THE DIFFERENCES IN INTEGRATED MARKETING COMMUNICATION REGARDING INTERNAL COMBUSTION ENGINE CARS AND ECOLOGICAL CARS IN FINLAND

Lappeenranta-Lahti University of Technology LUT
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ABSTRACT

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The purpose of this Bachelor's thesis is to examine, how the integrated marketing communication differs between ecological cars and internal combustion engine cars in Finland. The research is executed as a qualitative research and the empirical material is collected by interviewing two employees who work with marketing communication in different car companies. The pattern of the interviews is semi structured. The research method is content analysis and the research is done as a case-study.

The increase of the atmospheric greenhouse gases, that are caused by humans, induce the growth of the greenhouse effect, which means the increment of the climate change. This causes the growth of the average temperature of the climate. Internal combustion engine cars increase the carbon dioxide emissions advancing the global warming. Therefore, it is important that there are cars available with ecological energy sources on the markets, that release less of harmful emissions for the environment, during driving. The automotive industry is in transition due to the developing of alternative energy sources.

The research results show that detailed differences were found in the IMC regarding internal combustion engine cars and ecological cars. Different features are brought up in the marketing of different types of cars and some communication channels are considered more suitable for certain types of cars, even though the usage of them is not different.

TIIVISTELMÄ

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POLTTOMOOTTORIAUTOJEN JA EKOLOGISTEN AUTOJEN EROT INTEGROIDUSSA MARKKINOINTIVIESTINNÄSSÄ SUOMESSA

Kauppatieteiden kandidaatintyö
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Tämän kandidaatintutkielman tarkoituksena on tutkia sitä, miten integroitu markkinointiviestintä eroaa ekologisten autojen sekä polttomoottoriautojen välillä Suomessa. Tutkimus on toteutettu kvalitatiivisena eli laadullisena tutkimuksena ja aineisto on kerätty haastattelemalla kahta autojen markkinointiviestinnän parissa työskentelevää työntekijää eri yrityksistä. Haastattelujen tyyli on puoli strukturoitu. Tutkimus metodina on sisällönanalyysi ja tutkimus on luonteeltaan tapaustutkimus.

Ihmisen aiheuttamien kasvihuonekaasujen pitoisuuden kasvu ilmakehässä aiheuttaa kasvihuoneilmiön voimistumisen eli ilmastonmuutoksen, jossa ilmaston keskilämpötila nousee. Perinteiset polttomoottori autot lisäävät osaltaan hiilidioksidipäästöjä, jotka edistävät ilmaston lämpenemistä. Tästä syystä on tärkeää, että markkinoilla on tarjolla myös ekologisia energialähteitä käyttäviä autoja, jotka vapauttavat ajon aikana vähemmän ympäristölle haitallisia päästöjä. Autoala onkin murroksessa vaihtoehtoisten energialähteiden kehittämisen myötä.

Tutkimuksen tuloksista selvisi, että integroidussa markkinointiviestinnässä löytyi yksityiskohtaisia eroja polttomoottoriautojen sekä ekologisten autojen välillä. Markkinoinnissa

painotetaan eri ominaisuuksia eri autotyylien kohdalla ja jotkin viestintäkanavat koetaan helpommiksi eri autojen kohdalla, vaikka niiden käytössä ei ole juuri eroavaisuuksia.

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1 Introduction

The field of marketing management is constantly evolving along with global megatrends. They reflect changes into society's macro and micro levels influencing the activities in different companies. The megatrend that currently has a distinct influence on marketing management is sustainability, that has stood out due to the growing awareness of environmental issues (Leonidou and Leonidou 2011, p. 88). The increased societal knowledge has shaped, not only consumers' preferences but also developed governmental regulations in favor of sustainability (Wang, Chan & Li 2015, p. 213). This sort of changes in the marketing environment cause modification of the characteristics of products and services (Wen, Xu, Zhang 2008, p 110).

A commonly accepted definition for sustainability is "Development that meets the needs of the present without compromising the ability of future generations to meet their needs (United Nations 1987, p. 37). Regarding sustainable development, one of the most discussed and universally agreed argument is that the level of carbon dioxide has been risen during the industrial revolution, causing the increase of the atmosphere temperature (Maslin 2004, p.8). The increase of the atmospheric greenhouse gases, that are caused by humans, induce the growth of the greenhouse effect, which means the increment of the climate change. This causes the growth of the average temperature of the climate (Maslin 2004, pp. 8-10). (Genta, Morello, Cavallino and Filtri (2014, pp. 199, 200, 519, 52) state that internal combustion engine cars release carbon dioxide increasing the emissions and advancing the global warming. Therefore, it is important that there are passenger cars available with ecological energy sources on the markets that do not release these emissions as much. Due to the development of alternative energy sources the automotive industry seems to be in transition. Camilleri (2018, p.1) and Hofmaier (2015) express that in order to reach the reduction of environmental issues, the benefits of new ecological aspects in automotive industry need to be introduced to customers and accepted by target groups. This is achieved by promoting the product to customers by using different tools of integrated marketing communication (IMC) and promotion mix. Different tools of IMC are used to promote different products and services and the right operation ways for each item of supply needs to be recognized and utilized correctly in order to reach the desired results.

1.1 Research objectives and research questions

There are several previous researches regarding promotion and integrated marketing communications. Many of these do concentrate on the marketing management of sustainable products. The similarities that arise from these researches are the interest towards sustainable food retail chains and emphasis of social media as a tool of integrated marketing communication. Bormane and Škiltere (2018, pp. 119, 122) express that the consumers need to be more educated about the sustainability of the product. Their research examines the impact of using sustainable IMC on Latvian food retain chains and sustainable development in general. The authors also state that in the social media era, providers should exploit IMC tools that give consumers the option to get involved more by forming social groups and sharing their opinions inside these groups. Based on this research, it can be assumed that with deeper knowledge of products sustainability and comprehensive social media opportunities, the awareness and consumption of environmentally friendly products would increase, reducing the growth of environmental issues. Another research performed by Bormane in 2018, discourses price as an IMC tool in the promotion of sustainable products. This research is done based on the research addressed previously. Bormane (2018, p. 67) states that pricing policy together with other price-associated integrated marketing management tools could be the central element in raising demand. By offering discounts of products with environmentally friendly features, could lead to similar outcomes as the procedures in the previous research would achieve.

Integrated marketing tools can also be used to overcome the obstacles that are visible in the consumption of sustainable products. Litovchenko and Shkurupskaya (2016, p. 125) show that the factors to delay the transition towards consuming sustainable products are conservative preferences, which are often associated with the lack of trust or knowledge towards the sustainable development in certain field of business. The authors emphasize branding and joint promotion with strong green brands as practices to overcome these obstacles. This concerned research investigates consumer behavior on the formation of integrated marketing communications and the generalization is performed based on the case study of the purchase of solar energy gears in Ukraine. The researches addressed so far present valid considerations of the application of integrated marketing communication in the field of sustainable business and generalizations can be performed based on these researches.

A few researches discourse integrated marketing communication in the automotive industry. These researches mostly concentrate on brand related concepts or consumer behaviour. A quantitative research written by Sawmong discusses IMC tools for creating brand loyalty to Japanese cars in Thailand. Sawmong (2018, p. 60) expresses that the providers who comprehensively understand how customers react to product quality and to products from geographically different business areas, achieve considerable advantage over their competitors. The author claims that the best way to gain advantage and customer loyalty permanently is by utilizing IMC tools. In his opinion, using multiple tools serves the company more extensively because each tool favours different strategic objectives.

In the research regarding the influence of IMC on Iranian consumer behaviour for imported cars, appeared a similar detail than in the research made by Litovchenko and Shkurupskaya (2016). The authors, Miremadi, Samsai and Qamsari (2017, p. 156) relate to the fact that consumers' urge to purchase a certain product can be blocked by a lack of knowledge. In this case study, the IMC is seen as an important resource in trying to get the consumers rethink their attitudes towards imported cars. Based on the result of the case study, the authors emphasize the impact of internet marketing as a tool of IMC. This can be linked to the insight performed by Bormane and Škiltere (2018) about the importance of forming groups and sharing opinions through social media to raise knowledge of certain products.

It can be seen that as the researches of sustainability do not discuss the business in Finland, neither do the researches about automotive industry. None of the researches addressed so far, examine the connection of sustainability and automotive industry. Sustainability is clearly more popular research topic than automotive industry. Distinct links between these two types of researches were not found, because the researches about automotive industry address brand-related topics or customer attitudes, rather than sustainability. Therefore, this research aims to fill these gaps and focuses on finding connections between sustainability and automotive industry, using integrated marketing communication, IMC as a viewpoint to these connections. This research aspires to advance the scientific understanding about the research problem described above by clarifying the differences between combustion engine cars and ecological cars regarding IMC in Finland. Via this research it is possible to discover particular differences between these two car types regarding the emphasized themes in IMC and utilized communication channels. Previous researches concentrate either on automotive industry or sustainability, but not on the effect that sustainability has on automotive industry. Through this research it is possible to understand the differences in IMC of two car types more elaborately than via previous researches. The topic is scoped by using theories, concepts and

previous researches, regarding the research problem and the empirical part advances the knowledge of the topic by interviews. Interviews are held with company representatives working in the field of marketing communication in Finnish car companies.

In more detail, the topic of the research is “The differences in integrated marketing communication regarding internal combustion engine cars and ecological cars in Finland”. The research aims to find differences in themes and communication channels in the IMC of internal combustion engine cars and ecological cars. Research questions are developed to support and to elaborate the research problem. The main research question is:

Q1: What types of differences are there in the IMC related to internal combustion engine cars and ecological cars?

The sub-questions are formed to support the main question. The main question is answered by clarifying the responses to the sub-questions. The sub-questions are:

Q2: What types of thematic differences are there in the IMC related to internal combustion engine cars and ecological cars?

Q3: What types of differences are there in communication channels in the IMC related to internal combustion engine cars and ecological cars?

The sub-questions are defined to address the expected main differences that could appear among the interview answers. Through these questions it is possible to investigate, if the differences between internal combustion engine cars and ecological cars are related to integrated marketing communication. In addition to the sub-questions, the challenges concerning the research problem, are addressed in the chapter of research results. A more comprehensive understanding will be achieved of the examined topic, by taking additional aspects, that appeared in the interviews, into consideration.

1.2 Theoretical framework and research limitation

This theoretical framework introduces the relevant subjects regarding the research problem, which are later clarified more comprehensively in the literature review. The framework also demonstrates the context in which the research is executed. This theoretical framework begins with the broadest concept related to this research and moves towards to the detailed theories. There are three main aggregates in the framework; marketing management, promotion and integrated marketing communication (IMC). Since the research question is applied to ecological cars and internal combustion engine cars, the contexts that this theoretical framework stands in are sustainability and unsustainability.

The largest concept that is formed from the research problem is marketing management. This is the term that contains all the other concepts in the theoretical framework. A simple theory to describe marketing management is the marketing mix, which is later represented in the literature review. Uzui (2008, p.1) states that marketing management is often demonstrated with the marketing mix model, and accordingly the mix is placed inside the concept of marketing management in this research as well. The section of the marketing management and the marketing mix that this research is focused on is promotion, which is the second broadest concept in the theoretical framework. Promotion and marketing communication stand for the same description and are typically used as synonyms in the literature (Ruskin-Brown 2006, p.137; Kotler and Armstrong 2014, p. 426) therefore they are also used as synonyms in this research. The concept that is placed inside the definition of promotion and marketing communication is integrated marketing communication, IMC. IMC is the narrowest subject of the research and the most related on to the research problem.

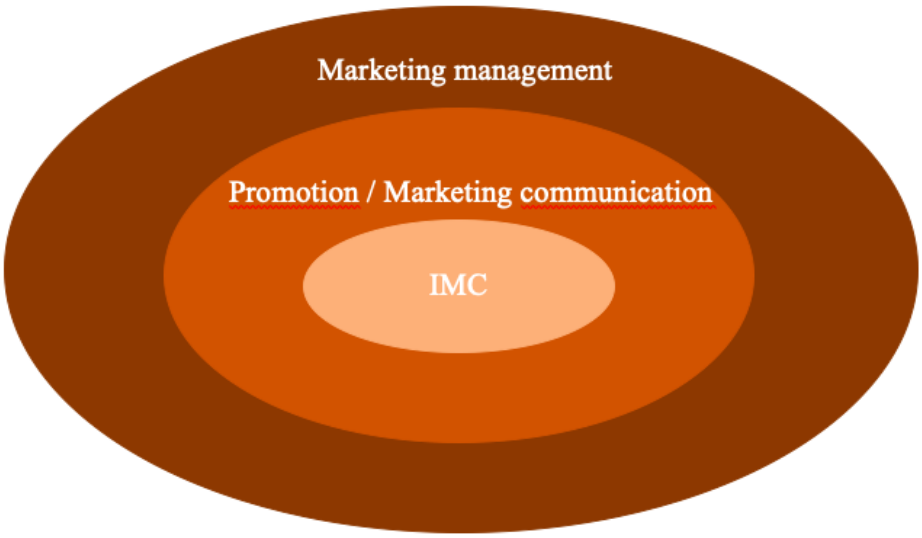

Figure 1. Theoretical framework

Marketing management includes various areas of marketing and is therefore a very broad concept. These areas of marketing management are introduced in the literature review. Since the research is made as a Bachelor's thesis, it is limited to concern only promotion and integrated marketing communication rather than all of the sectors of marketing management and the marketing mix. Regarding the cars, the research is limited to concern only passenger cars with ecological and non-ecological features, to receive a simple approach to the Bachelor's thesis.

1.3 Structure of the research and research method

This research consists of six chapters and the first one is introduction. The introduction presents the research problem by clarifying the objectives and the research questions. Previous researches are also addressed, and they help to form a context and a research space for this examination. The second chapter is the literature review, which includes theories of marketing management. These theories are discoursed starting form the broadest and narrowing the concepts to the most specific ones that are more closely related to the research problem. In the literature review the connection between sustainability and automotive industry is also represented. The third chapter concentrates to the

research method more specifically and on analysing the data gathered from the interviews. The fourth chapter includes processing the findings in detail and perceiving the answers to the research questions based on the gathered data. In the fifth chapter the expected findings are presented, and they are compared to the actual findings. Actual findings of each interviews are also compared together. The sixth chapter covers the conclusions, summary, evaluation of the reliability and suggestions for further research.

The chosen research method is qualitative. Through a qualitative approach to the research problem, the findings are based on the opinions of employees that work in the marketing field in Finnish car companies. The primary data is gathered by interviews and afterwards compared to theories regarding the research problem. As a result of the characteristics of a qualitative research, the reliability is often questioned. Hence, in the conclusions of this research, the reliability is evaluated. (Puusa & Juuti 2020) The research is accomplished by semi-structured interviews that are implemented by Teams – calls. The interview questions are related to the themes of the research problem and to the specific field of business of the company representatives. The questions are chosen in advance, but they are not too specifically defined, and the interviews proceed along the visions of the interviewees. (Puusa & Juuti 2020) The interviews will be anonymized and transcribed.

2 Literature review

This chapter addresses the relevant theories and concepts regarding the research problem. The theories and concepts in this literature review create a context for the research problem. The context includes the fundamental theories of marketing management, to which the research problem is applied to in the empirical section. This literature review assists to understand the connection between the research questions and the theoretical framework that was introduced earlier.

2.1 Marketing management

Marketing management is a hypernym and a context, which includes all the other concepts that will be presented later in this literature review. Marketing management can be divided into two aspects. From a societal point of view marketing management is a chain of events, by which customers achieve

what they want and need through the information of the supply, that they are exposed to. The other aspect is the managerial point of view, where marketing management is seen as a process of planning and performing segments of marketing management, which are later introduced in the chapter of the marketing mix concept. The planning and performing aim to create value for the providers' products and services to fulfill organizational and individual goals. (Kotler 2000, p. 4) This research concentrates on the managerial aspect of the marketing management, to which the following theories are easy to combine.

2.2 Marketing mix

While addressing integrated marketing communications, marketing mix is a relevant concept to start from. Marketing mix is a strategic tool for companies to use and benefit from while aiming towards their marketing objectives. Marketing mix offers a holistic overview of the theories related to the research problem. The following theories and procedures are easier to comprehend, while placed under the concept of marketing mix. Silverman (1995, pp. 27-19) presents that marketing mix comprehends the main ways of competition of marketing, which are later described as the 4 - and 7P's of the marketing mix. Marketing mix was first described by Neil Borden, a professor of Harvard Business School, in 1953, when he refined the term marketing mix to determine 12 different functions in marketing, for example pricing and branding. In addition to this, he clarified that these functions are affected by marketing forces, such as, consumer behavior and governmental controls. Later he supplemented the elements of marketing forces by creating the "push" and "pull" ideologies for the marketing mix. A brief history of marketing mix is presented in a review written by Goi (2009, p.3). In 1960, professor Jerome McCarthy summarized Borden's marketing mix of 12 elements into marketing mix of 4Ps; product, price, place and promotion. The simplifying of the marketing mix made the tool easier to for companies to benefit from while executing marketing strategies. However, the theory of 4Ps faced criticism about, for instance, not taking customer viewpoints into consideration. In 1981, professors Bernard Booms and Mary Bitner, expanded the 4P model of marketing mix into 7P model, adding the elements of people, process and physical evidence to former model. Marketing mix of 7Ps is considered to be more comprehensive and it provides more of a precise approach into marketing management.

2.3 Promotion and promotion mix

Promotion is also known as marketing communication and these terms are used as synonyms in this research. Promotion is a set of persuasive activities which aim to purchase via communication between providers and consumers (Ruskin-Brown 2006, p.136). Varey (2002, p. 126) expresses that marketing communication can be construed as a combination of two perspectives, provider's point-of-view and consumer's perspective. Providers are recognized to exploit different tools, practices and channels to reach their marketing objectives. Consumers indicate their motivation to satiate their needs that are recognized and interpreted based on the promotion that consumers are exposed to. This research concentrates on analyzing the research problem from the providers perspective.

Todorova (2015, p. 369) and Kotler (2000, p.278) present a following outlook for promotion. While promotion is a segment of the marketing mix and main ways of marketing competition it formulates its own collection of tools and strategies that companies can apply for communicating with customers. This set of tools is called the promotion mix. Hence, the number of the tools in this particular mix vary, they are narrowed down to the most essential ones regarding this research. These elements are advertising, sales promotion and public relations.

Kotler (2000, pp. 278, 281) defines *advertising* as a paid and non- personal form of promotion that can be described as the combination of five crucial decisions, the five Ms: Mission: What are the objectives? Money: What should be the budget? Message: What is the message of the advertising? Media: What communication channels should be utilized? and Measurement: How are the results evaluated? Mangold and Faulds (2009, p. 360) state that the channels that are traditionally used in advertising are television, radio, newspapers and magazines, but they express a vision about how consumers are turning away from traditional channels and beginning to trust more to social media as a source for advertising. Although this argument seems valid, Lane Keller (2001, p. 822) claims that integrated marketing communication (IMC) programs function better, if multiple options of communication are utilized. Although this statement was performed before the social media era, it is universally applicable and can be applied to promotion mix in its entirety or advertising options inside the promotion mix. Lane Keller (2001, p. 828) also relates to the fact that the message and theme of advertising is mainly about brand image of the company via the advertising of their product or service.

Sales promotion is defined by Blattberg and Neslin (1990) as marketing action that aims to have a direct impact on customer behavior. Blattberg and Neslin (1993, p. 2) state that sales promotion

includes different ways to reduce the price of a product or service temporarily. Sales promotion is separable form permanent price reduction by different communication styles. From the communication between providers and customers, it is noticeable, that the time period of the sales promotion is limited, and the discounts are not permanent. Blattberg and Neslin also (1993, p. 4) express a collection of different types of sales promotions; retailer promotions, trade promotions and consumer promotions. Since the problem of this research is the easiest to apply to the theories of retailer promotions, it is the section of sales promotions that is addressed in this literature review. The authors relate that the most commonly used discount forms in retailer promotions are traditional temporary price reductions, price reduction via retailer coupons, buy-one-get-one free discounts (BOGO's) and discounts by shopping frequency. A slightly different insight is performed by Ben Said, Bragazzi and Pyatigorskaya (2019, p. 2) where sales promotion techniques are defined through "push" and "pull" forces. Where the consumer promotion is seen as a technique to "pull" a customer closer by offering different types of discounts, the trade promotion is seen to demonstrate the "push" force of marketing management by driving the product or service towards customers via marketing communication.

To understand the definition of *public relations,* the public needs to be defined first. A public is any kind of group that is interested in helping the company to reach its goals (Kotler 2000, p. 295). According to Kotler (2000, pp. 292, 294) public relations include a variety of tools to promote company's products, services or brand image. A few of the main tools of public relations are publications, events and identity media. A good example of publications and published media are annual reports that aim to influence certain markets. Through events, for example exhibits, it is possible for companies to draw extra attention towards their brand. Identity media means visual identity; logos, business cards or similar clothing, that is associated with the brand in the mind of consumers. Public relations are targeted mainly to the customer. Based on the book written by Yeshin (2012, p.252) public relations are perceived as more affordable than direct media, for example print advertising. Experiences assessed in the same book, have also shown that companies can reach visibility easier through public relations, even world-wide. Public relations also have a tendency to draw more attention than other promotional aspects, due to their width.

2.4 Integrated marketing communication

The concept of marketing communication is addressed elaborately in the previous chapter of promotion mix. Promotion and integrated marketing communication (IMC) are similar by their contents but the chapter of IMC concentrates more on the operational aspect of the promotion mix.

According to Broderick and Pickton (2005, pp. 22-23) integrated marketing communication, IMC is a holistic promotional way of operating marketing management inside a company. IMC means a carefully selected set of promotional tools to drive the chosen strategy and objectives through the most optimal channels. When the communication methods are combined together, the message about the company and its products or services is coherent, clear and trustworthy to the potential customers. Yeshin (2012, p. 68) points out that IMC makes it effortless for companies to avoid sending assorted messages for the audience in their marketing communication. When the promotion tools are *integrated,* they work in harmony and the results are more comprehensive than they would be if each promotion tool is operated individually.

Recently, IMC has become the prevalent approach for marketing management among companies when its benefits started to become visible. Holm (2006, pp. 23-24) expresses that IMC became a well know concept among companies in the 1990s. Mukonza, Hinson, Adeola, Adisa, Mogaji and Kirgiz (2021, p. 119) state that the interest towards the usage of IMC has emphasized among marketing practitioners and the concept is constantly shaping by the impact of the changes in marketing environment. An article by Kliatchko (2005, p. 24) addresses the new definition of IMC. The new definition expressed in the article must focus on the expanded view of brand communication and strategic management process should be audience-focused, channel-centred and results-driven. These demands can partly be applied to Kotler's (2000, pp. 278, 281) five Ms of advertising, that were addressed before.

2.5 Sustainability in integrated marketing communication

Based on the book written by Yeshin (2012, p. 73) there are several societal factors behind IMC that affect the increase of its usage and one of them is sustainability. Due to the growing awareness of environmental issues, consumers are more concerned about the effect that used products or services have towards the environment. Additionally, through governmental controls the companies are forced

to utilize sustainable approaches in their operation, in order to reduce the negative effects that their actions might have on the environment and to hold onto their customers. In the literature, IMC that takes sustainability precisely into consideration is called green marketing management or green IMC. Green IMC focuses on similar objectives than traditional integrated marketing communication; creating positive attitudes towards green brands, products and values (Munkoza et al. 2021, p.140).

2.5.1 Green advertising

Hartmann and Apaolaza-Ibáñez (2009) express that green advertising means using environmental statements in order to maintain or improve the image of a brand into more sustainable direction. Mukonza et al. (2021, p. 128) state that via green advertising companies also support sustainable lifestyles and elevate the connection between the brand and the environment. It is also a way to react to environmental concerns, that the company's wide range of stakeholders might have. With green advertising, the company can express the habits, that they are using to reduce environmental issues for their part. What comes to communication channels in green advertising, the usage of social media is distinguished. Wibowo, Chen, Wiangin, Ma and Ruangkanjanases (2021, pp. 1-2) argue that via social media it is easier to reach a large group of potential customers at a low budget. Some additional benefits of social media are presented in the research performed by Pop, Săplăcan and Alt (2020, p. 11) about green cosmetic brands. The research shows that social media can drive customers into having positive attitudes towards green brands and lead to purchasing decisions favoring green products. Social media is also seen as a tool to raise consumers environmental concerns, since it impacts consumers' preferences and behavior so strongly. Carlson, Grove, Laczniak and Kangun (1993, pp. 27, 28) for their part, express an insight about the problems of green advertising. Regarding sustainability and green advertising, there are plenty of different terms that companies use to market their environmentally friendly products or services. This can be misleading to customer and harmful for effective green advertising, since some terms might be even false. Using untruthful terms in green marketing is called greenwashing, where a false image of brands sustainability is promoted to the markets in order to make the product, service or brand to seem more sustainable than it is in the reality.

2.5.2. Green public relations

Green public relations are used in emerging economies, where consumers are becoming more concerned about the environmental effect that their consumption has (Mukonza et al. 2021, p.130). Green public relations that are targeted for multiple stakeholders can be seen as educational campaigns (Nakajima, 2001). It can be thought that because green products are relatively new in the markets, the need of the information and education is great. According to Kotler (2000, pp. 292, 294) public relations in general are targeted mainly to the customer, but green public relations may be very effective when targeted to general publics, based on the statement by Mukonza et al. (2021, p.130). The lack of information concerning green products and the need for education must appear also among for instance investors and suppliers, rather than just among customers. That way green public relations would indeed be effective, when targeted to many stakeholders. According to Broderick and Pickton (2005, p. 557) valuable forms of public relations are for example sponsorship, public affairs and corporate communications. These support the ideology of Litovchenko and Shkurupskaya (2016, p. 125) who argue that joint promotion with strong green brands would be effective for companies.

In the literature integrated marketing communication is demonstrated with the figure below. The framework is based on Kliatchko's vision about the four main characteristics that describe IMC. They are audience-focused, content, channel-centered and results-driven. Green public relations and green advertising was covered in the literature review and the effect of social media was also addressed, because these concepts are most related to the research problem. The chapter of sustainability in integrated marketing communication mainly concentrates on the channel-centered IMC but audience-focused characteristics are also taken into consideration.

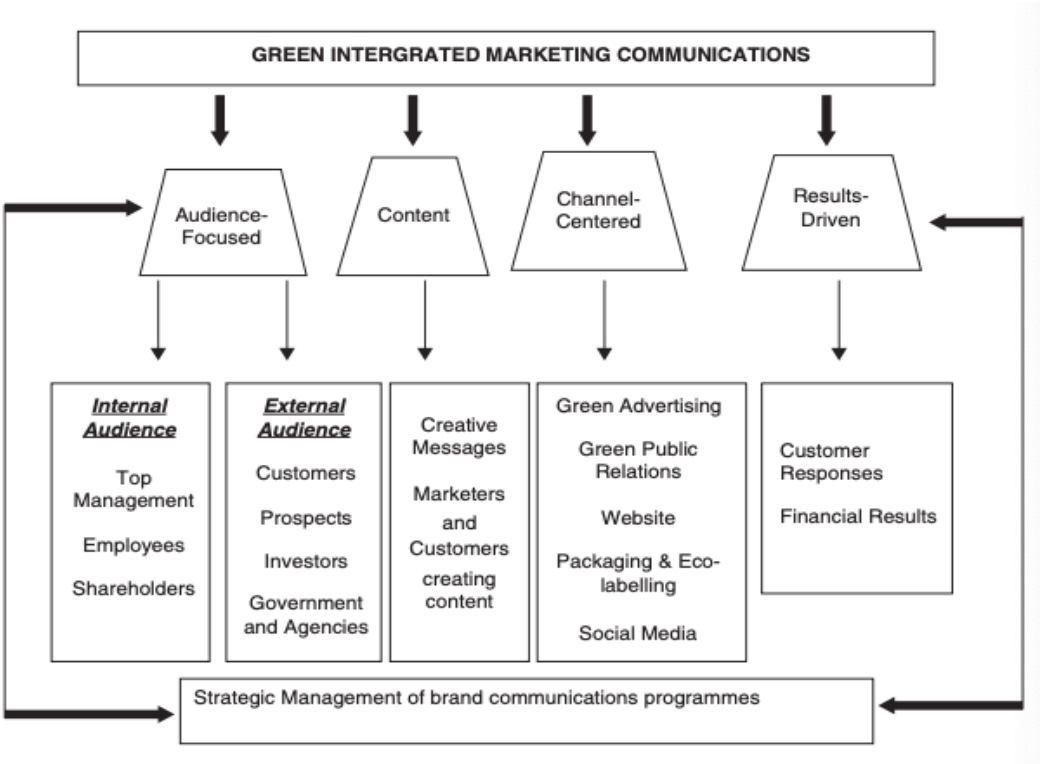

Figure 2. Framework of green integrated marketing communication (after Kliatchko 2005 in Mukonza et al. 2021, p 137)

2.6 Conclusion of the literature review

The conclusion of the literature review is collected to the table below. The IMC and green IMC are presented and compared together in the literature review and the most important details are collected into this table. The comparation is this table is demonstrated with the themes and channels, which represent the two sub-questions of the research problem. Some challenges regarding green IMC, that appeared in previous researches, are also presented in the literature review and in this table.

	THEMES	CHANNELS
IMC	Brand centered communication (Kliatchko, 2005, p. 24) Creating positive images about the brand with the help of product or service promotion (Lane Keller, 2001, p. 828; Kotler, 2000, p. 292, 294) Targeted to customers (Blattberg and Neslin, 1990)	Traditional advertising channels; television, radio, newspapers and magazines (Mangold and Faulds, 2009, p. 360) More trust towards social media as a promotion source (Mangold and Faulds, 2009, p.360) Public relations create visibility easier than direct media (Yeshin, 2012, p. 252)
GREEN IMC	Emphasis of the positive environmental effects (Yeshin, 2012 p. 173; Mukonza et al., 2021, p. 128) Support green lifestyle (Mukonza et al., 2021, p. 128) Targeted to multiple stakeholders (Mukonza et al., (2021, p. 130) Different terms and a risk of green washing (Carlson et al., 1993)	Social media reaches wide range of potential customers (Wibowo et al., 2021, p. 1-2) Social media creates positive attitudes towards green brands and products (Pop et al., 2020, p. 11) Educational campaigns (Nakajima, 2001) Sponsorships, public affairs, corporate communications (Broderick and Pickton, 2005, p. 557)

Table 1. Conclusion of the literature review.

3 Methodology

This chapter addresses the chosen research method more detailedly and explains the practices of the completed interviews. This chapter also includes the reasons for choosing the qualitative research, content analysis method and semi-structured interviews. This chapter takes a look at the method characteristics. The chapter indicates, how the data is collected and analyzed.

3.1 Qualitative research

This research is performed as a qualitative one, which aims to a dialogue between theories and the empirical part (Eskola and Saarela-Kinnunen 2015, p.189). The approach of this qualitative research is a case study, that pursues to comprehensive understanding of the research problem. A case study examines details about few occurrences that can be associated together, and generalizations can be performed based on the outcomes of the study (Eskola and Saarela-Kinnunen 2015, pp. 181-185; Eskola and Suoranta 1998, pp. 65-68). The units in this case study are two companies, that operate in automotive industry in Finland, whose representatives are interviewed with the same questions. The nature of the interviews is specified later on. A case study fits to this research as an approach, because the generalizations of the interview answers are simple to perform following the theories of a case study. Additionally, a qualitative alternative is the most suitable for analyzing verbal data and the comparison between the findings and the theories addressed in the literature review, fits to the theoretical characteristics of a qualitative research.

3.2 Research method

The data is examined by using the content analysis method. Since, the data is transcribed from the recorded interviews into text, the content analysis method is well suitable for analyzing the data. Through the content analysis method, the answers to the interview questions can be easily generalized afterwards (Haggarty, 1996). The research is executed by following the four key aspects of the content analysis process. The first stage is measurement, which clarifies the policies of the research. In this matter, the data is collected by interviewing the company representatives. The second stage is the indication, which includes defining the answers into categories based on the characteristics that arise from the interviews. These trademarks are similarities and differences among the answers. The analyzing is performed based on the distinct characteristics, that stand out. In the representation stage,

different techniques are developed to analyze different features of the data. The last stage is interpretation, where the data, in this case the interviews, is generalized, compared to theories and conclusions are performed. (Weber 1990, pp. 70-80) These four stages of the content analysis are modified into more suitable form during the research process.

Content analysis can be inductive or deductive. The content analysis method in this research is an inductive one. In the inductive research the research is constructed by gathering data and moving forward into generalization and to more common arguments. (Eskola & Suoranta, 1998) Basic inductive approach for construing qualitative data is somewhat identical to general content analysis process. There are three stages in the inductive approach method. First the raw text data is summarized, and irrelevant information is cut out. In the second stage the data is grouped and linked together based on the idiosyncrasies from the interviews. These groups need to be evidently comparable, and in this research this requirement is implemented by presenting the same interview questions to each company representative. In the final stage the factual connections between the data and theories are formed and conclusions are formulated. (Thomas 2006, p. 238) The research is constructed by combining theories of general content analysis and inductive approach.

3.3 Research data

The empirical part of the research is executed by collecting data with interviews. The interviewees are two company representatives from different car organizations in Finland. Both representatives work in the field of marketing communication in these companies. Tuomi and Sarajärvi (2018, p.27) emphasize that in the empirical research, the data collection needs to be performed ethically and the identity of the interviewees must not be recognizable. Therefore, the interviews in this research are done anonymously. Interviews are common and simple ways to collect data for qualitative research. The special knowledge that the interviewees have due to their experience in the business field, makes the research more reliable and the generalizations more accurate. Interviews are seen as flexible data collection ways due to their informal implementation options. (Tuomi et al. 2018, pp. 84-85)

The chosen interview style is semi-structured by nature. The 26 previously constituted interview questions (appendix 1) worked as a guidance for the interviews, but the style of the interviews enable an option for the representatives to express visions that were not specified in the questions beforehand. Based on the themes formulated earlier, it is possible to deepen the conversation to which

direction each interviewee wishes (Eskola 2007, p. 33). Semi-structured interviews are flexible and by utilizing this interview style, it is possible to deviate from the constituted questions by performing additional questions or observing various opinions. In semi-structured interviews the order of the questions can also variate. For semi-structured interviews it is typical that there is a quite small amount of the interviews performed, and in this research, there are two interviews. (Hirsijärvi and Hurme 1995, pp. 36, 42)

The interest was to find company representatives from car companies that operate widely in various marketing sectors and the representatives were hoped to have a comprehensive understanding of marketing communications. Since this research aims to find answers to research questions precisely from the point of view of Finland's automotive industry, the companies were also selected based on geographical reasons. Both interviewees were from significant Finnish companies operating in automotive industry and these companies mainly import, market, sell and repair cars. The companies were different by their size, which gives different aspects to the research and more data to evaluate.

The interviewee 1 has worked four years in the company and the main responsibility areas of this representative are marketing and marketing communication and everything that is related to these concepts, for example internal and external communications, sponsorships and brand building. The interviewee 2 has worked five years in the company and the main responsibilities of this interviewee are for example making of marketing strategy, forming of marketing budget, promotion and content production. Both company representatives were well aware of the issues regarding the research problem and gave insights of additional aspects that could help in achieving a better understanding of the research problem. Marketing communications are integrated in both companies, which made the comparison between results and theories more reliable.

The interviews lasted approximately 20-30 minutes. Before the interviews, the interviewees were informed with the features of the research and its objectives. Interviewee 2 asked for the interview questions in advance and the appendix 1 was presented to this company representative before the interview took place. Both representatives agreed to the recording of the interviews to help the transcription afterwards.

4 Research results

This chapter includes the results of the research. The results are presented with the guidance of the research questions. First the differences that arose from the interview answers are presented in general. Secondly, the thematic differences are explained. After that the differences in communication channels are accessed. Since the interviewees brought up various challenges in the integrated marketing communication, mainly regarding chargeable cars, the appeared challenges are also presented in this chapter

4.1 Differences in general

Before the interviews were continued with more specific questions relating to the research questions, the interviewees were asked, if they have noticed any general differences in integrated marketing communications regarding internal combustion engine cars and chargeable cars. Based on previous researches it could be thought that in the marketing of chargeable cars, the ecological features are brought up more, along with the visions about the emphasis of environmental features and support of green lifestyle (Yeshin, 2012, p. 173; Mukonza et al., 2021, p. 128). Both interviewees performed a similar aspect about how there are no distinct or major differences in general in the IMC of these two types of passenger cars. However, after these statements, both interviewees specified their answers somewhat similarly and while the interviews continued, smaller, more precise differences were noticeable. Regarding general differences, both company representatives clarified their answers with similar visions about how some matters need to be specified in the IMC. In the very beginning, the first interviewee highlighted the advertising of a range, that can be driven with the electric features of the car, as an important issue of the IMC in automotive industry. Later on, it emerged that the marketing communication about the range is experienced as a challenge for car companies as it is slightly difficult for customers to understand. This issue is discussed later in the chapter.

"*Well, maybe the marketing is not generally different. It is true that the demand and interest towards chargeable cars, either hybrid or fully electric cars, is high. Certain matters arise in their marketing, that people want to know, for example the range of a chargeable car." (Interviewee 1)*

"Well, in my opinion, in general there are no major differences, but of course there are features in new instructions that require that some things need to be told more about to the customers." (Interviewee 2)

The first company representative wanted to clarify that using the term "ecological car" might be misleading. The production of chargeable cars requires additional electricity, which is achieved with variable energy sources that do after all have environmental impacts (Tran, Banister, Bishop and McCulloch, 2012, p. 329; Nordelöf, Messagie, Tillman, Söderman, Mierlo, 2014, p. 2). The emissions of production are also highlighted in a research written by Chan (2017, pp. 704, 707). The author claims that environmental impacts from the production of chargeable cars might be just different compared to the emissions of conventional vehicles, since chargeable cars require advanced components in their production. It is true that hybrid or electric vehicles do release less emissions during driving, compared to internal combustion engine cars, but production emissions need to be taken into account as well. Despite these facts from previous researches, it emerged in the interviews that the cars that have chargeable features are bravely marketed as ecological. It can be thought that the courageous marketing of ecological features might be misleading and lead into greenwashing, which was also brought up as a problem of the marketing communication in the automotive industry and is assessed later in this chapter.

"… Maybe in their marketing the environmental aspects are kind of brought up more bravely, because there are these aspects to disclose." (Interviewee 1)

As the previous researches showed, nowadays the IMC tends to focus more on the brand image via the marketing of products and services (Kliatchko, 2005, p.24; Lane Keller, 2001, p. 828; Kotler, 2000, pp. 292, 294). This feature of the IMC also came up in the interviews while the interviewee 2 stated that marketing communication in the automotive industry is brand centered as well. This statement clarifies that the IMC is brand-centered in general, whether the products were sustainable or traditional.

"…otherwise the marketing in automotive industry is quite brand related. The objective is to cause feelings and interest towards the brand among customers, but of course electric features are emphasized when advertising certain car models." (Interviewee 2)

4.2 Thematic differences

The first sub-question manipulates the thematic differences in the IMC regarding internal combustion engine cars and ecological or chargeable cars. It was noticeable from the interviews that the themes are mainly the same when marketing internal combustion engine cars and chargeable cars, but the electric features are marketed to improve the traditional themes. According to the interviewee 2, this company has a theme that is associated to the brand in the advertising, and the electricity aims to emphasize this theme.

" Concerning cars, a key theme is to solve the need of transportation and that is same for every car type, no matter the engine technology. The technology inside the car does not essentially change it (marketing communication)" (Interviewee 1)

" The main theme is comfortability and we aspire to display that in everything and regarding electric cars the electricity is marketed to increase the comfortability with silence, tremor free and emission free features" (Interviewee 2)

"... in electric features it needs to be remembered to display matters that consumers are interested in; the range, charging time and charging power" (Interviewee 2)

Company representative 1 introduces a fact that is discussed earlier in the introduction as well. This notice is similar to the insight that Wang, Chan & Li (2015, p. 213) expressed in their research about the European Council's regulations for manufacturers to adapt with ecological principles in order to sell their products in European Union. If these directives are not obeyed, the trading to EU will be denied.

"The EU legislation has forced car manufacturers to sell certain amounts of cars as chargeable, in order to achieve certain emission objectives" (Interviewee 1)

The brand- centered marketing is also visible in the answers to the interview question about the thematic differences. As interviewee 1 emphasized that using the term "ecological car" might be misleading, chargeable features of a car are described as solutions that are perceived as environmentally friendly. These features are seen as beneficial for the brand, and since the marketing is brand centered, the brand is advertised via the chargeable options for transportation. According to

company representative 1 there are certain brand images that companies are trying to achieve by the marketing of environmentally friendly perceived solutions. They can also be attached with the image that the company is operating along with the EU legislations, that were addressed previously.

"... but it is true that every car brand sees the solutions that are perceived as environmentally friendly, important for their own brand and the brand is marketed through them (environmentally friendly solutions)" (Interviewee 1)

"... chargeable cars are introduced whit pleasure because a) we are environmentally friendly and responsible and b) we look up to the future and take the development into consideration" (Interviewee 1)

4.3. Differences in communication channels

The interviewees were asked if they have used different channels in their integrated marketing communication for different car types. This question was asked along with the guidance of the second sub-question. Based on the previous researches it could be assumed that differences regarding communication channels arise from the comparison of these two car types, for example social media might be used more when promoting chargeable cars. It emerged in the previous researches that through social media it is easier to reach a wide range of potential customer, but it is also used to create positive images towards green products and brands (Wibowo et al., 2021, p. 1-2; Pop et al., 2020, p. 11). In addition to this, social media has become more trustworthy channel also in the marketing of traditional products and services (Mangold and Faulds, 2009, p. 360). Against the assumed results that were created based on the previous researches, both interviewees stated that different communication channels are not used intentionally. However, the benefits of digital platforms were mentioned in the interviews and they were similar with the features of previous researches. Companies experience that by using digital platforms, it is easier for customers to reach the needed information. Especially, regarding chargeable cars, the need for additional information is high, since these products are relatively new. The company representatives emphasized that in this kind of situations, using digital platforms could be very effective, since the information is more achievable through digital marketing than through other platforms.

It can also be interpreted from the results, that the number of used communication channels varies with the resources of a company, since the interviewee 1 stated with the following way. If smaller companies do not have all the resources to expand their range of communication channels, social media could be the one channels to invest in. The study executed by Hassan, Nadzim and Shiratuddin (2015, p, 268) show that social media has become an extremely important channel for small businesses, since they need to be able to compete with bigger companies. Additionally, social media is found to be the most effective channel for marketing communication and is this way eligible for smaller companies.

" We are a big organization, so we use every possible communication channel. Maybe the need for extra information concerning chargeable cars, emphasizes. That way the guidance to the additional information is easier through digital marketing platforms, because the information is just behind one klick, unlike in the marketing through television, radio, print media, etc,"(Interviewee 1)

" I do not see that the channels differ so much … maybe in digital channels it is possible to target the advertising to different target groups and that way it is possible to reach those, who are interested in using electric cars … I do not see that different channels are used knowingly" (Interviewee 2)

Other aspects that arose from the interviews regarding communication channels were the brand building by the amount of communication channels and different stages of customer behavior. The model that the first company representative described followingly is called the AIDA-model of customer behavior. It includes the stages of awareness, interest, desire and action (Hassan et al,. 2015, p. 262). The model is helpful when evaluating the results of advertising and it can easily be adapted to the context of digital marketing communication channels (Hassan et al., 2015, p. 263; Kojima, Kimura, Yamaji, Amasaka, 2010, p.16)

"Big platforms create the brand and the image about the possibility to have different options … in digital channels it is possible to guide people more elaborately … when the awareness is created the interest needs to be developed, which aims to reacting to the marketing" (Interviewee 1)

4.4 Difficulties

In addition to the interview and research questions, both company representatives gave insights of similar difficulties that are closely related to this research. From the interviews a similar vision emerged regarding the problems of green advertising, that was perceived also in the research executed by Carlson et al. (1993, pp 27, 28), about how there are a lot of different marketing terms regarding ecological passenger cars and every company uses its own terms, which can be misleading for the customer. The qualities and terms of new chargeable passenger cars need to be specified carefully in the marketing communication to avoid the misunderstandings.

"What comes to this "chargeable cars vs internal combustion engine cars" – composition, there are a lot of different terms that are important to clarify and tell what these terms actually include … everybody uses their own terms in the marketing communication "(Interviewee 1)

Another similar outlook that was brought up in both interviews was the difficulties that are related to the communication about the range of passenger cars with electric features. The announced range in the marketing means the distance, that can be driven with the charged electricity of the car. This digit is measured under laboratory circumstances, in order for the cars to be comparable together. This range does not apply to every circumstance, for example to Finland's freezing winters.

"… the range that is announced in the advertising … is tested in laboratory circumstances only that all the cars would be comparable together. It is made in + 20 °C, on a stable road … especially in Finland's circumstances, everything is not what is seems." (Interviewee 1)

"These products are relatively new, the features of an electric car need to be told about precisely, for example the range … the announced number is tested in laboratory circumstances and does not respond to reality" (Interviewee 2)

Since there are plenty of different terms that companies use to describe chargeable cars, it is possible for the company to mislead their customers. These terms are usually used to describe the environmental benefits of a product and with the emphasizing of these benefits, the message can change to the extent, where false messages are brought to the markets. This is called greenwashing (Carlson et al., 1993, p. 29). Based on the interviews, greenwashing is seen as a problematic

phenomenon in the automotive industry, that causes suspicions that are related to the features of a car or the purchasing agreement. Avoiding greenwashing and being transparent are definitely one of the reasons why the features of chargeable cars need to be told about so closely.

"In the automotive industry there are always suspicions about green washing ... either concerning the technique of the car or the financing options" (Interviewee 1)

4.5 Conclusion of the research results

The conclusion of the research results is collected to the table below. The section of IMC in theories include the characteristics of both traditional and green IMC. The most relevant details are collected to the table and the comparison between the theories and this table assist on constituting an understanding of the differences between the theories and the results, that were addressed in the previous chapters.

	THEMES	CHANNELS
IMC IN THEORIES	Brand centered communication (Kliatchko, 2005, p. 24) Creating positive images about the brand with the help of product or service promotion (Lane Keller, 2001, p. 828; Kotler, 2000, p. 292, 294) Different terms and a risk of green washing (Carlson et al., 1993, p. 27-28)	Traditional advertising channels; television, radio, newspapers and magazines (Mangold and Faulds, 2009, p. 360) More trust towards social media as a promotion source (Mangold and Faulds, 2009, p.360) Social media reaches wide range of potential customers (Wibowo et al., 2021, p. 1-2) Social media creates positive attitudes towards green brands and products (Pop et al., 2020, p. 11)
IMC IN INTERVIEWS	Solution for transportation need (Interviewee 1) Electric features improve the comfortability (Interviewee 2) Eu legislation (Interviewee 1) Environmentally perceived solutions are beneficial for the brand (Interviewee 1) Taking future development into consideration (Interviewee 1) Remember to display the matters that consumers are interested in (Interviewee 2) Brave marketing of ecological features (Interviewee 1) Various different terms and a risk of greenwashing (Interviewee 1) Brand centered marketing (Interviewee 2)	The number of used channels vary with the resources of a company (Conclusion of the quote form interviewee 1) Easiness of digital platforms (Interviewees 1 and 2) The usage of digital platforms does not stand out (Conclusion of the quotes form interviewees 1 and 2) Utilizing of the AIDA – model (Conclusion of the quote from interviewee 1)

Table 2. Conclusion of the research results

5 Summary and conclusions

The purpose of this chapter is to go through the research process and specify the most important findings. The main research question is answered with the help of the sub-questions in this chapter. The evaluation of the reliability, which is typical for qualitative research, is also performed in this chapter. Lastly, the suggestions for further research are presented.

5.1 Summary

The purpose of this Bachelor's thesis was to clarify the differences in integrated marketing communication regarding combustion engine cars and chargeable cars. The topic was investigated with the sub-questions that concerned differences in IMC regarding used themes and communication channels. In addition to the sub-questions, some difficulties arose from the interviews concerning the research topic. The sub-questions helped to find out an answer for the main question, which was "*what types of differences are there in the IMC related to internal combustion engine cars and ecological cars?".* The literature review was constructed to support the understanding of the topic by describing the theories of marketing management that were closely related to the research problem. Lastly, these theories and subjects were applied to the context of sustainability and the theories were compared through sustainable and traditional approach. Sustainability in IMC is relevant as a topic, since environmental concerns have increased in recent years. The research was executed as a qualitative one, utilizing the content analysis method. The empirical part was collected by interviewing two company representatives from different car companies in Finland. The interviews were semi-structured by nature.

The findings were compared together and to previous researches about traditional and green IMC. Previous researches have addressed sustainable IMC and automotive industry separately and none of these researches were applied to Finland's automotive industry. Some similar characteristics arose with previous researches, but this research clearly presented additional details of differences in IMC regarding combustion engine cars and ecological cars in Finland, because there were no previous researches regarding this specific subject.

5.2 Conclusions

The main question was supported with two sub-questions, that helped to clarify the answer to the main question. The first sub-question was: *What types of thematic differences there are in the IMC related to internal combustion engine cars and ecological cars?* According to company representatives, the themes that are emphasized in the marketing communication of internal combustion engine cars, are the same that are brought up in the marketing communication of chargeable cars. However, the chargeable characteristics and ecological features are marketed to advance the emphasized themes with additional comfortability. Sustainability and ecological features are also marketed to improve the attitudes towards the brand, because the environmentally perceived solutions are experienced beneficial for the brand image and brand-centred IMC. The findings to the first research question verified that sustainable features bring extra value to traditional products, by improving their features and mental images about them. The results also related to the previous researches about how marketing communication is brand-centred in general, were the products sustainable or traditional, but sustainable products are preferably brought up to build up the brand.

The second and final sub-question was: *What types of differences are there in communication channels in the IMC related to internal combustion engine cars and ecological cars?* There is some lack of information perceptible about chargeable cars among customer, since the products are so new in the markets. The usage of communication channels does not differ when marketing different types of cars, but social media and digital communication channels are considered more effortless, when extra information is needed to introduce to potential customers. According to the company representatives, also targeting the advertising to right target groups is possible through digital platforms. Various communication channels are utilized by taking the company's resources into consideration. Brand-centred IMC is also emphasized in the discussion about communication channels, since the usage of multiple channels, creates a vision of strong and large brand as the information is available in many sources. Against to the assumptions performed based on the previous researches, these results show that different communication channels are not utilized on purpose in the marketing of different types of cars. Even though the literature and the interviews relate to the facts about the advantages of social media and digital communication channels, for example on how effortless the targeting is through these channels, the companies still prefer using multiple communication channels, because this is seen beneficial for the building of the brand.

In addition to the research questions, other important aspects that arose from the interview were the difficulties of the IMC regarding ecological and combustion engine cars. These difficulties were the suspicions about greenwashing, multiple terms to describe chargeable cars and the advertising about the range of a chargeable car. These additional results advanced the understanding about the topic by clarifying some characteristics that appeared in the previous researches that were addressed in the literature review. The difficulties regarding the usage of different ecological terms, the misunderstandings that can be the cause of it and the risk of greenwashing were also visible in the previous researches as problems in the marketing communication of sustainable products in general. These results confirmed that these problems are noticeable in the marketing communication of passenger cars as well. The difficulties regarding the advertising of the range, enhance the understanding of the topic by giving extra information to disclose, that was not predictable from the previous researches.

The main question was: *What types of differences there are in the IMC related to internal combustion engine cars and ecological cars?* The interview results show that there are differences in the IMC related to internal combustion engine cars and ecological cars. The bigger differences are mostly related to emphasized themes, but more specific differences were noticeable regarding the communication channels. Similar themes are emphasized in the IMC of traditional and chargeable cars, but chargeable cars are marketed to improve these themes and customer experiences. Thematic differences also appear on how detailedly and carefully the range and certain terms of a chargeable car need to be elaborated. This custom is not required when marketing traditional cars. Different communication channels are considered more effortless regarding the targeting and the availability of extra information, but in contrast to previous researches the usage of the communication channels does not differ between these two car types. The differences in the IMC regarding internal combustion engine cars and ecological cars were also related to the subjects outside the research questions. The IMC of chargeable cars includes more suspicions that the IMC of traditional cars. These doubts mainly concern greenwashing, which is seen as a problematic phenomenon in the automotive industry.

5.3 The evaluation of authenticity

Since the objective of a research is to achieve the most comprehensive understanding that is possible, the evaluation of the authenticity is a central feature of a qualitative research (Tuomi and Sarajärvi 2018, p.158). When evaluating the authenticity, the concepts that are taken into account are validity and reliability. A high level of validity in a research means that the research examines the right subject, that needed to be examined to begin with. Reliability describes the repeatability of the research findings. If the research would be done repeatedly and the findings match each time, the research is reliable. (Tuomi et al. 2018, pp.160-161)

There are factors presented by Hirsijärvi and Hurme (1995, pp. 129-130) in the research process that have an influence on the validity and reliability. One of these factors is the planning of the interview process. The interviews in this research were semi-structured by nature, that were guided by 26 questions. The amount of the questions was comprehensive and additional questions were asked, if necessary. The interview questions were not too specific and did not lead to certain type of answers, which improves the authenticity of the thesis. The findings were comparable because both company representatives were interviewed with the same pattern of questions. The selection of the interviewees is an important factor of the authenticity. The company representatives interviewed in this research were specialists of the field of marketing communications and they have many years of experience of the topics related to the research questions, which reduces the possibility of mistakes in the research. The similarities that arose from the interviews improve the authenticity. There were similarities visible when the interviews were compared together, which indicates that the company representatives agree on the most important results and that their knowledge of the topic professional. Similarities were also noticed when comparing the interviews to previous researches. The recording of the interviews also reduces the possibility for mistakes. Therefore, the interviews were recorded before the transcription. Bachelor's thesis is typically executed by one author and the small number of researchers diminish the possibility for mistakes that might originate from the interviewers.

5.4 Suggestions for further research

As mentioned before, the concept of marketing management can be easily clarified with the concept of the marketing mix, which includes the sectors of price, place, product, promotion, people, process and physical evidence. This research concentrated only to promotional aspect (IMC) regarding two

different passenger car types. Further Bachelor's researches could include other aspects of the marketing mix and to extend the research problem suitable for Master's thesis, several aspects of the marketing mix could be evaluated. The framework of green integrated marketing management was presented in the literature review. This research concentrated mostly to the channel-centered and audience-focused characteristics, but further research concerning sustainability in the marketing field, could take all four characteristics of green IMC into consideration and examine these factors precisely. The grievance that emerged from the interviews is that social media or digital platforms are not utilized more, although companies are aware of the advantages of these channels compared to other channels. A more profound investigation of the communication channels in different industries could be an interesting subject to gain more information about.

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Appendices

Interview questions:

- What are your main responsibilities in the company?
- How long have you been working in the company?
- How advanced do you see the marketing communication in the company?
- Are the marketing communications integrated in the company?
    - Why or why not?
- Does the company provide both ecological passenger cars and internal combustion engine cars?
    - Does the company provide electric, hybrid or both kind of ecological passenger cars?
- What are the key themes that the company emphasizes in marketing communication?
    - With ecological cars
    - With internal combustion engine cars
    - What are the reasons for these differences / similarities?
- What are the key practices that the company emphasizes in marketing communication?
    - With ecological cars
    - With internal combustion engine cars
    - What are the reasons for these differences / similarities?
- What communication channels the company uses in marketing communication?
    - With ecological cars
    - With internal combustion engine cars
    - What are the reasons for these differences / similarities?
- Have you faced any difficulties in the marketing communication?
    - With ecological cars
    - With internal combustion engine cars?
- Have any exceptional situations emerged where these policies needed to be changed?
- Have any obvious benefits emerged of the used themes, policies of communication channels?

Liitteet

Haastattelukysymykset:

- Mitkä ovat pääasialliset vastuualueesi yrityksessä?
- Kuinka kauan olet työskennellyt yrityksessä?
- Kuinka kehittyneenä näet markkinointiviestinnän yrityksessä?
- Onko markkinointiviestintä yrityksessä integroitu?
    - Miksi tai miksi ei?
- Tarjoaako yritys sekä ympäristöystävällisiä henkilöautoja että polttomoottorillisia henkilöautoja?
    - Tarjoaako yritys sähkö – vai hybridiautoja vai molempia?
- Näettekö yleisellä tasolla eroa näiden tuotteiden markkinoinnissa?
- Mitkä ovat pää teemat, joita yritys korostaa markkinointiviestinnässään?
    - Ekologisten autojen kohdalla
    - Polttomoottoriautojen kohdalla
    - Mitkä ovat syyt näihin eroavaisuuksiin / samankaltaisuuksiin?
- Mitkä ovat pää käytännöt, joita yritys korostaa markkinointiviestinnässään?
    - Ekologisten autojen kohdalla
    - Polttomoottoriautojen kohdalla
    - Mitkä ovat syyt näihin eroavaisuuksiin / samankaltaisuuksiin?
- Mitä viestintäkanavia yritys käyttää markkinointiviestinnässään?
    - Ekologisten autojen kohdalla
    - Polttomoottoriautojen kohdalla
    - Mitkä ovat syyt näihin eroavaisuuksiin / samankaltaisuuksiin?
- Oletko huomannut mitään vaikeuksia markkinointiviestinnässä?
    - Ekologisten autojen kohdalla
    - Polttomoottoriautojen kohdalla
- Onko mitään poikkeuksellisia tilanteita ilmennyt, jossa näitä käytänteitä tulisi muuttaa?
- Onko käytetyistä teemoista, menettelytavoista tai viestintäkanavista ilmennyt selviä hyötyjä yritykselle?
- Tuleeko vielä mieleen muuta teemaan liittyvää mistä olisi hyvä tietää lisää?