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**Creating a promotion plan and promotion package for
Movemakers for the Swedish market**

Opinnäytetyö

Kevät 2010

Liiketalouden, yrittäjyyden ja ravitsemisalan yksikkö

International Business



SEINÄJOEN AMMATTIKORKEAKOULU

OPINNÄYTETYÖN TIIVISTELMÄ

Koulutusyksikkö: Liiketalouden, yrittäjyyden ja ravitsemisalalan yksikkö
Koulutusohjelma: Degree Programme in International Business
Suuntautumisvaihtoehto: International Business

Tekijät: Elina Karhulahti ja Kaija Leppisaari

Työn nimi: Markkinointiviestintäsuunnitelman tekeminen ja markkinointipaketin toteuttaminen Movemakers Oy:lle Ruotsin markkinoille

Ohjaaja: Ville-Pekka Mäkeläinen

Vuosi: 2010

Sivumäärä: 108

Liitteiden lukumäärä: 9

Opinnäytetyön tarkoituksena oli markkinointiviestintäsuunnitelman tekeminen ja markkinointipaketin toteuttaminen Movemakers Oy:lle sekä liiketoimintaympäristön tutkiminen Ruotsin markkinoilla. Kohdeyritys valmistaa yleisurheiluvälineitä ja heidän pääkohderyhmänsä ovat lapset ja urheilujoukkueet Ruotsin markkinoilla.

Opinnäytetyö jakautuu kolmeen eri osaan. Ensiksi tarkasteltiin Movemakers Oy:tä ja sen toimintaperiaatteita. Tavoitteena oli esitellä monipuolisesti yrityksen toiminta, arvot, asiakaskunta sekä resurssit.

Tämän jälkeen tutkittiin markkinointiin vaikuttavia tekijöitä Ruotsissa. Tämä osio sisältää useita kulttuuriteorioita ja lisäksi esitutkimuksen johtopäätöksiä. Movemakersin tavoitteiden mukaisesti markkinaympäristöä tarkasteltiin sekä kansainvälisesti että Ruotsin näkökulmasta.

Viimeinen osio sisältää markkinointimateriaalin toteutuksen yritykselle. Tässä osiossa teoria ja käytännön näkökulma olivat mukana koko ajan. Tuotos suunniteltiin myynnin tukivälineeksi ja sisältää esitteitä sekä PowerPoint –esityksen. Materiaalia suunniteltaessa otettiin huomioon Movemakersin tavoitteet, kohdemaan markkinatekijät ja toimivan viestinnän toteutusperiaatteet.

Avainsanat: urheiluvälineet, markkinointiviestintä, kansainväliset markkinat, Ruotsi

SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

THESIS ABSTRACT

Faculty: Seinäjoki Business School
Degree programme: Degree Programme in International Business
Specialisation: International Business

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Title of thesis: Creating a promotion plan and promotion package for Movemakers for the Swedish market

Supervisor: Ville-Pekka Mäkeläinen

Year: 2010 Number of pages: 108 Number of appendices: 9

The purpose of this final thesis was to create a marketing communication plan and promotion package for Movemakers Ltd. as well as to explore their market potentials in Sweden. The case company manufactures athletics equipment and the main target groups are children and sport teams in the Swedish market.

The thesis is divided into three main sections. Firstly, Movemakers and its characteristics are presented. The goal was to present widely company functions, values, customers and resources.

The second part consists of analyzing different elements in the marketing environment that affect on promotion planning in Sweden. The section introduces several cultural theories, and in addition, some conclusions made in preliminary studies. In accordance with the objectives of Movemakers, the marketing environment was explored both internationally and from the viewpoint of the Swedish market.

The final part consists of producing promotion material for Movemakers. The theoretical and practical parts are linked in this part. The output was designed to be supporting material in sales, and the material consists of brochures and a PowerPoint –presentation. There were several factors to be taken into account when accomplishing the material: Movemakers' objectives, factors of the target country and guidelines to create a good communication message.

Keywords: sport equipment, marketing communication, international markets, Sweden

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1 INTRODUCTION

The title of the final thesis is Creating a promotion plan and promotion package for Movemakers for the Swedish market. There are several reasons for us to choose Movemakers as our subject company and Sweden as the target country.

First of all, we find Movemakers as a fascinating case company. They design and manufacture sport equipment, promoting important issues of human wellbeing through sportive lifestyle. Secondly, Movemakers is located in our province, Ostrobothnia. The neighboring location would make it practical to arrange meetings with Movemakers' representatives. In addition, after following some school courses at Kristianstad University, Sweden as an area came more familiar for us. And above all, after doing practical training in Skåne, also called Scania area, the topic choice became quite easy and natural.

1.1 Thesis objectives

There are two main objectives in this final thesis. The first goal is to explore Sweden as a target market from Movemakers' point of view and make a promotion plan. The second objective is to create a promotion material package for Movemakers.

Movemakers needs a promotional material package that can be used in different target countries, starting from Swedish market. Therefore, the cultural analysis of this final thesis will be primarily concentrated on Sweden and its culture, even though the international point of view will be taken into account as well.

When it comes to designing promotion material, the main purpose is to create material that suits on international markets while keeping the main focus on Sweden.

1.2 Structure of the final thesis

We will follow the basic principle of marketing process. It is a formula to bring customer delight, which is the base for building long term customer relationships and successful business. The first step of the process is to understand the marketplace and customer's needs and wants. Secondly, we will plan customer centered marketing strategy which includes market segmentation, products differentiation and positioning. The following step is to construct a marketing program so that it delivers superior value for customers and profits for the company. It means establishing the controllable elements, product, price, place and promotion, effectively in the target market. However, in international markets, the uncontrollable elements in the foreign market environment have to be searched carefully before implementing the marketing program. By following these steps a stable foundation for long-term customer relationships can be built. (Kotler 2008, 7.)



Figure 1: A simple model of the marketing process

Roughly speaking, the final thesis is divided into three main parts. First of all, we are going to present Movemakers' business. Then we will continue by exploring Swedish market, and final part of the thesis contains promotion material planning process.

The aim of the first section is to comprehend the case company, their products and their customers. This study will begin by presenting Movemakers' business idea, resources, core values, image objectives and current international activities. Then we will go on by introducing Movemakers' product range and place in the market, followed by customer segmentation by specifying the target groups and their needs. Next we will define the product differentiation and positioning points with value propositions to each target group. And finally, we will observe the company and their business through SWOT- analysis to point out future direction.

In the second section, we will explore different aspects of the international markets, particularly Swedish market that affect company's market entry to a foreign country. In this section, the international marketing task will be followed. This section will be introduced in more detail task in chapter 1.3.

The final part of our thesis consists of Movemakers' new promotion material designing process. Firstly, we will exam the objectives for the project including Movemakers' suggestions and our ideas. Secondly, we will explore how to create an appropriate marketing communication message. Then we will describe the actual designing process, which includes brochures and PowerPoint presentation and specific instructions for producing such materials. And finally, we will evaluate the material outcome. Additionally we give some suggestions how promotion material and plan can be both expanded and improved in the future to Swedish markets.

1.3 The international marketing task

The second section of the final thesis contains the international marketing task. It includes exploring different elements in both domestic and foreign environment, effecting on marketing in the target country.

The International Marketing Task

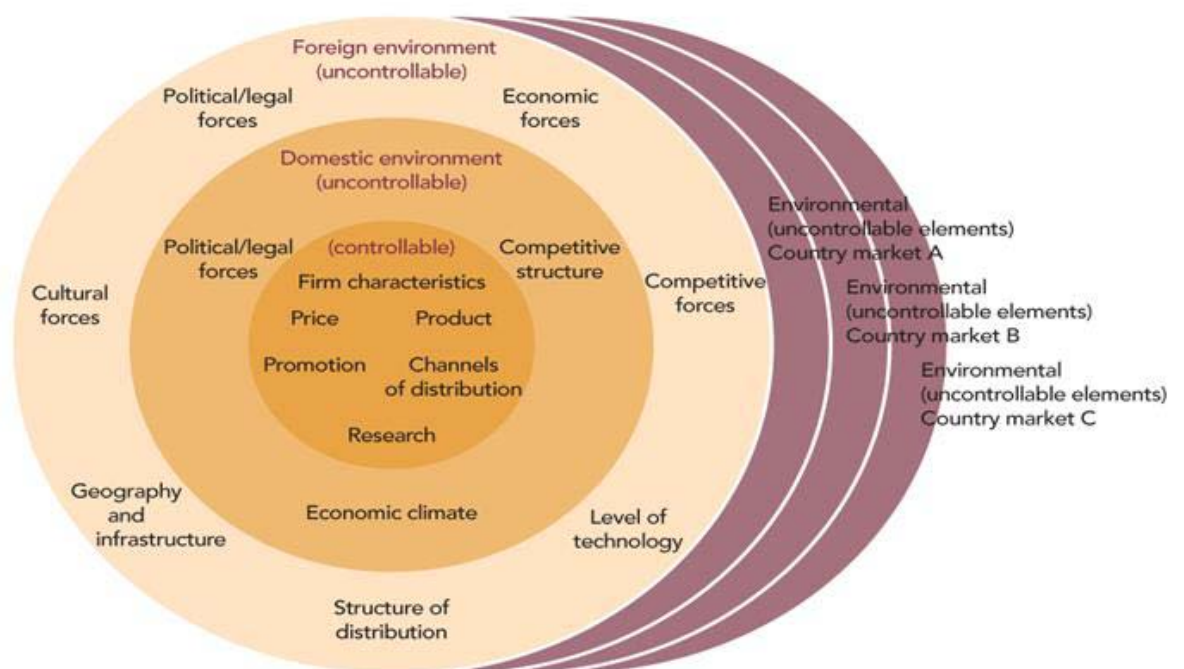


Figure 2: The international marketing task

(Cateora 2005, 10)

There are both uncontrollable and controllable elements that need to be taken into account. Firstly, uncontrollable elements cannot be influenced, but somehow still need to be adopted in order to succeed. On the other hand, controllable elements can be arranged in so that a company finds them suitable in the foreign markets.

To go on, there are also two types of uncontrollable elements. The other ones affect in domestic environment while the other ones affect in foreign environment. Uncontrollable elements that affect in domestic environment are political and legal

forces, competitive structure and economic climate. On the other hand, uncontrollable elements in foreign environment are economic forces, competitive forces, level of technology, structure of distribution, geography and distribution, cultural forces and political and legal forces.

Exploring cultural forces is the largest and the most challenging part of the international marketing. That's why cultural forces will be analyzed separately in their own section (chapter 4). Cultural forces will be also evaluated according to Hofstede's dimensions in the chapter of their own (chapter 5).

When it comes to our study, uncontrollable elements in the foreign environment are more important than elements in domestic environment. As a result, uncontrollable elements in domestic environment will be represented briefly and mainly compared to foreign ones whereas those of the foreign environment will be studied more carefully.

Controllable elements in foreign environment are product, channel of distribution, price and promotion. Controllable elements need to be taken into account very carefully as they can be affected whereas uncontrollable elements can be only adapted. Company can then implement the controllable elements on foreign market in the most suitable form for their marketing strategy by taking into account the uncontrollable elements as well as their target groups. (Cateora 2005, 10.)

2 CASE COMPANY: MOVEMAKERS

When entering to the foreign market, careful planning is needed. The first phase of the international planning process contains defining the company character. It consists of presenting a business idea and philosophy, objectives, resources, financial limitations, organization, management, products and finally international activities (Kotler 2008, 322). This chapter concentrates on exploring these different business aspects within Movemakers' company.

We will begin by studying Movemakers' business idea, products, customers and markets. Certain aspects will be examined in more detail, in order to lay foundation for the company's promotion material design. These areas are Movemakers' market offering and customer segments. Then we will evaluate customers' needs and wants that Movemakers' products are intended to satisfy. Finally, we will describe how Movemakers can differentiate and position their market offering, which will lead into a value proposition for each target group. Additionally, the SWOT-analysis will be made in order to direct in promotion planning.

2.1 Business idea

Movemakers Ltd was established in 2002. The company is a manufacturer of safe athletic equipment made of plastic. The founders of the company are Tapio Korjus, Harri Koskela and Harri Seppälä. Tapio Korjus is a well-known Finnish Olympic champion and coach in javelin throwing. Harri Koskela has been successful in wrestling and Harri Seppälä is professional in designing new products made of plastic. These three founders are combining their knowledge when designing Movemakers' products and manufacturing equipment within the company.

The original idea to establish the company arose when the founders became aware of the fact that children do not have proper athletic equipment designed for them. In addition, they noticed that children do less and less physical activities and are more over-weight than ever. Therefore, the founders were inspired to design

safe athletic equipment, so that children would have enjoyable sport experiences and a possibility to improve their athletics skills.

Movemakers' began to develop new type of athletic equipment made from plastic, as traditionally equipment is made from metal. As a result, Movemakers Ltd. was founded. Later on, as the product family grew with new equipment, they found another attractive target group in team sports.

2.2 Resources

Movemakers Ltd can be described so called hobby-based company, which means that all the owners have the careers of their own and day time jobs. The company's organization consists of three founders and currently there are no other permanent employees. Staff resources are limited and huge financial investments will not be made on the company at the present time.

All three owners have experience in working in different kinds of companies and their management skills can be considered deep and large. Additionally, they have experience in working with children as they train children groups in athletics and football.

When it comes to marketing, Movemakers has actually done some cooperation with marketing agencies. To conclude, The company can outsource some activities, such as marketing, for example.

2.3 Company image and core values

Company defines what kind of image it wants consumers to have about them. As Rope writes (2005, 53), good images are not born; they are made, whereas bad images can be born on their own.

Practically speaking, company image is related to their name, logo, products, personnel and everything that represents the company. Therefore the company has a possibility to build desired image to attract their target customers, but at the same time the created image has to be realistic and possible to accomplish. As a result, our plan for Movemakers' promotion material will have to be lined up with company's image to receive desired response from the consumers. (Rope 2005, 53.)

Movemakers' mission is to encourage children to practice variety of sport activities by providing safe equipment. They believe doing sports is supposed to be a fun and enjoyable experience, which adjusts kids towards healthy lifestyle through the adulthood. Company's atmosphere is very friendly and relaxed, reflecting their mission to be visible in their attitudes and actions.

It can be said that Movemakers does societal marketing, because their mission is expressed not only in product terms, but also in social terms. Kotler describes this as (2008, 100) 'A societally orientated marketer wants to design products that are not only pleasing but also beneficial.' Movemakers is concerned with children's wellbeing and future health. It is important not only as individual benefit, but also as social benefit.

2.4 International activities

The difference between domestic and international marketing is the fact that the latter includes at least two countries. Movemakers is performing international activities as they design marketing activities to users in more than one nation. However, the company is currently focusing on domestic market.

When it comes to the stage of international marketing involvement, Movemakers is currently performing infrequent foreign marketing (Cateora 2005, 19). Movemakers has some customers abroad. The company has exported the equipment to several countries: England, France, Germany, Italy, Japan and the USA, for example.

However, Movemakers' international activities are currently based on infrequent demand abroad, and the company doesn't have any foreign dealers or production.

As their strategic orientation, Movemakers is mostly oriented in domestic market extension. It means that company seeks to sales extension in foreign market. International operations are still considered secondary and Movemakers' main market is domestic (Cateora 2005, 23-24).

International marketing is challenging as universal solutions need to be found. It is more difficult than domestic marketing also because of the fact that marketers have to cope with more levels of uncontrollable uncertainty than domestic marketer. As for the Movemakers' internationalization is made step by step and uncertainty is coped gradually. (Cateora 2005, 10.)

2.5 Product range

Currently Movemakers has six products (Figures 3-4): discus, hammer, javelin, step hurdles, run hurdles and safe stand. Even though this equipment is not exactly new revolution, Movemakers has invented new helpful features in them.

All the products are manufactured by using plastic as a material. The material, offers great compatibilities that Movemakers has benefited in design. This innovative production method gives competitive advantage for Movemakers among traditional equipment materials. There is already some children's equipment available in the market that is made from plastic, but the equipment is not as professional as Movemakers' product range. Especially Movemakers javelin and discus resemble real equipment used by professional athletes in training and competitions.



Figure 3: Athletics equipment

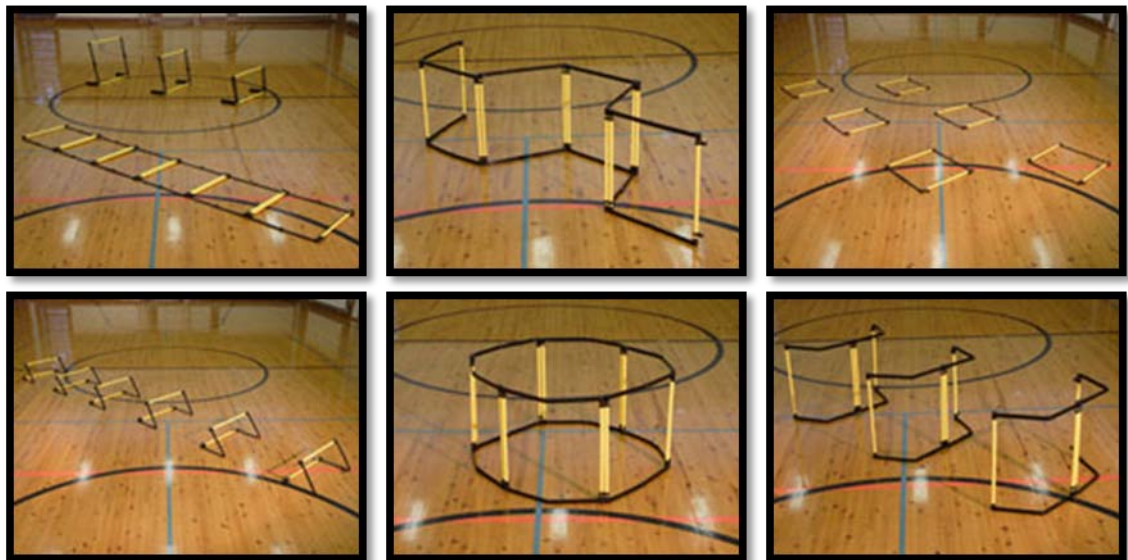


Figure 4 Step hurdles

Step hurdles can be formed in different structures.

Discus. People have thrown discus for several thousand years but discus with handles was invented by Movemakers Ltd. Handles help children to find the right throwing technique. Discus can be thrown either traditionally or by handles. There are two different discus sizes: one for children under 10 years and the heavier one for children over 10 years.

Hammer. Basically Movemakers' hammer has the same features as hammers in general. However, Movemakers' hammer's weight can be adjusted, from one kilo up to three kilos, filled either by sand or water. Adjustable weight enables children of many ages to use the same hammer.

Javelin. Javelin has a throwing grip that makes finding the right throwing technique easier. As all the other products, also javelin is made of plastic. However, the javelin is designed fully functional and can be thrown even 100 meters. It can be said that javelin combines both functionality and safety. There are two sizes of javelin: one for children under 10 years and the other one for children over 10 years.

Run hurdles. Run hurdles offer a safe way to learn the hurdling technique. Also they are a practical aid for variety of team training purposes. The height of the hurdles can be adjusted, from 30 cm up to 60 cm.



Step hurdles. Step hurdles are exceptional equipment for sport teams training and for children's games. Hurdles are light and durable and their shape and height are adjustable. Hurdles make step and jumping exercises variable and effective. Besides basic hurdles, step hurdles can also be built into different structures by linking hurdles together with clips. There are six possible structures to meet different exercising purposes. (Figures 4-5)

Figure 5 : Step hurdles' attachments

Safe stand. The latest product of Movemakers' designer team is safe stand. There are two different models: high jump stand and sign flag stand. Safe stands are easy to carry with as they are very light, but still durable.

2.5.1 Market characteristics

Size of the market is measured by the number of people, including both customers and potential buyers of the company. Those consumers share a need or a want which the market offering can satisfy. In addition, they have resources and willingness to obtain the market offering.

The market where Movemakers operates is buyer's market, because there are plenty of sport equipment manufacturers, even though they don't offer particularly the same kind of safe products as Movemakers designs. However, as operating in buyer's market, buyers have more power than sellers, and therefore sellers have to be active marketers. When it comes to Movemakers' products, their benefits need to be presented clearly and differentiated distinctively from the other market offerings in order to stand out in the marketplace. (Kotler 2008, 13.)

Movemakers has chosen market nicher –strategy as they offer innovative equipments for sports. Furthermore, Movemakers have defined their target groups very precisely, and they avoid straight confrontation with the large competitors. (Kotler 2008, 48, 430.)

2.5.2 Market offering

A market offering is a combination of products, services, information or experiences, which is offered to a market to satisfy a consumers' need or want. A company expresses their market offering by putting forth a value proposition. In this section we will explore only the market offering and at the end of the chapter we will express Movemakers' value proposition (chapters 2.7.1 - 2.7.2). (Kotler 2009, 9.)

When it comes to planning Movemakers promotion material, we should be able to state the benefits offered by the products. What is more, we want to look from the customers' point of view, explaining how these products will meet their needs. We want to express market offering not just in product terms, but also describe it as a solution, a tool and an experience for consumers.

Kotler (2008, 9) describes this view of market offering in the following way: 'Many sellers make a mistake of paying more attention to the specific products they offer than to the benefits and experiences produced by these products. They see themselves as selling a product rather than providing a solution to a need' - - 'They focus only on existing wants and lose sight of underlying consumer needs. They forget that a product is only a tool to solve a consumer problem.'

It can be also that through their mission, Movemakers products go into category of 'desirable', which is the most ideal form of marketing. According to Kotler, (2008, 10) desirable products give not only high immediate satisfaction, but also high long-run benefits. These kinds of product are wanted, but what is more, they are also good for the consumer.

2.6 Segmentation

Consumers can be divided into different segments according to their similar needs, interests, behaviors, characteristics etc., and meaning that each group responds similarly to a certain marketing communication. From this selection, a company can choose their target group or groups that are most suitable and attractive for their marketing efforts at the time being. (Kotler 2008, 156.)

A company should target segments so that it can serve well and profitably and keep them over time. The best suitable target group is meaningful to the company and the company finds it easy to relate with the group. What is more, the target group should feel that the product is designed exactly for them. (Rope 2008, 48.)

Movemakers has chosen to serve two different segments and yet with the same basic products. The first group consists of children, who the athletic equipment is designed for. However, the buyers are not the children, but coaches, teachers and parents. Children may influence the buying decision to some extent.

When it comes to Movemakers' situation, there are no advertisement programs at the moment that would be also directed for children. Additionally, in Swedish market it is prohibited to advertise directly for children (Antell 2009). Therefore, the focus group is the adults who make the buying decision. Movemakers does personal selling by approaching coaches, teachers and dealers directly.

The second target group contains the professional sport teams and their coaches, who make the equipment buying decisions. Recreation sport teams do not invest much on training equipment, and therefore the greater potential is in professional sports. For them, Movemakers' hurdles are practical aid in variety of team training purposes. That is to say, Movemakers markets only one line of their products to this target group.

As for the international markets, Movemakers uses so called intermarket segmentation. It means that their target groups, even though located in different countries, share same kind of needs and buying behaviors. (Kotler 2008, 422.)

2.6.1 Target group profiles

We wrote down profiles to describe the two target groups, in order to help us frame the information we should write on the promotion material for each group. And in addition, profiles will help us to plan how to express the value proposition for them.

Athletic equipment for children targeted for coaches, teachers and parents:

'Caring and nurturing adults, that want to improve children's' wellbeing, encourage them for healthy lifestyle, social bonding and success in life; wants to offer good experiences, learning opportunities and joy of achievement'

Hurdles for professional sport training:

'Individuals with competitive attitude on sports, strive to improve skills and techniques with goal to achieve excellence in physical coordination and power.'

2.6.2 Consumer needs, wants and demand

'Success comes from understanding the needs and wants of others and creating ideas, services or products that fulfill those needs and wants (Kotler 2008, 8).'

Behind all the marketing is people's want and desire. People may say their buying decision is based on some rational reasons, anyhow the emotions goes always first. No one buys something just for logical reasons and later on learns to like it. To conclude, first comes desire for a particular product and only after that a person makes rational reasoning to judge the purchase. (Rope 2005, 30.)

In the book, Principle of Marketing (Kotler 2008, 9), the human needs are defined very precisely as follows. 'Human needs are states of felt deprivation. They include basic *physical* needs for food, clothing, warmth and safety; *social* needs for belonging and affection; and *individual* needs for knowledge and self-expression. Markets did not invent these needs; they evolve as a basic part of our human make-up.' (Kotler 2008, 9.)

The writer then describes human wants as originated from human needs shaped by the culture and individual's personality. Although the needs are very narrow and basic, the wants are almost unlimited. (Kotler 2008, 9.)

Values, referring to wants, can also be applied into marketing. Values are among the first things a child learns, being fully formed estimately by the age 10. A list of values (LOV), based on a higly respected The Rokeach Value Survey, itemizes nine distinctive factors: sense of belonging, excitement, fun and enjoyment in life, warm relationship with others, self-fulfillment, being well-respected, a sense of accomplishment, security and self-respect. (De Mooij 2004, 25 - 26.)

People may have enormous number of wants, but they have limited resources. These limits determine the demand for the products, which is also called buying power. As a result, people choose and demand products that provide them the best benefits and highest satisfaction compared to the money they are able to pay. (Kotler 2008, 9.)

Marketer's job is to create demand for their market offering. Demand is desirability, meaning that a consumer chooses a particular product to fulfill one's need. The products' functionality and quality are the basic requirements for marketing, but the more the product has emotional appeal the more desirable people find it. That is to say, an average product may sell better than an excellent product, because of the added image value and emotional appeal. (Rope 2005, 35, 40.)

As exploring customer needs, wants and demand for Movemakers' products, it will help us to specify the information we should give to consumers and how to motivate them to buy. According to Movemakers' intermarket segmentation, the aim is to point out target groups similar needs despite of the country of location.

We can see needs to be safety; belonging to a (sport) group, need of movement and exercise, need of achievement and learning. Wants can be type of physical expression or sports that people choose, or desire to improve physical skills in team sport or learn athletics. Wants are also to have effective equipment, well functioning and easy to use.

Demand for Movemakers' products is created by offering athlete equipment and training equipment that are affordable, but have many benefits: equipment is safe, easy to use, multifunctional, material is light and durable. This is a successful marketing concept offering 'more for same' (Kotler 2008, 443).

2.7 Product positioning and differentiation

Positioning and differentiation are tools that indicate how a company will serve their target groups. The company defines the image they want their products to

have and all the product decisions affect on how the company is perceived by the consumers. (Kotler 2008, 14; Rope 2005, 53.)

Firstly, the company decides the quality level for their product, which affects also on the pricing. Secondly, they need to pick up distinctive qualities to differentiate the product from the other market offerings and to find competitive advantages. If consumers assume a product to be exactly like another market offering, they won't see any reason to buy it. (Rope 2005, 55-56; Kotler 2008, 157, 436.)

Market positioning can be the key to success. The aim is to create for a product a distinctive and desirable position in consumers' minds compared with competing products. (Kotler 2008, 47, 432.)

The company can position a product either on one or several important differentiating factor. However, it is better to narrow down the options up to a few factors as too many positioning factors can result confusion or disbelief among the consumers. (Kotler 2008, 47.)

Movemakers' products are of a high level in quality and they offer 'more for same', meaning that the price level of the products is quite average, but there are many compatible product benefits. (Kotler 2008, 443.)

The position and differentiation points, which we can highlight in promotion, are *innovative* production, high product *safety* and *practicality*, *efficiency* in training and *smart* design. Actually, there are already such many factors that it could cause confusion.

According to Rope (2005, 58), the best option is to pick up to three factors, where only one factor can be so called 'functional factor' and others should be so called 'style - or image factors'. When it comes to our positioning options, only safety can be considered as a functional factor and it is an essential factor with children's products. As for the other target group in sports training, we consider efficiency to be the main factor.

2.7.1 Value proposition outlines

A Company expresses the defined differentiation and position points through a value proposition. It is a set of benefits promised to consumers and assure them why to buy the particular product or brand. (Kotler 2008 15, 441.)

As planning the value proposition for the Movemakers' target groups we need to be careful to set the right expectations, describe the offer and all the benefits in terms of what Movemakers can constantly deliver. Additionally, we need to point out the differences of Movemakers' products compared to the other companies' offerings and find the right way to position the offering in consumers' minds.

Even if the products are excellent, but wrongly promoted, this misled information and distorted expectations could cause disappointed customers. On the other hand, too low expectations can satisfy buyers, but might not attract enough buyers. (Kotler 2008, 375.)

Customers form expectations about the values and satisfaction that various market offerings can give them. Then they buy accordingly. After purchase, the customer satisfaction depends on how well the product performance and gained values equals with earlier expectations. (Kotler 2008, 374.)

Customer value is the difference between consumer's gained benefits from owning and using a product compared to the cost of obtaining the product. It means that customers need to gain benefits, for example reliability, safety, and security; status and image values. Then the customer weights the gained values against the cost of buying and also compares it to other market offers. The costs contain not only monetary expences, but also search cost and limits of mobility. This refers on how time consuming or difficult it is to obtain the product. This is one reason why also the products place for availability is important to plan correctly. (Kotler 2008, 372.)

Strong customer relationships are built by constantly delivering superior customer value and satisfaction, because satisfied customers are most likely to buy again and they are less sensitive towards price. And what is more, they tell forward

about their great experiences. Smart companies go even a step beyond aiming at customer satisfaction and they are determined to create high customer delight by promising only what they can deliver and then actually delivering more than they have promised. (Kotler 2008, 11, 376 – 377.)

Satisfied customers are the necessity for Movemakers. They are the most important advertisement as Movemakers doesn't have ongoing advertisement program at the moment. What is more, satisfied customers may become a very effective means of promotion tool, since when customers spread word of their satisfaction, it will probably lead more potential customers to become interested towards the company and its products.

2.7.2 Movemakers' value propositions

We planned value propositions for both target groups, which we can use in the promotion material. Among all different aspects of the equipment, we wanted to bring out the Movemakers' characteristics of *action* and *fun*.

When it comes to children's products, it is important to bring up the products' safety aspect. In addition, we liked to express that the products offer an experience, so they are more than just a product. For children's' athletics equipment we planned the following value proposition: '*Movemakers, creating safe sport adventures*'.

The benefits of the hurdles in training are their easy-to-use features, light material, durability and multifunctionality. So, if putting in one word: they are practical. However, besides being practical, hurdles can also improve efficiency in training, which we considered one of the most important value propositions when thinking from sport teams' point of view.

Hurdles are marketed for professional sports and we wanted to express equipment as a tool for their need, which is training. This is how we came up with a value

proposition: *'Efficient training with Movemakers' Hurdles*". The value proposition could be also: *'Inspired training by Movemakers'*.

2.8 SWOT-Analysis

There are both internal and external audits that affect on company. They are explored by SWOT-analysis, which helps the company define the areas that they need to focus on their attention in the business.

Firstly, internal audits are company's strengths and weaknesses compared to competitors; it is a list of company's features that can be critical factors in success. They can be defined quite precisely and they are somewhat controllable elements. External audits, instead, are company's opportunities and threats in the market environment. Those are similar to uncontrollable elements, but they give direction and predict the development possibilities for the business.

Secondly, internal audits are related to each other; as well as the external audits. It means that company's strength or opportunity may turn against them when compared to competition on the market. (Kotler 2008, 135, 138, 155.)

Strengths. Strengths should always be based on exact facts. Both strengths and weaknesses should be understood, since if they are either underestimated or overestimated, it may be dangerous for a company.

Movemakers' biggest strength is that they have innovative products with competitive safety features. In addition, company's image is good and managers have a good reputation in Finland, which makes a stable ground for internationalizing the firm.

Another significant strength is that Movemakers masters well what they do, from production until using the equipment. There is no need to outsource manufacturing or equipment instructions.

Weaknesses. Opposite to strengths there are weaknesses. There are exactly the same elements and aspects than in strengths that need to be taken into account when exploring a company's weaknesses. At the moment, Movemakers' brand name is only little known abroad, which makes it harder to enter the new market. Furthermore, advertising and promotion are more challenging because of the relatively small investment in marketing.

Opportunities. There are several different elements to affect on a company's opportunities: economic climate, demographic changes, market and technology. It is not common to have ideal opportunities that would perfectly fit a company's purposes.

The Internet is a great opportunity for Movemakers in their foreign marketing efforts. According to Kotler (2008, 33) the Internet is considered a means of communication that can link together all the businesses and information around the world. The Internet enables companies to build closer relationships with customers and marketing partners, even when it comes to foreign ones.

The Internet is regarded as a global phenomenon, which means that people go to the Internet to find information and to buy products and services. The Web also increases competition as the product range is larger and customers don't need to choose a product that is the nearest, but a product that is the most suitable to their needs.

Furthermore, technology level is high in Sweden and economic climate is relatively good. It is very good news from Movemakers' point of view, since Internet marketing possibilities can be considered a small financial investment, even though they may require increased human resources.

Threats. The fourth element of SWOT-analysis contains threats. Threats often consist of similar elements than opportunities: competitive activity, channel pressure, demographic changes and politics. The manager should be able to concentrate on minimizing the most harmful threats.

There are several sport equipment providers in Sweden. However, Movemakers' equipment has special features, which make them different from the ones that competitors are offering. The main uncertainty is, if the products will be discovered by the target groups, who are accustomed of using traditional sport equipment

The Internet was listed as one of the opportunities as it enables larger geographical market area. However, it is a threat at the same time, as there are more competitors as well. As a result, basically all the sport equipment online stores within the EU are Movemakers' competitors.

Among most Western world countries, also Sweden is expecting the population to decrease in future. As a result, among the whole population, also potential target group will decrease. The Swedish population decrease will most likely lead into growing number of immigrants in Sweden including ethnic groups. For Movemakers, this might require defining of new target groups or new promotion plan.

Conclusions. Movemakers has several strengths: a large knowledge of athletics and innovative sport equipment. The greatest weakness is that there are no large marketing investments planned in near future.

When considering the competition regarding equipment similar to Movemakers', it can be said that there are not many competitors. However, Movemakers' target groups are often users of traditional sport equipment. Therefore, promoting Movemakers' innovative products in the right way and in the right place can be a great challenge. It means to capture interest and comprehension of the target groups towards Movemakers' innovative products.

The same issues and challenges than in the SWOT- analysis will be explored in the following chapters, when analyzing uncontrollable and controllable elements especially in Swedish market.

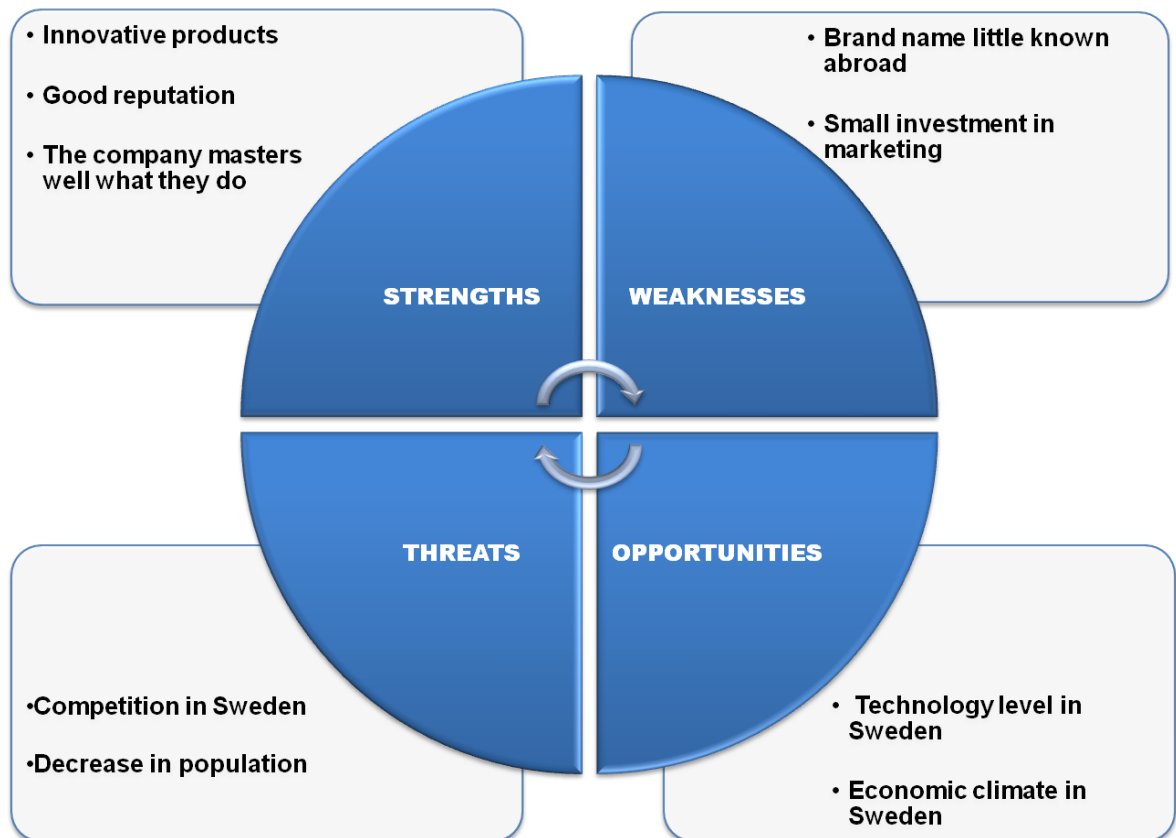


Figure 6: Movemakers' SWOT-analysis

3 UNCONTROLLABLE ELEMENTS

There are uncontrollable elements in both domestic and foreign environment, and in this case, in Finland and Sweden. Both environments must be explored in order to see the possible differences and needs for adaptation.

Uncontrollable elements contain political system, legal system, economic forces, competitive forces, level of technology, structure of distribution, geography and cultural forces. This group of elements can be also called a company's macro environment.

The stress of the analysis is in foreign environment, since there are often unfamiliar features that yet have to be taken into account. Foreign environment must be explored carefully, so that marketing planning process can be done effectively.

Adapting to cultural forces is a challenging part of marketing as it requires adopting facts and customs that are not necessarily familiar at once. Cultural forces affect strongly on basic values in society, perceptions, basic beliefs and values. (Kotler 2008, 216.)

Cultural forces are the widest forces that affect on consumer behavior. Cultural forces can be divided into three different elements: culture, subcultures and social classes (Kotler 2008, 240.) As being such a large element, the cultural forces will be explored in the following chapter of their own (chapter 4).

3.1 Political and legal forces

“Marketing decisions are strongly affected by developments in the political environment. The political environment consists of laws, government agencies and pressure groups that influence and limit various organizations and individuals in a given society” (Kotler 2008, 211).

Both political and legal forces are considered parts of uncontrollable elements. Business legislation has been enacted mainly for three purposes: to protect companies, to protect consumers and to protect the interests of the society. The EU nations have passed the laws to define unfair competition, which protects companies. Consumers are protected from unfair business practices. And finally society is protected against unrestrained business behavior. (Kotler 2008, 212-213.)

Both domestic and foreign political forces may influence on marketing planning. For example, the legislation in domestic environment may not allow doing business with certain countries. On the other hand, the target country may have some special legislation concerning foreign products, such as tariffs or quotas.

Finland is a parliamentary republic with a multi party 200-member unicameral parliament. President is elected every six years and has the supreme executive power. At the moment, the president of Finland is Tarja Halonen. (Elovainio 2002, 62-65.)

Finnish legal system has strong roots in Swedish judicial system. Finnish judiciary is independent of the legislative and executive branches of government (Elovainio 2002, 74). The system of courts operates in three different levels: district courts, Appeals Courts and the Supreme Court of Justice.

There are two special courts that are the most important in our case. The courts are market court and labor court. Market court hears cases such as market law and competition. On the other hand labor court concentrates on collective agreements and disputes. It means that only labor unions can bring their cases into labor court.

Sweden is a constitutional monarchy with a parliamentary system of government. Sweden joined the European Union at the same time as Finland, the first of January in 1995. The EU has enforced numerous legislations, also concerning to sports. For example, there are laws to insure the competition between economic acts related to sports.

Sweden has a parliamentary representative democratic constitutional monarchy. The government has executive power. In addition, both government and parliament have legislative power. The head of the state in Sweden is King Carl XVI Gustav. However, his authority is rather formal, symbolic and representational.

Swedish parliament is called Riksdag. It is unicameral and has 349 members. Riksdag is elected every four years. There are several different parties in Swedish political system. The main parties are: Social democrats, Moderates, Liberals, Christian democrats, Left party, Centre party and Green party. (Dewitt 2004, 11, 29.)

Political force in Sweden is quite simple. There are clear regulations for taxation and new products can enter the market quite freely. It is highly probable that the number of regulations will increase in future. It makes marketing challenging as new regulations require more adaptation. Finnish legal system is based on Swedish one. As a result, it is impossible to find any huge differences when it comes to legislations related to Movemakers' promotion planning.

3.2 Economic environment

"The economic environment consists of factors that affect consumer purchasing power and spending patterns" (Kotler 2008, 197). Economic environment is the second uncontrollable element to explore. Economic forces are essential. General economic situation affects on customer's buying power. On the other hand, domestic economy has an influence on exporting and expenses by taxation, for example.

Finnish economy is modern and highly integrated in the global economy. According to Kolbe, unemployment rate is 9 % (2005, 88). The high rate can partly be explained by the universal economic situation that is going on.

The largest sector of the economy is services with 68 per cent of all labor force. Service sector is followed by manufacturing by 20 per cent (Kolbe 2005, 88). The

biggest exports are metal products, electronics, food, paper and chemicals (Elovainio 2002, 85-86).

Sweden is one of the largest export and import partners with Finland. In 2005, Sweden's imports in Finland accounted for 11 % of all imports. Furthermore, also exports were 11 per cent of all exports (Kolbe 2005, 90). To conclude, Sweden and Finland already have a strong partnership in importing and exporting goods, that makes exporting Movemakers' products easier.

The Swedish economy can be said to be modern and highly industrialized. Swedish labor force is very skilled; distribution system is modern as well as internal and external communications. Sweden has a high standard of living with excellent social benefits. Main industries in Sweden are forestry, motor vehicles, pharmaceuticals and telecommunications.

Economic climate in Sweden is also quite similar to Finland, so there are no shocking differences. The two countries export and import similar products, the same and also standard of livings are quite identical.

Among many other European countries both Finland and Sweden have signed the Maastricht Treaty. It means that they commit themselves to economic and political integration. As a result, Finnish products can enter Swedish market quite freely.

When comparing GDP, the EU is the largest economy in the world. The EU aims at becoming a single market with common policies on product regulation and freedom of movement. The goal is that movement of capital, labor, goods and services will be equally easy between the EU countries as within one of them (Kotler 2008, 197-198). This affects positively in exporting goods in Sweden.

Even though Sweden is a member of the European Union, the country has not joined European Monetary Union, EMU. The official currency in Sweden is the Swedish Krona (SEK), which is divided into 100 öre (Dewitt 2004, 10). Different currency must be taken into account in marketing. Furthermore, currency rate fluctuations must be followed more carefully because of different currencies.

3.3 Technology

The third uncontrollable element contains the level of technology. Technology environment enables new products and market opportunities. The biggest challenge is that level of technology changes fast. Another issue is that regulation has increased greatly. And yet marketers should be able to cope with technology environment. (Kotler 2008, 208-210.)

As Movemakers is marketing only in developed countries there are no vast differences. Technology level in Sweden doesn't differ at all from other countries. However, it can be said that Sweden is one of the most "wired" countries in the world. (Dewitt 2004, 137.)

According to a survey, (Kotler 2008, 840) 6 890 000 Swedes use the Internet, which accounts for 75,6 per cent of the population. For a comparison, in Finland 3 286 000 people are the Internet users, which is 62,3 per cent of the population. The Internet is widely used among Swedes, so on-line marketing may become an effective marketing tool there.

Movemakers has a website already. Internet can be used as an unlimited information source. However, products cannot be ordered by their webpage. As taking the high rate of Internet users into account, the ordering services via Internet would be a great opportunity for Movemakers.

When it comes to designing Movemakers' promotion material, the on-line possibilities are taken into account. The company contacts customers also by e-mail, and as a result, there must be promotion material that is suitable for this purpose.

3.4 Structure of distribution

The fourth uncontrollable element is structure of distribution. In Finland most of the sport equipment in general is bought in sport equipment stores and distributors. At

the moment, Movemakers has some distributors that they cooperate with. In addition, most schools in Finland use Movemakers' products as their primary sport equipment in sport classes. What's more, Movemakers' javelin is official equipment in children's sport competitions. To conclude, Movemakers' products has achieved a stable position in Finnish sport environment.

At the moment in Swedish market, most sport equipment is bought directly from sport stores or distributors. Consumer market can be reached mainly by sport stores whereas distributors are primarily used by schools and sport teams. The Internet enables larger competition as the sport equipment can be bought everywhere within the EU, as the regulations offer pure competition between European companies.

Movemakers aims at cooperating with distributors, since their goal is to introduce Movemakers' equipment to sport teams and schools. As a result, in our case, we will concentrate on distributors even though sport stores are also important as they reach families and consumer market.

3.5 Geography

The fifth part of uncontrollable elements consists of geographical issues. Sweden, officially Kingdom of Sweden, is the third largest country in Europe in terms of area. Sweden is located in Northern Europe and belongs to Scandinavian countries. Sweden is situated between Norway and Finland. The capital is Stockholm, which is also the largest city in Sweden.

Over half of the country is covered with forest and Sweden contains thousands lakes. The country's topography consists of high mountains in north and Sweden is bounded by the Gulf of Bothnia in east. Sweden has also large deposits of different minerals and wild animals, such as elk, deer and reindeer in north (Dewitt 2004, 13-14).

Sweden is a country where you can find a lot of pure nature. The Swedes are very concerned with recycling. You can find recycling bins from each neighborhood. Furthermore, package materials are very often biodegradable. (Dewitt 2004, 84.)

Movemakers also represents a company that has great amount of respect for nature and they avoid exploiting nature. When it comes to recycling, we will have to be very careful to take that issue into account when designing marketing material and packages for Movemakers' products.

Sweden is such a large country that average temperatures vary significantly from north to south. In the Northern part of Sweden climate can be considered subarctic whereas in Southern parts of Sweden weather is warmer. However, generally speaking Swedish winters are long, dark and cold.

Average temperature in Stockholm is $-2,8^{\circ}\text{C}$ in January and $17,2^{\circ}\text{C}$ in July. In addition, average daylight in Stockholm is 6 hours in January whereas in July the average daylight is 18 hours. (Dewitt 2004, 15.)

As it can be seen, the seasons of the year vary greatly in Sweden. Winters are long in Sweden whereas summer time is rather short. Movemakers' products fit to this kind of climate environment very well, as equipment can be used both indoors and outdoors. Furthermore, there are no special clothing requirements when using Movemakers' equipment.

The climate affects also in attitudes. Generally speaking, during winter time people are more reserved and timid whereas in summers they are more joyful and open-minded. This has to be taken into account when considering the marketing period.

4 CULTURAL FORCES

Foreign environment must be explored carefully, so that marketing planning process can be done effectively. Adapting to cultural forces is a challenging part of marketing as it requires adapting facts and customs that are not necessarily familiar at once. In addition, culture is such a large notion, that it is very hard to explore effectively.

However, cultural issues have to be taken into account when planning international marketing, because cultural forces affect strongly on basic values in society, perceptions, basic beliefs and values. Cultural forces are actually the widest forces that affect on consumer behavior. (Kotler 2008, 216.)

According to Gesteland (2006, 17-18) there are two basic rules of international marketing. Firstly, the seller has to adapt to the buyer. And secondly, visitor is supposed to follow local customs. As these rules suggest, when marketing in unfamiliar cultures, they need to be carefully explored beforehand. Otherwise there may be crucial misunderstandings because of the culture collision. The two rules of international marketing are valid also when it comes to international promotion planning.

Cultural forces can be divided into three different elements: culture, subcultures and social classes. Culture is the most basic cause to affect on behavior, because children learn values and norms from the family, school and other institutions, simply by growing up in a society. (Kotler 2008, 240.)

Besides cultures also subcultures influence on individuals. Subcultures consist of nationalities, religions, racial groups and geographic regions. Subcultures are groups of people who have common values and norms.

The third element of cultural force division contains social classes. These are quite permanent divisions based on shared interests and values. The main challenge

related to social classes is that system is very variable in different parts of the world. In addition, different social classes have greater influence than others.

According to Usunier and Lee (2009, 5) culture can be divided into four major elements: language, institutions, material productions and symbolic productions. This distinction is to some extent similar to the division of culture, subcultures and social classes.

There are several kinds of distinctions related to culture that vary even greatly from each other. For example, according to Usunier, language affects on notion of time whereas Hofstede regards time as one dimension, long-term orientation. The division in four major elements introduced by Usunier enables a deeper view to cultural forces, and as a result, is given a closer look. Furthermore, Hofstede's dimensions will be explored separately (chapter 5).

4.1 Language

First of all, language is an essential part of culture. It shapes how people perceive things within the society. Additionally, it affects on how issue selections are done and solved. Secondly, it is assumed that different language areas have most likely a different set of symbolic references concerning history, arts, humor and myths. (De Mooij 2004, 215.)

4.1.1 Languages in Sweden

The official language in Sweden is Swedish and it is spoken by majority of population living in Sweden. In addition, there are three minority languages: Sami, Finnish and Romani.

Swedish language has mainly been influenced by Latin, German and Danish. Even nowadays, Swedish language is very similar to other Scandinavian languages – Danish, Icelandic and Norwegian. In Swedish schools English is

taught as a compulsory second language, and as a conclusion, Swedes usually have a good knowledge of English.

Finns are the largest minority living in Sweden. During the years, Sweden has been relatively open for migration. As a result, there are currently nearly one million immigrants living in Sweden. High level of English knowledge can be explained partly by immigration.

Languages used in promotion material are Finnish and English. English versions of brochures are universal and most Swedes can read them even though written in English. However, brochures written in Swedish would undoubtedly grab target group's attention more efficiently than English-written ones.

4.1.2 Notion of time

Usunier suggests (2008, 5) that language has an impact on the notion of time. When it comes to time-related behavior, there are several aspects of behavior to explore. Time-related behavior in turn affects on business by conducting opening times, bargaining and punctuality.

According to Edward Hall the world can be divided into two different time systems: monochronic and polychronic time systems. In monochronic time cultures people tend to do one thing at the time and are concerned with promptness. Furthermore, people try to hold schedules. Most low-context cultures are monochronic time cultures as well.

On the other hand, in polychronic time cultures people focus on human transaction and schedules are not very important. Generally speaking, it is faster to do business in monochronic time cultures, since people are more oriented in doing business than building strong relationships. (Cateora 2005, 139.)

When it comes to Sweden, it is considered a monochronic culture. People concentrate on one thing at a time and people are expected to keep up with

schedules. In Sweden it is very important to be punctual; that is how you show that you understand that everyone's time is equally important. People start meetings on time, even if everyone has not arrived yet. (Dewitt 2004, 37.)

As for the effects of time-orientation in business life, Swedes can be considered punctual and they are concerned in keeping up to schedules. Business customs can be partly explained by the influence of language and to be exact, the time orientation.

Among other Scandinavian countries also Sweden belongs to countries with low context explicit. It means that Swedes depend on explicit, what is actually said, more than interpreting the context. Business people in Sweden are generally fairly reserved. Swedish companies regard team building as a vital concept, and companies host business trips or getaways for employees to improve the team spirit. (Dewitt 2004, 71.)

Gesteland suggests (2006, 21-23) that cultures can be divided in two different business orientations: deal-focused and relationship-focused cultures. Deal-focused cultures don't mind dealing with strangers and can make deals after short introductions. On the other hand, relationship-focused people tend to deal only with people they know well and who they can trust. As a result, they don't like dealing with strangers.

If doing business with people from relationship-focused cultures, it is not easy to make a direct contact with a potential business partner or customer. In fact, the best way to make contact is, if there is a third party, who can make the introduction. Then the other party won't seem so stranger anymore. Relationships are not totally unnecessary in deal-focused cultures either. Suitable contacts help making business as well, even though they are not as vital as in relationship-focused cultures.

As for their business orientation, Swedes are regarded as information-oriented. They don't expect to build relationships before doing business and are open-minded even towards unfamiliar companies. Swedes also avoid showing strong

emotions in public. All these aspects make business and negotiations more simple from our point of view as Finns are also deal-focused people rather than relationship-focused.

4.1.3 Consensus

When making business with Swedes it is important to take into account the fact that Swedes always try to reach a decision consensus, which means that Swedes put a great value to homogeneity. They try to avoid confrontation, no matter what. When being in a business meeting, Swedes tend to make sure that various viewpoints are seen, and everyone feels satisfied towards the decision. In the end, the group consensus is announced, so that everyone knows what was actually decided. (Dewitt 2004, 45, 141.) This fact is important to bear in mind when marketing Movemakers' products, because it can seem a little bit strange if not used to this particular way of decision-making.

The aim of reaching consensus in business meetings can be compared with bargaining. In bargaining situations, the final solution is tried to be reached, so that everyone feels satisfied, at least to some extent.

When comparing Swedes to Finns, there are differences in business behavior. Finns do not have the same attitude towards consensus. In fact, Finns are used to making decisions quite independently. For example, managers may come to a conclusion on their own, even before asking any opinions.

4.2 Institutions

The second factor of culture contains institutions. The cultural process is based on these elements, because institutions link people to each other as a group. For example schools are regarded as institutions.

Usunier suggests (2009, 5) that institutions are formed according to seven principles: reproduction, territoriality, physiology, spontaneous tendency, occupational and professional activities, hierarchy and totality.

4.2.1 Reproduction

Firstly, people are linked together because of being relatives and thanks to marriages. When it comes to family relations in Sweden, each parent shares responsibilities and take their family into account when making future plans. Swedes have an attitude that it is ideal to work enough, but you are not supposed to become too devoted towards your work. That's why generally speaking, family comes before work careers for both sexes. Furthermore, the meaning of marriage has changed in Sweden. Nowadays people are not compelled by religion or society to get married, even if living together or having children. The attitude towards family institutions has changed in Finland as well. It is not unusual to live together, even though not married or having children.

4.2.2 Territoriality

There is a principle of territoriality. Geographical issues bring people closer together. In addition, Kotler suggests (2008, 10) geographical issues to be a part of uncontrollable elements in a foreign environment. As a result, this part of a study is explored in geographical issues (chapter 3.5).

4.2.3 Physiology

Thirdly, physiology characteristics link people to each other. Physiology reasons consist of elements, such as sex and age.

When it comes to roles between sexes in Sweden, the customs are very similar to Finnish ones. Sweden is a country of equality when it comes to males and

females. However, females are often seen caring and warm whereas males are regarded as the head of the family.

Over 80 per cent of Swedish women work outside the home and about 53 per cent of the workforce are women. According to Swedish law, women have equal rights. As a result, Swedes are used to see women in business life, so the sex does not make any difference when it comes to who is representing the company in promotion process. (Dewitt 2004, 36, 138-139.)

When it comes to age issues, Swedes have respect for elderly people, yet everyone is basically treated as equals. To conclude, neither sex nor age matter when deciding who to address the speech.

As for the politics, statistics show that women participate equally in politics. In the family level, women and men are equal decision-makers. This means that we'll try to affect both sexes in brochure design. Women may be the most interested in safety and price whereas men may be more concentrated on functionality and using features.

4.2.4 Spontaneous tendency

The fourth factor of forming institutions consists of people who form groups spontaneously thanks to their common interests towards different clubs and optional societies.

Sweden is a country of various sports. Swedes like to enjoy their nature by hiking, bicycling, fishing, jogging and skiing, for example. Swedish professional athletes have been successful in tennis, track and field, alpine skiing, ice hockey, football and cross-country skiing just to mention a few. (Dewitt 2004, 110-111.)

Generally speaking the Swedish sport system is similar to the Finnish one. There are many sport teams in one sport club and every team has their own coach. When it comes to children's sport teams, coaches often do their work voluntarily.

Generally speaking, Swedish are in a good health and it can be explained by their active life style. It can be said that physical fitness is a part of national consciousness in Sweden. According to Dewitt (2004, 110) there are about 22,000 officially registered sport clubs in Sweden.

When it comes to shopping customs, Swedes are mainly functional shoppers (Dewitt 2004, 100). As a result, Movemakers' marketing material needs to be more focused more on rational than emotional issues.

4.2.5 Occupational and professional activities

Occupational and professional activities refer to labor unions, divisions of labor and religion. Schools have a great impact on culture, since children follow and adapt behavior more easily than adults. Religious identity affects on buying variables, such as personality or household formation (Solomon 2004, 418.)

When it comes to education, from the age of six all children are obliged to go to comprehensive school in Sweden. Education in Sweden is of very high quality. People need to study for most of the job positions in working life. 90 % of the students continue studies after ninth grade. However, some youngsters go directly to work after obligatory studies. (Dewitt 2004, 95.)

Among all Scandinavian countries also majority of Swedes belongs to Evangelical Lutheran Church. The children have to be baptized in order to become a member of the church. Although 82 per cent of population belongs to church, most of them don't go to church every Sunday and don't have any personal Christian belief. In fact, only five per cent of the population attends church services regularly. (Dewitt 2004, 69.)

There are no religious days when people wouldn't do sports or going out would be somehow inappropriate. In fact, people often do sports during the weekends and children have sport clubs even on Sundays. In addition, Lutheran Church can be considered modern in many ways. As a conclusion, religion won't narrow

promotion possibilities in Sweden. However, the situation wouldn't be the same if the promotion planning was done in the countries where religion plays a stronger role on society attitudes.

4.2.6 Hierarchy

The sixth principle accounts for hierarchy. This element is exactly the same as the notion of social classes that was presented in the beginning of this chapter. It refers to a social class system if there exists any and links people together according to their status or rank.

Sweden is a country of many tertiary diploma holders. However, titles are not important in Sweden and normally titles are not used when people talk to each other. Swedes commonly expect to be treated equally and basically everyone can participate in decision-making.

The principle of hierarchy is similar to Power distance in Hofstede's dimensions and will be analyzed more deeply when exploring Hofstede's culture dimensions.

4.2.7 Totality

The last element of contains the principle of totality. It tracks all basic values and beliefs through different databases. Basically the aim is to receive a large picture of culture and institutions.

One effective way to get a total picture of cultural aspects is to explore it by Hofstede's dimensions, which will be done during the next chapter.

4.2.8 Sports in Sweden: Movemakers' market potential

Movemakers' market potential in Sweden is very large, as their target customers are sport clubs and schools. Almost half of the Swedish people, ages from 7 up to 70, belong to a sport club, either by practicing actively, doing competitive sports or just as a supporter. When observed the childrens' activity, it is higher among boys as two third of the boys aged 7 – 15 belong to a sport club. There are approximately 22 000 sports clubs in Sweden, and additionally 7000 other clubs attached to companies. These numbers indicate that Swedish are exceptionally active, one of the top in the world.

The sports are categorized according to age and level of ambition. Children sports refer to children under 12 years old. For children, sports are introduced as a play and competition is brought along only as a part of the play. Furthermore, children are encouraged to learn and experiment variety of different sport. Youth sports are for teenagers, 13-19 years old. In youth sports, competition is separated more clearly from fitness sports.

When it comes to Swedish primary and secondary schools, sport and health form a separate subject. The Swedish Sports Confederation (Riksidrotts Förbundet) aims at improving sport activity conditions in Swedish schools, particularly by increasing the number of lessons devoted to the subject. According to the Government's sport policy, adapted in 1999, schools should encourage and facilitate children to participate in physical activities and sports, with a goal to promote good health.

Another good cooperative partner for Movemakers would be Swedish Sport Education (SISU), which works in the field of adults sport education. The organization arranges courses and conferences concerning performance development, health matters and club development. SISU is also working together with member federations and clubs in areas of organization development and progress management. In addition, SISU has done number of publications for

coaches, physical educators, athletes and profession managers, just to mention a few. (Riksidrotts Förbundet, Sports in Sweden)

As a result, we collected a list of useful addresses in Sweden, including schools, sports clubs, press and exhibitions. Movemaker can use this information in search of distribution and promotion possibilities as well as for direct marketing. (Appendix 1)

4.3 Material production

The third part of the culture consists of material production. It refers to things that society produces, such as clothing, food and media of communication.

Media of communication is an important aspect to take into account in our promotion planning process. Exploring media gives us guidelines of marketing tools, which are often used in target country. On the other hand, it can be notified which tools are less often used in order to specify the channel that would arouse interest the most. Sports can be considered a part of material production as well.

Sport events can be considered material production as well. When following the events, different aspects of culture affect on planning sport events.

According to Carù (2007, 158-161) sporting events are nowadays spectators that bring money to organizers. In addition, he suggests that the largest sport companies conduct guidelines to contribute sport events even more consumer-oriented.

Even though Movemakers' objectives are to offer sport activities to as many as possible, it is not possible to stay totally out of the industrialism of sports. Sports are conducted by consumptions viewpoint, and in order to succeed, this needs to be taken into account.

4.4 Symbolic production

The final element of culture contains symbolic and sacred production. This accounts for metaphysical issues and beliefs. Symbols and messages are interpreted in various ways by different cultures.

When doing marketing material, it is essential to be aware of the fact, that the very same promotion material may be interpreted differently according to its color, content or pictures. To conclude, people perceive and interpret their environment according to their beliefs and values that have been learnt from the cultural forces. Symbolism will be also applied later in marketing communication (chapter 6.4.2).

One key rule of marketing is that when using models they should look somehow similar to target group nation. This will make it easier for people to imagine themselves using the products.

When it comes to designing marketing material, a stereotype of Swede is a blond with blue eyes. We can use Finnish models in brochures as Finns look relatively similar to Swedes.

In Swedish brochures it would be ideal if we had promotion pictures of famous Swedish athletes, such as Susanna Kallur or Carolina Klüft. Swedes recognize them well and look up to these athletes. It would give a good impression of Movemakers' brand image. However, at this point financial limitations prevent us from having specific pictures for each target market.

In Finnish brochures, pictures of Tapio Korjus are quite effective from marketing's point of view as almost all the Finns recognize him. Furthermore, while marketing products in Sweden, we noticed that also many Swedish sportsmen still remember Korjus and his sport career.

5 HOFSTEDE'S DIMENSIONS

One effective way to analyze cultural forces in the foreign environment is to explore Hofstede's dimensions. Geert Hofstede introduced the theory of cultural dimensions. According to him, cultural differences can be categorized by exploring how people behave in different cultures in certain situations.

In Hofstede's theory there are five cultural dimensions: power distance, uncertainty avoidance, individualism, masculinity and long-term orientation. Hofstede suggests that each culture's dimension values are relative and comparable.

At first, we will explain generally what each cultural dimension actually mean. Then we will explore cultural behavior in Sweden and finally it will be compared to cultural dimensions in Finland. (Cateora 2005, 105-106.)

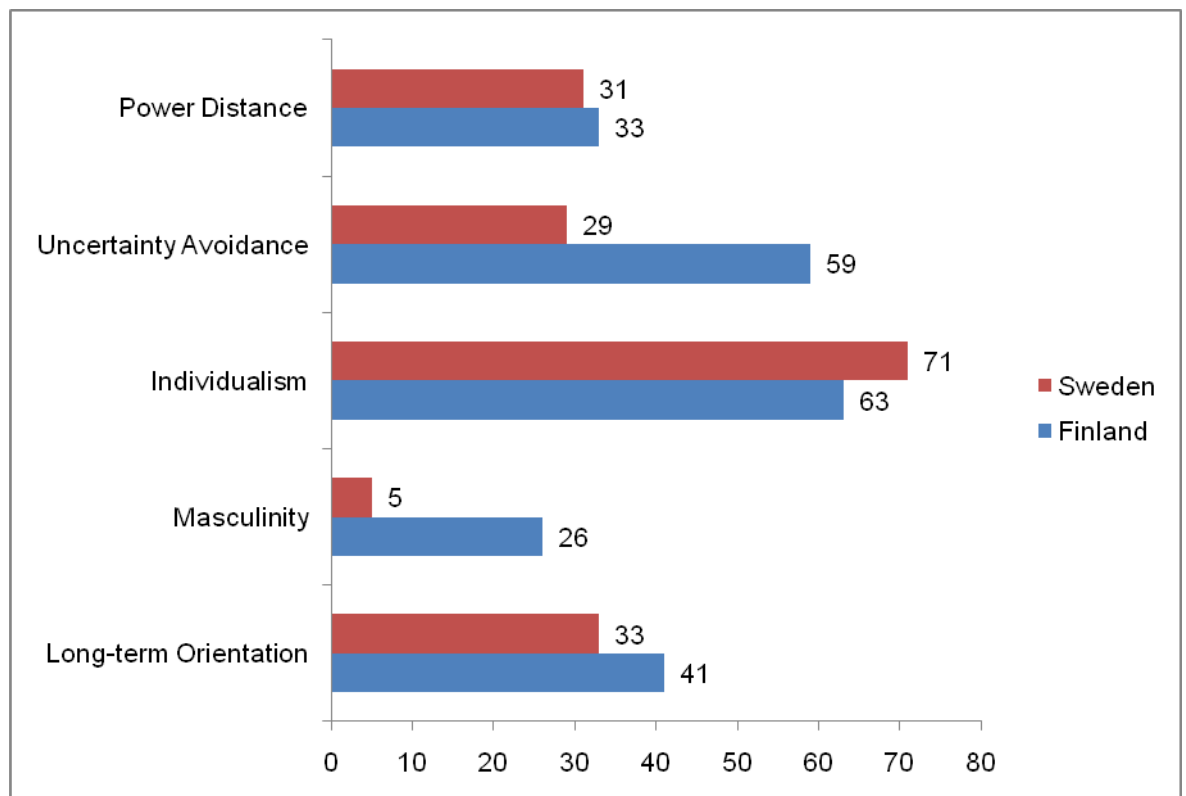


Figure 7: Hofstede's dimension values in Finland and Sweden

5.1 Power distance

Power distance deals with how much the less powerful members of the organization accept that power is distributed unequally. So, the index represents unequal distribution of power, but it is defined among the below, not above.

In Sweden power distance index is relatively low, 31 per cent. This means that Swedes expect power to be distributed quite equally and expect to feel equal. Education and work are important, but at the same time status is not too highly regarded and people feel comfortable speaking even with someone having higher rank. Leaders are appreciated according to their performance rather than status.

Managers don't make major decisions all alone in Sweden, and there is no huge gap between superiors and their subordinates. As explored earlier, Swedes try to reach the consensus, the result that everyone agrees and are heard before making any decisions.

This means that when promoting Movemakers' products they can be introduced to almost anyone within a company, not only those in the management positions. Basically, anyone within the company can bring the idea forward if being convinced.

When it comes to Finland, power distance index is only two per cent higher than in Sweden. It means that Finns accept only slightly better inequality in organizations than Swedes. However, Finnish business meetings vary when considering the bargaining. Finns are more likely to express more directly if they disagree.

The similar attitude in power distance makes it easier to promote and market products in Sweden as in general both Swedes and Finns have the same attitudes towards unequal power distribution. The main issue concerns the reach of consensus that Finns are not very used to, whereas it is an essential concept in Swedish business life.

5.2 Uncertainty avoidance

Uncertainty avoidance refers to society's tolerance for uncertainty. People in uncertainty avoiding cultures minimize such situations by exact regulations. On the other cultures with low index number are not afraid of unfamiliar situations, but consider them inevitable part of life.

Uncertainty avoidance index in Sweden is relatively low, 29 per cent. The value shows that Swedes want to be certain to some extent, but are used to dealing with uncertainty and regard it as a natural part of everyday life.

When it comes to uncertainty avoidance index in Finland, it is twice as big as in Sweden. That is to say, Finns don't like uncertain situations whereas Swedes tolerate it better. Finns relate to uncertainty rather negatively. Generally speaking, Finns do reluctantly things that they are not familiar with beforehand.

While Finns are used to clear instructions and further information before making any decisions, Swedes may be able to make decisions based on brief and even vague instructions. Swedes are not afraid of taking risks in business life whereas Finns want more information and certainty before acting.

As being fond of clear instructions, Finns tend sometimes to explain features very thoroughly. This will not be needed when promotion in Swedish market. On the contrary, Swedes may find it even boring, if brochures contain too much comprehensive information. As a result, we will have to focus more on innovation and arising attention by showing products interestingly.

Thanks to their low uncertainty avoidance value Swedes may be a good market for Movemakers' product. The equipment is partly new innovations there and it would be harder to convince the potential customers, if they were reluctant because of the uncertainty.

5.3 Individualism

The value of individualism shows how much people are integrated into groups and how tightly people are tied into society, or on the contrary, how much individuals have personal preferences or goals. Mooij has itemized (2004, 257) even more specified individualistic values of seeking pleasure, stimulation, variety and adventure.

According to Hofstede's dimensions Sweden is an individualist culture with the index value of 71 per cent. Ties between individuals are loose and everyone is expected to take care of themselves. In addition, the value shows that Swedes tend to focus rather on personal needs and rights than consider them collectively.

Among all Scandinavian countries, also Finnish culture emphasizes independence. However, it has the lowest dimension value of Scandinavia, 63 per cent, whereas in Norway the equivalent value is 69 per cent and Denmark accounts for 74 per cent. (Usunier 2009, 47.)

Finnish people are slightly more integrated into groups than Swedes. However, the difference is only eight per cent, so there is no remarkable difference in behavior when it comes to individualism.

Both Finns and Swedes value individual freedom and stress individuality and independence in their cultures. The value can be seen in much legislation concerned with freedom, and as a result, there are countless number of different types of advertisement styles as individualist cultures approve them of being totally different from everything and support distinctive elements of marketing as long as they stay appropriate, or course.

When it comes to promotion planning, the stress should be on the various possibilities of the products, as both Finns and Swedes value difference between people. Both cultures take people as individuals who have unique needs and in order to meet these needs, Movemakers' should be able to point out how the equipment fits to various environments and users. However, high individualism

index shows that the effect of culture on consumer behavior is small as people behave as individuals with unique viewpoints and needs.

There are two interesting aspects in marketing that makes Sweden an ideal target country for Movemakers products. One is that in individualistic cultures people's buying motivators are pursuit of pleasure and the avoidance of pain. This goes well together with Movemakers offer for enjoyable sport experiences and safe products. (De Mooij 2004, 144.)

Another research of cultural factors related to buying behavior, has discovered that within the developed countries high leisure expenditures are related to combination of high individualism, low masculinity and low uncertainty avoidance. In Europe, on the top of the list are Sweden and United Kingdom. This is explained by the fact that people in such cultures are spending more time in paid organized leisure activities, especially in sports and fitness. (De Mooij 2004, 257, 259.)

5.4 Masculinity

Masculinity measures how roles between the genders are distributed in society. Masculine cultures can be said to be competitive and assertive whereas modest and caring values and quality of life are highlighted in feminine countries. In addition, hope and patience are fundamental virtues and people help each other whenever needed.

When it comes to masculinity index, Sweden's index is five per cent which is the lowest index value of all 53 countries or regions presented in the research (Usunier 2009, 47). That is to say, Sweden can be considered an extremely feminine country.

Roles between the genders are distributed very equally in Sweden. Moreover, modest and caring values are highly regarded. People also interact with each other, and share both small and large decisions, which can be seen also by

consensus in business meetings. Furthermore, people share all kinds of issues, also negative ones.

When it comes to Finland, the index value is 26 per cent, which means that Finland has more masculine values than Sweden. Yet, Finns are also regarded rather feminine than masculine, even though the difference indicates that Finns are more competitive and assertive than Swedes.

Feminine cultures usually have good welfare systems and education free of charge or other ways accessible to everyone. Both Finland and Sweden have excellent welfare and education systems.

When it comes to promotion plan, the main challenge will be to assure through that regardless all the variable features, products are still very safe to use and offer children exciting sport adventures. As Swedish culture's index number shows, Swedes are not very interested in competitive and assertive aspects. As a result, the stress should be on safety.

5.5 Long-term orientation

The fifth dimension of Hofstede's theory consists of long-term orientation. This dimension measures to what extent people make long term plans and follow traditions and social obligations. Long-term orientation refers also to traditional values.

Long-term orientation index can be compared to Hall's theory of time systems. Low long-term orientation index is correspondent to information-oriented culture where as high index accounts for relationship-focused cultures.

Sweden's index of long-term orientation is 33 per cent. It shows that Swedish culture have some traditions, such as Christmas and Crayfish party, that are celebrated traditionally. Furthermore, many family celebrations, such as baptism and marriage have remained quite traditional. On the other hand, Swedes change

plans sometimes rapidly and personal viewpoints are highly regarded, even if they differ greatly.

If doing business in a culture of high long-term orientation index, the status needs to be taken into account very carefully. When having a business meeting, it makes a difference at who the speech is addressed, and in addition, it may be crucial if the status is ignored. When it comes to Movemakers' equipment, it would be essential to have strong arguments on how products will be useful during a long period of time.

If children do sports through their childhood, they learn already at early age how live a healthy life. When buying Movemakers' products equipment to their children, parents are offering not only a good hobby to their children but also a healthy and safe childhood. It will be challenging to give the message through the brochures that buying Movemakers' products can be considered a long-term investment to the children.

When studied people's buying behaviors and motives, it is concluded that cultures related with short-term orientation, low uncertainty avoidance and individualism, are in need for convenience. Therefore, we can assume that there is demand in Sweden for Movemakers' products, since they are practical and easy to use. (De Mooij 2004, 143.)

6 CONTROLLABLE ELEMENTS

Controllable elements are the key part of the international marketing task as they can be affected when needed. That's why it is also the most important part of international marketing research. Controllable elements consist of product, channels of distribution, price and promotion.

Product is explored by defining three levels of the product, consumer product categorization, the product life cycle and diffusion of innovations. Product can be explored in three different levels: core product, actual product and augmented product.

Furthermore, products can be categorized according to how often they are bought. There are four different categories: convenience products, shopping products, speciality products and unsought products. In addition, product life cycle defines different phases of new innovation. And finally, diffusion of innovations defines how customers adapt new innovations.

Channel of distribution includes comparison between vertical and horizontal distribution channels. There are different aspects that influence on choosing the suitable distribution channel. Firstly, there are background issues, and secondly, there are product-based facts. What's more, Swedish distribution channels system will be explored more carefully and the main stress will be on how people are used to buy similar products.

Pricing is challenging, yet a vital part of the promotion mix. In our study, international pricing is the most important sector. When marketing abroad, there are different aspects that need to be taken into account. Firstly, a firm needs to choose a suitable pricing policy. And secondly, a firm needs to explore how much exporting will affect on price level, which is called price escalation.

Promotion is the fourth element of controllable element. Promotion includes choosing suitable channels from promotion mix. In addition, cultural influences on

promotion planning will be analyzed as well. Furthermore, promotion will be given a closer look in the following chapter as designing promotion material for Movemakers.

6.1 Product

Movemakers' products are safe and made of durable plastic. They have a large target group as both children and sport teams can use them. Products can be used both in sport grounds and home environment. In addition they can be used both indoors and outdoors.

As for the competitors, you can find some athletics equipment at stores. However, other products are not as variable as Movemakers' products. Other products are mostly either for professional use or for children, but not for both groups. In addition, there are not many other products that can be used both indoors and outdoors. Finnish products are well-known of their high quality, so Swedes are not expected to neglect Movemakers' products because of their country of origin.

6.1.1 Three levels of the product

The main idea of a product is that when customers buy a product, they don't buy only the product, but the idea that the product can offer them. As a result, according to Kotler, (2008, 501-502) the product must be considered on three levels: the core product, actual product and augmented product.

Core product. First of all, the core product is what customers buy. When it comes to Movemakers' market, offering there are six core products: javelin, hammer, discus, run hurdles, step hurdles and safe stand.

Actual product. Secondly, actual product consists of five characteristics: packaging, features, styling, quality and brand name. The aim of these characteristics is to deliver the core product benefits.

Movemakers' equipment is packed so that they require space as little as possible. The hurdles are packed in parts and discus is packed in a simple package. Each product package includes short instructions how to use the products.

Augmented product. Finally, the third level contains augmented product, which includes additional benefits: installation, after sale service, warranty, delivery and credit. Customers receive these benefits when buying a product.

No installation or special services are needed with Movemakers' products. Except for hurdles, the equipment is ready to use. When it comes to hurdles, they are very easy to install. Furthermore, instructions come along with products, so customers should be able to learn the functions on their own. Equipment is easy to use and have grips or handles to show how to handle them. Furthermore, as equipment is followed by instructions, the functions should be easy to learn, even if not being familiar with athletics.

6.1.2 Consumer products

Consumer products are products bought directly by the customer. According to consumer's shopping habits, consumer products can be divided into four groups: convenience products, shopping products, speciality products and unsought products.

Convenience products. Firstly, convenience products are bought on a regular basis. They don't require much efforts, consideration or comparison to other products. For example, every day products can be classified as convenience products.

Shopping products. Secondly, shopping products are goods that consumers compare carefully. These products are bought less frequently and customers make more efforts when buying them. To give an example, furniture and clothing are considered shopping products.

Products can be classified in two sections: non-durable and durable. While non-durable goods are consumed quickly, durable products are used for a longer period of time. As for Movemakers' products, they can be considered durable, since the equipment is designed to last for years.

Speciality products. The third group contains speciality products, that have unique characteristics, and as a result, buyers don't make comparisons as they want the exact product with special features. Luxury goods and designer clothes belong to the speciality product group.

Unsought products. The last group includes unsought products. Customers are not either aware of them or don't see themselves in buying unsought products. All new innovations belong to this group before people become aware of them through advertising. In fact, unsought products require plenty of marketing, so that consumers become aware of them and receive a slight idea of the functions of the products.

As for Movemakers' product range in Swedish market, they are unsought product, since most customers don't know that these products exist. To conclude, Movemakers' products require besides lots of introduction also other marketing efforts. (Kotler 2008, 502-503.)

6.1.3 The product life cycle

The product life cycle shows the phase the product has in the target market. There are four different phases: introduction, growth, maturity and finally either decline or revitalization. The first phase includes development and introduction of new innovation. After that managing brands and growth play an important role and maturity of target group have become aware of the product. And finally when having a stable position, the product sales start to decline unless there are new interesting features to attract customers. (Foxall 1994, 11-12.)

Movemakers' has done some infrequent marketing to abroad. However, Movemakers' equipment belongs to introduction phase in all foreign markets, including Sweden. As a result, the main challenges are how to access the new market and introduce the products. The phase of product life cycle is related to the diffusion of innovations.

6.1.4 Diffusion of innovations

An innovation means a product or service that is somehow new or has significantly new features. Rogers suggests (2003, 279-285) that people can be categorized in five adopter categories depending how fast they adopt new innovations.

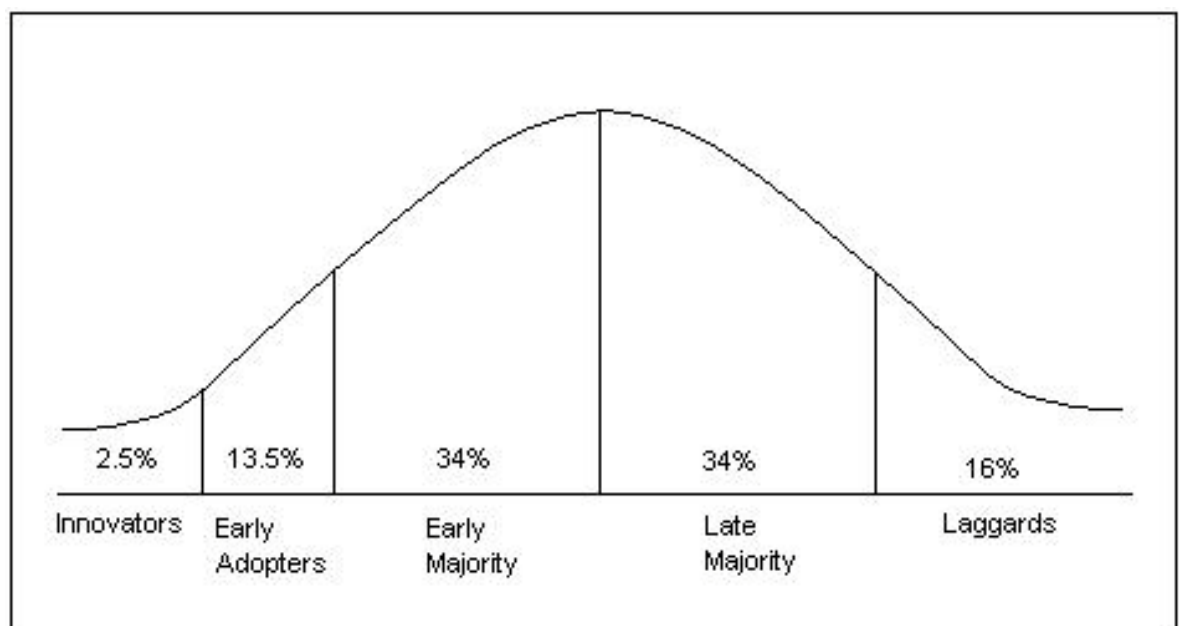


Figure 8: Adopter categorization

The first adopter category consists of innovators with 2,5 per cent. They are the fastest to buy new innovations, and the group deals with high uncertainty. Innovators can be considered venturesome.

The second group is called early adopters. They don't act at once when innovations are launched, but are however faster to act than majority of people. Early adopters are respected by their peers and can be considered opinion leaders.

The next two categories consist of early and late majority. As the names suggest, these two groups contain the majority of people, 34 per cent each. Early majority can be considered deliberate whereas late majority are rather skeptical.

And finally, the last group is called laggards. They are the last ones to buy a new innovation and tend to wait before acting. Laggards are traditional and are usually quite suspicious towards new innovations.

When considering the product life cycle, Movemakers' equipment is a new innovation in Swedish market. As for the adopter categorization, innovators will be the first ones to become interested in equipment. To conclude, in the beginning the potential customers account for 2.5 per cent of the whole target group. The promotion will be aimed also at early adopters, so at first the potential customers account 16 per cent of the whole target group.

6.2 Channel of distribution

Distribution strategies consist of store decisions, such as location and layout. Furthermore, if using intermediaries, decisions are related to distributors or resellers. (Foxall 1994, 90.)

When choosing a suitable channel of distribution, there are several aspects that influence. Firstly, the nature of company and its exports is essential. In addition, competition level and the target group characteristics have to be taken into account as well.

When it comes to channel of distribution, it is important to bear in mind that the nature of sports has approached commercial and industrialism all the time.

Sponsoring may enable the potential customers to become aware of Movemakers' products. Suitable channels would be business partners that have good brand names and experience. In addition, sponsoring deals with large sport events would be ideal as well, as more people would see the equipment and would become aware of Movemakers' products.

Distribution channel means a way how a product or information of the product is delivered to an end customer. When exploring the suitable channel, there are two main options: horizontal channel and vertical channel.

6.2.1 Horizontal channel distribution

Horizontal channel means that companies are connected to each other, so that their activities become a part of the whole productivity. Typical branches of horizontal channels include, for example, furniture and car industry.

Movemakers uses horizontal channel when manufacturing products and ordering raw materials. When it comes to distribution channel in foreign environment, the horizontal channel won't be used because Movemakers will be exporting equipment that is ready to use and have been manufactured already in Finland.

6.2.2 Vertical channel distribution

The other option of distribution channel is called vertical channel. It is about the following issues: is it suitable to use intermediaries, how many intermediaries should be used and what kind of intermediary solutions should be made (Rope 2005, 90-97).

When considering the channel distribution decision from Movemakers' viewpoint, the more suitable distribution channel is obviously vertical channel. Horizontal channel is mainly used when products are complicated to make and require several manufacturing periods. Movemakers' products are manufactured by the

company itself and at least for the moment they don't need any help in manufacturing the products. However, Movemakers may need help in delivering and marketing the products to the target market and in this purpose vertical channel becomes very useful.

Movemakers' aims at finding suitable distributors that will promote equipment to schools and sport clubs. Vertical channel distribution system supports the goal better, as in that case Movemakers' won't be in charge of delivering products to consumer market.

6.2.3 Background issues of choosing a suitable distribution channel

There are several background issues that affect on the decisions when choosing a suitable distribution channel: the number of potential customers, the geographical location of customers, how often the products are bought, who makes the decision to buy a product, where people are accustomed to buy similar products and are there any services that people want with the product. (Rope 2005, 92.)

The first background issue is the number of potential customers. When it comes to Movemakers, the main target group will be sport clubs and schools. Furthermore, Movemakers' aims at finding potential business partners, so the promotion will be targeted to distributors and resellers as well.

The second background issue is the location of customers. Basically potential customers are located everywhere in Sweden. However, according to Dewitt (2004, 14) most Swedes live within an area that is bounded by Gothenburg, Stockholm and Malmö. As this being the case, the marketing should be focused on that particular area. Furthermore, this supports also our choice to introduce Movemakers' products in Skåne area, as it is located within the same triangular area. Geographic proximity makes it easier to enter the market in Sweden compared to many other countries. Closeness also facilitates the functioning of a common market.

The third background issue is how often products are bought. Movemakers has a variable range of products. As a result, it depends on a product how often they are bought. Discus, hammer and javelin are more likely to be bought only once whereas hurdles can be purchased more often. However, generally speaking, Movemakers' products are bought for several years.

The fourth background issue is who makes the decision to buy a product. There are a few main groups that make decisions to buy Movemakers' products. First of all, if products are bought at home, the parents are probably the final decision-makers, even though children may affect strongly to the decision. Secondly, teachers decide the sport equipment that schools buy. Thirdly, sport club coaches make decisions to buy sport equipment. From these three groups, we are mainly focusing on teachers and coaches.

The fifth background issue is where people are used to buy similar products. Usually athletics equipment is bought from sport stores or directly from distributors. Roughly speaking, families buy equipment from sport stores whereas sport clubs and schools purchase sport equipment by distributors.

The final background issue is if people need any services concerning products. Generally speaking there is no service related to the products. Equipment has features that help learning the techniques, for example grips that guide well how to handle them. Furthermore, equipment is followed by instructions. Above all, since products will be mainly marketed to the sport clubs and schools, there will be teachers and coaches who are professionals in sports who can instruct children and sport teams in using the equipment properly.

6.2.4 Product-based facts affecting on choosing a suitable distribution channel

Besides background issues there are also some facts related to the product that affect on choosing a suitable vertical channel. Product-based facts that need to be

taken into account are complexity of a product, desired product image, service need and the possibility to store the product. (Rope 2005, 92.)

The first product-based fact is the complexity of product. Movemakers' products can be considered quite simple. They don't break easily, and as a result, don't require any special treatment when transporting. Furthermore, unlike foodstuffs, the equipment doesn't get spoiled, so they can be transported quite simply.

The main challenge is the size of the products. Hammer and discus are quite small and take only a small place. Hurdles require a little bit more space, but are yet in parts when transported. The biggest package contains the hammer. It has to be transported and stored in one piece, and to conclude, requires the biggest space among the products.

The second product-based fact affecting on choosing the suitable distribution channel is desired product image. As for Movemakers, they want equipment to be considered of high level. However, the equipment is not supposed to be regarded as luxurious. Even though as being of high level the image of the products should be that they are affordable to a wide range of customers.

The third product-based fact is the need for services. When it comes to Movemakers, basically there is no service need. The products cannot be repaired. If the equipment gets broken while using them properly, they are replaced to a new one. The replacement can be made by a distribution and doesn't necessarily require any special treatments.

The final product-based fact is a possibility to store products. Movemakers' equipment last long. The products can be stored even for a long period. As a result, when starting cooperation, big amounts of equipment can be shipped at the same time as there is no urgent need to sell everything right away. All you need is a place to store them.

6.2.5 Swedish distribution channels

Swedish distribution channel system is similar to the ones in Western world. Foreign importer can establish a subsidiary in Sweden, sell products to a distributor or operate by an agent. Sonja Antell has made research of Sweden for Finpro. According to her (2009) 2/3 imported goods are sold to resellers and distributors. Thanks to geographical facts, with 2700 km of coast line, almost all international transactions are made by sea in Sweden.

From Movemakers' point of view, the most suitable means of exporting is to transport products by sea as well, since it is relatively easy to transport goods between Finland and Sweden. Transporting by air is more expensive and doesn't save time so much when considering the distance between Finland and Sweden. And above all, there is no need to transport goods very fast, since they don't get spoiled.

Svensk Handel (Swedish Commerce) is an organization that is in charge of importing in Sweden. The organization gives information and guides foreign importing companies. According to Antell there are over 13 000 that belong to Svensk Handel. The main distribution channel centers are located in Stockholm, Gothenburg and Malmö. The center locations can be explained also by a fact that majority of Swedes live in the area between these three towns.

Based on information gathered by interviewing sport club associations and education institutions, the biggest distributor of sport equipment in Sweden is Rantzows. The company sells sport equipment only to organizations and resellers, not for consumer market. Majority of Swedish schools and sport clubs purchase their equipment from Rantzows. As a result, this particular distributor would be an essential business partner for Movemakers.

One important fact to take into account is that Swedes are used to ordering products via mail or Internet. The communications of distance selling are Internet, television, mail and telephone. Main products sold by distant selling are clothing,

books, beauty products and sport items. As explored earlier, the majority of Swedes use the Internet on a regular basis.

Swedes are used to buying sport items by distant selling. As a result, even though Swedes are not familiar with Movemakers' equipment, it is realistic to assume that potential customers may buy the equipment by Internet or mail if they just become aware of Movemakers' and its products.

Even though Movemakers' is currently concentrating on promoting to distributors and resellers, they should probably consider promoting equipment also to catalogue companies, such as Ellos and Halèns. It may be easier to attract potential distributors into cooperation if Movemakers can show that there is demand among end users, and large catalogue companies may enable this.

6.3 Price

The special feature of price is that it is the only revenue in marketing process, since all the other sectors require assets. Furthermore, price is the most flexible in marketing mix. Unlike many other functions can be considered quite permanent, price can be checked and then changed very fast whenever necessary.

Rope specifies (2005, 78) four different aspects that affect on pricing solutions: image, costs, target group and market. As said before, the pricing is important in image building. When considered from the pricing's point of view, image conducts the price level.

According to Rope (2005, 192) it is important that the decision to buy a product is based on the willingness to have a product, not a price itself. Cheaper prices don't usually lead to a success, as customers are buying a product, not a price.

Traditionally the pricing has been the most important element to affect buying decision. Price can still be considered an essential part of marketing mix. However, usually it is also the biggest challenge, since it is not totally simple to

define the actual customer value of the product, especially when entering the new market. (Kotler 2008, 650.)

According to Repo (2005, 69) marketing package is a combination of product and price. It is important to define the price so that it shows the value of the content to the target group. He also suggests (Repo 2005, 67) that pricing is one important factor in image building. Price has to support the impression given by other marketing decisions. Price shows also when impressions have been created successfully, since customers will only pay the price that they estimate the value of product to be.

According to Rope (2005, 75) there is no other decision that would be as creative as pricing decisions. Traditionally thinking the price has been set to cover the costs. However, when considering pricing from the marketing's point of view, it is impossible to think that price has to simply cover the costs, because it will easily lead price to become too high. It is not completely simple to define a price, so that it both covers the cost and customers are willing to pay it.

As setting prices there are some psychological aspects that need to be taken into account as well. For example, when the price ends in two nines, the product becomes somehow more attractive compared to a similar product with an even price number. (Rope 2005, 84.)

Movemakers' product prices are very competitive thanks to the material, since plastic is excellent for product design and also affordable at the same time. Furthermore, Movemakers aims at making sport activities possible for as many children and sport teams as possible. Therefore, the product prices are set at a medium level taken into account possibilities of an average sport club to afford them.

At the moment, Movemakers operates with the same price level in all their market areas. Movemakers may have to consider different pricing principles in case they expand significantly their international activities.

6.3.1 International pricing

In international pricing, there are two important aspects that need to be taken into account: pricing policy and price escalation. Pricing policy refers to choosing between a skimming and a penetration policy. Price escalation considers several elements, such as taxation and inflation affecting on pricing.

Price will be formed according to market, time and customers (Rope 2005, 77). It means that a product may have different prices according to market. In addition, price can be different even within the same market, depending on time. Furthermore, different target groups may be prepared to pay different prices of the same product. To conclude, it is not the costs that account, but the fact how much a customer will pay of the product in certain market area during a certain time period.

Even though pricing should not be too concentrated on covering the costs, they must yet be taken into account. If it is not profitable to sell products in a certain market, you will have to think of other markets and solutions.

The general price level of the market defines a price level that customers will pay of the products. That is to say, different markets may have totally different price levels. Furthermore, the price is determined also according to demand. If there are plenty of suppliers, the price is obviously lower. On the other hand, if there are only a few competitors, there is more demand among the target group and the price becomes higher.

Movemakers doesn't have much competition in Swedish market. However, it would be superficial to think that there will not be competitors in future either. As a result, the price should be defined, so that it will be competitive both now and in near future.

6.3.2 Pricing policy

When entering the market, a company must decide the pricing policy. According to Kotler (2008, 535) the main two options are a skimming or a penetration pricing policy. Generally speaking, the decision depends on the competition, innovation stage of the product and market characteristics.

A skimming pricing policy refers to reaching the customer segment that is usually willing to pay the premium price. A skimming may be used if a firm is the only supplier of new innovation, as there is no competition yet. On the other hand, a penetration pricing policy is used when a company wants to stimulate market growth and reach a market share. A penetration is used if there is competition in the market.

If price is set too high, the customer group will not be willing to buy a product. On the other hand, if price is set too low, the image of the product will not be high enough. To conclude, no matter if being too high or too low, wrong pricing will cause a company great problems. (Rope 2005, 76.)

Movemakers' could use a skimming pricing policy in Swedish market, since their equipment is a new innovation there. On the other hand, a penetration pricing policy may be more suitable for the company's purposes, as lower prices enable more customers to buy the equipment.

6.3.3 Price escalation

Price needs to be explored carefully when exporting goods. There are several different aspects that influence on price escalation: costs of exporting, taxes and tariffs, inflation, deflation, exchange rate fluctuations and middleman and transport costs. Usually the price gets higher when selling abroad because of different kinds of extra costs. All these aspects need to be taken into account when thinking of the suitable price level in the target area.

At the moment, the economic situation is quite unstable in the world. Swedish Krona has become weaker than Euro, which affects on pricing and exporting decisions. Transporting larger quantities of products to Sweden is relatively cheap, thanks to geographical proximity. On the other hand, single orders become quite pricy to transport, which Movemakers aims at avoiding by finding a dealer. Furthermore, the EU legislations enable to enter the Swedish market freely. As a result, the main challenge is how to cope with intermediary costs.

6.4 Promotion

Promotion includes all the actions that are used for communicating the values of the product and convincing the target customers to buy (Kotler 2008, 50). Promotion will be explored more carefully in the following chapters (chapters 7 and 6) concerning especially message planning and producing Movemakers' promotion material.

In the book Principle of Marketing (Kotler 2008, 7) it is explained what is marketing and what part the marketing communication plays in this process. It defines marketing as a process to create value for customers and build strong customer relationships. In return, company will capture value from customers. It also explains that marketing must be understood in the sense of satisfying customer needs, not just about making a sale.

Products sell easily, when consumer's needs are understood, products are developed to provide superior customer value and are at the same time effectively priced, distributed and promoted. However, this doesn't make selling and promotion unnecessary. Rather those must be seen as part of larger marketing mix, a set of tools that help to reach the marketing goal: customer's satisfaction. Customer delight is the most important in order for to maintain good customer relationships. (Kotler 2008, 6-7, 53.)

Communication is vital part of customer relationships. This means messages send outside from the company, but also feedback received from consumers. Customer

centered company makes it easy for consumers to give suggestions and make complaints. Usually companies don't wonder about should they communicate, they rather question about how to communicate and how much to invest in doing so. Marketing communication doesn't limit only to consumer, but it can also include intermediaries and often various publics. (Kotler 2008, 377, 691.)

6.4.1 Promotion mix

Promotion means communicating a value proposition of a product to customers. Kotler suggests (2008, 691-692) that promotion mix consists of five promotion tools: advertising, sales promotion, public relations, personal selling and direct marketing. Companies decide the best means of the communication options to reach their target audience and blend together a suitable promotion mix.

Firstly, advertising is basically a non-personal presentation of products. Secondly, sales promotion aims at enhancing sales in short-term. The third promotion tool contains public relations. The aim is to get a positive image and good relations with different media. Personal selling refers to a presentation made directly in person. The fifth promotion tool is direct marketing. It aims at contacting customers directly and personally.

When it comes to Movemakers' marketing planning, the most suitable promotion tools are personal selling and direct marketing. The company operates currently with small resources, and in addition, the target group is clearly defined. Furthermore, when marketing products in Sweden, the first goal is to introduce products in sport clubs and schools. That's why the promotion material should be addressed directly to both school teachers and sport club coaches. To conclude, promotion material will be created for personal selling and direct marketing purposes.

PowerPoint presentation will be mainly used in personal selling when Movemakers is introducing the company and its products to possible intermediaries and users. In personal selling, product brochures will probably be useful as well.

In direct marketing, the supporting material varies depending on a situation. When contacting target group by e-mail, brochures in electronic format are obviously the most suitable option of marketing material. If customers are met in person, both PowerPoint presentation and brochures become useful. Finally, if sending promotion letters to potential customers, brochures are used as supporting material.

6.4.2 Communication process

Marketing communication can be viewed as a process, including several important elements, which all affect into the accuracy of the communication results. In order to create an effective message, the marketing communicator must be aware of all the controllable elements in the communication process, so that none of the elements are ignored. (Cateora 2005, 478; Kotler 2008, 698.)

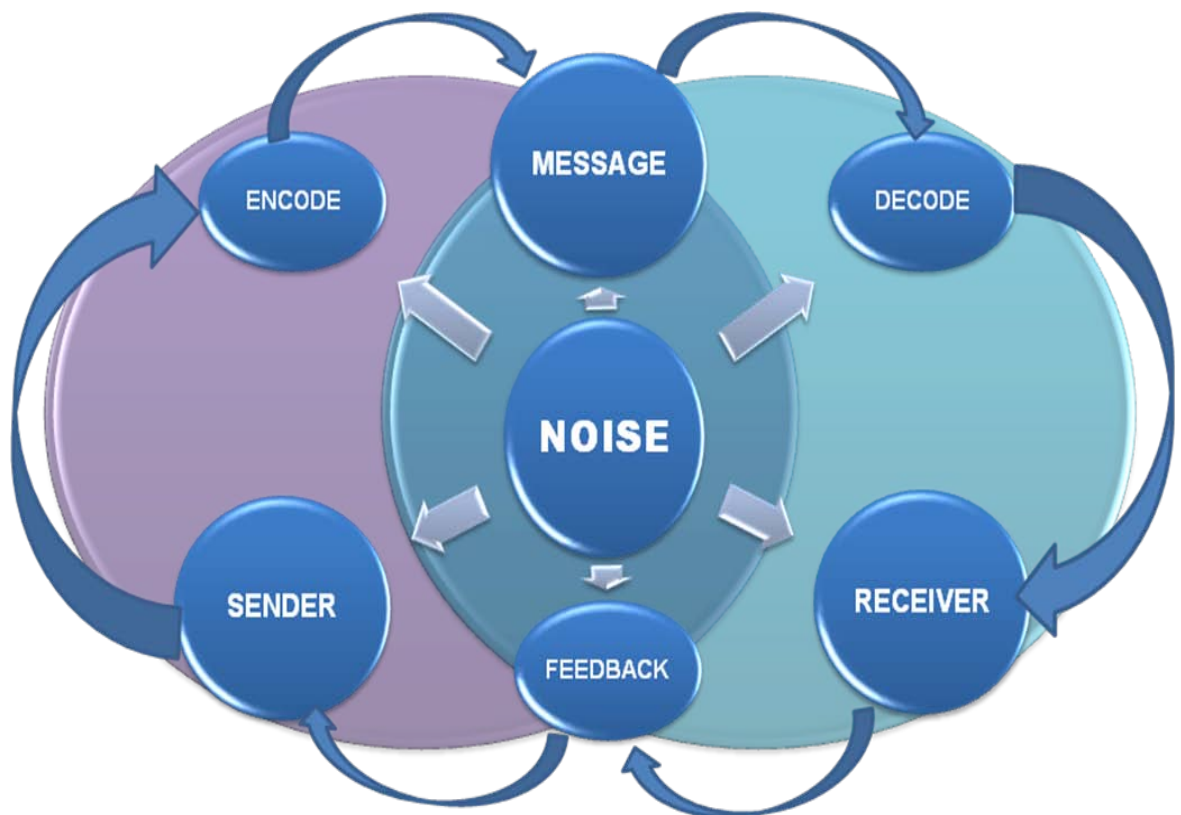


Figure 9: Communication process

The communication process includes seven basic elements. The two major parties in the process are the message sender and the message receiver, which is the target consumer. The major communication tool is the message or the chosen media.

Between the sender and the receiver are three communication functions: encoding, decoding and feedback. First of all, the encoding means how the sender converts the message into effective symbols, ready to be transmitted to the receiver. The symbols are for example words, illustrations or music, depending of the chosen media.

Secondly, the decoding is how the receiver interprets the symbols received from the sender through the chosen media. Thirdly, in feedback, the targeted receiver informs the sender about the message's effectiveness. Therefore, the sender can evaluate if the communication process has been effective and if the message was received in a desired way.

The communication process has still one more essential element, which is not controllable. The element is called noise, including all the possible factors that can distract or affect the communication process within any of the elements. Such factors are for example competitive activities or confusion. (Cateora 2005, 479; Kotler 2008, 699.)

As a conclusion, to communicate effectively, the message designer must understand the consumer's field of experience and way of thinking. The best message consists of words and other symbols that receivers are familiar with. This also means that the sender must be good at encoding the message by taking into account how receiver might decode it. Additionally important is to create functional feedback channels between the company and the target group, which ties together the whole communication process. (Kotler 2008, 699 – 700.)

6.4.3 Cultural influences on promotion planning

International markets can cause many challenges when it comes to marketing communication. Especially it is important to encode the message by using words and symbols that are meaningful to the receivers. That's why it requires time and plenty of dedication to design a message in a manner that the target audience will comprehend the message in a desired way as well as to choose the best media in order to reach the target audience. (Cateora 2005, 478.)

One of the most common failures is that the target audience interprets the message differently than how it was meant, because of the cultural differences. Furthermore, even if message is correctly understood by the target audience, another usual failure is caused, if the marketer has not been familiar with target group's needs, wants or way of thinking. In this case the target audience won't still respond to the send message in a desirable way. Sometimes even sending the message to target audience may become a great challenge, if the designed media channel is not adequate enough in the target area. (Cateora 2005, 478.)

There are many differences between the best methods of communication in each culture as studied in the earlier chapters (chapter 4-5). The most distinctive cultural difference in marketing communication concerns communication differences between individualistic and collective cultures. In collective cultures the marketing promotion is focused on inducing positive feelings rather than giving information. Their promotion goals are to build relationships and trust between the company and consumers. On the other hand, marketing communication in individualistic cultures aims at selling, persuading and changing attitudes at short term.

The logic of the usual promotion method in individualistic cultures is to show the superiority of a company and its products compared to competitors by clearly stating their benefits. Therefore, consumer receives a good justification for the purchase. In collective cultures, instead, the marketing communication has a pursuit of making friends with the target group by proving their feelings are understood and showing how pleasant the company is. Therefore, the buying

motivators for consumers are that they trust and feel familiar with the company. Only after purchase the consumer will find out the products' benefits and value. (De Mooij 2004, 311.)

When it comes to Sweden and Movemakers' promotion plan, the cultural differences with Finland are minor, but language is different. Therefore, designing an effective message using the common language to Swedish is perhaps the greatest challenge in Swedish market.

Direct marketing may work thanks to Sweden being a deal-focused culture. In relationship-oriented cultures it wouldn't be appropriate to do telemarketing or approach potential customers by e-mails, because in relationship-oriented cultures people expect to know each other before making business. However, as Swedish are rather deal-focused, potential business partners can be contacted directly by phone or electronically. Deal-focused orientation leads us also to the fact that Swedes are fairly reserved, who avoid showing strong emotions in public, and furthermore, Swedes are fond of "lagom", which means basically moderation. Reserved behavior affects to the promotion material process, as Swedes dislike boasting. It will be essential not to praise Movemakers and its products too much, because it will probably have cause rather negative attitudes among Swedes. (Gesteland 2006, 302.)

Furthemore, according to survey (Mossberg 2009), 73 per cent of Swedes have shopped something at home. In addition, 4,1 per cent of all retail trade comes from distant selling. As a result, Swedes are familiar with direct marketing and distant selling, which we analyzed as a part of promotion mix. The promotion material will have to be designed so that it suits also in direct marketing and distant selling.

Promotion techniques and customs are similar to other Western world. However, it is explored (Antell 2009) that promotion is extremely essential in Sweden. The biggest means of promotion are magazine and newspaper advertisements. The second largest means of promotion is direct marketing. Radio and television advertisements are the third largest means of promotion. In addition, one popular means of promotion is still participation in exhibitions.

7 PROMOTION MATERIAL PLAN FOR MOVEMAKERS

As designing Movemakers' promotion material, we will focus on the company's basic promotion material. We will design brochures and PowerPoint presentation that are suitable to be used as supporting material in direct marketing and personal selling. Rope lists (2005, 103) that a company's basic promotion material consists of company website, brochures, business cards, business gifts, letters and company presentation material.

This chapter begins by analysis of Movemakers' existing promotion material and our ideas and suggestions for new material. Then we will go through an improvement plan for the material, which will be done according to Movemakers' requests and needs.

In the following chapter we will explore the theories about message forming in business communication. Then it is followed by a chapter, where the actual process of producing the new promotion material for Movemakers is described. Cultural influences are taken into account as well when producing new material, so that promotion material would be suitable also for Swedish market.

7.1 Analysis of existing material

Before our first meeting with Movemakers, we made an overall analysis about their existing promotion material in order to be able to give suggestions how we could develop new material, especially when it comes to their international markets and Sweden. Also we wanted to discuss of specific tasks we should undertake, and above all, how and in which order to proceed.

Movemakers existing marketing material included the Internet website and two A4-sized brochures: one for introducing company's products and another one indicating both the products and service prices.

The website was written mainly in Finnish language and only some parts were written in English. Especially, when taking international customers into account, the webpage should be updated by making it clearly bilingual. There should also contain more information about the company, their mission and the products, so that foreign customers can have deeper knowledge about the company and their purposes.

The product brochure and the pricelist both were written in English, which is necessary for international markets. The brochures were written in one A4-sized page. Thanks to the simple layout, the brochures were easy to print and e-mail. However, the product brochure had plenty of text. As a result, we suggested simplifying product brochure by including only a few main points about the products and the company, and therefore bringing overall image smoother, easier to glance and read.

Adding more pictures and taking off long sentences is a universal rule of making promotion material more interesting. However, it makes promotion material a lot more attractive in Swedish market as well, since Swedes have a low index in uncertainty avoidance. It means that Swedes dislike reading long instructions and too heavy information packages. As a result, there was a clear need to delete less necessary information out of brochures.

We came up with an idea of a new brochure layout, which is an A4-sized paper, folded into six pages. This folded version enables wider possibilities for brochure design. In addition, it enables classifying company and product information on separate pages. Furthermore, the folded brochure would be inexpensive to print and yet can be made on a paper of high quality with four colours.

As explored in cultural forces, Swedes are very concerned with recycling. As a result, we will underline the aspect when designing the promotion material. For example, we will suggest Movemakers to print brochures on recycled paper. Furthermore, the waste of paper has been minimized, since brochures are designed on a one-paged layout. And above all, we won't make any heavy product catalogues that would cause great amount of waste paper.

Besides including too much information, another issue related to brochures was that they were not designed to attract one of the Movemakers' main target groups: sport teams. Movemakers' aims at promoting both run and step hurdles for sport teams' training purposes and it was not clearly mentioned in existing promotion material. As a result, we came into a conclusion that Movemakers would need two separate brochures; one including all products and another one introducing only hurdles.

Movemakers' original price list included information of both products and services (e.g. summer camps). We wanted to clearly separate products and services from each other and make the product prices as their own list, since the international customers would be mainly interested on the products. Furthermore, Movemakers' is not currently organizing any camps or competitions abroad, so service prices would even mislead the potential customers in foreign markets.

When it comes to price list design, it is important to take into account the fact, that Swedes has their own currency, Swedish Kronas. When considering promotion planning only from Swedish market's point of view, it would be ideal to list prices in Swedish Kronas. However, as the same promotion material will be used in different international markets, we listed the prices in Euros.

7.2 Plan for new promotion material

During our first meeting with Movemakers, they expressed a wish that we would create a promotion material package. Furthermore, they became interested in the idea that we would design foldable brochures and make one for each target group.

As a result, it was decided that at first we would concentrate on designing the brochures and as the information would be simplified and clearly classified on their own separate sections, it would help to update the company's website afterwards. Therefore, the website would be last to update, even though the Internet offers vast possibilities and webpage is very important for a company's image.

Among all Western countries, also Sweden is a country of Internet users. According to surveys, Swedes are used to ordering products by Internet or mail, and as a result, when considering Swedish market, an attractive webpage is vital for Movemakers in order to succeed. So even though not concentrating on webpage at once, we were aware of a need to update them eventually.

According to the company's wish, we would also design a PowerPoint presentation that would be used in product introduction events organized either by Movemakers or their business partners. PowerPoint presentation would partly include the same information as product brochures. In addition, by Movemakers' request, there would be a survey page showing the physical inactivity among young people and therefore showing the need for inspirational sport equipment.

Furthermore, we discussed the marketing languages. Basically our plan was to create all material in English, but as Movemakers requested, we would also make Finnish versions of the material. Considering our specific marketing plan to Swedish market, we wanted to create the material available also in Swedish.

When designing new brochures, it was noticed soon that new brochures wouldn't be suitable for e-mail purposes. Therefore it was decided that we would design additional brochures for each target group, which could be sent electronically.

Because of the high rate of the Internet users, the electronic version of brochures will be vital in Swedish market as well. And what's more, electronic version will be useful also in other marketing purposes. To conclude, there was a strong need to have a well designed brochures in electronic format.

Besides the layout of the brochure, another issue was, if the price list would fit to go along with it. As a result, we designed a narrow list of the same size as folded brochure. Therefore price list could be placed inside the brochure when needed.

To conclude, we would design a price list and two different types of brochures for each target group, a folded hand-out and an electrical version. The aim of the brochures is to be used as a supporting material in sales and promotion activities.

In addition, PowerPoint presentation aims at introducing Movemakers' business for different audiences e.g. sport coaches and teachers. Therefore, the objectives of the material are to be designed for sales support, building product awareness and educate consumers. Material should be suitable in Swedish market as well as for other foreign markets, which will be most likely other Western countries.

Before producing Movemakers' promotion material, there were several different issues to take into account. Firstly, we searched for ideas and advice how to build an effective message for marketing communication, which includes message format, structure and content as well as visualization. Secondly, we explored guidelines to design a good brochure and PowerPoint presentation. And finally, an important element was to explore cultural influences to minimize the possibility for culture collisions when using the promotion material in Sweden.

8 COMMUNICATION DECISIONS

In this chapter we will explore the company's basic communication decisions and three main aspects of message design, which are message structure, format and content. Also we will look how Movemakers has done their basic communication decisions and how we can use different aspects of message design in the new promotion material. (Kotler 2008, 703, 706.) The marketing communication is explored from the individualistic societies' viewpoint, as both Sweden and Finland are individualistic cultures. Additionally, Movemakers' other target areas will most likely belong to the same culture group as well.

In the promotion plan, the basic decisions apply to the logo, colors, font and the core message. It is important to understand how to use them and where. Equally important decisions are how to use pictures and form the text. In putting the message together, the marketing communicator must decide: what to say by message content and how to say it by message structure and format. (Kotler 2008, 703, 706.)

An effective message is designed so that the target audience would understand it in desired way. Therefore, before writing the message, it is needed to think, what kind of response is wanted from the audience. As designing marketing communication, it needs to be fitted with the company's objectives and alignments as well as it needs to be designed the target group in mind. (Kotler 2008, 706.)

8.1 Company's basic communication decisions

Marketing communication consists of important image decisions concerning of company's name, visualization, colors and the core message. At first people usually recognize the company's name. These decisions are to be made uniformal in all the company's communication in order to be effective and profitable. (Rope 2005, 59-63.)

8.1.1 Alignment

The first basic principle includes alignment, which affects on color decisions, theme, logos, visual outlooks, communication style and core messages. Alignment should be considered an investment. Once marketing style is designed properly, the same material can be applied to different marketing tools. (Rope 2005, 131 - 132.)

8.1.2 Sustainability

The second basic principle refers to sustainability, which is related to profitability of communication. The wrong assumptions are often made that target group realizes the marketing message already during the short period of marketing. In reality it takes a considerably longer time period to adopt the message, even for the fastest group, that is to say, innovators. And even though having adopted the message, most of them won't be able to remember the content spontaneously. As this being the case, also sustainability should be regarded as an investment, that will affect for long, the results can be seen even after several years.

The main issue is that the investment is usually the highest in the beginning and as the results cannot be seen right away, the marketing task may seem frustrating. However, if the marketing campaign is designed and represented properly, it will become beneficial when target group adopts it. (Rope 2005, 133 – 134.)

According to Hofstede's dimensions, Swedes have relatively low long-term orientation. Furthermore, as for the Hall's time system distinctions, Swedes are rather deal-focused than relationship-oriented. When combining these two theories, it can be said, that Swedes are used to dealing with strangers and don't necessarily need plenty of time to make any decisions. To conclude, sustainability may not become an issue, when planning promotion in Swedish market.

8.1.3 Movemakers basic communication decisions

Movemakers refers to action already by their company name. Movemakers' colors in the company logo are blue and white (figure 8). The logo is visualized with a dice symbol, which also express movement. Everything is written with black color and text font is Arial. Product names are also written in black color, but have different font, Mistral.

Figure 10: Movemakers' logo



Movemakers text writing font, Arial, is the same as the writing form of our thesis. Movemakers product writing font, Mistral, is as followed:

Safe Javelin

The core message that Movemakers wants to get through is the safety aspect of the products. A company calls their product family with a name: 'Safe Junior Sport Equipment'. Even though safety is the most important issue with children's equipment, it is not the main point for the other target group, sport teams.

Even if Movemakers is very competitive when it comes to safety features of hurdles, generally speaking hurdles are not considered unsafe equipment. To conclude, from this target group's point of view, company's core message is the practicality and efficiency in training.

8.2 Message content

In the individualistic society, message appeal usually refers to the product quality and benefits gained by buying the product. Message content strategy can focus either on information and persuasion or dream orientation. Dream orientation means arousing ideas and visions of more comfortable life that products can offer.

According to a wide cross-cultural study about message content, in developed countries message content is more informative than in developing countries. The reason is assumed to be that developed countries have higher level of literacy and education. After all, culture is the most crucial factor influencing how much and what kind of information is wanted. The information should be chosen carefully according to what the target audience wants to hear. (Usunier 2009, 381 - 382.)

There are three main types of appeal that are commonly used in marketing communication. These appeal types are rational, emotional and moral. Rational approaches relate to the audience's self-interest. This is used for proving how the product will produce the desirable benefits e.g. product quality, economy, value or performance. As for emotional aspects, they attempt to stir up either positive or negative emotions that can motivate for purchase, for example love, humor and pride or fear, guilt and shame. Moral appeal naturally draws into human moral values and touches their sense of right and wrong. (Kotler 2008, 703.)

When it comes to designing Movemakers' brochures, they are kept mainly rational. However, there is slightly emotional appeal, too. Swedes are information-oriented people, meaning that they tend to understand what is actually said. As a result, rational aspects of the brochures should be efficient to Swedish market.

8.3 Message structure

There are three basic issues to consider while planning the message structure. First one considers, should the message draw a conclusion or leave it open for audience to decide. According to researches, open ending and presenting questions is the best method in the cases where audience is most likely to be interested in the product. However, the best motivator for not motivated audience is to draw conclusions.

The second issue is the place of the arguments in the message. The main challenge is, if the strongest arguments should come at first or at the end of the

message. Naturally, starting with a strong argument will draw high attention, but the end of the message might become laim. (Kotler 2008, 705.)

An ideal framework for an effective message follows AIDA –model. According to this model a good message attempts to accomplish following four steps: get attention, hold interest, arouse desire and finally obtain action. However, in reality only reraly a message is able to bring the consumer all the way from awareness till purchase. (Kotler 2008, 703; Nieminen 2004, 88.)

The third issue concerns again the stated arguments. The issue is, either to give one-sided argument by only presenting the product's strenghts or include also product's weaknesses in the message. Generally speaking, the answer is that one-sided argument works the best unless the audience knows already or will hear about the weaknesses anyway. In these cases weak point should appear in the message, too. (Kotler 2008, 705.)

When designing Movemakers' presentation material, the arguments are one – sided as there are not known negative influnce of the products. Secondly, with the brochures, the strongest argument is the slogan placed in the front page, followed by another arguments backing up and proving the credibility of the first one.

As for PowerPoint –presentation the content is more of the support material and with equal strength in all the way through the message. It will be more up to the presenter to decide how to state the message. We aim not at drawing conclusions, but instead proving the credibility of the message and believing audience will be motivated through that.

In addition for our material, the message should be quite formal and informative. However, we can still use the AIDA framework in design. The front page is most important to get attention and invite to read more. This can be done also by highlighting the main points and adding pictures. Secondly we need to choose words carefully to hold interest and arouse desire for the products. International point of view makes it even more challenging to design brochures, since cultural factors need to be taken into account all the time.

8.4 Message format

There are some principles that guide in all communication activities: distinctiveness, pithy, of a high level in quality and being based on target group. Basically these principles are separate and equally important. However, all these principles together make marketing communication functional. (Kotler 2008, 706; Rope 2005, 129.)

Distinctiveness. Firstly, marketing material should always be designed so that they are distinctive and raise attention. There should be at least some elements among message, headline, colours, pictures and music that are not presented traditionally or in the same way as others do. Distinctiveness can be created for example by size or position of the message, shapes and movement as well as contrasts. (Kotler 2008, 706; Rope 2005, 130.)

Nieminen (2004, 89) advises about drawing attention by using pictures, that a set of pictures is better than one single picture and the bigger the picture is the better. Furthermore, a picture to draw attention the most, is firstly a female portray, secondly a picture of a child and thirdly a pet.

When analyzing cultural forces, it was noticed that people interpret colors and pictures in different ways, according to their cultural influences. In various cross-cultural surveys concerning color associations, it was concluded that the most highly evaluated color across cultures is blue, followed by green and white.

Another result was that when pairing of colors, the most selected color to pair with blue is white. Additionally, it is explored that people tend to like colours that are used in their flags. As a result, even though the brochures are not designed only in Swedish market, the brochure's main colors as well as product's main colors should raise attention thanks to symbolic production principles. (De Mooij 2004, 197.)

Pithy. The second principle accounts for pithy. It refers to the fact that the goal of the marketing is that target group becomes aware at least one fact that you are

presenting. When it comes to Movemakers, they want to underline the safety of products. It suits well to the promotion planning in Sweden, since Swedes appreciate caring values.

The most usual mistake is that marketing task is made by marketer's point of view and media place and time is tried to be filled as much as possible. However, the point is not to present all the essential facts, since the target group will definitely not remember all of them and may even get mixed if they get too much information at the same time. The marketer should consciously try to affect on attitudes, arise interest, build conceptions, and above all, to allure consumers to buy.

There are two fundamental elements that are used in most communications: words and pictures. They both are essential in achieving a persuasive impression. As a result, marketing language is actually often about adjectives, describing features and atmosphere, for instance. To conclude, the marketing campaign's success depends also on how well the adjectives have been chosen.

Pictures are also essential when creating the atmosphere. The better the pictures can be adapted, the more effective the message is. This is partly caused by the fact that most people, about 70 per cent, are so called visual people, which means that they tend to perceive and observe the world through visual impressions. As a result, most people are not interested in the message if there is no picture. (Rope 2005, 134 – 135.)

Quality. The third principle in communication activities is that it should be of a high level. It is vital that marketing is always of a high level. Lame marketing is obviously ineffective, but in addition it may give target group a negative impression. No one has to do marketing, but if it is done, it should be done properly, since marketing is useful only when bringing results.

Target group focus. The last principle of message format concerns of focus audience. Marketing can be based on either product or target group. There are huge differences in these two viewpoints of marketing. Product-based marketing is always informative and similar to all target groups whereas target group-based

marketing is more emotional and modified according to different target groups. In addition, product-based marketing approaches using by explaining product features while target group-based on marketing is more concentrated on ease and comfort aspects. Furthermore, product-based on marketing's message accent is traditional and message style is correct whereas target group-based on marketing's message accent is persuasive and message style is more likely to stand out.

In order to regard the target group, it is important that the message communicates new information to keep up interest. Additionally, those who have already purchased the product draw their attention naturally to read the product's advertisements to seek judgement for their recent purchase. Therefore, the message should reinforce buyers purchase decision to bring customer satisfaction. (Kotler 2008, 707.)

As it can be seen, target group-based marketing is more likely to succeed than product-based marketing. However, the latter is always easier to carry out as a marketer usually knows well the features of the products, but it is not equally simple to master the values and interests of the target group. (Rope 2005, 137 – 138.)

When considering Movemakers target group in Sweden, it can be noticed that Sweden is a country of feminine values. In addition, Swedes dislike too heavy information packages, and above all, they are fond of various types of sports. Movemakers' products are new innovations in Swedish market, and as a result, potential customers at first are innovators and early adaptors.

9 MOVEMAKERS' PROMOTION MATERIAL CREATION

This part of the thesis will explain the actual process of creating Movemakers' promotion package, evaluation of the outcome and ideas how to improve the material. Finally, there will be several possibilities how to improve and expand Movemakers' promotion plan in Swedish market in the future.

The process of creating Movemakers' promotion package will be discussed in two parts. Firstly, there will be folded hand-out brochures, price list and brochures in electronic format. Secondly, there will be the PowerPoint presentation. In addition, both sections will begin by analyzing theories about how to create a good material.

The content of the promotion material was collected several ways. First of all, company representatives were interviewed in order to gather information. Secondly, Movemakers' webpage and brochures contain plenty of useful information. And finally, there were some published articles about Movemakers.

We designed folded brochures and price lists by using Microsoft Publisher – program. When using the program, we didn't choose any particular model as the brochure layout plan. Instead, we created our own ones so that they would be more suitable to the material we were about to produce. As for electric brochures, they were made by using Microsoft Word- program.

When all the brochures were done, we converted them into PDF-form, so that layouts would remain unchanged when opened by any computer. As for the PowerPoint, no modified version was required, as it would be used only by company representatives themselves.

Promotion package would be used when introducing Movemakers' equipment to potential customers and business partners abroad. Besides traditional mail, material would be sent also electronically. Therefore Microsoft Office -program is ideal as it is widely used in Europe. That's why there was no need to use any special programs when considering international promotion's point of view.

9.1 Brochures

Brochures are only to be used as a supporting material in any marketing efforts. They can be used in sales situation, as a hand-out at trade fairs or as an enclosure with a promotional offer or a letter. It is essential to remember the fact that brochures are supposed to be additional supporting material, not in the main role of marketing.

A brochure included in a sales letter reinforces the message. The goal is to express the message by words in the letter and with pictures in the brochure. Therefore, the brochure's main purpose is to be a graphical tool. Both technical quality and promotion communication skills are essential in order to create a well functioning brochure.

Broadly there are two types of brochures. One is a company brochure, which aims at presenting company and its whole market offering attractively. Other one is a product brochure that presents only one product or line of the products and therefore has limited information of the company's total market offering.

The product brochures can be still divided into two types: sales brochures and technical brochures. Sales brochures are used as a normal promotional tool, whereas technical brochures are limited for only to explain the products' technical facts, which consumers may need as an additional support to affect their buying decision. It is not necessary to pay much attention on the quality of the print in the technical brochure whereas sales and company brochures are important to print with high quality standards.

Company's brochures usually contain several pages and have a four-color print. However, if company has a limited budget, they should not save money on printing low quality brochures, for example, only one colour, because the impression could be cheap and unattractive. If this being the case, it would be better to design a small foldable brochure that can be produced low in price, but can yet be printed with good technical quality providing a professional and convincing impression. (Rope 2003, 45-47.)

As for the Movemakers' case, we designed two different types of brochures: company brochure and sales brochure. Company brochure presents Movemakers' safe sport equipment for children and sales brochure presents only one product line, hurdles, which are targeted for sport team training. Both Movemakers' brochures are folded A4-papers and printed in 4-colours. Furthermore, our folded version offers a six-page layout, whereas usual small folded brochure has only four pages.

Movemakers' products do not need technical brochures for support. Therefore we will not discuss any longer of its' designing guidelines. Instead further information on sales - and company brochure design will be explored.

The aim of the sales - and company brochures is to describe how convenient it is to use a particular product or products and also explain the benefits that the consumer would receive. The description has to be so convincing that the reader believes the market offering will fulfill the promised performance. In order to be effective and well functioning, the brochure has to be believable, give a professional impression and has to be convincing with the stated facts. (Rope 2003, 47.)

Brochure should include the following aspects: First of all, it should contain the company's market offering to show how company can serve the customer. Secondly, it should include the company's operating principles, explaining company's objectives and mission, in order to capture consumer's interest towards the company's market offering. And thirdly, the brochure should contain the company's contact information including address, telephone and fax numbers as well as an e-mail address. This makes it easy for a consumer to contact the company in case they have interest towards the company's market offering or any further requests. (Rope 2003, 46.)

There are some basic principles in brochure actualization. Firstly, that brochure is mainly graphical, the less writing the better. The pictures showing human beings in action is better than just product pictures as people are more interested in people than the products. Secondly, a brochure should be well designed visually and

technically, giving a professional impression. This includes the quality of produced print. Thirdly, the brochure should be timeless leaving out information that may change within a short time period such as prices. In addition, the brochure should follow the company's set alignments. And finally, in the whole brochure designing process has to be taken into account the target group, the purposes of brochure usage, the company's resources and the content of the presented information.

Above all, the brochure's functionality depends on overall professional impression. That is to say, the brochure should be visually pleasant to look and the quality of the print and colors are of high standard. (Rope 2003, 48.)

Timo Rope gives further guide lines for design of the small folded brochure. We need also these guidelines for our brochure design. Rope suggests that the front page contains a company logo and possibly a picture for an attraction. Inner pages include explanation of the company's operation principles and the product categories. And finally, the contact information can be found in the back page. (Rope 2003, 47.)

9.1.1 Movemakers' brochure design: Athletics Equipment

(Appendix 2) We used the brochure guidelines mentioned above as well as the instructions of forming a message in Movemakers' brochure design. Additionally, we applied the results of the cultural studies. Our goal was to design brochures that are both attractive and give a good impression of the products and their competitive superiority.

The main challenge was to design the brochures, so that they would be attractive to both domestic and foreign customers. Aim was to create a message applying values appreciated especially by Swedish, which are for example pursuit of pleasure, avoidance of pain, convenience and adventure.

First we designed the company brochure that includes all the Movemakers' products for children athletics. In the front page we placed an attraction picture. In

the picture there is a child playing with a Movemakers' product. There are a both human being and action shown in the picture. We placed here also the company's logo and the slogan for attraction to show company's value proposal: 'Movemakers, creating safe sport adventures'. In addition, we wanted to point out the purposes that these products can be used for. Therefore it says: 'Children's games, competitions and sport team training.'

Suggested guide line advice that brochure is used mainly as a graphical tool. However, we took into consideration the purpose of usage and therefore in Movemakers' case, the brochures needed to include more product information than be just filled with pictures. The main issue was to combine that there would be enough information of the products, but however, not too much, so that potential foreign customers wouldn't feel overloaded with information.

The first inner page introduces the company and its mission, which is to increase children's' overall well-being through safe and enjoyable sport experiences. When introducing the children's' products, the product safety as well as the company's mission are very important part of the Movemakers' image. It is also an important aspect to Swedish as they like to introduce sports for children as a play, not as a serious means of competition. In the brochure, the mission statement is presented by Tapio Korjus as the company's face, designer and well-known sportsman. He gives credibility for the product's professional functionality and enforces the company's mission.

The following three inner pages contain product information. Firstly, there is an explanation of the products' innovative design and superior qualities, and then each product is presented by a picture and with a short description of their special features and functions.

We wrote in more informative than advertising manner, when stating out the products' qualities. Anyhow, we highlighted the main points and added some emotional appeal as well as expressed market offering not only in product terms, but also as an experience and a tool to fulfill a need.

Our aim was to be credible and confirming that the products will meet the promised performance. As a proof of products' high quality, there are mentioned that Movemakers has won a prize in productive idea competition and Finnish Athletics Federation has selected Movemakers' Javelin as an official gear for children's competitions.

We also used adjectives, which would enforce the written message: 'Smart design' and 'Innovative production' are highlighted. The most emotional appeal is the front page slogan, which states that Movemakers creates safe sport adventures.

Prices are not included in the brochures as prices may change in a short time period. The same issue applies to the company's contact information. There are only a postal address and a website address in the brochures, since phone numbers may change more often. As Swedes are eager to use the Internet, they will probably regard the company's webpage as the most convenient tool to contact Movemakers, if they become interested in products.

Movemakers wished that the brochure's background colour would be light blue. We chose fading light blue color, which becomes lighter at the top of the page and darker in the bottom. This would make brochure lively and visually attractive. In addition, we designed dark blue borders to surround each page, except for the front page where the borders surround the picture. We judged these borders would give visual balance and posture for the brochure's overall image.

9.1.2 Movemakers' brochure design: Hurdles

(Appendix 3) The brochure with Movemakers hurdles follows the same style and layout plan as Safe Junior Sport Equipment –brochure. There are only two Movemakers' products presented in this brochure: Run Hurdles and Step Hurdles. Therefore we had more space to place products than with the previous one.

Also in this broucher we placed an action picture at the cover page, showing how to do training with Movemakers' Hurdles. Picture goes along with the slogans:

“Movemakers, inspiring the sports!” and “Efficient training with Movemakers’ Hurdles”.

We benefited of the spacious layout by being able to add all the six pictures of the different Step Hurdles’ structures. Step Hurdles are multifunctional and can be formed into six different structures to be used in jump- and step training. It is important to show to consumers the different functions by the pictures to give a deeper knowledge about the product. However, Run Hurdles is sufficiently presented by one picture.

After placing the products and their descriptions on the pages, we had one product page half empty, which caused that pages were visually unbalanced. As for the information aspect, there was no point of filling the page with further information, because we had stated all the products’ main features already.

On this empty area, we decided to add a small box showing Movemakers’ other product and suggesting the reader to search for more knowledge of Movemakers’ other market offerings from the Movemakers’ Internet pages. As a result, we were pleased both with the pages’ visual balance and the possibility to inform a reader about Movemakers’ wider product range.

As for the company’s information page, we decided to write about Movemakers’ business operations and customers, instead of the products safety and company’s mission for children’s’ wellbeing. As mentioned earlier, this target group would be more interested of the company’s operations and product’s practicality, functionality and features.

Also the target group is considered in the message forming, emphasizing the products’ benefits that the users will gain, by highlighted the points such as practicality, functionality and durability. This is also done with front page slogan: ‘Efficient training with Movemakers’ hurdles’.

9.1.3 Movemakers' brochure design: Price list

(Appendix 4) Originally, we considered designing the price list with product prices on one side of the list and the service prices on the reverse side, therefore clearly separating products and services into their own sections. However, finally we designed a list only including the product prices as the services may not be even available on international markets, and as a result, service prices were irrelevant information.

Price list's visual style follows the folded brochures by colors and borders. To make the list visually attractive, we placed product pictures to go along the left side of the list. However, pictures are not placed clearly indicating the products' names on the list, instead they are placed mainly for a visual reasons. The main point is that the product prices will stand out from the brochure, and as a result, pictures are not in the central role.

9.1.4 Movemakers' brochure design: Brochures in electronic format

(Appendix 5 and 6) The foldable brochures wouldn't be suitable for e-mail purposes. However, there was demand for electronic versions, since Movemakers constantly contacts possible customers and business partners via e-mail. Therefore we designed different brochures for electronic use.

We aimed at creating e-mail brochures that are easy to print, pleasant to look, quick to read and follows company's set alignments. The layout of brochures in electronic format is an A4-sized page, since it is the easiest to open and print. The original idea of designing two separate brochures, one with all the products and another one only with hurdles, is followed also with electronic versions.

When it comes to the design decisions, both e-mail formats follow the company's guidelines for using of logo, font and pictures. Anyhow, we used white colour for background instead of blue as it is easier and more economical to print. E-versions remain clear and simple, just highlighting the main points.

In the e-mail brochures we placed the pictures in the main role, as these brochures may present Movemakers' first approach for some consumers. The e-mail brochures are designed to raise interest, give the first impression and build awareness of Movemakers' products. Reading should not be time consuming or require too much concentration.

Brochure with hurdles includes an action picture as well as all the product pictures. However with children equipment, we ended up placing only the products' pictures there. We wanted to add an action picture there as well, but we were not able to create a good balance with the text and all the pictures together. Therefore we decided the product pictures were more important than the action picture.

We wanted the message content to be somewhat different from the foldable brochures. The reason is that the reader would find interesting to read both electronic formats and the foldable brochures and keep finding new aspects. The core message remains the same, but we used other expressions and layout than in the foldable brochure.

We had to be even more careful when choosing the information content, since there was only half of the space compared to foldable versions. In addition, we were aware of the fact that this brochure might be sent to a potential customer in the first e-mail approach. Knowing that people receive lots of advertisements through e-mail and may not pay much time to look them through, the message needs to be easily absorbed.

Brochures in electronic format were designed to be simple and clear. However, the designing process was done carefully, since e-mail brochures were to be the main promotion material used with international customers. As a result, we concentrated not to have any cultural collisions in them.

9.2 PowerPoint presentation

The purpose of the PowerPoint presentation is that the company and its functions can be introduced to different interest groups and even directly to customers. The presentation should be designed so that even a person not familiar with the company gets an idea of the company itself and its operations, and above all, in a positive way.

A good PowerPoint presentation should contain brief information of company's history, founders and owners, products, customers, improvements, operation principles and productivity (Rope 2005, 116).

9.2.1 Movemakers PowerPoint design

Movemakers made a request that Power Point presentation would be a part of promotion package. Furthermore, as one of their main concerns is children's and youngsters' health, they also requested that we would create a chart to indicate time periods children spend doing physical activities in daily bases and show the today's overweight problems with youngster. In addition, the presentation should follow the company's theme with a logo, a typing font and colors.

(Appendix 7 and 8) When it comes to Movemakers' Power Point presentation, we aimed at following the marketing activity principles that were defined earlier. For example, we tried to keep the presentation clear and simple, so that it would contain only the necessary information as a support for the speaker's presentation. According to Rope (2005, 135) most people are so called visual people, which means that they perceive and observe the world by visual impressions. Based on also this fact, there are also many pictures in the presentation.

The colour scheme for the PowerPoint was chosen from the programme's ready-made coloring options. First we searched for a bluish background color and even tried to create our own ones. At the end, we found a layout plan that matched really well with the blue-scale colors of Movemakers' logo and we thought the white

background works well, as it is Movemakers' color also. In addition, this layout plan looked fresh and simple that it wouldn't hinder the message but instead enchant it.

We suggested that in the beginning of the presentation could be added a short video clip, showing the Movemakers' products used in children activities or hurdles in a training session. This would raise interest already from the beginning of the presentation and the audience would receive a concrete image of the products in action.

The Power Point presentation starts with a page that introduces Movemakers' mission and operation principles. Everything is explained very briefly, and during this the audience is supposed to get a slight idea about Movemakers' history, owners, operations and business idea. And above all, the first page includes also a photograph of Tapio Korjus, who is representing the company as a professional sportsman and a product designer.

The second page of the presentation is about showing how children's well-being has decreased in several countries. It includes also some facts that clearly show that children are in a need of more physical activities in their daily lives. The goal is to emphasize Movemakers' mission and arise the view that Movemakers' sport equipment offer interesting physical activity options for children.

The third page introduces how products have been designed, pointing out the good features the equipment have in general. The goal is to show how variable the products are. In addition, as following the marketing principles, various adjectives are used in order to bring about positive impressions towards the products.

During the next two pages all the products are introduced more carefully. Firstly, there are javelin, hammer and discus, and secondly, the hurdles have the page of their own. The presenter should know the products so well that the point of these pages is mainly to support the presentation by showing the product pictures and only highlighting each product's special features.

The front page was designed to be very simple and clear. Presentation is easy to be modified depending on a situation and there are no fixed dates to be changed. Furthermore, the last page contains only the text "Safe sport activities" which everyone will hopefully remember afterwards.

According to general PowerPoint presentation guide lines, the presentation should include information of a company's customers and future plans. On the other hand, marketing communication principles suggest that all the marketing must be of high standards. The customer page was impossible to be made of high level as there wasn't enough information and no pictures to add, which we consider as being uninteresting. As a result we came into a conclusion that a customer page wouldn't become a part of the presentation. After all, the speaker will probably tell something about the customers and future goals during the other slides and of course they are free to add slides when needed.

When designing the Power Point Presentation, we followed the alignment of theories and principles of communication and marketing. In addition, the ideas and requests of Movemakers were also taken into account. The style remained the same, as the same logo and the same fonts were used and the colors of the presentation followed the company theme. The statistics are made from international point of view, as obesity is compared among different countries. To conclude, international promotion planning was taken into account also in PowerPoint design, even if it wasn't only targeted in Swedish market.

9.3 Promotion material evaluation

Altogether the promotion package includes PowerPoint presentation, price list and foldable brochures as well as e-mail brochures, one version with products and another with hurdles, all material written both in English and in Finnish. However, we didn't modify Movemakers' website after all, since the company is doing it by themselves.

Our goal was to create material suitable on Swedish market, but regarding our Swedish language skills, we were not able to create material in fluent Swedish. We believe promotion material in English language will work, because it is used as a general business language. Additionally, most Swedish speak really good English as well as Movemakers' target groups should know specific English vocabulary of sports.

The promotion material is targeted for Swedish market, but at the same time it is designed to be suitable for the company's other international marketing purposes in the future. Therefore, we had to take company's international purposes into account as well, even if our specific target area was Sweden.

Layout is done with our best visual skills, which seemed to look balanced when considering the given guide lines. Inner pages include more text and we tried to combine with the text and the pictures. Fitting in the text was the greatest challenge of all, since there were various different aspects to consider in writing. First of all, the first challenge was how to make the important points to stand out. Secondly, we had to leave off all the extra information in order that the reader would remember the main points. Furthermore, the sentences had to be simple with only common words, so that the message would be correctly understood by readers and also so that foreign readers would recognize all English words as well.

On the other hand, the sentences had to be smooth to read and inspire to read all the way until the end of the message and hopefully arouse desire towards the products. We had to stay more informational than using advertisement type of message, but still we tried to find points that would have an emotional appeal. Another challenge was with the visual look of the text, since we wanted it to look in balance combining with the pictures. We had to change sentences and words every now and then so that they would fit both in the space and shape.

We found designing of the PowerPoint presentation to be the easiest part of all. PowerPoint is used only as a support in presentation and the speaker will tell

everything that needs to be told. Therefore the main point is not the content of the slides, but rather their visual appeal and simplicity.

Brochures in electronic format were somewhat easier to design than the first brochures, because we had practiced our skills already. Brochure in electronic format, introducing Movemakers' hurdles, turned out well in our opinion, whereas other one with Athletic Equipment didn't turn out so attractive as we wished and it was harder to design.

Considering our skills, we were pleased with the promotion material outcome. Of course, there are elements, especially visual, that we can envision better, but with our skills at the time being, didn't reach to realize all of them. Anyhow, this was a very practical and inspiring experience for both of us and we are happy that there are companies, such as Movemakers, to offer students great possibilities to apply their studies in a practical way.

9.4 Future suggestions

Ideal would be to have the brochures translated into Swedish by a native Swedish speaker who also have excellent language skills in English or Finnish. This would help the target audience feel that products are designed for them as well as more people would give their time to read those brochures.

We recommend creating some feedback channels so that Movemakers can assess consumers' responses to both the promotion message and their product experiences. A customer-centered organization makes it easy for customers to give suggestions or make complaints. We suggest that with a purchased product comes a questionnaire, which customer can fill either by post or Internet. (Appendix 9)

Public relations are one of the best promotion styles and require low investment. If Movemakers could organize a small sports event to children in Stockholm area in order to promote their mission and equipment, they probably would find a

newspaper or sports magazine to come on the site and write a story. The Swedish Newspaper Publisher's Association could help to find the right newspaper. (Appendix 1)

When bigger investments in promotion are made by Movemakers, they can utilize possibilities of sponsoring or advertising in professional athlete magazines. This would grow awareness of the company and their products.

In Sweden, Svensk Idrott is the largest sports magazines having about 600 000 readers. Advertisement costs vary from about 450 Euros (add size: 91 mm x 57 mm) up to about 3500 Euros (add size: 434 mm x 275 mm).

When it comes to sponsoring, Sweden is a country of sports. There are popular sport events organized every year where Movemakers could introduce their products by sponsoring the events or marketing the products at place. The most suitable event could be Diamontleague, the largest annual sporting event in Sweden. Another alternative are Stockholm marathon or "Finnkampen", the athletics competition held between Sweden and Finland.

Another great opportunity is trade fares and exhibitions. Movemakers has already participated in such events around the Europe. One great potentiality to introduce equipment for the schools is an exhibition organized for teachers and principals at Stockholmsmässan in Stockholm. This year the venue will take place in November 2010.

10 CONCLUSIONS

First of all, it was natural to do the final thesis together, since the topic was interesting for both of us and we both had done practical training for the same company. However, when proceeding, we noticed that it was a challenging task to do. It was hard to organize our thoughts and conclusions, so that everything would be logical.

There were two main objectives in this final thesis: to create a promotion plan and promotion package for Movemakers. The biggest challenge was to combine between these two goals, so that they wouldn't become two totally separate sections.

Finding information of Swedish market was partly challenging. First of all, our preliminary study done while staying in Sweden for a school exchange period, led into a few practical results about how Swedish sport clubs and schools purchase their sport equipment. However, the main part of the information for the thesis was acquired through other channels, mainly by Internet. While searching, we found plenty of general information, but finding exact statistics from reliable sources was not totally simple.

In addition, Finland and Sweden are neighbouring countries, and cultures in these two countries are quite similar. In fact, many cultural theories categorize the two cultures in the same groups. As a result, pointing out cultural differences was challenging, since there was actually very little to point out.

We found exploring cultural theories and marketing communication principles very interesting. There was plenty of information available, which made it hard to limit what was actually relevant information for our thesis.

There was also another challenge in this work: how to bring cultural forces along in promotion package. We made a conclusion that cultural elements had to be taken into account in promotion planning. However, Movemakers' objective was to have

one promotion material package that suits in different foreign markets, and as a result, we had to make universal solutions to some extent, which wasn't always easy.

The study about the company's different business aspects became quite comprehensive and it worked well as a basis for designing the marketing plan and creating the promotion package. There is also plenty of information on the vast target group involved in sports, including schools and sport clubs.

The different elements in foreign environment affecting the marketing plan were mainly explained in order to give direction for the company how to consider different factors. Anyhow, there is additionally some practical information how these elements function in Swedish market.

The product implementation plan in foreign market was designed to give ideas how the company's market offering can be expanded into different levels. The pricing policies for international markets were mainly to give guidelines. However, we didn't have exact information about Swedish markets on this area, except for the fact that Sweden has their own currency. Additionally, it wasn't Movemakers objective that we would create different pricing for their products in Sweden.

As for the promotion package, we are quite satisfied with the material. When designing the promotion material package, we were not quite aware of all different aspects that need to be taken into account. As a result, when analyzing the promotion material output, we would most likely do some things differently now. However, Movemakers has found the promotion material useful, so we can be satisfied with the outcome of this thesis.

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APPENDIX 1: : List of market search in Sweden, part 1(2)

LIST OF CONTACT- AND INTERNET ADDRESSES IN SWEDEN**TRADE FAIRS, EXHIBITIONS AND SPORT EVENTS:****Stockholmsmässan**

Organizes trade fairs and exhibitions

Event: Exhibition for school teacher and principles (Skolforum)**Venue:** Stockholm**Date:** 1st - 3rd of November 2010**Internet:** <http://www.stofair.se/common/category.aspx?id=129>**Svenska Mässen**

Organizes trade fairs and exhibitions

Venue: Gothenburg**Internet:** <http://www.svenskamassan.se/index.asp?lang=EN>**Kistamässan**

Organizes trade fairs and exhibitions

Event: Children and baby articles sales fair (Barn & Baby)**Venue:** Kista**Date:** 14th – 16th of October**Internet:** <http://www.kistaexpocenter.com/node/1486>**DN Galan**

The largest annual sporting event in Sweden

Date: 6th of August,**Venue:** Stockholm Olympic Stadium**Internet:** <http://www.diamondleague-stockholm.com/en/Home/>**SCHOOL AND ATHLETICS CLUB SEARCH:****Swedish schools**

Schools can be searched in internet by school, city or district:

Internet: <http://www.skolverket.se/sb/d/358>**Swedish athletics clubs**

Athletic clubs search in internet by name or by district:

Internet: <http://www.friidrott.se/lankar/forening.aspx>**SPORT EQUIPMENT DEALERS:****Rantzows Sports****Internet:** <http://www.rantzows.com/>**Swedish Athletic Association' s internet store****Internet:** <http://www.friidrott.se/bestall/redskap/levande/intro.aspx>

APPENDIX 1: List of market search in Sweden, part 2(2)

IMPORTS IN SWEDEN:**Svensk Handel****Help for:** business information, instructions, tariffs, politics, laws e.g.**Internet:** www.svenskhandel.se**NATIONAL TEAMS:****Swedish Handball association** (Svenska Handbollförbundet)**Address:** Svenska Handbollförbundet

Idrottens Hus, 14 73 Stockholm

Telephone: 08-699 60 00,**Internet:** <http://www.handboll.info/>**Swedish football association** (Svenskfotbollförbundet)**Address:** Box 1216, SE-171 23 Solna, Sweden**Telephone:** +46-8-735 09 00**E-mail:** svff@svenskfotboll.se**Internet:** <http://svenskfotboll.se/in-english/>**OTHER USEFUL ADDRESSES:****The Swedish Newspaper Publisher's Association** (Tidningsutgivarna)**Address:** Tidningsutgivarna, Box 22500, 10422 Stockholm**Telephone:** +46 8 692 46 00**E-mail:** info@tu.se**Internet:** www.tu.se**Svensk Idrott** – the largest sports magazine in Sweden**Internet:** http://www.rf.se/Arbetsrum/Tidningen_Svensk_Idrott/**Ministry of Education and Research** (Utbildningsdepartementet)**Internet:** <http://www.sweden.gov.se/sb/d/2098>**Swedish National Agency for Education** (Skolverket)

and

Swedish National Agency for School Improvement

(Myndigheten för Skolutveckling)

Internet: <http://www.skolverket.se/sb/d/190>**Swedish Sport confederation** (Riksidrotts Förbundet)**Address:** Riksidrottsförbundet, Idrottens Hus, 114 73 Stockholm**Telephone:** 08-699 61 50**E-mail:** helpdesk@rf.se**Internet:** <http://www.rf.se/>**Swedish Athletic Association** (Svenska Friidrottsförbundet)**Internet:** <http://www.friidrott.se/ovrigt/english.aspx>**Swedish Sport Education (SISU)****Internet:** <http://www.sisuidrottsutbildarna.se/idrottskurser>

Making a move

Movemakers aims at empowering children with safe sport activities that bring joy of achievement and inspires them towards healthy life style.

"We are concerned about children's welfare. Through sports children grow healthier and develop competition skills as well as team spirit. However the safety of equipment is the most important factor, when we encourage them to take an interest in athletics."



Tapio Korjus,
Finnish Olympic
Champion and coach
in Javelin throwing,

Movemakers'
product designer



Creating Safe Sport Adventures



Safe Junior Sport Equipment

- *Children's games*
- *Competitions*
- *Sport team training*

Movemakers Oy
Talanatie 16
62100 Lapua
Finland

www.movemakers.fi



APPENDIX 2: Brochure: Movemakers' Athletic Equipment, part 2(2)

Movemakers' Safe Products

Movemakers designs safe and practical athletics equipment for sport teams and children of all ages.

The products are made of durable plastic and carefully developed and tested by sport experts. This ensures high standards in safety and functionality.

Movemakers equipment is:

- Safe
- Light and durable
- Easy to use
- Elegantly designed

All equipment can be used at sport grounds as well as in home environment.

Safe Junior Sport Equipment have been awarded national prize in the Junior Chamber International's Productive Idea competition in Finland 2005.



Safe Javelin

Two sizes:

- Hawk 135 cm / 350 g
- Eagle 155 cm / 400 g



The grip helps learning the correct throwing technique.

Finnish Athletics Federation (SUL) has selected the Safe Javelin as an official gear for children's competitions.

Disc-Go Discus

Two sizes:

- 500 g and 600 g



Revolutionary design: Throw by handles or traditional way. Learning the right technique is easy and fun.

Safe Hammer

One size:

- Adjustable 1-3 kg
- Fill with sand or water

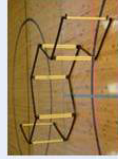


Step Hurdles

- Set of six hurdles
- Adjustable height and shape
- Stands steadily
- Multifunctional



Six training tracks: Use as basic hurdles or link hurdles together with clips to form structures.



Run Hurdles

- Set of five hurdles
- Adjustable height, 30-60 cm
- Stands steadily
- Easy to fold and erect



Safe Stand

Two models:

- High Jump Stand
- Sign Flag Stand



APPENDIX 3: Brochure, Movemakers' Hurdles, part 1(2)

Company

Movemakers Ltd. designs safe and practical athletics equipment for children and sport teams.

Movemakers represents high level of expertise in athlete sports. Continuous product development and Finnish manufacturing guarantee excellence in quality.

Currently company has a dealer network covering Finland area and has customers throughout the Europe.



Tapio Korjus,
Finnish Olympic
Champion and coach
in Javelin throwing,

Movemakers' product
designer



Inspiring the Sports



Efficient Training

with

Movemakers Hurdles

Movemakers Oy
Talantie 16
62100 Lapua
Finland

www.movemakers.fi



APPENDIX 3: Brochure: Movemakers' Hurdles, part 2(2)

Movemakers' Safe Products

Movemakers hurdles are safe and convenient for variety of sport activities. The equipment is effective in sport team training and for learning hurdles technique.

Innovative production:

Innovative plastic production gives equipment outstanding qualities. The hurdles are durable, light and easy to handle, and the elastic material ensures high safety for use.

Smart design:

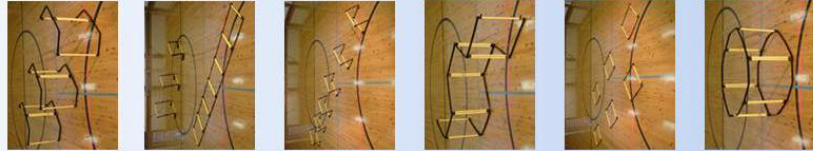
- The hurdles are adjustable, foldable and multifunctional with elegant looks.
- Carefully designed centre of gravity secures hurdles to stand steadily.

Tested functionality:

Hurdles are tested to endure in tough training conditions.



Step Hurdles



- Kit includes six hurdles
- Adjustable height and shape

Multifunctional:

Step Hurdles are exceptional for sport team training.

Use as basic hurdles or build different structures by easily linking hurdles together with clips.

Hurdle structures:

1. Basic hurdles
2. Technical steps
3. Technical hurdles
4. Jump training track
5. Step training track
6. Jump training circle

Run Hurdles



- Set of five hurdles
- Adjustable height, 30-60 cm
- Foldable

Functions:

Run Hurdles are practical aid for variety of team training purposes.

Run Hurdles offer a safe and fun way to learn the hurdles technique.

Other products by Movemakers:



www.movemakers.fi

APPENDIX 4: Brochure: Price list



Safe Junior Sport Equipment

PRICE LIST 2009



MOVEMAKERS SAFE PRODUCTS

Safe Javelin	EUR xxxxx
Disc-Go Discus	EUR xxxxx
Soft Hammer	EUR xxxxx
High Jump Stand	EUR xxxxx
Sign Flag Stand	EUR xxxxx
Run Hurdles (set of 5)	EUR xxxxx
Step Hurdles (set of 6)	EUR xxxxx



All product prices are VAT 0%,
EX WORKS Lapua, Finland.



Terms of payment 14 days net.



Please consult our brochures
for characteristics of products.



Movemakers Oy, Talantie 16, 62100 Lapua, FINLAND
www.movemakers.fi

APPENDIX 5: Brochure in electronic format: Movemakers' Athletics Equipment



Safe Junior Sport Equipment

Movemakers designs athletics equipment for children combining safety, practicality, functionality and value. This unique set of equipment is made of durable plastic and carefully developed by sport experts. Movemakers products help children to learn the athletic techniques in an easy and fun way. All equipment can be used at sport grounds as well as in home environment.

Safe Javelin



Two sizes:

- Hawk 135 cm / 350 g
- Eagle 155 cm / 400 g

Finnish Athletics Federation (SUL) has selected the Safe Javelin as an official gear for children's competitions

Disc-Go Discus



Two sizes:

- 500 g
- 600 g

Revolutionary design: Made of soft plastic with three handles. Throw by handles or traditional way.

Soft Hammer



One size:

- Adjustable 1-3 kg
- Fill with water or sand

Safe Stand



Two models:

- High Jump Stand
- Sign Flag Stand

Step Hurdles



- Build six training tracks
- Adjustable height and shape
- Stands steadily

Run Hurdles



- Basic hurdles
- Adjustable height, 30-60 cm
- Stands steadily

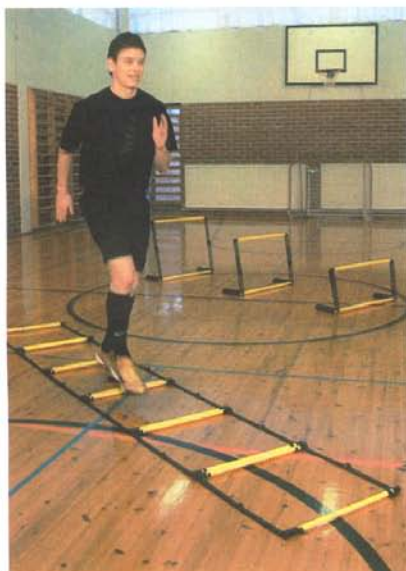
Movemakers' Safe Junior Sporting Equipment have been awarded national prize in the Junior Chamber International's Productive Idea competition in Finland in 2005.

APPENDIX 6: Brochure in electronic format: Movemakers' Hurdles



Safe Hurdles

Movemakers designs effective training equipment combining safety, practicality and value. Run and Step Hurdles are made of durable plastic and developed by sport experts. Result is the unique set of equipment with outstanding qualities.


Safe:

Elastic material ensures high safety

Light:

Easy to handle and move around

Durable:

Hurdles are tested to endure tough training conditions

Practical:

Simple to adjust, fold and erect

Steady:

Carefully designed center of gravity keeps hurdles in balance

Step Hurdles

- Multifunctional hurdles
- Adjustable height and shape

Use as basic hurdles or link together with clips to form six different training tracks.



Run Hurdles

- Basic hurdles
- Adjustable height, 30-60 cm

Practice hurdles technique or use for variety of team training purposes.

APPENDIX 7: PowerPoint –presentation, part 1(4)



Mission



- **Inspire healthy lifestyle**
 - ▣ Safe sport activities
 - ▣ Joy of achievement

- **Unique products**
 - ▣ Sport experts as designers
 - ▣ Plastic production

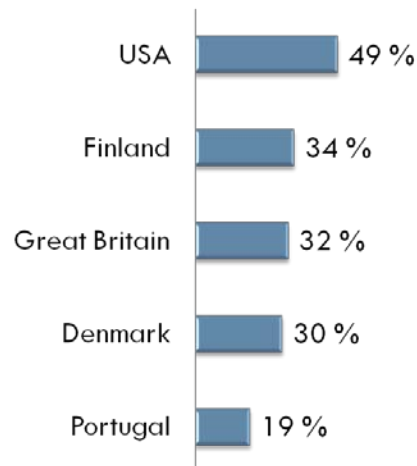


APPENDIX 7: PowerPoint –presentation, part 2(4)

Wellbeing of the Youth

Children's physical activity

■ Children doing sports sufficiently
(min. 1h five times a week)



(Source: HBSC 2001/2002 survey)

- Physical inactivity is strongly associated with weight problems
- ¼ of schoolchildren in EU are overweight
- During last 30 years:
 - Overweight among children has doubled
 - Obesity has increased fourfold in some regions
- Overweight tends to be stable
 - Over 80 % of fat children are overweight also as an adult

Product Design



- **Safety**
- **Practicality**



- Material:
 - Light and durable
 - Elastic
- Design features:
 - Easy to use
 - Functional
 - Enhance learning
 - Elegant outlooks

APPENDIX 7: PowerPoint –presentation, part 3(4)



Safe Junior Sport Equipment

Safe Javelin



Two sizes:

- Hawk 135 cm/ 350 g
- Eagle 155 cm/ 400 g

Grip
helps to throw correctly

Integrated weight
enables long throw

Soft Hammer

One size:

- Adjustable weight, 1-3 kg
- Fill with sand or water




Disc-Go Discus

Two sizes:

- 500 g
- 600 g

Throwing handles






Hurdles

- Carefully designed center of gravity keeps hurdles steady
- Easy to adjust and fold
- Tested to endure tough training conditions


Run Hurdles

- Height 30-60 cm



Step Hurdles

- Build six training tracks
- Height and shape adjustable



APPENDIX 7: PowerPoint –presentation, part 4(4)



SAFE SPORT ACTIVITIES



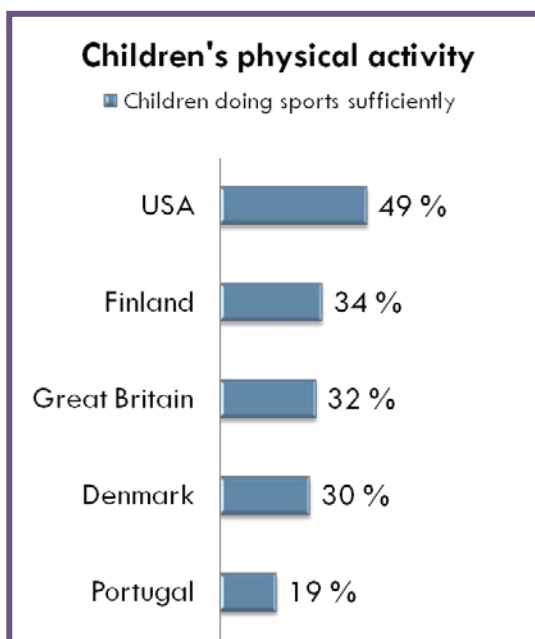
www.movemakers.fi

APPENDIX 8: Research information for PowerPoint, part 4(1)

PowerPoint presentation (slide 3)

The slide presents several researches of European children and youth concerning of their wellbeing. That includes physical activity and overweight problems compared between different EU countries. The cross-national studies done by World Health Organization (WHO) and Health Behaviour in School-aged children (HBSC) are used as the main sources. The information is stated in same order as presented on the PowerPoint slide.

1. HBSC survey 2001/2002 collected information of overweight in school-aged children (aged 11, 13 and 15) associations with physical activity. The survey included 35 EU countries. At below are some results. (Source: HBSC survey)

**Physical activity:**

According to HBSC 2001/2002 survey there are some differences between countries when it comes to physical activity of school aged children.

At below are listed results from several countries with percentage of youth doing physical activity sufficiently. This is according to WHO recommendation for physical activity, which is 60 minutes on five days a week at minimum.

- the USA 49 %
- Finland 34 %
- Great Britain 32 %
- Denmark 30 %
- Portugal 19 %

- Only 1/3 (34%) of the young people were physically active that meets WHO recommendations (minimum of 60min. five days a week)
- Finnish children's corresponding number is same, 34 % (Source: Nuorisuomi)

APPENDIX 8: Research information for PowerPoint, part 4(2)

- Physical inactivity is strongly associated with weight problems
- ¼ of schoolchildren in EU are overweight
- During last 30 years:
 - Overweight among children has doubled
 - Obesity has increased fourfold in some regions
- Overweight tends to be stable
 - Over 80 % of fat children are overweight also as an adult

2. Weight problem:

- Physical inactivity and television viewing are strongly associated with overweight and obesity (source: HBSC survey, 2001/2002)
 - Those who watch TV over 4h a day are more likely to be overweight than those who watch 2h or less.
- Close to ¼ of schoolchildren in 25 EU countries are overweight. This number increases estimatelly with 400 000 new cases every year (Source: HBSC survey, 2001/2002; chart 1)
 - Average number of overweight among 11, 13 and 15 years old in 35 EU countries was 15% of boys and 9% of girls. There was wide geographical variation, 4-32%.
- Childhood overweight has increased disturbingly since the 1980s. :
 - Overweight among children and young people has doubled. In addition, obesity has increased fourfold in some EU regions
- Overweight tends to be stable; over 80 % of fat children are overweight also as an adult (source: Terveiden ja hyvinvoinninlaitos)

APPENDIX 8: Research information for PowerPoint, part 3(4)

Additional information from HBSC survey 2001/2002:

HBSC survey 2001/2002 collected information of overweight in school-aged children in 35 EU countries: associations with eating habits and physical activity.

Overweight:

- There appears to be a geographic pattern of overweight, with enormous variation across countries and regions (4–32%). The study identified a particularly high prevalence of overweight (reaching the same level with North America) in United Kingdom and countries located in the south-western Europe, with Malta showing the highest prevalence (32% for boys). Scandinavian and central European countries had a lower proportion of overweight schoolchildren, and the prevalence was lowest in the Baltic states and the eastern half of the WHO European Region.

TV watching and computer use:

- More than ¼ exposes themselves with high level (4 hours a day) of television watching every weekday. The number nearly doubles during weekends.
- Boys reported high levels (≥3 hours or more) of computer use during both weekdays (21%) and weekends (35%).
- In Finland, half of the children watch TV more than 2h each day and ¼ of children 4h or more. In addition for TV watching, ¼ of the boys use high levels of computer (3 or more hours daily). (Source: Nuorisuomi 2008)

TV viewing and consumption of foods:

- Young people who had high levels of TV watching were more likely to consume sweets and soft drinks and less likely to consume fruits and vegetables on a daily basis.

Sources:

WHO/HBSC forum 2006: healthy eating habits and physical activity level in among adolescents

<http://www.euro.who.int/Document/e89375.pdf>

Health Behaviour in School-aged Children (HBSC) survey 2001/2002

http://www.hbsc.org/countries/downloads_countries/Wales/BR1_PA&Obesity.pdf

Health behaviour in school-aged (HBSC)

<http://www.hbsc.org/>

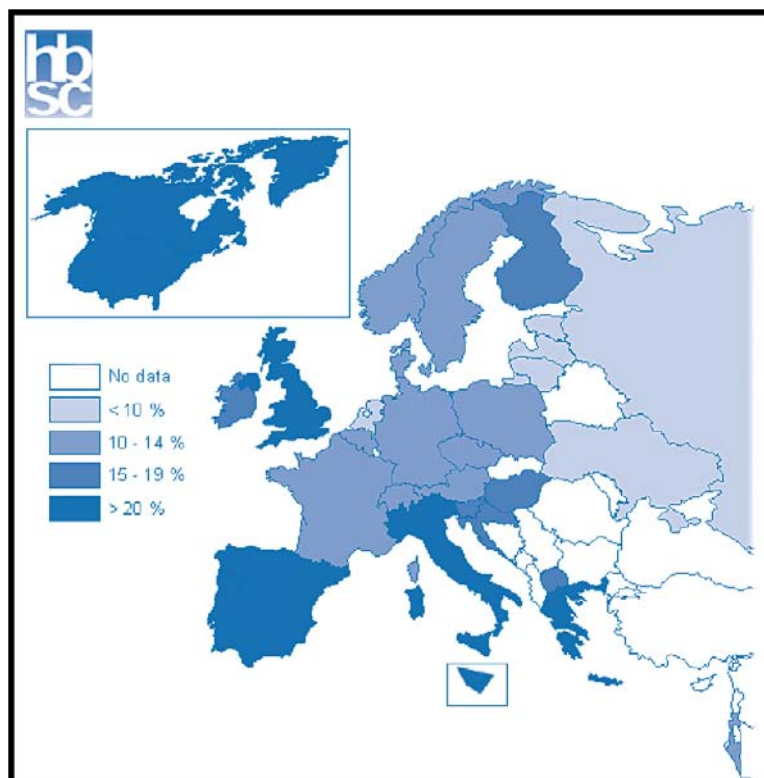
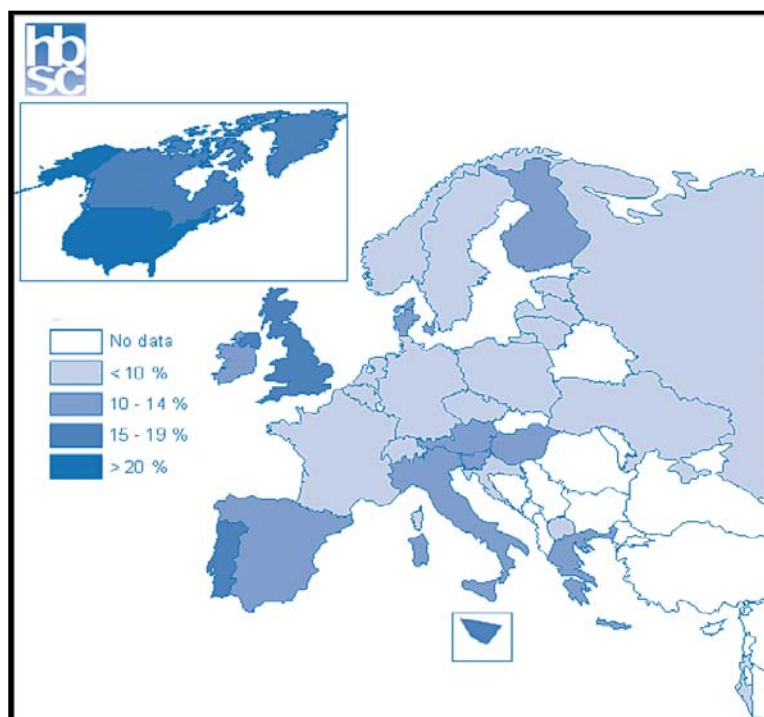
Nuorisuomi 2008 fyysisen aktiivisuuden suositus kouluikäisille (7-18v)

http://www.nuorisuomi.fi/files/ns/julkaisut/080129Liikuntasuositus-kirja%28kev%29_08.pdf

Terveyden ja hyvinvoinnin laitos

http://www.ktl.fi/portal/suomi/tietoa_terveydesta/lasten_ylipaino_ja_lihavuus/lihavuuden_hoito_ja_painonhallinta/liikunta

APPENDIX 8: Research information for PowerPoint, part 4(4)

Chart 1:**Overweight among school-aged children (11, 13 and 15 years old) in Europe**
(HBSC survey, 2001/2002)**Boys****Girls**

APPENDIX 9: Customer feedback questionnaire

FEEDBACK QUESTIONNAIRE

1. What Movemakers' product/s have you purchased?
2. (Where did you purchase the product?)
3. Where the product is used?
At school / sport club / private home
4. How did you hear about Movemakers?
Acquaintance / sport store / magazine (which one) / internet (where)/ elsewhere
5. Were the using instructions sufficient or which functions would you have wished to have more detailed guidance for?
6. Did the product performance meet your expectations?
Exceeded / highly / somewhat / no
7. Did the product quality meet your expectations?
Exceeded / highly / somewhat / no
8. Did the product design meet your expectations?
Exceeded / highly / somewhat / no
9. Are you satisfied with the price you paid for the product?
Highly satisfied / somewhat satisfied / satisfied / dissatisfied
10. We will be please to hear about your experiences of using Movemakers' product
(empty space for comments)
11. Additionally, if you are interested in giving the company your personal recommendation, suggestion or complain, please add your contact information:
Name, address and country:
Telephone:
E-mail:

Thank you!