all that apply.

- TV:ssä
- Lehdissä
- Radiossa
- Katumainoksissa
- Facebookissa
- Instagramissa
- YouTubessa
- Twitterissä

## 18. Mitä mieltä olet DNA:n mainoksista?

Mark only one oval.

- Viihdyttäviä
- Miellyttäviä
- Tavanomaisia
- Epämiellyttäviä
- Pitkästyttäviä
- Other: \_\_\_\_\_

## 19. Miten kuvailisit DNA:ta ystävällesi vain yhtä sanaa käyttäen?

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*Haastattelukysymykset:*

1. Mitkä ovat mielestäsi DNA:n tärkeimpiä vahvuuksia?
2. Mitä arvostat DNA:ssa yrityksenä?
3. Millaisia mahdollisuuksia näet DNA:lla tulevaisuudessa?
4. Onko DNA:lle suunnitelmassa isoja muutoksia?
5. Mitkä ovat mielestäsi syyt DNA:n menestykselle?
6. Missä DNA:lla olisi vielä varaa kehittyä?
7. DNA:n mainokset ovat joskus saaneet osakseen hieman kritiikkiä. Näetkö tämän positiivisena vai negatiivisena asiana?
8. Minkälaista kilpailu on alalla? Kuka on pahin kilpailijanne ja miten vastaatte kilpailuun?
9. Mikä on ollut DNA:n suurin haaste ja miten siitä selvitettiin?
10. Mikä on ollut mullistavin muutos alalla ja miten se on vaikuttanut DNA:han?