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press**

2/2009

THE CUSTOMER MAGAZINE
IS KING

ILLUSTRATED CATALOGUE
ENTICES HOME FURNISHERS

MULTASORMI CUSTOMERS
LIKE A TARGETED INVITATION

Professor Sales thunders:
Get out of that back yard!

hansapress

2/2009

editorial

RESPECT FOR SALES

The Confederation of Finnish Industries EK published its economic barometer at the beginning of May. EK's message is that the recession has yet to hit rock bottom. EK's Director General Leif Fagernäs says Finland's situation is bad, and its competitiveness is expected to weaken most among the euro countries.

What advice to give? There are two basic ways to improve competitiveness: increase sales and cut costs. With the recession reducing demand in several sectors, neither remedy is enough on its own.

Sales don't just happen, they are made: companies need enthusiastic salespeople with plenty of ideas, constantly offering smart services to all customers, both existing and new. In his new book, *Marketing Spirit*, Professor Petri Parvinen of Helsinki School of Economics urges us all to think about attitudes towards sales and the potential for development. More about Parvinen's ideas on pages 4–7.

And there are no sales without marketing. If it is the salesperson's job to find solutions that suit the customer and ultimately to shake hands on the deal, it is marketing's job to create chances for sales to take a shot at the goal. The 210 professionals at our annual UPdate seminar discussed ways of making marketing more effective and of seamlessly coordinating marketing with sales. More about the seminar on pages 8–9.

And what about those costs? It is easy to focus on making production and processes more efficient, and cutting overheads. That is fundamental. But it is worth mentally going through the marketing, too. Which marketing processes are awkward, and take up too much time and resources? Which practices should we have revised ages ago, but the change seemed just too much trouble? Now, the recession is offering us a chance to re-think – and most companies are ready to make changes, even major ones. Marketing methods, channels and the whole process can now be restructured, especially where this can achieve measurable results and cost savings.

So let's take time out during the summer to ponder how each one of us can market and sell our company's services – and let's give salespeople the respect they deserve. At Hansaprint, we believe in the power of marketing and sales, founded on intelligently implemented marketing communications solutions and processes. Let's talk about these issues in greater detail next time we meet.

A good, sales-oriented summer to all our readers!

Mika Suortti
Executive Vice President

“ It is also worth thinking about which marketing processes need revising.”

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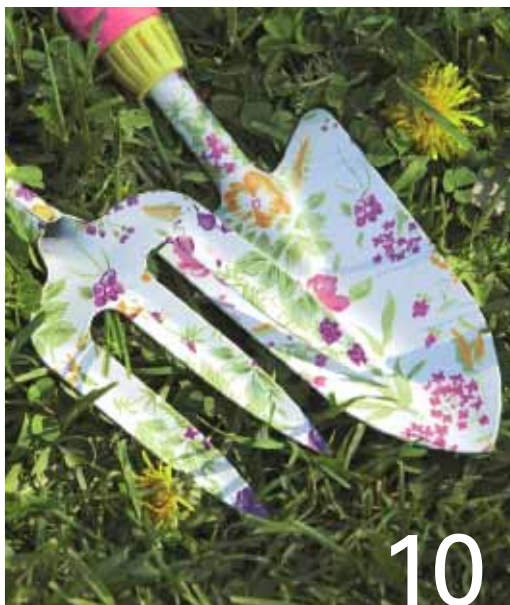
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4 Petri Parvinen uses strong words to shake us into seeing how we disrespect sales and the sales profession. Future success requires a change of direction.

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Cover photo Jukka Riihelä. **Photoshoot arrangements** Kaisa Jouhki. **Props** plant pots, Moko; watering can, cultivator and wooden boxes, Sokos; gardening gloves, Etola; and flowers, Form&Flora.

ANNE KNOWS... AND WHAT ABOUT THE ENVIRONMENT?

Anne Mähönen is Hansaprint's HR Development and Environment Manager. Anne comments on our topics – the related marketing campaigns and productizations – from an environmental viewpoint. Read what she says about catalogues and customer magazines on pages 20 and 27.



Text Antti Laiho

Photos Pekka Järveläinen

Photoshoot arrangements Kaisa Jouhki



Petri Parvinen urges business management to foster enthusiasm and new attitudes.

SALES –

NOW THAT

REALLY IS GRAND!



Professor Petri Parvinen airs some old-school attitudes. For him, lazy sales personnel, work atmospheres that mock enthusiastic selling and the engineer's way of thinking are outdated.

➤ Sales and market orientation are not Finnish strengths, says Professor of Sales Management at Helsinki School of Economics Petri Parvinen. He thinks Finland is dominated by a general back-yard mentality.

"Here, experts, people who know substance and techno-operational professionals are respected to the point of insanity, but people who are able to put bread on the table, keep customers happy and recruit new clients are not appreciated," Parvinen says.

This supremacy of substance in Finland has created a situation that feeds on itself. When you don't have to struggle for your living, only a few people will go for jobs that are not widely respected.

"The basics, ranging from a holiday in the Canaries to a car, can be arranged without having to try terribly hard, or taking risks and responsibility. All you need is to do the basic jobs in your own back yard. The social incentives to be enterprising are few."

To illustrate the idea of sales and market orientation, Parvinen has

developed the concept of Marketing Spirit. This includes understanding and accepting the organization's commercial goals, and working to achieve them. The ability to get ourselves to do what makes sense is a primary feature of marketing spirit.

"In Finnish society, people are forced negative image of sales work. People generally talk about sales personnel prostituting themselves," Parvinen says.

In polls that measure the standing of various professions, the bottom ten places on the list are usually ten sales jobs.

MODESTY WON'T GET YOU VERY FAR

Finnish salespeople are still characterized by modesty and risk avoidance. Neither characteristic is a natural attribute of sales work. The saying goes that, in Finland, sales is 100 percent technology at a 50 percent price. In contrast, Americans in the same sector sell 50 percent technology at a 100 percent price.

Another Professor at Helsinki School of Economics, **Henrikki Tikkanen**, has

addressed the same theme. He sees Finns as engineering, soldiering and farming people. When you compare backgrounds, for instance, with countries that have historically had nothing but sand and trade, the starting situation is very different.

Nevertheless, history should not prevent Finns from developing their sales skills.

IN OSTROBOTHNIA, ENTERPRISE IS A GRAND THING

But sales orientation does exist in Finland, too.

Parvinen mentions Ostrobothnian attitudes to trade and enterprise. While people in Finland generally think things should be practical, high-quality and clean, in western Finland they value all this, plus being *komia* (grand).

An important aspect of Ostrobothnians' success is a symbiosis between trade and enterprise. The more enterprising people are, the more enterprise is valued. No wonder car firms such as Rinta-Jouppi and Pörhö have come out of Ostrobothnia.

"If you go to work every morning in the pay of someone else, you don't achieve anything of your own that is 'fine', that you can proudly show people and get social approval for," Parvinen sums up the Ostrobothnian mindset.

SHOWING OFF IS NOT TRENDY

He says there is no longer necessarily a link between social advancement and traditional symbols of success, such as expensive cars, fancy apartments

and fashionable clothes. "According to Finnish educated, liberal, humanist culture, cars and material possessions are getting to be quite dorky," Parvinen says. What people value changes.

In the future, what will be important above all will be the ability to do what makes good sense. Apart from owning property, affluence can, for instance, make it possible to hold parties, to go from one place to another, and to give

“ Another basic issue that needs developing is keeping in touch with the customer.



Outfit: Recycling centre

“Knocking your own work at the workplace should be totally forbidden.”

development aid. On the other hand, flexible factors of production are also valued at a premium.

Parvinen sees Facebook as an example of the skills that will be needed in the future: “Being able to create something in which people participate takes certain resources and a certain enterprise.”

MOANING SHOULD BE BANNED AT THE WORKPLACE

Sales and market orientation is rooted in attitude. “In Finland, it is totally permissible to knock your own work. It has actually been quite cool. At work, you can moan and complain all the time. Around the coffee table, people only remember their days off,” Parvinen says. “On no account should this be permitted at the workplace.”

It makes a difference how people talk about their own work.

“And how quickly and gladly someone starts a new task is a concrete gauge of attitude,” Parvinen maintains.

“In creating a new, positive, sales-oriented atmosphere, it is the boss’ job to get rid of people who poison the atmosphere of the working community.”

A JOINT DECISION AS THE BELLS OF FATE TOLL

The decision to adopt a new attitude at the workplace has to be made together. Parvinen takes an example from the pharmacy trade, whose future will largely be determined by the way it views sales and commercialism. The retail grocery trade has its eye on adding over-the-counter medicines to its ranges, and is thus threatening the position of pharmacies.

“Pharmacies should actively take their customers and convince them that expertise is important in non-prescription products, too, and offer them a service and buying experiences that they can’t get from a shop,” Parvinen says.

But, in order to bring about change, it is not enough for the pharmacy to say: let’s adopt a more go-getting attitude and start selling beauty and recreational products along with prescriptions.

The shop’s staff must understand that their own job will only continue to exist if the pharmacy business does well.

“Whether someone buys a face scrub mask from Citymarket or the pharmacy will determine whether or not there will be jobs in pharmacies in ten years’ time. ‘Aha!’ experiences like this get things moving at the workplace,” Parvinen believes.

“But, if a single pharmacy employee resists the new, sales-oriented way of doing things by saying it goes against their own professional expertise, it simply won’t work.”

DID WE MAKE A DEAL? OR DID WE JUST HAVE A NICE CHAT?

Despite the apparently weak starting points, Parvinen does not see the game as being lost as far as Finns are concerned.

But things have to be improved.

“One of the most important things is closing the deal. Finnish salespeople can’t ask directly: Do we have a deal or not? Nor are they able to tell people about the result when returning to the office,” Parvinen says.

“So, regrettably often, Finns leave that final deal up in the air. Nor do their bosses and colleagues look very carefully at the result of sales visits,” Parvinen says.

“If the results were gone through openly, respect for sales work would increase.”

Another basic issue that needs developing is keeping in touch with the customer. “Somehow a lot of salespeople are too fond of their own office chairs, of evening newspapers on the Internet, and of Facebook,” Parvinen throws in.

“If you are in sales, you should be able to create a kind of social construct for yourself, one that says you enjoy doing your work well, and don’t avoid it.” ■

Petri Parvinen is Professor of Sales Management at Helsinki School of Economics, and was the main speaker at Hansaprint’s customer relations seminar on April 28. He has written a book (in Finnish) on the subject: *Marketing spirit – oppi realismista ja innostuksesta liiketoiminnasta* (Marketing spirit – learn realism and enthusiasm in business).

Parvinen’s examples from Europe: Brits know how to sell, Austrians don’t

» “The Brits managed to heal the traumas left by the industrial decline of the 1950s and 60s by investing in a service society. Within three decades, the situation changed completely. Nowadays, the Brits have a lot of power and expertise in global service sectors.

“Austria, in contrast, took the wrong track. In the 19th century, Vienna was a flourishing centre of trade. Besides its geographical location, trade was accelerated by a comparatively liberal, permissive society. Then, the situation changed; the country began to imitate Germany. And that’s where things went wrong. Thank God the Austrians have the Alps and tourism. But what else do they have? A bit of classical music, Swarovski, and Red Bull, which they pinched from the Thais. In this sense, Vienna has sustained a lot of setbacks in a hundred years.”

Making the most of the **MEDIA TRANSITION**

In April, Hansaprint's ultra-popular UPdate customer seminar brought together 210 sales and marketing professionals at Helsinki's Kalastajatorppa Hotel. The hottest topic on this spring day was how to gain the maximum benefit of the changing media.

➤ How do we make it through the transition and come out winners? How do we subdue the demons? What is the antidote to increasingly fragmented target groups? Can we recognize the change factors in the communications sector? And can we react to them?

The speakers at the seminar gave the audience both answers and food for further thought.

Hansaprint's President and CEO **Timo Ketonen** began the seminar with a change-factor analysis. "We are faced with the biggest upheaval in a century," he summed up.

Ketonen urged his listeners to go interactive, to personalize messages, and to question age stereotypes: grannies surf the Internet, too.

In his presentation, **Antti Kaihlanen**, CRM Manager of Carat Finland, stressed that all the current media trends are linked in one way or another with going digital.

"It is not just the Internet, but all the other digital media and channels. Other innovations, such as social networks and communities, are being constructed in the digital dimension."

Kaihlanen says it is important to know what consumers are doing in the

various media and how they use them. And it would also be good to look ahead, to try to see what the future will bring.

"Three years ago, almost no one had heard of Facebook. Marketers who did not spot this change are now lagging behind a bit."

There is also a lot of talk about the overlapping use of media. Kaihlanen points out that, apart from young people, older age groups are also using increasingly many media in parallel, and getting the message.

"A good example is my own mother. Before, nobody was allowed to disturb her before the end of *Salatut elämät* ('hidden lives', a Finnish soap opera). The last time I visited her, she was casually surfing the Net and sending e-mails while it was on."

MAGAZINES AND THE INTERNET DON'T MIMIC EACH OTHER

"The Internet can bring magazines new business and a wider array of services to meet business-to-business customer needs," said **Tuija Wikström**, Director of the Digital Media Unit at Sanoma Magazines Finland.

"Of course, magazines should exploit the opportunities of multichannelling. Depending on the magazine, the Net version might have news, online-chat or product-comparison services or a video portal."

Wikström stressed that magazine brands can be strong on the Internet as well. But the nature of the parent magazine need not define its Internet dimension. The main thing is that the content supports each other.

"A good example is the collaboration between *Cosmopolitan* and *Maybelline* cosmetics. In the magazine, readers were invited to take part in a competition to be a model in a fashion feature. Readers were asked to send in pictures and chat about them on the *Cosmopolitan.fi* website. Almost 200 pictures were submitted, the discussion was good humoured, and the website attracted more users."

DATABASES BRIMMING WITH UNUSED INFORMATION

Luovio's Managing Director **Leevi Parasama** and Service Director at Fonecta Oy's *Asiakkuusklinikka* (customer rela-



relationship clinic) **Henrikki Korhonen** also stress that the marketer's world has fundamentally changed.

Shouting competitions to the great masses is less profitable than ever. Communications requires targeting. And the key to that is making use of existing databases.

"Companies' own databases and the many external ones are brimming with vast amounts of knowledge. But that data has to be refined and turned into understanding," Korhonen emphasized.

Parsama comments that, at its best, database intelligence guides campaigns right up to the printing press.

"When Masku opened a new store in Oulu, we at Luovia planned a campaign targeted to 100,000 homes with direct mailings – with personalized, door-to-door driving directions to the store. As a result, sales at the opening exceeded all expectations," Parsama said. ■

What do we think of sales? 4 views from seminar guests

What makes a good sales gimmick?

Jouko Peltonen, Professor, Åbo Akademi University



"We often think too much about how consumers perceive and respond to new products.

I noticed this came up at the seminar, too. It is worth bringing new products onto the market with an open mind, and thus moulding consumers' behaviour. Being open-minded also means daring to go against general trends."

What kind of sales pitch makes an impression?

Veli-Matti Kaartunen, Marketing Coordinator

VV-Autotalot Oy



"I personally buy out of need, and what salespeople say has no effect on my decision to buy. I get the purchasing information I need through the Internet. Then I just go and buy the product. It is hard for a salesperson to change my mind and to get me to switch my choice of product to another brand."

How is the recession affecting sales and marketing?

Anne Santanen, Marketing Manager, Rittal Oy



"I imagine a lot of companies are now looking for new, more effective marketing channels. Everyone is keeping an even keener eye on where they are putting their sales and marketing resources."


What kind of salesperson convinces you and what kind of salesperson would you never buy anything from?

Anne Ahlgren, Marketing Manager, Forumin Yrittäjähdistys ry



"Convincing salespeople are those that have done their homework in advance, and found out who they are selling the product or service to. I am sufficiently vain and childish that personalization always makes a big impression on me!"

"On the other hand, if I don't need a product, then no gimmick will impress me."



Text Katariina Lampinen
Photo Hannu Salmi

Miia Inkeroinen works in a fascinating business. Designing and constructing gardens, yards and all sorts of summer 'living rooms' is a favourite hobby in Finland nowadays.



Targeted invitation hits home with **Multasormi's** customers

Targeted marketing is high-impact and cost effective. It is also easy to measure. A targeted, personalized direct-mail trial hit the spot at S Group's Multasormi, when invitees to a customer evening arrived in masses and sales figures bloomed.

➤ The S Group company Hankkija-Maatalous tried out centralized targeted marketing for the first time a year ago in its Multasormi gardening chain stores. The customer-owner evenings in three stores went well, and more have been held in 12 Multasormi stores this spring.

"During the customer-owner evenings in April, store sales were on average double from the previous days'. In one shop, sales even quadrupled. The targeted direct mailing, along with the warmer weather, clearly affected sales," Hankkija-Maatalous' Marketing Manager **Miia Inkeroinen** says.

In the direct-mail campaign carried out by Hansa Direct, personalized invitations containing offers were received by S Group customer owners who

had shopped in their local Multasormi during April-September of the previous year. Also at the customer-owner evenings were various experts ranging from a garden designer to fertilizer, compost and pesticide manufacturers.

Targeted campaigns still span only a small fraction of Hankkija-Maatalous' markets, but the aim is to do more in the future.

"We see targeted direct marketing as a future growth trend, and we want to use it more. Another aim is to make target groups even more specific than at present. Our customer registers make that possible. It makes sense to create even more precise target groups, since this cuts costs and allows us to boost profits," Inkeroinen says. »

PRINTED PRODUCTS COME IN MANY SHAPES AND SIZES

Hansa Direct makes diverse use of company databases in targeted printed products. Traditionally, personalization meant repeatedly putting the recipient's name in various parts of the printed product, but it is much more than that.

"Image personalization allows recipient's names to be linked to the campaign theme in genuinely attention-grabbing ways – say, by having a summery, floating cloud in the shape of the name or a personalized message written in beach sand," Hansa Direct's Sales Manager **Irene Mäkelä** says.

Mäkelä encourages companies to use their customer databases in other ways, too. In principle, all the register data can be put into printed products.

"We can automatically target images and text to suit the target group and, for example, change product offerings depending on gender or location. One of our customers personalizes product shipping costs for different places," she illustrates.

Databases and various personalizations can also be used for covers, or extra covers, of customer and other magazines.

Web-to-print solutions, meanwhile, provide time-saving tools for creating repeated targeted campaigns. Customers can use the Internet to edit the message templates and place the order. The product is then automatically sent to Hansa-print's press.

"We take a customer-oriented approach. We aren't just a printing house or implementers of direct marketing. We make very different looking solutions depending on the customer's needs," Hansa Direct's Prepress Specialist **Lasse Lehtinen** points out. ■



Photos Jukka Riihelä
Photoshoot arrangements Kaisa Jouhki
Tools and gardening shoes from Etola,
flowers from Form&Flora

Targeting makes markets

The advantages of targeted marketing are further accentuated in a recession, with companies considering marketing investments very carefully.

» "With targeted campaigns, the customer can be reached with considerably higher results compared to media marketing in general. Once we know the recipient group, we can construct the message and offer products, services and benefits to interest that specific group," says specialist in electronic solutions Luovia's Director of Content Creation **Sami Puutio**.

In recent years, companies have begun making more, and more diverse, use of their customer databases. Customers are typically grouped by age, sex and locality. Data from in-house customer registers is, for example, enriched with population and vehicle-register data.

But there are still a lot of unused options, says expert in digital printing Hansa Direct's Sales Manager Irene Mäkelä.

"In Sweden it is already common to use customers' purchase-history data in targeting, and this is sure to spread to Finland. Analysing purchase-history data gives greater certainty in picking out products that will interest the target group," Mäkelä explains.



GROW

It pays companies to look after the wealth of customer data they have collected. This is now accumulating at an accelerating pace with the growth in Internet transactions. Marketing reaches its targets better when companies, for example, amalgamate the information gathered during various campaigns, and systematically update and refine their centralized customer registers.

But, simply studying register data will not explain buying behaviour, observes **Tuomo Varila**, Senior Partner at House of Insight, a provider of analysis services. House of Insight combines register analysis with questionnaire studies that identify the reasons, values and attitudes behind customers' purchases.

"When we know different customer groups' motives and attitudinal drivers for buying, our marketing speaks to people a lot more directly and is more relevant. Companies can group customers better and choose the right benefits to offer. If the values of a particular customer group stress ecology, then the benefits offered to them should be ecological choices," Varila gives an example.

RESULTS ARE KNOWN EXACTLY

The results of targeted marketing are precisely measurable. When a targeted print-direct mailing or e-mail contains a personal access code for a campaign website, the company knows

which recipients have visited the website and what has interested them.

"The measurability of results for targeted campaigns that use the Net is of quite a different order from other channels. We know what interests different people, so we can approach them with more precise, smarter, more interesting messages. As an alternative to a single, expensive mass campaign, we create a targeted, constantly developing campaign process," Puutio explains.

The Internet's speed and campaign-testing potential are not yet being fully exploited. Campaigns are often like traditional 'one-message' campaigns: planned right to the end in one go. Instead of a one-off transmission, Varila recommends first making several small trial campaigns, whose best features are then combined.

"The speed of the Net allows campaigns to be tested and adapted flexibly according to which message and offer hits home best with consumers. Contact cost per customer is considerably less on the Internet – in practice, this kind of testing is impossibly expensive with traditional channels," he says.

In just a few years, technical developments have broadened the scope for personalizing marketing messages both in printed products and on the Internet. For example, image and video content can now be easily tailored for specific recipients, says Hansa Direct's Prepress Specialist Lasse Lehtinen.

Clear benefits from target-group analysis



» House of Insight's analysis services help to enhance customer loyalty and new-customer acquisitions, and reduce customer losses.

At best, profits from new sales have improved 15 percent, and it has been possible to cut customer losses by as much as 20 percent.

The best results have occurred when customer analysis has been a continual, systematic process that identifies the factors affecting the buying behaviour of potential and current customers, and those in danger of being lost. The company can then choose the right approach in each situation.

"Combining questionnaire studies with customer-database analyses gives us a brilliant tool for doing targeted marketing. This tells us to whom the message should be targeted and why, and what things hit home with different target groups," Tuomo Varila says.

"Future technical developments will make targeted marketing easier in various media. Software makers have been working to make programs multi-purpose, while increasingly advanced solutions are emerging for producing and managing the actual campaigns. This means better, more multifaceted, easier-to-use tools for doing our own and our customers' targeted marketing," he evaluates.

CUSTOM OFFERS STAND OUT FROM THE CROWD

The future of targeted marketing looks bright. The volume of marketing messages will continue to grow, but not people's free time. In this situation, well-targeted and personalized messages will stand out from the crowd.

People are also spending more and more time on computers and mobile terminals, time taken, for instance, from watching TV. Computers and the increasingly popular smart phones are seen as personal devices, making them poor vehicles for mass marketing, Puutio says.

"I believe generalized media marketing will lose power in certain product groups and services. It will no longer reach people as it once did, since young people spend more time on the Internet than watching TV. What people talk about no longer comes from TV, but from social media like Facebook or IRC Gallery," he reflects.

Puutio, Mäkelä, Lehtinen and Varila stress that generalized marketing will play a significant role in the future, too, even though targeted campaigns will increase their share.

"Products and brands need to increase their recognition and visibility, and generalized media marketing does this best. But if we talk about making sales, targeted marketing is the most effective way to influence customers' buying behaviour. The power of targeted marketing is increased customer loyalty – this can't really be achieved in any other way," Varila says.

THE MESSAGE MUST BE INTERESTING

Luovia's targeted multichannel campaigns have improved the effectiveness of customers' marketing. In several campaigns, targeted direct-mail letters point to a campaign website, and from there to an Internet shop or to a store.

Electronic-solutions specialist Luovia not only delivers marketing messages via various channels, but also plans the message's content with the customer.

"A targeted campaign message has to speak to the recipient. Without an interesting message, creating precise target groups is pretty pointless," Luovia's Director of Content Creation Sami Puutio says.

Most recently, an interesting target-group specification was set up for the spring campaign by hardware and builders' supplies chains K-Rauta and Rautia.

"K-Rauta's and Rautia's centralized customer database was enriched with summer-cottage owners, since many Rautia stores are in summer-cottage territory. For example, if a Helsinki couple have a summer residence in Kustavi, the local Rautia sent a personalized direct mailing to their Helsinki address," Puutio says.

The letter aimed at summer-cottage owners has the recipient's first name embedded on the side of a sauna bucket, while the letter sent to people living in their family house has the names on a spade shaft or on a stake supporting a seedling apple tree.

The direct mailing guides customers to the campaign website, lured by net-exclusive additional offers and, for instance, a competition to design a dream garden. On the website, visitors are asked permission for e-mail follow-up marketing. ■

COORDINATOR psychologist and SALESMAN

10 questions

Hansaprint's Key Account Manager Aki Toivio swore he would not be a salesman like his dad. Fortunately for his customers, things turned out differently. He has been described as a dream salesman, no less.

1 ■ You are one of Hansaprint's Key Account Managers? Tell us a little about your work.

My main task is getting new customers. Secondly, I help my current customers gain the maximum benefits from Hansaprint's and Luovia Oy's services.

2 ■ Is a Key Account Manager mostly a coordinator, a psychologist or a salesman?

Good question... Perhaps, in suitable doses, all of them in one. It might give a clearer picture to say I do consultative sales work to help customers achieve their own goals.

3 ■ Do you have a so called normal working day?

My work days vary a lot. But everything I do relates to the customer. There are phone days and then there are customer visit days that clock up the kilometres. I drive about 40,000 km a year.

4 ■ Did you just end up in your job, or was it a choice? What would you do otherwise?

Sometimes as a kid, I blabbed on about never being a salesman like my father! And, here I am. I have been more or less involved in sales since 1985. And I haven't regretted a single day of it.

5 ■ What is the most important advance in marketing communications of recent years?

One very good innovative solution is Multichannel Campaigns using customer registers, personalized direct mailing and campaign websites. A personalized direct-marketing message sparks people's interest and points them to the website. The website then gives us useful information about respondents' interests. We use that for our follow-up sales and marketing.

6 ■ What is the biggest challenge in your work?

Right now, the economic situation poses the most challenge. But this is clearly an opportunity, too, since companies are seeking smart, cost-effective solutions, e.g. for material-acquisition processes. Hansaprint can help here.

7 ■ Who or what has taught you most in your profession?

I guess I learned the basics of sales and marketing on courses, but it all relies on your really wanting to do the job. Of course, I am learning constantly, since I do so much with people. Common sense is the key!

8 ■ Describe your ideal customer?

A customer who has a true desire to develop our joint efforts to serve the goals and objectives of both companies.

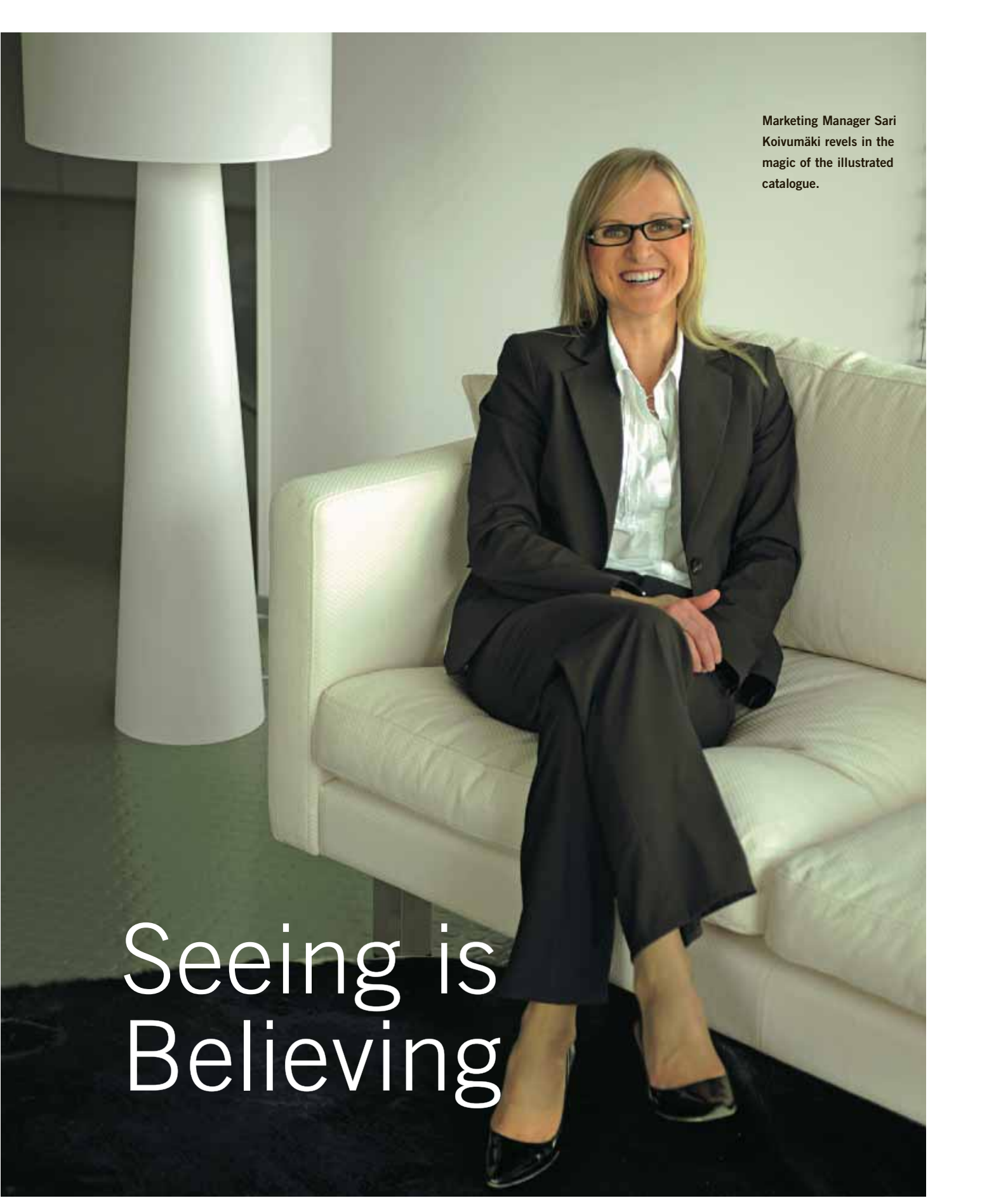
9 ■ How do you stop being a Key Account Manager in your time off?

I renovate our 120-year-old house and play football for PiPS seniors. Otherwise, my free time goes to the classic Finnish summer cottage and boating. The sea is important to me; it would be hard to live without it.

10 ■ How is your fortune telling? Will this be a beautiful summer?

Summer has arrived a bit late recently when we've had relatively warm summers. So, I expect this summer to be short, but hot. It will begin at Midsummer and last four weeks, or so. ■



A photograph of Marketing Manager Sari Koivumäki sitting on a white leather sofa in a modern, minimalist interior. She is wearing a dark grey suit, a white shirt, glasses, and black heels. She is smiling and looking towards the camera. To her left is a tall, white, cylindrical floor lamp. The background is a plain, light-colored wall.

Marketing Manager Sari Koivumäki revels in the magic of the illustrated catalogue.

Seeing is Believing

Isku has faith in illustrated catalogues. For Marketing Manager Sari Koivumäki, a good catalogue presents products with style. It evokes feelings and feeds customers' imaginations with new ideas.

Text Matti Välimäki
Photos Juha Tanhua



“A vibrantly colourful jungle brings a dash of the exotic and lushness to the home. The subdued natural colours are enlivened by various shades of green, pink and other bright colours. Furnish your own jungle – create an atmosphere with plants and bamboo.”

This is an excerpt from this year’s Isku spring catalogue. Unsurprisingly this shows the company’s new products, but at the same time, tells readers about three of this spring’s interior design trends: a breezy shoreline, a desert radiating domestic tranquillity and an untamed jungle.

“We have picked up foreign trends and applied them to Finland. We want to give readers hints and ideas, and to encourage them to experiment,” says Isku’s Marketing Manager **Sari Koivumäki**.

“We also want to tell people about our new concept: created for the Finnish

A GOOD CATALOGUE IS VIBRANT, CHEERFUL AND INSPIRES ITS READERS.

home. I see the catalogue as a good place to communicate our values and our strengths,” she adds.

A LOT TO LOOK AT IN A STYLISH PACKAGE

This spring’s catalogue is Isku’s first large catalogue in five years; the next will appear in the autumn. When it adopted the catalogue, the company gave up brochures delivered to homes every month.

“I saw an illustrated catalogue as the best channel for us to display new products in a stylish setting.”

“An illustrated catalogue also let’s us show the diversity of our range in a highly

concrete fashion, and to tell people about our broad price spectrum. Our research shows that customers have not been sufficiently aware of these things.”

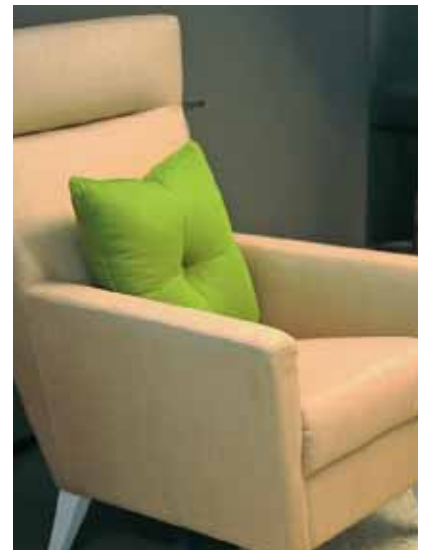
Koivumäki says the catalogue further serves as a kind of in-store tool for customers, making it easier for them to envisage complete set-ups.

“Our stores have limited floor areas, and not everything can be put on display. The catalogue gives additional tips, for instance, about what a large modular sofa will look like in all its splendour, or with different fabrics.”

“Customers often arrive at the store holding the catalogue, with the product they want already circled.”

CATALOGUE AVAILABLE IN MULTIPLE FORMS

Isku’s catalogue is distributed to consumers in a direct mailing using address registers. It is also available from stores, »



Brits browse the catalogue – then pick up their package from the store

If you were British, you would almost certainly know about Argos. So what is it? Argos is a catalogue-based approach to selling almost anything between heaven and earth. Argos stocks over 20,000 items which are displayed in their own categories in a catalogue of no less than 1,800 pages – these days on the Internet, too.

Although Argos now has a highly comprehensive website, the company's business idea is still based on catalogue sales and self-service. The first illustrated product catalogue appeared in 1973.

Most Argos customers collect their purchases from the company's warehouse stores. There are currently 725 collection points, all very basic and ascetic.

People can leaf through the product catalogue in the store itself, but most customers have already carefully chosen their products at home.

Picking up products is also done in factory-like fashion: customers tell the checkout the code for the product they want to buy. The assistant checks whether it is available. If so, the customer immediately pays for the product and is given a receipt. The customer uses this receipt to pick up their purchase from the service counter on the other side of the collection warehouse.

www.argos.co.uk

IN THE FUTURE, THE CATALOGUE WILL INCREASINGLY CONTAIN LIFESTYLE FEATURES, ADVICE ON CHOOSING FURNITURE AND INTERIOR-DESIGN IDEAS.



or can be ordered via the Internet. There is a replica of the catalogue on the Internet.

“The catalogue has to be on the Net, too. Already almost half our customers use the Net before they set off to buy furniture. And the Internet catalogue serves people who don’t have an Isku store nearby.”

A printed catalogue has its own strengths, and the Net its own, too. The Net’s best features are speed, flexibility and ease of updating.

“On top of that, the Internet allows you to tell people about topics and products in much greater depth than in a catalogue,” Koivumäki adds.

“On the Net, in addition to the replica, we have a lot of product information, for example, about materials and construction.”

GLOSSY PAPER, THICK COVERS?

“It is nice to immerse yourself in the catalogue on your own sofa, to compare, say, the living room in the catalogue with your own living room. The catalogue evokes feelings in readers. That is a good thing, since once you arouse emotion, you are already close to succeeding. The catalogue prompts people to seek information on the Internet or in a store,” Koivumäki explains.

“A good illustrated catalogue is fresh, bright and airy. It stimulates the imagination and creates room for thought, too.”

The catalogue does not burden people with detailed product information.

“In the catalogue, we mostly only tell people the aspects of the product that are important for our strategy: homeliness, customizability, a Finnish designer and product facts such as price and dimensions,” Koivumäki says.

The overall experience is also affected by what your fingertips feel.

“We wanted the paper we use to be high quality, but to feel homely.”

Koivumäki points out, for example, that glossy paper and thick covers are not self-evident. The most important thing is that the publication is a functional whole.

FROM PRODUCT CATALOGUE TO CATALOGUE OF IDEAS

But let us go back to that shoreline, to the subdued tones of sea and stone. To interior design that can be enlivened with glass objects, clamshells, stones

and wood beautifully patinated by time...

Koivumäki expects more lifestyle material and ideas in the forthcoming autumn catalogue.

“It might, for instance, contain tips about how to give a living room a new look, even without that traditional change of sofa – for instance, by focusing on rugs and various other furnishing products.”

“It might also include a sofa-buyer’s guide. For instance, what to look for when buying a new sofa.”

“We want to make catalogues that people will want to keep,” Koivumäki emphasizes. ■

ANNE KNOWS... AND WHAT ABOUT THE ENVIRONMENT?



Hansaprint’s HR Development and Environment Manager **Anne Mähönen**:

“The environmental impact of a catalogue is reduced when it is designed for long-term use. The more an illustrated catalogue is browsed, the smaller its ecological footprint is. The more useful and enjoyable the product is for the consumer, the more justified it is. Content decides.”

When a good catalogue helps people choose products, this can also cut down on fruitless wandering around shops and on car journeys.

Illustrated catalogues produced at Hansaprint can be recycled with ordinary household waste paper.

The Internet impacts on KODIN YKKÖNEN

Last autumn was the first time that Kodin Ykkönen incorporated the Internet into the marketing of its Yllätyspäivät multi-day sales event. The result was a multichannel marketing campaign that was far more popular than expected. They did the same again this spring.

There has been talk of multichannelling in marketing for a long time now, but due to changes in consumers' media behaviour and the economic

recession, it has now begun to interest marketers in a new way.

They believe in multichannelling at Kodin Ykkönen, too. So, for the first time last autumn, they incorporated the Internet into the marketing campaign for their twice-yearly Yllätyspäivät multi-day sales event. A dedicated website, *Yllatyspaivat.fi*, was created, to which customers were directed from various channels, such as electronic newsletters, print and web banner adverts.

They were impressed by the results. The campaign website sparked interest, there was lots of activity in Kodin Ykkönen's department stores, and sales from the related *Kodin1.com* Internet shop were up.

One particular success was the furnishing game created for the website, which visitors could use to construct interior designs out of Kodin Ykkönen

products. More than 20,000 visitors played the game.

"We didn't expect so many visitors. Its popularity demonstrated that what interests people on the Internet is functionality – being able to do more than just look," Kodin Ykkönen's Customer Relations Manager **Tapio Anttila** speculates.

This positive experience made it easy to set about devising the spring campaign.

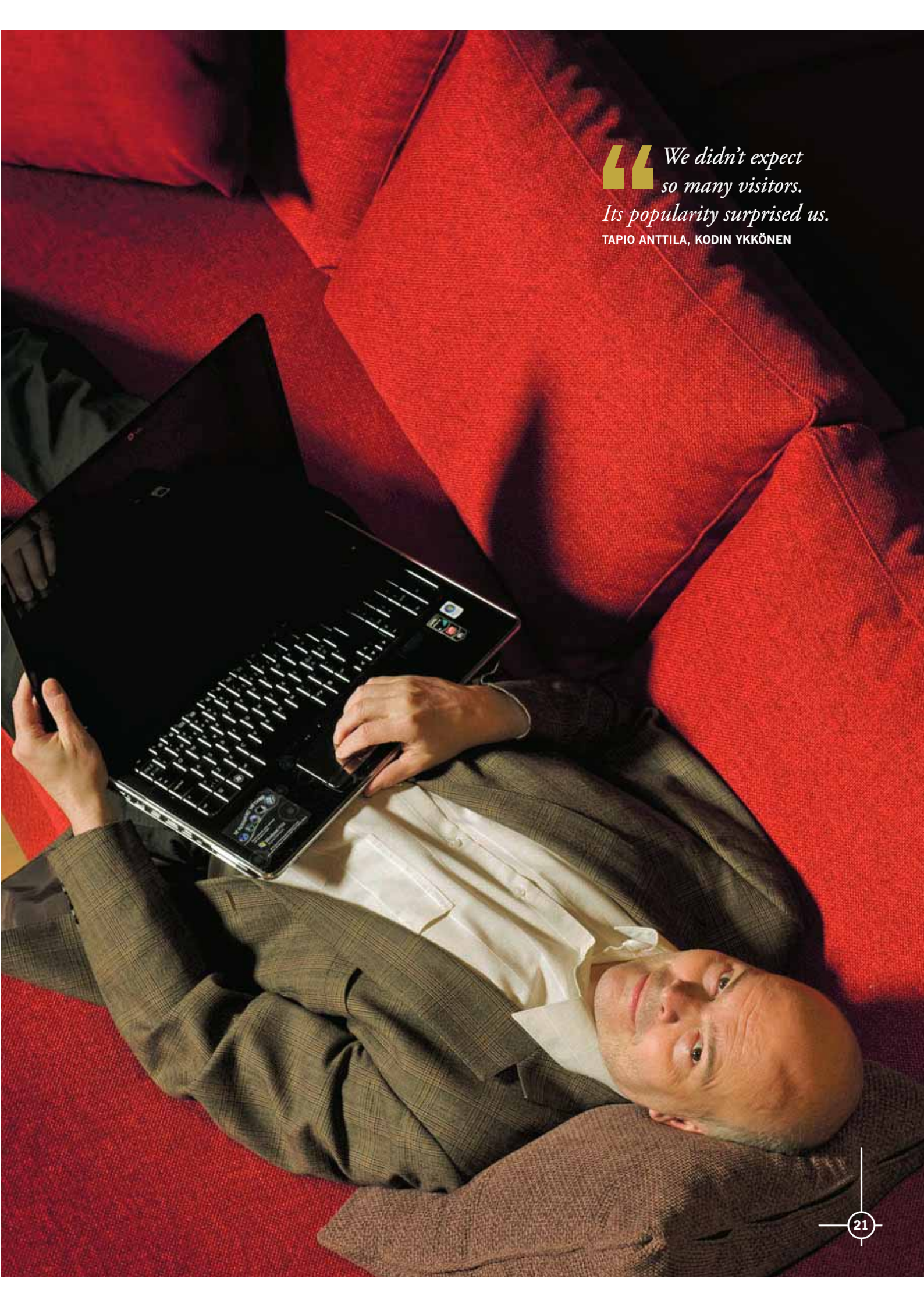
CAMPAIGN BOOSTS INTERNET SHOP SALES

The Internet, like other marketing channels, is, of course, just a means, not an end in itself. The goal of the Yllätyspäivät campaign is not just to get people into the stores, but also to increase awareness of the *Kodin1.com* Internet shop and to boost its sales.

To achieve this, the campaign website points people to the Internet shop, »

Elements of the sales campaign

- Campaign website, with moving images and special offers.
 - Furnishing game on the campaign website.
 - Electronic *Yllätyspäivät* images.
 - Electronic newsletters.
 - Banner adverts on *Iltalehti.fi*, *Iltasanomat.fi*, *Luukku.com* and *Plussa.fi* media websites.
 - Other media: images, addressed mailing, press advertising, eye-catching store adverts, in-store videos.
- ✓ All the media support each other.

A high-angle photograph of a man with a shaved head, wearing a brown checkered suit jacket over a white shirt, sitting on a red sofa. He is using a black laptop. The scene is lit with warm, dramatic lighting, creating strong shadows and highlights on the sofa and the man's clothing.

“ We didn't expect
so many visitors.
Its popularity surprised us.

TAPIO ANTTILA, KODIN YKKÖNEN



“ Visitors like virtual interior design. This clever furnishing game logged over 20,000 customer contacts. It truly spotlighted products; and Internet-shop links made the entire idea work even better.



TIMETABLE AND UNIFORMITY OF MESSAGE

» The Yllätyspäivät marketing campaign began a couple of weeks ahead of the event, and was divided into various phases.

PHASE 1. Customers were approached by post in the form of a catalogue and direct letter. The event was also spotlighted with the aid of newsletters and the campaign website.

“The campaign website told people that the Yllätyspäivät event is on its way and about to start,” says the person responsible for the Internet campaign, Luovia Oy’s Sales Director **Mikko Granström**.

PHASE 2. The first two days, the website blazed the news that now they have begun.

PHASE 3. It switched to reminding people that the Yllätyspäivät event is still on.

The message was backed by web banners and press advertising, plus e-mail, in every phase. Granström emphasizes the interplay between all the different channels.

“One medium on its own will rarely get you to heaven. The essential thing is combining electronic and print media.”

Hansaprint’s Key Account Manager **Anu Mäkeläinen**, who is responsible for the print media for the Yllätyspäivät campaign, agrees.

“Both sides are necessary, print and electronic, neither can do the job alone,” she maintains. “The important thing is uniformity. The message has to be there in the same way on all channels.”

Granström and Mäkeläinen say the Yllätyspäivät campaign succeeded thanks to the right choices of media and adequate volumes.

“The needs of the target group were well identified, and we found interesting content for the campaign website, too,” Granström says.

Luovia works together with Hansaprint to implement multichannel campaigns involving digital solutions. For Granström and Mäkeläinen, the essential thing from the marketer’s viewpoint is that the company gets a comprehensive service – expertise in both electronic and printed communication – all under one roof.

“The message gets across immediately. This way, the customer gets the service as easily as possible,” they say.

Granström sees the advantage of electronic campaigning as being measurability. “We are able to generate concrete numbers on how well a campaign has gone.”

and vice versa. This approach proved effective.

“The rise in sales was clear. For example, last autumn, Kodin1.com’s customer count increased almost 40 percent compared with customer numbers for previous Yllätyspäivät events,” Anttila says.

In the spring, the visibility of the campaign on Kodin1.com was further increased, and the campaign website was made visually more consistent with the printed material.

IMMEDIATE EXPERIENCE AND BETTER SERVICE

According to Kodin Ykkönen’s brand idea, the company’s mission is to help customers ‘furnish a nicer home’. Kodin Ykkönen wants to fulfil this promise on the Internet, too. That is why it tries to bring extra experiences and services to the Internet, and to expand the interior design component and the number of furnishing tips.

“Direct experience and functionality are of interest on the Internet.”

In the Yllätyspäivät campaigns, that extra experience has so far been best provided by the furnishing game. In the spring campaign, the service aspect of the furnishing game was improved by including the prices of products and direct links to the Internet shop.

“The furnishing game did a good job of spotlighting our products. At the same time, we helped customers – which is in line with our brand promise,” Anttila says.

Future aims are to improve electronic communications and electronic services.

“In the same way as a salesperson helps the customer in an ordinary shop, in the future, the Internet shop should

be able to make it easier for customers to make product and service choices, too,” Anttila sketches out.

Kodin Ykkönen’s Yllätyspäivät events are an old concept. The ten-day events have been held twice a year for the last seven years.

“The Yllätyspäivät events produce a major sales spike. And now we have an even stronger Internet presence, too.” ■

Yllätyspäivät campaign in numbers

- The website logged about 60,000 visitors in the autumn, almost 65,000 in the spring.
- People averaged 3.09 minutes on the website, which is a solid result. They enjoyed the furnishing game.
- 20,000 plus customers (32.5% of website visitors) entered the game, with some sending Tell a Friend messages.

Customer magazines – pleasure at leisure

Every Finn spends time on an average of six customer magazines. Customer magazines spread information, make sales, build confidence – and nowadays also work together with the Internet.

➤ One in four Finns reads customer magazine from cover to cover. Consumers spend almost half an hour on a magazine, corporate customers twenty minutes or so. People often keep magazines and return to them later.

We have the facts – fresh data. At the turn of the year, Itella joined forces with Rian Oy and the Finnish Periodical Publishers' Association's customer-magazine group to investigate Finnish customer magazines more extensively than ever before. Responses to the study came from 1047 consumers and 205 corporate customers.

Director of Sanoma Magazines Finland's Custom Publishing unit **Marko Haikonen** sees the research as confirmation that, at their best, customer magazines are like any good periodical, which readers want to enjoy at their leisure. The most popular customer magazines get 8 marks out of 10, while a fifth

consider their favourite magazine excellent.

"A customer magazine builds and deepens the relationship between the reader and the company. It is able to evoke mental images and emotions in a way that no other medium can," Haikonen says.

According to the research, customer magazines are the best medium for customers who want to know about a company, its products and services.

"In a good second place comes the Internet. But even for young people, magazines and the Internet are equally important channels when they are seeking information about a company," Haikonen says.

JOURNALISM, NOT PROPAGANDA

According to the research, customer magazines trigger information acquisition. For example, they point read-



ers to company websites. Haikonen also emphasizes the interplay between customer magazines and the Internet.

"The important thing is the total package. We have to think what the message is and which channels will communicate it best at any one time. Often, the work is divided, with the customer magazine creating the basis for com-



Research shows...

Customer magazines

- make companies better known
- reinforce customer relationships
- encourage knowledge acquisition
 - are a sales tool
- include adverts and announcements
- are most popular when they are addressed paper magazines
- work together with the Internet

SOURCE: ITELLA, RIAN OY AND AIKAKAUSMEDIA

munications and interaction, and the Internet serving as a routine helper.”

Haikonen thinks customer magazines should rely on their own strengths here. Above all, they have to be interesting.

“The importance of journalistic content is further accentuated these days. Features have to be well written and invite people to read them. A customer magazine cannot

be an advert, nor can features tell people what to think. Customer magazines represent a very open form of communications. Readers know who publishes the magazine and what their interests are.”

The adverts in customer magazines are kept separate. According to Itella’s research, readers see adverts as a natural part of a customer magazine.

NO COMPROMISE ON PRECISION COMMUNICATIONS

Haikonen says the journalistic quality of customer magazines has been enhanced recently, especially in the USA. Good writers have been recruited from newspapers that have got into difficulties.



“A customer magazine builds and deepens the relationship between reader and company. It evokes images and emotion in a way no other medium can.”

MARKO HAIKONEN

Haikonen expects customer magazines to cope well in the recession and amid the upheavals in the magazine world.

“Even though companies are trimming their communications and marketing budgets, they have still been prepared to make greater investments in

customer magazines than before. Companies understand that addressed customer magazines distributed to homes or workplaces are precision marketing-communications strikes that it is best not to abandon.”

“Magazines are being tailored for more precisely defined target groups. A customer magazine has a readymade target group: the company’s customers.”

PERSONALIZATION MEANS MORE DIRECT HITS

According to the customer-magazine study, people prefer to read consumer magazines at home, and company magazines at the workplace. Haikonen thinks customer magazines could further increase the accuracy of their targeting and cost efficiency. It pays to personalize.

“It may not be worth telling a reader in Helsinki about a shop in Turku or a Turku reader about one in Helsinki.

Helsinki information for Helsinki readers and Turku information for Turku readers. If even part of the magazine is this kind of material specifically related to where they live, readers are more likely to see the magazine as being for them. Variable pages are not a major expense compared with the benefits,” Haikonen enthuses. ■





A nice interface

The results of the recent customer-magazine research are no surprise to the makers of magazines, yet still an appropriate reinforcement of their day-to-day knowledge.

“The research shows that print media are a really nice interface for readers. The results are familiar from everyday life – but it is great to get additional evidence of this,” says **Jaana Huttunen**, Editor-in-Chief of *Me* (Us in Finnish) magazine, published by Finland’s Local Store, and chair of the Finnish Periodical Publishers’ Association’s (FPPA) customer-magazine group.

She stresses the multichannel nature of communications. The main thing is to know how to divide up the tasks correctly.

“The research shows that the relationship between customer magazines and the Internet is not ‘either/or’, but ‘both and’.

A magazine is a natural place to tell people about the company’s background and news, and to reinforce its image. While, thanks to its search features, the Internet is a good channel for giving more specific details.”

ANNE KNOWS... AND WHAT ABOUT ECOLOGY?

» Hansaprint’s HR Development and Environment Manager **Anne Mähönen**:

“Printed products have become much more eco-friendly in recent years. But there has been inadequate data on the environmental effects of the entire printed-product life cycle. This ecological-balancesheet research is now being provided by FFIF (Finnish Forest Industries Federation) research company KCL. This reveals the impact of a customer magazine that appears four times a year. The carbon footprint from one issue a year is equivalent to driving about 5 km in a passenger car.

“Publishers can cut environmental loads by using paper from raw wood from monitored sources. Print production that meets sustainable-development guidelines also focuses on energy and material-efficient processes, eco-friendly production chemicals, waste recycling and transportation.

“Even though the environmental effects of reading a magazine and using the Internet are not directly comparable, appropriate multichannel communications is ecologically justified. The environmental impact of a magazine is mainly from production and distribution. Reading the end-product does no harm. The environmental load from the Internet comes from using a computer and network as well as from using electricity.

“Customer magazines also let companies subtly tell readers about their environmentally friendly policies.”



Research reveals again: THE CUSTOMER MAGAZINE IS UNRIVALLED

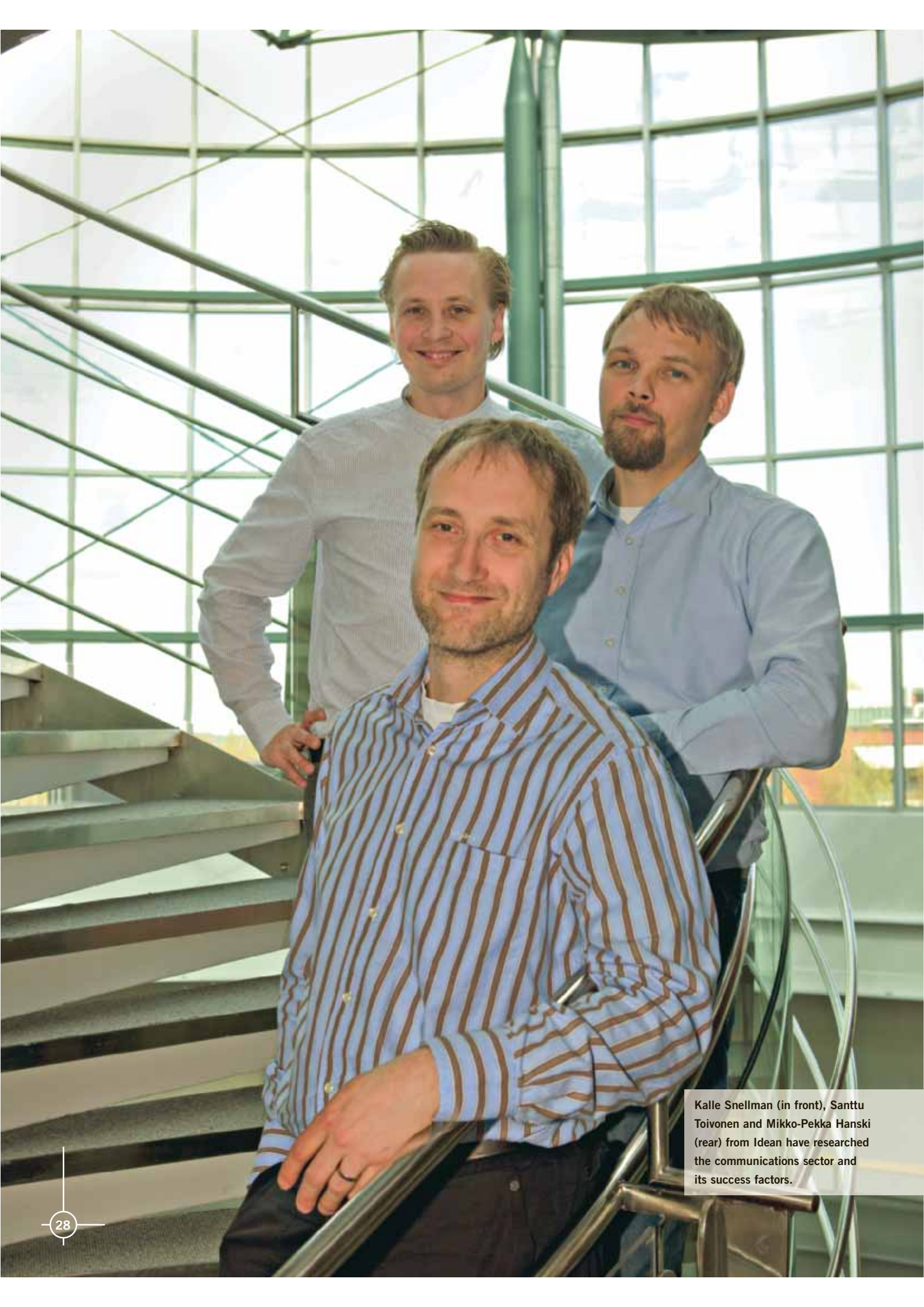
» Research published in May put Finnish customer satisfaction under the magnifying glass. **Kari Tervonen**, Strategy Director at market research company Kuulas Millward Brown, commissioned by Itella, studied what keeps Finns feeling satisfied or dissatisfied with services. Among the leaders are OP Bank, the S Group’s grocery stores, the K Group’s grocery stores, Nordea, Finnair and Stockmann.

When ranking the effectiveness of the media in customer communications, customer magazines shone again.

- Providing customer-relationship information: customer magazines number one, product catalogues number two.
- Giving an idea of the company’s range: product catalogues number one, customer magazines number two.
- Increasing the urge to buy: product catalogues number one, customer magazines number two.

(In all three categories other media followed the top two in this order: websites, addressed direct mail, TV adverts, newspaper adverts, unaddressed direct mail, e-mail).

In sector comparisons, people were most satisfied with bank services. Specialist shops were criticised for poor service. Food-store shopping is seen as an unavoidable routine. People who want to feel good shop at Stockmann.



Kalle Snellman (in front), Santtu Toivonen and Mikko-Pekka Hanski (rear) from Idean have researched the communications sector and its success factors.

Communications sector aims to succeed

Anyone can produce content nowadays. Some may think this is a threat to the communications sector, but a new strategy sees it as just one of many opportunities.

➤ At the start of June, The Federation of the Finnish Media Industry published a strategy offering models for success to traditional communications companies. The strategy is the work of specialists in user-centric design and research Idean, plus companies and organizations in the industry.

Idean's Chief Evangelist **Mikko-Pekka Hanski** is convinced consumers will pay for good content in the future, too. The crucial factor is what consumers consider good content, and in what context.

THE STAMP OF RELIABILITY

The Internet community can produce interesting information and experiences as well as any communications house, and often in less time. But for Hanski, the crucial difference is reliability.

"If the communications sector can build on the concept of reliability, that will give it an advantage amid the torrent of information. In Finland, reliable sources have traditionally been TV1 news and the printed press, but new indicators of reliability could emerge."

For example, CNN publishes news items written by the public on ireport.com, but checks only some of them. Vetted items are marked "On CNN".

Idean's Senior Consultant **Santtu Toivonen** also expects to see peer assess-

ment becoming a standard way of gauging reliability.

IN CONSUMERS' EVERYDAY LIVES

When professionals and public share content production, the journalist's job is inevitably transformed and, if all goes well, made more efficient. The authors of the strategy would allow communications houses to manage the arc of the drama, combining their own news and talking points with those gathered from other sources to make a story. The story then follows the consumer from morning to night, from newspaper to the digital realm.

"Multichannel communications is very familiar in Finland. The determination is there. But the content has to

be brought to life in people's everyday existences," Hanski says. He stresses that even minor extras, such as links to discussions of the topic in other media, can decide a service's popularity.

Hanski thinks an essential prerequisite for success is listening to the consumer. He believes communications companies will increasingly employ community managers, who will stir up interest in Net discussions and monitor responses to services. But will the average consumer join in?

"In a way, we are moving into an exchange economy. Consumers have to provide personal details in order to get a service," Hanski says.

ADVERTS THAT PEOPLE WANT

If volumes of consumer data alone decided the advertising race, then the communications sector can expect to fail. Grocery stores, armed with loyalty cards, can offer masses of information and a channel that is clearly in the hands of Finland's big three, not fragmented like the communications sector.

These stores know what people eat. In contrast, the communications sector relies on reaching consumers at the right moment and in the right situation, when the advert is welcome. Idean's Senior »

“Companies that will thrive are those that rapidly and agilely develop service concepts with their partners.”

Research shows...

Manager, Market Analysis, **Kalle Snellman** predicts a steep rise in targeted marketing – and the challenges of small target groups.

“In Finland, small target groups are a weakness that has to be turned into a strength. Finland – if anything – is a good laboratory for mass customization. In principle, we have a chance to develop a publication system to suit fragmented markets,” Hanski says.

COMMON BAROMETERS

In a small country, major strategic projects require collaboration between companies that have even found it hard to combine forces in-house. The strategy’s authors suggest companies cooperate in things like measuring multichannel advertising, or at least in standardizing it.

“Advertisers do comparisons anyway, so it is better if the comparison is in the communications sector’s own hands, and not spread out among advertisers,” Hanski observes. He further expects advert salespeople to become versatile media-concept developers.

During the strategy work, some even bolder proposals emerged, such as a joint, media-run, open publication system with its own tip bank.

“Ideas would be common property, and the fastest would make business out of them. We would thus compete over quality and experiences. The keenest content makers want to compete where the competition is toughest, not in the local league.”

FREE OR FANTASTIC

The strategy says the communications companies that will thrive are those that rapidly and agilely develop service concepts with their partners. Hanski thinks that, as a whole, Finland’s communications sector is still quite poor at identifying new business areas.

“If we switch to rapid product development, most of the work will involve handling failure. The challenge for management is how to turn this into strength. Here, magazines may be in the lead.”

As its models of success, the communications-sector strategy offers: understanding the customer; product and service development; and dynamic and flexible partnerships; or bits of all of these.

But if the sector adopts a common model, what will we compete over?

“Over content. That has to be either free or fantastic.” ■

More interest in biomaterials

» Consumers are increasingly aware of carbon footprints and product lifespans. Within a few years, demand for biomaterials as well as products made from them, is expected to grow significantly. Already now, many industrial companies are ready to reduce their dependency on oil. In roughly ten year’s time, the market will see products manufactured using new biotech and materials technology to minimize carbon and water footprints. Wood-product processing will start using alternative raw materials.

One current focus of research at VTT Technical Research Centre of Finland is forest-industry by-products and their use in the manufacture of biomaterials. By-products include bark, cooking liquors and woodchips. Exploitation of by-products is expected to generate new business areas and new profitability for the forest industry.

A map of social media for corporate use

» Communications is increasingly adapting to allow participation. Today’s Internet generation already uses social media as its main means of communication, and as these people enter working life, old-fashioned working methods will change radically.

VTT research shows that social media facilitate easy communication and networking. Social media bring together various communities, content and easy-to-use data and communications technologies.

One outcome of this research is a roadmap of social media, which companies and communities can use to revise their business models and ways of working. Companies will have to invest in developing new forms of operation. Companies’ innovation and development work will be diffused and will open, with ideas and tips coming

from customers and business partners.

Civic activity – one of the significant effects of social media – will be intensified. Individual citizens will be able to publicly raise problems or focuses of development. Virtual communities can act as forums for citizens and officialdom. The increasingly participatory nature of the communications culture will shift the emphasis of our operations, too, from producing information towards refining and interpreting it.

Donald Duck paddles on

» The Finnish circulation figures released in the spring said that more than half of magazines and a quarter of newspapers have increased their circulation from the previous year.

Total circulation of the magazines studied is now almost 13.8 million.

In particular, the popularity of Donald Duck in Finland is unsinkable: a new generation of subscribers always joins the old. And Donald floats up in first place in the circulation statistics for magazines with a cover price. A close second comes *ET* magazine, targeted for 50+ people; and third, *7 päivää* (7 days), a weekly entertainment and TV magazine.

In Finland, the loyal customer magazines of the three retail grocery chains still get the biggest circulations. *Pirkka*, K Group’s customer magazine, at almost 1.7 million copies, is the biggest. *Yhteishyvä*, the S Group’s customer magazine has grown nearly as big as *Pirkka*, at a little over 1.6 million copies. The third-biggest customer magazine is *MeYkkösbonus*, Finland’s Local Store’s customer magazine with about 928,000 copies. Of all the magazines, these three have increased their circulation most. ■

Sources: VTT and Finnish Audit Bureau of Circulations