Attracting customers to sports event via social media activity

Case: ExtremeRun

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Bachelor's thesis
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Abstract

Demand for different sport events has increased. In addition to traditional running competitions, participants are interested in sharing the experience and about the atmosphere in the event. Generally, taking care of one's personal wellbeing has gained more attention. ExtremeRun is a running event in which fun and wellbeing are combined. The event has been able to gather a decent amount of participants despite the minimal effort in marketing. Most of the participants heard about the event through Word-Of-Mouth marketing. These aspects of the event provided the basis for the study.

The possibility to participate in marketing development and finding mutual benefit for both parties was the idea for this research. Design research was selected for the research method, as it provides possibility for the researcher to participate in the research. The intention was to accomplish a change for the event marketing. At the starting point, the current customer base was figured out. Information and data were gathered by interviewing the consignor and conducting a quantitative survey for the participants. Results were analyzed for intervention part in which the objective was to improve the marketing and the actual event. Interviewing the consignor and repeating the survey for participants enabled measuring the achieved change.

The use of social media marketing as the main marketing channel was supported by reviewed literature and interviews with the consignor. By using social media channels, participants could be reached effectively. Social media provided a chance for two-communication between the participants and organizers, thus enabling a media for comments and questions, and creating loyal network for the event.

Keywords/tags (subjects)
Marketing, social media, sport event, ExtremeRun, social media marketing,

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Tiivistelmä

Erilaisten urheilutapahtumien kysyntä on noussut. Osallistujia kiinnostaa perinteisten juoksukilpailuiden lisäksi yhdessäolo ja tapahtuman yhteishenki. Myös lisääntynyt omasta hyvinvoinnista huolehtiminen on nähtävissä yleisesti. ExtremeRunissa yhdistyykin näistä molemmat. ExtremeRun tapahtumana on kerännyt hyvin osallistujia, vaikka markkinointia ei ole suuremmin hyödynnetty. Suurin osa osallistujista tuli puskaradion kautta. Nämä tapahtuman perustiedot takasivat hyvän lähtökohdan markkinointiin perustuvan tutkimuksen tekemiselle.

Mahdollisuus osallistua tapahtuman markkinoinnin kehittämiseen ja yhteisen hyödyn löytäminen oli perus ideana tälle tutkimukselle. Toiminnallinen design research valikoitui tutkimusmetodiksi, sillä siinä tutkijalla on mahdollisuus itse myös olla myötävaikuttajana tutkimustyössä. Tarkoituksena oli saada aikaan muutos. Ensin täytyi selvittää lähtökohta, eli keitä nykyiseen asiakaskuntaan kuului. Tämä selvitettiin haastattelemalla toimeksiantajaa sekä keräämällä osallistujilta palautetta tapahtumasta. Lähtökohdan selvittämisen jälkeen muodostettiin objektiivi seuraavan vuoden tapahtuman kehitystä varten. Mahdollinen muutos saatiin mitattua haastattelemalla toimeksiantajaa uudelleen ja vertailemalla osallistujapalautetta edellisvuoteen.

Kirjallisuus ja haastattelut tukivat sosiaalisen median käyttöä pääsääntöisenä markkinoinnin keinona. Sosiaalisen median käyttö loi uusia kanavia osallistujien löytämiseen, kustannustehokkaasti. Sosiaalinen media tarjoaa osallistujille myös mahdollisuuden kommentoida ja esittää kysymyksiä tapahtumaan liittyen, luoden lojaalin verkoston tapahtumalle.

Avainsanat (asiasanat)
Markkinointi, sosiaalinen media, urheilutapahtuma, ExtremeRun, Sosiaalinen media markkinointi

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Contents

1 Introduction

The transaction of goods and services has fascinated the humankind for ages but it was not until the 20th century that the new attitudes towards a diverse flow of goods and services arouse. Even though the word “marketing” was given a meaning in the early 20th century, it had already been around in different forms from the first transactions of goods. (Bartels 1988, 1-20)

Updating, modifying and adjusting the concept of marketing have been occurring ever since the concept was created. Generations change, so do products and services along with technology. Studying and anticipating the changes to come and adjusting the marketing scheme according to the customer base at the moment but also in the near future is essential in order to maintain a steady business.

“The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself”.

-Dr. Peter Drucker

The change of generations causes openings for new opportunities. In 2014, social media is having a huge impact on the everyday lives of the people, thus creating a network that neither businesses nor people can avert. And all this has been around for roughly ten years, developing at a high pace. When looking at articles published by Forbes, The Guardian, The Economist, e.g. the future of social media looks rather bright. But what for example David Benady stated in an award winning article “The Future of Social Media” (The Guardian: The Best Awards 2014); “Brands need to find unexpected and imaginative ways to get audiences involved with their story. Only the best campaigns will go viral and take on a life of their own in social media”. It is not enough anymore to get people “like” you on Facebook. In order to have success in social media, one simply needs to stand out and excel against the the competitors – in this case each and every other advertisement and post. Ignoring and blocking is easier now than ever.

The shifting from a traditional media based 90's to the modern digital media ruled 21st century has been fatal to countless businesses. One of the biggest collapse being the long-reined magazine house Source Home Entertainment. The last two decades have seen also the diminishing of the magazine wholesalers in the United States; in 1995 totaling 400, while now the sum being just 3.

The preceding information is meant to reveal the reasons.

2 Case: ExtremeRun Oulu

2.1 Overview of ExtremeRun Concept

ExtremeRun is considered to belong to the running events category. The main difference when compared with traditional running events (marathons etc.) is the fact that participants can choose to compete in "competition"-category, in which they are competing against the time, or the "just for fun"-category, in which everybody has a chance to challenge themselves. The original idea is based on a German format called "Fisherman's Strongman Run". The main organizer brought it to Finland where it was organized for the first time in June 2010. At that time the event was hosted only in Vantaa. Within five years, the event has grown on a steady basis and by 2012 it was organized already in four cities during the year. When starting this research, ExtremeRun was held in Tahko, Vantaa and Oulu. Geographically Vantaa is located in southern Finland, Tahko in central Finland and Oulu in northern Finland. Three events were scattered between the months of May and August. Due to various locations and successful scheduling, the whole concept of ExtremeRun has grown its participant rates quickly. The annual growth from 2011 to 2012 was 50%, from 2000 participants to 3000 (Hirvinen, 2012).

ExtremeRun has gathered more participants every year by word-of-mouth (WOM) marketing. Various obstacles and funny costumes build a unique atmosphere for ExtremeRun which cannot be seen in any other running events. Obstacles include for example climbing nets, tires, sea water, tubes and electric shocks. In race category, all the obstacles need to be accomplished whereas in “just for fun”-category participants can choose if they want to overcome the obstacles or not. Team spirit is an essential part of the event in this category, thus it is more about having fun and bringing joy to sports as competing against each other is more important than competing against one another.

Event running is done by the assignor, who basically manages everything from big lines to the smallest details by himself. Events are run by volunteers and announced by a Finnish radio host Jaajo Linnamaa (Radio Suomipop).

The assignor was satisfied with the number of participants in Vantaa (~5000) and Tahko (~550), but the northern region could still have been covered better. Therefore this research was focused to Oulu’s event.

2.2 Environment of the Case – Oulu City Region

Oulu is recognized as the capital of Scandinavia. It is located in northern Finland and has almost 200 000 citizens. Currently Oulu covers 3 866.2 km^2, including also the neighborhood municipalities (Haukipudas, Kiiminki, Oulunsalo and Yli-Ii) which were merged with Oulu on the 1st of January 2013. Oulu is the 5th largest city in Finland, right after Helsinki, Espoo, Vantaa and Tampere. From the five biggest cities Oulu is the only one located in Northern

Finland, rest of the four bigger cities are located in southern Finland. (Information about Oulu 2014, Statistics Finland 2014).

There are both the University of Oulu, with 16000 students, (University of Oulu, 2014) and the Oulu University of Applied Sciences, with 8000 students (OAMK, 2014). There are also 16 high schools and 5 vocational schools. The high number of schools is one of the reasons why the average age in Oulu is only 36.6 years, which is a bit under the Finnish average (Information about Oulu, 2014).

Oulu is a city of technology and many high tech businesses are located there. Oulu provides good growing possibilities for startup companies and therefore in 2012 Fortune (Globally recognized American business magazine) listed Oulu as one of the seven best cities for startup-companies (Ahktar, 2012). This brings more young labor force to Oulu, especially those who are interested in technology based jobs.

Even though Oulu is located in the northern part of Finland, the transport connections are one of the best in the country. Oulu's airport has the second most traffic in Finland. In 2013 the number of total passengers was over 745 000 (Finavia passenger statistics 2013). Oulu can be reached also by train or bus. By private car it takes about seven hours to drive from the capital Helsinki to Oulu.

Size, location, people and connections are all factors which provide good facilities for holding ExtremeRun events in Oulu. In 2013 and 2014, Oulu's event was held at the Nallikari beach providing beautiful sea surroundings for the event. Nallikari has a camping site and a spa hotel right next to it, making hosting easier and giving the out-of-town participants alternative choices to choose their accommodation from.

2.3 Competitors

There are many similar running event as ExtremeRun in Finland. The common idea in all of these events is to combine fun with sports. Instead of competing against time, it is more important to challenge oneself and enjoy the event's atmosphere.

Each event's unique touch derives from the disparity and innovativeness offered. The events have different running grounds (e.g. mud, tarmac) and obstacles which runners need to overcome. New competitors are established and therefore new innovations are needed in order to succeed in the ever changing event market. Brand loyalty is difficult to build as many participants take part in various events. Much like ExtremeRun, competitors organize their events in multiple cities in order to reach more participants. Different locations and times of the year allow new innovations and possibilities to enhance the event.

Pricing in these events is standardized. The conjunctive factor in most of these events is the participating gift that all the participants receive before or after the run. The gift bag is normally a package which contains event merchandize and goods from the sponsors. Another common aspect for the event pricing is providing discounts to early birds and, in contrast, increasing the price for later registrations.

All the following running events can be considered as competitors for ExtremeRun:

- FunRun.fi: MudRun/ColorRun
- Wife Carrying
- Tough Viking
- Manic Run
- Nice Run

- Zombie Run
- Military Run

None of the aforementioned competitions were held in northern Finland 2013 nor 2014. Most of them were situated in southern Finland, close to Helsinki metropolitan area.

3 Research Objectives and Questions

Having a short interview with the event organizer before any research gave an idea to which direction research objectives and questions should be formed. The objective was formulated to study the addressed difficulties with younger people and why the difficulties occurred. Due to the characteristics of design research, it was decided to create another objective for the latter part of this research in order to apply more depth and specification for the first objective as well. As you will notice in the “research methods” and the “implementation” sections, the objectives are being solved chronologically. These will be explained in the following chapters. But even though there are two objectives, they are not separate ones but actually bound together because of the chronological essence.

- **Conduct a research on the marketing of ExtremeRun and study the different marketing measures taken to engage the younger age groups into the event. (t_0)**

- **Study the effects of increasing social media marketing. (t_1)**

To go deeper into the study and to be able to solve the objectives, research questions were made. While the objectives were meant to be used in figuring out how the event could be enhanced, the questions were the tools through which it was aimed to get there or even close to the objectives.

- What it is the current customer base? (t_0)

- Through which marketing channels was the event found in the first place? (t_0)

- Can activity (two-way communication) in the social media frontier increase the amount of visitors or likes? (t_1)

- Does active use of social media as marketing channel bring more students to the event? (t_1)

4 Design Research and Design

Starting point for finding a suitable consignee for the thesis process came from the mutual desire to participate and work on the field of marketing and sports. ExtremeRun fulfilled both of the criteria for conducting an interesting research. Research approach and strategies came from the behalf of the assignor, being the only one with actual knowledge of the ExtremeRun event management and participants.

First idea was to conduct a case study in ExtremeRun (all several events in various cities). After speaking with the assignor, it was concluded to narrow down the research only to Oulu’s event. The assignor also gave access to participate in the change, making action research or design research more likely options as the research method for us than case study. Main reason for this type of narrowing down was his satisfaction with participant numbers in Vantaa and Tahko, and the time frame of this research.

Case study researches cases, one or more. According to Kananen (2013), usually there is only one case. He summarizes case study in the following way:

“The aim is to get a thorough understanding of the one case or of the facts that are the operating processes and logistics of the phenomenon. The principle is more on “little from a lot” than “a lot from little.”

Important factor for case study is the fact that the researcher stays as an external observer. Participation is not included, meaning that the change or development is done by some other party. This is the main difference to action research.

In action research the purpose is to create a change. Understanding the phenomenon itself is not enough as it is prerequisite for change (or development) to be implemented. This change is referred as the intervention.

Arja Kuula (1999) commented action research:

“The purpose of action research is to change, by means of research, the existing practices, to solve problems of different types together with those who are subjected to research. At the field study stage a researcher enters the event in the research object and at times exits from them. The role of the researcher is in this way expressed as an alternating internality and externality in relation to the research object.”

Action research could have been a good choice for this thesis work but after comparing it to design research it was considered to follow design research as a research strategy. The difference between those two strategies is “like a line drawn in sand”. Perhaps action research acquires more participation from a researcher and tries to influence the people (participants) more, in order to get them involved in the change. (Kananen)

For this research full participation was not possible nor needed, as the main organizer Hirvinen took care of the traditional marketing part and was the only one having all the information about current situation. After the Oulu’s 2013 event the participation was narrowed down in to social media marketing. Specifying the objective of this research it still applies the process of design research.

Design research includes some development and research. For a researcher it is not enough merely to understand, describe and explain the states of affairs, they need to be also tested. In the background there is a will to improve the phenomenon, process or current situation. The aim for design research rises from a need for a change and is always towards something better, to an improvement. Researchability converts the development work into a research (one of the sub-categories of scientific character).

Objectives for design research may contain process/activities, products, services and situations. More generally it can be anything that can be influenced, by some means or intervention. Intervention leads to some change which needs to be measurable. Measuring and objectives are close related. Since there is no any specific way to measure change, change is the difference between two situations of the same phenomenon. In other words, process through something has become something it was not before.

Process of Design research contains following parts (see Figure 1).

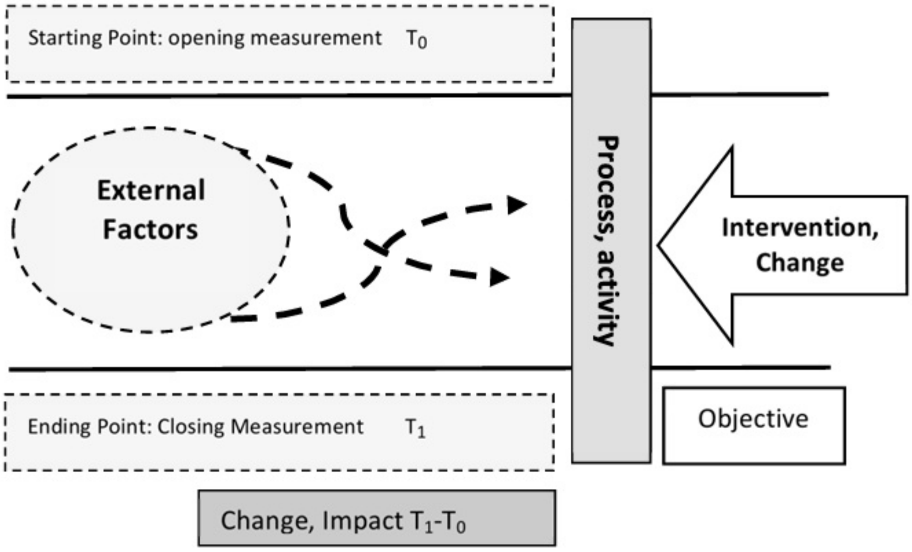

Figure 1. Process for design research (Kananen, 2013)

Process of design research contains four major parts

1. Opening measurement t_0
2. Intervention
3. Closing measurement t_1
4. Measuring the change t_1- t_0

These parts are opened more in following figure showing the stages of development cycles in design research.

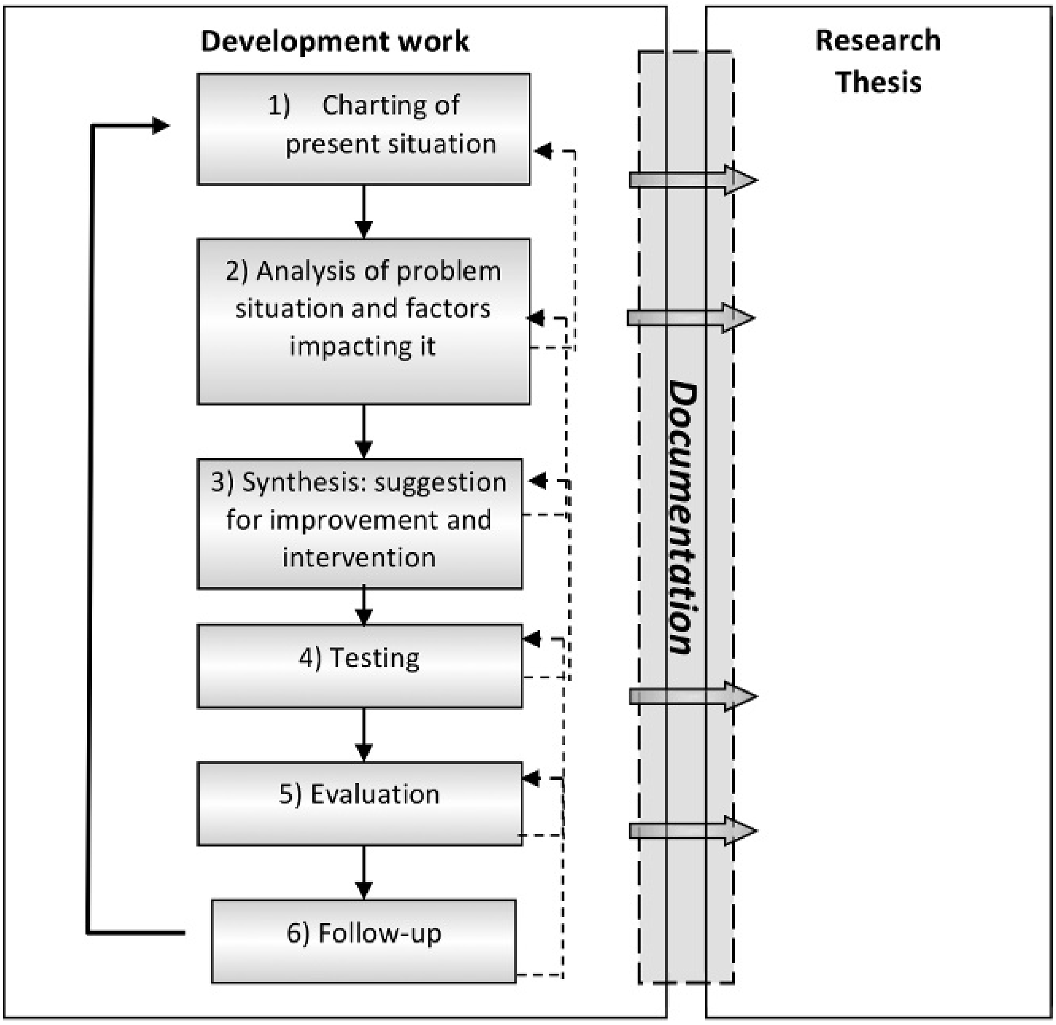

Figure 2. Stages of development cycle of design research (Kananen. 2013,)

Design research contains eight stages. Those are presented in figureX above and are based on action research.

1. Defining problem
2. researching problem
3. analyzing the causes and consequences of the problem
4. presenting the problem (intervention)

5. testing the solution
6. adjusting the solution based on testing
7. testing the new solution/ experimenting
8. conclusions

Idea in starting measurement (T_0) is to familiarize with the phenomenon and find all the factors influencing to the actual development work and later coming measurements. Best tools for starting point analysis are qualitative research and literature review. Earlier publications might provide information on how to conduct development work, solve possible problems and do data collection and analysis. Causes and consequences are analyzed also in this part of the work. Those are essential to understand when moving on to the intervention.

Intervention part aims to provide solutions for the problem and suggestions how to eliminate it. Some suggestions and testing for improving the current situation are done in this part. As mentioned before design research requires participation from the researcher to the intervention.

After intervention, the change needs to be measured. The results from the t_1 measurement provide information how the change has affected the starting point, thus how intervention provided a solution to the problem.

In the final part, the conclusion, comparison between the situation before and after the change (t_1-t_0) is made. It's important to compare the results also with set objective.

According to Kananen, in intervention “A solution may also be presented as a setting of an objective and then after realization it is possible to evaluate the attaining of the objective.”

This is exactly what happened with this research. As the first part of the research (T_0) and interviews familirialized with the phenomenon it was easier to set another objective for t_1 research. Still the part of measurement was kept in mind. Having a social media focus for intervention and knowing the customer base provided a possibility to compare results after development work to starting point before the change.

Design research itself is not own methodology of research. It combines quantitative and qualitative methodologies, so called mixed-methods.

4.1 Qualitative

Qualitative research gives a perspective for researches about how people think or feel. All the collected answers are in descriptive form, instead of numerical. Qualitative research provides deeper insight than quantitative research and it’s therefore more complicated to analyze. Examples of qualitative data collections are interviews, open-ended questionnaires and observations. (McLeod, 2008). Simplifying the statement, qualitative research answers to the basic question “how?” while quantitative studies have a broader perspective and a less stance taking approach when answering the question “how many?” (Silverman, 2010). Other questions that can be answered with qualitative research are “when”, “why” and “what”. (Myers, 2013, 6).

In qualitative research the focus is on text. The text is the most important feature and can contain various things: transcripts, notes or images. The analysis of the text allows an access to really understand what respondents thought, felt or did in some situation or at some point in time. Using the text provides valuable information about “behind the numbers” that are collected in quantitative research. It provides richness of real social experience (Schull, 2011, 321).

Open-ended questionnaires

Open-ended or free-response questions provide a possibility for the respondents to give a more detailed answer to the question. There are no answer choices given to the respondent and therefore the answers may vary a lot making the analyses part more complicated. Open-ended questions have numerous advantages, for example they provide more information to the researchers and are less likely to be steered by the structure of the question than closed questions. Disadvantages include the analysis part, which can be complicated and more time consuming. (Siniscalco and Auriat, 2005, 26-28). Open-ended questions take more time from the respondent resulting in the willingness of answering to decrease.

Unstructured Interviews

Unstructured interview begins when the interviewer and respondent have organized a time for an interview. The interviewer has a goal and leads the interview, but the structure is flexible and the discussion flows according to the responses. The interviewer should have minimal control over the responses. The idea is to gain detailed and deep insights about the topic (Cohen and Crabtree, 2006). During the interview, questions can be asked in spontaneous order and some change might be done, for example create more questions for deeper information and leave some questions out (McLeod, 2014).

The interviewer should be aware of the topic discussed, thus being able to adjust the questions according to the interview flow, staying open for additional information and creating new ways of seeing and understanding the concept. This step is important toward the development of later coming structured interviews or surveys. (Cohen and Crabtree, 2006)

4.2 Quantitative

The quantitative data collected consists of mostly numerical data. That is why it is easy to formulate the data into specific orders, (e.g. categories, rank orders) or measured in certain units of measurement. Gathering the data and deciding the research method to collect the data with plays an important piece in the puzzle. Since quantitative data must consist of mostly numerical data, possibilities to choose the research method vary from strictly designed rating scales or closed questions to self-examined observations to a bit more open questionnaires (McLeod, 2008).

The raw quantitative data is in its purest form as all that data comprises of the essential, individual and unprocessed information of each representative. To get information out of that dataset, conducting an analysis and building graphs, charts and statistics usually help to bring out the wanted outcomes and to visualize the results to the public. Also, for the sake of making the describing effort easier, the aforementioned visualizing tools are inevitably important.

But before commencing to analyze the data gathered, there is much to work on. First of all, understanding whether the data on hand is primary, secondary or tertiary comes out helpful. This is because the secondary and tertiary data might already be in a readily coded package. Controversially, primary data has ground to work on to code it by hand into a form that the possible statistical analysis device is able to understand the information given.

When the coding is ready, moving on to making the preparations to understand what is needed from the analysis software and the measurements intended to undertake. Once everything is clear and planned, the data inputting that would be up next has now a direction. (Saunders et al. 2009, 414)

As Ian Dey (1993, 28) states it, “the more ambiguous and elastic our concepts, the less possible it is to quantify our data in a meaningful way”. In case the data consists of precise and number-based meanings, the data has more quantitative characteristics, and thus has more possibilities to be studied using quantitative research. If the data has more of a rich and full tone – or a lot of words instead of numbers and the content of the data could be described as thick and thorough – it is likely to have more to give when used a qualitative approach. (Saunders et al. 2009, 482)

5 Theoretical basis for the study

5.1 Marketing Mix

Marketing mix is one of the major concepts of modern marketing. It is the set of tactical marketing tools that the firm uses to fulfill the wants in the target market. Companies may have an effect on their supply and demand by alternating their variables included in marketing mix. The most commonly used approach to marketing mix is 4Ps; product, price, place, promotion (Kotler et al. 2013, 53).

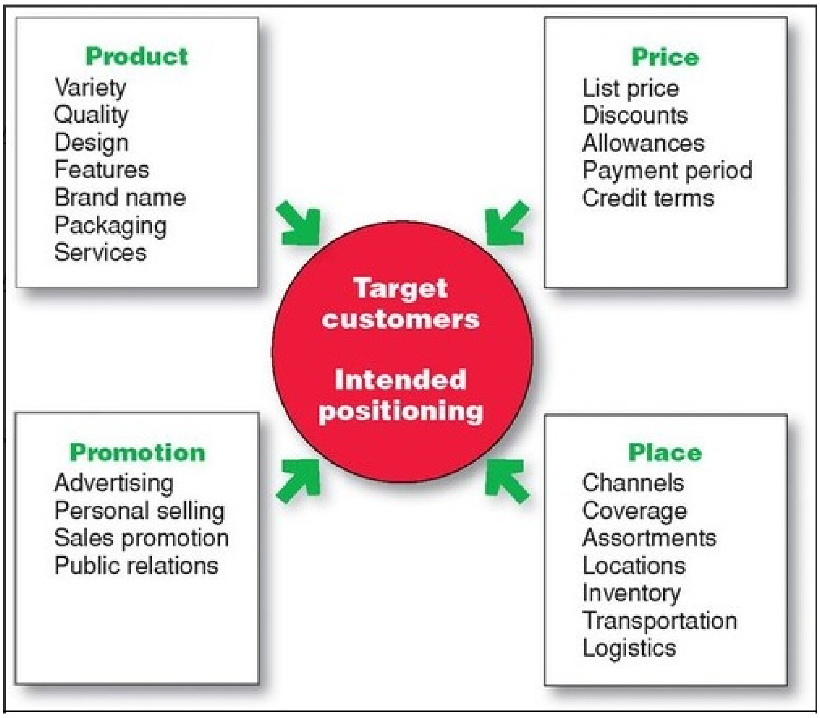

Figure 3. Developing an Integrated Marketing Mix (Kotler et al. 2013, 53).

Each element is used in the integrated marketing mix, designed to achieve company's marketing objectives and to deliver value for consumers. By using this tactical marketing tool, companies can ensure a strong positioning in target markets. An additional way to enhance strong positioning is active use of social media. This has opened up a whole new opportunity for organizations to utilize the platforms and to gain knowledge of the customers' needs and wants. For example keeping a Facebook-, Twitter- or Instagram-page and answering to questions, posting polls, conducting surveys and commenting on posts are all targeted communication which aim to gain knowledge and to build brand loyalty. Even though Facebook is considered to be the prevalent medium to use, it is becoming viable for organizations to keep up with the widespread social media and to build and sustain an open and positive relationship and to maintain the brand loyalty.

University of North Carolina’s Robert Lauterborn came up with an alternative for the 4P’s of marketing which he called “the 4C’s of Marketing”. He wanted to make the marketing scheme more interactive and thus giving the consumer a more powerful say in the consumer markets. Lauterborn came up with an idea of changing the mindset of the marketers to a more communicative mix, supporting the idea of a two-way communicative environment (Newman, Peck, Harris, Wilhide, 2013).

The change from Ps to Cs is done as follows:

1. **Product** becomes **Customer needs and wants**

2. **Price** becomes **Cost to the user**

3. **Place** becomes **Convenience**

4. **Promotion** becomes **Communication**

Product

The basis of the marketing mix is the product. Products are the key elements of marketing offering from which companies begin to build a profitable customer relationship. Product is defined as anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. It includes both tangible goods, such as a mobile phone or TV, but also intangible goods such as services. Service is an activity, benefit or satisfaction offered for sale that is essentially intangible and does not result in ownership of anything (Kotler et al. 2003, 238). Events fall into the category of services, instead of tangible goods, as the consumer joins, enjoys and remembers it. There are only few tangible items included. In the case of sport events attending and completing the event is intangible and the tangible part is something given to the participants, for example a participant medal (Shone and Parry, 2010, 17).

As nowadays products and services have become commoditized companies, they have started to differentiate their products to ensure more value for the customers. Consumers are not willing to buy only the product anymore, they are buying what those products “do” for them. (Kotler et al. 2013, 239).

This “do” is also noticed by Lauterborn who’s first C (Customer need and wants) aims to understand the motives of the customer and to develop a good that satisfied exact customer needs. By utilizing two-way communication companies endure a strong relationship, or brand loyalty. Having an open communication flow between the marketer and the consumer enables both of the parties to encounter with each other and the marketer to understand the unprocessed wants and needs of the consumer.

All the products have three layers which should be considered when marketing a product. The basic level is the core customer value. It is the core problem-solving benefit or service that the consumer seeks. In the case of running sport events, the core product is the track that needs to be completed. After defining the core product planners should turn the core benefit into an actual product. This means adding more value to the product, for example by adding more features, styles or designs. In the running events, this might mean different tracks or having more categories for attendant. Finally, in the third layer planners add additional consumer services and benefits to the product. In the case of a running event, this could be a discount for a night in a hotel or bus connection from nearby cities. The whole point of this kind of product layer thinking is to create customer value and to maximize the customer satisfaction on the experience. (Kotler et al. 2013, 240).

Place

Product placement depends on the need of the customer. Events are seen as specialty products meaning that instead of consuming them in everyday life people are willing to travel for the valued good. This makes it different from convenience and shopping products. Convenience products are something people need every day and are not willing to invest a great deal of time on, for example dairy products. Shopping products in the other hand are products which were consumers compare options and put more effort while making the purchasing decision. (Kotler & al. 2013)

In sports industry, the events in many occasions take place at readily set venues. Due to the place setting factor, there is zero to little chances to take into account the consumers once the date and place has been settled. Value to the customers is brought by offering services and by helping them to reach the event, for example by providing bus drives from nearby cities. This causes the event to be more convenient to buy. The 4Ps “place” does not necessarily take this into account. Focusing on the consumer involvement and offering varieties on how to make the event come across as more appealing to the consumers as well as the target group as a whole are the core strengths of the convenience factor. The same event can be organized in several places, as well. And by updating the special features to keep it again as a specialty product and by making it convenient for the customers to attend to, affects the buying decision of customers (Newman & al., 2013).

Price

The amount of money charged for a product or service is called price. That though is a narrow explanation. The price is considered to be an important factor in the marketing mix of the 4Ps. Price is the only one which brings income (others represent costs) and it is the most flexible tool. Price can change quickly and it is depending on many variations. According to Kotler, Armstrong, Harris and Piercy (2013), price is the sum of all the values that customers give up to gain the benefits of having or using a product or a service. Customer might consider one benefit over others but the total combination of benefits brings the value for the product.

The disadvantage that Lauterborn states the price factor to have is here again the one-way thinking; if the price set on a product or service is said to be low enough to attract interest and high enough to keep the company or organization viable, is it an absolute fact that the customer is going to do the purchase decision based on the price? Probably no. The price factor does not take into consideration the customers' numerous other variables that affect the buying decision. That is why communication is important here as well. (Newman & al. 2013)

Consumer's values and perceptions set the ceiling for the price. If a company sets a price that consumers believe is greater than the value, the product is left on the shelf. On the other hand, a company needs to cover their costs. This means that the product simply has to contribute to a sales margin big enough to make the product of certain value for the company. Those two extremes set the limit to the product or service. Two major pricing strategies are: customer value-based and cost-based pricing.

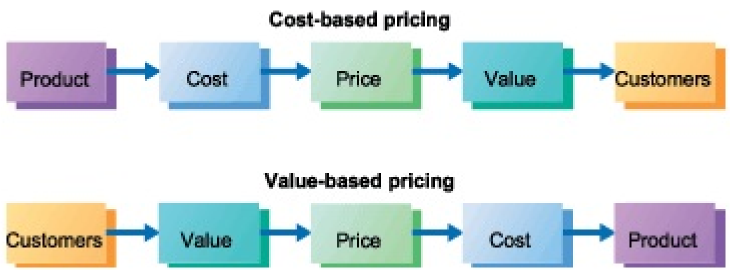

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Figure 4. Cost-based pricing and value-based pricing. (Cost-based versus value-based pricing)

Value-based pricing

Customers have the last word when doing the purchasing decision. Therefore companies should try to find out their needs and wants and fulfil them. When companies start from the customer value, they are more close to finding out the right price. Before the actual price setting, companies should consider the value of the consumers' needs as a key factor in pricing.

Consumer value-based pricing can be divided into two separate strategies: Good-value pricing and Value-added pricing. Good-value pricing means providing products and services the right combination of quality at a fair price. This is basically for consumers not willing to pay much for a certain product and willing to consider some lower quality products or services. In the case of running events it would mean that runners pay relatively low amount of money compared to other competitions but don't get any tangible goods or services (as bus connections, hotel discounts) from the organizers.

Value-added pricing opens a chance for companies to differentiate more. By adding value, the pricing can be made with a different scale and customers with value-based needs may be attracted this way. Instead of cutting the price, value-added pricing adds some value-added features and goes for higher prices. Customers want value and are willing to pay for it. (Kotler & al. 2013)

Cost-based pricing

In cost-based pricing, the price is set first. This covers the costs for the product, followed by the effort of convincing the consumers to buy the product. Costs in this case included producing, distributing and selling. Price that the company gets should cover the costs, effort and risks taken.

The types of cost are fixed costs and variable cost. Their sum makes the total cost of some product. Fixed costs are also known as overhead costs, which mean that the amount doesn’t vary according to the sales. Variable cost included all the materials used for producing and it varies according to the sales. (Kotler & al. 2013)

Promotion

Promotion is a great tool in order to boost the value of the products or services. However, it is largely inescapable that the one-way messages that promotion forwards, might not always promote the messages that the customers would wish to hear. That is why Lauterborn proposes a different approach; communication.

By promoting a product, the organization has message telling “this is the product you want”. Lauterborn states that in order to deliver what the customers really need and want, the communication should be more interactive. This is to say, literally hearing the customers and acting on the good but also the bad feedback. And by letting the customers’ voices be heard, that just might be the one move affecting also on the brand loyalty.

Having the product, price and place set but forgetting to encourage the customers may lead to a complete failure. Promotion or sales promotion consists of short-term incentives that stimulate the customer to turn to the product. The goal of promotion is to give reasons to buy the product *now*, whereas in advertising the customers are just offered to buy the product.

Sales promotion has been in a growth phase for a while now. Professionals suspect the reasons to be behind both internal and external factors. Since the managers are being pressured towards better current sales results, it has driven the companies to now lean on sales promotion more than ever. It has become one of the most used tools to increase the short-term sales. Externally, the products become more and more alike, differentiating them from each other becomes harder. This is due to the brutal competition in the markets. By promoting the products with different incentives, make the products appeal better than the product next door (Kotler et al. 2013).

Some suggest that the inexpensiveness of sales promotion has overtaken advertising. The efficiency of advertising has dropped because of the sky high costs and the media clutter it has been dragged into. Promotion, in contrast, is more modifiable into every market setting and into each budget because of its self-sufficient nature.

Even though the brutal competition and the continuous managers' stress towards better short-term results, sales promotion targets usually consist of more longitudinal sights as well. Companies tend to carry out a short-term goal of building short-term excitement towards their product and through a properly designed sales promotion campaign, also build a base for long-term consumer relationships.

Many tools have been taken into use as part of consumer promotions. These tools include samples, cash refunds, price packs, premiums, promotional products, point-of-sale promotions, contests, sweepstakes and games.

Samples and *point-of-sale promotions* do not take a lot of effort rather a few extra products to put out into experimental usage.

Cash-refunds and *coupons* work as money returned to the customer for deciding to buy a specific product. Coupon discounts are taken into account in the cash register while cash-refunds are paid afterwards.

Price-packs may be used to sell the same product with a reduced price sticker on it, e.g. three for the price of two, or two similar products with different sorts of price-packages on them. The idea behind price-packs isn't always to get rid of products that haven't gone during the campaign. The reasons might vary from introducing new products to boosting a poorly sold product. Price-packs have appeared to be extremely effective in short-term sales promotions.

Premiums are additional products that are either given away for free or for a little fee when buying a certain product. These incentives are widely used in for example magazine markets giving new magazine subscribers a set of knifes or McDonalds' Happy Meal toys.

Promotional products promote either the logo, slogan or cause the product represents. Promotional products are usually given away for free as lottery wins or without any specific reason. They are considered to be subtle ways of promoting the firm as the pens and t-shirts stick around for quite a while and unconsciously cause memory traces into the brains of the customers (Kotler et al. 2013.)

5.2 Three Types of Marketing

Traditional Media

Traditional marketing may be subdivided into four categories: print, broadcast, direct mail, and telephone. The idea behind is to reach the masses and within them find the ones interested in buying the product or service. Segmenting is used to ensure that most of the receivers would be among the potential or target group. Segmenting divides customers into groups according to their needs and wants. Advertisement is then implemented to these potential target groups. (Traditional Marketing: Explore the Strategy of Traditional Marketing.)

Communication in traditional marketing is one-to-many. One-to-many communication does not allow two-way communication between the company and consumer, but reaches numerous of people. (Fill. 2009)

Social Media Marketing

“Social media is an evolving and versatile medium, but it is not a replacement for traditional marketing and public relations.” (Newman, 2013, 66). Meaning that access to information should be available from several places. Short news feeds can be spread in Facebook or in Twitter but major news should be readable in web page or in some blog for example. By using news feed consumers are guided to the web page and to browse more.

According to Newman (2013, P3) social media marketing is explained by Safko and Brake (2009) as following:

“The term social media encompasses all of the interactions between people online-all the ways they participate in and share information, knowledge, and opinions while using web-based applications to communicate”.

Social media is divided into categories as follows:

1. Publishing services
2. Media sharing services
3. Networking services

Instagram was used to share some pictures that organizers took from the events and also for participants to tag their pictures. To the participants’ photos was easy to comment and by that create some two-way communication.

Networking services connects like-minded people to each other. Within a group they can easily share ideas, contribute to a cause and learn from each other.

People might confuse networking services and social media. According to Newman (2013) Boyd and Ellison (2007) described social networks are:

“Web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system.”

Newman (2013) mentions another description originally by Kaplan and Haenlein (2010) as:

“A group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation or exchange of User Generated Content”

Other networking service used to promote and communicate with people was Twitter. Like on Instagram, participants could tag their photos, share opinions and comments about the event. Information published on Facebook were also abbreviated into 140 marks as a tweet and people were encouraged to visit the Facebook- and webpage to find out more. Twitter is the largest real-time social platform in the world, even bigger than Facebook as it has an inherently open nature. Facebook instead is open only for the list of friends.

Word of Mouth Marketing

According to Sernovitz (2006), Word-Of-Mouth (WOM) marketing consists of two parts; firstly, giving people a reason to speak about product, service or company and secondly, making the talks easier to raise. Viral marketing happens mostly from consumer to consumer and companies might not affect much on it. Internet provides a lot of information and finding a way to distinguish from the mass is important. WOM-marketing provides a huge help to do so.

5.3 Marketing Communication

Marketing communication and promotion are closely related. The differences are visible when building tactics to develop businesses or while trying to increase sales. Promotion is considered to be the factor creating the incentive for the customers to approach the product or service (Fill, 2009). For example, discounts for existing customers or an additional set of products.

Marketing communication, in contrast, is all about sending the wanted message to the receiver and building a path for the customers and businesses to encounter with each other. Marketing communication is the route for businesses to get in touch with either existing customers or potential, new target groups.

"Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers - directly, or indirectly - about the products and brands that they sell"
(Kotler and Keller, 2011).

Reinforcing the brand and focusing on immediate action is what marketing strategies in promotional sense are about. While promotional offers many times consist of e.g. free initial packages or additional products, they do not have the incentive for the customer to act immediately. This is where marketing communication steps in; for example using a limited offer for the incentives creates an offer that the customer wanting the product and the incentive is more likely to opt for. And how has the promotion been forwarded to the customer? That would be by using marketing communication tools.

Each successful firm has their own, unique marketing communication strategy. Even though these strategies do not have too much in common, the grounds they are laid on have in many cases the same construction; answering the questions what, when, who, where, how and why. As it might be noted from the previous paragraph, the *what* and *when* questions belong to the promotion section. This leaves four unanswered questions that the firms need answers to.

Making clear who the firm wants the promotion to be pointed to makes the promotional campaign more efficient. In case the firm is looking for repeat business, the target audience for the promotion effort is found from the existing customers. Let the case be that the company in question wants to attract a new audience, then the communication should flow towards the ideal client.

The communication channels should be carefully selected so that the wanted customers have access to the promotion. The promotion having the chance to reach most customers in the selected target group is not always the best option. In order to avert huge deficits, the profitability of the communication tool is important to calculate before making decisions.

When the message receiver and the tools are chosen, the firm should keep in mind that there should always be a reason for sending the message.

Finally, adjusting the message into a form that is of the nature you want the promotion to be seen is a crucial step. Word-selections, images, output and framing all affect the way customers perceive the message. Succeeding in everything else but failing this step might just ruin the effort of attracting the customer towards the product or service. The flaws might seem rather small but in order to build prestige to the brand image and to have a successful marketing campaign, it is profitable to perfect even the littlest details – there is a thin line between success and failure (Fill, 2009).

5.4 Product Life Cycle

The Product life cycle (PLC) explains the product evolution stages during the entire product life cycle. PLC is commonly considered to have four stages: market introduction, market growth, market maturity and market decline. Each stage sets different approaches for the managers. Depending on the stage of the PLC, managers need to make decisions into which direction to further develop the product. Analyzing and using marketing activities actively help planning the future and taking the advantage from coming ups and downs (see Figure 2).

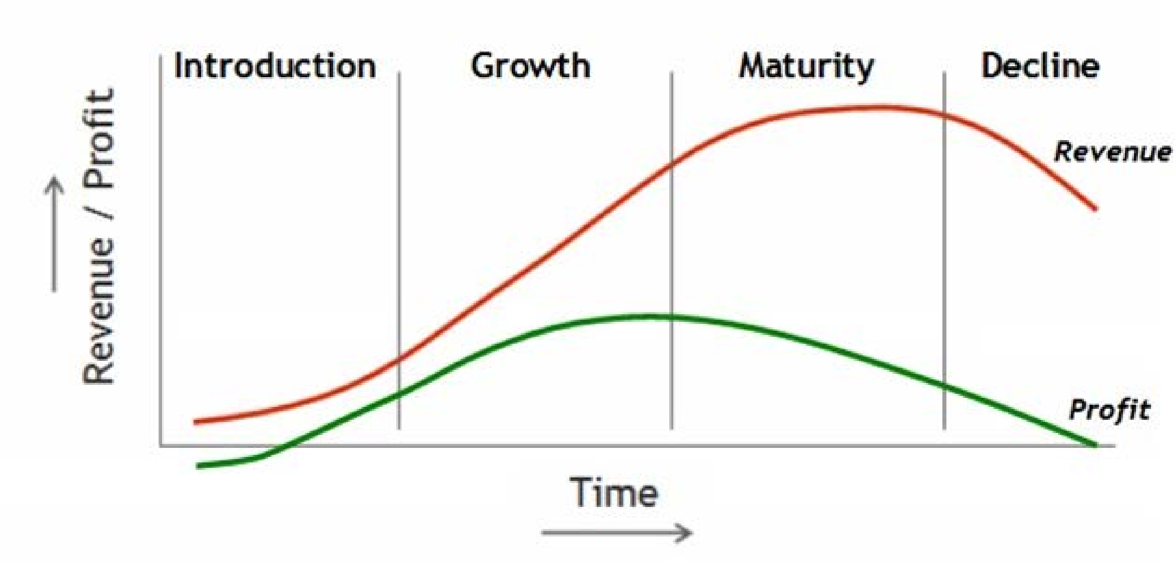

Figure 5. Product life cycle (Kotler et al. 2013)

In the stage of growth, revenues and profit increase. Profitability is the highest in growth stage, and therefore companies try to extend or reinvigorate product growth. The target market is already familiar with the product and customers are already purchasing it. More competitors try to enter this business as they see the positive market trend development and increased profits generated by the companies (Proctor, 2005, 103).

As in the growth part of the product life cycle, the competition increases companies need to differentiate their products from others. Differentiation can be done by developing the product or service by defining the benefits it will offer. These benefits can be quality and features. Features are specific attributes that contribute to functionality. Quality is one of the major positioning tools. Quality defines how well the product satisfies the needs of the customer (Proctor, 2005). Product quality includes all the characteristics of a product or service that bear on its ability to satisfy stated or implied customer needs (Kotler et al. 2013, 278). It’s closely linked to the customer value and satisfaction. In the case of services the main goal is to provide better quality than competitors. As the quality of service varies most of the time it can be difficult to define and judge. One way to measure if the company has fulfilled the expectations is the retention of consumers; do they come back. To complete the event marketing is important to know which part of the product life cycle (PLC) the event stands. This provides information about the competitors and revenues. All the aspects are valuable when deciding how to develop the product.

5.5 Event Marketing

Event marketing brings the advertising to the consumer by direct hand-to-hand sampling or interactive displays. While advertising and major marketing programs blast millions of consumers with the same general messages on television or mass media, event marketing targets specific individuals or groups at gathering spots where they hope to make quality individual impressions (What is Event Marketing - Event Marketing in a Nut Shell).

Event marketing starts with a research about the target market and their wants and needs. By knowing what kind of people will attend, where they live and how they can be influenced to attend, it builds up better opportunities for success. After knowing the target market participants can be divided into segments and better understand what techniques should be used to attach their attention and get them involved to the event. Shone and Parry referred that “The term ‘target market’ refers, in the main, to the people who would be coming to the particular event.” (Shone and Parry, 2010).

After research has been done and objectives are set, work can begin with planning the budget and schedule.

Budget

While making the budget for an event it is necessary to have some estimation of the number of people attending the event. These assumptions can be done by using own or competitors’ numbers from similar or earlier events. The number of attendants has on effect on the ticket prices. After estimating the number of attendants, the company can make their realistic break-even analysis. Break-even is the situation where company revenues are equal to the costs and revenues beyond that company earns profit as more units are sold. (Shone and Parry, 2010)

The budget is intended to act as a measure of performance between the intended outcome and actual outcome. The forecasting might be difficult to do for events because of the unique nature but some can be done with little adjustments from previous years’ actual outcome. This is if the same event has been organized in similar circumstances. (Shone and Parry, 2010)

When doing a budget, a list of incomes and costs is done. This list provides a detailed list of all the items. This means that budgeting is a method to control how the money is used. Budget should make clear lines on how the money can or cannot been used. Carefully build budget to ensure that all the parts are done in an economical manner and are efficiently used. For example, when hiring personnel, unnecessary workforce is wanted to keep at minimum to ensure maximum profitability. (Shone and Parry, 2010, P117)

Marketing budget doesn’t distinguish much from a general budget. It’s necessary to list all the incomes and expenses. These numbers comes from different channels used to market the event. If the event uses hired marketing staff it’s most probably the most costly part of the marketing. If volunteers are used to market can expenses drop enormously. Other expenses depend on the advertisement used, where traditional marketing (TV, radio, newspaper) is the most expensive one. Items like social media marketing or word-of-mouth can be difficult to add in the budget as there are no actual incomes or expenses.

Scheduling

“The scheduling is intended to give organizers an idea of the lead times for various marketing activities in order to plan what needs to be done and when, to get the most benefit from marketing effort”. (Shone and Parry, 2010)

One important aspects of scheduling are the long leads of happenings. Even though the advertisement would be ready, it might take some time before newspapers publish it. TV channels might require over six week notice time, as well as something quicker like printing brochures might have long lead times.

Having a clear schedule gives value to the organization. All steps are clear from the beginning and no unwanted time is wasted during the organizing. Having a written schedule makes it also easier to delegate different parts to the workforce or volunteers, leaving little room for error and time deficit due to workload.

6 Implementation

6.1 Time0, Oulu August 2013

ExtremeRun was considered as a suitable event for this research as it is a growing smaller scale event and had reached the participants mostly by WOM. Main organizer Mika Hirvinen hadn't had time and effort to focus on marketing and there was seen a good place for collaboration. With the help of this research marketing could be provided. The main organizer wanted help especially with Oulu, as he saw there potential to grow more. Other events in 2013 (Tahko and Vantaa) were more satisfying. Oulu had been organized twice before (2011, 2012), but there was still a lot of potential to increase the amount of participants.

The idea for ExtremeRun came from a TV show, which was held after ExtremeRun Vantaa 2012 event. There the assignor explained about the event and how he had built the whole concept in Finland. He had some help from a Finnish radio person Jaajo Linnonmaa and events were run by volunteers, although the assignor worked mostly alone organizing the event. Having only one main organizer it was understandable that there was no time for marketing as the assignor put his focus on the actual event and organizing the tracks. This was a good starting point to suggest cooperation and to conduct further research on the issue on hand. First contact with the assignor was done by email and after gaining his interest some phone calls was done as well.

After having a clear view on how to proceed, an interview was settled. As the focus was in the Oulu event, a suitable time and place was found there. One day before the actual event the assignor gave an interview and explained more detailed about the event, how it was managed and marketed. The interview was unstructured and the main purpose was to gain deeper insight about the event. One handled issue was the survey and its content which was decided be made as an exploratory research on customers and marketing but also questions on overall event management were added.

According to the assignor, the marketing before Oulu2013 ExtremeRun had been done via sport fairs, were some students had been handing out flyers for the fair visitors. ExtremeRun also had a radio advertisement, but the assignor was not satisfied with the outcome of the advertisement. It had been released too late and did not bring new participants. Together with Linnonmaa, they had tried to contact the local newspapers for an article but it had not worked out. The assignor knew that the number of participants could be increased via improved marketing but admitted that he did not have time.

ExtremeRun had a Facebook fanpage with 720 likes in August 2013. There were only few posts about the event and most of the information was in the webpage. Participant could contact the organizer only via emails and therefore there was practically no two-way communication with the participants. Another used social media channel was Youtube. There were about 10 videos published by ExtremeRun and a few others published by participants. Videos were either from the Vantaa event or compilations from the events. These numbers show that social media could be more active and improved in order to increase the amount of participant.

The assignor compared the situation to ExtremeRun’s competitors and said that the other running events have higher number of young competitors. The assignor wanted to lower the average age of the participants and gain more participants from students. As the WOM was strong, a message among the students would also increase the number of participants. One tool to contact more young people (under 35-years-old) and students was focusing the marketing on social media marketing. Young people are already active in social media, now they just should get interested in ExtremeRun. Other group that was missing from ExtremeRun was the foreigners. This was mostly because the webpage was only in Finnish.

The information which was gained from the interview was beneficial when forming the survey. In the T_0 start measurement point, information about the competitors were needed to understand who they are and where they are coming from. For the research it was also important to know how different participant groups (gender, age, occupation, running category) thought about the marketing and how they had heard about the event in the first place.

A web survey was provided to all the participants after the event. From T0 data analysis, the following information were gathered:

Using the Statistical Package for the Social Sciences –system (SPSS), the general information about the participants were unraveled. Out of all the 900 paying customers, 364 managed to fill in the survey out of which 9 responses were still to be retracted from due to too much of missing data and multiple answers. The collectable data resulted in 356 responses, which is 35% of all the participants. Here are the most significant results to affect the objectives of the study.

The representative group consisted of 106 men (29.8%) and 250 female (70.2%) respondents. As their occupation, a massive 261 respondents (73.3%) stated to be in work life. Students were the second biggest group with 68 responses (19.1%) marked. The leftover (7.6%) consisted of housewives, homemakers and unemployed. 304 respondents (85.4%) decided to run the so called “just for fun” run while the more competing people attending the “race” group resulted in just 49 people (13.8%). A group of 277 (77.8%) claimed to be of the age of 35 years or under.

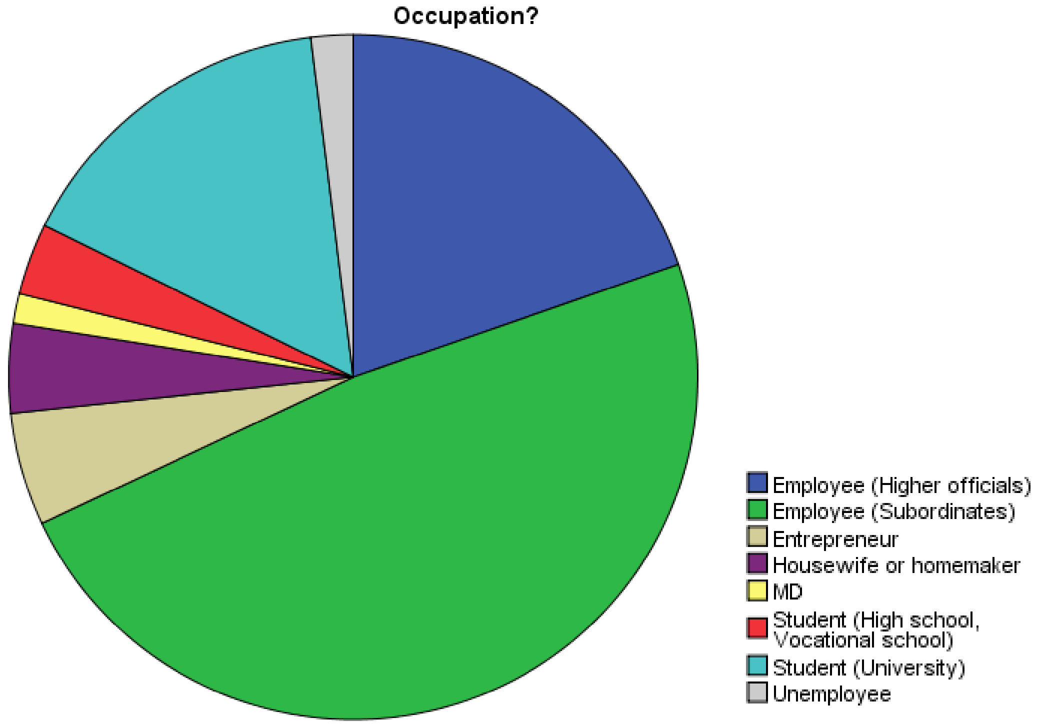

Figure 6. Occupation distribution (all age groups)

When taken a look into the target group of the under 35 year olds, the age groups are lead by the 31-35 year olds as well as the 26-30 year olds, together holding more than two thirds (68.6%)of the responses. The one third left is mostly gathered by the 20-25 year olds (20.8%) leaving the minor piece (4.7%) to the 19 and under.

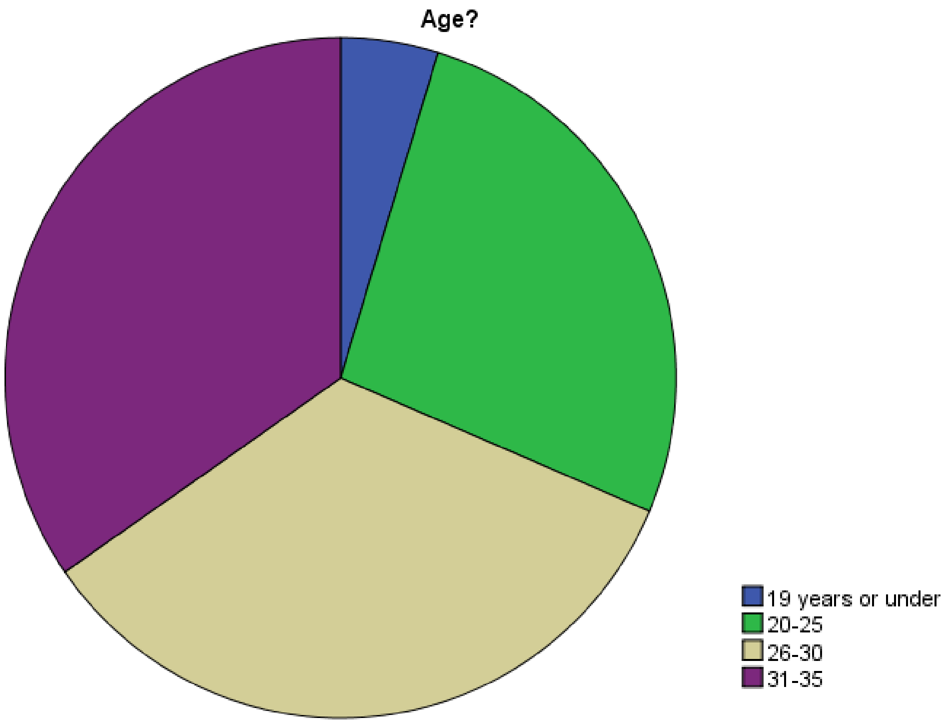

Figure 7. Age distribution (under 35 year olds)

Since the target for the ExtremeRun Oulu –events by the organizers was to increase the amount of young people attending the event, the target group was to be lowered; the age group of 35 year olds and under became the specified target group. As mentioned before, according to the data gathered, 277 people out of the respondents belong to this target group. To understand the behavior and the needs of the target group, a deeper analysis has been conducted.

As seen from the figure1 below, not a lot of variance can be noticed when comparing gender with age. The majority consisting of approximately 70% female contestants is a visible fact in each segment, no matter whether over or under 35.

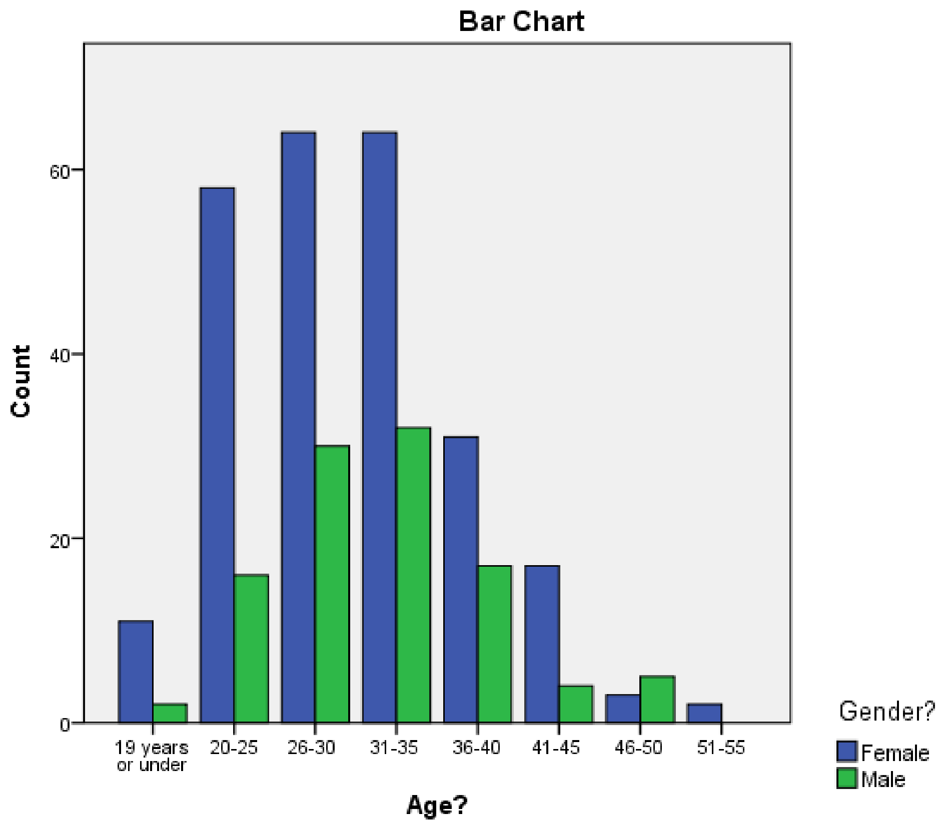

Figure 8. Age and gender distribution (all age groups)

When asked from the participants (under 35 year olds, total amount 277) where they found the information about the event from, 52.3% told they heard about it from a friend. Second to most information was found from the event webpage with a score of 18.8%. Social media did not inform the mass crowds, as it managed to gain only 11.9%. The rest were left with under ten percentage; radio (5.1%), blogs (2.5%), news sites (2.2%), television (0.7%) and newspaper (0.4%). One could also find an answer choice “Other” which managed to score 5.8%. It consisted mostly of answers to do with earlier visits. A low social media number was a bit surprising and therefore a high growth could be awaited in Oulu2014. Blogs weren't published by the organizers but some earlier participants.

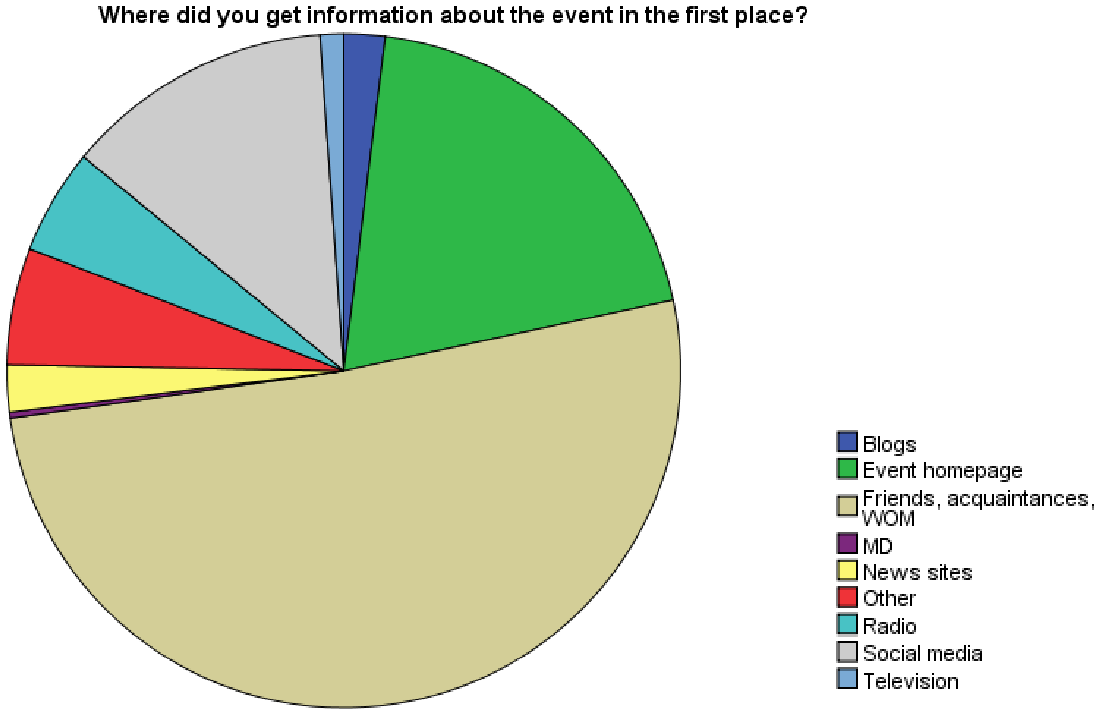

Figure 9. Source of information distribution (under 35 year olds)

Another analysis was conducted to gain knowledge of the target group. This time age was compared with occupation of the respondents. As seen from the chart below, the employee bars take on most of the responses. But what is interesting and that cannot be seen as clearly from the frequency charts is that even though the students do not cover that much ground, the 20-25 year olds student responses overcome the ones from the work life people. This could be read as an opportunity to gain an even bigger student customer base.

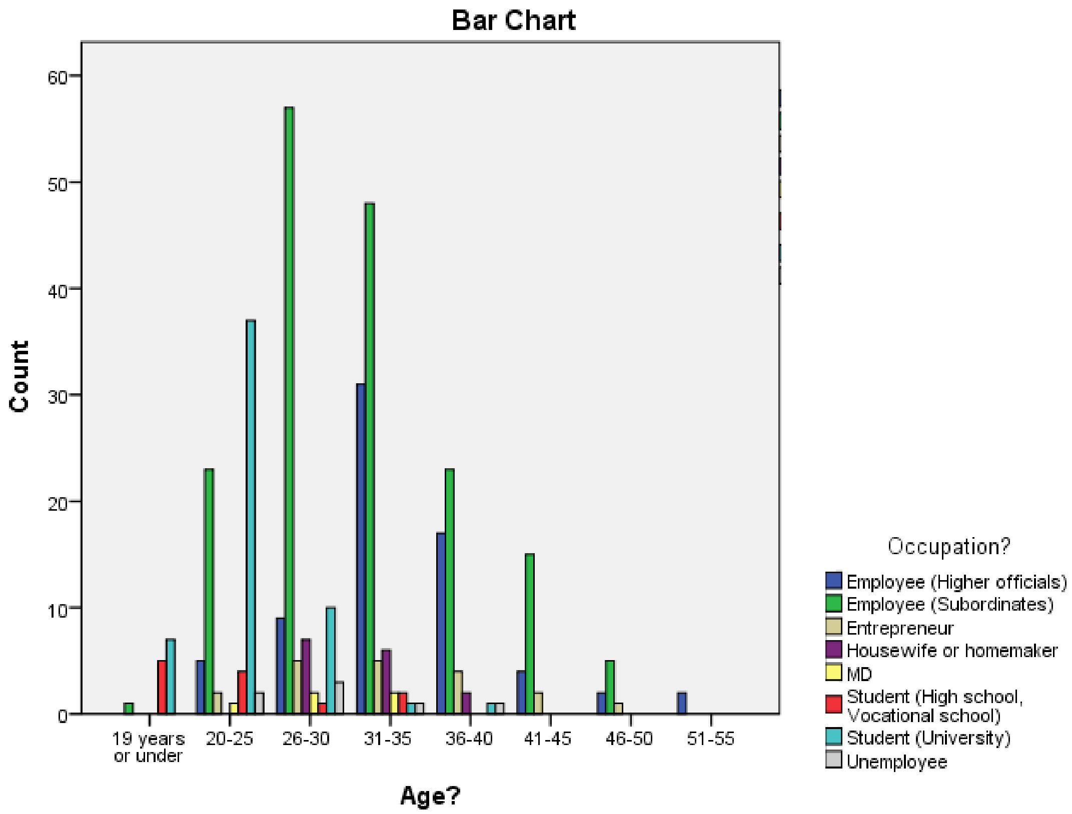

Figure 10. Age and occupation distribution (all age groups)

Gathered qualitative results support the quantitative answers. The amount of participants answering to open-ended questions was much lower than to other questions. And between the open-ended questions the responds varied a lot. Most of the participants were satisfied with the event itself. Most positive features were considered the track, info letter, staff and especially the great atmosphere during the event. Marketing needed more attention and most of the participants hadn't seen advertisements. They had heard about the event from their friends, at workplace or at gym. That shows that the marketing could be done better in order to reach more people. Many suggested that some article afterwards would bring more participants for next year. They thought that the social media usage could be stronger. Participants hadn't found the Facebook group and could only follow information from the webpage. The information on the webpage was confusing according to the replies. The map wasn't current and some links went to wrong places. Respondents didn't like the Vantaa focused webpage, meaning that Vantaa's event was the homepage and had more information than Oulu's page. A good side of communication before the event was the information letter sent to the participants.

When asked about if the event marketing corresponded to the actual event only 8% said somehow or it didn't. As a conclusion from there participants thought the marketing corresponded to the image they had about the event.

6.2 Intervention

After analyzing the data from Oulu2013, a marketing plan could be done. That marketing plan was considered as the guideline for the intervention done between Oulu2013 and Oulu2014 events. The marketing plan included the use of social media in following actions. One of the goals of the social media marketing was to improve the communication between participants and organizers.

Even though improved social media visibility was done during the intervention, the assignor had a full control on all actions. Before publishing anything, the assignor had to approve the material used. He created accounts to Twitter and Instagram and a new email address for direct emailing.

First action was to translate the information from the webpage to English. This way it would be easier to attract foreigners as well, for example exchange students from universities. When translations were done, the assignor added them to the ExtremeRun webpage.

Marketing plan contained detailed information on how the following categories could be used during the intervention.

1. Publishing services
2. Media sharing services
3. Networking services

In addition to those categories, some direct emails were sent to schools and sport clubs. The idea behind was to attract students or club member to join the event together also in groups. Emails were sent to the person seen as responsible of forwarding the messages inside the student or sports community (study counselor, team leaders, etc). These emails were sent to schools, universities and clubs located geographically at a distance with easy access to the event. Results from Oulu2013 survey showed that most of the participants travelled up to 50km to the event area. Emails were then decided to be sent within an area of a bit over 50km, in order to also reach the bigger cities nearby Oulu. The emails consisted of a short description about the event and links to the event webpage, Facebook page and group, and also a mentioning of #ExtremeRun for Instagram and Twitter. The same kind of information package was published in various sport clubs' and academy's Facebook group wall.

Publishing services are meant to publish ideas and information. Examples of publishing services are blogs, forums and Wikis. For this research some publications were done to forums. Forums were chosen to be sport forums instead of topic-free forums or forums of other matters. The posts contained information about the event and provided a channel for people to comment or ask questions. This resulted to some comments but any bigger media attention or deeper conversations in forum were not achieved.

From the 2013 results, the great atmosphere stood out. This notification was beneficial for marketing and could be used as a marketing tool at a later stage. Media sharing services like Youtube and Instagram functioned very well in order to share information about the atmosphere from the event. From the published videos and photos, people could see the atmosphere. Youtube videos could be also linked to other posts so that people would be lead to the ExtremeRun Youtube channel.

The number of smart phone users has increased steadily and nowadays users share more of their photos and experiences in social media. Common sites for sharing include Instagram, Facebook and Twitter. These media sharing services provide a possibility for users to communicate with organizers. After posting photos, participants may response with additional questions and comments. This leads to effective two-way communication in which participants could, for example, share their opinions about the track.

Sharing photos from the event increases the visibility of the event. *Participants' photos create a possibility to interact with the brand, and fill the gap between organization-created and user-created multimedia content.* Not only the followers of the ExtremeRun accounts can see the posts but also all the followers who follow the participant. From the shared people, more people become aware about the event and with a good example of their friend they might just join later on. Results from 2013 showed that many of the participants heard about the event from a friend. Another tool was to collect participants' blogs and linking them to ExtremeRun Facebook page so that people could read thoughts as told by people with deeper insights about the event. ExtremeRun itself did not have a blog, due the lack of workforce to take care of it.

From the networking services Facebook was the most active social media marketing too. All the information about the event was published there and people could ask questions and share ideas. Facebook was seen as an effective link between the actual webpage and social media marketing. In

Facebook people could ask questions and share their ideas with other participants. For example travel expenses were shared and divided by carpooling.

Twitter was another networking service used to promote and communicate with people. Like in Instagram, participants could tag their photos, share opinions and comment about the event. Information published in Facebook was also abbreviated to 140 marks as a tweet and people were encouraged to visit the Facebook and webpage to find out more.

ExtremeRun Oulu got some support from the events in Tahko and Vantaa. Social media reached higher user numbers closer to those events. People shared their photos and experiences and therefore increased the visibility in social media. ExtremeRun organizers answered to their questions, comments and shared pictures. There were many blog writings about the Vantaa event. People searching information about the Oulu event could get introduced to the concept by reading blogs on the events held elsewhere too.

For this research, Tahko 2014 event was used a checkpoint for the Oulu event. All the aforementioned tools in marketing efforts for Oulu 2014 event were used to market Tahko as well. Instead of trying to increase the number of participants, the aim was to build up a functioning two-way communication and provide networking and sharing services. As there is no survey research done about the outcomes, this research can only rely on the users’ photos, comments, tweets and likes in social media. Those numbers increased after Tahko and people used #ExtremeRun more than before.

6.3 Time$_1$, Oulu August 2014

Before T_1 end measurement, an interview for the assignor was held again (Oulu 2.8.2014). It was and unstructured interview aiming to hear about the marketing between the 2013 and 2014 events. The interview concluded the intervention and gave some hints on what changes were happening when comparing start and end measuring. As the interview was scheduled just before the start of the run, the assignor did not have enough time to answer to all the questions during the interview itself, so he answering the remaining ones later by email.

As this research was more about social media marketing, traditional marketing was done by the assignor and Linnonmaa. For the Oulu event, one radio advertisement was launched. Also two newspaper companies had contacted them; one before the event and the other one right after.

The segmentation for the radio advertisement was done by choosing the proper channel. Radio SuomiPop has a target audience of 18-44 years-old and therefore it was considered to be suitable for ExtremeRun. As Jaajo Linnonmaa is a morning show host at Radio Suomipop he offered help when publishing the advertisement. Radio Suomipop is also a part of the Sanoma Media Finland concern which lead for the same advertisement playing in various other radio channels as well.

The ExtremeRun organizers calculated the cost of a radio advertisement as regards to the reach it would make and decided to match it. It was calculated that the advertisement should obtain 1000 customers in order to be profitable for the company. The assignor mentioned that it was worth the shot, and even in the worst case scenario (not reaching even close to break-even), it would be of great value for the whole ExtremeRun brand to get publicity in the national radio.

Social media follower numbers had increased enormously during the intervention. Before the T_1 measurement Facebook fan page had 4535 likes and in the ExtremeRun group there were 2613 profiles. Some of those were thought be in both. Twitter had earned 171 followers during the intervention and Instagram 154 followers. These numbers don’t show the exact numbers of participants and some of those might have become from the Vantaa and

Tahko events. Counting the Youtube videos is more complicated, as the ExtremeRun channel has only few and most of them are published by independent companies or individuals.

Even though the use of social media had increased, as well as the amount of articles in newspapers and the radio advertisement, the growth in participants was not as good as during previous years. The set targets in order to gain more young people and students did not get achieved. Even though the webpage was translated into English, the feedback survey was sent only in Finnish, leading to only one respondent from abroad. Still, the assignor compared the participants of 2014 to its competitors. He stated that the number of students could be even higher. As it is in “Color Run”, most of the participants are students.

After the interview, the assignor also approved the same survey for 2014 as used the previous year, and said that he can provide 10 free entries for next year to be raffled between the respondents.

As a last sentence the assignor concluded the year in the following way: “Now it feels good, it’s relieving to notice that the event functions well even though the number of participants is not increasing as it has been during previous years”. (Email 7.8.2014: ”Nyt kuitenkin tuntuu helpottavan ja on ollut hienoa huomata, että tapahtuma voi hyvin vaikka ei kasvua olekaan ollut edellisvuosien tapaan.”)

Quantitative analysis of Oulu 2014 data shows the following: The Oulu 2014 event was expected to bring more participants than it had the previous year, and so it did. Unfortunately, the same could not be said about the responses to the surveys conducted; the amount of answers totaling to 294, that is 27.8%. When looking at the age of the participants, a small downturn can be noticed also here as the amount of the 35 year olds and under has dropped to 72.8%.

Since the sample size is only a third of the whole population, smaller changes might not be reliable enough to make conclusions. These changes have happened between the sexes, as male respondents number has increased a couple percentages holding now a bit over a third of the responses (67.7%), thus decreasing the amount of female respondents by the same few percentage (32.3%). 240 respondents (81.6%) said they were a part of the working life. 39 people (13.2%) answered “student” whereas the rest (5.1%) chose housewife or homemaker, unemployed or the data was missing. The participants were asked to fill in their race category, which again resulted in a huge deficit of 247 (84.0%) “just for fun” runners against the race category’s 44 (15.0%) participants. A few left unanswered which lead to the leftover 3 respondents (1.0%) in the missing data category.

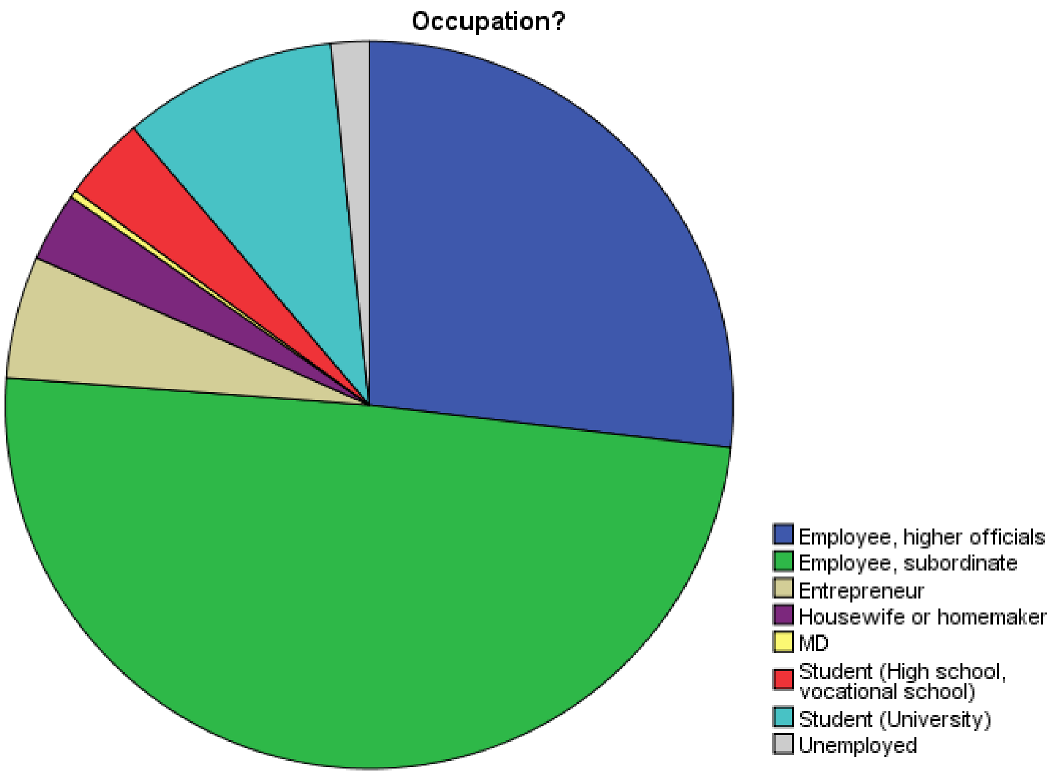

Figure 11. Occupation distribution (all age groups)

The 31-35 and the 26-30 year olds formulate the largest share of the age groups with 158 replicates (73.8%). The shares of the two youngest age groups has fallen even more apart from the two biggest groups as they are totaling only 56 participants (26.2%).

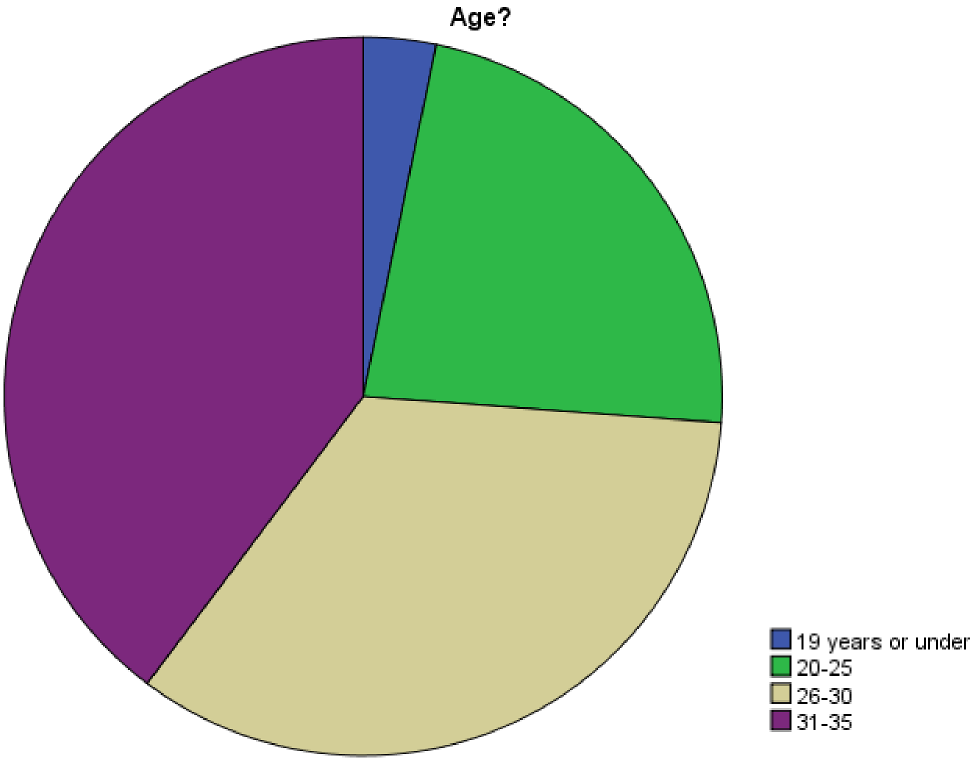

Figure 12. Age distribution (all age groups)

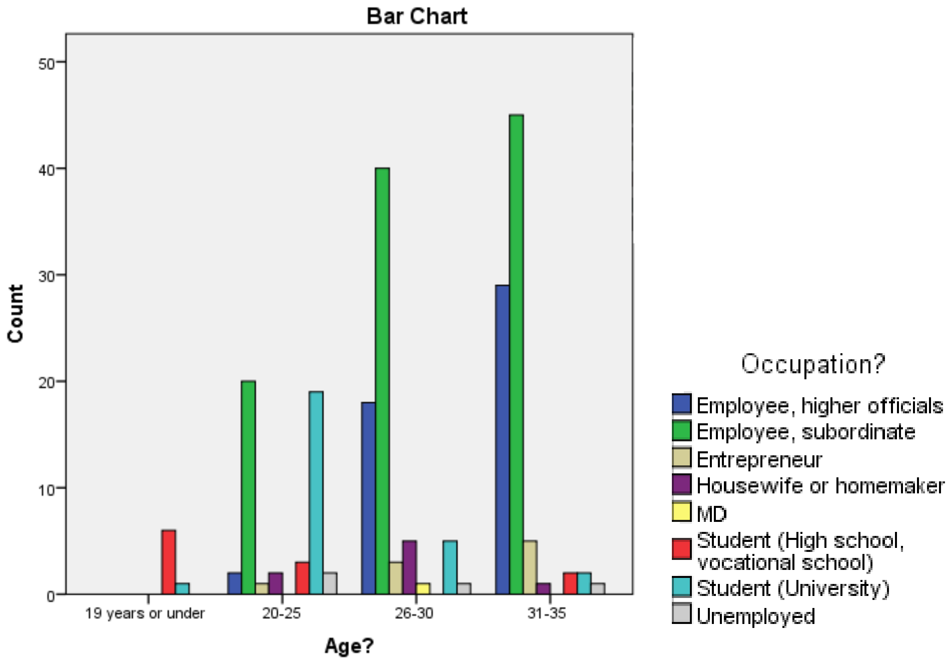

Figure 13. Age and occupation distribution (all age groups)

Looking at the results from the under 35 year olds and from where they have received the information about the event in the first place, it can be spotted out that friends, acquaintances and word of mouth is still the number one candidate for information spreading as expected with 101 voices (47.2%). Positioning second, the ExtremeRun homepages scored a steady 47 participants (22.0%) closely following by social media with 30 participants (14.0). The ExtremeRun radio commercials and talk shows managed to gather almost every tenth of the under 35 year olds, scoring 20 (9.3%). News sites, television, blogs and other sources of information scored a cumulative amount of 16 voices (7.5%). The biggest boosts happened to radio, as it managed to double the info flood from last year. In contrast, the word of mouth communication did not get as much participants as it was expected, though, still keeping the huge lead in the communication exchange.

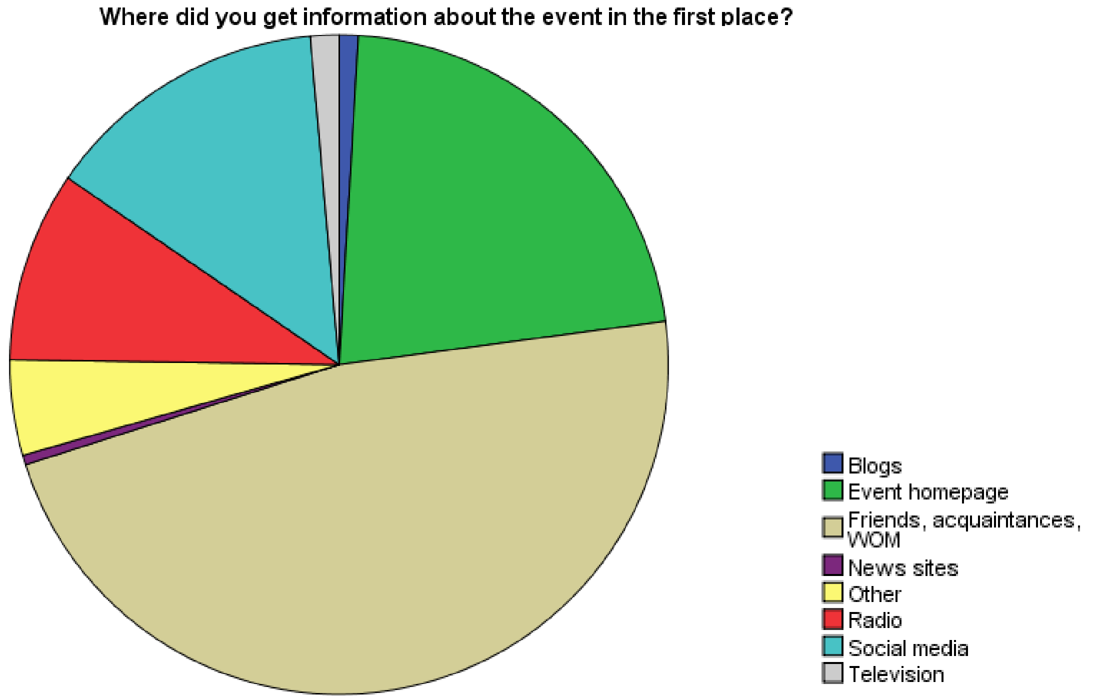

Figure 14. Source of information distribution(under 35 year olds)

Here again, the age occupation factor is where it is most visible that the students have found the event. The count is nearly 20, lowering from last year, unfortunately, but still maintaining the potential for the event to build a future of becoming a student-friendly sports event. The 20-25 year olds also strike out as the age group not finding the event in the same pace as the 26-35 year olds.

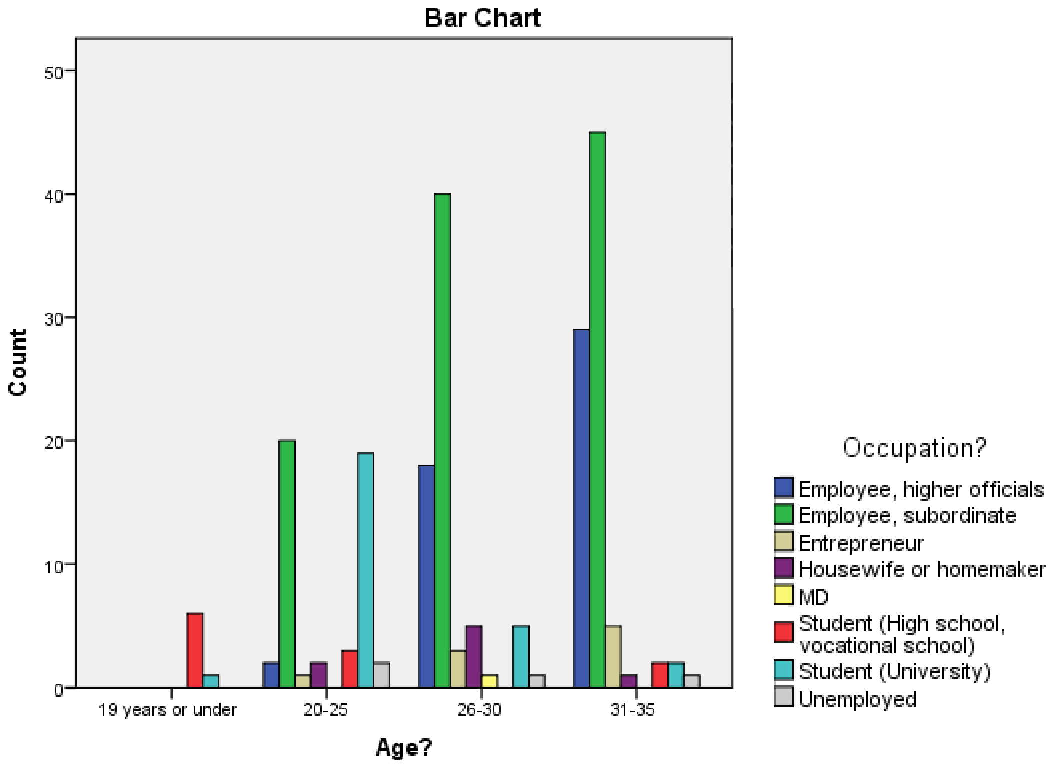

Figure 15. Age Occupation distribution (under 35 year olds)

Qualitative parts of t1 measurement showed: Most of the participants were satisfied with the event. Before the event sent info letter contained enough information and it was easy to follow from Facebook and from webpage the news. Webpage was though considered a bit confusing and the maps weren't updated to 2014. New participants couldn't find information about the obstacles in the track, but it has been like that also before. People mentioned lack of advertisement and that they had heard from a friend about the event.

Feedback survey for participant received lot of good attention from the participants. Communication in some parts had failed, as it as a surprise to respondents that some money was donated to charity after the event. The compilation video from Oulu’s event didn’t receive any positive feedback, it didn’t show the great atmosphere on the event and contained much material taken before the running.

Majority (93%) thought that the event corresponded to the marketing of the event. Again the most of the people were extremely satisfied with the atmosphere in the event. Also the track, place and arrangement received positive feedback. Recommendation for improvements were communication, as the track wasn’t successfully marked and some participants went to wrong way. Besides communication participants weren’t satisfied with the joint-start and some were unsatisfied with the track as well.

7 Results and Conclusions

The results to be opened in the following chapter have been categorized into three separate parts; start point measurements (t_0), end point measurements (t_1) and the differences between these two measurements (t_1-t_0). Most of the studies may be comprised of one compressed result but due to the nature of the research approach, the design research, it is vital to carry out the resulting in these aforementioned parts. In the beginning of the study, the objectives, delineating research questions as well as the hypotheses to do with the goal setting and the overall picture of the research were discussed. In order to get a hold of the previously presented implementation data, the results are wrapped up together with the objectives of the research itself.

Before any of the data were gathered, the big picture objective was set up to keep the focus of the study on track throughout the research; study and analyze the effects of marketing in a sports event company. Separately this objective would have been too wide to provide any kind of specified research within the given timeframe and scope of the study. That is why after the first interview with the organizer, an objective for the t_0 research was formulated; conduct a research on the marketing of a sports event and study the different marketing measures taken to engage the younger age groups into the event. And to support the objective, a question was created: which marketing tools and communication channels could be used to enhance the odds of attracting young age groups into the event?

From the data gathered and analyzed, it is seen that the participation numbers had dropped quite radically for the younger age groups (under 25 year olds) and that the students have a spike in the 20-25 year olds that stands out visibly. The low participation numbers are most likely affected by miscommunication between the young age groups and the organizer. This can also be backed up by showing that for so many, the information about the event was first heard through WOM, and media as a marketing tool appeared to be rather feeble. When looking at the spike that the students have, it is obvious but worth mentioning; students mostly consist of the under 25 year olds. And when the amount of students is compared with people in working life, the ratios in this exact age group are in balance, showing that the amount of students compared to the leading group of employees and managers is structured even. But in case students participating in the event are compared with the total potential of students in the city of Oulu, suddenly the 19,1% that comprises of students does not satisfy anymore, since Oulu is known as one of the most student-friendly cities holding close to 30 000 students in universities and another 12 500 studying in high schools. And also, with the inactive social media usage from the event, the improvement efforts in that frontier were seen as the best way to begin the two-way communication with.

During the intervention period between the two measurement points, the objective for the t_1 was formulated; study the effects of increasing social media marketing. This was supported by the research questions; can activity (two-way communication) in the social media frontier increase the amount of visitors/likes? Is this in some equation with the change in the participant amount? The results were satisfying in the light of managing to increase the amount of social media (Instagram and Twitter), the activity there (Facebook) measured by answering to messages and posted questions and the amount of likes gathered within the one year span, managing to gain five times more people liking the event Facebook pages than what the pages had likes before the t_0 measurement. The Oulu 2014 event managed to increase the amount of participants once again, though not in the same ratio as in the previous years. So, the two-way communication improved quite drastically, making social media a channel of informing and sharing the news, problems and experiences and gaining a society-like image.

The differences between the measuring point data show that changes have happened between these two points. The amount of students has dropped from 19.1% to 13.2% which indicates the marketing towards younger population to have not succeeded in the direction wanted. But when looked from the social media perspective, the WOM information flow which was 52.3% in t_0 has dropped almost five percentages to 47.2% in t_1. The percentage deficit hit to WOM is most likely due to the improved marketing efforts done. In fact, when asked about the media which first influenced the participant, a 2.1 percentage point increase was done by social media (from 11.9% to 14.0%) while the radio managed to pull an amazing 4.2 percentage point improvement (from 5.1% to 9.3%). The results show that social media marketing is worthwhile to put effort on since the costs are low to none and the possibilities to reach customers are brilliant. Unfortunately, the increase in “likes” and followers on social media might not always affect the sales on their own but spreading the brand and its image through pictures, experiences shared by other participants and the communication efforts done by the organization staff are all part of the value building of the firm.

8 Discussion

The purpose for this research was to give a helping hand in marketing for the assignor and to apply the knowledge gained throughout the studies in a marketing study. The assignor wanted to increase the number of participants and needed help with marketing. As this research had the big picture objective of studying and analyzing marketing in sports event company, ExtremeRun was seen as a case company. With an interview and literature review the overall objective could be narrowed down and more specific objectives were created for both measurements (t_0 and t_1).

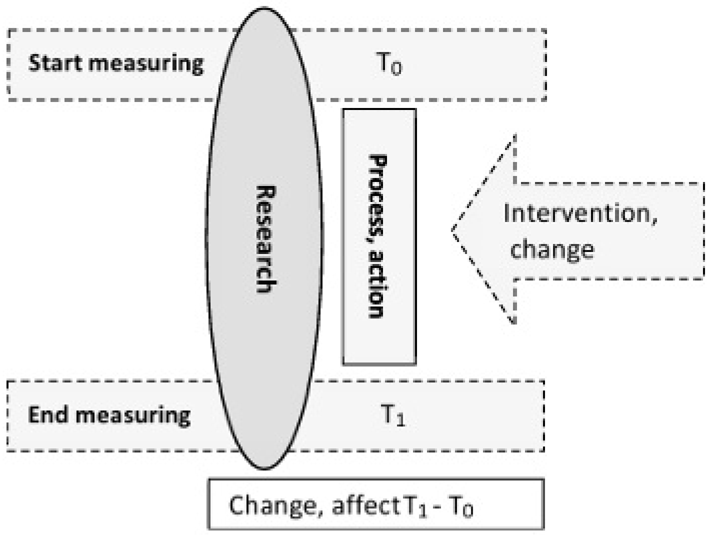

Figure 16. Model of design research (Kananen, 2013)

Using design research approach fitted well to this research and provided a functioning template to study marketing of a sports event. Start- and end measurements were identical but were studied and analyzed in different manners according to the objectives. Research affect (T_1-t_0) could be still done and some conclusions drawn. Qualitative data from interviews and from open-ended questions supported well quantitative data and provided valuable knowledge about the overall marketing and participants' opinions. The assignor's opinions and wishes for the research were found during the interviews and together with participants and organizer's ideas the objective could be studied in more specific way.

There had not been any research about the participants beforehand so before starting the actual marketing (intervention) the objective was as following: conduct a research on the marketing of a sports event and study the different marketing measures taken to engage the younger age groups into the event. While comparing the participants age groups to other similar fun run competitors ExtremeRun had one of the highest average ages for the participants. The assignor wanted to decreased it and attract more young people. Therefore a research question to support the objective was created: which marketing tools and communication channels could be used to enhance the odds of attracting young age groups into the event?

Data from Oulu 2013 provided the information who the participants are and where they are coming from. For the research it was also important to know how different participants groups (gender, age, occupation, running category) thought about the marketing and how they had heard about the event in first place. Results of the t_0 measurement supported the information provided by the main organizer. The average age was quite high and students were not in an active role. Over half of the participants had heard about the event from a friend and many mentioned the lack of marketing done when responding to the qualitative questions.

The results from t_0 measurement were in mind while creating a marketing plan for the intervention. Marketing plan included social media channels and other features to build up two-way communication with the participants. The idea was to reach younger participants for Oulu 2014 event. The marketing plan acted as a guideline and supported the t_1 measurement objective; study the effects of increasing social media marketing. A research question here was: can activity (two-way communication) in the social media frontier increase the amount of visitors/likes? Is this in some equation with the change in the participant amount?

Based on the results, these questions can be answered; yes, the active use of different social media channels increased the number of followers and likes. But no, there weren't found any equation between followers/likes and the number of participants. In this research the followers/likes increased enormously during the intervention but the number or participants increased only slightly. Still, the most important outcome of this research was that with a zero budget, the social media activeness is worth of focusing as it created a two-way communication with the participants and provided channels for spreading the brand. Having a highly competing market area, positive social media presence may differentiate a company from its competitors.

During the research, it was interesting to follow how the social media changed. Social media marketing channels are improving all the time and there are more publishing and networking channels used in social media. It was considered impossible to be active and follow all of them, therefore only the major ones were chosen. Finding a valid theory about social media marketing was considered to be complicated. Some literature about social media marketing was found but due the rapid changes happening in the field, information once considered to be valid quickly becomes old.

8.1 Recommendations

As this research did not increase the number of students in the event, a recommendations to reach them would be some cooperation with the student organizations. Schools could have group or student prices. Direct emailing did not reach students as there were no email addresses directly to students. It is impossible to say if contacted personnel forwarded the message or not.

Social media publishing and network services have been created now and in order to benefit from them, they should be maintained and updated on a daily basis. Social media provides now other options for emailing to have two-way communication with participants. One option here could be having students updating them. In order to improve the event, feedback should be collected after each event and analyzed thoroughly. The enrollment tool that ExtremeRun uses provides a free ready-made survey so only analyzing would need to be done. Analyzing the data could be delegated to students as well, so it would not increase organizers' workload.

From the participants' open-ended questions it could be seen that they are still expecting traditional marketing as well. Having only social media channels did not satisfy the participants. They mentioned the lack of attention in local newspapers. Therefore a combination of traditional and social media marketing would be the best option for sports event marketing.

Survey contained many additional questions about participants overall satisfaction and functionality of the event. The collected data was not part of this research but results have been analyzed for the assignor. These results showed the parts where participants were or were not satisfied with in the event management. That information can be used in following years in order to improve the event and to get more satisfied participants. By having satisfied participants, coming back during upcoming events is more probable as well as telling about the event to their friends as well.

8.2 Limitations and Ideas for Further Studies

Duration of the research was over a year and the objectives became more exact during the year. This affected on the validity of the questionnaire. From the data collected it was not beneficial to draw conclusions about the social media. More specific questions pointing the opinions would have provided broader understanding of the participants for this research. Now with the same survey two parts were done; social media marketing and overall satisfaction. This was beneficial for the organizer but increased the workload of this research.

Timing had some limitations to the research as well. The assignor was doing his daily work during the winter rather than focusing that much on ExtremeRun. Living in different parts of Finland and having different schedules prevented meeting with the consigner during the year. Therefore communication was done by emails and it was not the most efficient way to communicate. Interviews were organized at the same time with events and the consigner's focus was in the organizing of the event. Interviews were not as deep as possible and more informative insights could not been shared. Doing social media marketing without having all the current information about the event was sometimes problematic. To be active in social media there should be something posted continuously so that it would really come out as worth following. While intervention, some information took a while from the assignor and were already being published in other sources before informing us to update them to the social media accounts, thus new information was hard to update.

If the assignor would like to increase the participant numbers he should create a more specific survey about how people found the event and who were the participants. Then it would be easier to define the target market and indicate the marketing for them. Now used overall satisfaction survey provided lot of information about the event and especially about the track, but not that much about who were the participants and for which reasons they joined the event.

8.3 Credibility

Design research does not have its own research approach, therefore both quantitative and qualitative approaches need to be used. For credibility both approaches need to be evaluated separately by using the credibility criteria of each method. Together credible approaches create value to design research. As design research contains development and research work, the most important factor is change. For a credible end result, correct methods and credible information are highlighted. (Kananen, 2013)

For this research, objectives were narrowed in stages. Starting point was a common idea for conducting research in the field of sports and marketing. After literature review some narrowing done was done by reading earlier thesis researches. The idea for event marketing came from reading about ExtremeRun as an event, which had been growing without actual marketing done (mostly by WOM). Contacting the assignor before Oulu2013 event gave already some directions for the research.

Quantitative survey was a base for this research. Structure and questions were used from Finlandia Marathon 2013 customer satisfaction research. It was given by JAMK (Jyväskylä University of Applied Sciences) senior lecturer Risto Rasku. Although the focus of this research was more in marketing than in customer satisfaction, the structure and questions were modified to support the objectives of this research. All the changes were based on literature review, and desires of the assignor. The assignor ascertained all the stages and reviewed all the decision made.

Reliability in quantitative research means the consistency of the research results. Same results should be achieved again in case the research would be repeated. In case of ExtremeRun this would not happen, as the change in social media marketing is gained and more participants are reached yearly. High number of WOM and increasing number of events and participants would change the outcome of the research. Other part of reliability is the stability, how the measures keeps up with the time. ExtremeRun competitors are spreading their event around the Finland and increasing the amount of events, so the competition in the field increases all the time.

Validity can be divided into sub-categories external, contents, structural and criteria, out of which external validity is the most important, as the aim is to generalize and external validity measures how well the results can be generalized. Design research itself does not aim to generalize, as the change might not be transferred to other comparable situations. In the case of ExtremeRun, external validity can be a proof as all the participants had an opportunity to answer and the number or responses were high in both years. Responses covered both genders, running categories, various occupations and ages.

Objective for T_0 came from the desire of assignor, to study the current participants. Even though the survey was ready-made, it was modified during the interviews with the assignor. The assignor had a possibility to clarify, add or remove some questions in order to serve for the future event management. He wanted to have wider survey (not only marketing part), in order to draw whole picture of the participants satisfaction, but this research focused mostly on marketing part.

Literature for design research supports this, as the starting point is about understanding the concept. Results from T_0 were analyzed and checked through with the assignor and then drawn an objective for T_1. Again, the idea was to provide useful information for the assignor.

Documentation was done during the whole process. All the e-mails, memos, data and diary were saved in a same place and therefore going back and observing the change can be done. Encoding the materials and creating themes might lead to interpretation. In this case consistency of interpretation was diminished by having sufficient information before interviews and then approving all the needed end results from the assignor. Conclusions were drawn and stages completed after the assignor had ascertained the results.

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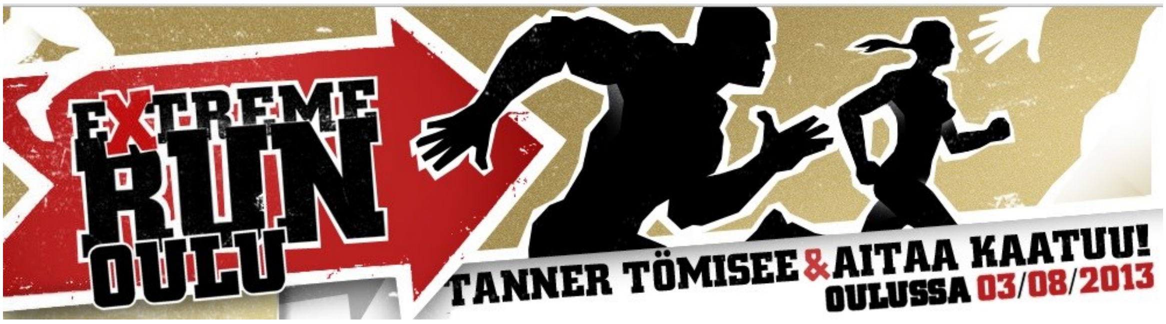
Appendices

Survey used in Oulu

ExtremeRun Oulu2013

Vastaamalla seuraaviin kysymyksii autat meitä kehittämään ExtremeRun tapahtumaa ensi vuodelle. Vastanneiden kesken arvotaan 10kpl osallistumisia ensi vuodelle. Jätäthän siis yhteystietosi mikäli haluat osallistua arvontaan.



1. Sukupuoli?

   Merkitse vain yksi soikio.

   - Mies
   - Nainen

2. Ikä?

   Merkitse vain yksi soikio.

   - Alle 20v.
   - 20-25
   - 26-30
   - 31-35
   - 36-40
   - 41-45
   - 46-50
   - 51-55
   - 56-60
   - Yli61

3. Kotikunta?

Kirjoita nykyinen kotikuntasi alla olevaan
laatikoon. Jätä väliin jos ulkomailta

....

4 Kuinka pitkä matka oli kotipaikkakunnaltasi tapahtuma-alueelle?
Mikäli tulit ulkomailta, kirjoita maa "muu"-kohtaan
Merkitse vain yksi soikio.

- 0-50 km
- 51-100 km
- 101-150 km
- 151-200 km
- 201-300 km
- 301-400 km
- 401-500 km
- 501-600 km
- 601-700 km
- yli 700 km
- Muu: ....

5. Ammatti?
Valitse parhaiten sinua kuvaava nimike
Merkitse vain yksi soikio.

- Opiskelija, 1.aste (Peruskoulu)
- Opiskelija, 2.aste (Lukio, Ammattikoulu)
- Opiskelija, 3. aste (Yliopisto, Ammattikorkeakoulu)
- Yrittäjä/ yksityinen työnharjoittaja
- Työntekijä, ylempi toimihenkilö
- Työntekijä, alempi toimihenkilö
- Kotiäiti tai -isä
- Eläkeläinen
- Työtön

6. Osallistumasi matka
Merkitse vain yksi soikio.

- Hupi
- Kilpa

7. Kuinka monta kertaa aikaisemmin olet osallistunut ExtremeRun tapahtumaan?

Merkitse vain yksi soikio.

- Tämä oli ensimmäinen kerta
- 1 kerran
- 2 kertaa
- 3 kertaa
- 4 kertaa tai enemmän

8 Mistä sait tiedon tapahtumasta?

Merkitse vain yksi soikio.

- Tapahtuman nettisivut
- Sosiaalinen media, Facebook, Twitter yms.
- Blogi kirjoitukset
- Uutissivustot, Ilta-Sanomat yms.
- Sanomalehdestä
- Radiosta
- Televisiosta
- Kavereilta/ tuttavilta
- Muu:

9 Osallistuitko tapahtumaa.. ?

Merkitse vain yksi soikio.

- Yksin
- Ystävän/ ystävien kanssa
- Perheen kanssa
- Työporukalla
- Urheiluseuran kanssa
- Muu:

10 ENNEN tapahtumaa

Mitä mieltä olet seuraavien asioiden järjestämisestä ennen tapahtumaa?

Merkitse vain yksi soikio riviä kohden.

	Hyvin tyytyväinen	Melko tyytyväinen	Melko tyytymätön	Hyvin tyytymätön	En osaa sanoa
Ilmoittautuminen					
Hinta					
Markkinointi					
Tiedot kotisivuilla					
Tiedot tiedotusvälineissä					
Saapuminen, opasteet					
Pysäköinti					
Vastaukset sähköposteihin, nopeus					
Tiedot alueen palveluista					

11 Vapaat kommentit

Järjestelyistä ennen tapahtumaa

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12. Tapahtuman AIKANA

Mitä mieltä olet seuraavien asioiden järjestämisestä tapahtuman aikana?

Merkitse vain yksi soikio riviä kohden.

	Hyvin	Melko	Melko	Hyvin	En

	tyytyväinen	tyytyväinen	tyytymätön	tyytymätön	osaa sanoa
Tunnelma					
Kilpailukanslian toiminta					
Järjestäjähenkilökunnan palveluhalukkuus					
Järjestäjähenkilökunnan asiantuntemus					
Järjestäjähenkilökunnan kyky kommunikoida					
Järjestäjähenkilökunnan saavutettavuus					
Tapahtuman aikataulut					
Reitti					
Huoltopisteet reitillä					
Opasteet reitillä					
Tiedottaminen					
Opasteet tapahtuma-alueella					
Yleisö palvelut tapahtuma-alueella					
Tulospalvelu					
Tapahtuma-alueen ohjelmalavan ohjelma					
Tapahtuma-alueen siisteys					
Kuulutukset, äänentoisto					
Musiikki tapahtumassa					
Järjestyksenvalvonta					
Turvallisuus					
Tapahtuman ajankohta vuodenaikaan nähden					

13 Vapaat kommentit

Järjestelyistä tapahtuman aikana

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14. Tapahtuman tilat ja palvelut

Miten seuraavat asiat oli järjestetty tapahtuman aikana ? Merkitse vain yksi soikio riviä kohden.

	Hyvin tyytyväinen	Melko tyytyväinen	Melko tyytymätön	Hyvin tyytymätön	En osaa sanoa
Liikkuminen tapahtuma-alueella					
Lähtöalueen toimivuus					
Maalialueen toimivuus					
WC-tilat					
Pukuhuonetilat					
Peseytymistilat					
Ruokailutilat					
Myytävänä olleet ExtremeRun tuotteet					
Muut myymälät					
Myytävänä olleiden tuotteiden hintataso					
Myyntipalveluiden sujuvuus					
Asiakaspalvelun laatu					

15. **Vapaat kommentit**

Tapahtuman tiloista ja palveluista

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16 Tapahtuman JÄLKEEN

Miten seuraavat asiat oli järjestetty tapahtuman jälkeen ? Merkitse vain yksi soikio riviä kohden.

	Hyvin tyytyväinen	Melko tyytyväinen	Melko tyytymätön	Hyvin tyytymätön	En osaa sanoa
Huoltopalvelut					
Palkintojen jako					
Tapahtuman uutisointi mediassa					
Tapahtuman uutisointi tapahtuman verkkosivuilla					
Suoramarkkinointi tapahtuman jälkeen					
Palautteen anto mahdollisuus					

17. Vapaat kommentit

Järjestelyistä tapahtuman jälkeen

18. Vastasiko tapahtuman markkinointi todellisuutta?

19. Mihin asioihin olet erityisen tyytyväinen?

20 Mihin asioihin olet erityisen tyytymätön?

21. Suosittelisitko muille ExtremeRun tapahtumaan osallistumista kokemustesi perusteella?
Merkitse vain yksi soikio.

	1	2	3	4	5	
En todellakaan	◯	◯	◯	◯	◯	Kyllä, ehdottomasti

22. Jätäthän yhteystietosi mikäli haluat osallistua arvontaan. Kaikkien vastanneiden kesken arvotaan 10kpl osallistumisia ensi vuodelle. Nimi, sähköposti, kotipaikka, syntymävuosi, sarja(hupi/kilpa)

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