



Algorithm for developing a marketing strategy in the B2C market on the example of a national Russian brand

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ABSTRACT

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Marketing strategy is a defining guideline for any company, especially for a company that works with the final consumer. Surprisingly, few attempts have been made to develop an algorithm that would be universal for developing a marketing strategy in the B2C (business-to-consumer) market. This study attempts to fill this gap by developing a ready-made model and describing a step-by-step action plan. The study focuses on a qualitative and research nature and is based on two methods: (1) a structured study of the literature to obtain context and (2) a case study method for implementing an algorithm for developing a marketing strategy using the example of Tubatay company. The completed algorithm consists of a chain of prescribed step-by-step actions with a selected analysis and marketing tools at each stage. The developed algorithm can be used by the top management of the company to develop a marketing strategy, improve strategic processes, and also as an additional test of the effectiveness of the current marketing strategy.

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1. Introduction

Effective marketing begins with a thoughtful and well-planned marketing strategy. A forceful marketing strategy will help to define realistic and measurable marketing goals for business. It influences the way business is conducted and should therefore be planned and developed in consultation with the senior management team. In this part it was discussed why the thesis is actual now and to focus on the background, the objectives and justification of topic, importance and novelty, research problem, research questions, delimitations and thesis structure briefly.

1.1. Background

The intention of any B2C advertising marketing campaign is to persuade a client to purchase product or service and show its value, and in the best scenario, turn it into a regular customer.

Without the use of the concept "strategy," possibly the first diagnosed advertising ploy to acquire profitability - "buy low, sell high" – was once criticized in Catholic England as early as the thirteenth century (St Thomas of Aquinas, 1274/1951), Protestant Europe in the sixteenth century (Luther, 1524/1957), and Puritan America as early as the seventeenth century (Keayne, 1653/1970). However, Xenophon's strategic analogy (Xenophon, 1832) remained largely unnoticed until the mid-twentieth century, when the term “marketing strategy” first appeared in history.

Compared to hundreds of years of marketing exercise (Jones and Shaw, 2002), the educational self-discipline of advertising and marketing emerged lots later, round the flip of the twentieth century in the United States (Bartels, 1998).

Frederick Winslow Taylor's work on scientific management, which mentioned the environmental friendly employer of manufacturing duties for mass production (Taylor, 1903; Taylor, 1911), and Shaw's work, in which he described the trouble of successfully organizing advertising and marketing features for mass distribution, have turn out to be huge in history (Shaw, 1914; Shaw, 1916).

By the early twentieth century, each practice and wondering about advertising and marketing approach have been unstructured. In addition to Ark Shaw, whose work Hunt offers as an authentic work on advertising and marketing strategy, Edward David Jones wrote greatly about marketing, such as advertising and marketing functions, and the application of scientific administration to marketing and strategy (Jones, 2012). Harry Tosdal was once some other who wrote about marketing management returned in 1921 (Tadajewski, 2016). Although it used to be now not distinctive as a marketing strategy, the thoughts in the back of the marketing concept have been evident in practice and in publication nicely earlier than General Electric's 1952 annual report (Hollander, 1986).

Marketing orientation (Fullerton, 1988; Jones and Richardson, 2007) and relationship advertising (Fullerton, 1988; Tadajewski and Saren, 2009) had been additionally practiced lengthly earlier than advertising and marketing scientists commenced the usage of these terms and formulating standards all through the Seventies and greater recently. These key trends or ideas of marketing strategy have been some of the most studied by marketing historians in the previous 30 years. In every case, their latest incarnations have been heralded as modern ideas. This process is recognized as “reinventing the wheel,” the use of new terms to reinvent ancient principles (Shaw, 2011).

The foundations of the advertising and marketing self-discipline have been laid down with the aid of economists, however some may additionally be amazed to study that these foundations had been strongly influenced by means of German historic economists (Jones and Monieson, 1990). We have a lengthy history of marketing research, together with Shaw's seminal treatise (1912) on advertising and marketing strategy.

Marketing is a management feature that is accountable for identifying, predicting and ensuing in client satisfaction. Strategic marketing, in turn, is a philosophy and a set of methods aimed at research, packaging, product development, pricing, sales, income promotion, PR, distribution and after-sales offerings (Lambin and Schuiling, 2012).

1.2. Research Gap and Research questions

The research's primary objective is to compose a convenient algorithm for developing a marketing strategy in the B2C market, taking into account possible tools at each stage of development.

To understand the importance of the study, a table was compiled, where the tasks, expected results and novelty were spelled out (Figure 1).



Figure 1. Research objectives, results, and novelty of thesis.

In this thesis, the research gap will be to connect two areas: marketing strategy and the B2C market (Figure 2).



Figure 2. Illustration of the research gap

Given the current background, the research questions (RQ) are identified.

RQ1: What does the algorithm for developing a marketing strategy in the B2C market look like in modern realities?

RQ2: What marketing tools help to develop a marketing strategy in the B2C market step by step?

RQ3: What result will a private company get using the proposed algorithm for developing a marketing strategy?

The thesis is made in the format of a case study of the Tubatay UK LLC company. For this company, the topic is relevant, since it became necessary to revise the marketing strategy due to the expansion, the opening of new directions and formats.

1.3. Research delimitation.

This research does not change marketing mechanisms and strategies or marketing tools; instead, he simply mixed them together to create new value and sharpen the B2C market. The study examines the methods of selecting marketing strategies used in the industry and points out their weaknesses. The study emphasizes that the market situation is unstable, the 2019 pandemic showed that businesses must react quickly in order not to go bankrupt. This is especially noticeable in companies that work with an emotional product or service and are associated with the end consumer. For example, such as restaurants, cinemas, theatres, and others.

This study focuses on the real-life applicability of the algorithm using the restaurant business as an example. The author assumes that the algorithm is applicable to other companies working in the B2C market.

This study does not mean that the marketing tools used are the only correct ones, they are presented as tools that were selected in conjunction with the company to implement the marketing strategy.

1.4. Research structure.

In this study, we start with background, discuss about methods overview, describe questions of research and focus on the research gap. We also determine research delimitations.

Chapter 2 is devoted to a general definition of strategic marketing and defines the understanding of what the B2C market is. It is focus on analysis theoretical algorithms of development of marketing strategy and present first version of model.

Chapter 3 discusses in detail the research methodology. Chapter 4 discusses the theoretical and practical results of the research. Chapter 5 and 6 are wrap-up discussions and summing up.

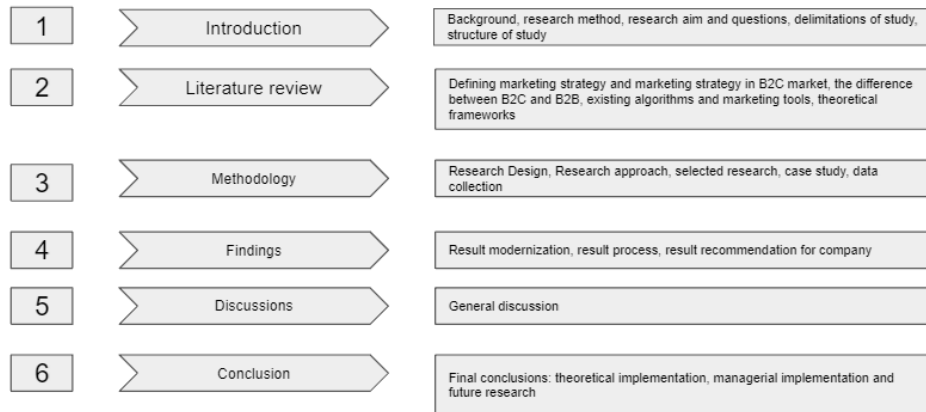


Figure 3. The structure of studies presented providing

2. Literature review

This chapter will focus on the literature review. The theoretical aspects of such concepts as marketing strategy, business-to-business (B2B) market, business-to-consumer (B2C) market will be considered. Also, the existing algorithms for developing a marketing strategy were analysed and a theoretical framework was determined.

2.1 Approach and Strategy of Literature review

The scientific literature on the topic was analyzed. In order to identify temporary trends in the study of the development of marketing strategy in the B2C market, articles were classified according to the years of their publication. The analysis of the distribution of articles by year is presented by the following Figure 4.

The graph shows that interest in the topic is growing every year. The first publications date back to 1998.

The trend line on the graph shows an increase in interest in the topic of the thesis every year. This means that there is a need for a deeper study of the topic.

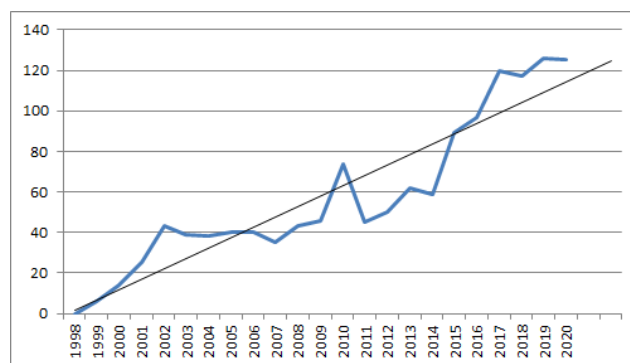


Figure 4. The trend of studying the development of marketing strategy in the B2C market (according to Springerlink, 2020)

The existing literature views marketing strategy as a general process that is common to all types of business. There is no clear division into B2C and B2B segments. Many schemes do

not take into account modern tools that can help at the stage of developing a marketing strategy.

The search for documents on the relationship between the improvement of a marketing strategy and the B2C market is carried out using the following keywords and full phrases:

- a. "marketing strategy"
- b. "marketing strategy" AND "B2C"
- c. "marketing strategy" AND ("Business-to-consumer" OR "B2C")
- d. ("marketing" AND "strategy") AND ("B2C" OR "business-to-costumer")
- e. ("marketing strategy" OR "strategy marketing") AND ("Business-to-consumer" OR "B2C")
- f. ("marketing strategy" OR "strategy marketing") AND ("Business-to-consumer" OR "B2C") 2014-2019

Table 1. Analysis of literature by keywords, 2020

Database	Step 5a	Step 5b	Step 5c	Step 5d	Step 5e	Step 5f	Step 8. Final
Elsevier	631	5	7	12	8	3	1
Scopus	1202	54	72	350	71	30	3
Springerlink	31568	926	1257	4895	362	143	6
Wiley- Blackwell	6988	143	194	765	73	25	2
Jstor	4878	61	110	251	110	9	1
Total:						210	13

The final result of searching for application articles by key phrases and full phrases in the search engines of five databases gave 210 works. After apart from 197 articles that were considered irrelevant when reading their full texts in step 7, the remaining wide variety of applicable articles in the systematic literature search was 13 (Table 1).

Since the type of search for full phrases is quite strict, when searching in a particular database, high-level papers were found, and that was enough.

To better understand the main ideas of the existing literature, as well as to compare and summarize the outcomes of preceding lookup in relation to the development of marketing strategy and the B2C market, a approach of synthesis through fine standards used to be used. A model of the qualitative synthesis was used, which was proposed in 2005 by using Thorpe R. et al. in work on small enterprises. The method involved dividing all relevant studies into lists A, B and C. “A” was identified as the source of the research that was most relevant. “B” was identified as a source of research in which the relevance was not clear a priori. “C” was identified as a source of research that was less relevant or where the nature of the research work was unclear (Thorpe et al., 2005).

Since the adaptation and interpretation of Thorpe R. et al.(2005) approach for modern study required full-size changes, the description of the quality standards for inclusion of articles in groups A, B and C below discusses the distinctive characteristics of each subgroup. So, our list of samples A consists of certainly applicable research papers that meet the requirements:

- focus on the B2C market
- digital directions in the B2C market or marketing behavior
- focusing on trends in the B2C market or behavioral marketing
- the emphasis is on practical orientation in the B2C market or behavioral marketing

List B consists of relevant studies:

- focuses on B2B and B2C markets and the difference between these terms.
- digital directions in the B2B and B2C markets
- focus on trends in the B2B and B2C markets
- emphasis on practical orientation in the B2B and B2C markets

Finally, List C includes less significant studies with:

- trends in strategic marketing
- modern marketing methods
- practical cases

In accordance with the high-quality determination criteria, by analyzing the remaining abstracts and full articles, the distribution of scientific articles was once determined:

1. List A - 3 articles.
2. List B - 6 articles.

3. List C - 4 articles.

As a result, there is an understanding that there are more sources of research on the B2B market than there are sources of research on the B2C market. Also, special attention in the works is paid to the differences between the B2C and B2B markets.

2.2 Marketing strategy

In the scientific literature, there are a number of interpretations of the marketing strategy as a phenomenon (Table 2).

Table 2. The concept of Marketing strategy in scientific literature

Author	Defining a marketing strategy
General Electric (1952)	Marketing is a philosophy that prompts an organization to ensure that the needs and wants of consumers in selected target markets are reflected in all of its activities, while recognizing the constraints imposed by society. This marketing concept was first officially recognized in 1952. It is important to present your marketing strategy. At the beginning, not at the end of the production cycle, and integrate marketing into every organizational stage.
Anderson (1982)	The real lesson in strategic marketing philosophy is that more effective organizations recognize the underlying and enduring nature of the customer needs they are trying to meet.
Ingman (1992)	Strategic marketing is one of the functional strategies that make up the overall business strategy. However, the importance of the marketing strategy is very high.
Battle (1993)	Marketing strategy is a general (corporate and marketing) action program that includes all elements of the marketing mix to clarify the commitment to setting goals and objectives. This is a logical continuation of a business plan that brings together a number of interrelated decisions.
Doyle (2000)	Strategic marketing is a management process aimed at maximizing shareholder value by creating a competitive advantage in the provision, communication and delivery of value to the consumer in the hope of developing long-term relationships. A strategy built on trust will provide a competitive advantage. Marketing strategy includes internal integration and external focus on its customers in a competitive environment.

Hambrick and Frederickson (2001)	A marketing strategy consists of five elements: planning the organization of its activities, methods of achieving goals, how successful it will be, determining the speed and sequence of the company's actions, the method of making a profit.
Kotler (2003)	The marketing strategy is focused on target customers. The company selects the market, divides it into segments, chooses the most viable plan and consolidates its forces in the service segment. The company creates a marketing mix using the tools at its disposal: product, price, promotion, location. To determine a marketing strategy, an analysis of the environment and internal activities is required.
Pranulis (2008)	A marketing strategy is a consistent and coherent set of marketing actions aimed at achieving long-term marketing goals.
Ramanauskine (2008)	A marketing strategy is a logical tool with which an organization seeks to solve marketing problems. It consists of separate target markets, product positioning, and marketing mix.
Backer (2008)	A strategic marketing plan is a model for positioning a company relative to competitors, it contains a definition of market needs, goals to be achieved, strategies for achieving goals and resources necessary to obtain the desired results.

The sequence of value creation and delivery to the market consists of three parts (Figure 5). If we decipher this figure, then the “Value Selection” phase is the preparatory work that the marketer performs before the birth of a new product or service. This includes market segmentation, targeting, and product value development and positioning (Kotler, 2007).

Kotler divides marketing into two parts - strategic marketing and tactical marketing. If strategic marketing refers to preparation and represents the formula "Segmentation - goal setting - positioning", then tactical marketing is the "release" of a product or service and work after the fact.

This scheme misses an important component preceding the direct segmentation of the market, which was revealed more deeply in his work by J.J. Lambin (2012). Strategic marketing, according to his concept, is not one part of the two stages of the marketing process, but a certain conceptual basis for all marketing activities (Figure 6).

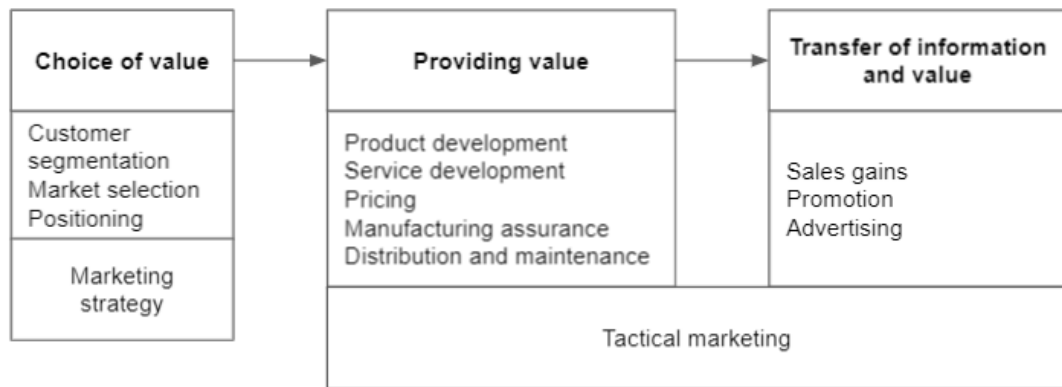


Figure 5. The sequence of value creation and delivery to the (Kotler, 2007)

According to Lamben (2012), strategic marketing is primarily an analysis that determines the effectiveness of operational marketing, which characterizes an active process with short-term planning.



Figure 6. The concepts of "strategic marketing" and "operational marketing" (Lamben, 2012)

Depending on the kind of clients the enterprise offers with, marketing communications have their very own characteristics. While the preliminary marketing techniques for figuring out clients and how to attain them appear to be similar, the advertising and marketing actions used to reach target audiences fluctuate (Saha and Hossain, 2014).

2.2.1 Marketing strategy in business-to-customer (B2C)

B2C marketing is about building a relationship between a business and a consumer. There is a trend towards direct sales and a decrease in the number of intermediary parties. The fewer intermediaries between the business and the end consumer, the more "pluses" both for those and for others, because companies can control price fluctuations directly.

B2C emerged in the US in the late 90s and quickly gained popularity. It was then that online sales became prevalent, and the term B2C marketing was used most often to refer to online stores selling goods to end users. The idea of B2C was proposed and actively used by British entrepreneur Michael Aldrich (1982).

The essence of B2C marketing was that before the manufacturing companies sold their product to retail stores, that is, intermediaries, and they already provided the goods to the end consumer. New technologies and the active development of e-commerce have opened up the possibility of direct sales through online stores.

The bulk of dot-coms (online shops), of course, did not survive the emergence of the e-commerce market, but, nevertheless, a certain part of them survived all crises and now firmly occupies their place in the B2C online marketing niche (Ali Express, Amazon) (Moriset, 2020)

In order to attract end consumers to the B2C market, the emotional element is very vital during the income manner in order to provoke a buy decision. The B2C market can be characterized as a market based totally on the emotions of clients who need to be "hooked" and on the irrationality of the shopping for selection (Milichovský, 2013).

Along with the e-commerce market, B2C marketing also includes traditional offline commerce, catering, entertainment, etc.

2.2.2 The definition of B2C and the difference between B2C and B2B

To differentiate between B2B and B2C marketing, look at them in terms of their form of activity. So, we found out that B2C is sales of positive items at once to consumers, and B2B

is company sales. Obviously, these sorts of marketing have one factor in common - sales. We will now look at how these types of sales differ (Table 3).

According to V. Kumar and G. Raheja (2012), the definition of business-to-business (B2B) applies to corporations selling their items or offerings solely to different firms (for example, a producer has a deal with a wholesaler or a wholesaler with a retailer); while business-to-consumer (B2C) applies to businesses selling their items or offerings to end consumers.

Table 3: The difference between B2C and B2B by V. Kumar and G. Raheja (2012)

B2C marketing	B2B marketing
Sells directly to the end customer.	Focused on a company or business.
Customers are impulsive and want to know all the information about a product at once. They rarely do research to find out more about a product.	Customers prefer to do additional research before purchasing and compare the product with competing options.
Aims at creating an emotional connection with the product.	Focuses on the features and values of the product.
Works around benefits and desires.	Built on logic and characteristics.
The goal of potential buyers is self-improvement.	The goal of clients is to meet the needs of the business. Sells products for personal use.
Distributes small batches of goods to a <u>large number of consumers</u> .	Large-scale sales. There are few customers, but the volume of purchases is large.
Consumers make purchases immediately after viewing a product advertisement or within a very short time. They are looking for instant results.	Customers usually go through a longer buying process.

The essence of B2C boils down to building direct personalized relationships that form between business and customers. This type of relationship involves the desire to reduce the number of intermediaries and conduct direct sales. The fewer the number of intermediaries, the easier it is for enterprises to ensure competitive prices for seats and control their fluctuations.

Distinctive features of the B2C market are (Minett,2002):

- retail turnover;
- reducing the number of intermediaries;
- the high role of the product range, in the expansion of which all trading firms are interested;
- conducting direct sales;
- orientation of commodity producers to the needs of the market, and not to an individual client;
- a large number of end customers.

The main difference between B2C marketing as opposed to B2B (business-to-business) is who the goods and services are purchased for. In our case, we are talking about final consumption, respectively, goods and services are purchased by buyers for themselves, that is, for personal use. The cost of such goods and services is usually low. At the same time, there are many buyers on the market, each of which, individually, is not able to have a impact on the business and the results of its management. Only their total influence determines the financial result of trading.

2.3 Existing algorithms for developing marketing strategy

In this part we collect the existent form of algorithms for developing marketing strategy. It is based of thesis's algorithm.

2.3.1 Armstrong and Kotler: The marketing process

The algorithm for creating a marketing process by Kotler and Armstrong is divided into two blocks: create value for customers and build customer relationships and capture value from customers in return (Kotler and Armstrong, 2017).

A similar scheme focuses on the value of a service or product to the consumer. It is important to focus on it first.

It can be seen here that the relationship with the consumer must be built strong and long. Attracting a new customer will cost more than returning an existing customer. Constantly offering new value to a loyal customer is the right marketing approach.

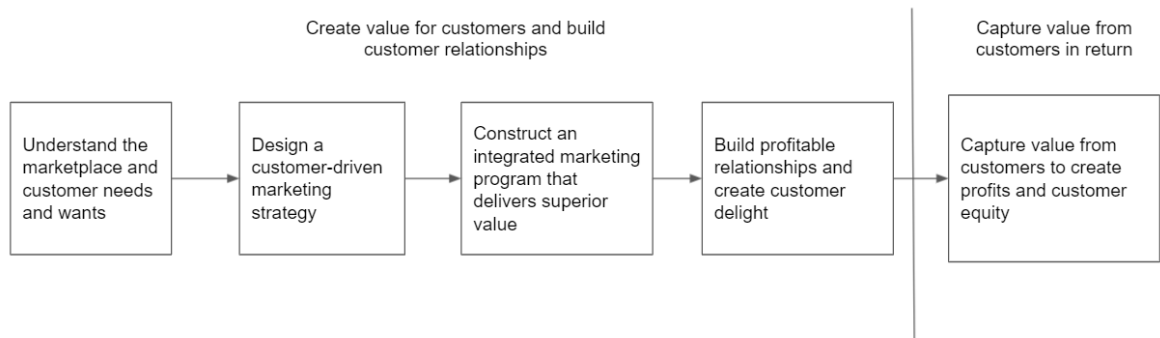


Figure 7: The marketing process (Armstrong and Kotler, 2010).

The first step is to understand the needs of the consumer. The second step is the creation and selection of marketing communications. The third step is developing an integrated marketing program that demonstrates super value. The fourth step is building relationships. The fifth step is getting customer feedback and creating new value.

2.3.2 The development process of marketing strategy according to Walker

Another algorithm proposed by Walker. It is important to analyse not only the customer's values, but also to analyse the external environment.

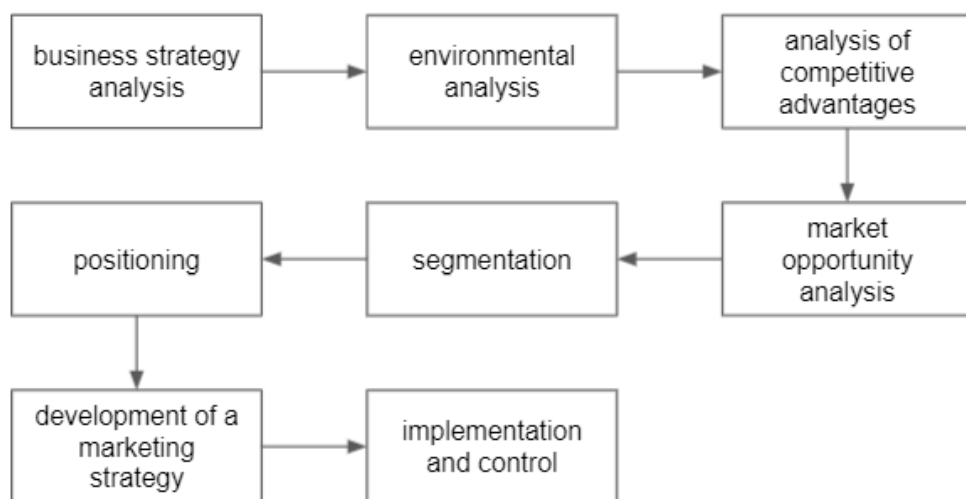


Figure 8: The development process of marketing strategy according Walker (2006)

The development of a marketing strategy has an endless cycle of repeating steps over and over again, it is not enough to think over everything once and stop. The ever-changing environment forces us to revise and re-edit. As a methodology, a scheme for working on a marketing strategy by a company based on B2C interactions was developed (Walker and Mullins, 2006).

For further refinement, the process of building a marketing strategy according to O. Walker was taken. This algorithm is extensive and captures the system completely, but in our understanding it requires refinement and refinement. For example: this scheme is finite, force majeure circumstances are not taken into account, there are no options for tools that can be applied at each stage (Figure 8).

2.3.3 Marketing mix (7P)

The 4P marketing mix though (also recognized as the 4P marketing mix) was once brought with the aid of Jerome McCarthy (1990) in book *Basic Marketing: A Management Approach*. It is a clever aggregate of techniques and practices that a company uses to conduct enterprise and successfully promote a product.

These 4 factors have been product, price, place and promotion, which had been later elevated to consist of people, packaging and process. They are now regarded phase of the 7P marketing mix.

The Seven Marketing Principles grant a framework to be used in marketing and advertising planning and an necessary methos for successfully accomplishing goal market (Figure 9).

Product:

Product - an provide to the market and the consumer: a product or service. The advertising and marketing mix starts generally with this element. The best product is primarily based on cognizance and grasp of the wishes of the target audience.



Figure 9: Marketing mix 7P (McCarthy, 1980)

Price:

Price determines the remaining profit. Cost is calculated based totally on the perceived cost of the product to the customer, value price, competitor prices, and anticipated income margins.

Promotion:

Promotion - advertising and marketing and different communications that draw interest to a product or service, construct knowledge, and create a need. Promotion can be considered regarded picture advertising, promotions at factors of sale, SEO-promotion, direct marketing and others.

Place:

The location of sale is or the distribution model, which defines the presence of a product for the target market, whether or not clients will be capable to see it and purchase it when there is virtually a need for it.

For a bodily product, distribution channels are grocery stores, e-commerce or other.

People:

This category defines the people who are surrounded by a product or service and can influence the buyer's decision.

Physical evidence:

Everything that surrounds the clients at some point of the buy of a product or service. Physical Evidence helps to form the organization's precise emotional traits of the product. The significance of the bodily surroundings can be summed up in the way in which a 5-star resort room is significant to the visitor's perception.

Process:

When the customer contacts the organisation and the product. The important intention is to make buying a product or the usage of a carrier convenient.

The fairness of the allocation of a number of important factors into individual elements of the complex and the expansion of the marketing complex to "7P" does not negate the marketing complex "4P" and is not so significantly outside the scope of services as it might seem.

2.4 Marketing tools for developing marketing strategy on B2C market

As a roadmap, this part will look at certain tools for developing a marketing strategy.

Defining a marketing strategy consists of several stages. Some of marketing strategy tools have been grouped for each target area for convenience.

2.4.1 Definition of the mission and goals of the company

The Business Model Canvas is a visual representation of current or new business models commonly used by strategic managers (Traver, 2020). This model was developed by Alexander Osterwalder.

A business model is a compact, simplified view of a business. It allows you to holistically describe and analyze the entire system of interrelated business processes. This model is very clear: all interrelated business processes are described on one sheet.

The Business Model Canvas classifies the approaches and inner things to do of a enterprise into 9 categories, each of which is a building constructing block in the introduction of a product or service. (Figure 10)

These classes signify 4 primary factors of a business: clients, offer, infrastructure, economic viability.

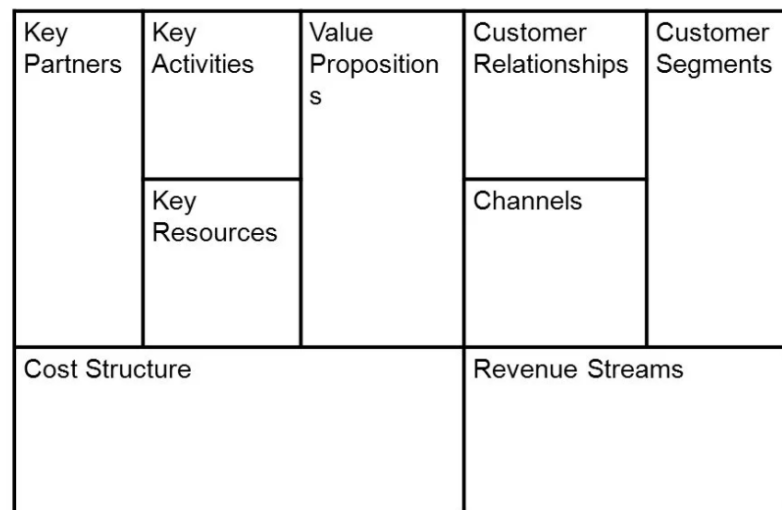


Figure 10: Business Model Canvas frameworks (Osterwalder, 2010)

The main idea of the tool is, first of all, the ability to work at the level of the visual language.

2.4.2 Analysis of the current situation

1. SWOT analysis

SWOT is a complicated of advertising and marketing and different research of the strengths and weaknesses of an business enterprise or a particular object. It consist of 4 elements (Kenneth, 1963).

The mission of a SWOT evaluation is to grant a structured description of a state of affairs related to which a choice wishes to be made. The conclusions drawn from it are descriptive. For a greater entire return from the method, the development of choices for moves based totally on the intersection of fields is additionally used. (Figure 11)



Figure 11: SWOT analysis (Kenneth, 1963)

2. 5 Porter's forces

Porter's Five Competitive Forces pattern is a way of inspecting a company's function in phrases of industrial success and the influence of opposition on business. It was once developed and described through the American economist Michael Porter (1979). The major purpose of the model is to grant the business with an analytical device for adapting to rather aggressive conditions.

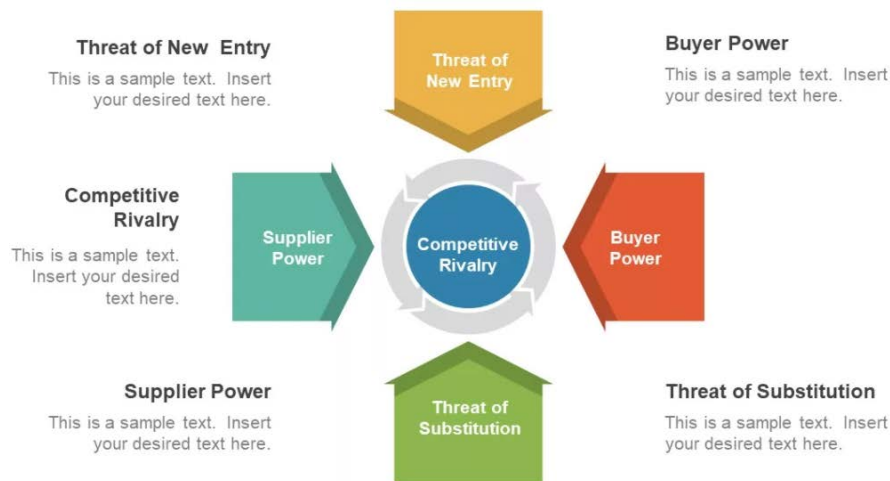


Figure 12: 5 Porter's forces (1979)

The much less opposition influences the company, the greater income you can get in your industry, and with excessive competition it is greater hard to promote products.

3. Customer journey map

CJM is the story of the client's interaction with the company from the moment of realizing the need to repeated communications. It is drawn up on behalf of the buyer, taking into account his goals, feelings, emotions, fears, values (Zeeland and Haarlem, 2020).

CJM allows companies to understand who their target audience is, why it buys or goes to competitors. What are the points of contact with the client and why they work / do not work. The voice of a call center specialist, the availability of free parking spaces, the way the business card is transmitted can play a decisive role in the choice of the client. Companies often work on a flow and do not think about small but significant details. CJM helps to see weaknesses, find ways to solve them, and implement the results obtained.

How to use it:

Step One. Getting to be aware of the user.

To map a user's journey, you want to comprehend who that individual is in the first place.

Step Two. Collecting data.

Whether the company is a brick-and-mortar save or an on line store, there are approaches to outline the touchpoints clients will go thru earlier than they purchase a product or service.

Step Three. Visualization of the map.

There is no single proper way to map your purchaser journey. An organization can locate what works for it, even if it's a block design or a flow map.

2.4.3 Definition of a marketing strategy

Archetype (from the ancient Greek "sample, primary source, original") is one of the most significant concepts in psychology, which was introduced by Carl Jung to describe images that convey the accumulated experience of generations (Mark and Pearson, 2006).

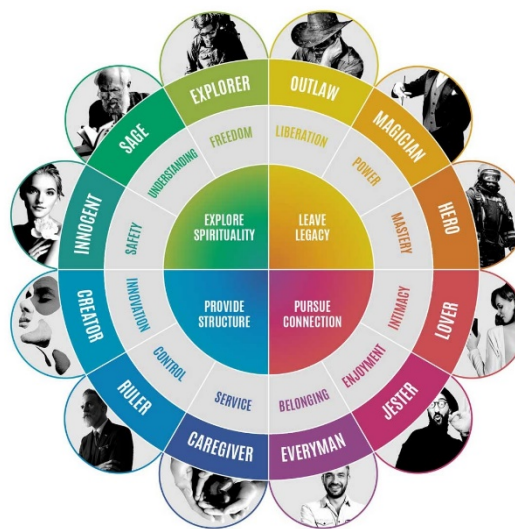


Figure 13: Archetypes of brands (Mark and Person, 2006)

Archetypes are manifested in the fact that different people, when they mention a concept, the same image pops up in their heads. For example, the archetype Sage: representatives of different cultures have approximately the same image in their heads - an elderly man with a beard, wrapped in a cloak, holding a staff or a book in his hands.

In total, 12 archetypes are distinguished, which are grouped in four directions:

Freedom: innocent, sage, seeker.

Individualism: hero, magician, rebel.

Affiliation: nice guy, jester, in love.

Order: ruler, caring, creator.

2.4.4 Implementation and control over the implementation of the marketing strategy

To achieve business success, not only financial indicators (profit, profitability) are used, but also non-financial aspects such as customer loyalty, customer service quality, etc. These indicators are called Key Performance Indicators (KPI). When developing KPIs, the specifics of the organization's activities are taken into account. Another strength of the KPI system is the ability to assess the work of the entire company, its individual divisions and specific employees. KPI allows you to objectively assess the results of the enterprise with the optimal use of resources and minimization of costs (Treasurer, 2017).

The most common Key Performance Indicators (KPIs) are:

- the volume of sales, commensurate in the selected period of time;
- indicators of production efficiency;
- satisfaction of users with the product of the company's work;
- staff turnover;
- the amount of profit;
- reducing the churn of users by the product.

2.5 Theoretical framework

Based on the studied block on already existing algorithms for developing a marketing strategy, a preliminary algorithm for the thesis was formed. Armstrong and Kotler (2010), Walker (2006) and Jerome McCarthy (1990) focuses on process, but this scheme, in the author's opinion, lacks the cyclical nature of the process.

Modern realities dictate new rules; it is impossible to come up with a marketing strategy once and for all. It needs to be reviewed every time there is a major change within the company or in the environment. For example: a pandemic situation has forced companies to rethink their processes and positioning.

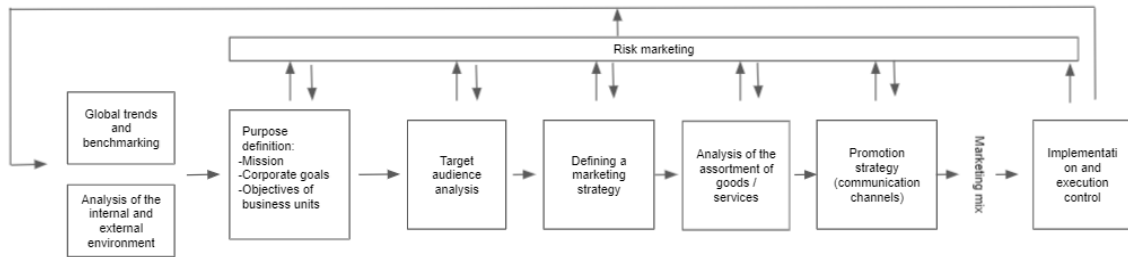


Figure 14: A preliminary algorithm for developing a B2C marketing strategy

In 2020, there was an epidemic of COVID-19, as a result of which the business had to sharply retrain to new realities, which means that a new revision of the marketing strategy is needed. This proves the absolute cyclical nature of marketing strategy development.

Marketing research risk management has its own characteristics and is closely related to specific stages of the marketing research process. Traditionally, it is customary to distinguish the following stages: defining the goals of marketing research; development of research tasks; evaluating the value of marketing information; organization and planning of marketing research; marketing research; development of recommendations; preparation of a report and presentation of the results of marketing research. And at each stage there are specific factors that generate risks when conducting marketing research (Miller, Stanton, and Layton, 2000).

This scheme (Figure 14) includes a focus on both external and internal market analysis. It also includes a focus on defining the company's mission as an element of strategic development. The pandemic has also made people think particularly deeply about risk marketing. After all, this will allow you to reduce costs and be prepared for undesirable scenarios.

The algorithm is looped and has no final link. It is necessary to revise the marketing development strategy every time the need arises and go through the steps anew.

Before defining the target audience for a service or product, it is necessary to conduct a market analysis. To find gaps in the market that it could be close with activity.

3. Methodology

This part of the thesis will deal with the design of the study, the research approach, data collection, finalizing the algorithm with the company, applying the resulting algorithm to the example of the company and obtaining results.

3.1 Research design

Research design is the frame of the entire study, something that helps to logically move towards the achievement of the research goal. It makes no sense to conduct research without a program, since there is a high risk that you will not take into account something, formulate not entirely accurate questions, and accordingly, you will receive useless answers. It is the program that allows you to accumulate your knowledge and come to clear results. It is worth treating it not as an unnecessary complicating task, but as a tool that will allow you to put everything on the shelves (Rico and Aljian, 2019).

The research process was conducted in several stages. To begin with, the research area of interest to the author was identified. The company that was ready to work with the author was found in the summer of 2020.

On the basis of the studied theoretical literature, a primary model of the algorithm for developing a marketing strategy was proposed. It received approval from the marketing department of Tubatay. Subsequently, we studied possible marketing tools that meet the needs of each stage of the algorithm. After discussion with company representatives, the model was approved.

The next step was to put this model into practice with the example of a company. In this case, quantitative and qualitative methods of analysis were used, and a work approach was determined - a case study.

During the work on the thesis and the application of the developed algorithm at the company, qualitative and quantitative methods were used.

When working on the dissertation and applying the developed algorithm, the company used qualitative and quantitative methods. KPIs were developed to evaluate the effectiveness of the new marketing strategy.

3.2. Research approach: Case study

Case study is an active problem-situational analysis method based on learning by solving specific problems. Case - an example taken from real life, is not just a truthful description of events, but a single information complex that allows you to understand the situation. This thesis is based on a case study and was coordinate of marketing department Tubatay company.

3.2.1 Case environment

The case was offered by a company located in Russia in the Republic of Tatarstan (Kazan city). Tatarstan is located in the center of the European part of Russia on the East European Plain, at the confluence of two rivers - the Volga and Kama.

Representatives of 115 nationalities live in the Republic of Tatarstan, mainly Tatars and Russians. The number of Tatars is just over half of the republic's population (53.2% in 2010).

Today in Kazan, among the most famous catering points with Tatar cuisine, the following can be distinguished: Tugan Avylym, House of Tatar Cookery, Bilyar cafe, Chirem restaurant, Azu cafe of Tatar cuisine, Kystyby cafe, Chak-Chak family cafe. The average bill, concept and target audience allow them to build up from each other, but the positioning of each of them is based on the local cuisine, from national pastries to traditional horse meat dishes and certainly halal.

3.2.2 Case description

Tubatay positions itself as a halal fast food restaurant, offering visitors a kind of hybrid of a

Tatar national home cooking restaurant and classic American fast food. This unique positioning feature allows the restaurant to profitably set itself apart from its eminent competitors and to interest not only guests of the capital, but also turn into a place for snacks for local residents of the city, including young people.

As part of the collection of information for the master's thesis, an article was written "Repositioning the national brand of public catering" Tubatay "in the market of the Republic of Tatarstan".

The article is devoted to the study of the evolution of the positioning of the national brand of public catering "Tubatay" in the market of the Republic of Tatarstan. The history of the creation and development of the brand is described, the reasons that caused the need to transform the positioning policy are described.

Tubatay did not always work in the format of a fast food restaurant; this brand began its history in 2015 with small pavilions operating in the format of take & go pavilions.

The pavilion format had its advantages: small size, one employee per outlet, small menu, low cost of the franchise, quick payback. But there were also many drawbacks: issues of heating the pavilion in the cold season, high tables for snacks are not convenient for guests, a significant decrease in demand in winter.

Partnerships with franchisees also had a number of barriers:

- distrust and misunderstanding of positioning - nonresident people knew little about Tatar cuisine, and especially about the specifics of halal products, which led to frequent violations of production technology;
- the price tag is higher than that of the usual fast food outlets (you need to understand that halal food is on average 20% more expensive);
- failure to comply with the terms of the franchise.

As a result, it was decided to reduce franchise points and develop the network independently, but in a new format that takes into account all the shortcomings. Thus, a new positioning policy for the Tubatay brand was developed - a Tatar fast food restaurant.

In December 2017, the first restaurant was opened on Kremlevskaya, 21 (the center of Kazan) with four zones inside: a dining area, a convertible hall with media equipment for master classes, a family hall, and a modern teahouse.

With the new positioning, the owners got to the point - the restaurant was unique in its kind, offering healthy national halal food in a modern format. According to Sultan Safin (the founder of the company), this format turned out to be more successful, the flow of visitors almost quadrupled in the first month. Tourists, students from the nearest academic building, office workers, as well as families began to visit the restaurant. Regular customers began to appear. Now it is possible to prepare some of the positions “on the spot”. The national atmosphere, children's corner, reasonable prices, food quality and speed of service have become the hallmarks of the establishment.

3.3 Data collection and analysis

The study used the following type of data collection. Based on the developed algorithm in the theoretical framework, an interview was conducted with a representative of the marketing department of the Tubatay company.

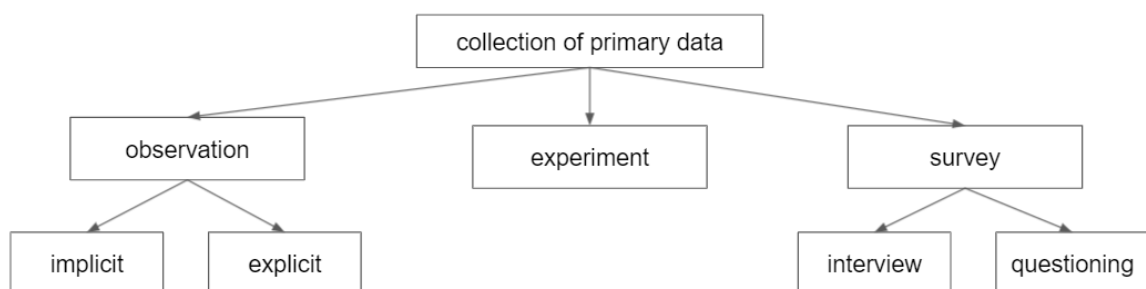


Figure 15: Primary (field) research.

Data can be primary and secondary. Primary (field) research for business is carried out by yourself, or resort to the services of specialists. Information is collected, without the use of third-party sources, to improve goods / services, to open a business project, to improve production functions (Kumar and Aaker, 2019). Qualitative and quantitative methods are used for data collection. (Figure 15)

Secondary data is based on previously collected information from various sources: internal (regulatory documents, financial statements of your company) and external (databases, the Internet, the press, official and government bodies). External information data is publicly available and absolutely free, in addition, there is no need to spend a lot of time and money on collecting it.

The thesis uses both primary and secondary data. List of secondary sources that were used in the work: Internet resources such as google trends, Wordstat, SimilarWeb, news sources.

Primary data: interviews, surveys, and observation.

The first interview with marketing specialist of the Tubatay company was overview and consisted of several questions (duration – 15 min., interview date - August 2020):

- how correct the proposed algorithm is in the opinion of a specialist;
- to what extent the proposed algorithm, in the opinion of a specialist, is applicable to the company.

The response from the company's marketer was positive, the specialist's recommendations are the selection of marketing tools for each stage of the algorithm.

After collecting additional theoretical literature, a second interview was conducted with a representative of the marketing department. The algorithm has been modernized.

The second interview with marketing specialist of the Tubatay company was also short (duration – 15 min., October 2020):

- how correct the proposed modernized algorithm is in the opinion of the company's marketer;
- whether the new scheme of the algorithm is applicable to the Tubatay company.

The response from the marketer was also positive. There were no comments on improving the model.

During the implementation of the algorithm, both qualitative and quantitative methods were used at the stage of studying the target audience.

Qualitative methods are getting answers to the presented questions from a small group of people. Such information is not subject to quantitative analysis, with its help it is possible to determine the behavioural motives of consumers. Qualitative methods are used when

forming a marketing strategy, testing goods / services, as well as before conducting quantitative methods (Chisnall, 2005).

Quantitative (statistical) methods are used to study customer behaviour, how they relate to the product / service, the company's image, and the advertising campaign. The information obtained is expressed quantitatively, that is, a large number of people participate in the study, who are asked several specific questions. Company recognises the following main customer segments: students, tourists, office employees, family.

Segment – students:

When studying the target audience "students", a survey format was used. The author of the study took part in the formation of questions. We conducted a survey of students to understand the value of the Tubatay brand for them. What do they look for in the first place when choosing a restaurant. The questions in the questionnaire were worded as follows: "I visit the Tubatay restaurant because ...". 7 attributes were chosen for the analysis: affordability of prices, interest in national flavor, delicious food and drinks, polite staff, fast service, the importance of halal food and love for national cuisine. So 3 attributes (love for national cuisine, the importance of halal food and fast service) out of 7 were chosen so that they closely correlate with the new positioning policy of the restaurant. The survey was conducted jointly with the marketing department of the company. Selecting a survey - qr code in the check and transfer to the survey form. Based on 109 responses (October, 2020), a perception map was built (average score / variance) (results in 4.2.4.). The survey was conducted using Google Forms. The survey results are presented in the form of graphs using the platform.

Segment – tourists:

Visitors from another city were also interviewed (second target audience of restaurant Tubatay). Their values differ markedly from those of the student segment. The number of respondents - 288 (October, 2020). The survey was conducted using the identification of the check during the passage (results in 4.2.4.). The survey was conducted jointly with the marketing department of the company. Selecting a survey - qr code in the check and transfer to the survey Google Forms.

Segment – office employees:

To study the target segment «office employees», a qualitative research method was chosen, namely in-depth interviews in restaurants. 5 people were interviewed (August 2020). These were one-to-one interviews. Structured questions made the survey quick. Average duration is 20 minutes. Due to the small number of respondents, data collection took place in the form of filling out a pre-prepared question form. All interviewees were positive and responded well to questions from a marketing department at Tubatay. The interviews were analyzed, highlighting the main topics and categories that were encountered during the interview.

The survey consisted of the following questions:

1. Your business and where you work geographically
2. Where do you usually go for lunch
3. Why do you choose these particular cafes and restaurants
4. What do you like about our restaurants
5. What we need to improve
6. How did you hear about our restaurants
7. Will you recommend our restaurant to your friends
8. Who else do you come to our restaurant with?

The author contributed to the list of questions and received direct comments from a representative of the company's marketing department (results in 4.2.4.). The author did not take part in the direct interview, the results were obtained from the marketing department.

Segment – family:

5 families were interviewed (August 2020) in focus group format. Structured questions were used with an average duration of 20 minutes. Data collection took place in the form of filling in a pre-prepared form for questions. All interviewees were positive and responded well to questions from a marketing department at Tubatay. The interviews were analyzed, highlighting the main topics and categories that were encountered during the interview.

The survey consisted of the following questions:

1. What restaurants do you go to with your family
2. You buy a children's lunch in our restaurant
3. What is important to you in a family restaurant

4. You are considering organizing children's parties in our restaurant
5. Is everything missing in the children's menu
6. How do you like the children's corner in our restaurant
7. What we can improve to be better for you

The author contributed to the list of questions and received direct comments from a representative of the company's marketing department (results in 4.2.4.). The author did not take part in the direct interview, the results were obtained from the marketing department.

4. Findings

This part of thesis focuses on the results: modification of algorithm, process and recommendation for company.

4.1 Result 1: algorithm modification

Based on the studied theoretical part, the algorithm acquired additional blocks related to the part of the marketing tools. The selection of tools was selected jointly with the marketing department.

Work on a strategy begins with a deep analysis of both the internal and external environment. There are certain tools that can help with this task, for example, SWOT analysis (Kenneth, 1963) or VRIO analysis (Barney and Hesterly, 2010). Within the framework of the methodology, it will also be useful to get acquainted with the current international trends, not only in the field of the company's work, but a general understanding of the existing realities is also required. Benchmarking is a useful learning tool. Often, it is not required to invent something new; it is enough to see how this idea is being implemented in another country or among competitors (Figure 16).

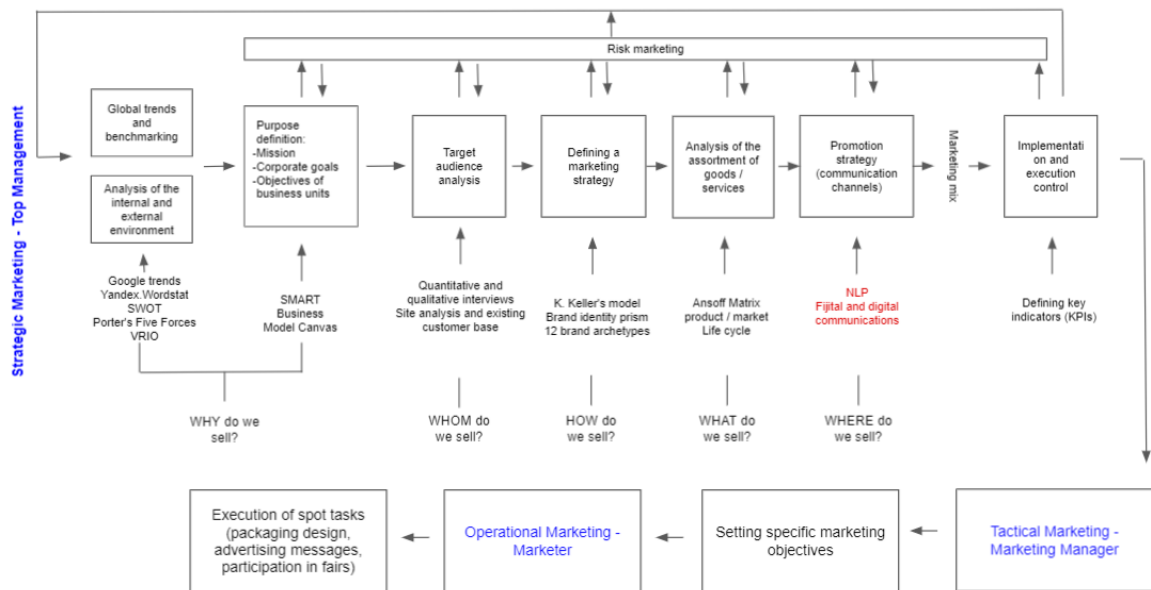


Figure 16: Algorithm for developing a marketing strategy cycle in the B2C market

Based on the analysis, you can move on to the second stage - defining the goal. It is worth clarifying here, in order to correctly set a goal that will help top management in understanding the situation, you can use a number of tools – SMART (Doran, 1981) and the Business Model Canvas (Osterwalder, 2010). SMART stands for Specific, Measurable, Achievable, Realistic and Timely.

SMART goal:

Specific: well defined, clear and unambiguous.

Measurable: With specific criteria that measure progress towards a goal.

Achievable: No need to build castles in the air.

Realistic: Affordable, realistic and in line with a life goal.

Timely: With well-defined timelines, including a start date and target date. The goal is to achieve what is needed just in time.

At this stage, the company needs to define its mission, corporate goals, and goals within each division. Within the framework of the strategy, the management always dictates the direction of development.

The next step is to analyse the target audience of the company. In the B2C market, this is an especially important step, since the product goes directly to the end consumer and it is paramount to understand who he is, the one who is ready to buy. Any data, both qualitative and quantitative, can become a source of valuable information that will further help to adjust the assortment policy and marketing in general. Here it is necessary to hear and listen to the consumer, it is not enough to imagine the image of the client in your head, in most cases such a subjective assessment is erroneous.

Once you have an understanding of your consumer profile, it's time to move on to the next step - defining your marketing strategy.

After understanding the strategy, there is an understanding of the assortment and price progress. Ansoff matrix can help here, as well as a classic drawing of the product life cycle.

The next step is a product promotion strategy. Since the methodology was created for the B2C sector, attention should be paid to tools such as NLP (neurolinguistic programming), as well as digital and digital communications.

The last step in the cycle will be implementation and control. Alternatively, you can refer to the Marketing Data Dashboard for this step.

At almost every stage of a marketing strategy, a company must be accompanied by risk marketing management. Marketing risk is the plausible loss and failure of marketing. This consist of risks related with pricing, product development, promotion, distribution, branding, customer service, and sales. Below are the common types of marketing risk. The recent events with Covid-19 have shown the need to consider not only standard situations, but also to be prepared for any unforeseen circumstances.

The implementation process has the following gradation: strategic marketing, tactical marketing and operational marketing. In more detail in this methodology, we dwell on the first part, it is it that is implemented by the team of top managers, as it provides a general direction and basic developments for further implementation. Tactical marketing is a team of department managers who, having received information from strategic management, must be properly staffed for subtasks and control of the operating team. The level of operational marketing is distinguished by a special detailing of tasks and their direct execution. For example: strategically, the management decides that the company's product is focused on the premium segment and thinks over the general idea, tactical marketing takes the idea of

top management for development and works out an immediate implementation plan and subtasks, including responsible persons, in turn, the operational team performs tasks from tactical managers.

The surrounding reality changes every minute, so an important addition to this methodology is the cyclical development of a marketing strategy. Any stage can return to the immediate beginning, any unexpected situation can break all previous work in the bud and return to the beginning. The B2C market is characterized by constant volatility and adaptability to the consumer. Trends change every day, the situation changes every minute, so the methodology for developing a marketing strategy for the B2C market must have a high level of flexibility.

4.2 Result 2: algorithm application process

4.2.1 Global trends and benchmarking

So, at the first stage, it is necessary to analyse world trends, as well as an analysis of the internal and external environment. For these purposes, the following tools will be used: Google trends, Yandex.Wordstat, SWOT analysis, VRIO analysis.

Google trends tools (<https://trends.google.ru/trends/?geo=RU>) and Yandex.Wordstat (<https://wordstat.yandex.ru/>) help to increase horizons in general, get primary ideas and see what now popular in the world and in particular in Russia. These tools are also great for event marketing, but in this context they are a good starting point to refresh your eye and increase the likelihood of predicting trends in the future.

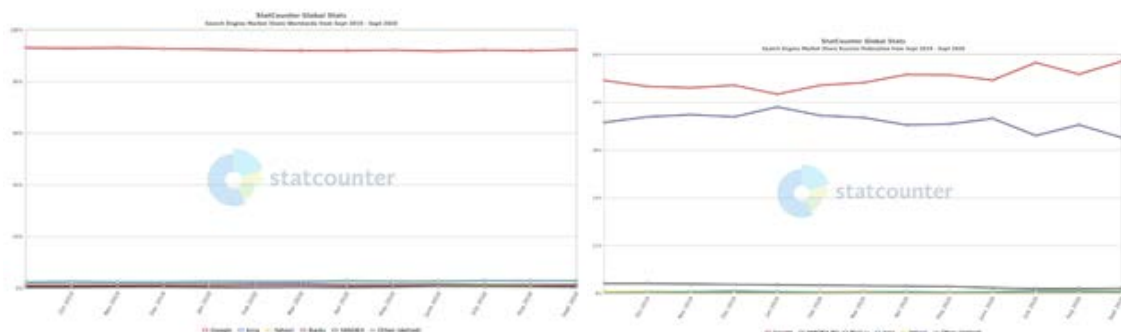


Figure 17. Statcounter data: left graph - global share of search engines, right graph - share of search engines in Russia (September, 2020)

Statcounter, a free online visitor statistics tool, identified the following proportions of search engine visitors: Google 58.31%, Yandex 39.13% (September 2020). Figure 17 shows that two search engines are popular in Russia - Google and Yandex, so it will be relevant for the Russian market to analyse these two sites.

As an example, for analysis in Yandex.Wordstat, we will select the keyword "halal food". From Figure 18 it can be seen that users are interested in exactly the supply of food, most likely this is due to the pandemic. It is worth taking into account the fact that consumption habits have changed, the flow of food delivery orders has increased, most likely, the trend will continue in the future.

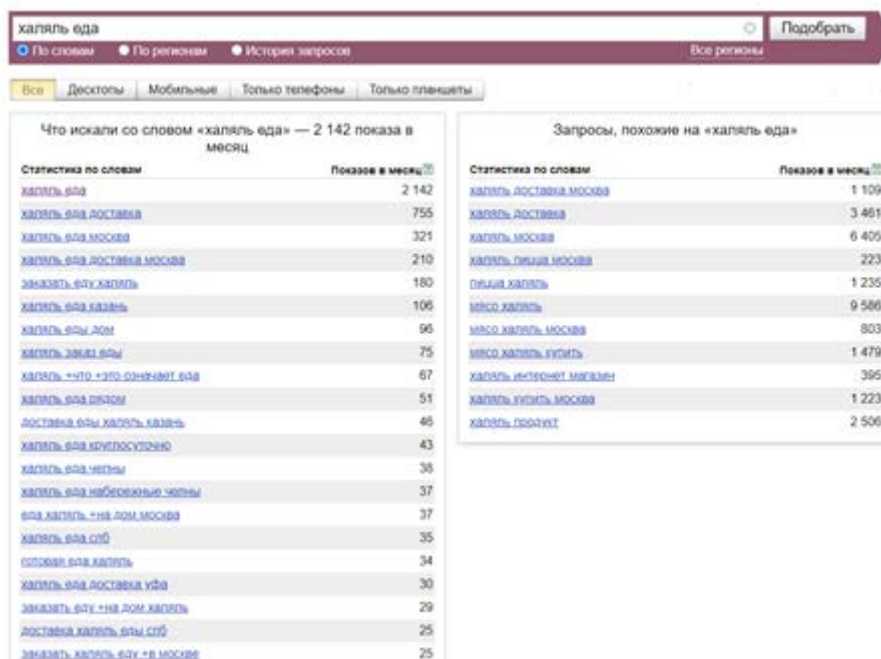


Figure 18: Yandex data. Wordstat on the keyword "halal food" (December, 2021)

From the Google trends data, it can be seen that the format of fast food is of interest in the Stavropol Territory, the Krasnodar Territory, in St. Petersburg and in the Sverdlovsk Region. It is expected that Tatar cuisine is mainly familiarized in the Republic of Tatarstan. Healthy food is viewed with interest in the Krasnodar Territory and St. Petersburg. (Figure 18)

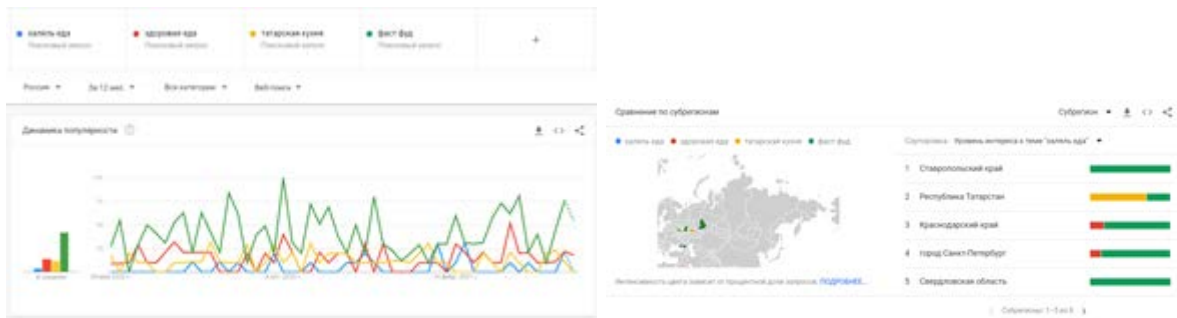


Figure 19: Google trends data for keywords “halal food”, “healthy food”, “Tatar cuisine”, “fast food” (December, 2021)

4.2.2 Analysis of the internal and external environment

As part of the analysis of the external and internal environment, the work will consider a SWOT analysis of the company Tubatay UK LLC (Table 4).

Table 4. SWOT Tubatay

Strengths	Weakness
<ul style="list-style-type: none"> - a well-known brand in Kazan - good reputation - close dialogue with consumers - product with a national bias -the brand represents the region at international events - quality products and our own production - friendly team and staff support - bias towards healthy homemade food 	<ul style="list-style-type: none"> - any changes occur instantly, which affects the quality of implementation - shortage of staff due to rapid development - confusion with the overall marketing strategy
Opportunity	Threats
<ul style="list-style-type: none"> - the ability to enter other regions of the Russian Federation - the ability to release the format to other countries - opening of new points of sale 	<ul style="list-style-type: none"> - strong competitors (McDonald's, KFC, Burgerking, Kystyby, Bilyar, etc.) - Economic and political conditions - New wave of pandemic

And also a VRIO analysis (Powalla, Bresser and Marewski, 2009) was carried out together with the marketing department of Tubatay UK LLC, the results are presented below (Table 5).

Table 5. VRIO Tubatay (December, 2021)

Resource / opportunity	Valuable?	Rare?	Difficult to copy?	Used by the organization?	Characteristic
Number of offline restaurants	Yes	No	Competitive ratio		
Format novelty	Yes	Yes	Competitive ratio	Yes	Actively promoted
Control system flexibility	Yes	Yes	Competitive ratio	No	Unused competitive advantage
Highly qualified employees	Yes	No	Competitive ratio		
Fast adaptability to change	Yes	No	Competitive ratio		
Own production	Yes	Yes	Yes	Yes	Actively promoted
Delivery of our own semi-finished products	Yes	Yes	Yes	Yes	Actively promoted
Halal online food market	Yes	Yes	Competitive ratio	Yes	You need to be confident in your partners
Opportunity to increase awareness	Yes	Yes	Yes	No	Unused competitive advantage
Well-developed logistics system	Yes	Yes	No	Temporary advantage	

In conditions of a high-intensity work rhythm, nutrition remains an integral part of the work schedule. Location, quality, speed of preparation - these are only a small part of the demands of a modern consumer. The untapped potential remains the population with special gastronomic preferences (their food and diets), as well as those who do not visit catering establishments due to a limited budget. Be that as it may, the industry's customer flow is growing every year. The rise in prices does not change, and in the zone of dynamics are the structure of the business, consumer preferences, depending on the quality and time of day. The analysis of the fast food market always remains interesting, which shows a stable demand for fast food. It is noteworthy that quite unexpected players, for example, 2-GIS, take part in the market research.

Recently, a new trend has emerged, which has been provoked by the giants of fast food establishments. We are talking about various combo offers, for example, Lunchbasket - 5 for 200 rubles.

Fast food has grown, "eating" 51% of the proceeds of all catering in the Russian Federation. According to experts from the FoodKazanda project, the share in the capital of the Republic of Tatarstan is even higher. More than half of all spending on catering in Russia was taken by fast food. Such data were provided in mid-January by the NPD Group research agency, where they conducted a market analysis for January-October 2019. Over the year, the figure has risen by as much as 17% - from 34 to 51%. Full-service restaurants, on the other hand, have lost their positions: if in 2018 over the same period the share of all market expenses was 34%, as well as for fast-food restaurants, now it is less than a quarter.

Kazan restaurateurs see the reasons for the increase in spending on fast food in the fact that citizens have become more stingy in terms of the time they are willing to spend on visiting catering establishments. This trend applies not only to the public catering market, but also to other areas. Another reason for the growth in the share of fast food is the shift in the attention of professional restaurateurs to this market.

Unlike the big three: McDonald's, KFC and Burger King, at the moment the Tubatay restaurant chain has 3 points: st. Bauman 47/9, st. Kremlin 21, st. University 22.

One of the non-economic reasons why people are more likely to go to fast food establishments is the presence of open kitchens. Customers want to see what they are eating. After all, sometimes, when in a restaurant there is a shabby door leading to the kitchen, the

client has doubts. And when the kitchen is open and a person sees modern equipment on it, a chef who cooks in a snow-white uniform and gloves is captivating. Fast food creates such a feeling, although it is a double-edged sword, because the same deep-fried oil may not be the first freshness.

A huge plus in the direction of fast food is the conviction of the population that it is inexpensive. According to Ivan Shestov, Director of Communications at Burger King Russia, fast food is the most affordable restaurant concept.

Nevertheless, this does not prevent networks from growing more and more actively. So, at the beginning of 2020, the Big Three has a total of more than 2.3 thousand establishments throughout Russia. McDonald's, like Burger King, has just over 700 points, and the leader is KFC (over 900 establishments as of January 27, 2020).

In Tatarstan, the situation is different. The leading role is played by McDonald's (27 points), Burger King is in second place (23), and KFC is only in third (20).

The fact that the chains will continue to grow became clear back in May 2019, when the founder of McDonald's in Russia, Khamzat Khasbulatov, during a visit to Kazan, said that in the next four to five years the number of the chain's restaurants in Tatarstan would double. In particular, the company still plans to open a point in Zelenodolsk, where two major competitors - KFC in Essen and Burger King in Mirny - are still represented.

Using the Similar Web service, you can analyze general information about customer visits. For example, the site tubatay.com was analyzed. Over the past month, the attendance has dropped significantly, this may be due to the end of the promotion, and may also be due to the restructuring of the site or have external reasons that need to be discovered. The graphs show a high percentage of refusals, which is 35.11%, or users mistakenly click on the link and are looking for something other than a restaurant, or the users consider the site not convenient enough (Figure 20).

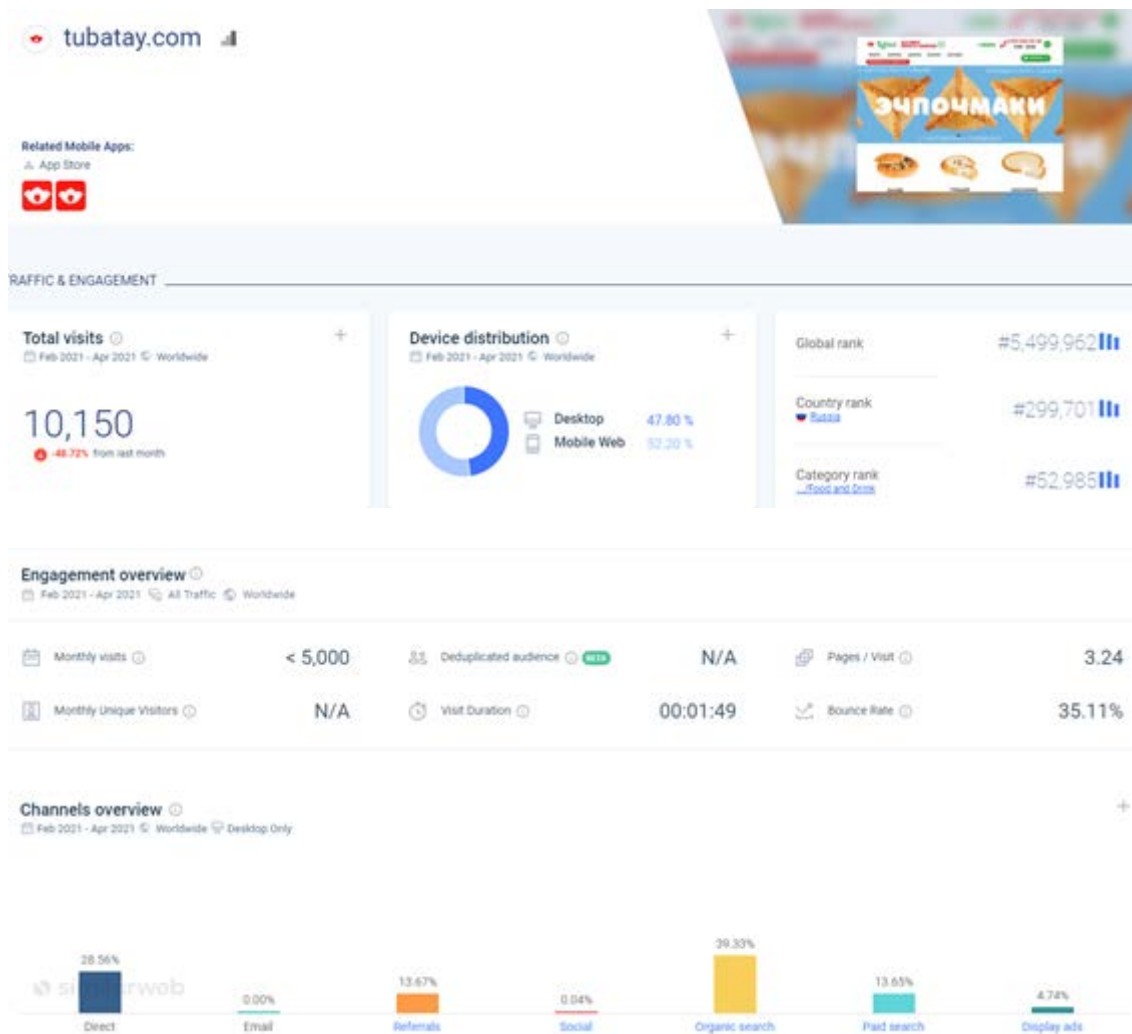


Figure 20. Analysis of tubatay.com using the Similar Web service (January, 2021).

4.2.3 Purpose definition

After analyzing the internal and external environment and preliminary preparation, it is time to structure the goals of the company. It is impossible to build a correct strategic process without understanding the ultimate goal. Two tools will help us in this - the SMART goal setting system and the Business Model Canvas.

Together with the marketing department of Tubatay UK LLC, the following were formulated:

Mission: To become a soulful international Halal company that made Tatar culture and soulfulness popular all over the world!

Corporate goals: To increase the average check by 1.5 times by the end of 2021.

The main values and principles of the company:

1. "Always cook deliciously at home." Each dish is invented, created and prepared at home, with love and only from natural ingredients.
2. "Appreciate Tatar roots". Rich culture, cuisine, traditions and beautiful values of the people.
3. "Be halal in everything." In the product, advertising, processes, speech, actions, company operations and relationships.
4. "Act profitably and efficiently." Profit is one of the main factors for the success and sustainable development of the company and its future employees.
5. "Love what you do and strive for perfection in it." Our company attracts and develops talented and hardworking guys who love their business and want to, with the help of it, change the world and themselves for the better, doing everything in their power 100%.
6. "Create affordable products and solutions." Make quality products and services available to millions of people as we want to improve the lives of millions.
7. "Treat the benefits of the company and nature with care." We are sensitive to what is given to us and we carefully manage these, whether it be money, property or any other material goods and resources, both in the company and in nature.
8. "Be a responsible and team player." We act on the principle "Every employee of the company is a member of the Tubatay national team, which means that the victory of one is a common victory, and the defeat of the team is the defeat of everyone. And for the team to win, you need to be responsible for your business,
9. "Treat everyone and everything with your soul." There is a huge world inside everyone. We strive to reveal the inner world, soulfulness, that very human flavor hidden inside everyone and give it to the world, our guests, colleagues, loved ones and loved ones. Our secret motto is to live your soul.
10. "Do what you didn't do before you." Our ideas and solutions are unique, we create them ourselves, bringing together our best talents, world experience and creativity together. This is our main driving force.

11. "Think carefully about solutions, implement them quickly." Think carefully about decisions, model the consequences, meticulously prescribe an action plan and implement it as quickly as possible.

12. "Be open." This means - speak openly, think openly, do not be afraid of yourself, act together, do not hide anything.

13. "Dictate trends, don't just follow them." We make the national cuisine modern. But at the same time it is important that we do not follow someone, but set our own new trends.

14. "Thoughts are flexible and consistent." We think flexibly in an unexpectedly changing world, but always act only in accordance with our mission, principles and agreements.

Also at this stage it will be useful to form a Business Model Canvas (Figure 20). This will help to first understand the processes that are happening now.

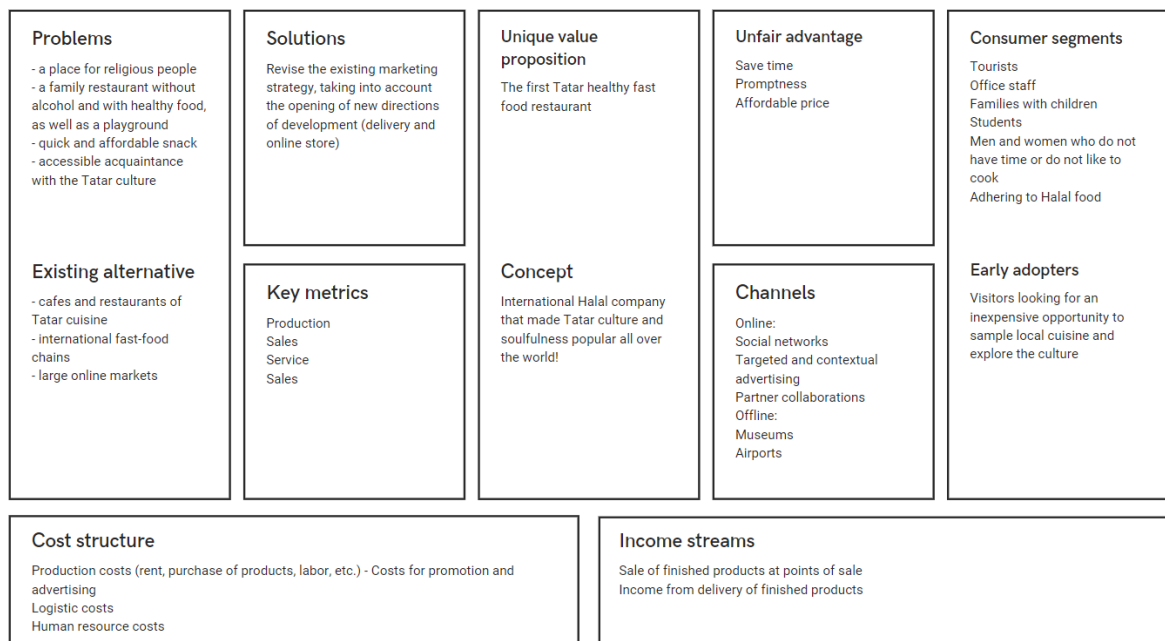


Figure 21. Analysis of tubatay.com using the Similar Web service (January, 2021).

This tool helps you look at the problem from all angles. An overview of the situation that will help to further improve processes.

4.2.4 Target audience analysis

The segments of the target audience of the restaurants of Tubatay UK LLC are divided into 4 groups: students, families, tourists, office workers. The percentage of these target groups depends on the location of the restaurant. So, on Kremlevskaya, 21 office employees occupy about 50%, families and students took 20% each, the segment of tourists was small, only 5%.

At the same time, the percentage of students at Bauman and Universitetskaya reaches over 50%, this is due to the accumulation of educational institutions near restaurants.

The ratio of target segments varies from season to season. For example, in the summer, the percentage of tourists increases, and the percentage of students decreases to a minimum, this is due to the summer holidays.

We conducted a consumer survey together with the marketing department of Tubatay. Initially, the segments were identified and based on the observation of guests, later this hypothesis was confirmed by a quantitative assessment. These surveys were conducted from September to December 2020. Surveys were conducted using the identification of receipts upon purchase, the methods used are online and offline in restaurants (Appendix 1).

Segment - students:

Analyzing the map, we see that the III quadrant is the most favourable, the values that fall into it have a high average score and low variance, which means that all respondents unanimously agreed that they choose the Tatar fast food restaurant Tubatay, first of all, for delicious food, as well as affordable prices, quality and speed of service (Figure 22).

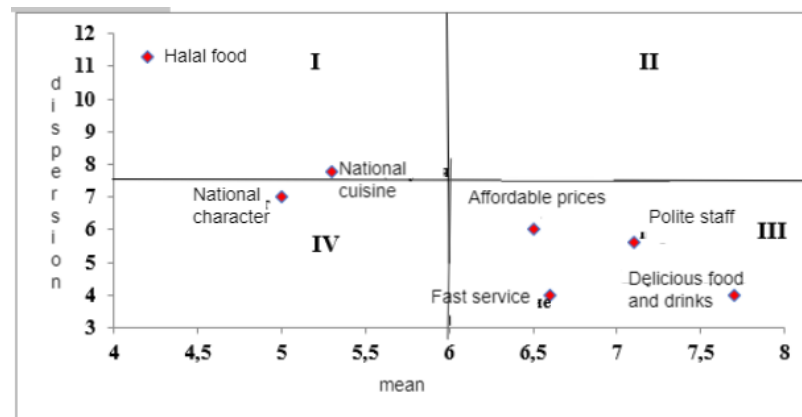


Figure 22. A map of students' perception of a halal restaurant Tubatay

Analyzing the map, we see that the III quadrant is the most favourable, the values that fall into it have a high average score and low variance, which means that all respondents unanimously agreed that they choose the Tatar fast food restaurant Tubatay, first of all, for delicious food, as well as affordable prices, quality and speed of service.

In the IV quadrant there is a characteristic that is completely indifferent to the respondents when choosing a restaurant - they do not really care about the national flavor and symbols used in the design of the premises and the corporate identity of the institution.

Not everyone, but still most of the respondents do not care that food is halal and national cuisine.

From the positioning map, it can be seen that speed, affordable prices, polite staff, and the taste of food are important for students. They do not focus on the national flavor, most likely, this is due to the fact that they are already accustomed to the Tatar cuisine and take it for granted.

It can be seen from the survey that students are clearly attracted by the fast food format, and the national food is clearly to their taste, although they no longer perceive Tatar cuisine as a national specificity, so we can conclude that the restructuring from the old pavilion format to the new one was successful with point of view of attracting a student audience.

At this stage, it is interesting to participate in case championships in Kazan Federal University (they are mainly designed for students). This will not only allow studying one of the segments of the target audience of the Tubatay brand, but will also help to find new

possible solutions. This is a direct dialogue, which is valuable for the B2C market (Appendix 2).

Segment - tourists:

In Figure 23 is a diagram of the key motives of guests visiting the Tubatay restaurant.

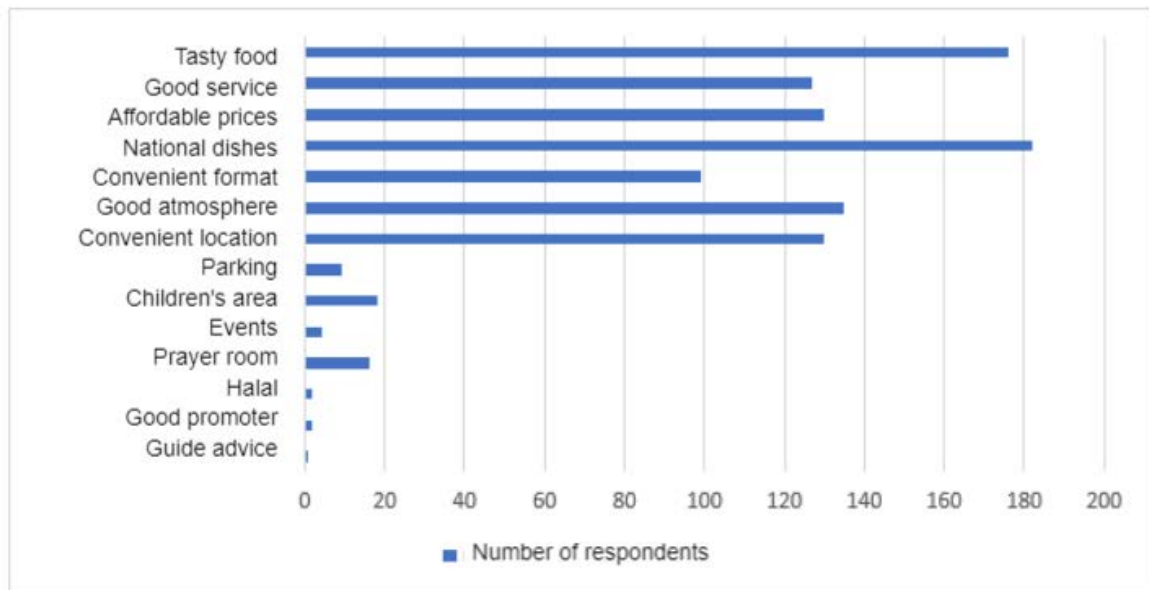


Figure 23. Motives of tourists visiting the Tubatay restaurant

As seen from Figure 23 guests of the capital primarily appreciate the national cuisine, as well as the quality of food, service, affordable prices and convenience of location.

Segment - office employees:

The following factors were identified that influenced their choice of eating place. For them, the factor of the location of the restaurant (it is necessary to be close to the place of work, on average, lunch is an hour), the taste and quality of food (since they have to eat every day), and the speed of service turned out to be important.

During the conversation, several insights were discovered. For example, a heavy door when opening can cause guests to think the establishment is closed. The respondents also noted that the availability of finished baked goods was too low in relation to gender. There is not enough space for bags (respondents indicated a desire to add hooks to the tables).

Segment - families:

Based on in-depth interviews, the following family segment insights were revealed.

Tubatay is a halal restaurant, so alcohol is prohibited. High-quality food without additional flavor enhancers, a children's combo set, as well as an established play area for children in the form of a children's labyrinth attract the attention of family people.

The female staff of the restaurant wear headscarves and closed uniforms to avoid provocative relationships with married men.

All this in the eyes of mothers makes it possible to choose Tubatay instead of American fast foods with quite unhealthy food.

So, surveys of target segments made it possible to draw the following conclusions. Despite the fact that different attributes of a restaurant are the most important for each segment, everyone is interested in tasty and high-quality food, convenient location and fast service. The national specifics are more appreciated by tourists, which, in our opinion, is natural; the local population (students, families and office workers), already accustomed to Tatar cuisine, evaluate the restaurant's dishes as simply delicious.

The developed positioning policy is adequately perceived by the main target groups of restaurant visitors, the declared attributes are appreciated and significant for them. Therefore, it is necessary, through the right set of communication tools, to maintain and develop an established relationship with the target audience. So, for each segment, we offered a specific set of interaction tools.

It is also impossible to single out a targeted audience that orders semi-finished products and goods from an online store. But these target groups have common features:

- unwillingness or lack of time for cooking;
- desire to eat healthy “correct” and homemade food;
- pay attention to the Halal labeling;
- affordable price.

Outcomes:

- Many decisions were related to digitalization and work on the Internet - this gives a certain trend and confirms the development of the company in this direction.

- The teams worked more on the game mechanism and the loyalty system, as this will allow them to “tie” the client to the brand.

4.2.5 Defining a marketing strategy

At this stage, according to the previously developed methodology, it is interesting to participate in case championships (they are mainly designed for students). This will not only allow studying one of the segments of the target audience of the Tubatay brand, but will also help to find new possible solutions. This is a direct dialogue, which is valuable for the B2C market.

As part of the implementation of this decision, Tubatay UK LLC became partners of the IUEF KFU (Kazan Federal University) case championship in 2020. Together with the marketing department, a case was developed in which the following goals were spelled out:

- Increase in the number of visitors at Universitetskaya, 22;
- Increase in the average check.

The tasks were set as follows:

- Analysis of competitors in Kazan.
- Analysis of successful similar business examples in other regions and in other countries.
- Your target group is students. Describe the portraits of consumers from this segment.
- Development of marketing communications in order to increase visitors (focus on Universitetskaya, 22)
- Development of marketing communications in order to increase the average check inside the restaurant.

Outcomes:

- Many decisions were related to digitalization and work on the Internet - this gives a certain trend and confirms the development of the company in this direction.
- The teams worked more on the game mechanism and the loyalty system, as this will allow the client to be “tied” to the brand.

The next step is to define your marketing strategy. To build brand sentiment and prescribe values, the 12 brand archetypes methodology will help. There is something about the brands we are associated with. We have an intimacy with them that is difficult to understand. As if we know them. In some cases, it seems to us that we love them.

Based on interviews and discussions within the company team, at the first stage, 2 possible archetypes were selected:

1. Innocent.

Innocent is a positive person with an optimistic outlook on life. They crave security, but ultimately want themselves and everyone else to be happy.

They are honest and clean and do not dislike anyone. They are not vindictive and believe that everyone has a divine right to be who they really are. They see beauty in everyone and know how to see inner beauty that others do not see.

To reach out to innocent people, you need to earn their trust with a simple, honest, and most importantly, positive approach. Negative communication or communication based on feelings of guilt doesn't work. They need to associate the brand with safety, and they will feel connected when they recognize their inner beauty.

2. Nice guy.

The nice guy first of all wants to just belong. They tend to blend in with society as "everyone" and do not like to stand out from the crowd. They are friendly and easy to talk to without being overly funny, rude or too loud.

They trust easily, although they are afraid of being rejected. They are positive and eager to fit into the group. They tend to be curious, but not overly enthusiastic.

To reach out to the common people, you need to make them feel like they belong. Brands that revolve around daily activities can use this archetype to convey the message that it's okay to be normal.

Brands for home or family life are perfect for this archetype, while an elite positioning or a "we are better" message would be repulsive. Reaching out to the common people requires honest, humble, friendly and down to earth communication.

4.2.6 Analysis of the assortment of goods / services

The next step according to the developed methodology is the analysis of the range of goods and services. Ansoff's matrix can help here.

Table 6. Ansoff's matrix on the example of Tubatay. Penetration strategy.

Penetration strategy	Question: Is there an opportunity and prospects for growth in the current market?		
	potentially	probably	not possible
Description of the current market and current product	Current Market: Tatar cuisine restaurant with a focus on fast service Current Item: Tatar cuisine in a modern format		
Market growth rate	High	Slowing down but growing	Market stagnation or decline
The level of consumption of the company's goods among the target audience	Lower than the market average	At the level of the market average	Higher than the market average
Frequency of product use by the target audience	Maximum	Moderate	Low
The level of distribution of the product in the market (or access to the product)	Lower than the market average	At the level of the market average	Higher than the market average
Brand knowledge level	Lower than the market average	At the level of the market average	Higher than the market average
Economies of scale	Yes		No
The company's product has a competitive advantage in the current market (compared to competitors' products)	Yes		No
Opportunities for a high level of investment	Yes		No

Conclusions from the Ansoff matrix:

1. The penetration strategy is probable. The corporation has this strategy realisation position. Despite the low possibilities for extra investment, it is essential to regularly improve the frequency of purchases and the common check, enlarge the consumption of items and expand the envelopment of the Republic of Tatarstan.

Table 7. Ansoff's matrix on the example of Tubatay. Market development strategy.

Market development strategy	Question: Will the company be able to enter new markets with its current product?		
	potentially	probably	not possible
Description of the new market and current product	New market: opening a restaurant in nearby cities Current product: Tatar cuisine in a modern format		
The company is successful in its current activities	Yes	There are minor flaws	No, you need to improve the product
Number of players in the new market	Small number of players (1-3)	Average market saturation (3-10)	High level of market saturation
Barriers to entry in a new market	Practically absent	There are but not high enough	High level of entry barriers
New market growth rate	High	Slowing down but growing	Market stagnation or decline
The product has unique properties	Yes		No
The company has additional capital to invest in the development of new markets	Yes		No

2. Market development strategy is possible. Expanding to other cities is a tremendous supply of growth. The organization has all capabilities to put into effect it.

Table 8. Ansoff's matrix on the example of Tubatay. Product development strategy.

Product development strategy	Question: Will the company be able to successfully expand the range of products in the current market?		
	potentially	probably	not possible
Description of the current market and new product	Current Market: Tatar cuisine restaurant with a focus on fast service New product: Tatar merch (clothing, souvenirs, etc.)		
Growth rate of the current market	High	Slowing down but growing	Market stagnation or decline
Current market size (for the company's business)	High	Average	Small
The current product is out of date, has deficiencies or is at the last stage of the product's life cycle	Yes	Trends towards a decrease in demand for the current product are outlined	No
Intra-industry competition	High level	Tightening trends	Low level
New player entry threat	Yes		No
If success in the industry depends on innovation and the constant supply of new products	Yes		No
The level of updating the assortment and the appearance of new products from key competitors	High		Low

3. Product development strategy is likely. The business enterprise has all the assets to make bigger the assortment of the store and introduce a new category - merchandise and products with a Tatar flavor.

4. Diversification strategy - not possible. The organization has wonderful increase possibilities in contemporary markets with current and new products. It is no longer endorsed to diversify the portfolio yet.

Table 9. Ansoff's matrix on the example of Tubatay. Diversification strategy.

Diversification strategy	Question: Does the company need to diversify its portfolio?		
	potentially	probably	not possible
Description a new market and a new product	New Market: Halal Cosmetics Retail New product: professional halal cosmetics		
Growth rates of the company's current markets	Market stagnation or decline	Slowing down but growing	High
Competition in current markets	High level	Tightening tendencies	Low level
The company has additional resources for business development in a new market	Yes		No
The company has a certain level of competence (or can reach it) for doing business in a new market	Yes		No
Growth opportunities in current markets and with current products	Minimal and absent		Yes

Key sources of company growth (listed in order of priority):

1. Review your marketing and promotion strategies to increase your shopping frequency.
2. Opening of new RT in places of high traffic for the growth of consumption of goods.
3. Organization of new points of sale in other cities.
4. Expansion of the assortment: introduction of merchandise and other souvenir products and tasks.

4.2.7 Promotion strategy (communication channels)

At this stage, the company is widely represented on social networks (Instagram, TikTok, V Kontakte), and also has a website and an application. Everything develops organically here.

Since communication takes place with the end user, it is recommended that Tubatay UK LLC pay attention to NLP methods:

1. Pay close attention to your body language.

NLP selling techniques go beyond the words you use - your body is also essential to their success. When conducting NLP sales, it is important to keep your body language in mind. This kind of non-verbal communication can scare away clients as easily as it can relax them.

2. Active listening

Active listening techniques are different from techniques. They are based on the development of the skill to understand the meaning of a conversation deeper than words convey it. The main methods of active listening are formulated by the leader and creator of humanistic psychology - Carl Rance Rogers (1978).

3. Expressing and promoting positive

Positive confirmation is central to NLP selling. Such efforts not often rooted in fear, pessimism, or terrible reinforcement. The company do not try to scare or intimidate potential buyers.

4. Reflecting your perspectives

One way to correctly construct believe and perception with a prospect is to subtly healthy and mirror body language, mannerisms, and words. This process, known as mirroring, calms potential customers and generates positive responses. The key here is no longer to be too frank about this process.

It is additionally well worth paying interest to the methods of scent marketing and choosing a scent that will attract people who are near the restaurant.

4.2.8 Marketing mix

As a result of all the steps, we can formulate a marketing mix for general convenience, how the previous strategy differs from the next one, in order to compare the results:

1. An element of the marketing mix is a product. The pavilion's menu consisted of an average of 20 items (including drinks, pastries, desserts), while the restaurant had an average of 35 (the range depends on a particular restaurant and its capabilities). There are 14 options for kystyburger (Tubatay hit is a compilation of traditional kystyby flatbread with various filling inside), 3 options for soup, 2 salads, 3 options for main courses (manti and dumplings), 5 options for baking (elsh, triangles, echpochmaki fries with three different fillings), desserts (including chak-chak), drinks. In the tea station area, desserts have an expanded assortment of tiramisu, cheesecakes and other familiar “classic” desserts. In restaurants you can buy a local “happy mil” for a child, buy souvenir gifts.

Combo sets as in the usual variants of fast food brands Burger King, McDonald's, KFC make it possible to compete in price when deciding on a student's place for a snack.

Tubatay strives to meet the needs of Muslims, so iftar sets are available during Ramadan. Including the purchase of a subscription for the period of sacred fast is possible.

An undoubted advantage is also the orientation of Tubatay towards a healthier snack, without excessive fat content of food and soda. With the general trend towards a healthy lifestyle, this definitely attracts attention.

If there are burgers in McDonald's, then in Tubatay - kystyburgers, if happy at McDonald's, then in Tubatay - kalyapush. Following the rules of Islam, alcohol is prohibited in “Tubatay”, in contrast to the same KFC.

From all of the above, we can unequivocally say that the assortment set of the Tubatay restaurant unambiguously corresponds to the declared positioning of the Tatar fast food restaurant. The new assortment policy allowed expanding the target audience of the establishment and increasing sales.

Let's also pay attention to semi-finished products - dumplings, cutlets, cheese cakes with good quality and average market price, became a real salvation during the pandemic. The decision to market semi-finished products has become a plan developed as part of risk marketing, thereby confirming that it is necessary to review in advance the elements that may affect the strategy.

2. An element of the marketing mix - price. The average check has grown. The pavilion format included a small menu, one or two baking options and a drink were a frequent

purchase, so the average bill in the pavilion was 80-100 rubles. The format of the restaurant brought an expanded assortment, combo sets, the opportunity to come with a company, family and spend time in a comfortable environment, all this made it possible to increase the average bill to 250-300 rubles. per person. Comparing the average bill of a restaurant with a classic fast food (285 rubles, 300 rubles, 384 rubles), we can conclude that the Tatar fast food restaurant Tubatay has harmoniously blended into the regional segment of fast food.

3. An element of the marketing mix - sales. The average traffic in one pavilion was 160 people per day. For comparison, at the time of the opening of the Tubatay restaurant on Kremlevskaya 21, the average attendance was 500 people per day.

The favourable location of the restaurants' points (located in the immediate vicinity of the educational buildings of the Kazan Federal University, tourist routes and office centres) is undeniable and allows you to work with confidence with confidence.

Like any classic fast food, being in the way of a significant volume of pedestrian traffic, Tubatay confirms the correctness of the formation of a sales policy within the framework of the new positioning.

4. An element of the marketing mix is promotion. The communication used between the two Tubatay brand formats clearly differs. The take & go format did not imply much communication with the residents of the city; the bulk of the work was directed at tourists. Such a concept worked well for the flow, but it was difficult to attract people consciously, to form a constant interest in the brand, since there is no place where guests could sit and spend time with family, friends or colleagues. It was attracted by the atypical shape of the pavilion itself (recall that the pavilion had a rounded shape, reminiscent of a skullcap) and a signboard, but there was no need to talk about long-term relationships with customers, consumption was one-off.

In contrast, the restaurant has a well-thought-out marketing strategy aimed at different target groups: students, tourists, families, office workers. Communication with different target groups also differs. In this case, the restaurant not only works for people passing by (with the help of a promoter and a national sign that attracts attention), but also actively communicates online. Active online promotion allows you to notify guests about menu updates and promotions, and also allows you to increase loyalty. The area of the restaurant also opened up additional opportunities for working on its own specialized master classes

for groups of tourists. And the emergence of well-defined segments and regular visitors has already made it possible to talk about the development of a systematic and purposeful promotion strategy.

5. The element of the marketing mix is people. The restaurant business is a service sector for which personnel are the most important resource. The management of the Tubatay restaurant pay due attention to the work with the staff. The restaurant has developed internal instructions (scripts) that describe the rules for interacting with the guest. For example, to emphasize the national specifics of the institution, the staff greets the client in Tatar. The dress code corresponds to the Tatar culture (the head is covered with a scarf or skullcap, the national dress or costume, in which there are no open elements of clothing).

The Tubatay restaurant takes into account religious peculiarities and allows the staff to use the prayer room if necessary.

There are also internal bonuses for employees: bonuses for free meals in restaurants (this allows the staff to familiarize themselves with the assortment, and is also a significant competitive advantage among employers), feedback from the staff is welcome, employees are actively involved in improving the assortment and sales policies of the restaurant.

By attracting and creating comfortable working conditions for the staff, giving its employees the opportunity to observe all religious customs, the restaurant's management forms a team that harmoniously fits in and in every possible way supports and develops the national concept of the institution.

6. The element of the marketing mix is a process. In the 7P concept, a special role is played by the process of interaction between the company and the consumer, the degree of customer involvement in the provision of services is higher than in the consumption of material goods. The Tubatay restaurant closely interacts with guests both at the points of sale and in the social media space. The restaurant is actively working with objections and problems encountered by visitors.

The format of the restaurant allows holding master classes on the preparation of Tatar cuisine, on the development of the culture of the Tatar language in children and adults, and other events.

Striving for close interaction with the guest helps the restaurant to improve its customer focus.

7. The element of the marketing mix is the physical environment. All visual images in the restaurant are designed so that the guest feels comfortable, plunged into the national atmosphere, this motivates customers to take photos in the restaurant and share them on social media. networks, which is also an additional communication channel. The decor of the restaurant is constantly being edited taking into account the season, wear and tear, the ideas that have arisen from the staff, as well as the wishes of the customers. Of course, the take & go format could not create such a national atmosphere due to the lack of a service hall.

So, after analysing the marketing complex of the Tatar fast food restaurant Tubatay, we can conclude that all seven elements in their implementation correspond to the positioning of the institution. The implementation of the above-described marketing complex made it possible to effectively implement the idea of Tatar fast food, levelling the shortcomings of classic fast food.

4.3 Result 3: recommendation for company

After going through all the steps according to the methodology, we can form the general idea and concept of the new marketing strategy of Tubatay LLC.

Two key areas for further work have been formed:

1. Tubatay as an ecosystem. Since the Tubatay brand opens up all new directions, we recommend that you come to the possibility of creating an ecosystem in which restaurants, the delivery of semi-finished products, and an online market are now located. It is important to understand how it integrates and interacts with each other.

2. A new concept - we are you. As a new strategic brand concept, we have developed a simple and understandable message - WE ARE YOU. This means that the brand does not build walls between the brand and the consumer. Literally, our guests are the company, and our employees are guests and customers.

To visualize the recommendations, a scheme of work and control of the marketing strategy was developed. (Figure 24)

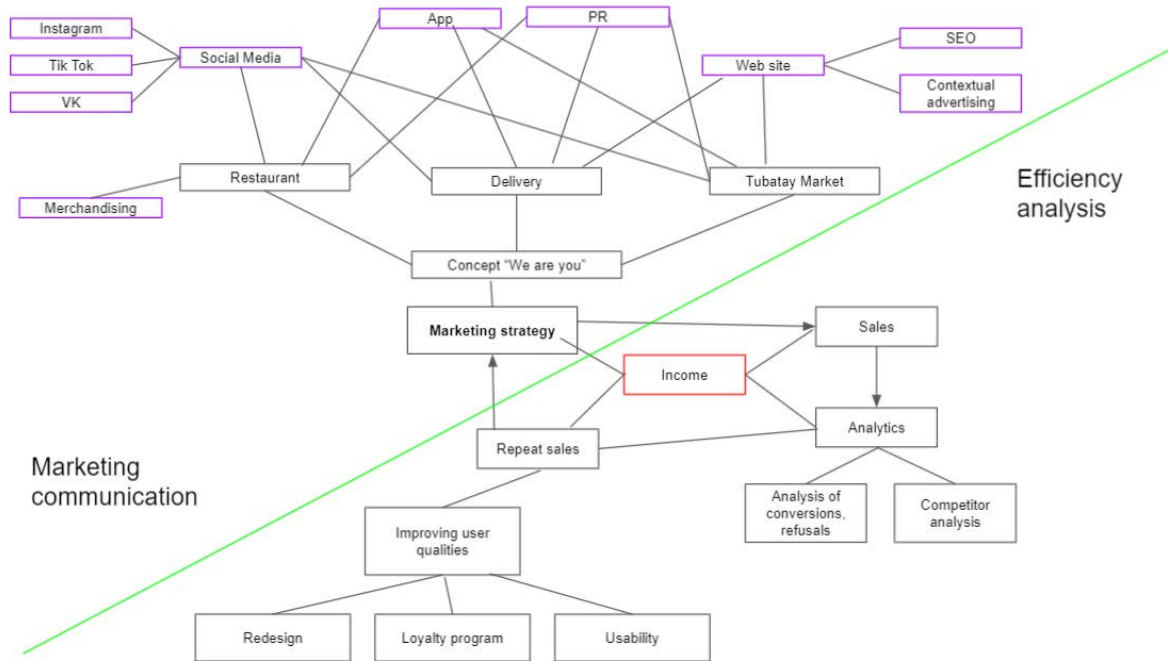


Figure 24: Recommendations for developing a marketing strategy on the example of Tubatay LLC

The work algorithm is divided into two parts: marketing communication and performance analysis. Marketing cannot exist without analysis and conclusions. As a result, the result of the right marketing strategy should be an increase in the company's profits.

Let's take a closer look at marketing communication, that is, the top of the scheme. The concept "We are you" solves the issue with a wide variety of target groups and "opens up" to the consumer, allowing them to build a common line of behavior and put in order the chaos of the transmitted information.

From Figure 24 it can be seen that the work should go in all directions organizationally, as part of the ecosystem. A restaurant guest likes the cuisine, then he buys semi-finished products, and then he is ready to expand his consumer basket and take partner products from the Tubatay Market. This is where the maximum brand trust and loyalty is manifested.

For example, the site is mostly used by those who want to order their own products, restaurant guests may be interested only in terms of viewing the menu and addresses. But

the application, according to our recommendations, can become a platform that unites all areas of business in one.

An example of integrating the interests of all target groups into the Tubatay application:

1. Tourists. For tourists in the application, you can offer special prices and discounts in museums, as well as special merchandise, which can be selected and bought in advance.
2. Office staff. You can enter the office set of the day, which can be tracked in the application. To enter the game form, we suggest scanning the barcode from the application and participating in the instant lottery. This allows you to correctly track consumer behavior, in the future, this strategy will allow you to make more individual offers.
3. Families. Tubatay conducts workshops for children, the application can become a platform for registration and reminders. And also you can enter the service of a children's birthday.
4. Students. Each month, you can offer one of the discounted items specifically for students. The game in the style of a lottery will also motivate additional interest in dining in Tubatay, because you can win something.
5. Delivery. Through the application, the consumer can see the history of the order, select items and buy, and you can also issue a weekly subscription. The app is handy for reminding and suggesting new promotions. The more orders, the easier it is to trace human behavior.
6. Tubatay Market. The buyer can indicate in the application what he lacks in the store and give his recommendations.

There are no boundaries between Tubatay and the guest, we are in direct dialogue to improve service, quality and offers.

The second part deals with the analysis and control of effectiveness. Sales are just as important to increasing your bottom line. If you only introduce improvements to the marketing side and miss out on sales and conversion upgrades, unwanted customer losses can occur.

Conversion analysis will help you understand at what point the consumer decides to turn on the path of the built sales funnel. In the future, this will also give ground for improvement. The analysis of competitors will allow you to timely respond to environmental factors and control the process of interest among consumers. And also on this basis there will be an

understanding of the detachment from competitors, as well as the additional development of a unique selling proposition.

Improving user qualities is also possible only through analysis and timely response.

Evaluation is an important part of marketing strategy: it helps the company eliminate ineffective strategies and develop an overall plan that will help build the business. This is the last step in the previously developed algorithm for creating a marketing strategy.

In order to assess the effectiveness of the marketing strategy in the company, it follows.

- in the course of researching a marketing strategy, establish aspects according to which it will be possible to check the results of the strategy based on a previously worked out marketing plan;
- the establishment of costs associated with marketing (formation of estimates of marketing costs).

Today there is no generally accepted methodology for establishing the financial performance of marketing management structures. The standard technology used for the purpose of assessing it in the majority of situations does not in any way make it possible to assess the improvement of marketing management structures.

A number of KPIs were developed for the Tubatay brand, which will help to timely respond to the changing environment and coordinate the process, as well as provide an assessment of the effectiveness of the marketing strategy (Table 10).

According to the prepared methods for assessing efficiency, success criteria were also prepared specifically for Tubatay UK LLC. Each of the indicators is self-sufficient and affects not only sales and further profits, but also prolonged relationships with consumers. It's cheaper for a business to maintain existing customer relationships than to attract new people who are initially critical.

Table 10. KPI for new marketing concept for Tubatay

KPI	Description	Success criterion for Tubatay LLC within six months after implementation
Sales growth	- sales dynamics in relation to the same period last year - market share dynamics	Within six months, the company was able to improve its sales dynamics by 1.5 times. Market share in Kazan (restaurants) - 5%, delivery and Tubatay Market - 3%.
Increase in the number of leads	- an increase in the number of leads - the number of loyal customers (from 5 visits / purchases)	Number of leads - growth by an average of 70 people per day
Lifetime value	The indicator is calculated for regular customers based on average check, monthly revenue, number of purchases per customer, percentage of customer churn.	Increase in loyal customers by 1.5 times.
Average income per client	The indicator is calculated from all customer orders (restaurants, delivery, Tubatay Market)	Average income per client will increase by 1.5 times
Return on promotion costs	Promotional income is divided by promotion expenses and multiplied by 100	Payback reaches 15%

It was also recommended to pay attention to the following indicators:

1. Social activity.

Customers rate recommendations as the most important factors influencing their purchasing decisions, and recommendations from followers on social media are also significant.

Optimizing social activity means measuring it. The social network will have its own metrics and KPIs. For example, on Instagram, it can be helpful to track your post engagement rate. This gives you insight into what content your audience is reading. The engagement rate for a post is calculated by dividing the number of likes and comments received by the post by the number of social media followers.

2. Website traffic.

Website traffic is another marketing metric that is often marked with a red flag, and it is well worth it: raw page views are unlikely to provide actionable insight.

However, MarketingProfs' report on B2C content marketing explains that while their research found that sales ranked the highest in importance for metrics overall, top performing B2C marketers rank website traffic as more important.

3. Conversion rate.

In this metric you can see what percentage of your traffic is providing tangible business value.

Conversion is commonly described as making a sale and converting a website visitors to a buyers. The conversion rate formula is the ratio of conversions to complete visitors, expressed as a percentage. This metric will help to measure not only the effectiveness of customer acquisition campaigns, but the overall success of company.

Any business is unique, so it is important to understand which metrics are best and at what time.

5. Discussion

Overall, the proposed algorithm for developing a marketing strategy in the B2C market was recognized by the marketing department of Tubatay as relevant. As a result of going through all the stages, recommendations for the company and KPI's were developed. It will help determine the quality of the new marketing strategy.

Value and absolute focus on the consumer in the marketing process (Armstrong and Kotler, 2010) prescribes the consumer journey. This is an important element when a company operates in the B2C market (Grewal and Levy, 2018), where emotional purchases decide a lot. In this scheme, there are no other elements to make the algorithm complete, such as the study of the internal and external environment or the mission of the company, and there is no emphasis and elaboration of risks at each stage. This was also noted by the marketer of the Tubatay company.

The process of developing a marketing strategy by Walker (2006) is most similar to the algorithm developed within the framework of the thesis. The stages of competitor and environmental analysis, segmentation, market opportunities, positioning, and control were included in the developed algorithm. In a discussion with a Tubatay company marketer, it was noted that Walker's algorithm lacks a looping process for developing a marketing strategy, and also does not consider risk factors, which is now most relevant during a pandemic.

In the thesis, the extended marketing algorithm of the 7P mix was considered (McCarthy, 1990). This approach has been shown to be effective in terms of usability. This approach was included in the developed algorithm in full as part of a full-fledged stage. When discussing with Tubatay, it was decided that the marketing mix is suitable for summarizing the work done so far. It is a kind of general format that combines the answers to the questions why, for whom, how, what, where. These are the questions the company answers when the developed algorithm goes through.

Research work combines both theoretical and tools with which to implement it. Armstrong and Kotler (2010), Walker (2006) and McCarthy (1990) in their algorithms do not take into account the following factors: the cyclical nature of the process, the division of marketing

into strategic, operational and tactical marketing, risk marketing. (Table 11) The latter is important, directions in marketing are increasing every year, and more and more narrow professions in promotion appear. Technologies are becoming more complex, the training of a specialist is increasing (HubSpot, 2021). This is a natural process, marketing is becoming more personalized (Grewal and Levy, 2018).

Table 11. Comparison of the developed algorithm with the studied literature (Armstrong and Kotler, 2012; Walker, 2006; McCarthy, 1990)

Common elements of the developed algorithm with existing algorithms	Additional solutions based on the work on the thesis
Focus on studying the target audience	Cyclicity of the process
Study of external and internal factors	Risk marketing is formed at every stage
Understanding where, how, to whom, when a product or service is sold	Focus on communication channels, as the stage most different between the promotion of a B2B and B2C company
Control the results	Selection of marketing tools for each stage
Positioning and define the marketing strategy	
Separation of marketing into strategic, operational and tactical	

For the algorithm, tools were selected that will help to implement each step (Mcmurtry and Hiam, 2017). VRIO analysis (Powalla, Bresser and Marewski, 2011) SWOT analysis (Kenneth, 1963), Business Models Canvas (Osterwalder, 2005), Ansoff's matrix (Ansoff, 1957) showed the best results when discussed with the marketing department of Tubatay. The recommendations were formulated based on the results obtained using these tools.

Modern market trends have necessitated the development of new, modern methods, as well as the modernization of existing tools for promoting services or products (Romanovich and Burykina, 2018). This can be traced in the thesis, along with traditional tools, it is necessary to consider modern methods of analysis. The marketing department found the results of the Google trends and Yandex Wordstat interesting for future.

The study also raised the question of the necessary measures to measure effectiveness. The most important outcome of a marketing strategy is making a profit, and in order to make a

profit, you must adhere to performance measurement metrics (KPI). Here, more than ever, the dictum is accentuated the founder of the system for assessing the effectiveness of achieving results through KPIs is Peter Drucker in the 50s of the 20th century. Every manager, from the big boss to the site manager or senior clerk, needs clear goals. From these goals it should be clear what kind of labor contribution they expect to receive from his subordinates and from him personally other units, which also have certain goals. And this is the correct position, the ultimate goal of marketing is to increase the company's profits, due to brand awareness, and attracting new customers. Every marketing campaign must have measurable parameters, so the work pays special attention to these details.

KPIs are designed to measure the performance of an organization, its individual parts, or even one employee over a certain period. That is, it is an indicator of actually achieved results, measured quantitatively (Crandall, 2015). Each company selects its own metrics that are relevant to their industry, country, business and other metrics. The Tubatay company is primarily a restaurant business, delivery and online store and work with consumers. Based on the studied literature, a number of performance indicators were selected in conjunction with the marketing department of the company. It is these indicators that will show the effectiveness of the newly developed strategy (Table 12).

Table 12. Comparison of the developed KPI with the studied literature (Crandall, 2015)

KPI (study review)	KPI (for company Tubatay)
Number of customers - the number of customers for the period	Sales growth
% of regular customers - reflects customer loyalty	Increase in the number of leads
Sales per customer - average sales per customer for the period	Lifetime value
Share of marketing and advertising costs in total sales	Average income per client
The effectiveness of marketing campaigns - determined through customer surveys	Return on promotion costs
Press reviews - the percentage of positive reviews to the total number of press mentions for the period	
The volume of reserved places,% - is tracked by weeks, months and holidays.	
Conversion of surveyed customers into real customers - reflects the effectiveness of the call-center	

Marketing does not make direct sales, it helps to increase brand awareness, brand loyalty, and thinks about the convenience of the client. Therefore, for author of thesis, the most accurate definition of a marketing strategy is the dictum Kotler (2003).

But in order to operate in a competitive market, need to constantly review marketing strategy and use all the new marketing tools. In practice, the author made the following conclusion: "Marketing is constant testing of everything new, it is not a fact that success will await you, but if you stop and do not change, then you will lose with an even greater probability."

6. Conclusions

This thesis was inspired by the question – Is it possible to create an algorithm for developing a marketing strategy in the B2C market that will work regardless of the direction of the business? There is not sufficient approbation of the method for an unambiguous answer. Implementing a new marketing strategy takes time to understand the effectiveness of the model, and it is not enough to use just one type of business and one company. The thesis considers the first step towards the possibility of a new standardization of the process of developing a marketing strategy in the B2C market.

Thus, the main objective of this research is development of the marketing strategy in a company operating in the B2C market.

And following research questions were formulated in order to address this objective step by step:

- the algorithm for developing a marketing strategy in the B2C market looks like in modern realities;
- marketing and analysis tools help develop marketing strategy in the B2C market step by step;
- the result that a private company will receive using the developed algorithm.

Tasks that needed to be solved to get answers to research questions:

- study the approaches to the concepts of "B2C" and "marketing strategy", the prerequisites for its emergence and the role in the activities of a modern enterprise, as well as the difference between the concepts of "B2C" and "B2B";
- study the tools of marketing strategy in the B2C market;
- develop an algorithm of actions to develop a strategy for promoting the company in the B2C market, which includes analytical and strategic blocks;
- within the framework of the case study, develop a marketing strategy for promotion on a specific example of an organization in the field of B2C (Tubatay restaurant chain).

6.1 Theoretical contribution

The theoretical contribution of this study is to broaden the body of knowledge about marketing strategy and the B2C market. On the basis of already existing algorithms for developing a marketing strategy (Armstrong and Kotler, 2010; Walker, 2006; McCarthy 1990) within the framework of the thesis, a new model of action was proposed.

The proposed algorithm within the framework of the thesis, in contrast to the schemes considered in the framework of the theoretical literature, has a number of features.

It is important to understand that it is impossible to develop a marketing strategy one day and forget about it. Any change, both internal and external, can serve as a reason to rethink the strategy from the very first step. Otherwise, the company can lose to competitors in the constant race to survive, as well as lose relevance for your own target groups.

Second, in the developed algorithm, emphasis was also placed on the block associated with risk marketing (Dowd, 2005). The 2020 pandemic showed that the world can change in one second, those who were able to prepare in advance for force majeure events will survive, and also quickly put into effect an anti-crisis plan.

Third, particular attention was paid to the digitalization of some processes in the process of developing a marketing strategy. For example, Google Trends can help to track the overall direction of trends and respond in time, allowing you to apply situational marketing or predict the interests of the target audience on time.

Finally, the key point of working in the B2C market is the stage of the promotion. This is where the need arises to focus on tools that can motivate the end consumer to make a purchase here and now. Emotions can often play a primary role in the choice of a product or its alternative (Pride, 2017).

Marketing tools may differ depending on the business and the wishes of the researcher himself. The algorithm presents possible tools, which were also agreed with the existing marketing specialists Tubatay company.

In addition, this research helps to delineate the limits of knowledge about the implementation of marketing strategy in the B2C market, identify controversial areas and identify opportunities for future research.

6.2 Managerial implications

From the point of view of practical application, the research results create a platform for entering the practice of developing a marketing strategy in the B2C market.

The advantage of the algorithm is its versatility in use. The algorithm for developing a marketing strategy in the B2C market can potentially be improved to provide more practical value.

This algorithm can help the senior management of a B2C company rethink their marketing strategy. When developing a marketing strategy according to the proposed algorithm, the company receives information that will help in making decisions about further development, improving the situation in the marketing department and making strategic proposals for changes. And he will also be able to develop performance indicators for himself to evaluate.

6.3 Future research

The next steps to research and expand the study of this thesis are determined by the number of companies that have used the developed algorithm in practice. The number of successful and unsuccessful examples will be able to assess the developed model, and possible improve it in the future.

Also, a possible research option may lie in the plane of developing a marketing strategy for the B2B market. And for continue, it can be a deep comparison between the resulting models.

Further study is also required to study the case study of championships among students as an element of HR branding.

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Я посещаю ресторан, потому что нравится вежливый и приветливый персонал *

1 2 3 4 5 6 7 8 9 10

полностью не согласен полностью согласен

Я посещаю ресторан, потому что меня привлекает национальный колорит (оформление зала, национальные костюмы официантов, национальная символика в упаковке блюда) *

1 2 3 4 5 6 7 8 9 10

полностью не согласен полностью согласен

Здесь можно оставить любой комментарий по поводу ресторана Тубетей. Например: Что бы вы хотели видеть в ресторанах? Чего не хватает в меню? Подходит ли вам режим работы ресторанов?

Развернутый ответ _____

Укажите ваш возраст *

15-17

18-20

21-23

24-26

27-30

Укажите ваш пол *

Краткий ответ _____

Below is the English translation.

Survey of guests of Tubatay restaurants.

Friends, we will be grateful if you answer our questions. This will help to study the issue of national business in our republic in greater depth, as well as make your visit to the restaurants of the chain more comfortable and tasty))

I visit the restaurant because the prices are affordable (strongly agree / strongly disagree)

I visit the restaurant because the food and drinks are delicious (strongly agree / strongly disagree)

I visit the restaurant because I love the national cuisine (strongly agree / strongly disagree)

I visit the restaurant because I like the fast service (strongly agree / strongly disagree)

I visit a restaurant because halal food is important to me (strongly agree / strongly disagree)

I visit the restaurant because I like the polite and friendly staff (strongly agree / strongly disagree)

I visit the restaurant because I am attracted by the national flavor (decoration of the hall, national costumes of waiters, national symbols in the packaging of the dish) (strongly agree / strongly disagree)

Here you can leave any comment about the Tubatay restaurant. For example: What would you like to see in restaurants? What's missing on the menu? Are restaurant opening hours right for you?

Please enter your age (15-17, 18-20, 21-23, 24-26, 27-30, other)

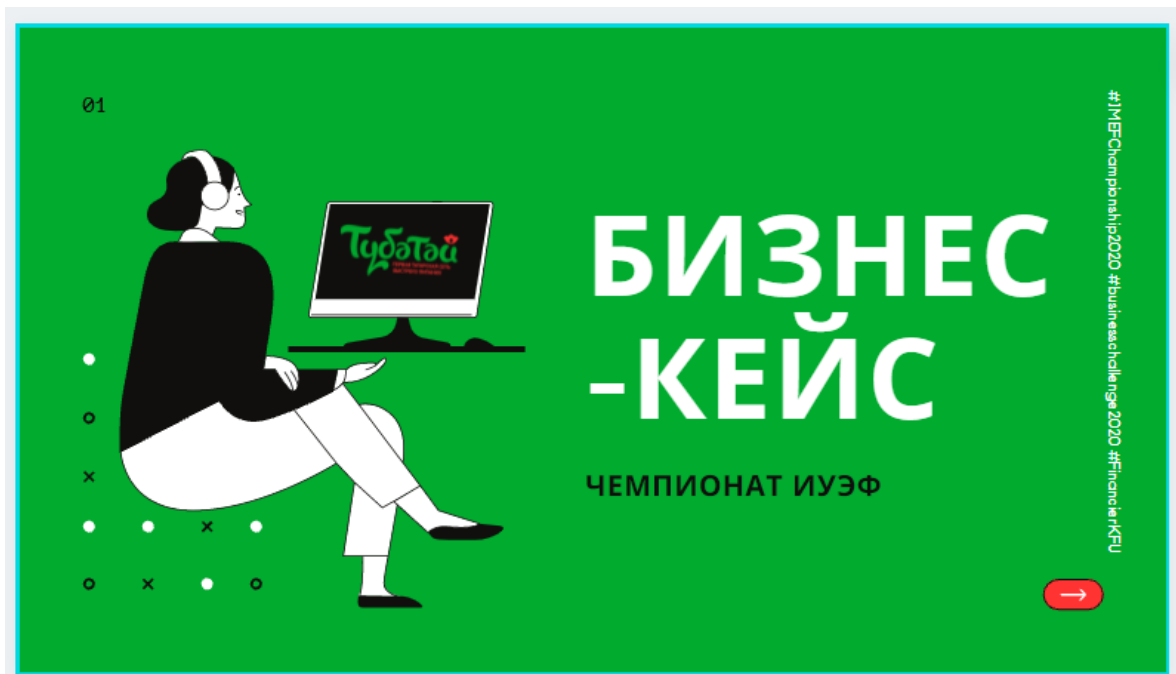
Your gender

Appendix 2: Case study for student challenge in Kazan Federal University

As part of the implementation of the study of students as part of the stage, the target audience of Tyubetey UK LLC acted as partners of the IUEF KFU case championship in 2020.

The author of the thesis developed a student case for the championship among students of the Kazan Federal University. Among the jury members were invited guests from international companies, such as EY, PwC, as well as marketing specialists from agencies and the marketing team of Tubatay.

The case study was written in Russian.



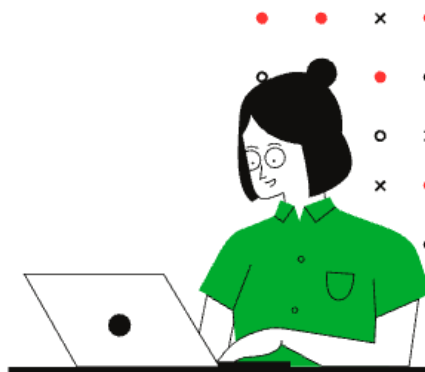
О заказчике

02

Тюбетей - первая татарская халяльная сеть ресторанов быстрого питания.

Три крупных ресторана быстрого питания в центре города Казань:
- улица Кремлёвская, 21
- улица Баумана, 47
- улица Университетская, 22

Представляют Республику Татарстан и национальную кухню Халяль по всему миру.



03

ОСНОВНЫЕ ЦЕЛИ



01 Увеличение количества посетителей на Университетской, 22

02 Увеличение среднего чека.

04

ОСНОВНЫЕ ЗАДАЧИ

01 Анализ конкурентов в Казани.



02 Анализ успешных схожих примеров бизнеса в других регионах и в других странах.

03 Ваша целевая группа - студенты. Опишите портреты потребителей из этого сегмента.

04 Разработка маркетинговых коммуникаций с целью увеличения посетителей (фокус на Университетскую, 22)

05 Разработка маркетинговых коммуникаций с целью увеличения среднего чека внутри ресторана.

Требования к решению



Бюджет на реализацию маркетинговых решений

200 тысяч рублей на три месяца. Предлагайте идеи и инструменты, которые можно реализовать уже сейчас, а также, вы можете осветить решения на долгую перспективу. Ваши траты должны быть обоснованы.

Реализация

Особенно приветствуются решения, реализованные на практике. Также можно предложить референсы в качестве примеров.

Презентация

Ваше решение должно быть визуально понятным и укладываться во временные рамки с расчетом 10 минут на выступление.



Below is the English translation.

1 slide: Business case

Institute of Management, Economics and Finance Championship

2 slide: About the company

Tubatay is the first Tatar halal fast food chain.

Three large fast food restaurants in the center of Kazan:

- Kremlin street, 21
- Bauman street, 47
- Universitetskaya street, 22

They represent the Republic of Tatarstan and Halal national cuisine around the world.

3 slide: General goals

- Increase in the number of visitors at Universitetskaya, 22
- Increase in the average check.

4 slide: General tasks

- Analysis of competitors in Kazan.
- Analysis of successful similar business examples in other regions and in other countries.
- Your target group is students. Describe the portraits of consumers from this segment.
- Development of marketing communications in order to increase visitors (focus on Universitetskaya, 22)
- Development of marketing communications in order to increase the average check inside the restaurant.

5 slide: Solution requirements

- The budget for the implementation of marketing solutions. 200 thousand rubles for three months. Provide ideas and tools that can be implemented now, and also, you can highlight solutions for the long term. Your spending must be justified.
- Implementation. Practical solutions are especially welcome. You can also offer references as examples.
- Presentation. Your decision should be visually clear and within a 10 minute presentation time frame.

The thesis is based on the case study method. And also, the author of the thesis himself compiled a case together with the marketing department of Tubatay for students. An interesting approach to solving the problem, as well as the possibility of its practical application, as well as a small motivation from the winner's company, had a significant impact on the participants of the championship of the Institute of Economics, Management and Finance of the Kazan Federal University. This practice was also supported by the company itself, which confirmed the effectiveness of this method.

Compared to the complex scheme of solving the classic Harvard case, in the student championship, due to the tight timing of the event, the final scheme of the championship was shortened. This made it possible to attract non-core students, as well as junior students who are not so closely familiar with the specifics of the case.

