

Marketing Communication Plan

Case: The Capo Duo

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<p>The thesis was made for the music group The Capo Duo that performs in Porvoo, Finland. The Capo Duo has performed for various events such as weddings and parties. They would like to venture out to business customers. This created a need to research the best methods to communicate with the target audience.</p> <p>The main objective is to find the best methods for the band to reach the target audience. This was split up to further questions including which tools are most effective, the role of image and it's impact and selection process of bands when hired by targeted customers.</p> <p>The study used a qualitative research approach. The collection of data was done through a questionnaire from the local business in Porvoo. The data was collected, analyzed and interpreted. The information received was able to help the author to come up with suggestions and recommendations.</p> <p>The available communication tools were advertising, sales promotions, personal selling, public relations, e-commerce, exhibitions, point-of-purchase communication and direct marketing. The most effective tools were personal selling and direct marketing. E-commerce place third. Image has a significant role in assisting bands acquire customers. The criteria used in selecting bands depended on the organization. The factors that overlapped included good stage performance, priority on local performers, type of music played and good reputation.</p> <p>Based on the results obtained from the research. A communication plan was drawn that incorporate the theories and results from the study. The plan is flexible and will serve as a guideline for the band.</p>	
<p>Keywords Marketing Communication Plan, Buyer behaviour, Marketing channels, Image, Bands</p>	

Table of Contents

1	Introduction.....	3
1.1	Research question.....	4
1.2	Limitation of Study	4
1.3	The company	4
2	Theoretical framework	5
2.1	Marketing mix.....	8
2.1.1	The Four Ps of Marketing Mix.....	8
2.2	Marketing communication channels.....	11
2.2.1	Main channels	11
2.2.2	Additional channels.....	13
2.3	Social media and the artist.....	14
2.4	Brand Image.....	17
2.5	Buyers and their behaviours	19
2.5.1	The private buyer.....	19
2.5.2	The organizational buyer.....	21
2.6	Components of a marketing communication plan	23
2.6.1	Steps to develop a communication plan.....	24
2.6.2	SOSTAC model.....	25
2.6.3	Challenges.....	29
3	Empirical part	30
3.1	Collection and handling of data	31
3.2	Methods of data collection.....	32
3.3	Results.....	32
3.4	Reliability and Validity	34
3.5	Analysis	35
4	Discussion	38
4.1	The most effective communication tool.....	39
4.2	Importance of Image	40
4.3	Selection criteria	41
4.4	Suggestions.....	42
4.5	Reflection	44
5	References	47
6	Appendices.....	50

6.1	Appendix 1. The questionnaire	50
6.2	Appendix 2: Communication Plan.....	52

1 Introduction

The thesis was constructed for the music group, The Capo Duo. The Capo Duo is a new company that is registered in the start-up school at Haaga-Helia Porvoo Campus. It plays primarily in Porvoo, Finland. In the past the Capo Duo has performed for a number occasions and events. The customers were consumers and not businesses. Now, they would like to expand its customer segment from customers and venture off to businesses such as the restaurants/bars and corporate events (B2B) in Porvoo. The band members want to find out the most appropriate and efficient channels to reach this new target group. The industry in which they operate in the music service industry.

“Most scholars regardless of discipline try to classify and label the objects they research. Music industry scholars do not deviate from this norm and during the development of the field, the music industry has been categorized as a ‘creative industry’, an experience industry’ or a ‘cultural industry’.” (Wikström 2011, 12)

As stated earlier, the goal of this thesis is to retrieve insight about the business to business (B2B) customers segments and find the best methods of reaching them. Through research, information about the market place will be uncovered namely: the buying behaviours of the customers and the qualities they expect from people who provide this service. The end goal is finding out the best ways the customers want to be contacted and how they recruit bands to perform. The answer will give us feedback on which areas the band should maximize their efforts and take the correct course of action with the most efficiency within their given resources.

After the completion of the research and analysis the author will construct a sample communication plan that will act as a guidance tool for The Capo Duo. It will allow them to see the aspects they should take in to consideration when sending out communication to their customers. Depending on their goals they can always edit and modify it to serve their purpose.

1.1 Research question

The objective of this thesis is to find out the best ways for The Capo Duo reach business customers. This is divided into three research questions will work alongside the main question to offer support and gain clarity for our research.

1. Which communication tools are the most effective?
2. Can a new company without a known image be readily accepted by customers?
3. What is the choice of criteria for selecting an entertainment group?

Certain words will be used interchangeably. They include products and services, consumer and customer, band and music group, communication tool and communication channel. Also, the registered name of the band is The Capo Duo, not the Capo Duo or other variations.

1.2 Limitation of Study

This thesis aims to find the best methods used by the band to reach their new customers segments. After that a sample communication plan will be drawn up that will utilize the data from the research and act as a guideline. The marketing communication plan will be general in order to allow the band to design their final plan depending on the goals they will set from themselves.

The study was conducted through the use of various resource such as book, internet articles and journals. A total number of seven companies were contacted but only five were interviewed. The information obtained from these five companies were informative and useful for the purposes of this study.

1.3 The company

The Capo Duo is a band that was formed in the year 2010 and consists of members Dan Rönbacka and Sebastian Nordman. They started out as a hobby and with time performed for various events. These included weddings, parties and corporate gigs. The reasoning behind the formation of the band was turning a hobby into profitable venture. Small businesses such as The Capo Duo often encounter difficulty when pur-

suining marketing practices. This happens due to various factors, most commonly being the lack of understanding and knowledge on how to plan and execute their marketing efforts. Often times, the majority of the pre-existing knowledge may cater to satisfy the needs of larger businesses. Why is this so? To begin with, larger businesses have resources available at their disposal to pay experts for consultation services, to perform researches and run their marketing activities. The problem that arises is that the information is not necessarily catered for the small business and can result in inadequate marketing approach.

“The business is an evil necessity, and the creative process, not the profit, is the single and ultimate object.Any venture has to be able to pay bills, make improvements in facilities, have access to capital markets, experiment with new methods and so on; otherwise the venture will eventually vanish.” (Wikström 2011, 25-26)

Another issue that actors in the music industry usually overlooks is ignoring the business process. They focus on the creative side or the talent and forget to apply the proper business practices. Who can blame them, for it is not their area of expertise. For that reason, bands who have made it usually hire managers to oversee the business side of things. However, for a smaller band with limited resources, the appropriate course of action is to be aware of the other business activities they must perform.

2 Theoretical framework

The first thing we need to understand is the definition of marketing and its importance in our music industry. When one is asked “What is marketing?” the immediate thought is associating it to selling, advertising or networking with the right people. This is the impression of marketing according to the vast majority. Although partially true, marketing is a broad subject that covers a number of concepts, activities and various inter-related principles. (Blick 2011, 19).

“Every so often, a band or artist comes around, gains fame and is everywhere. They appear online, featured in blogs, played at a local record store, are interviewed on the radio or television and even your colleagues talk about them. People tend to think that this “just happens” however all this is because of the cumulative efforts of marketing campaign.” (King 2009, 3).

In the following sections, the author shall attempt to define marketing, uncover its significance and role in a business by overlapping the various definitions and interpretations by experts in the field.

Chris Fills (2006, 8) defines marketing as an audience centred activity designed to encourage engagement between participants While, Van den Bergh, Geunes and De Pelsmacker (2010, 2) tell us, it is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create and exchange value and satisfy individual and organizational objectives. And lastly, marketing according to Philip Kotler and Gary Armstrong (2011, 4) is the managing of profitable customer relationships and its twofold goals is to attract new customers by providing superior value as well as to keep and grow the current customers by delivering satisfaction.

In accordance to the combined perspectives of the authors, marketing is a series of interrelated activities geared at bringing the customer closer to seller. It has several purposes. 1) The first is differentiating the seller from the competition. Unless a company is running a monopoly or has acquired a sustainable niche, it is in the best for a company to arm themselves with the necessary tools that will allow them to adapt and integrate in a competitive market place. 2) Secondly, marketing aims to satisfy the objectives of a buyer and seller through a mutual exchange. A marketer's objective is to boost profit through increased sales and the customer's objective is whatever value or need they seek to be satisfied. 3) Thirdly, marketing exists to increase the exposure of a company in order to increase its awareness to the appropriate customers. 4) And lastly, it is geared towards cultivating a relationship with both new and existing customers.

Having said that, small businesses usually encounter difficulty in performing marketing activities as they larger counter-parts. However, it is important to allocate some resources to ensure success. Failing to do so may create unfavourable results for small and new companies. (Baack and Clow 2007, 442). The beauty of marketing is that it sets a stage for companies to focus and direct their efforts appropriately. This allows

for deployments of their resources; time and money, in an efficient manner. Thus ensuring a profitable venture.

Marketing communication and its role

Chris Fills (Fills 2006, 6) defines marketing communication as a “.....management process through which an organization engages with its various audiences.” He continues to state that intentions behind it is to understand the audience in order to construct a message that identifies with the same audience. The end goal is to achieve an attitudinal and behavioural response (Fills 2006, 6). Thus, marketing communication is an audience geared activity that stimulates the audience to perform a positive action that will encourage a sale.

He continues to say “...the role of marketing to provide the means by which brands and organizations are first presented to their audience and then engage with them for a longer term. The goal is to stimulate succession of purchases and the goal of marketing is to engage audience and enable transactions” (2005, 10). He further reinforces by adding in his other book, *Simply Marketing Communication*, that it is through engagement that a market and relational exchange is formed. (2006, 5). Thus, communication serves to deliver a promotional message to its intended audience.

So, why do we need to familiarize ourselves with marketing communication? For starters, to deliver our promotional message to targeted audience. The market place is changing rapidly and traditional media is losing its dominance to the rise of digital technologies. (Kotler 2011, 409). Customer, marketing strategies and communication technology are all changing. The aftermath is that the advertisers opt for more specialized and highly targeted media to reach a smaller customer segment with more personalized and interactive messages. (Kotler 2011, 409). An example would be target customer with DVR machines who skips advertisements can be target through other channels. This is not to say however that mass media is dying but trends are changing and companies are changing. In our case this is useful information because we are better off using our resources wisely by ensuring our intended message reaches our customers.

It is imperative to have a consistent message even while using different sources. The reason is consumers are constantly bombarded with messages from various sources but do not distinguish the message. For them, all messages regardless of source becomes part of a single message about a company. Therefore, if a company has conflicting messages then the result is a confused customers with no idea about the said company's image. (Kotler 2011, 410)

A major theme that needs to be addressed is the size of our case company and the theoretical information available. An important question that we are forced to ask ourselves is "Can we use the information catered to larger organizations to help our smaller sized companies?" To answer this question, Dee Blick, author of *The Ultimate Small Business Marketing Book*, expresses that based on her working experience with both large and small sized companies, it is possible. However, she stresses on the importance of the message to target audience being relevant. (Blick 2011, 21). She also assures her readers that it is possible for small sized companies to succeed with their marketing efforts despite having a smaller budget for these activities. This is as long as the company adopts a customer-centric approach to their business and seek to fulfil the needs of its customer. Additionally, she recommends for small business owners to have commitment to their business through the allocation of time; at least 90 minutes of uninterrupted marketing activities a week can go a long way. (Blick 2011, 20-22).

2.1 Marketing mix

The marketing mix is defined as the tools for planning market objectives, the target segments and the defending the market position. (De Pelsmacker, Geunes & Van den Bergh 2010, 4) The instruments can be categorised into four variables that are totally independent of each other, namely; product, price, promotion and place. These are commonly known as the four (4) Ps. (Kotler & Armstrong 2006, 136)

2.1.1 The Four Ps of Marketing Mix

Product

A product is defined as anything that can be offered to the market for acquisition, use or consumption that might satisfy a want or need. It generally includes physical objects,

services, events, persons, places, ideas or a combination of these entities (Kotler & Armstrong 2008, 218). The authors continue to describe that the product is the key element in the overall market offering because it is the basis in which a company builds its relationship with customers.

Place

Place is defined as the process of bringing the product from the production site to the customer. This involves the transporting of the product or service, deciding the outlets in which the product will be distributed in and the assortment of offered in various outlets. The distribution strategy is described as the co-operation between the company and distribution channels. (De Pelsmacker et al, 2010, 3) It is important to have a good distribution channel as this will ensure a company's ability to distribute its service to the appropriate target market. Additionally, the correct distribution channel may provide cost effective access to the market place and thus has a significant role in a business' operations. (Jobber, 2004, 19)

Price

Price is the amount of money charged for a good or service. Historically, price has been an important factor that influenced the buyer's choice. Recently however, other factors such as quality, taste or exclusivity have played a major role in influencing a buyer's decision. . It should be noted that price is the only element in the mix that produces revenues while the other elements represents cost. (Armstrong, 2008, 284) Working with prices is challenging for any company because they are subject to change easily and they have a huge impact on the company's bottom line. Another challenge that many company's face is convincing their customers that the value they offer is surpasses their competitor's lower prices. (Armstrong, 2008, 285) Furthermore, if customers get used to a certain price from a given company, they then run the risk of switching brands. The authors also tell us that the regular use of price instrument is incompatible with building a strong position and a strong brand on the basis of the benefits. (De Pelsmacker et al, 2010, 3)

Promotion

Promotions, also known as marketing communications, are the instruments a company uses to communicate with its target market and stakeholders in order to promote its services and the company as a whole. The tools of a marketing communication mix include advertising, sales promotions, sponsorships, public relations, point of purchase communication, E-communication, personal selling, exhibitions and trade fairs. (De Pelsmacker et al 2010, 3)

De Pelsmacker et al suggest that in order for any marketing to be worthwhile it is necessary for it to be integrated. This is achieved when through the combination of consistency and synergy. Synergy in this context means unifying the effects and design of the marketing mix in such a way that they reinforce each other. Consistency is important in building a strong brand name which will in turn build a strong position. He continues to tell us that all marketing instruments have to work in a similar direction without any conflicts. Failure to do so will result in a weak brand name and will ultimately have to rely on price as the marketing instrument. As we saw in the preceding chapter, this may not necessarily be the best approach. (De Pelsmacker 2010, 3-4). Figure 1 below illustrates the relationship of the Four P's and Customers.

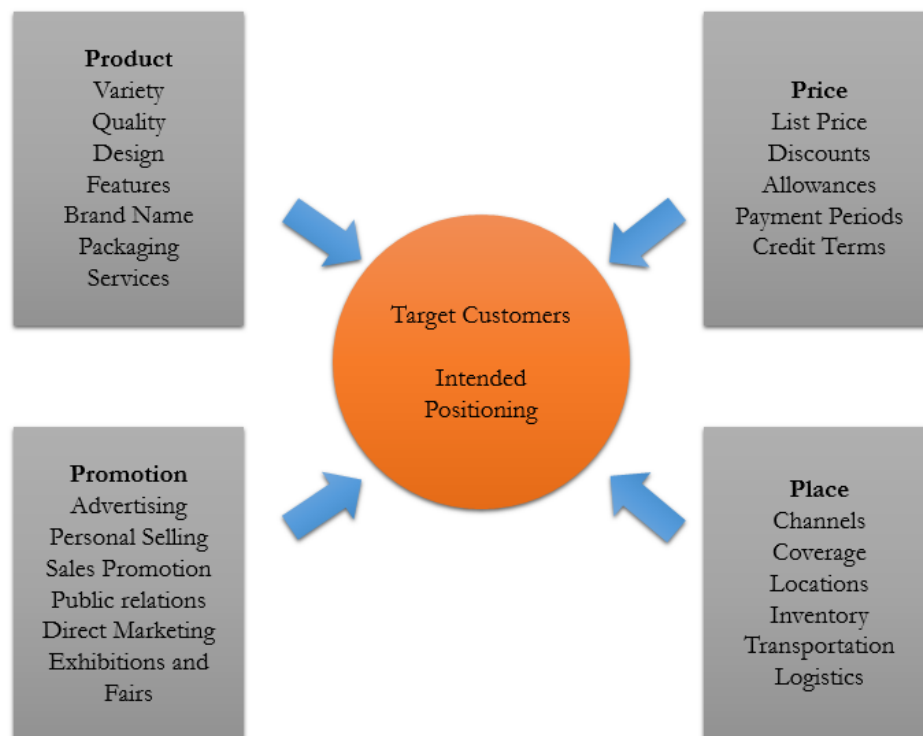


Figure 1. The Fours P's of Marketing Mix (Kotler & Armstrong 2011, 52)

For the purpose of this thesis, we shall direct our attention on the Promotional Mix. Our research question is to help us find the most suitable platform of communication to reach our target customer. The commissioner stated that they believe an online presence may make a significant difference in reaching or drawing the customers closer. For this reason would like to add more effort in forging a stronger online presence with tools such a website and a Facebook page. We shall investigate to find out whether this is true or otherwise.

2.2 Marketing communication channels

The communication mix consists of disciplines used in various combinations to achieve a desired communication with the target audience (Fill 2005, 20). Chris Fills (2005, 20) tells that there five tools of the mix, namely; advertising, sales promotions, personal selling, public relations and direct marketing. On the other hand, De Pelsmacker et al (2010, 4) venture on a little further and add other tools. These tools include point-of- purchase-communications, communications, E-communications, Exhibitions and trade fairs. It is important to mention that while all these channels do exist, it may not necessarily mean that all we be useful for our case. We are simply trying to grasp an understanding by looking at all the available options. This will help us to choose the appropriate direction to apply our efforts at the present moment and perhaps even the future in case circumstances change.

2.2.1 Main channels

Advertising

This is a non-personal mass communication using media such as Television, Newspapers & Billboards. The content is determined and paid for by the organization and is usually very difficult to measure in terms of effectiveness. It is characterized high audience reaching capability and because of this, low costs in terms of message delivered per target audience. It is also the least credible of all the tools. (Fills 2005, 21; De Pelsmacker et al 2010, 4). Also, brand positioning is effectively communicated through

repetition. However it is impersonal due to the lack of flexibility and inability to answer questions. (Fahy & Jobber 2012, 223).

Sales Promotion

These are sales-stimulating campaigns such as price cuts, coupons, loyalty programmes, and competitions. Sales promotions employ marketing techniques that are tactfully used in order to add value to an offer. The objective is to accelerate sales as well as to gather market information. It is characterized by having lower costs than advertising, efficiency in contacting smaller targeted audiences and strong capability of bringing future sales. (Fills 2005, 21; De Pelsmacker et al 2010, 4) On the other hand, effects may be short-lived and a damage in brand image may occur with the excess use of incentives. (Fahy & Jobber 2012, 223).

Personal Selling

Personal selling is the oral demonstration of a salesperson aimed at selling a product or service. It is characterized by the one-on-one interaction between seller and buyer and very large costs. Feedback is immediate as a result a message can be enhanced or deterred the objectives of the salesperson's message. So it is a rather adaptable approach. (Fills 2005, 22; De Pelsmacker et al 2010, 4). In addition to that, relationships can be formed due to its personal nature. It also adds the opportunity to close a sale. Its downside is that it is very costly. (Fahy & Jobber 2012, 223). Having said that, Fahy and Jobber (2012, 222), mention that if a market is small and concentrated, such as in our case, then personal selling may be a feasible approach in comparison to a larger and more dispersed market.

Public Relations

“This is a management activity that attempts to shape the attitudes and opinions held by an organization's stakeholders.” (Fills 2005, 679.) The intention is to create goodwill with the public, specifically the stakeholders, through publicity. It is an impersonal form of communication and relieves the company of costs since the content is written by a journalist. It is characterized by high credibility and high difficulty to control the message. The message is transmitted via third-party media such as magazines, newspa-

pers, news programmes in forms of press releases and conferences. (Fills 2005, 22; De Pelsmacker et al 2010, 4.)

Direct Marketing

This is a personal way to communicate with customers and potential prospects. Chris Fills (2005, 23) mentions that direct marketing seeks to target individual customers in order to deliver a message and build a relationship based on the response of the communication. He also adds that it attempts build a personal relationship with customers because it is a very direct and personal approach. Some methods of direct marketing methods include direct mailings, telemarketing actions, brochures and leaflets. (Fills 2005, 23-24; De Pelsmacker et al 2010, 5). Furthermore, short term effectiveness can be measured and activities are less visible to competitors. Unfortunately, response rates are low and if poorly executed it can be annoying to the receiver. (Fahy & Jobber 2012, 223)

2.2.2 Additional channels

Point of purchase communication

This is form of communication takes place at the point of purchase and can employ tools such as displays, advertising, merchandising, article presentation and so on. This is more geared towards a shop and may not necessarily be as helpful in our case. (De Pelsmacker et al 2010, 4.)

Exhibition and trade fairs

Exhibitions and trade fairs are particularly useful for business-to-business and industrial markets. These are great locations to discover prospects, users and purchasers as well as networking. (De Pelsmacker et al 2010, 4.)

E-communications

E-communications combines the internet and e-commerce. It provides ground for users to interact electronically or digitally via text, video or sound transmission. This tool also includes mobile marketing possibilities. (De Pelsmacker et al 2010, 4). It is characterized by global reach at relatively low costs, ease in measuring effectiveness and convenience in the consumer searching process. (Fahy & Jobber 2012, 223). Wik-

ström (2011, 85) suggests that most professional musical artists communicate through some kind of electronic medium.

Our goal is to find a blend of these tools that will be a good fit to the targeted customers. Based on the characteristics outlined above, the author of the thesis recommends using the combination of the following channels; Personal selling, direct marketing, public relations and e-communications. This is because the nature of the company at the moment of writing the thesis is small, new to the market and these channels allow us to work on a minimal budget, provide high control in our message and give us a great way to measure effectiveness. Let us note that this is what seems theoretically sound and we will revisit this point after the research is done to see if the initial thoughts of the author have changed and/or proved otherwise by the market.

2.3 Social media and the artist

“We are lucky to live in a time where self-marketing is so inexpensive and easy.” (Owsinski 2013b). Social media are tools on the internet that allow users to create and share content. Unlike traditional media, social media has lower barriers to entry and provides a platform that allows musicians to reach their fans and targeted audience. (Owsinski 2013a). Some advantages of social media over traditional media include:

- **Cost:** Social media cost is almost free since traditional media has higher barriers of entry cost wise.
- **Intimacy:** Social media enables fans to interact with bands and this is personal unlike traditional media broadcasts high numbers at once but less intimate.
- **Targeting:** A large portion of audience that traditional media reaches doesn't care about the message which is a waste of money. Social media can target the people who will respond to what is being offered.
- **Nimbleness:** Social media allows an artist to respond to any changes in the market instantly while traditional media requires a larger infrastructure that can't move as quickly.
- **Measurement:** Social media has tools for measurement that traditional media cannot compete with.

- **Potential growth:** Although difficult, the possibility for exponential growth such as viral hits is made possible with social media.
- **Participation:** Social media allows fan-fan or artist-fan interaction while traditional media does not.

In order for artists to effectively market themselves online, they need to use a number of tools to achieve this goal. However, it can sometimes be overwhelming where to begin direct one's effort due to the existence of a number options. Furthermore, focus on the wrong elements may lead to ineffective results. (Owsinski 2103b). Bobby Owsinski tells us that from the non-professional's point of view, the tools available look like so:

- Website
- Email
- Facebook
- Google+
- Twitter
- Blog posts
- YouTube videos

He states that by viewing it as such, may lead artists to be bewildered. He suggests that in order to simplify these tools. We can categorize them into three categories namely; 1) Content, 2) Interaction and 3) Tactics. Contents is consist of the areas online where the artist places the material they generate such as website, mailing list, blog, videos on YouTube and other video sites and music files on Soundcloud and other music hosting sites. (Owsinski 2013a). Interactions includes the places where the artists communicate with fans, clients and followers such as Facebook, Twitter, Google+, Pinterest and other social networks. Tactics are everything that are required to define the artist's position on the online world such as branding, strategy and measurement. Figure 2 on the next page is a Venn diagram that shows the combined efforts of these categories forming the promotion.



Figure 2. Musician's online presence (Owsinski 2013a)

Additionally, when it comes to social media most artists lack an online focal point. This is the result of a scattered online presence. As a result, the artist is left with many contact points that require separate updates. Moreover it can be confusing to the fan who just wants a single place to visit. This can lead to spending too much on these platforms and updates may be at random on the different platforms which results in follower attrition. To counter this, it is best to implement one online focal point, usually a website. Then direct all other social media sites to the website through RSS or social media broadcast tools such as tweetdeck or hootsuite. Consequently, all the artists needs to do is just update the website and the other online media are automatically updated. Also, the artist can link all the other media to site so that all the important information about the band can be retrieved with ease without the randomness of social media sites. (Owsinski 2013a). Figure 3 shows how the website acts as a focal point and all other social media are directed to it.

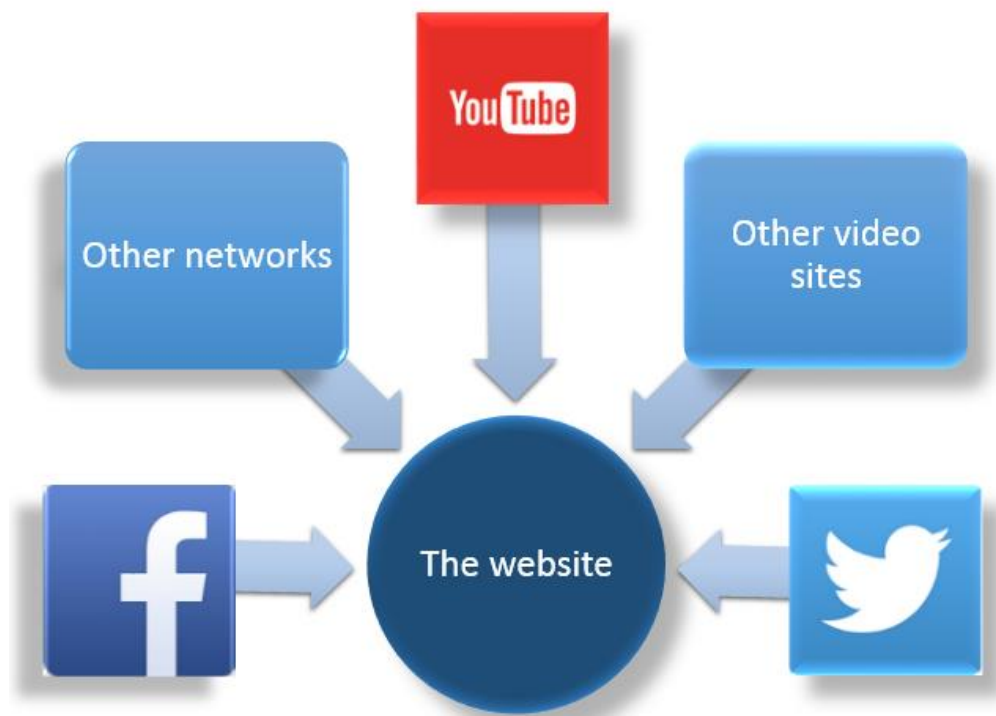


Figure 3. Website as the center of the social media universe. (Owsinski 2013a)

2.4 Brand Image

Baack and Clow (2007, 30) advocate companies to strive for a good brand image. It is a critical component of success in the development of an integrated communication plan. The reason for this is that the communication channels and marketing activities have an effect on the target's perception. Although a message has short term implications, the image serves as the long term device that will help a company identify itself with its customers. Furthermore, the authors outline some benefits of having a strong image. They include 1) creating a competitive advantage, 2) charging higher price, 3) reducing feelings of risks that are integral in the purchasing process and 4) being selected over the completion. In addition to that, in the event a company decides to move to foreign markets, they will encounter lower risk and uncertainty because buyers know something about the sellers. (Baack & Clow 2007, 31)

“A firm's image is based on the feelings consumers and businesses have about the overall organizations and it's individual brands.” (Baack & Clow 2007, 30)

The company Image has a role to play depending on the type of buyer it is willing to serve. From a consumer's perspective, it serves in the following ways: First, to provide

assurance on buying a familiar product in an unfamiliar setting. Second, to give assurance about purchase in situations buyers are inexperienced with service. Third, reduce search time in buyer's decision. Lastly, provide reinforcement and social acceptance of purchase. (Baack & Clow 2007, 30)

“One way of dealing with the rising costs of getting and keeping attention in the new music economy is to treat artists and bands like brands. It is very costly to establish a new brand. First, the audience has to learn about the existence of the brand and then the audience has to attach the right values to the brand in question.” (Wikström 2011, 130)

From the business to business perspective, the role that image serves include the following. The ability to charge higher price, increase in consumer loyalty leading to frequent purchases, positive word-of-mouth endorsements and ability to attract quality employees.

As seen from the paragraphs above, the image has a huge role in paving a successful path for a company because it cultivates a good reputation. For that reason, it is crucial that image is positive and consistent so as to remain reputable and trustworthy. This will aid in promoting business with new clients and also make existing clients as unofficial spokespeople for the business. Henceforth, it is important for The Capo Duo to establish an image for themselves that will reflect who they are and what they are about. If the positive image is coupled with good delivery of services then this will yield favourable outcomes.

According to Owsinski (2013a), a brand is a promise of quality and consistency. He argues that the artist's brand is equivalent to the consistency of their persona and sound. Owsinski advises artists to have a great sense of self-awareness in order to promote their brand. They can start this process by asking themselves critical questions. These questions are: who are you, what is your musical direction, what do you like, what you don't like, what you stand for and why, what works for you (in terms of your sound). Brand awareness is important because it differentiates the successful artist from those that cannot catch a lucky break. (Owsinski 2013a, Owsinski 2013b)

2.5 Buyers and their behaviours

Companies need to identify who their customers are and this is done through market segmentation. This is because good managers know they cannot serve all customers as this will limit them in serving the very same customers inefficiently. (Kotler & Armstrong 2011, 134-135). The commissioner has identified the four customers segments based on the existing clients and prospective clients that they wish to serve by offering the service that they provide. They include the individual customers, event organizers, bars/restaurants and corporate customers.

“Your chances of success will greatly increase if you are marketing your business appropriately and to the right people.” (Blick 2011, 33)

Locating the right buyer and focusing efforts on them will lead to greater chances of getting hired and making the sale. In order to understand our buyers, we shall divide them to two categories, namely; the private customer and the organizational customer. The private consumer makes decisions on an individual basis or a closed group such as a family. The organizational buyer, on the other hand, purchases are made by a certain department with a prime objective in their agenda. (Fahy & Jobber 2012, 58).

2.5.1 The private buyer

As mentioned earlier, the private buyer makes decisions on an individual basis or a close group. The private buyer, sometimes referred to as consumer, make purchases for personal consumption. (Kotler & Armstrong 2006, 136)

Depending on the type of service bought, buyers exhibit different buying behaviours. Kotler and Armstrong (2006, 154-156) have identified four (4) types of behaviours relative to involvement and the differences between brands. They are include complex buying behaviours, dissonance buying behaviours, habitual buying behaviours and variety-seeking buying behaviours.

First off, we have complex buying behaviour which is characterized by high involvement from the consumer and high perceived significance on brand differences.

The consumer is highly involved if a good or service is perceived to be expensive, risky, infrequently purchased (Kotler 2006 & Armstrong, 154). The authors continue to mention that often customer tend to familiarize themselves with the various product categories. The buyers undergo a learning process that will develop beliefs and attitude about the service in order to make a thoughtful purchase decision. To best respond to this type of behaviour, we are told that marketers with high involvement services need to "...understand the information-gathering and evaluation behaviour of high involvement customers" (Kotler & Armstrong 2006 , 154). It is their responsibility to help buyers learn about the different product categories and their relative importance. This can be done describing brand's benefits using medium such as long print media with long copy (Kotler & Armstrong 2006, 154).

Secondly, we have dissonance-reducing buying behaviours. It is characterized by high customer involvement when dealing with an expensive, risky and infrequent purchase but the same customers sees little difference between brand. (Kotler & Armstrong 2006, 154-155). In this type of behaviour, due to insignificant perceived brand differences, buyers tend shop around to identify their options however they buy relatively quickly. Usually they respond good price or purchase convenience (Kotler & Armstrong 2006, 154-155). The authors state that after purchasing, buyers may experience postpurchase dissonance, also known as after sales discomfort, because they either notice some disadvantage of a purchase or hearing favourable things about an alternative brand. To counter this, marketers are advised to provide evidence and support to make customers feel good in their after sales communication (Kotler & Armstrong 2006, 154-155).

The third buying behaviour is the habitual buying behaviour. It is characterized low consumer involvement and little significant brand difference. In this type of behaviour, purchases are made out of habit rather than strong brand loyalty and they are characterized by low-costs(Kotler & Armstrong 2006, 155). Buyers do not make extensive research, evaluate brand differences or making thoughtful decisions. The authors state that the buyers receive information passively through magazines or television. The ad repetition creates brand familiarity rather than brand conviction. Due to low involvement, marketers offering goods and services in this category often rely

on sales promotions and price to stimulate product trial (Kotler & Armstrong 2006, 155).

The fourth and final buying behaviour is variety-seeking behaviour buying behaviour. It occurs under the conditions of low involvement but significant perceived brand difference. Consumers often do a lot of brand switching (Kotler & Armstrong 2006, 155). Brand switching simply occurs due to a customer experimenting with something new rather than dissatisfaction. In order to encourage this behaviour where one does not dominate the market, we are advised to offer lower prices, special deals, coupons, advertising and even free samples (Kotler & Armstrong 2006, 155).

Based on the information given to us by Kotler and Armstrong, the private customer for our commissioner seems to exhibit complex buying behaviours and dissonance-reducing buying behaviour. The reasoning behind this is self explanatory, the service provided by the commissioner requires the customer to be involved through investigating. Unlike minor purchases that have trivial value, it has been observed that the previous private customers of The Capod Duo usually hire them for the entertainment value for significant days such as weddings, anniversaries and so on. These days are important to the clients and they would like them to be memorable and pleasant. Thus, some form of investigating will be done by the clients to ensure that these special days of theirs are good and not filled with disappointment.

2.5.2 The organizational buyer

In comparison to the private buyers, the organizational buying behaviour is pretty straightforward. Kotler and Armstrong (2006,176) outline three (3) types of behaviours; straight rebuy, modified rebuy and new task. The straight rebuy is a situation where the buyer reorders without any changes. Handled by the purchase department on a routinely basis, the straight rebuy is a result of past buying satisfaction. (Kotler 2006 & Armstrong, 176). The modified rebuy is a business situation where the buyer wants a modification to criteria such as price, product specification or terms (Kotler 2006, 176). Finally, new task is the buying situation in which the buyer purchases the product for the first time. It is here that lies a greater cost, challenge, number of participants in decision making process. The seller tries to reach as many

influencers as possible as well as provide assistance and information(Kotler & Armstrong 2006, 176).

Out of the four (4) customer segments The Capo Duo strives to serve, three (3) of them fall under the category of the organizational buyer. With the exception of the bars and nightclubs that the The Capo Duo have already performed, we will have to categorize the remaining customers in the organizational buyer group under they new task buying situation. In order to for us to understand the customers, which is necessary for us to communicate our message, we must ask ourselves questions that will help us gather insights about their behaviours.

Fahy and Jobber (2012, 58) list a number of core questions to ask ourselves when observing our customers. The authors proceed to tell us that the answers from the questions can be derived from personal contact through market research.

The questions are as follows:

- Who is important in the buying decision?
- How do they buy?
- What are their choice of criteria?
- Where do they buy?
- When do they buy?

In the “who” buy category, the following are the key actors; namely, the Initiator, the Influencer, the Decider, the Buyer, the Gatekeeper and the User. These several actors play distinguishable roles when a buying decision is complex and depends on several variables. We are told that most organisational buying usually has a decision making unit (DMU) which holds the decisions whether a purchase should be made or not. The gatekeeper however acts as a bridge to scan and filter unnecessary and irrelevant communication to the deciders and users. The problem that arises is that although a marketer could successfully persuade the user but still be unsuccessful if the same user is not the influencer or the decider. Thus it is important to identify which role is played by whom in order to effectively communicate our message(Fahy & Jobber 2012, 58-59; Kotler & Armstrong 2006, 177; Blick 2011, 32-33)

Table 1. Organizational buyer: Players and their roles. (Fahy & Jobber 2012, 58; Blick 2011, 32)

Member	Role
User	Uses product, initiate buying proposal and define product specification.
Influencers	Define specifications and provide information for alternatives
Buyers	In charge of negotiating, selecting the seller and making purchase.
Deciders	Have the power to select final suppliers.
Gatekeepers	Control the flow of information.
Initiator	Makes the initial suggestion to buy.

For the purpose of marketing communication, Dee Blick (2011, 30) recommends dividing the target audience. Since the roles of the actors in the purchasing process are different, then the message sent should be different depending on whom it is targeting. The more precise the message then the more relevant it appears in the eyes of the targeted audience. Our research will allow us to retrieve new information from the Porvoo market. In addition to the questions above, we may further investigate by asking some other questions to help us with our pursuit, namely; what do they need or what is going to make them buy this particular service, where do they for information regarding bands, what factors will make or break a deal when selecting one band over the other and how does one reach them with marketing or sales message? (Berry, 2009)

2.6 Components of a marketing communication plan

Before we dive in to the construction of the communication plan, let us observe some pre-activities to be done. Bob Baker author of “Guerilla music marketing book” says that although exposure is what for ourselves; our fans, customers, other people in the music business and the media need to be aware of us. This is the only way they can help us with achieving our goals. He says first the band must define who they are as artists, then determine the ideal customer and come up with clear ways to communicate with them. (Baker 2007, 15-17).

2.6.1 Steps to develop a communication plan

Mike King (2009, 4) tells us that the first step in constructing a marketing communication plan is to think “What is your core goal?”. Is it to boost sales? Or is it to reach a new customer segment? Perhaps it is to inform existing customers of a new product launch. Either way, by having a clearly established goal; it will help a company to act in unison and allocate resources properly. For now The Capo Duo wants to know the best channels to reach the different customers segments. Once that objective is cleared then the next step is to identify the communication objective. These change from time to time depending on the plans of the company. We are reminded that it is important to set realistic and measurable goals. King mentions that we have to always remember to start locally and build globally and to tackle this we must work on a per project basis. (King 2009, 4).

The second step according to King is to identify the target audience. “The most crucial aspect in music marketing is determining who your core audience is.” (King 2009, 5). King suggests that for a marketing plan to be effective, it needs to target its primary customer directly. The reason behind this is that marketing tends to be a costly as well as time consuming activity and it would be bad for a music group especially one that lacks the monetary resources, to waste its energy and attention on the wrong group of people. Kotler (Kotler & Armstrong 2011, 415-421) agrees with King. In addition to that, Baack and Clow (2007, 442) support the importance of finding and locating the appropriate customers. They mention that in case if the number of customers are usually low and more concentrated in a geographical area and that it is important to use creativity to attract these customers. Furthermore, they stress on designing a way of making it easy for the customer to reach the company in question. Lastly, they state that it is also important to reduce the purchasing risk for customers. (Baack and Clow (2007, 440-442). It is crucial to find out important information such names, demographic characteristics or psychological tendencies. It is through understanding these needs, attitudes, interest and opinions; that we will be able to develop a good or service and preparing a plan that will reach those customers. (Baack & Clow 2007, 439-440)

Upon execution of the first two steps, the steps that follow are designing the message and selecting the medium of communication. (Kotler & Armstrong 2011, 415-421). As

a company, we need to establish a clearly defined product or service. This encompasses all that a company does and doesn't do. Once the service is defined we need to create a brand name, logo and marketing elements such as company's slogan and advertising tagline. (Baack and Clow 2007, 440-441). Moreover, we need to develop a unique market niche or having a unique selling position (USP). This is a feature that allows a newly formed company to stand alone and be distinct from the competitors. (Baack and Clow 2007, 441). Fahy & Jobber (2012, 8) also concur with this notion and stress on the importance of being a value leader and its role on creating return/repeat customers. Once know what we have to offer to our target group then it is possible to construct a message that is aligned with our goals. Then selecting a medium to transmit our communication will follow.

To simplify all the steps written above, observe the illustration below that shows the succession of steps need to construct the plan.



Figure 4. Steps to develop a communication plan for music groups.

2.6.2 SOSTAC model

A number of models can to plan marketing communications. The idea behind it is setting goals and implementing a controllable way to achieve it. We shall adopt the SOSTAC Model that was developed by Paul Smith due to its effectiveness and its ability to incorporate various aspects of planning. Not only can it be applied to marketing communication plan but also business plan, marketing plan, advertising plan and so on. Through it, a practical communication plan will be formed. SOSTAC is an acronym for Situation, Objective, Strategy, Tactic, Actions and Control. Smith and Taylor (2004, 32) delve deeper by explain what each acronym is about in the following list:

- **S** = Situational analysis (where are we now?).
- **O** = Objectives (where do we want to go?).
- **S** = Strategy (how do we get there?).

- **T** = Tactics (details of strategy).
- **A** = Action (putting the plan to work).
- **C** = Control (measurement, monitoring and modifying).

Figure 6 is a figure of the SOSTAC model and it demonstrates the stages of progression from planning to implementation.

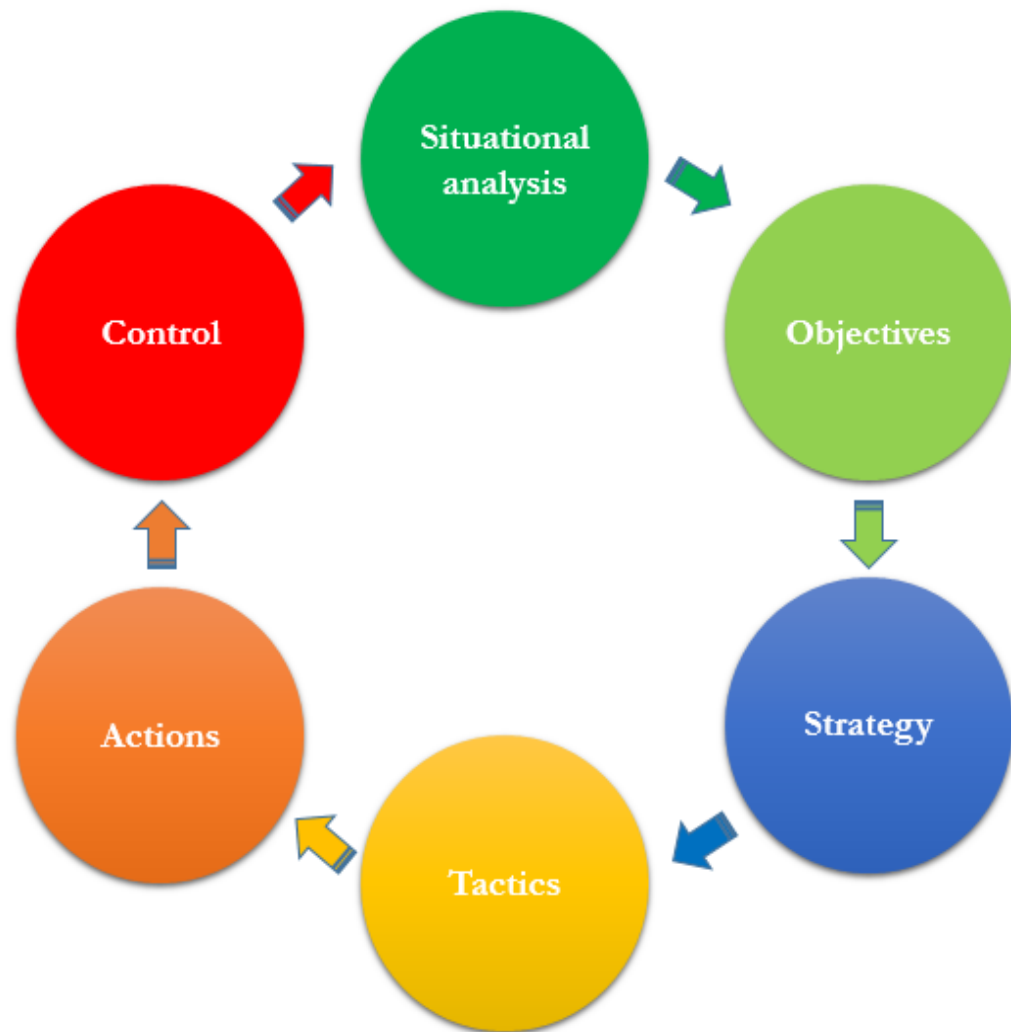


Figure6. SOSTAC model and its progressional sequence.

Situational analysis

This is the assessment of a company's internal and external environment in order to understand its capabilities, customers, competitors and environment. A SWOT analysis is a complete situational analysis of a company's situation by taking into account internal and external factors. It stands for strength(S), weaknesses (W), opportunity (O) and

threats (T); hence the acronym SWOT. (Kotler & Armstrong 2011, 53; Fahy & Jobber 2012, 319-320).

“Strengths include internal capabilities, resources, and positive situational factors that may help the company serve its customers and achieve its objectives. Weaknesses include internal limitations and negative situational factors that may interfere with the company’s performance. Opportunities are favourable factors or trends in the external environment that the company may be able to exploit to its advantage. And threats are unfavourable external factors or trends that may present challenges to performance.” (Kotler & Armstrong 2011, 53).

The idea here is for the company to analyse itself and its environment. Not only that but also aided in problem solving and decision making. By doing so, it will find internal and external factors that have positive implications as well negative impacts. This will then help in minimizing the negatives or at least prepare for them and also use the positives to its advantage. (Kotler & Armstrong 2011, 54; Fahy & Jobber 2012, 319-320).

Objectives

Setting objectives is a crucial component of any business. At any point in time a number of objectives exists depending on which aspect is observed. Example of varying objectives include business objectives, marketing objective, marketing communication objectives. Chris Fills (2005, 372) tell us of a useful tool to assist us in composing suitable objectives is the SMART guideline. SMART is an acronym that stands for Smart, Measurable, Achievable, Realistic and Time bound.

Strategy

Although, strategies were covered in Chapter 2 sub-section 2.1.2 of this thesis under the name promotion mix strategies, we shall add some more information for clarity. Strategy deals with how we can meet our objectives. Communication strategies can include factors such as segmentation, targeting, positioning, selection of communication tools and sequence of communication tools. (Smith & Taylor 2004, 46)

Tactics

These are activities performed to support strategies. They include promotional campaigns around themes based on strategic objectives. They are not meant to replace

strategies rather they add excitement and new interest to a company's regular routine for its customers. They range from seasonal promotions, anniversary sales or other events. (Baack & Clow 2007, 108). They include advertisement based on themes or subthemes, price changes, coupons, bonus packs and offers, contest and prizes. They must have a time frame. Table 3 illustrates an example of tactical timing with different tools.

Table 3. Tactical timing of different communication tools. (Smith & Taylor 2004, 49).

	January	February	March
Advertising -TV - Press			
Sales promotion -Sample drop			
Direct Marketing -Mailshot -Telesales			
Word of mouth			
Internet			

Action

In this stage reveals, the tactics are further explained in detail. This is where most of the implementation takes place. It is the section that requires a great deal of management because the budget and maintaining schedule falls into this category. Also, in the event things go wrong, a contingency plan has to be made. (Smith & Taylor 2004, 50)

Control

This stage makes plans on the measurement and monitoring of progress. It is important to know how campaigns are performing early on rather than when it is too late. Control systems need to be exist in order to monitor activities. The use of Key performance indicators also helps. (Smith & Taylor 2004, 50-51). Table 4 demonstrates an example of a control system.

Table 4. Control Systems (Smith & Taylor 2004, 52).

Quantified Objectives	Means of measuring	Frequency	Accountability	Cost	Actions
State quantified objectives and their time period	Sales analysis; Number of responses; Surveys	Daily; weekly, monthly, quarterly, annually	Who does it?	How much does it cost to measure?	Who needs to be alerted if significant variances are found?

2.6.3 Challenges

“Business owners are usually faced with a challenge of limited resource while trying to reach a cautious and sceptical public.” (Baack & Clow 2007, 442). Challenges are an integral component of all business. These are obstacles that are not aligned with the goals we have set for ourselves. The main challenge for small businesses is not being known in the market place. Other challenges include; small budgets that make it difficult to compete, vulnerability to negative word-of-mouth communications, difficulty in gaining recognition due to advertising and promotional clutter and the consumers being cautious or wary in trying services they are unfamiliar with. (Baack & Clow 2007, 439)

One way to overcome the small budget is to combat it with creativity and careful use of resources. (Baack and Clow 2007, 442). The authors tell us that consumers tend to have cautious tendencies because they have purchasing patterns and familiar brands, be it from first hand experience or information retrieved from a third party. We are told that in order for the new business to be considered, their brand or name must be recalled and the memory must be positive enough to entice the new customer. Not only this but also, companies must deliver what they promised and provide a positive experience otherwise risk no return customers or worse yet negative word-of-mouth activities (Baack & Clow 2007, 439). Word of mouth is a key ingredient to a business

that could propel a company to success or send it to its demise. Another way to overcome these challenges is to develop a unique selling point and clearly transmit the advantages or benefits of their service as opposed to the features. The end goal here is to effectively capture the consumers interest and attention. (Strickland & Thompson 2003, 358).

Another challenge a small business faces, is unintentionally becoming a specialist in a particular sector. That is to say, as it becomes better at delivering its service to a certain sector, recommendations from those in those groups are directed to more within the same industry. Although this scenario appears attractive at first, the occurrence of unfavourable situations such as a recession in the sector served may result in difficult growth and sales. (Blick 2011, 29). To counter this, a company may want to diversify their customer group and seek different clientel.

Furthermore, Dee Blick (2011, 48-49) cautions us that rarely do businesses make a decision to purchase services from initial contact. This is because the provider of the service is asking for too much given their lack of relationship. In order for the business to decide to buy they must be fed sufficient information of what is offered overtime. An active solution to this predicament would be the use of a campaign that is divided into different activities. For instance, an introductory call or visit is made to entice some introduction. This is followed by an email that contains information, features or offers of the music band. Lastly, a follow-up phone call is made to evaluate the likelihood of a transaction. (Blick 2011, 109)

3 Empirical part

In this chapter we shall move our efforts to the collection of data, the methods used and the results we obtained from our research. For the purpose of this thesis, a qualitative approach is used. The reason for this is to obtain as much insights as possible on the opinions and preferences of the respondents. Also, the expectations are unknown and thus it would benefit the author to understand the marketplace further. Additionally, the qualitative approach would allow a free flow of conversation that would offer the possibility to explore further information that may have been useful but I could not

contrive. This is because I am an outsider of this industry and I am unable to know all the aspects around this industry. It was fortunate to have questions from the theoretical framework that helped form a questionnaire. These questions formed the basis of the questionnaire and served as a beacon for other questions as well. I interviewed the persons responsible for selecting and hiring bands, namely the restaurant managers, night managers, shift managers and agents. It was important that I received information from them because in case of miscommunication or misinterpretations, the problem could quickly be solved. Also, since they are the people involved in the recruiting and hiring process, it was important to obtain first-hand information to improve the credibility of their input. The input may prove to be valuable to the commissioner because they will have a better understanding of their customer. They will know who they need to target depending on their goal; whether it is the users, influencers, buyers or even initiators. Additionally, understanding the needs of the target clients will allow them The Capo Duo to strategize their marketing practices both in the long term and short term. This will greatly help them utilize their resources efficiently within their given capabilities.

3.1 Collection and handling of data

The data was collected using interviews and a questionnaire (Appendix 1.) The interviews were conducted in person or over the phone while a questionnaire was sent to respondents who requested so. The data collected were from potential customers, namely restaurants, and recruiting service companies that book gigs on behalf of corporate events, business and other events for bands in Finland.

In total, there were three local businesses were interviewed in Porvoo; namely Amarillo, O'Malley's and Old Town Public House. Whilst a combined effort of interviews and questionnaires were done to gather data from agencies that recruit and book gigs for artist (Ohjelmopalvelut). They were Sahara Oy and Live nation Oy. These companies were selected because they form part of the target audience. It was best to obtain information from them and what it is they look for in bands when hiring them. The recruiting companies are the companies used by these restaurants because they are reputable. I interviewed them because they supply musicians and bands to the businesses that the commissioner wants to work for in the future.

Data was collected from these two different groups in order to get an elaborate picture on how the two different industry segments operate and also know the priorities of each.

3.2 Methods of data collection

As stated earlier, the data was collected using questionnaire and interviews with respondents from the various potential businesses. I used a qualitative approach in order to gain insights of the different behavioural tendencies and opinions of the respondent with regards to their preference in band selection and choice of channels. The interviews done in person were from the local businesses and the ones over the phone were the companies that were farther to reach. The questionnaire consisted of 11 questions that were related to theoretical part; the communication tools, significance of image and buyer behaviours. The questions were designed to help the respondents answer in detail so as to obtain insights on even unknown useful knowledge due to the natural flow of conversation. This is the reason why the questions were open-ended.

3.3 Results

The first four questions were designed to gain data about image and whether it has any significance. The following four questions were designed to retrieve insight on the buyer's behaviours. The last three questions are about the channels of communication used and preference.

The first question regarded the importance of image of the band to the potential clients. The respondents were asked to give their opinions on whether the image of the band is of any importance. The recruiting companies stated that a good image is important and they preferred a band with a known background and theme because this adds to a story that a band tells. The same holds true for two of the restaurants that were interviewed; stating it was artists that were known to them or where from recommended recruiting agencies. One restaurant however, did not place image as priority and would rather just have bands perform well and create good atmosphere for their customers.

The second question regarded the reason behind opting to hire new bands. The restaurants stated that they look for good stage performance and music genres that worked well with their environment; Finnish and English known covers that are easy going and simple. They also stated that they place priority on local bands and have preference for the local performers from Porvoo. The recruiting companies want bands with talent, a theme and active participants of promoting themselves in platforms such as social media.

The third question regarded the reason behind selecting a band over its competitors. Each business had its own set of priorities. The restaurants sought for price, genre of music, ability to play familiar and known covers. While the recruiting agencies sought out professionalism, good reputation and mannerisms, hardworking ethics and ability to deliver while playing.

The Fourth question regarded the repeat purchase and what motivated companies to buy more than once. The answers here is mainly how popular the band was from the end users point of view, that is the customers of the night club and people who listen to the music in the bars. The respondent mentioned that they usually receive feedback from the customers based on how well they performed and how engaging the musicians were.

The fifth question was similar to the second question. The results for the restaurants included placing priority on local performers that play know Finnish and English cover, a good budget that ranges from 300 euros to 600 euros as well as recommendation from friends who know about the business who are usually other musicians and music experts. While the recruiting agencies preferred artists that were professional and treated their music as a business. That is they had a company name and a tax card. They also preferred bands with a good reputation over a bad one. This was because they deal with several businesses and a negative response from their customers due to a band's actions would result in a negative impact on the recruiting agencies.

The sixth question was to identify the buyer of the product. In this case it was the manager or restaurant manager (ravintolapäällikkö).

The seventh question was to identify the influencer and other important players in the buying decision. They included agents (agentti), restaurant manager (ravintolapäällikkö) and night managers/shift manager (vuoropäällikkö).

The eighth question sought to uncover when they buy. Usually when they see an artist has potential based on the research they do from investigating them on bands website and social media platforms (Facebook, twitter and YouTube clips) as well as recommendation from other musicians. The time periods ranged from 3 months to 6 months before the performance depending on the business.

The ninth question regarded the suitable channels clients preferred to be contacted on. The most common one was email with a curriculum vitae (CV). The respondents preferred a personal email that is directed to their company rather than a mass email campaign. The recruiting companies also wanted information in the CV that included information about the band, contact information, past performances and experiences, equipment in their possession, access to vehicles and where they are situated. Another channel popular with the potential clients was a personal visit and meeting. Restaurants preferred a meeting that was not too formal so they can get to know who they are dealing with.

The tenth and eleventh question regarded the searching process executed by the potential clients. The answers include seeking advice from friends that were experts in the music industry such as musicians, searching for trending bands in Facebook groups, using the internet, using recruiting services such as Live nation Oy, L4 events Oy and Sahara Oy.

3.4 Reliability and Validity

The data obtained from the interviews should be reliable and valid because they represent the opinions of the respondents. The questions can be categorized in two groups; straight forward and requiring explanations. To ensure consistent answers in the ones that required explanation, the author split them into two separate questions and asked them differently. This presents a possibility for misinterpretation of the questions by the respondents and author due to language difference. Another issue is that the res-

restaurant and recruiting businesses operate differently and certain questions may not be suitable for one group. An example would be “how do you hire bands?” This question is suitable for the restaurant but not the recruiting agencies. To counter this problem, the author worded the questions differently to “how do you add bands in your roster?” because answers sought the same desired outcome.

The questions can be used in for any other restaurants/recruiting business but this doesn't necessarily mean that we will obtain the same results because each has its own operations and opinions. The opinions are volatile as they could change with time. An example would be a business that has bad experience with bands that exhibited bad behaviours would answer that as criteria for not selecting a band. However, if the same question had been asked in the past before such an incidence took place they would answer differently. As time goes on, the opinions change based on the information and experience of the respondents. Thus from my point of view, it is difficult to replicate such answers.

The first research problem can be said to be solved because the study provide very clear and repetitive answers. The second and third research problems can be said to be solved also but not to the degree of the first one. This is due to varying answers that made it difficult to pin point. The answers were rather subjective and as such question the validity.

The sample size also presents a challenge. Five companies were interviewed but seven were contacted. Although the interviews were insightful and presented some good information that is of practical use. A larger number of respondents would have fortified the results and made them reliable. However, this could not be helped since there are only seven restaurants that complement The Capo Duo's music style.

3.5 Analysis

The most effective tools communication tools to contact prospective clients are emails, phone calls or personal visits. The most effective tools that draw prospective clients include word of mouth referrals and social media platform with emphasis on Facebook and twitter. Emails was the most preferred as it was convenient and could give a quick

summary of all the necessary information including CVs, samples and contact information. Additionally the prospects, can observe them at their own convenience. Telephone calls rated second best because it also allows to get acquainted themselves with artists. The downside is that it is disruptive of schedules and if calls are made too often, a negative image may form in the eyes of the respondent. Personal visits were welcomed by the restaurants if performed when they are not in their peak hours. It requires investigation of the appropriate timing. The less direct approach used to draw in customers (pull strategy) includes word of mouth referrals and social media platforms. The restaurant businesses and recruiting service business both rely on music experts to recommend good bands to them. They include musicians, DJs or radio hosts. At the same time, they search for trending artist in Facebook groups that are concerned with music. They also observe how engaging the bands are with their fans on twitter and Facebook.

Based on the first four questions, it is clear that image has role in contributing to a bands success. A good image enables a band to get hired by the restaurants and recruiting companies. Most businesses are sceptical in doing business with unknown companies due to obvious risks such as loss of reputation or waste of time and money. Hiring a band that has no image takes on these risks of all these things. That is why having a good image reduces risks and enables companies to hire new bands without a prior transactional relationship. This is also why the recruiting companies place a stronger emphasis on the image of a company. Their business runs on their ability to provide good quality performances and failure to do so will result in unfavourable outcomes such as loss of business. The restaurants, on the other hand, are not as strict to the image as the recruiting services. For the nature of their business is different. A bad performance will simply result in cutting ties with a music group without significant consequences. A string of bad performances however, will yield negative impact in the long run. As observed above, the recruiting services prefer talent as well as professionalism while the restaurants opt for genre of music and stage performance. The image of the band is important but to the degree of the size of its prospects. What does this mean? As an organization becomes bigger, then they place a higher requirement for an image. Smaller businesses didn't place a high value on image as long as the bands could make a good performance. Larger companies preferred bands with good image.

The reputation of the band as well as behaviour on stage and off stage where important in the eyes of the prospective clients. Building a good image through branding should be a goal for bands to strive for if they are to perform business with lucrative potential. This will also open doors to perform with more businesses who are willing to pay more because they are buying a branded service. Another advantage in investing in a good image means that purchasing risk and decision time is reduced. This is good because the bands marketing efforts will be resourceful and resources in terms of time and money will be well spent.

The three crucial people that the commissioner must deal with are the managers, agents and other musicians. The managers are usually the buyers and deciders of performing business with bands. The restaurant managers are the gatekeepers and initiators. The agents are also the initiator and influencers. And sometimes the other artists and music professionals serve as influencers. The audience is usually the main user. Fortunately, the setting is not so formal in the restaurants in Porvoo and reaching any one of these individuals is not difficult. This does not necessarily mean they will buy but the entry level to communicate with the respondents is rather straightforward. This means whatever campaign or intended message to any of these people with key roles will be sure to reach the respondent. The restaurant and recruiting services also use social media to discover new acts and trending performers.

Every company has a set of criteria it uses to recruit or hire a band. The criteria that overlapped included genre of music performed, good stage performance, professionalism, popularity, reputable, and good work ethics. It goes to say that well behaved and talented musicians are favourable to customers. The best thing to do before requesting gigs is to investigate what sort of music they are looking for. The author of this thesis also suggests that it would be appropriate to contact someone other than the target person. The reason for this is to obtain all the necessary information and prepare themselves before contacting the targeted contact. A little preparation goes along and it demonstrates that the band is serious and has done its research.

The channels that scored highest in terms of reaching the respondents were email, personal meeting and social media. The first two are direct and social media is less direct.

It appears that for this particular market, the preferred communication is straightforward and complements The Capo Duo's situation. Traditional media is not a necessity to reach the intended audience. The recruiting services is an intermediary for the restaurants and in order to reach them, effort must be directed to social media.

The qualitative approach was helpful for the purpose of gathering information in the research process. However, for this case a combination of another form of research method would have been ideal for ensuring the dependability of the results. An instance that occurred is that each respondent had their own set of criteria in the musician selection process. Had these questions been asked by a different researcher, perhaps the results would have varied. Furthermore, the questions in a qualitative research play a strong role in the results. Good questions produce good results. Therefore, the experience and knowledge of whoever forms the questionnaire could ultimately affect the nature of the results obtained, through the questions asked. The chosen method still managed to accomplish the task that was set out. The commissioner wanted to know the best channels to reach their customers and the needs the said customers wanted fulfilled. That information was uncovered and ready to be used. However, some questions remained unanswered such as which needs have priority over others. If done differently, a more elaborate questionnaire would have been formed that would delve deeper to uncover a greater understanding.

4 Discussion

In this section, the author shall explain the findings in the same order the research questions were asked in the first chapter. The first research question was about the most effective communication tool, the second was whether a company without an image get hired by potential customers and the last question regarded what criteria the potential customers use when purchasing services from a band. Following the discussion will be the conclusion and recommendation.

4.1 The most effective communication tool

The first research question demonstrates that both the restaurants and recruiting companies have a preference for direct marketing. Phone calls and addressed email appear to be the norm. They invite this approach and find that it allows them to get all the necessary information to understand a band. The restaurants also have a strong preference for personal selling and welcome bands to have face-to-face meetings in their premises. Perhaps the nature of the business requires knowing and communicating with the bands efficiently and that is why they don't mind these forms of communication and they don't see them as disturbances. This is surprising because many businesses usually have a little tolerance for unsolicited emails and unannounced visits. The main thing they usually require though is preparation on the bands part. The band must have all the necessary information ready. This includes their CV, samples or links to social media outlets.

The managers and agents are the people to contact when trying to send the message although the music experts around them also have key role as influencers. In the case of the restaurants music experts and shift managers are the main influencers while the manager is the purchaser. On the other hand, the agents have an influencing role and managers again have a purchasing role. Thus, in order for our band to communicate effectively, it perhaps needs to tailor its message to be directed to the influencers. It is through convincing the influencers, that a strong chance to close a deal is made because they will convince the buyers to make the purchase. This does not mean that a manager should not be contacted rather it will ease the workload because the influencers have a credibility than someone unknown.

In terms of rank, we have established that direct marketing and personal selling are the highest priority. However, we have seen that social media platform is also a crucial component to add in the band's arsenal. The reason for this is because recruiting firms also perform their own investigations and searches. The most convenient and trust worthy platforms that came up were Facebook groups and twitter as well as YouTube clips. These sites help the firms see that w the bands are active and relevant.

Conclusively, it appears that the suggestions of the authors (King, Clow, Jobber and Fills) established in the theoretical section of the thesis hold true. King said that bands must contact customers directly in order to utilize their resources well. For our case, a small business working on limited budget in a localised market, the channels selected work in our favour because they are the potential clients' preferred modes of communication. Therefore, we can establish that what Clow, Jobber and Fills suggested in the theoretical chapters to be true and applicable. In addition to that, Daft was also right although partially so for our case. He identified the richest media as face-to-face which had a high score in the media richness scale. However, our other forms of media had a lower score.

In the earlier chapters, the author of the thesis suggested the use of four channels taking into account the characteristics of said channels and the size of the band. They were based on the theories provided experts in the book. Three of the four of the channels were suitable for reaching our audience based on the results of the research. The channels were direct marketing, personal selling, e-commerce and public relations. Public relation was the only channel that did not appear in our research. We can propose that the concepts and principles recommended authors; De Pelsmacker, Jobber and Fills on page 15 and 16, to be true especially for our case.

4.2 Importance of Image

As mentioned earlier, image is a critical component in the formation on a communication plan. The image enables customers to identify themselves with a company as well as help with its reputation. Our second research question sought whether image was a concern to the potential customers. The answer leaned strongly in the affirmative. Based on data from the research, it appears that these businesses want to perform transactions with music groups that have a good reputation and have good performance delivery.

The reason behind opting for bands with a good image is their reputation is also at stake. The recruiting agencies arrange performances for a number of events such as corporate events, wedding, restaurants and bars and even festivals. This is the very foundation of their business. Thus it is imperative that the band they recruit and hire

are reputable, possesses integrity and can deliver a good performance. Many bands have been fortunate enough to perform frequently for these companies. The companies said this because they were able to deliver what they promised, popular with the end users and had good behaviours, on stage and off stage.

The restaurants are open to hiring bands they do not know especially if they are from Porvoo. They said it was a priority for them to support the local talent so long as they play the play that works for their environment; simple easy-going, rock and known Finnish and English covers. So, our band would have faced a greater challenge if they were from another region but that is not the case. The recruiting businesses however, are stricter regarding the issue of image of a company and usually perform heavy researches before hiring. They conduct through researches on bands to make sure they are able to represent them.

4.3 Selection criteria

The criteria to select a band to perform varies from business to business such as price and preference to certain personality traits including; being active, hardworking, and aware of their activities. However, the ones that seemed to overlap include popularity, reputable, professional, good stage performance, having a theme or story behind them. “Being active and aware of their activities” encompasses the marketing and business efforts that bands execute on their own accord. Simple things such as staying relevant by being active on social media platforms and engaging with the end users.

It appears that selection process maybe slightly challenging to pursue but not impossible without some form of preparation. Knowing the customer and their expectation will assist the band in gauging whether they are a right fit for company. The performances from the past will have critical convincing role in establishing new businesses.

We also saw that word of mouth had a heavy role in influencing companies’ decisions on hiring new and unknown bands. This confirms that suggestions Baack and Clow made earlier hold true.

4.4 Suggestions

Most recommendations were observed and mentioned in the study. Nonetheless, we shall summarize the important ones here.

- As we saw earlier, a good start is to allocate a 90 minute time slot a week for marketing activities. During this time, all other activities should be put on hold and distractions avoided. Each session should be dedicated to devising actions with deadline along with the person responsible.
- It is important to go into specific needs about the services being offered as this will be more attractive in the eyes of the intended customers. As a result, this will aid the band in differentiating themselves from the competition and thus gaining an advantage over them. (Blick 2011, 26)
- The Capo Duo must first build their brand and image. This will result in a number of benefits that will assist that include; 1) creating a competitive advantage, 2) charging higher price, 3) reducing feelings of risks that are integral in the purchasing process and 4) being selected over the competition. Just as we saw in chapter 2.4. In addition to that, in the event a company decides to move to foreign markets, they will encounter lower risk and uncertainty because buyers know something about the sellers. On top of that, it will also reduce the amount of work and improve efficiency of their resources allocated; in terms of time and money. Next they should find out their core goals and how they can communicate with their intended audience. Failure to build a strong image will cause the band to rely on price as marketing instrument, as suggested by De Pelsmacker on page 12. Another thing to bear in mind is to work on a per project basis in order to ensure the message is not confusing.
- Another recommendation is to first target restaurants and play for them as chances are high to be hired by them since they are looking for bands with characteristics that The Capo Duo has within their possession. Then it will be easier to target the recruiting agencies such as Sahara Oy and L4 events because a

good repertoire would have been built by then since their image will have improved.

- Next, the band needs to invest in its social media presence with a website as its focal point. It can then use broadcasting apps such as TweetDeck and Hootsuite.com to update all their media instantaneously.
- In addition to that, it is important to contact/befriend music experts since they seem to have strong influence in target customers' decision making processes.
- Also, they can involve customers/audience to share their experience with the band on their social media such as twitter or Facebook in order to create buzz through the use of devices such as videos or pictures so that the customers can act as advocates. Social media is the online word of mouth.
- The use of merchandise and mementos can be used to create good customer value and engagement. As an example bands could welcome a guest on stage to perform with them or could host a mini competition and reward with something small and inexpensive such as t-shirts hats, guitar picks, coffee mugs, key chains, posters, kitchen magnets or pens with The Capo Duo's logo. An entertained audience will serve as good initiators and influencers to restaurants and encourage repeat business.

There are also some good suggestions from author Bob Baker. He gives many useful tips to accomplish communication to a target audience. Although some of these tips may not have alignment with this study, the author of the thesis believes that we should observe all the possibilities. Some can be used by the band in their future goals. The tips suggested by Baker (2007, 15-17) are as follows:

- Perform live as often as you can.
- Pin up posters to promote your gigs.
- Register a domain name and create an artist web site.
- Set up a MySpace.com artist profile.
- Post music video clips on YouTube.com.

- Research and discover where your ideal fans congregate online and off.
 - Contact influential bloggers and podcasters.
 - Pursue media coverage online and off.
 - Set up shop on sites like GarageBand.com, SonicBids.com, Last.fm and more.
 - Write and distribute press releases.
 - Pursue radio airplay online and off.
 - Determine the words and phrases that potential fans use to search for new music like yours.
 - Optimize your web pages so they're more likely to be found with those key words and phrases.
- Some suggested reading for The Capo Duo include The ultimate small business marketing book by Dee Blick and Guerilla music marketing by Bob Baker. These two readings have useful, creative and practical information that will assist the band with their marketing efforts. Some ideas include constructing effective messages that will capture the attention of their readers, information on implementing e-commerce to one's business and constructing a theme and unique selling point as musicians. Also, there are videos by Bobby Owsinski that teaches musicians the best ways to utilize social media. These videos can be found on Lynda.com under his name.

4.5 Reflection

In this section the author the thesis will explore the thesis writing process and learning process.

I shall first start with the thesis writing process. For the most part, writing the thesis was enjoyable and educational. Personally, I like to read various literature and enrich myself with knowledge especially if it has practical use or application. I also have a strong preference for knowledge that has usefulness in my future career and businesses. During the duration of my studies, I had an understanding of what a marketing communication plan was and how its components. However, after writing the thesis

and performing the research I can honestly say that my knowledge and experience on this subject has fortified. I believe that working on a real case with a real purpose helped me, the author, to seek appropriate information and methods of application. As mentioned before, I believe the information and experience obtained while conducting the study will help me in situations of large and small businesses alike. The process did not come without challenges. The fact that we have the freedom to explore and search for our information, different from the normal classroom activities, has been refreshing yet also overwhelming. At times it was difficult to find the appropriate motivation or overcome the feelings of being lost due to lack of inspiration. Another challenge was keeping up with deadlines, both personal and general. Having to balance several things and prioritizing proved to be hectic at times but it was still valuable lesson nevertheless. In addition to that, it was difficult to balance the objectives set. Personally, I wanted to aid the commissioner to the best of my abilities and at times it became difficult to confine the extent of the study. With time however, it became easier to prioritize on what was most suitable for the commissioner. They are translated in the communication plan. On a different note, the thesis writing process was divided into 4 steps, namely; the planning, writing itself, researching and construction of the product. The planning was the most difficult in my case. Coming up with the appropriate content to put in the study was tasking and deservedly so. The planning was the basis of the entire study. However with time I learned to adjust and restricted myself from being so narrow focused. The writing itself was very interesting as it added to my wealth of knowledge and clarified how consistent the ideas were from the various authors point of views. The research was probably my favourite part because it allowed me to uncover information that were congruent to what I had been writing. This was a relief! Finally, the construction of the product was based on the theories written prior to the research and the data gathered from researching the potential customers.

Secondly, the learning process. I managed to learn a variety of things on paper and real life lessons. My writing improved with time and I like to believe that I gained the ability to write with clarity. I also learnt the importance of communicating one's ideas to the readers over using grand words that may only distort the message. In short I learnt to keep it simple. One big fear I had at the beginning of this process was the manner of

citing and maintaining accepted format for writing thesis. With time I managed to overcome this fear through practice and as it turns out the fear was far inflated in my mind than what it actually was. Another critical learning outcome I observed was the importance of flexibility and adaptability. As mentioned in the preceding paragraph, the planning phase was the most challenging one for me. In my mind, this was the foundation of the entire process and as such gave me the most pressure as I wanted it to be perfect. However, upon starting to do the writing and other processes I realized that sometimes it was important flexible while still maintaining the overall goal and vision. As a result, I realized it is alright to change things even in the middle of the process if they need be and this applies to other areas of life as well. The more I explored the topic the more I discovered an overall better direction to follow. I think this is a valuable life lesson I will strongly keep to heart. I also learnt that it is important to do activities ahead of time especially if those activities are dependent on external actors. Although the research phase went well, there were a number of respondents who were late in giving answers, resulting in the extension of the analysis timeframe. I saw this time as an opportunity to work on a different segment of my thesis, the proof reading and correction of what was already written.

Altogether, I can reflect back on this writing process and experience as a way to help me as a prospective researcher and marketer. From an academic standpoint, the experience was enriching and as future professional it was empowering. I now have the courage to face and overcome tasks within this field. I truly believe it has prepared me to face greater challenges and roles in the workforce environment and personal business areas. Overall, it was a great learning experience and ultimately a rewarding one.

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6 Appendices

6.1 Appendix 1. The questionnaire

1. How important is the image/brand of potential music performers?
2. What would prompt you to hire a new band/artist?
3. Why would you choose to hire one band over another?
4. What criteria do you use when selecting bands?
5. Have you ever had bands perform more than once? If so, why did you decide to purchase their services again?
6. Who makes the purchase of the music service?

7. Who determines the selection of artists to perform?

8. When do you usually acquire new artists?

9. How do you prefer to be contacted by potential music performers?

10. Could you explain the process from searching for performers to hiring them?

11. Where do you usually search for new performers/bands?

6.2 Appendix 2: Communication Plan

Marketing Communications Plan: The Capo Duo

Executive summary

This is the marketing communication plan for The Capo Duo. It contains the internal and external analysis for the company. That is to say information about the company, its target groups, their known competitors and strategies. It utilizes the SMART and SOSTAC tools that were mentioned in the thesis and will follow the same sequence that these tools follow. Additionally, this plan also incorporates suggestions from various marketing professionals and music marketing professionals. A research was performed on the target market and this plan will take the feedback and use the information to offer recommendations and suggestions.

Background

The Capo Duo is a band that was formed in the year 2010 and consists of members Dan Rönbacka and Sebastian Nordman. They started out as a hobby and with time they were performing for various events. These include weddings, parties and corporate gigs. Inspired by performers such as Metallica and Kiss on MTV Unplugged, they decided to bring back that spirit and play a wide variety of songs. Upon their formation, other duos were minuscule in numbers, two (2) to be exact and they saw potential in this opportunity. Unfortunately, they recently discovered that the competition has grown in numbers and there exists (ten) 10 other competitors in Porvoo. As a result, they sought marketing efforts in order to remain competitive and operate efficiently.

The band has a unique sound that combines the talents of Dan Rönbacka and Sebastian Nordman. They play Finnish and English covers. Within their possession are instruments that help them have a distinguishing sound. Unlike other Duos, who normally have two (2) guitars, The Capo Duo utilize the harmony of a guitar and bass guitar. This allows them to generate their unique and distinguishing sound. The commissioner stated it allows them to be groovier than a normal acoustic duo. Apart from that, The Capo Duo also offer an option to customers to request songs to be played so

they can enjoy their favourite songs and revisit past memories and emotions. They do not play songs of their own.

Below is a template that that was drawn based on theoretical part of the thesis. It serves to act as beacon and assist the band in their process of planning for communication. This is achieved by asking thoughtful questions and providing examples where needed. It is flexible and can be modified to how the band sees fit.

SITUATIONAL ANALYSIS

Here we try to answer the question “where are we now?” The information should include the marketing activities their performance, the target customer, the competition, SWOT analysis, competitive advantage, how effective is the current marketing activities? Only through assessing these elements will we be able to make the most effects plans. We will delve in some elements to provide a foundation for the band. In the future, they can modify this to work alongside their goals.

Target market

The target market primarily consist of the bars/restaurant business of the Porvoo area as well as other business. The research shows that the preferred means of communication are; emails, direct visits and social media. For musicians starting out their marketing activities, these channels are very helpful due to their relative low costs and efficiency. The restaurants are open for direct contact and hold a high priority for bands from Porvoo. In terms of booking, some bars take 3 months of preparation before booking while others need up to 6 months. Another segment is the recruiting services with companies such as Live nation Oy, L4 events Oy and Sahara Oy. They are an excellent bridge in getting a wider range of exposure and more customers even those in the Helsinki. They can help propel the band to attain their goal of expansion. They need more trust than the restaurants and the band will need a good CV to impress them. Social media will play a strong role in attracting these recruiting services. The table below shall demonstrate the key people we want to focus our attention on and their roles.

The managers are usually the buyers and deciders of performing business with bands. The restaurant managers are the gatekeepers and initiators. The agents are also the initiator and influencers. And sometimes the other artists and music professionals serve as influencers. The audience is usually the main user.

Member	Title	Role
User	Audience	Use product or service
Influencer	Agents/ Shift Managers	Provide information for alternatives
Buyer	Managers	In charge of making purchase of service
Decider	Managers	In charge of selecting service
Initiator	Musicians/Audience	Makes initial suggestion to buy
Gatekeeper	Agents/Shift Managers	Control flow of information

Competition

There are a number of music groups and acts in Porvoo. This makes the competition extremely fierce because for there exists several options for the target customers.

However, the main competitors are Keltic Kaos consist Weasley Koivumäki and David McAree, Lee Angels; a Voice of Finland Competitor, and his female vocalist as well as the Super Duo which consists of Stefan Paavola and Petteri Kinnunen. These three acts are the prime competitors because they operate in a similar way as The Capo Duo, are popular and one is a radio host; meaning he has resources at his disposal. Keltic Kaos has a similar target customer as The Capo Duo.

SWOT analysis

Strength:

- Unique sound
- Hobby (doesn't affect livelihood)
- Has experience from past performances
 - Flexible
- Low start-up cost
- Partnership

Weaknesses:

- Lack of allocated budget
- Business is not a priority
- Unknown Brand/Image
- Lack of existing business plan
- Inexperience in running a business

Opportunities:

- Nature of the business
- Plenty of potential customers exists
- Focus on Restaurant/Bars and other businesses
- Can target similar markets in Helsinki

Threats:

- Highly competitive Industry
- Economic Slowdown

OBJECTIVES:

Here we try to answer the question, "What is our objective?" Is it to acquire new customer, retain the current one or notify them about something such as new service, promotion or event? Whatever objectives we set, we can use the SMART guideline. SMART is an acronym for the following.

Specific: design goals that are specific and not vague this will help in measurability.eg.

At the end of February contact 4 restaurants, get 200 new follower on Facebook by the end of the month.

Measurement: Objectives should be quantifiable as it is difficult to know whether goals are met if we cannot measure progress.

Achievable: The goals should take time into consideration and financial resources of the company.

Realistic: Objectives are useful if they make realistic because they help with progression of the plan. If they unrealistic they can hinder or deter the company from its overall plan.

Time Bound: A time frame should be set in order to check whether objectives are met or not. It also helps in the planning and evaluating the plan.

BRANDING

First thing to do is to develop the brand image of The Capo Duo. Branding is what you promise to deliver to your customers through consistency and quality. It is important because it will allow you to charge higher prices, increase customer loyalty leading to frequent purchases, positive word-of-mouth endorsements and ability to attract quality customers. As you can observe, branding has numerous advantages. In order for The Capo Duo to develop a successful brand it should first start with having self-awareness about who they are as a band and what they do. Some important questions to address include; **who are you, what is your musical direction, what do you like, what you don't like, what you stand for and why, what works for you** (in terms of your sound). Brand awareness ultimately differentiates the successful artist from those that cannot catch a lucky break.

Steps in developing your branding

- Your brand must portray your music and personality.
- Keep it honest and simple. People will either like you or they won't but it's better to be yourself since the alternative is difficult to pull off.
- Differentiate yourself. Anything that makes you unique even in a small way.
- Keep the look consistent. You should use the same logo and fonts all across your media.
- Create a remarkable logo. This is of utmost importance in promoting your brand as it separates you from the crowd. Either hire a professional or host a logo competition on sites such as 99designs.com or designcrowd.com. These sites will provide a variety of designers to make your logo and you can select the winner. This logo will be used across all your communication; posters, stage, website, banners and therefore it is important to set you apart from the crowd.

- Great photos are a necessity

STRATEGY:

Here we try to answer the question, “How do we achieve our objective? Elements such as segments, target markets and how do we want be perceived by them all fall under this category. Once the decision has been made about these elements, the step that follows is the use of an appropriate channel to send the message. I recommend splitting strategy in two; **short term strategy** and **long term strategy**.

The short term strategy is to first reach out to restaurants. This is done through the use of tailored emails, phone calls or location visit and present them with your portfolio of your information and past experiences or curriculum vitae. It will take time to get hired since it can take between 3 months to 6 months to perform after negotiations are made. However, during this period, attention and focus can be directed to social media maintenance. Social media platforms such as Facebook, Twitter and YouTube will help the band pull the customers in through positive image and familiarity. This will help set up the stage for the long term strategy.

The long term strategy will be to engage with the recruiting services since a performance portfolio would have improved. The social media efforts will have established some good credibility in the eyes of the recruiting services. It is easier to hire a band that they have heard of even if it was just on a Facebook group compared to one that is completely foreign. The idea is to stay relevant in the eyes of the prospective customers whom we have never done business with. Research shows that it is rare in a business-business setting, to buy services or products from the first introduction however if the message is sent overtime then chances increase.

As an example, we may choose to set a campaign that is divided into several process.

Campaign 1:

1. We can call the company or pay them a visit at their location in order to introduce them who we are and what it is we offer.

2. Then we proceed to send an email with promotional materials or offers.
3. Then after email is sent we make a follow up call with the intention of making a sale.

Campaign 2:

1. A questionnaire is sent with incentive to those that respond. The idea is to seek further understanding of the clients.
2. Follow up telephone call to discuss the responses and ascertain the interest levels.
3. Follow up sales letter.

Marketing tools and strategies

Based on the research conducted in the thesis, at this point in time the best way to reach the customers is through the use of tailored emails, phone calls, location visit. However, a more passive approach would be the use of social media platforms such as Facebook, Twitter, YouTube and Google+. This approach will help the band pull the customers in through positive image and familiarity. It is easier to hire a band that they have heard of even if it was just on a Facebook group compared to one that is completely foreign. Social media is great for musicians because it offers a number of benefits such as cost reduction, better intimacy with fans, targeting people who will respond to what is being offered, efficient measurement system, potential growth to viral success and interaction with fans and customers.

Steps to achieve online media strategy

- Make your website the main online focal point: All the necessary information should be here and a site visitor should easily be able to find them.
- Create accounts on the “Big 4” social networks. ie, Facebook, Twitter account, YouTube and Google+.
- Use a social media broadcast app for all your updates. These apps save time and resources since you need to only post on one area and the other media are updated automatically. Some social media broadcast apps include TweetDeck and Hootsuite.com
- Have all your social media sites feed into your main site.

Message:

Make sure the message is directed to the right person a message sent to an influencer on buying a product, no matter how convincing, will not be effective because they do not have the power to buy. It is important for everyone in the company to be on the same page. Consistency is key in building a reputable brand with integrity. If there is miscommunication then this does not reflect well on the company by outsiders. The following questions will assist in constructing a message.

Who are we targeting or to whom are we sending the message?

What do they need to know? Why?

Why is this action/event taking place?

What do they need to do? Is there an action required of them?

When do they need to know?

How will we know the message has been received?

Examples of messages to be communicated to Restaurant managers

1. We are duo that plays popular Finish, English and Swedish covers. We are proudly from Porvoo. We are The Capo Duo. We would like to play for your restaurant because we are a perfect fit with the genre of music you prefer. Contact us for more details.
2. Duo from Porvoo that utilizes the guitar and bass guitar to create an easy going and mellow audience for your audience. Give us a try. Our music resonates with your facilities. Feel free to contact us.

Messages to be communicated to Agents

1. We are a band with experience and professionalism. We have a unique sound that incorporates the guitar and bass guitar. We have a passion and drive for playing an entertaining your audience in three different languages. Contact us for more information.

TACTICS/ACTIONS: Now we seek to answer “how will messages be communicated?” Here we include the message to be communicated. Is the message consistent across all media? Is the budget allocated enough for this? Tactics must also include the channel and time period of execution.

Also we answer the question, “who does what, when and where?” The tactics are explained in detail in this section. It is important to know the budget and how we will measure performance. We also draw up the process/system used (tactic), time frame, responsibilities, external agencies if involved internal resources and skills. Below is a table that can be used as template to monitor and the actions that need to be taken. If it is written down, chances of following through will be higher.

Tactic	Person Responsible	Due Date	Budget	Notes
Email				
Telephone calls				
Office visits				
Facebook				
YouTube				
Twitter				

CONTROL

In this phase, we seek to answer the question “did we achieve our goals?” This is where we monitor our performance. Tools with potential include user experience review, customer satisfaction survey, web analytics, and Key performance indicators (KPIs) such as site traffic, unique visitors, page views per visit, traffic source, newsletters subscribers, texting subscribers, blog traffic, as well as Facebook, twitter followers or fans. Also we need to include the frequency of measurement, the cost of measuring performance and actions to take after measuring has taken place.

Quantified Objectives	Means of measuring	Frequency	Accountability	Cost	Actions
State quantified objectives and their time period	Sales analysis; Number of responses; Surveys	Daily; weekly, monthly, quarterly, annually	Who does it?	How much does it cost to measure?	Who needs to be alerted if significant variances are found?

Reflection

The product formation took into account the pre-existing knowledge from the commissioner and the data from the research. Several interviews were done with the commissioner in order to establish their goals. The interviews provided information about the situational analysis. The theoretical framework provided a foundation of the important concepts incorporated into the communication plan as business from the bands point of view. The feedback from the research provided the possibility of refining the plan to suit the band's needs. The main tools used were the combination of the SMART and SOSTAC Model that was developed by Paul Smith. The idea was to observe the different aspects of the models and implement them as a guideline that covered the various areas of the communication plan. The models covered the situational analysis, objectives, strategies, tactics, actions and methods of control. Both these models are popular in the business world due to the nature of applicability. They are used for both large organization and small business and for that reason it seemed fit to adopt them. They cover a range of aspects that allow a given business to focus their efforts. The product was able to reach the important goals set early on. Namely finding the important persons in the communication process and their roles. Also, the channels that are were most efficient were established thanks to the research prior the formation of the product. For this reason, I believe the plan has accomplished its objectives of retrieving information about the market place. In order to construct a better plan, it would have been beneficial to add some detailed strategies and actions to promote the social media. A different study can be dedicated for this purpose.