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Marketing Strategy: Case Study CitiusWiki ECM/ERP software

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<p>Citius Group Oy came into being in March 2011 as a need for his parent company, whereas his parent company started doing his business since 1987 as a common software business. Citius Group main aim to build a software called CitiusWiki which will help a company to combine all its resources via cloud computing and especially in Enterprise Content Management (ECM) sector.</p> <p>The main research conducted on Documentation tool and cloud services, which is an essential feature of CitiusWiki software. In which author tries to understand the need of the targeted companies of online-documentation.</p> <p>Since the author has worked as a trainee in this company, Citius Group consigned the author to for analyzing the market situation in European market and to develop marketing strategy for its upcoming software named CitiusWiki.</p>	
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PREFACE

I dedicated my thesis work to my parents and their kind support during my whole study time. Moreover thanks a lot to all my teachers to deliver knowledge and skills to me. Innova, for giving me an opportunity for doing my practical training and giving me a chance to put my all skills and knowledge on a reality basis.

LIST OF ABBREVIATIONS

ECM	Enterprise Content Management
ERP	Enterprise Resource Planning
B-2-B	Business to Business
Kajaani UAS	Kajaani University of Applied Sciences
BCG	Botson Consulting Group
SME	Small and Medium Enterprises
Oy	prefix/postfix indicating a Finnish Limited Company
ISO	International Organization for Standardization
OHSAS	Occupational Health and Safety Assessment System

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1 INTRODUCTION

Enterprise Content Management (ECM) is the strategies, methods and tools used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. ECM covers the management of information within the entire scope of an enterprise whether that information is in the form of a paper document, an electronic file, a database print stream, or even an email. (Association for information and Image Management AIIM, 2010)

Enterprise Content Management (ECM) is a pro-advanced form of Content Management, which combines the capture, search and networking of documents with digital archiving. Particularly organizes and classify the company unstructured information and data to one basic platform.

According to Gartner Inc. Due to the increasing need for companies to manage content at the enterprise level, the worldwide enterprise content management (ECM) software market is expected to grow more than 12 percent per year through 2010, from \$2.6 billion in 2006 to more than \$4.2 billion in 2010, Inc. In 2007, worldwide ECM revenue is projected to total \$2.9 billion, a 12.8 percent increase from 2006.

Citius Group Oy

Citius Group Oy is a privately owned company having four employees, two offices located in Kajaani and Oulu.

The history of Citius Group Oy can be traced to 1987. When Harri Karjalainen and Jukka Jurvansuu started a company as a common software business. This company evolved into CitiusNet Oy.

Since early 2009 CitiusNet Oy's fully owned subsidiary Citius Solutions Oy has been developing CitiusWiki, initially to meet the parent company's internal needs and later as an independent software product

Citius Group Oy was created from CitiusNet Oy as a spin-off when Citius Solutions Oy's

The business was sold to Citius Group Oy in March 2011

Citius Group's financial status is stable and normal startup company.

Citius Group's long-term strategy is to concentrate on CitiusWiki development and start accumulating a growing revenue stream from the product. (Citius Group Oy 2011.)

CitiusWiki

CitiusWiki is one system to manage all information in the company. It replaces existing tools to document, store and retrieve all kinds of information. The same system handles all internal process guides, quality requirements, contracts and projects. CitiusWiki is state of art Enterprise Content Management system (ECM) with versatile functions as intelligent and extremely fast search engine, which displays search results in less than one second and ranks results by relevance.

CitiusWiki includes a customizable database system which connects stored documentations to organized data. This unique combination enables CitiusWiki to function as an Enterprise Resource Planning system (ERP) in order to handle all business processes and resources. (Citius Group Oy 2011.)

1.1 Background and motivation

Marketing Strategy plays a critical part when it comes to a company's success. Most organizations have three kinds of strategy: organizational or cooperation strategy, business strategy and marketing strategy. A well planned and executed marketing strategy will make a difference in globally successful business or a failed one. (Woods 2004, 6).

Marketing Planning for a business is a part of marketing strategy, which include of certain structured steps that combine the mission, organizational strategy and business strategy to give more information in the decision making process. Its help the company to go through the market analysis, competitive analysis and customer behavior for which the marketing strategy is developed and controlled marketing programs are implemented.

It is important to figure out the targeted customer needs, to plan, offer the products and services which are specially customizing or designed to satisfy certain of these as fully as possible. To do that efficiently, it is important to find out their buying motivation and other

factors influencing demand, and to make some changes in quantitative and qualitative terms, of likely demand.

Before attempting to construct a marketing strategy a method of evaluating the market situation – some form of marketing research should be needed to be conducted so that marketing possibilities can be estimated and concerning to the company policy. (Chisnall 1997, 327)

The Author did his practical training in Citius Group Oy for two months. In which author main tasks were to revise the current marketing strategy of CitiusWiki. Later it was changed into building a brand new marketing strategy for it to enter Finland and abroad and to compete existing competitive environment.

In the beginning the research was to gain as much raw information about the Enterprise Content Management (ECM), Enterprise Resource Planning (ERP), documentation tools and CitiusWiki related fields available in the European and American markets. The research was to gather information about the competitor, their products/features and their competitive advantages. Research also consist of the e-marketing options such as active Facebook account, Google advertisement and CitiusWiki own web site to publish newsletter and updates. Information about related seminars, events workshop and exhibitions were also a part of author practical training session.

At the end of author practical training all searches and gathered information were saved on CitiusWiki platform. It is worth to mention that CitiusWiki is a multi-related software and platform for ECM, ERM and a powerful documentation tool. Within the company all information and data has been retrieved, update and saved within CitiusWiki platform itself.

The basic motivation about this research work came from the unique nature of CitiusWiki platform and software. The Author will like to read, search and gather more information about ECM, ERP, documentation tools and its related fields. To develop marketing strategy and conduct research survey, on one of its main feature online documentation tools.

1.2 Research Objective

The purpose of the research is to suggest and create a marketing strategy for CitiusWiki, which is an Enterprise Content Management (ECM), Enterprise Resource Planning (ERP) and online-documentation tool too. So that the organization will overcome the recent facing challenges such as an approach to the potential customers, understand the need of the customers special focus on online documentation, to widen the area of future growth, optimal usage of resources and to sustain the competitive edge in this present challenging and competitive market.

1.3 Research Questions

This section will describe about the main research questions:

Research questions can be divided into three main parts.

The first part is about organization background (Staff, mode of operation, revenue, basic information etc.) and document management in the organization. It elaborates and identifies the need of documentation tool for the interviewed company or organization.

Second part is based on cloud services. B-to-B cloud services, concerns, security criteria, risks and experiences.

The third part will guide us about the purchasing behavior of the interviewed companies and organizations. How did they discover products or services? Decision making, internet IT purchasing software and services, payment, price modeling and trail use of product or services before purchasing.

1.4 Thesis Structure

This research work consists of 5 chapters which further divided on subheading. Therefore the thesis chapters are: Introduction, Theoretical background, project research methodology, Data analysis and research and Conclusion.

The first chapter deals with the introduction of the thesis. In which CitiusWiki and its company (Citius Group Oy) has been briefly explained. It provides us some general information about the study itself, background and motivation behind it. What are the main research objective and questions of the following thesis?

Chapter 2 deals with the theoretical background of the research study. Its starts with the definition of the following terms such as: Marketing, classification or kind of marketing, Strategies and different kind of strategies. Later it will give us brief information about the Theories of Marketing and strategies, and brief information about ECM, ERP and online-documentation tools. However this information will be provided to understand thoroughly the nature of the topic and objective to be achieved.

Chapter 3 informs us about the project research methodology. The qualitative research method is used for CitiusWiki case study. About 5 companies interviewed within the Kainuu region. There were two kinds of questions: High and low priority which asked from the owners or managers of the companies. The whole questionnaire conducted in the form of focus-interview, where the author asked the questions and respondents reply may be recorded on the sound recorder to obtain the maximum output from the interview. This primary data will be collected from the focus-interview and secondary data will be retrieved CitiusWiki website, company own database, public and press literature and from Kajaani University Applied Sciences library. Moreover this chapter covers research essentiality and design, planning and research problems, list of participants, Data collection and qualitative research methods.

Chapter 4 presents data analysis and research results. It will present the finding and comparison of the interviewed companies. The main conclusion and discussion is highly based on the finding of the interviewer.

Chapter 5 is Conclusion and finding.

2 THEORITICAL BACKGROUND

In this chapter, the author explains the theoretical framework of the research study. Pervious work from different authors and their opinions will be highlighted and analyzed to point out the main idea of the marketing and strategies and other related terms. The chapter consists of subheading. Arguments consist of Marketing, Different kind of marketing (E-marketing, face-to-face marketing, direct marketing etc.) Strategies, different kind of strategies, Theories of marketing, Market Analysis, Customer Analysis, Competitors Analysis and SWOT Analysis, Marketing Mix and so on.

In short this chapter will start from the definition of the following terms:

2.1 Definition of Terms

According to King & Mazzotta, 2000. Consideration of this research work indicators can be simplified by explaining basic and common terms. Therefore for deep understanding and concrete framework some of the terms and theories need to be explained.

The base is very important to get the highest building on it. So that author will try to explain the basis of marketing, types of marketing, strategies and its types and then forward by theories of marketing and strategies will be explained later on the following chapter.

2.2 Marketing

According to Dubois, Jolibert and Muhlbacher (2007) *“Marketing may be defined as the process established by an organization to understand, develop, and influence exchanges with individuals, group, or organization in a way to reach the company’s objectives”*

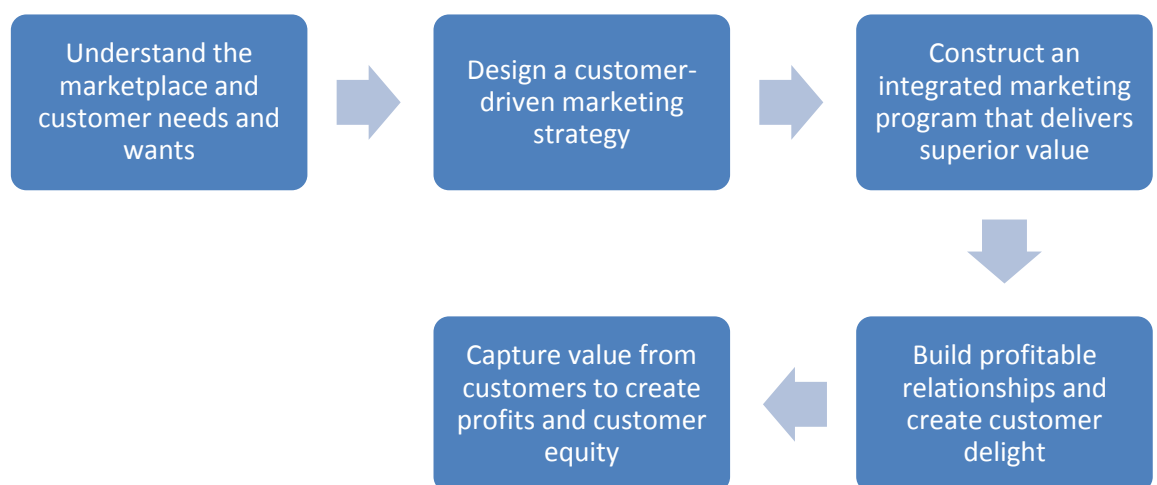
Further writer’s also said it the complexity and dynamics of the company environment which explain to make management vary on techniques, methods and ways which triggers them to overcome that challenge.

Lambin (1997), defines marketing is a set of marketing analysis tools, for example sales forecasting techniques, simulation models and research studies of the market, which established a prospective and more scientific approach to the needs and demand analysis. Moreover he explains later these kinds of methods and techniques are mostly expensive and complex and mostly best practices by large enterprises and organizations. Later Lambin defines marketing in following words: Marketing is advertising, promotion and hard selling or in other words, a cluster of efficient selling instruments which is used by a company to enter existing markets.

Barnes, Meyer, McClelland, Wieshöfer and Worsam (1997) Marketing is related to identifying, realizing and satisfying customer's and consumer's needs. Its main goal is to make ensure that the business is able to evaluate changes in these needs, and to gather and retain customers efficiently and profitability. Its scope goes far away from just selling goods and services.

Kotler and Armstrong, (2008) Marketing is the process by which companies create value for targeted customers and build strong customer relationships in order to obtain value from the targeted customers in return. Today marketing must be understood as it has to be used in past times, making a sale "telling and selling" but in a new sense and today's competitive era its new sense of satisfying customer needs. Later Kotler & Armstrong explains simple model making process, which illustrate as follow:

Figure 2.2: A simple model of the marketing process



Source: Kotler and Armstrong, 2008. Principles of marketing twelfth edition. Pearson Prentice Hall. P.4-5.

J. Silk (2006). Marketing refers to what a company or organization must do to create and exchange value with customers. In the above mention sense marketing play a vital role is setting company marketing strategy. Successful marketing requires deep knowledge both of customers, competitors and collaborations and high skill in developing on organization capabilities in order to satisfy and serve customer's needs.

2.2.1 Business-to-Business Marketing

Business-to-business marketers need to understand all of the important strategic issues of direct marketing planning and implementation. Main terms include offer planning, positioning product or service, creating and successful creation of marketing strategies. B2B selling from the largest to the smallest can be useful for using direct marketing methods. Direct marketing will explain later by the author in this following chapter.

Business-to-business marketing includes marketing of goods and services that are used in the production of further good or services. These goods can be either part of another product or service or can be in the manufacturing process. McDonald, (1998)

According to Kotler and Armstrong, (2001). The business market has been defined to include companies that buy goods or services in the use of the production of other products and services that are sold, rented or supplies to others. It also includes retailing and wholesaling firms and organizations that contains goods for selling to others.

Blythe and Zimmerman, (2005). Business markets are quite large, businesses buy and sell in larger amount as compare to normal customers, and moreover transactions which take place between two companies have greater effects on the economy and welfare of the society and people. As compare to the business transaction between businesses to consumers. To have a deep understanding between marketing to consumers and marketing to professional buyers in an organization is the first step in developing successful a business marketing program.

The commonly accepted term for the marketing of goods and services to organizations refers to business-to-business marketing. This term slightly overcome the older term “industrial marketing” in 1980’s and 1990’s. Breman, Canning and McDowell, (2007).

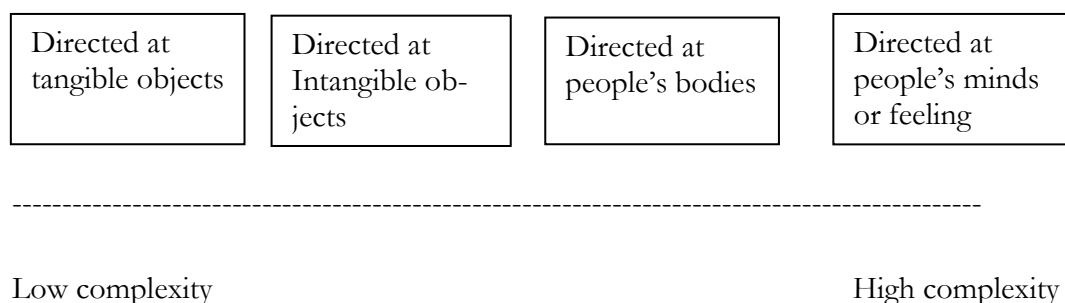
Business marketing and industrial marketing are mostly used interchangeably. Well in to the point speaking. Industrial marketing is defined as the anticipation and realization the needs of manufacturing companies, whereas business marketing or B2B marketing evaluate different needs of the company or firm any put its main focus to the growing impact of the company’s customers, who requires or use the goods and services. Barnes, McClelland, Meyer, Wiesehöfer and Worsam, (1997)

2.2.2 Service Marketing

According to Kotler and Armstrong (2008). The service industry has been showing significant impact on the economies of all countries. In the UK, the number of people employed in the service sector has increased almost 35% since 1972 to 1990. Services sector roughly accounts for 79% of U.S gross domestic product. Until 2014, it's estimated that four out of five jobs in US will be in service industries. Moreover its making up 37 per cent of the value of all international trade.

Differencing between the following four categories of services can help us in assessing the complexity of the development of the service product.

Figure 2.2.2 Degree of service complexity



Source: Barnes, McClelland, Meyer, Wiesehöfer and Worsam, 1997. Marketing an Active approach. Blackwell Publishers Ltd, UK.

For a company when designing and planning a marketing program, they must consider the following four special characteristics of it are: intangibility, inseparability, variability and perishability.

Intangibility: Services which cannot be seen, tasted, touch, heard or smelled before the purchase

Inseparability: Services which cannot be separated from their providers

Variability: Quality of the service varies and changes on who provides them and when, where, and how.

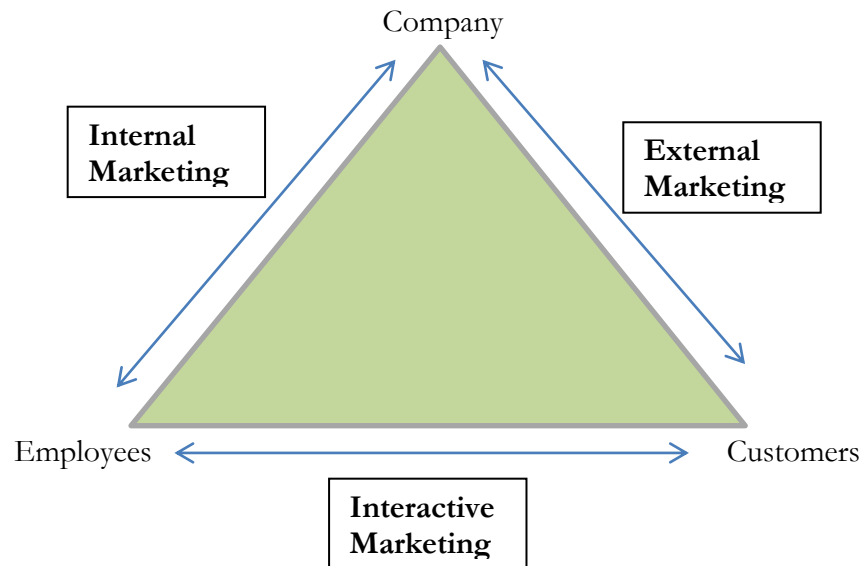
Perishability: Services can only be use one or cannot be stored for later sale or further use. (Kotler and Armstrong, 2008)

Therefore, service marketing needs and requires more than just old external marketing using the Four Ps. Following figure will illustrate that service marketing also requires internal marketing and interactive marketing.

Internal Marketing is that the service firm or company must motivate and convince its customer-contact employees and support its service people to work as a understand team to provide satisfaction for its customers. All of the workers have the same motivation and customer oriented. Internal marketing must precede external marketing.

Interactive Marketing means training service employees in the fine art of interacting with their customers to satisfy their needs and demands. Service quality highly depends on the quality of buyer-seller interaction during the service encounter. It's also including how the services are obtained or deliver from the service firm to the customer.

Figure 2.2.2 (1) Types of service marketing



Source: Kotler and Armstrong, 2008. Principles of Marketing, 12th international edition, Pearson Prentice Hall.

2.2.3 Direct Marketing

Direct marketing allows companies and organization to make them free from the high cost of face-to-face selling and the hard way of making and managing a dealer, middle-person or organization.

According to McDonald, 1998 “ *Direct marketing is an interactive system of marketing which uses one or more advertising media to effect a measurable response and/or transaction at any location.*”

Direct marketing and general marketing are a bit different on what each is following to accomplish. , Direct marketing is mostly used to the objectives and tasks concern with promoting small businesses.

Now a day, direct marketing is conducted through many means, most of them are: emails, telephone, mails, print, television, radio, home shopping networks, new vehicles as infomercials and most important Internet.

Table 2.2.3: Major Direct-Response Media

Medium	Advantages	Disadvantages
Direct mail	<ul style="list-style-type: none"> Reaches all households Selectivity and personalization Most suitable for testing Most flexible Second highest response rate 	<ul style="list-style-type: none"> Second most expensive Long start up time Profile analysis Potential limited
Telephone	<ul style="list-style-type: none"> “One-to-one” capability Fastest response time Selectivity Excellence for research and profile analysis Highest response rate Powerful cross and upgrade sell 	<ul style="list-style-type: none"> Dangerous with prospect No visual appeal Most expensive cost per thousand person reached (CPM) 55% household reachability
Magazines	<ul style="list-style-type: none"> Reach mass or class Good color reproduction Long ad life Low CPM 	<ul style="list-style-type: none"> Less space to tell Less personal Slower response Less selectivity than mail and

	<p>Test inexpensively</p> <p>Moderate lead time</p>	<p>phone</p>
Newspaper	<p>Shortest start up time</p> <p>Fast response</p> <p>Wide variety of formats</p> <p>Local coverage</p> <p>Inexpensive to test</p>	<p>Poor color</p> <p>Poor selectivity</p> <p>No personalization</p> <p>Rates vary</p> <p>Sometimes affected by local conditions</p>
Television	<p>Powerful demonstration capability</p> <p>Fast response</p> <p>Wide choice of time buyers</p> <p>Can reach all targeted households</p> <p>Strong support medium</p> <p>Watch for strong selectivity as cable grows</p>	<p>Limited copy time</p> <p>No permanent response device</p> <p>Difficult to split-test</p> <p>Network time scarce</p>
Radio	<p>High frequency, inexpensive</p> <p>Many profiles can be isolated by choice of show and time</p> <p>Short startup time</p> <p>Powerful support medium</p>	<p>No response device</p> <p>Limited copy time</p> <p>No visual appeal</p>

Source: Dick Shaver, "Strategic Planning: An Overview," in the Direct Marketing Handbook, 2nd edition, Ed Nash. (New York: McGraw-Hill, 1992), p. 25.

2.2.4 Online/E- Marketing

According to Dann (2011) Online or e-marketing is any kind of marketing activity that requires some sort of interactive technology for its implementation. E-marketing describe by the institute of Direct marketing as "the use of internet and related digital information and communication technologies to achieve marketing objectives".

Mohammad at El (2001) define internet marketing as the process of growing and building customer relation through online activities to facilitate the flow of ideas, products and services that satisfy the goals of both parties end.

According to Gay, Charles worth and Essen, (2007). That online or e-marketing covers a wide range if IT concerns application by following 3 main goals:

- Developing marketing strategy to create more customers value through more effective targeting, segmentation, differentiation and positioning strategies.
- More accurate planning and executing the conception distribution, prices of services or goods and promotion.
- Generates exchanges that satisfy individual consumer and company or organization customer objectives and needs.

Some of commonly used online or E-marketing tools are given below:

- E-mail marketing
- Affiliate marketing
- Social media
- Search engine optimization

- Viral marketing

2.3 Strategies

Strategies play an important role in one firm or an organization to achieve their long term goals and vision. Now a day's strategy can be about understanding customer and B2B needs and satisfies it.

Strategies can be divided into many kinds or types such as pricing strategies, communication strategies, business strategies and marketing strategies. In the following chapter author will briefly explain business and marketing strategies, to understand the introduction and the role of this thesis work.

2.3.1 Marketing Strategies

“Attacking a fortified area is an art of last resort” Sun Tzu (c. 500 BC)

One of the most basic and fundamental decisions of a company is the selection of market to enter for that they have to plan and execute the marketing strategies for the specific target market customers.

According to Hooley, Saunders and Piercy, (1998). The development of a marketing strategy can be evaluated into following three steps: the establishment of a core strategy, the development of the company's competitive positioning and the implementation of the marketing strategy.

The establishment of the effective marketing strategy starts with evaluating, briefing, and assessment of company capabilities. Its main strength and weakness, opportunities and threats as compare to the company competition environment. On this information so called

SWOT analysis. The core strategy of the company planned, identifying the marketing objectives and large focus on achieving them.

In the next step select the market targets for customer as well as competitors. Meanwhile company also determines its company's differential advantages or competitive edge.

By third or implementation level a marketing organization capable of putting the strategy into practice must be developed. The implementation is also concerned with marketing mix, price, promotion and distribution of the services and products in the targeted markets. Finally, methods of control must be designed to ensure the successful implementation of marketing strategy and maximum output to achieve the company goals and objectives.

According to Lambin (1997). Purpose of strategic marketing is to lead firms to attractive economic opportunities. Which are selected to its resources and know-how and offer potential growth and profit. On the other side operational marketing are sets of methods and action which are performed to acquire the company's short and medium targets and goals.

2.4 Theories of Marketing Strategies

Following part of chapter 2 author will explain some of the main theories of marketing strategies. On which a reliable and efficient marketing strategy can be developed. Some of the explained theories are: Market segmentation, Customer Analysis, Competitor Analysis, Targeting Strategy, Marketing Mix.

2.4.1 Market Segmentation

One of the first strategic step and decision an organization has to make its target market or in other words, an organization has to choose and describe its potential customers which the company going to serve and satisfy their needs.

According to Lambin (1997). One of the main strategic decisions a firm has to select and define its target market or simply in other words, company has to choose its potential cus-

customer, where customers can be a single user or B2B customer. It will divide the total markets into small groups of customer: called market segments.

An organization can select all possible and potential customers or can focus on one specific segment defined within the target market. The segmentation can be done into two steps are:

- Macro segmentation
- Micro segmentation

According to Hooley, Saunders and Piercy (1998). The process of identifying the right market segments where the company's capabilities can be used to the best advantage is highly concerned. It can be put into action, with the selection of most appropriate marketing strategy.

While selecting and deciding companies markets and segmentation(s) to target following four basic questions need to be asked and discuss within the company:

1. How do we define the market – what is its scope and constitution?
2. How is the market segmented into different customer groups?
3. How attractive are the alternative market segments?
4. How strong a competitive position could a company take – where do our current or potential strengths lie?

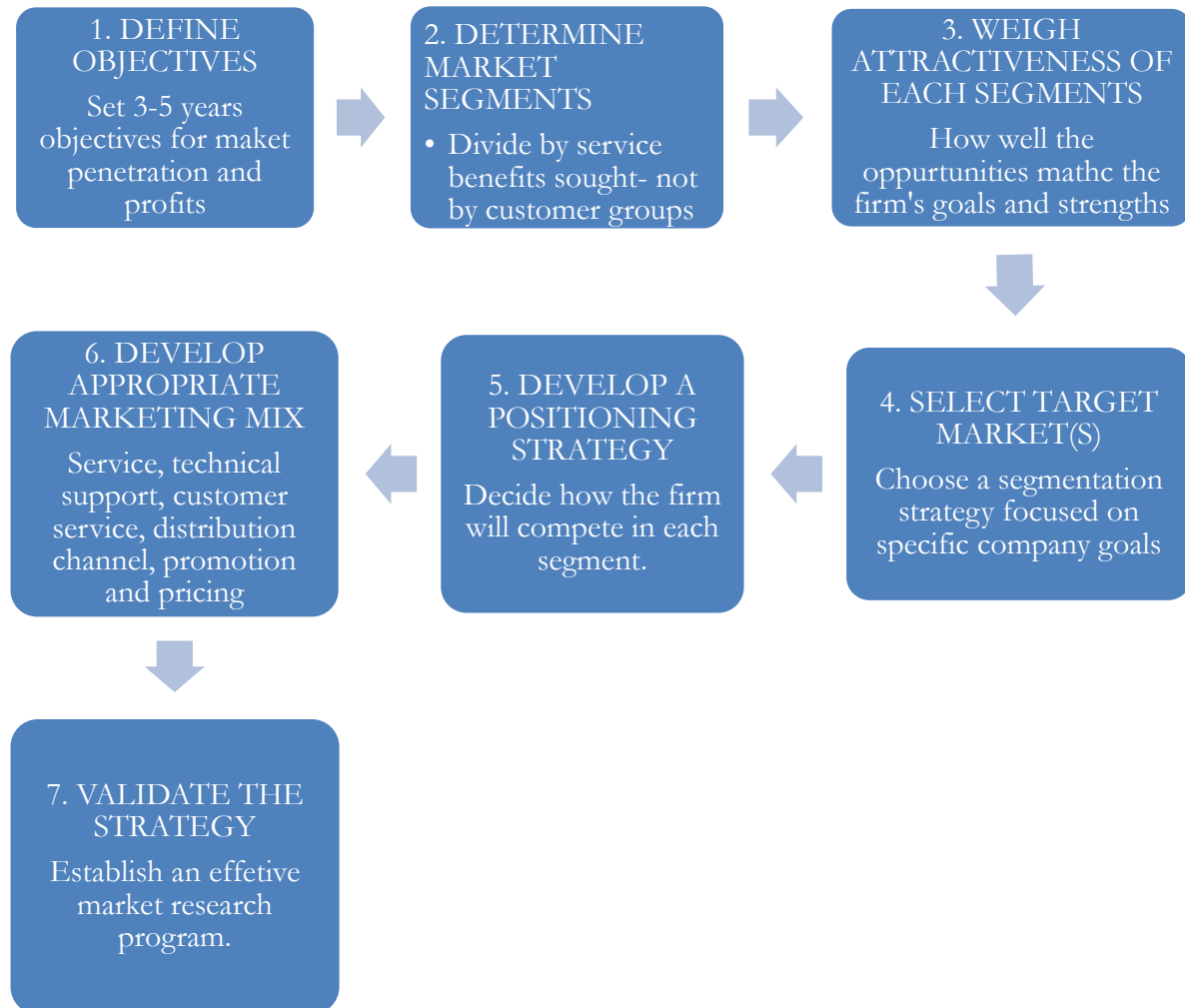
According to Brennan, Canning and McDowell (2009), Successful and well defined market segmentation of a company, have three main following characteristics:

Measurable/distinctive: Successful segmentation must be clearly measurable. In other words it must be possible to establish the size of the firm, its capabilities, purchasing policies and selection criteria. The size of orders it is likely to seek and possible risk.

Accessible: Market segmentation, targeted usefully its need to be fully accessible.

Substantial/profitable: The size and potential of the describe market segmentation has been big enough or customers must be prepared to pay enough, to overcome the costs of serving the segment.

Figure 2.4.1: Seven-step model for market segmentation



Source: Peter Doyle and John Saunders, "Marketing segmentation and positioning in specialized industrial markets, *Journal of marketing* 49 (Spring 1985): 24-32.

2.4.2 Customer Analysis

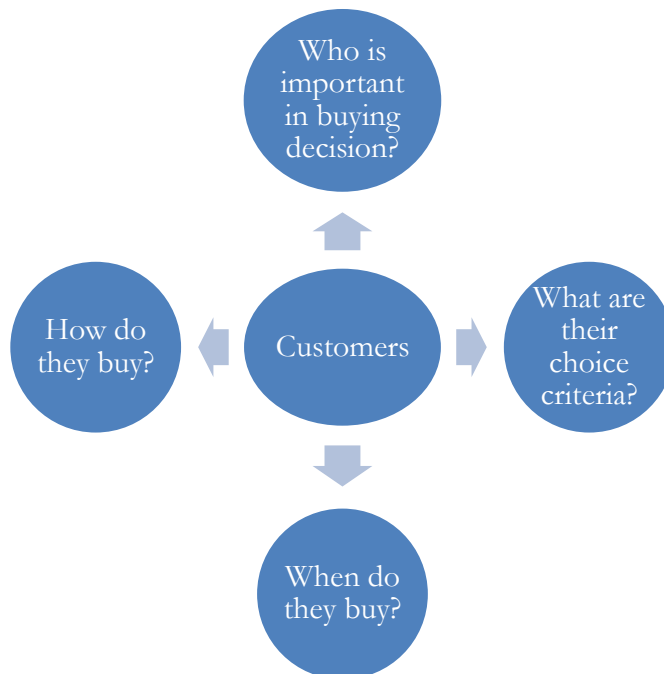
Marketing research is based on the provision of information that can be used to reduce the level of uncertainty in decision making. Uncertainty can never be completely removed in

marketing decision. But by the careful application of the marketing research and customer analysis it can be reduced.

Information required about customers can be divided into two groups, current and future information. Current customer information like who was the main target area; what make them bring closer to the product or service, what add value to them or how they can be better served. For the future, however, we also need to know how customers will behave and think in the future, which are the new customer or target market to attract, how to pursue them and how to make long term customer satisfaction relationship. Hooley, Saunders and Piercy, (1998).

According to Jobber, (2001). There are two main kinds of customers or buyers; Individual or organization. For both kinds of buyers, an understanding of customers can be developed by answering the following questions:

Figure 2.4.2: Understanding customers: the key questions



Source: David Jobber, Principles and Practice of Marketing, third edition. McGraw-Hill International Ltd, UK. 1992. p. 60-61

Answers of the above questions can be provided by the personal contact with the potential customers and by the use of marketing research.

According to Hooley, Saunders and Piercy, (1998). A handful way to approach a customer definition is to recognize five main roles (Initiator, Influencer, Decider, Purchaser, and User) that may exist in many purchasing situations. Often these might be conducted by the same individuals, but recognizing each role separately can be more useful in more targeting marketing.

Where different roles are undertaken by the same individual, different approaches may be suitable, depending what stage of the buy or consume process individual is in at the time.

Subsequently, Lambin 1997. Argue the buying center in an industrial firm, the following five roles, which can be taken by one or several individuals.

- Purchasers: are responsible for selecting different brands and suppliers and negotiate the terms of purchase and contracts. In most of the firms purchasing manager is responsible for it.
- Users: are the individual or persons who really use the product or service such as workers or employees in the firm. The users define the need and specific purchase requirement or may also refuse to work with some of products or service. In other words, users are the one, from which the product or service can evaluate or estimate and a good source of the feedback.
- Influences: They can affect the buying decision of purchasing a product or service but are not the real purchasing authority. For example, within the firms it can be R&D department, design, consultants and engineering.
- Deciders: Are the accurate and formal authority to finalize the selection of any product or service. They are responsible for larger decisions of the organization, for example board of directors or CEO.
- Gatekeepers: are group members who control the flow of information into the organization and can affect indirectly on the buying process of any product or service.

2.4.3 Competitor Analysis

The organization faces competition both for their resource input and their final output; however it may be a product or service. Companies should take into account the nature of the competition. The competition may respond to any steps a firm takes through pricing, promotion, distribution or product strategies; it may also include internal management.

Numbers of methods are available to determine one's firm competitive position. One measure of success is market share. A decreasing market share may indicate strong growing competitive pressure, new entrants, new products or new developments in the targeted marketplace.

Another method of evaluating a competitive position is the portfolio analysis developed by the Boston Consulting Group in 1970. This BCG matrix composed of a grid of market share and market growth axes. Resulting quadrant i.e. high market share / low market growth indicates market position and product or service strategies somehow too.

Figure 2.4.3: Boston Consulting Group (BCG) Matrix



Source: Elizabeth Barnes, Bob McClelland, Richard Meyer, Hildegard Wiesehofer and Mike Worsam. Marketing: An active learning approach. Black well Publishers Inc. UK, 1997, p: 101.

Axes and quadrants have been described as follows:

High market share/high market growth: is indicated by a “star”. Such amounts of products and service create a large amount of income flow. But also need a large investment to allow another competitor enter the market. An example can be Nintendo when it was launched.

High market share/low market growth: this term is indicated by “cash cows”. Cadbury’s dairy milk is one of these products.

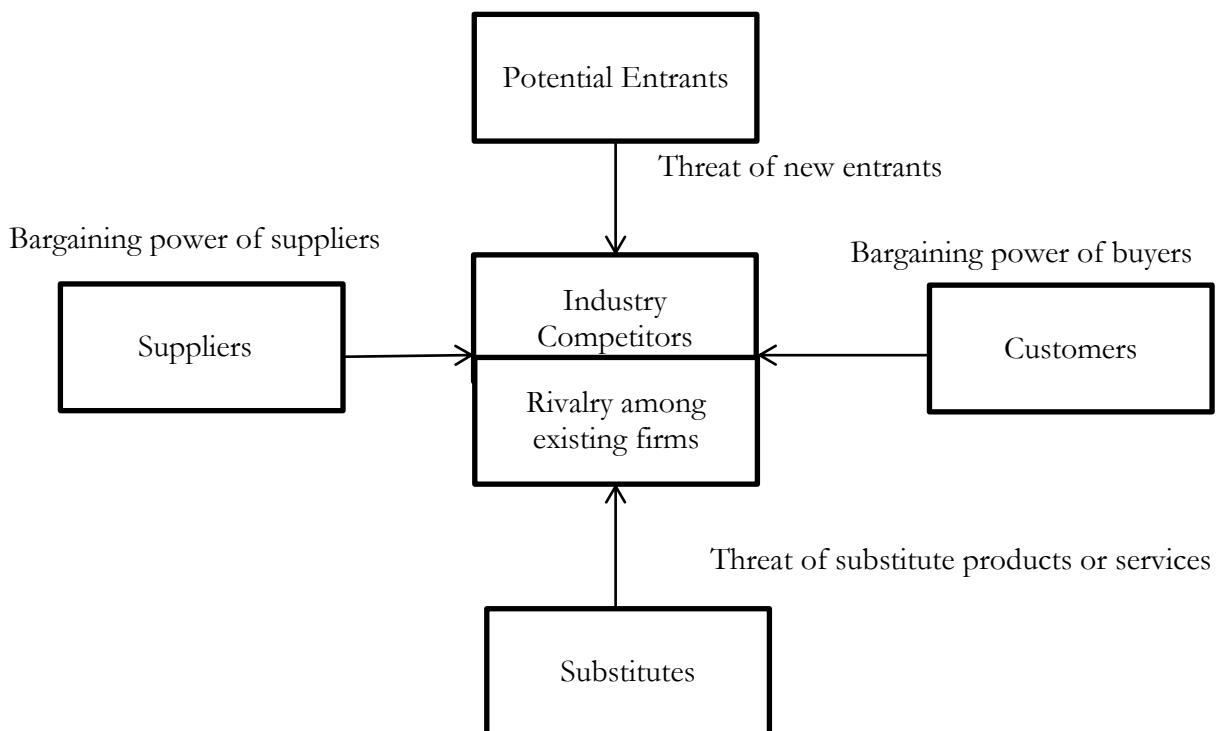
Low market share/high market growth: in presented by “question marks” such products or services need much investment and their futures are unclear. They may develop into a “dog” or a star.

Low market share/low market growth: These are indicated my “dogs”. The products which may fall into this category are at the end of their life cycle. The companies may want to continue the product or service because it has a secure and large market share, or in other words it may be liquidated.

Some of the companies may find their own and their competitors’ products in all above four quadrants. Through successful marketing mix strategies, their goals are to maximize the number of stars ad cash cows and minimize the number of dogs in their own portfolio. On the other hand, reducing the numbers of stars and increasing number of dogs in their competitor portfolio.

In addition, Lambin (1997). Stated the notion of extended rivalry is actually an idea based on a firm’s ability to exploit competitive advantages, not only depends on its direct competition but also by its rival forces such as potential entrants, substitute products, customers and suppliers. The first two forces potential entrants and substitute are direct threat and others to customers and suppliers are indirect threats. It combines of the five competitive forces, which are further described in the following figure.

Figure 2.4.3.1: The forces driving industry competition



Source: Porter, 1980.

Threat of new entrants

Potential competitor can develop a threat, in order to prevent it, the organization must limit and protect itself against by creating barriers to entry. Potential entrants can be figured out as follows:

- Companies outside the product or service market which could easily surmount the barriers to entry.
- Companies for which entry would represent a clear synergy
- Companies for which entry is the logical conclusion of their energy (Porter, 1980, p. 55).

The significance of the threat depends on the barrier to entry. Possible barriers to enter any markets are as follows:

Economies of scale: Which force the potential entrant to operate on a large scale and huge investment.

Legal Protection: It can be achieved by applying patents.

Product differentiation: brand image lead to customer loyalty among existing customers and make harder for the newcomers in the market

Capital requirement: Big barrier for the new entrants which need for production facilities, inventories, customer credit, startup loss, etc.

Switching Costs: One real time cost that the buyer must bear to switch from as an established supplier to the new entrants.

Access to distribution channels: Some time new entrants forced to create a whole new distribution channel.

Expensive effects: Cost for high-end experience labor, especially in labor-intensive industries.

Threat of substitute products

The products or services that can able to perform the same kind of function for the same target market groups. Such products and services are a permanent threat because a substitution is always possible. The threat may pose stronger if the technology changes which vary the substitute price or quality as compare to the same product or service market. More attractive price offers from the substitutes, the stronger the limit on the industry's ability to raise prices (Porter, 1982, p. 25-26).

Sometimes it's not easy to identify the substitute products or service. A substitute can be the products or services that meet the same target market need. This may lead to industries far away from the main product or service industry (Lambin, 1997).

Bargaining power of buyers:

Buyers of product and services have strong bargaining power with their suppliers. They can affect by demand to cut prices, better credit facility, more extensive service or even playing one competitor against another. Some of the conditions are given below:

- The buyer's switching costs of changing to other suppliers are few
- The product or service that buyers purchase from the industry, its increase buyer own costs, which make them bargain more
- The products are standard or undifferentiated. Buyers are sure that they can always find better and cheaper alternative supplier.
- The buyers may have enough information about demand, actual market prices and even supplier costs. (Porter, 1980, p. 7-24).

Above mention conditions equally apply to consumer goods as well as industrial goods. It also applies to retailers as against wholesalers, and to wholesalers as against manufactures. In the food sector in Belgium and France, buyer bargaining power is too high where high scale distribution is highly concentrated. (Messinger and Chakranarthy, 1982).

According to Lambin, (1997). A company can create a better competitive position by a customer selection policy. Well balanced selection of customers and thus avoids any kind of dependence on the buyer group.

Bargaining power of Suppliers:

Suppliers have the strength of bargaining power because they can raise the prices of their products or services, limit their quantities to specific buyer or reduce product quality. Powerful suppliers can squeeze probability out of an industry unable to recover costs increase in its own prices. (Lambin, 1997).

The terms which make suppliers powerful are quite similar to those who make buyer powerful (Porter, 1989).

- The supplier product or service is an essential input to the buyer's business.
- Suppliers are not facing other substitute products or services sale to the target industry.
- Suppliers are dominated by a few companies and are more concentrated than the industry it sells to.

- The supplier may pose a credible threat of forward integration.

2.4.4 Marketing Segmentation

According to Jobber, (2001). Market segmentation refers to an end: target marketing. It allows the company to choose specific market segments to serve.

Subsequently, Brennan, Canning and McDowell, (2009). Market segmentation aids company capabilities to design more appropriate marketing strategies and pointed the following three areas in industrial segmentation:

- Helps in understanding the whole market situation, including buyer: like why and when they buy.
- Selection of exact market segments that fits best the company's capabilities.
- Enable better management of the whole company marketing activities.

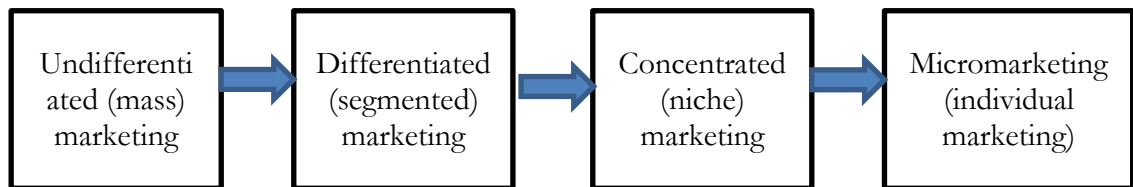
Furthermore, Brierty, Eckles and Reeder (1998). States some benefits of market segmentation which are as follows:

1. The seller is in a better position to evaluate buyer and market changes: opportunities as well as potential threats.
2. The seller can develop a whole separate marketing mix for its different products or services for its completely different customers to satisfying their needs. This creates a competitive advantage.
3. Targeted plans and marketing strategy, based on identifying habits and needs of specific markets, results in better allocation of company resources.

The purpose of evaluating market segments is to choose one or more segments to enter. A target market may consist of set of buyers who share common needs or characteristics that the company decides to serve. Some companies attempt to serve buyers individually.

Figure 2.4.4 shows that companies can target very broadly (undifferentiated marketing), very narrowly (Micromarketing), or somewhere in between (differentiated or concentrated marketing).

Figure 2.4.4: Target marketing strategies



Source: Philip Kotler and Gary Armstrong. Principles of Marketing: 12th edition. Pearson International edition: 2008.

According to Barnes, McClelland, Meyer, Wiesehöfer and Worsam, (1997). Undifferentiated, Differentiated, Concentrated (niche) and micro or customized marketing can be defined as below:

Undifferentiated Marketing:

Undifferentiated or mass marketing strategy, a company might decide to ignore market segment differences and target the whole market with one offer, which is rarely used. It means mass marketing focuses on what is common in the needs of customers rather than what is different.



Figure 2.4.4.1: Undifferentiated marketing strategy

Differentiated Marketing:

Differentiated marketing or segmented marketing strategy, where a company decides to target several market segments and designs different offers for each targeted customer.

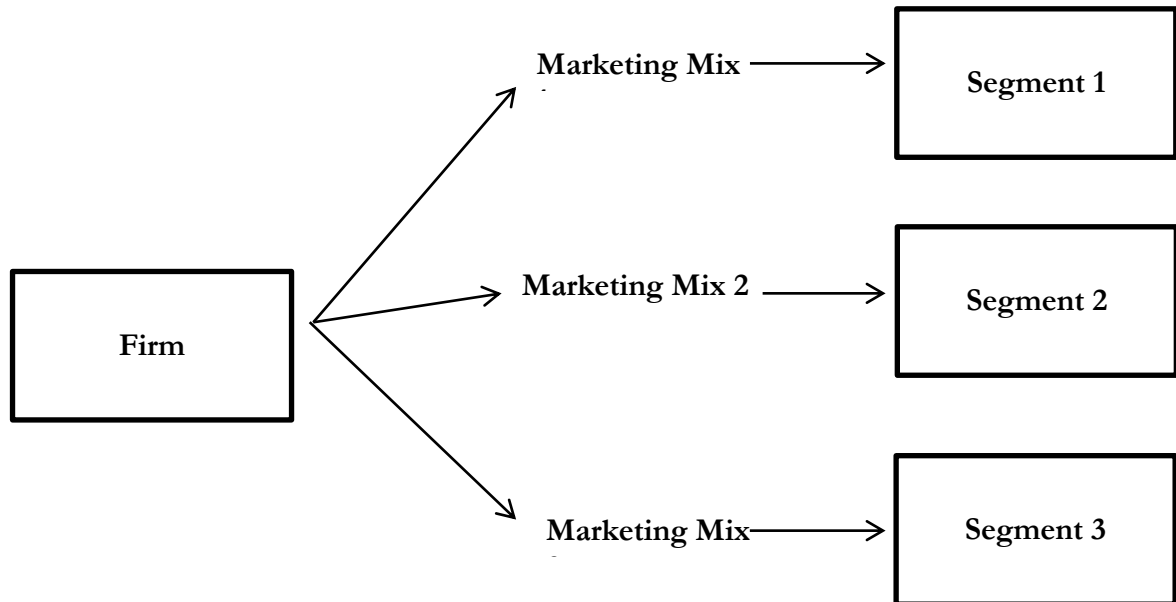


Figure 2.4.4.2: Differentiated Marketing Strategy

Concentrated (niche) Marketing:

“A market-coverage strategy in which a firm goes after a larger share of one or a few segments or niche.”

Kotler and Armstrong, (2008).

This market strategy identifies different market segments and develops a single marketing mix that focus on a number of different target market segments.



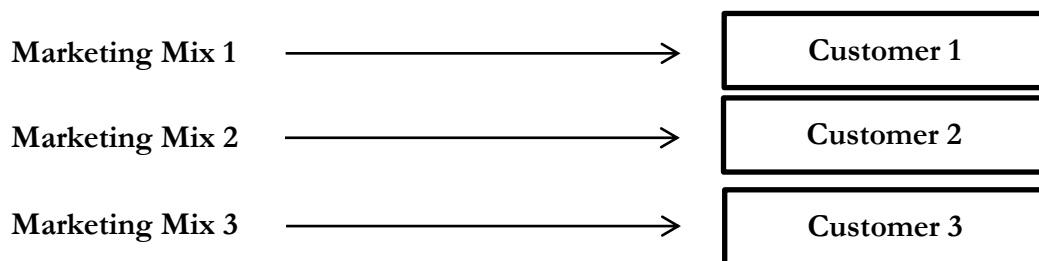
Figure 2.4.4.3: Concentrated or niche Marketing Strategy

Micro or Customized Marketing:

Differentiated and concentrated marketing offers and needs the meets of various segments and niches. However at the same time, companies cannot focus on individual customers. Customized marketing usually used for rare and special kinds of products and services.

According to Kotler and Armstrong, (2008). The practice of marketing products and services to the needs and wants of specific individuals and local customer groups includes local marketing and individual marketing is defined as micro or customized marketing.

Figure 2.4.4.4: Micro or customized Marketing Strategy.



Source: David Jobber, Principles and Practice of Marketing, third edition. McGraw-Hill Publishing Company, England. 2001. p. 204.

2.4.5 Marketing Mix

The marketing mix traditionally been consist of four components, knows as “4Ps”. In 1960 McCarthy was the first one to introduce it. Later 3Ps have been added to create an Extended Marketing Mix, which give more understanding of the importance of both products and services.

According to Kotler and Armstrong (1985, p45) “*the set of controllable marketing variables that the firm blends to produce the response it wants in the target market*”. Every firm struggle to build up

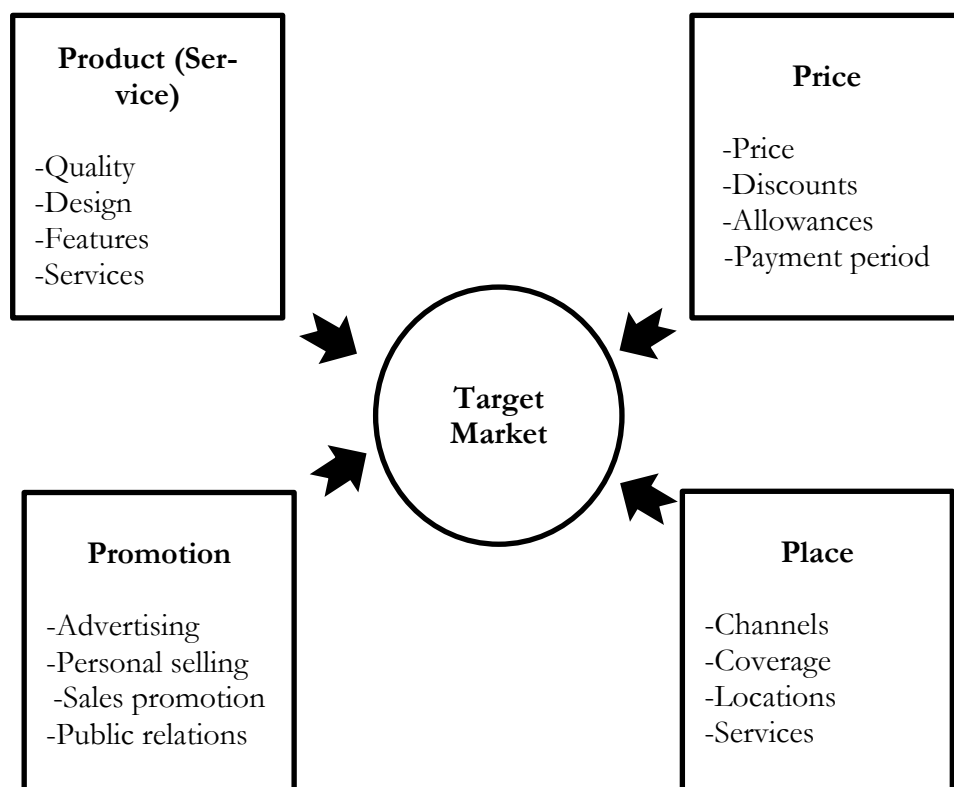
composition of 4Ps. Which can create a high level of consumer satisfaction and meanwhile achieve profitability and company objectives.

Subsequently, Belohlavek (2008). The aim of the marketing mix is to establish and develop successive actions to influence consumers or user's purchasing decisions. When we talk about marketing mix, the company needs to understand its steps and user's purchasing habits to accomplish company objectives.

The 4Ps are:

1. Product
2. Place
3. Price
4. Promotion

Figure 2.4.5: The four P's of the marketing mix



Source: Philip Kotler and Gary Armstrong, Principles of Marketing, 12th edition. Pearson International Edition, New Jersey. 2008. p. 51.

A good way to understand the 4Ps is by the following questions that a company need to define customers, target market and marketing mix.

1. Product:

Its main products or services or combination the company offers to its target market.

- What does the customer want from the product or services?
- What and which kind of need and satisfaction are covered by the product and service?
- How and where the customer will use it?
- How it is branded?
- How does differ from its competitors?

Price:

Price is the amount of money customers have to pay to buy or obtain the product or service.

- What is the value of the product or service for the buyer?
- Has customer been price conscious? Decreasing a little price can give company a larger market share and more profit?
- What kind of discounts can be offered to attract more customer from the target market?
- How will your product or service price compete with the competitors?
- What kind of payment methods can be offered to customers?

Place:

The place consists company tasks that make the product or service available to its target consumers more accurately referred to as “distribution” or “channels”.

- Where buyers can find or look for company product and services?
- If they look in the store, what kind, online, direct selling or via catalogue?
- What are the distribution channels?
- Does company need a sales force?
- What company competitors do? How we can make better our product or service?

Promotion:

This is the way a company communicates the values of its products or services to its target customer. For successful sales, the first step is to make awareness of need then build a positive attitude to purchase, then sales and after it company need to ensure that there is on-going satisfaction.

- How to reach customers? Via TV, radio, online, public relation, seminars or exhibitions?
- When and where to publish your advertisement to the target customers.
- Which time to launch a new product?
- How company competitors do their promotion?

To ensure effective marketing mix company should follow the best practices and try to avoid possible risk.

3 PROJECT RESEARCH METHODOLOGY

The need of information is an essential requirement for all business. Without the presence of information, business owners would have no solid base for making decisions that will affect their business growth and profits. Mainly small and medium size enterprise business owners and managers mostly develop the list of questions or problems that they want to have answered and issues that they need to overcome. (Edmunds 1996, 2)

Marketing research is a critical part of a marketing intelligence system. This leads to better decision making by giving accurate, relevant and timely information and data. Every decision needs set of information and data on which it is based and helps to develop the relevant marketing strategies as well.

The process of the research project can be divided into the following steps:

- Given market issues or problem
- Translate it into a marketing research project
- Design survey questionnaires
- Collect information from the survey
- Conduct Analyses
- Report the Finding
- Marketing the Implementation based on results

These above steps are more clearly shown in the given diagram:



Figure 3: Process of research project

(Moutinho and Chien, 2008, 53-55.)

In the following chapter the author will go through by defining mission and objectives. Define and explain the research problem. What kind of research need to select to solve the problem, quantitative or qualitative. The data collection process and the rest of the chapter will also go through research methodology issues.

3.1 Research Essentiality and Design

The objective of this study is to explore how to build and develop a strategic marketing plan for Citius Group Oy software Citiuswiki in European Market. It is important to know all the elements impacts on marketing if the author would like to develop or build a strategic marketing plan for Citiuswiki.

Project research can be divided into the following three main steps: designing, making and describing (Maylor and Blackman 2005.) Research data or information must be gathered in

an accurate and fair way (Saunders 2007.) This gathered data and information will help the case company owners and managers to make better and more informed decision.

For this thesis, the author's objective is to build a strategic marketing plan for Citiuswiki in European market which needs a wide research in IT and Enterprise Content Management (ECM) field. For this reason company suggestion and research work will be used to complete the thesis objective. The company owners and managers are also willing to contribute their wide experience and help in the thesis, in order to make sure that the thesis is flowing in the right direction, which will also help to make sure the thesis reliability and validity

3.2 Planning and Research Problem

The first and important step in planning a market research study is to spend a lot of time to understand and highlights the main problems and questions that make a research study to be seemed necessary. This step is highly important which can't be overemphasized. More the author's grasp the decision problem skills, the greater the probability that the results of market research will make a difference which helps companies in gathering more informed and accurate information which leads to decision making. On the other hand, when the problem is missed or undeveloped, the research of the author will be misguided, or some time only solves the half part of the real problem or even totally the wrong problem has been taken under account for the research study. Which may lead to incorrect and wrong data and information to the company and as a result, it may end in poor decision making.

Market research is conducted to serve the needs of business decision makers. Sometime the decision problem at the beginning may sound simple and to the point. But it is surprisingly difficult to implement in practice. One of the most mainly observes problem is that the person responsible for designing and implementing the market research for the particular problem is generally not the same person as the decision maker who must act on the results of the research. If the author of the research does not spend enough time in understanding and communicating with the decision maker, the whole picture of the research problem is sometimes a bit unclear. (McQuarrie 2006, 19-20.)

The planning process of marketing research can be more clearly defined in the following table 3.2

Stage	Issues to Be Resolved
1. Identify and articulate the decision problem	<ul style="list-style-type: none"> • Who is the decision maker? • What are the alternative ways to state the problems? • Do these statements get at the problem or are they only symptoms of some deeper problem? • Is this a decision that can be addressed through market research?
2. Identify key questions that must be answered before the decision can be made	<ul style="list-style-type: none"> • What specific questions are most pertinent? • Is there one question or many questions?
3. Identify research techniques that would be appropriate for answering these questions	<ul style="list-style-type: none"> • One research technique or several. • Techniques used in combination or in sequence?
4. Design the research study	<ul style="list-style-type: none"> • What specific objectives should guide the research? • Who should participate (i.e., if primary research, how many of what kind of customer; if secondary research, what data sources should be consulted)

	<ul style="list-style-type: none"> • Estimate needed budget, time frame, and other resource requirements.
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Table 3.2: Planning Process for Marketing Research (McQuarrie 2006, 21)

3.3 Data Collection

Data collection is one of the central parts of the research activities. The complete research program depends on valid and accurate data and information, which may be gathered by authors from different way, should be carefully planned and executed. (Chisnall 1997, 38)

There are two main categories of market research data: primary and secondary.

According to Hutt and Michael (2001, 150) primary data of research are often gathering to evaluate customer buying intention, attitude and behavior.

Primary data have to be collected for the first time by either one or blend of:

- a) Observation
- b) Experimentation
- c) Questionnaires

(Chisnall 1997, 39)

In simple words, primary data are the main data and information which usually collected and gather by the author of the specific research problem.

According to Kent (2007, 72), secondary data has been divided into three main types: published sources, commercial sources and internal sources.

Published sources are those kinds of data which has been already published for the public use. Commercial source's data have been collected by survey agencies and sell it, to their cli-

ents to fulfil their needs. Internal sources data are the data collected by companies themselves. Marketing researchers also rely on secondary data, because it is quicker to access as compare to primary data.

According to Chisnall (1997, 39) secondary data is existing information that may be useful for the purpose of specific surveys.

In this research work, data collection is very important and critical step for the author, especially under Enterprise Content Management (ECM) sector, which seems to be a rapidly growing market in Europe and America as well. As the case company Citiuswiki is trying to capture targeted customer markets, which are small and medium size companies (SME's). The main stream of data coming from the secondary data, which has been already, published from other Enterprise Content Management companies.

As the author have been closely working with the case company for a couple of months as a marketing trainee. In this period of time, the author has been exploring and researching marketing and related kind of data and other useful information. Which has been transferred to the marketing manager of the case company Mr Jani Jokitalo. This data is now may use for thesis purpose too. Moreover the case company is highly willing to contribute their previous collected data and information, which may be useful for this thesis and their wide experience in the marketing field as well.

3.4 Quantitative or Qualitative Research

Once the problem has been clearly defined. The Author has to select which kind of market research will be providing accurate and symmetric solution for the problem. Sometime due to the complexity of company case, both quantitative and qualitative research can use to some extend to collect data and information.

Quantitative Research:

This is the simplest kind of research which mostly include on survey and customer questionnaires. Which allows small firms and medium size companies to improve their services

and products and enabling them to have a better informed decision. (Edmunds 1996, 9-10)
Quantitative research is all about asking people about their opinion in a structured way. For a fair results and data, the sample has to be big enough and from the targeted market

Qualitative Research:

According to various commentators that qualitative research is a bit difficult to define. This is because of what is often seemed as it is variable, flexible and emergent (VanMaanen, 1998: xi). Mostly qualitative research is generally less structured than surveys or other quantitative studies. Some of the main types of qualitative methods are focus group, one-on-one interviews and mystery shopping. (Edmunds 1996, 11-12)

Quantitative research is not preferable one for this kind of thesis research. As it's mostly contain an "YES" or "NO" or limited amount of options. The Author will like to conduct Qualitative research. It will based on interviews and set of questions asking from IT consultants, Experts in ITSM sector and most probably also to potential customers in the Finnish or European market. More inquires and feedback can be processed via Skype or email communication.

4 DATA ANALYSIS AND RESEARCH

This Chapter is a part of an empirical section of this study. It does describe the data analysis, sources of data collected: primary and secondary data. It will also describe the list of the companies, organization and persons interviewed and research results.

4.1 Data Analysis:

Due to the different nature of the case company Citiuswiki, author and Case Company selects the following companies and organization for the detailed interviewed.

Companies:

- 1) Kainuun ETU Oy
- 2) Kajaanin ATK-Huolto Oy
- 3) Mondo Minerals
- 4) Sunit Oy

Organizations:

- 1) Kainuun Maakunta
- 2) Kajaanin ammattikorkeakoulu (Data Centre)

Primary Data:

The main sources of the primary data are as follows:

- a) Focused Interviews: Individual and detailed interviews have been conducted with the above mentioned companies and organizations. Every interview can be conducted for 1 hour and so.

The idea behind these interviews is to get understand closely the companies' behaviour about the document management in the organization, special need related to it, experiences about cloud services and purchasing behaviour.

- b) Emails: It has been used to send the questions of the interview to companies and organization. Conservation is regarding interviews time and so on.
- c) Telephone Calls: In some cases telephone calls used in order to assist the interviews time and location.

Secondary Data:

Some of the main sources of secondary data which being used during this study is given below:

- a) Company Accounts: As the author has been a trainee in the company for a couple of months. In that period of time, lots of information and data had been created and saved. This has been located and retrieves during completion of the thesis. Company web pages and brochure were also one of the sources to obtain information on the CitiusWiki.
- b) Textbooks: This is one of the sources of the secondary data for different subjects. Therefore, this study used different textbooks from different authors, covering different and relevant topics. For instance, it used many books on marketing, E-business, B-2-B business, marketing mix and research methodology. Also, both paper books and online books were used.

- c) Journals: In addition to textbooks, different journals were taken into account in order to update the relevant information. The topics covered are the same that of text books.

- d) Internet: Now a day, the internet seems to be one of the largest sources of secondary data. Thus, this study also gathers some bit of information and data via the internet. The pieces of information were in the form of company, competitors and interviewed companies and organization websites and press releases in the relative sectors.

4.2 Research Questions & Results

Qualitative method is used by the author, in order to complete this research work. Although CitiusWiki have lots of features, but this research more closely conducts on Document management, cloud services and purchasing behaviour of the company. To understand and evaluate the whole view of the companies and organization response towards above mentioned area.

There were 3 kinds of questions. The first kind of questions can be divided into 3 sub-types and questions. The primary reason for the sub type's questions was to clarify the main questions; also to go in depth answers and information needed for this research work from the interviews. Moreover most of the questions are open and discussable; this is because to clarify the nature and respondents to understand. The samples of the questions can be found in the appendix of this research work.

Furthermore, the basic research questions were focused on the interview. Questions and the counter-questions are used as the sub-questions during the interviews of companies and organization to test the reliability of information supplied. Before the start of every interview some of the background for the need of interview told to the respondent's. It helps to understand the relation of the author with the case company and some vital and basic infor-

mation about the case company and its service CitiusWiki itself. Some of the examples are given below:

1. Background of the Interview:
 - Need for the research study
 - Author's introduction and relation to the case study
 - Background of Citius group Oy and CitiusWiki
 - Confidentiality of the respondent's answers
 - Possibility to record the interview?

2.1 Organization or Company Background

- Organization info (staff, mode of operation, revenue, industry etc.)

Kajaanin ammattikorkeakoulu (data center), Kainunn maakunta and Kainuun ETU are non-profit organized and have staff members of 10-15, around 4000 and 40-50 employees respectively. Whereas, Sunit Oy, Kajaanin ATK- Huolto Oy and Mondo Minerals are profit oriented companies.

- Document Management in the organization (Discoverability, remote work and distribution)

Different interviewed companies and organization are using different methods and ways according to their needs. One of the respondents is using a small wiki around the internet, IP address sharing, Google documents. Mainly rest of them are using their own intranet and individual servers to organize the documents and information for discoverability and search purpose.

Office, remote and mobile work document management. Two of the companies or organizations are not using any software or methods, because of no need for them. The rest of the respondents were using different technique and methods such as: Customized web-interface, which allow the users to access their office documents as remote places and confirmation is used to doing by mobile call. VPN system and some of the respondents also use Drop box as a simple remote access to their files and documents.

For documents classification and collaboration; one of the respondent is using wiki pages, shared folders or Google docs as it's required. One respondent is using specially designed software, which has been developed according to the need of the wide operation of the company. Using company basic servers is mainly used by the rest of the interviewed companies and organization.

- Cloud Services (B-2-B, concerns, security etc.)

Few companies are not using any cloud services, as they don't need a lot or very little use of Google document service from Google. One of the respondents has been using PKY-Laatu software provided by KH Fin Oy as a cloud service. It allows business management and audit services as well. More information about the service is given below

“The products include the web-based PKY-LAATU ® quality, environment and occupational health and safety systems meeting the requirements of ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007. For the business management systems, KH FIN OY is a full-service house providing training, consulting, system maintenance and external auditing and certification via Finlog Audit Oy.” (www.khfin.fi)

One of the other respondent companies is using “A drive” cloud service. It allows its user for cloud customization , transfer data and files up to 16 GB, simple and secure file transfer, multiuser access, edit documents online and Android application to access and transfer files and information via Android device. (www.adrive.com)

Some of the companies are using B-2-B cloud services as mention above. The experiences of the services are satisfactory. This leads the possibility to continue cloud services in future. Some of the companies have concerns about cloud services for the leakage of their im-

portant information and misuse of their upload information. Which may result in minimizing the use of cloud services. Furthermore, all of the companies did not have any security policy which didn't stop them to buy online or cloud services for their organization or company. Moreover the companies are willing to use and buy such kind of cloud services, which help them is managing their business documents.

- Purchasing behavior (search of suitable service, decision making, price modelling, payment etc.)

Most of the interviewed companies would like to search the services and products from public relations, references or from the local business consultants. Here it is worth to mention; one of the respondents would like to use the services if they are not the first customer for it. Couples of respondents use their HR departments in the search of suitable product or service, if required. Furthermore, if there is more than one service Provider Company are available, Biding or Quotation method commonly used by the companies or organization. In small companies' managers or owner are responsible for the decision making. Most of the products and services bought from the online are seems to be satisfactory. Mostly invoicing is commonly used for the as payment mode. Credit cards or different methods can also be used. Almost all of the companies and organization showed positive attraction towards an annual license as compare to monthly. One respondent only selects one service provider because it's able to demonstrate it before they can buy the service or product.

Therefore; live demonstration and free trail of the service is highly welcome among all the interviewed companies and organization.

5 DISSCUSSION AND CONCLUSION

In this Chapter 5, the author will handle with conclusion and discussion of the research case company. In discussion, author will recommend some feasible suggestion and steps which may help the company to build their Marketing strategy for the upcoming product CitiusWiki.

Discussions:

The references are made to the theoretical frameworks while explaining the relationship between the findings of this research work. For further analysis and discussion, this part is included the following feasible suggestion for the case company CitiusWiki.

5.1 Feasible Suggestion for the Company

Following are lists of some feasible suggestion for marketing strategy for CitiusWiki.

1. **Free Trail:** After analyzing the result of the interviews companies and organization. One point came out strongly that Kainuun companies would like to have a free trail of the service and product before they can buy and use it.
2. **Price modeling:** have to be more comprehensive towards Annual as compared to monthly billing. Moreover other option will be allowed for the convenience for customers such as bank transfer credit cards etc.
3. **Demonstration:** CitiusWiki should able to perform live demonstrations of its service CitiusWiki at customer premises. This option must be granted and discuss while selling the service to the customer.

The results of the interviews indicated that one company or organization only select the following product or service provider company on the basis of that it can allow live demonstration before they can buy on the customer premises.

4. **Staff Training:** Research results indicate; for productive and effective marketing strategy for CitiusWiki. A team of professional sales staff and training programs for that sales team would be highly recommended. Which may include sales, demonstrate, customer service, communication techniques and method, moreover update-to-date information about CitiusWiki.
5. **Customer Support Services:** Customer support and service will be one of the key issues. This may build customer royalty, mouth of words and competitive advantage.
6. **Exhibition and Seminars:** Participating in related exhibition and seminars such as ECM, ERP, documentation tools, B-2-B cloud service etc. It will help to introduce CitiusWiki among the targeted market. Furthermore a better understanding of the targeted customers as well.
7. **Sales Staff:** For entering a new market for target customers, a bunch of business oriented sales staff and suitable premises for the sales office will be suggested after conducting this research work.
8. **Customer Feedback:** Customer Feedback plays a vital role in any kind of business. It will help to understand the real need and business problems for the targeted market. Whereas, customer feedback also assists CitiusWiki programmers and developers to fix bugs and developing future version releases.
9. **Research & Development:** Research and development will be essential for CitiusWiki to prolong its life cycle. It will give an advantage against the competitors and will create strong impact of new entrants in the related target markets.
10. **Pervious Research and Finding:** As author done his practical training in CitiusWiki. Useful information has been retrieves related to marketing and so. Which include lists of related seminars and exhibitions and 100 ways of marketing for new product and service and similar kind of information data. It can be useful in developing a strategic marketing plan for CitiusWiki.

11. **75 Ways of Marketing:** During trainee period of author within the company. He found very easy and useful 75 ways of marketing of a new product for a new establishing company like CitiusWiki. The link which contains ways of marketing is very handy, realistic and feasible for CitiusWiki. Author highly recommends it to use for marketing purpose of CitiusWiki.

The suggestions were made generally based on the qualitative interviews; were conducted during the research study by the author, including different aspects of theories and through different companies and organization.

5.2 Conclusion

Strategy is a channel that helps the organization from where it is now to where it wants to be in the future (Brennan, Canning and McDowell 2009). Marketing strategy mainly consists of market research, sales planning, and other forms of internal and external communication (Drummond, Ensor and Ashford 2001).

ECM, ERP, Documentation tool and cloud services are developing sectors. Growths of these sectors have risen since early 2000. This opens the scope of new competition for different kinds of services from all over the world.

The successful companies and organization in the world have one common factor of effective marketing strategy and highly concentrated on company goals and vision. Those successful best practices should be useful for many companies to fix their weaknesses and being creative and prepared for the saturated complete business world.

The marketing goal now a day in the business environment is not to make a single sale, instead to build a customer and create a relationship in which supplier and customer become interdependent. As a result of communication, awareness is developed when potential customer become familiar with the targeted market with the company's reputation and services or products. (Ferrell, Hartline and Lucas, Jr. 2002)

Moreover exhibitions and seminars are another important medium of communication activities. Successful exhibition or seminar participation enables the company to trigger economic growth in a target field. (Albaum, Strandskov and Duerr 1998.)

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Citius Group Oy - Questions of the interview for thesis by Yasir Akbar

SISÄLLYSLUETTELO

1. Background for the interview
2. Questions for the interview
 - 2.1 Organization background
 - 2.2 Document management in the organization
 - 2.3 Cloud services
 - 2.4 Purchasing behavior

1. Background for the interview:

- Need of research
- Author's Introduction
- Background of Citius Group Oy
- Confidentially, results will be used without organization's name and only for thesis
- Is it possible to record the interview?

Author's introduction

In March 2011, Citius Group Oy was detached as a spin-off from CitusNet Oy. Citius Group Oy's main product is CitiusWiki which is a unique combination of content and business process management systems in one solution. The main innovation is a CitiusWiki - database built on an open source documentation platform which is used by Wikipedia with millions of users and thousands of developers.

The interview is confidential and answers are used only for purposes of theses. No information will be passed to Citius Group Oy. Answer in theses cannot be tracked to any organization.

Is it possible to record the interview?

2. Questions for the interview

Questions of the interview are following:

2.1: ORGANIZATION BACKGROUND

1. Organization info (staff, mode of operation, revenue, industry etc.)

Speaker notes: What kind of organization? Basic information.

2.2: DOCUMENT MANAGEMENT IN THE ORGANIZATION

1. Challenges with current document management system / approach

Speaker notes: what are the common problems with the organization's existing document management?

a) Discoverability (and search)

Speaker notes: has the organization got problems with finding the documented content that he/she is looking for?

b) Office use, remote work and mobile work -> challenges to documents

Speaker notes: has the organization got problems with having the documents available Also remotely, e.g. At the organization's premises or at outdoor installation sites or for mobile devices?

c) How current documents are distributed internally, to customers & other external stakeholders

Speaker notes: what kind of tools and processes has the organization got to document. Distribution internally and externally?

1. Special needs related to documentation?

Speaker notes: does the user have any special requirements for document management and particularly document management system?

a) Classification of documents?

Speaker notes: is document classification a problem for the organization? How?

b) Document collaboration?

Speaker notes: is there need for several employees to edit the same document?

For what kinds of purposes?

c) Version/revision history of documents?

Speaker notes: is the version/revision history control and identification important for the organization? Why?

d) Archiving documents

Speaker notes: does the organization have special requirements related to achieving the documents?

2.3 CLOUD SERVICES

1. Experiences from B-to-B cloud services?

Speaker notes: has the organization used B-to-B cloud services? What kind of experiences? Which products?

2. Concerns regarding using cloud services?

Speaker notes: is the organization worried about something related to cloud services?

3. Security criteria for cloud services?

Speaker notes: are there some information security criteria, what are these? Could they be an obstacle to buying cloud based services? How?

4. Do you see any concerns that your documents would be hosted in a secure cloud environment?

Speaker notes: does the interviewee see some risks? What are these concerns based on? Does the interviewee like to hear some expert opinion before decision making?

2.4 PURCHASING BEHAVIOR

1. How the suitable product is found

Speaker notes: what sources the organization is using in order to find suitable products?

2. IT purchasing behavior and decision making (who, what etc.)

Speaker notes: what is the sourcing organization like, who is responsible for what, who makes decisions for software products?

3. Experiences from purchasing from the Internet, special considerations?

Speaker notes: has the organization bought from the Internet, good experiences, bad experiences, general opinion of Internet purchasing?

4. Payment: can credit card be used vs. invoicing

Speaker notes: what is the best method of payment, why?

5. Pricing model: monthly vs. annual license

Speaker notes: which one is more suitable for the interviewer's organization? Monthly fee. Similar to mobile phone fees or a yearly fee? Why?

6. Free Trail

Speaker note: Would companies like to have free trail of a service or product before they can purchase it?

