

MARKETING PLAN FOR ILVES FS

How can a well-structured marketing plan benefit Ilves women's futsal team?



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The purpose of this Bachelor's thesis was to create a marketing plan for a sports team that operates on a limited budget. The marketing plan mainly focused on social media marketing and its different marketing options. The aims of this thesis were to raise awareness, increase the audience in the team's matches, and to get more social media followers. The objective of the thesis was to offer solutions for affordable and effective marketing. The commissioning company was Ilves ry jalkapallojaosto, and the team was Ilves FS.

The theoretical framework focuses on creating a marketing plan and it was based on literature collected from books, scientific journals, and websites on relating topics. The theory included important terms and objectives of marketing. The thesis was carried out using qualitative research method.

The data was collected from four different analyses: SWOT analysis, competitor analysis, target customer profile, and a focus group. An open-ended interview was also conducted, in order to understand the team's current situation and future plans. The results from the analyses gave an understanding of Ilves FS position in the market.

In conclusion, it can be said that a well-structured marketing plan is a crucial part of every company that wants to increase its business. In this case, it was important to take the limited budget into account when creating the marketing plan.

Keywords marketing plan, sports marketing, social media marketing

Pages 39 pages and appendices 6 pages

Opinnäytetyön tarkoituksena oli luoda markkinointisuunnitelma urheilujoukkueelle, joka operoi pienellä budjetilla. Markkinointisuunnitelma keskittyi pääosin sosiaaliseen mediaan ja sen vaihtoehtoihin toteuttaa markkinointia. Tavoitteina oli kasvattaa joukkueen näkyvyyttä, yleisömäärää otteluissa sekä sosiaalisen median seuraajamäärää. Opinnäytetyön päämäärä oli luoda vaihtoehtoja edulliselle ja tehokkaalle markkinoinnille. Opinnäytetyön toimeksiantaja oli Ilves ry jalkapallojaosto ja joukkue, jolle markkinointisuunnitelma luotiin oli Ilves FS.

Opinnäytetyön teoriaosuus keskittyy markkinointisuunnitelman luomiseen. Teoria on kerätty erilaisista aiheeseen liittyvistä kirjoista, tieteellisistä artikkeleista ja verkkosivuilta. Teoria sisälsi markkinoinnin tärkeimmät termit ja käsitteet. Opinnäytetyö toteutettiin käyttäen laadullista tutkimusmenetelmää.

Aineisto kerättiin neljästä tehdystä analyysistä, jotka olivat SWOT analyysi, kohderyhmä haastattelu, kilpailija analyysi ja kohdeasiakas profiilista. Opinnäytetyötä varten toteutettiin myös haastattelu, joka perustui avoimiin kysymyksiin. Haastattelun tavoitteena oli ymmärtää joukkueen tämänhetkinen tilanne sekä saada käsitys sen tulevaisuuden tavoitteista. Analyysien tulokset auttoivat luomaan käsityksen joukkueen tämänhetkisestä asemasta sen kilpailijoihin verrattuna.

Johtopäätöksenä voidaan todeta, että huolellisesti suunniteltu markkinointisuunnitelma on tärkeä osa jokaisen yrityksen toimintaa, jotka toivovat yrityksen kasvua ja kehitystä. Tässä tapauksessa oli tärkeää ottaa joukkueen budjetti huomioon markkinointisuunnitelman suunnitteluvaiheessa.

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1 Introduction

The purpose of this Bachelor's thesis is to design a new marketing plan and strategy for a sports team, Ilves FS women. The team is based in Tampere. The aim of this thesis is to create an affordable and efficient marketing plan for the team. The topic was chosen by the author because of the gained skills in the studies of international business and marketing, and the fact that the team did not have a structured marketing plan.

1.1 Research context

Due to the fact that women's sports in general are attracting fewer sponsors and media attention than men's, the team's budget is relatively small, which is an important factor and needs to be acknowledged.

The theoretical framework in this thesis focuses on social media marketing for a sports team. Social media marketing is an affordable option and therefore an important part of the marketing plan. The other factor is to focus on planning an effective marketing plan for a small sports team with limited resources. Because the team does not have huge resources like professional sports clubs, the marketing plan should be easy to implement in practice.

The objective of this thesis is to offer solutions for affordable and effective marketing. The most important tool for that is social media. With a successful marketing plan, Ilves FS will have a chance to compete with the other clubs and sports in Tampere region.

The aim of this thesis is also to raise awareness of Ilves FS and futsal itself, especially in Tampere, the hometown of Ilves FS. With gaining more awareness, the team could achieve a bigger fanbase and more of an audience at matches. With a bigger fanbase and audience, the media and sponsors might get more interested about the sport and more importantly the team, which would benefit the team financially. Those aims are hoped outcomes with the help of this thesis but the most important thing is to gain awareness and to have people talking about Ilves FS and futsal.

1.2 Research question

The thesis will focus on writing a new marketing plan for Ilves FS and will try to answer the following research question: How can a well-structured marketing plan benefit Ilves women's futsal team? In order to help with the marketing plan writing, a sub-question is added to the research: How can raising awareness increase the benefits of a small women's futsal team?

This thesis is conducted by using a qualitative research method. Qualitative method is one of the many approaches of scholarly inquiry, it heavily relies on text and image data, includes specific steps on data analysis and allows a diverse design for research. This method requires educating readers to understand the intents of the research, mentioning specific steps, identifying the role of the researcher relating to the study, creating a distinct list of data sources, following protocols of recording data, analysing gathered information, and mentioning the validity of data collection. This thesis should involve the use of qualitative research and its basic intent. Finally, the thesis should deliver expanded data analysis steps, present used methods, interpretation, validation of gathered data and deliver possible outcomes of the study. Using qualitative research method in this thesis, all these elements should be included on the final outcome. (Creswell, 2013)

1.3 Commissioning company

The commissioning company of this thesis is a multisports organisation Ilves ry, more specifically Ilves ry jalkapallojaosto (football department). Because Ilves ry is such a large organisation, the focus will be on Ilves FS, women's futsal team. Ilves ry is a large sports organisation, it was founded in 1931 with aim of ensuring young people to play sports together. The organisation is the largest sports club in Finland, with more than 6000 members. Ilves is operating in five different team sports: floorball, football, futsal, ice hockey and ringette. They describe themselves as specialists of youth activities and team sports. The purpose of the organisation is to enable people to maintain lifelong sports hobbies with honoring the organisation's values. Ilves ry is also referred to as the club or the organisation in later chapters. (Ilves ry, 2021)

1.3.1 Ilves FS

Ilves FS has also a men's team and a women's second team, women's second team playing in the second highest level in Finland, and the men's team playing in the third highest level in Finland. In this thesis, when referring to Ilves FS, it is implicated to mean only the women's Futsal League team further on. Ilves FS is a futsal team playing in the Women's Futsal League (Naisten Futsal Liiga) which is the highest possible level to play futsal in Finland. The team has been playing in the Women's Futsal League since 2012, and they have won four Finnish championships, one silver medal and one bronze medal. Ilves FS hometown is Tampere, the third largest city in Finland with numerous different sports. This is an important factor considering that this thesis will be a marketing plan, therefore the location is essential. Ilves FS plays its home games in Kauppi Sports Center. (Ilves FS naiset, n.d.)

Ilves FS had done marketing before by advertising in radio, spreading flyers and posters, word-of-mouth advertising, and sponsorships. Ilves FS also has social media accounts on Facebook, Twitter, Instagram, and their own website where there are posts of match results, photos of the matches, schedules of upcoming matches and match reports. The people operating behind the team are mainly voluntary, which supports the fact the team has a small budget. However, the voluntary people show a great passion towards futsal and the club, which is a thriving force for Ilves FS.

1.3.2 Futsal

Since futsal is a relatively unknown sport for some people, a brief introduction is in order. Futsal can be described as a small form of indoor football. The main idea is the same as in football, two teams play against each other and try to score. Unlike in football, there are rolling substitutes and only five players in each team on the court. Both the futsal ball and the court are smaller than in football, and a futsal match lasts 40 minutes, with a half-time. Needed skills and qualities differ from football player, since futsal is more technical and enquires more technique in a smaller place. The creator of the futsal rules was a teacher named Juan Carlos Ceriani and the sport was born in Uruguay, in the 1930s. Futsal is popular in many parts of Europe and all over the world. In Finland, futsal is a relatively small sport

compared to others, and it is not one of the most popular sports, but it is gaining more interest every year. (UEFA, 2022)

2 Theoretical framework

The theory in this research concentrates on marketing, sports marketing, and creating a marketing plan for a sports team. The theory also covers steps related to the marketing plan and strategy. Because the team is based in Finland, the theoretical part will also consist of marketing trends in Finland regarding to sports marketing. Understanding the theory of a marketing plan and relating objectives, will help to create a marketing plan for Ilves FS later on.

2.1 Sports marketing

In this thesis, the focus will be on sports marketing, which differs from classic marketing slightly. Overall, marketing has the same elements in every industry, they include building a brand, delivering value to consumers, and communicating with the audience. These aforementioned elements are valid in sports marketing, but it is also important to acknowledge the different operating environment since sports marketing happens in real-time environment. Sports marketing is creating communication, and delivering value to consumers, partners, and community, with sports experiences. There are two elements of sport marketing: 1) Marketing of sports, and 2) Marketing through sports. Marketing of sports includes marketing of leagues, teams, players, events, and actual sports products like equipment and apparel. The “products” sports marketing usually includes are intangible, such as up-coming season, specific match or event, individual player, or venue. Marketing through sports is about companies partnering with sports leagues, teams or players for their own commercial benefits, most common example is sponsorships. Companies or brands use sponsorship for their own marketing reasons, but they also try reaching certain association by connecting with sports entities. For the sports teams, players, and leagues, sponsorships and partnering with companies are the main source of money. Especially, small leagues and organisations heavily rely on income coming from sponsorships. Usually, small organisations partner with local businesses and familiar enterprises, since they are easier to contact with. (Fetchko et al., 2019, p. 4)

Sports marketing is no longer only sharing win-loss scores of teams and athletes for the fans, it is about building a brand through several different marketing options such as advertising, promotions, sponsorship, direct mail, digital, and other marketing communication forms. A team's financial success is no longer dependent on the team's actual performance, more important is to have a successful marketing plan that will have a real impact on the ticket sales and other sources of money. Goal is to allure consumers to come to matches regardless of the sports performance, and that is possible with effective marketing. Building a brand is about awareness, image, and customer loyalty, which are all important objectives for sports teams and their marketing decisions. Branding is important in today's marketing, and it is highly linked to brand equity which means value added to the product by the brand name. It can be measured by levels of awareness and positivity of associations. (Keller & Swaminathan, 2020, p. 47)

2.2 Marketing plan

The purpose of a marketing plan is to have an outline or an overview of an organisation's strategy, tactics and how to achieve goals it has set. Regardless of the organisations size, a marketing plan can be helpful and invaluable way to make marketing effective and build the brand image. A great marketing plan should entail key objectives: target market, marketing environment, marketing strategies and tactics, implementation, and evaluation. Sports organisations usually create marketing plans for one year basis, so they work simultaneously with the team's season. Whole process of planning and developing the marketing plan is important and it must be done carefully. All elements such as strategies, tactics and environment must be thought well, that way the organisation can be confident of the choices they make. When the final written marketing plan is finished, the organisation has a completed road map, and they know what steps need to be taken. (Miloch et al., 2012, pp. 30–31)

2.3 Market environment

Market environment is both internal and external of the sports organisation. Both environments are explained below.

2.3.1 Internal environment

Internal environment consists of factors inside the organisation that influence marketing planning process. Internal factors can be mission, goals, organisational culture, and resources. These factors are explained shortly. (Miloch et al., p. 32)

Organisation's mission statement gives an overall image of the direction where the organisation is going, and where it is now. Mission statement should differentiate the organisation from its competitors by advocating their operations and actions, and to whom the organisation gives value to. Marketing decision and mission statement should be coherent and deliver same message for the target market. (Miloch et al., p. 32–33)

Organisational culture consists of values, beliefs, and assumptions that members of an organisation share. These objectives should guide members' actions and behaviours inside the organisation, with respecting the organisational culture. Organisational culture can affect either positively or negatively. (Miloch et al., p. 33)

Organisational resources mean many things, such as employees, technology, place of work and finance. Often financial resources determine which marketing decisions can be made. It is important to be aware of every resource available, so that a realistic marketing can be executed. An organisation may have a lot of good ideas how to do marketing, but it may be that they do not have a budget big enough. On the contrary, an organisation may have large budget for the whole season but not enough employees to execute all actions needed. Therefore, the organisation needs to know every resource they have, and be aware any new possible resources available. (Miloch et al., 2012, p. 34)

2.3.2 External environment

External environment consists of factors outside the organisation that influence marketing planning process. Examples of external factors are economy, competition, physical environment, sociocultural trends, and technology. (Miloch et al., p. 34)

Sports are not essential part of life, and that is why sports consumers spend money on sports with consideration. Therefore, sports are linked to both local and national economies.

Having additional money means consumers are able to spend more on extra aspects on life, and sports is one of them. This also includes businesses; they will spend more money on sports when the economy is good. On the contrary, when the economy is suffering people spend less money on entertainment, and sports organisations need to be aware of that. (Miloch et al., p. 34)

Organisations need to be aware of the competition around them, so they can make effective marketing decisions and avoid risks. Competition can be direct or indirect, direct competition means competitors are offering similar or identical products or services and delivering the same value to customers. Indirect competition means different organisations delivering products or services that are not similar but are competing in the same area and offering similar value to consumers. These are all kinds of entertainment, concerts, movies, restaurants, festivals, and art shows for example. (Miloch et al., p. 38)

Physical environment is important because it has huge impact on the whole event. Sports venues dictate when and what sports are played. Venues are often affected by the weather and other outside factors. Physical environments are locations for each sports event, therefore arranged facilities for consumers make a difference. (Miloch et al., p. 35–36)

Sociocultural trends have a huge impact on sports, especially for the way they are marketed. The way a culture is build and what societal norms it follows, can determine which way sports are marketed in that specific culture. Therefore, sociocultural trends need to be acknowledged when making marketing decisions. Environmental issues have been one of the top causes in recent years, and that is one trend sports organisations need to pay attention to. (Miloch et al., pp. 36–37)

Technology has a massive impact on today's marketing, and it allows sports organisations to operate in real-time environment, and be more accessible for consumers. Social media and mobile marketing are a game changer in marketing since they happen 24 hours a day. This offers sports organisations many new opportunities to be closer to consumers and make communication efficient. Consumers do not need to be present on the actual event, they can follow the team's success on the internet while being elsewhere from the match, and

there lays an opportunity for organisations to raise awareness and gain attention with the community and fans. (Miloch et al., p. 36)

2.4 Market analysis

Market analysis is an assessment of a specific market, and it is for helping any organisation to identify the industry they are in, how to compete and position in that industry. Market analysis should be precise research of the industry, knowing the dynamics, customer segments, value, byer habits, and competition. Finalised market analysis should include potential customers, their buying patterns, target market, price assessment, and main competitors. Main idea is to know well the audience and the competitors in that specific industry in order to maintain competitive advantage. Market analysis is beneficial in many ways, it will help avoiding risks, it will enable keep up with changing trends in the market, and it will benefit revenue. (Kuligowski, 2020)

2.5 SWOT

SWOT is a strategic planning tool, shortening from S = strengths, W = weaknesses, O = opportunities, and T = threats. It is often used as a part of business strategy, therefore it can be used as a viable tool for sports marketing and a marketing plan as well. The purpose of a SWOT analysis is to examine an organisation's external and internal environment, trying to recognise its internal strengths and weaknesses in order to examine external opportunities and threats. SWOT will help to identify factors which enable the organisation to reach its set goals and objectives. The analysis does an overall examination of the organisation's environment which will help marketers make better decisions relating to the business. After doing a SWOT analysis, formulating marketing strategies should be easier and understanding of both internal and external environments should be clearer. (Wang, 2007)

After identifying each factor, the organisation can start to exploit its strengths, overcome its weaknesses, comprehend its opportunities, and protect itself from threats, which will be important when doing marketing and operating the business. Identifying each SWOT factor is important in the marketing planning process because it will determine if the organisation

and the product is beneficial. Therefore, a SWOT analysis should be done with careful thought and focus. (Westwood, 2006, p. 27)

2.6 Marketing strategy

Marketing objectives are goals an organisation wants to achieve, and marketing strategies are methods how to achieve them. Strategies are broad guidelines for achieving set objectives, within a specific timeline. They differ from marketing tactics in a way since tactics are detailed actions that are followed in the day-to-day operations. Marketing strategies give a guideline for tactics. (Westwood, 2006, p. 45)

To understand these terms on a practical level, a marketing strategy focuses on target market, segmentation, positioning, and competition on the market. Marketing tactics on practical level mean focusing on marketing mix elements, the “4Ps” of marketing, product, price, place, and promotion. It is not necessary to distinct these terms a part, they can be used together, because they both relate to marketing decisions, which are segmentation, target market, positioning, product, place, promotion, and price. Distinction can be misleading, but on a practical level it is useful to know the difference. (Shankar & Carpenter, 2012, pp. 11–12)

Marketing strategy is a broad guideline for the organisation which most important task should be to outline the organisation’s target audience and deliver hoped value for this audience. Marketing strategy provides needed guidelines for the organisation’s marketing plan. Marketing plan is marketing strategy put on action. During marketing strategy planning process, all marketing mix elements (4Ps) should be defined in order to implement them in the marketing plan process. (Kotler & Armstrong, 2021, p. 34)

2.7 Brand awareness

Important part of marketing is branding. Branding makes the product/service unique and sets it apart from competitors. Huge part of branding is about creating brand awareness. Brand awareness means that a brand comes to mind easily and is strongly linked to a certain product category, and it comes to mind often in different situations. Brand awareness is

mostly about recognition and visibility, and it is an important factor when building brand equity and image. Benefits of high brand awareness level are learning advantages, consideration advantages, and choice advantages. In order for brand awareness to grow in consumers' minds, they need to be exposed to the brand's name, logo, symbol, characters, and slogan, these will help to identify the brand and it will become familiar. Brand awareness is created with repeated exposure, with different marketing strategies, for example: sponsorships, public relations, advertisement, promotion, and outdoor advertising. Marketing decisions should include as many elements as possible so that the exposure of the brand is often and repeated, that way the brand becomes familiar for consumers. (Keller & Swaminathan, 2020, pp. 72–74)

Brand is the total entity for companies. It does not end with the company's name and logo, it goes far further than that. Brand sets the way a company communicates with its audience. It expedites the process to spread awareness of the brand to existing and potential customers. Social media helps bringing the brand to more people and it feels more natural and accessible for the audience. Using social media for branding also requires less work than traditional methods of marketing. (Turner, 2019, pp. 74-75)

Building brand awareness is useful to do in social media platforms. It will promote the brand in many beneficial ways. Social media is the best channel when a company wants its exposure to be huge, social media can reach a wide range of people, to young and old, male and female, and people with different races and cultures. A vast number of people can be exposed to the brand on social media, and it can possibly reach to a global and viral popularity, when done successfully. Regardless of the product/service, using social media to build brand awareness will make the product more available as customers can reach out through social media. Staying relevant is easier when using social media for brand awareness, since posting and sharing content more regularly ensures the brand stays more relevant. (Turner, 2019, pp. 76-77)

2.8 Marketing channels

Marketing channels are different media forms organisations and companies use to market their business and communicate with their target audience. Best way to review different

marketing channels is to know the two main categories: traditional media and new media, which is called digital media. Simplest way to understand the two marketing channels, is that traditional media happens in offline environment, whereas digital media happens in online environment. Marketing works best when traditional and digital marketing are integrated and used coherently. In addition to the environment the two channels exist, they have few key differences that should be mentioned. Traditional media is more expensive, and digital media is more cost-effective. Digital media has a higher conversion rate than the traditional, which means digital media has more attraction on their marketing. Traditional media is a one-way communication whereas digital offers a two-way communication and allows its consumers to communicate with organisations and companies, which is better when building customer loyalty. For traditional media it is harder to measure the impact of its advertisement for customers and calculate ROI (Return on Investment). ROI means calculation of the relation between value of an investment and the cost of it. For digital media that is easier. It takes more time for traditional media to see results of the campaign, whereas digital media can see the results almost immediately. Another weakness of traditional media is its standardised targeting. Digital media uses customised targeting, which is more efficient and allows to plan more detailed and personalised marketing tactics. When comparing traditional and digital media, traditional media has more challenges and disadvantages than digital media, but still it should not be forgotten. Marketing works best when both channels are used together, and they both deliver the same coherent messages. Both media channels are explained in more detail in next paragraphs. (Un-Teeth, 2021)

Traditional Marketing	Digital Marketing
Expensive	Cost-effective
Low Conversion Rate	Higher Conversion Rate
One-way communication	Two-way communication

Hard to measure impact & ROI	Easy to measure impact & ROI
Delayed results	Real-time results
Standardised targeting	Customised targeting

Table 1 *Difference between traditional marketing vs digital marketing*, shows differences between traditional and digital marketing. (Un-Teeth, 2021)

2.8.1 Digital media channels

New technology has brought several advanced marketing options for today's marketers and that can be called digital marketing. Digital marketing happens in online environment. In this section six different key types of digital media channels are defined. First type of digital media channel is search engine marketing. Examples of search engines are Google, Bing, and Yahoo. Purpose of search engine marketing is to get users to click-through a website by using placed messages when users type different keywords on search engines. There are two techniques often used, paid placements (pay-per-click) and natural placement listings using search engines optimisation with no charge. (Chaffey & Chadwick, 2015, pp. 30–32)

Second type is online public relations (PR), which refers to a third-party's mentions of the organisation. Those can be the third-party's social networks, blogs, podcasts, or feeds, which are used by the organisation's target audience. Mentions should be favourable to the organisation's brand, products, or website in some way. Online PR can be also negative, which should be addressed by the organisation on their website channels, in order to maintain positive online PR. (Chaffey & Chadwick, 2015, p. 31)

Third type of digital media channel is online partnerships, which is similar to online PR. Online partnerships means creating a collaboration with third-party to promote the organisation's products, services or brand through the third-party's digital channels.

Examples of partnership are sponsorship, co-branding, influencer marketing and affiliate marketing. (Chaffey & Chadwick, 2015, p. 32)

Fourth type of digital media channel is display advertising. Goal is to raise brand awareness by online ads such as banners and other site content that provide animation, interaction, or sound. Banners and site content is created to motivate and attract users to click-through to the organisation's website. (Chaffey & Chadwick, 2015, p. 32)

Fifth type of digital media channel is opt-in email marketing. It refers to situation where a user has requested getting on the subscription list. It is typically an emailing list or an e-newsletter. (Chaffey & Chadwick, 2015, p. 33)

The last but probably the most important type for this thesis is social media marketing. It is a way for organisations to communicate with target audience, participate on different communities, and advertise their brand on social network channels. Close related terms for social media marketing are viral marketing and online word-of-mouth messaging. Purpose of social media marketing is to engage customers to communicate with the organisation through social media, build awareness, and drive response. (Chaffey & Chadwick, 2015, p. 33). Social media marketing is elaborated later on.

2.8.2 Traditional media channels

Traditional marketing uses older elements in marketing, older in this case means communications forms before the digital environment (internet), such as TV, radio, telemarketing, print, out of home advertisement (indoor, outdoor), and posters. Traditional media happens in offline environment. Even though digital marketing is taking over, traditional marketing is still relevant and should not be forgotten completely from the marketing options. Traditional media channels are useful when first introducing a brand to consumers. Survey done by YouGov in January 2021, mentions traditional media channels are still the most trusted places to advertise. TV and print being on the first slots with 46% and radio immediately behind with 45%. Reason why traditional media is found more trustworthy is that its content usually comes directly from the media outlet, whereas digital

advertising is often purchased programmatically. Additionally, digital media channels entail a higher risk of personal data being gathered than traditional media channels. (Cadugan, 2021)

A couple of examples of traditional media channels are given briefly. Telemarketing is a form of direct marketing; it is used to sell directly to consumers and business-to-business customers by telephone. It is beneficial since it allows the seller to offer increased product and service information, and it makes purchasing more convenient. Telemarketing has a slightly negative reputation because many consumers find it annoying. Still, telemarketing remains strong, and it is in fact growing. TV is a big force when it comes to advertising. One example of TV advertising is direct-response television marketing (DRTV). Marketers air an ad that last 60 to 120 seconds and the goal is to persuade the viewer to order the product or at least visit the given website. If the DRTV campaign is successful, it can drive up the sales. (Kotler & Armstrong, 2021, pp. 512–513)

2.9 Social media marketing

Social media marketing was briefly explained on the previous chapter, but it is elaborated in this chapter, since it is in a massive role in this thesis, and it is the main channel for the actual marketing plan.

Social media is a broad term, and it has many different meanings, depending on how it is used. Simply explained, social media is an online communication platform which is used for sharing information in real time environment. Since it is based on community and communication, it has the opportunity to engage with numerous people the same time who are willing to join the conversation on a specific topic. That is the reason why social media is a great tool for marketing, it can reach extremely large amount of people simultaneously. Social media marketing has gained popularity in recent years, brands and companies use the community-based platforms to promote their services and products. Key to marketing on popular social media channels is to get people talking about brands, share brands' content and that way gain interest on new people and possible customers. Marketing on social media is an efficient way for companies to market their products, it offers them various tools to deliver marketing strategies. (Turner, 2019, p.3)

Marketing did not start when social media came into the picture, but it has indeed improved. Traditional way of marketing is based on meeting and engaging with people physically or using more traditional ways like telephone to connect with people. Traditional way of marketing may be annoying to people since it is often forced on them, telemarketing, and door to door salespeople as examples. Whereas social media marketing is more moderate, and people can follow content they actually enjoy. Social media marketing enables companies to act more courageously when reaching out to people and potential customers. Social media requires fewer resources, and it allows the possibility to target more people in real time. Another positive affect of social media marketing is its possibility to target broader range of audiences than what traditional marketing can affect to. To increase companies' customer base is easier on social media and the audience does not have to limit only to locality. Social media marketing allows companies to know their potential customers and target them. That increases the possibility of making sales since it is more promising to sell to a person who actually needs or wants the product a company is offering. (Turner, 2019, p.3)

Social media is a constantly changing field and its marketers need to be ready to keep up with the real-time based process. They must be able to create content regularly and keep up with the trending topics attracting people online. With social media it is proficient to regulate a companies' success with various tools social media platforms offer. Those tools help companies to analyse their data and help them make better marketing strategy choices that will help them to grow sales. Social media is on going and it never stops. People share, like and comment constantly, and they desire a response, a communication with the opposite side. With social media two-way-communication is possible and effortless. (Turner, 2019, p.3)

After explaining basics of social media, the next step is to mention the key to social media success: content. How to create content that is interesting, and which brings value to customers? The content must contain relevant information of the brand and not only that, but it should also be engaging and well-researched so it will be beneficial to a target audience. Creating engaging content will drive viewers and potential customers to repost, which will boost brand awareness. Brand awareness and its objectives were discussed in earlier chapters. Original and intriguing content will help to keep the audience on the

brand's or company's platforms. If the audience feels bored, they will move on to the next content creator. Social media content is engaging and drives responsiveness when it encourages discussion on social media platforms, boosts followers to share the content forward to other people and adds more traffic on the platforms. Social media is a tough playground, brands should post regularly but not too often so the followers will not get bored or annoyed by the quantity of the content. One way to avoid that is to make a schedule or so-called social media calendar for posting content. The social media calendar should entail content about different aspects of the brand, that way the content will not be too monotonous or similar. Beneficial way to execute this is to divide the content into three to four categories and post them regularly in a specific pace. Content categories could be for example inspirational content, promotional content, informative content, and humorous content. Arranging these categories in an effortless way will make it easy to post them in turns, and that way keep the content interesting and fresh. (Turner, 2019, pp. 95–97)

2.9.1 Marketing on Instagram

For the sake of this thesis, Instagram will be an important tool for the marketing plan. Ilves FS has used Instagram as one of their main channels for years now, therefore it will have an important role in this thesis as well. In this chapter, Instagram is briefly introduced, and its main characteristics are brought up.

Instagram can be defined as a free social media platform that is mainly an online photo-sharing application. The application enables its users to post photos and videos via a mobile app. It is a tool for individuals to share moments of their personal lives but is a great tool for businesses as well. Instagram has same ordinary features as any social media platform, users can like comment, share and send direct messages through the app. Basic idea is to post photos or videos which can entail hashtags, tags, and location-based geotags. Followers can see posts on their feed, and they have the possibility to comment, like and send direct messages of the posts. Much used feature in Instagram is the story section, where users can upload photos or videos and they will disappear in 24 hours. More detailed introduction of Instagram's features is not necessary since it is a well-known platform and has been running for over ten years now, founded on 2010. (Turner, 2019, pp. 132–133)

Statistics prove Instagram is a great tool for businesses to advertise, it was acknowledged when Facebook acquired Instagram in 2012. After that Instagram established a certain trust among social media experts and business owners, and they understood Instagram is an efficient way to market businesses. The app also allows businesses to create accounts so they can promote their brand, products, and services. Instagram is beneficial because businesses can have democratic engagement and impression metrics, which they cannot have when marketing through traditional media channels. With Instagram businesses can keep up with customer demand and competition. It has been proven that 60% of Instagram users discover new products through the app. With all of these reasons, Instagram is perfect for business promotion. (Turner, 2019, pp. 133-134)

More on what content is beneficial to post on Instagram. Since the core of this thesis is a sports team, these are examples how to promote that. Examples on how to create engaging content are organising giveaway contests, thought leadership, collaborating with influencers, recognising holidays and events, posting humorous content like memes, using trending hashtags, showing behind the scenes material, posting throwbacks, directing followers to website, and posting statistic and numbers. These options are just examples, there is plenty of more options on how to do interesting content on Instagram, but it is important to recognise at least few concrete options. (Turner, 2019, pp. 136-146)

2.9.2 Marketing on Facebook

Facebook is a globally recognised social networking channel, therefore it will not need a precise introduction. It offers to its users the ability to post messages, videos, and photos to their profiles. Aim of Facebook is to aid communication between friends, family and businesses and their customers. Anyone with the ability to create a profile has the opportunity to promote and interact with many people simultaneously on Facebook. With the use of Facebook people are able to stay connected and share important aspects of their lives to others with same interests. Facebook is a great place for businesses to do marketing because it has many features beneficial to their goals. Facebook's public features have an overreaching effect on companies, they are marketplace, groups, events, pages, and presence technology. All these features allow businesses broad range of marketing strategy options. Basic content to post on Facebook can be very alike with Instagram, but in addition

to that Facebook allows to create more options of content with its different features. For example, creating events on Facebook enables inviting guests and track anyone who wants to attend, events will help to estimate the turnout. Facebook allows users to create groups with specific topics, which will bring people with common interest together. Excellent feature for businesses is marketplace, which offers a possibility to users to read, share posts and respond to any classified ads to buy or sell items. As being said, content may be the most important part when marketing on social media like Facebook but adding right tools for the process will give more effect. Tools that should be included are social media calendar as mentioned earlier, social media strategy checklist, and mapping out posting schedule. With these tools, engaging content will add more value to the process. (Turner, 2019, pp. 111–113)

Content mentioned before, both about Instagram and Facebook, are free for the business. Engaging content is important when tracking new customers and followers, but it should not be the only way to increase the audience. If Facebook ads are one of the chosen means to do marketing, first the business should decide how many people they want to reach with the ads. They can estimate the amount using the population of their local city and calculate an approximate amount of people they want to reach. For example, if the population is 30 000 people, they may want to reach at least 10 000 people of the total population. Some of those people may see the free content also but using paid ads will help the business to reach a wider range of people. Social media can be a leverage for businesses, and that is why Facebook ads is something to consider. Facebook ads can be extremely influential and help businesses to increase the value of their social media content. (Turner, pp. 121–123)

To create an understanding how Facebook ads should be implanted, a step-by-step guide is explained. It is important to set goals for the ads, that way a business can have an estimated idea what to expect. Before even planning the content, it is essential to determine what are the intended achievements and why the advertisement is done in the first place. Goals can be for example increasing traffic on the business' website through Facebook or increasing the attendance at the business' events. After setting the goals, it is easier to get started. (Turner, pp. 123–124)

When the goals are set, next step is to move to Facebook Ads Manager. It is a tool for managing Facebook ads, and it will help to choose CTAs (Call to Action) for a specific advertisement. It allows businesses to choose best strategies to apply on their ads. They can be straightforward or three patterns interchangeably. Facebook Ads Manager will help businesses to navigate through the process and it is for setting a stage for the ad. This step will make the set goals usable. (Turner, p. 125)

Step three includes selecting objectives, they are the means on how to achieve the set goals. There are several ways to execute a Facebook ad campaign, and they can be arranged into three categories: awareness, consideration, and conversion. Awareness is for highlighting the product or service and increasing interest into the business. Awareness options include boosting posts, reaching people near, increasing the reach, increasing brand awareness, and promoting the page/website. Choosing awareness for the objective is beneficial for those businesses that have a small budget on their hands. Consideration objective is for those who desire to reach customers that will instantly start to consider the business and request more information about it. Consideration ads include sending people destinations, collecting leads for the business, get viewers to install the business' app, get more views, and raising attendance at events. The last objective is conversion. It should motivate people of interest to purchase the business' products or start using its services. Conversion includes five sections, increasing conversion on the business' website, get people to visit the stores, increasing engagement on apps, promoting products, and get people to collect the products. After setting the right goal, it is easy to select the right objective. These three objectives are only suggestions. (Turner, pp. 125–126)

To create sufficient and engaging ads, a business needs to identify their target audience and set a budget. Identifying the target audience starts with analysing demographics, such as location, age, language, gender, interests, connections, and behaviours. It is important to have a directional idea of the customer being targeted. One option is to select advanced targeting. It will allow the business either include or exclude some users. Those users can be who are already connected to the business' events, pages, or apps. Other option is to re-target existing customers. After identifying the target audience, a budget needs to be set. An amount to spend for the ad needs to be chosen and keep in mind it should merge with the overall money that will be used. Two basic ways to set a budget is to do a daily budget or a

lifetime budget. (Turner, pp. 126–129). The budget depends on the industry and campaign objective and is CPC (cost-per-click) or CPM (cost-per-thousand-impressions) used. When CPC is used, the average cost per click is 0,95€, on the contrary when CPM is used ad costs around 7,04€ per thousand impressions. That way a business can estimate a budget they can use. With a lower budget, a business can set for example a 15€ daily budget. (WebFX, n.d.)

Fifth step on the process is to create the ad itself. It includes selecting image/video, headline, text, and precise place where the ad will be displayed on Facebook. One way is to use an existing post that will be served as the ad. An existing post should be used as the ad when the desire is to boost current posts and their interest. If a business does not want to use an existing post for the ad, they should create a completely new ad and choose the right format for it. The format can be a carousel, a single video, canvas, a slideshow, or a single image. The ad should be intriguing enough so people will not hesitate to click on it. (Turner, pp. 129–130)

When the layout of the ad is finished, placement of the ad should be chosen, it will define where the ad is displayed. Usually, the location is on the Facebook's mobile News Feed, right column, and desktop News Feed. Placement of the ad is important, because it will help to achieve the most valuable outcome at a cost-effective rate. Seventh and final step is to release the ad. All should be ready at this point and after it is submitted, Facebook will review it. It should meet the requirements and then it can be launched. (Turner, pp. 130–131)

2.10 Sponsorships

Sponsorships and how can they be beneficial to sports teams and athletes are explained in this chapter. Idea of sponsorships were explained in earlier chapters, but just for a reminder, it is a collaboration between companies and sports teams, where a company usually supports a sports team financially and in exchange the team markets the company's services in some way.

In 10.fi article in 2022, Tiina Tikkinen writes that some may think sports marketing is the same as sponsoring and that is all. It seemed that company managers only select sports they

enjoy and collaborate teams on those sports. Sponsorships looked as it was only companies giving money to teams and athletes without any expectations or them gaining any value for the company. Sponsorship may seem like a one-way collaboration, where other part gives money and gets nothing major in return, just a copy of their logo on the team's jersey for example. Truthfully, sports marketing is much more than just meaningless sponsorships, it has potential to be a beneficial marketing option for any company's marketing mix. Sports marketing contains a lot of digital potential which is important in today's marketing. Sports evoke feelings in people and it entails meaningful stories which are both helpful in marketing. In 10.fi article in 2022, Tikkinen also mentions that sports marketing is like any other marketing, therefore it should be measured the same and there should be goals set for it. Sports marketing can be seen similar to influencer marketing, since athletes can be seen in the same way. Athletes usually have a wide fanbase and they are often committed to their work. Using athletes as influencers is a new stepping stone for sports marketing and they are not used as much as they could have been, and they have a lot more capacity left to give. Sports marketing is a huge opportunity for companies to build their brand and raise brand awareness. Sports have many aspects and each sport has their own audience, there lays a marketing opportunity for companies reaching for new possible audiences. Marketers should not forget sports marketing's hidden strength and bring it in as one of their marketing mix strategies. Sports usually creates positive thoughts and it is easily picked up by the media, which means sports have a lot of visibility and reach. When sports operators are able to bring results and measured outcomes for marketers to see, sports marketing can be seen as equal to other marketing channels and strategies. (Tikkinen, 2022)

2.11 Marketing trends

Marketing is a constantly changing field, therefore it is important to be aware of the current trends relating to sports marketing. New businesses building a brand for themselves are looking for partnerships that will differentiate them for competitors, and sports is one of the spectrums for them. Sports organisations have opportunity in arising businesses and collaboration with these new and eager firms offers great chance for them. Digital marketing is one possible element in these collaborations. Creating social media content in collaborations with new firms can guarantee larger visibility for both the sports organisation

and the firm. Digital marketing is the gamechanger in marketing, therefore it is something organisations need to focus and put effort on. (Saari et al., 2021)

Social media channels are effective way to start doing digital marketing and it is a good way to reach as many potential customers as possible. The amount of advertisement people see in a day is huge, and it is difficult for organisations to gain attraction for their own product specifically. Arising trends in social media are influencers, personalised content, and cause related issues such as the environment, sustainability, human rights, and gender equality. Marketers need to consider these factors when designing social media content. After Covid-19, sports leagues and teams have suffered from decreasing consumers, and that is why the content needs to be interesting and personalised for the consumer, to gain the attraction back. Collaborations with influencers has been arising trend for some years now and sports organisations could exploit that as well. Individual athletes could do social media influencing, even though they are a part of a team. Social media trends change quick, and organisations need to change with them. New leading trend in social media is TikTok, which is a great platform regardless of the organisations size, in TikTok only thing that matters is content. TikTok is becoming more commercial, and its future is looking bright. (Saari et al., 2021)

3 Methodology

Methodology in this thesis is based on an interview, a focus group, competitor analysis, and a SWOT analysis. With these four analyses, a marketing plan is created for Ilves FS.

Marketing plan focuses on social media marketing, which can be done with a limited budget.

3.1 Company overview

Company overview is based on an interview done with Ilves' football division executive manager, Matti Anttonen. Anttonen is in charge of Ilves FS representative teams, and he oversees the operations in futsal. Anttonen connected football and futsal into the same organisation, in order to ease up the work behind the teams. His main purpose in futsal is to create new connections and find new people to work for futsal and Ilves FS. The interview was made on 29th of August 2022. Main objectives for the interview were the company's mission, vision and values. Interview was based on open-ended questions but it was more an

open discussion that followed a guideline of the questions. After these basis, the discussion moved further on marketing and what the company is hoping for to achieve in the near future. Questions can be seen in Finnish in appendix 1, and in English in appendix 2. (M. Anttonen, interview, 2022)

3.1.1 Mission

Anttonen states that Ilves FS' mission is football for all, and that includes futsal as well. The organisation wants to create a feeling of a large sports family that connects its members, and that is the foundations of Ilves. Mission right now for Ilves FS is to connect football and futsal operations in order to reach a wider target audience for futsal as well. Football being the leading sport, futsal needs more awareness and engagement. Base for the connection between these two sports is the youth players. Instead of making the children choose between the two sports, Anttonen says that the goal is to enable them to play both sports. That will help Ilves to increase the amount of youth players and their teams. Collaboration with these two sports is the key for the development. Another mission for Ilves FS is to define its specific target audience. That works needs to be done in futsal, since in football Ilves has defined its audience and has been able to improve its marketing tactics. A detailed marketing research is a possibility to execute that. (M. Anttonen, interview, 2022)

3.1.2 Vision

Anttonen admits that Ilves FS is in the middle of "transition season" this year. What he means by that is that the team is going through some extensive changes at the moment, so it effects on the operative part of the team. Voluntary people working for the team is experiencing some changes and new people are joining, which means the team is trying to find roles for everyone and divide the responsibilities. They want to find loyal people that will hopefully stay with the team for many seasons. As soon as every role is staffed, the work becomes easier, and they can start making developments. Anttonen says that the goal is to make every representative team alive again. He refers to the fact that Ilves FS men's team is currently playing on the third highest level in Finland, and they want to bring the team back to the league. Also, he mentions that the managers want to get better success in women's team as well and be in the top four in the league. When talking about marketing, Anttonen

says the teams' success will help the marketing side of the company, since great sports performance will interest people and get them to attend to matches. Of course, the sports performance is not the only key to successful marketing, but it sure will help. But the first step is to create a great working environment and get enough staff to work for the team. After there is a large group of people behind the team, Anttonen says they want to get the team's finances in order and avoid financial losses. When they have achieved that, they can plan more specific guidelines for the future, which will include marketing as well. Even though they will create the guidelines after the transition season, Anttonen says they have few ideas already for match days and new sponsorships. They want the match days to be exciting, interesting, fun, and happy events, so that people will be able to engage with the team and have an amazing sport experience at once. The goal is to establish an atmosphere that will excite people and encourage them to attend again and more often. One way to do so is to focus on few specific matches. They want to choose to most interesting opponents of the season and create something special for those matches. Unfortunately, it is not possible to create special events on every match of the season, but they want to start with few interesting ones. That way they can focus on marketing those matches and try to grow the audience. Actual match events and a great atmosphere brings audience to stadiums. Ilves FS wants to start creating their own fan culture and have their own small group of fans that will build ambiance. Starting with these ideas, Anttonen believes they can increase the audience and reach more people. New kind of sponsorship deals are in the making, they want to offer collaboration companies something more than just a logo on the team's jersey. One option is to create social media content where the team advertises the company's products on some way. Other idea is to get companies to collaborate with single athletes and teammates, making the athletes the company's influencers. Influencer marketing is a leading force now, and athletes can be popular influencers as well. These ideas were discussed with Anttonen generally, but these following ones are the concrete goals to be reach in the future. Concrete future goals are double the amounts of followers in every social media channel, gather a loyal group of people to work for futsal, avoid losses financially and achieve success also on the teams actual sports performance. (M. Anttonen, interview, 2022)

3.1.3 Values

Ilves FS follows the same values as Ilves ry and the whole organisation. Those values include openness, caring, healthy way of living, and expertise. Whole Ilves organisation is based on a strong youth development and teaching those young players how to connect sports with everyday life. Anttonen admitted that Ilves FS should create its own values in addition to the organisations values. It would be beneficial since the organisation is large and has many different sports, so Ilves FS would benefit from creating its own set of values and start to base its operations on those. Creating strong values is important when the team is going to grow its actions. In the centrum of setting the values is coherence with the players, coaches and everyone who works for the team, they have to set the values together. Anttonen says that will be done in the near future. (M. Anttonen, interview, 2022)

3.2 Market environment

Ilves FS internal market environment is evaluated in the previous chapter, it includes the team's mission, vision and values, and the resources the team currently has. This chapter will mainly focus on Ilves FS' external market environment. A competitor analysis is conducted, and a target customer profile is created. Both internal and external environment are evaluated on a SWOT analysis. The SWOT analysis is considering internal strengths and weaknesses. After identifying the internal environment, analysis of the team's external opportunities and threats are listed. With the help of the SWOT analysis, it is easier to identify Ilves FS' position in the market.

3.2.1 Competitor analysis

In order to determine Ilves FS position in the market, their main competitors need to be identified. In appendix 4, a competitor analysis is made and its details are explained in this chapter. The analysis is made from social media presence perspective.

As earlier mentioned, Tampere is a large city with many different sports. The competition is high, when it comes to finding loyal fans and audience. That is why Ilves FS needs to be aware of its main competitors. Three competitors are selected for a competitors analysis in

this thesis. The competitors are Manse PP (women's team), Ilves football (women's team), and Ylöjärven Ilves (women's futsal team). Competitors are selected because they compete in the same area and for the same audience. All competitors are not selected from the same sport, because competition is not only between futsal but in other sports as well. That is why the competitors are chosen from different sports. One competitor, Ylöjärven Ilves, is selected from the same sport because it is important to analyse the competition from that perspective as well.

Short introduction for all the competitors is in order. Manse PP plays Finnish baseball (pesäpallo), so the sport is quite different but they operate in the same environment as Ilves FS, since they play their home games also in Kauppi. They have grown their marketing in recent years and that is why it is good comparison to Ilves FS. Manse PP plays on the highest level in Finland and their main focus is in professionalism. Their social media channels are Instagram, Facebook, Twitter and own website. Among these competitors, they have the most followers. Their social media presence feels welcoming and they focus on the community around Finnish baseball. Their ticket prices are the most expensive in this comparison. Manse PP's strengths on social media are their consistency on posting schedule, their content is highly focused on the players, and the content feels engaging for the followers. What they could do better is creating more versatile content, be more spontaneous and break the routine a little.

Ilves football women's team plays football in the highest level in Finland, and the team's home games are in Kauppi as well. They compete with affordable ticket prices. They are part of the same organisation as Ilves FS, which means they target almost exactly the same customer type. It could be seen as an opportunity as well if they started doing collaborations. Football and futsal seasons are mainly in different times, they only collapse during the autumn, therefore they could "share" their audience without tough competition. Ilves football social media channels are on Instagram, Twitter and a website. Their Facebook account is joint with Ilves men's team. The team's social media content focuses on young people with trending topics, and the channels are professional, versatile and entertaining. Sometimes there are too much content which can be confusing.

Ylöjärven Ilves is probably the most interesting competitor, because they compete on the same sport as Ilves FS. Their home stadium is in Ylöjärvi, which is a neighbouring city of

Tampere. Both teams operate in Pirkanmaa region, compete in the same sport and target the same audience. Ylöjärven Ilves uses Instagram, Facebook, Twitter, their own website and TikTok for marketing. The team's engagement rate is not as high as Ilves FS', which is of course a major strength for Ilves FS. Ylöjärven Ilves focuses on their social media presence on joyful and fun content, and highlighting their team spirit. Their ticket prices are the lowest in this comparison. Their biggest strength and opportunity is bringing TikTok as one of the channels. The team's cons are their small audience and basic content.

3.2.2 SWOT

Identifying strengths, weaknesses, opportunities, and threats, will be helpful for Ilves FS to outline its business strategies in general and plan its future marketing tactics. Determining each factor is important because it gives an overall estimate of the current situation and enables to look for future possibilities to work towards to. SWOT analysis for Ilves FS is done from marketing perspective so that it will benefit the marketing plan itself. Still, it can be adapted for other business strategies as well. In appendix 3, there is a SWOT analysis made and each factor is explained in detail in this chapter.

Ilves FS' strengths are the team's sport performance, loyal voluntary employees, large organisation behind a small team, and committed players. The team's sports performance can be seen as a strength because the audience will be more intrigued if they know the team is successful and has a chance to win games. Sports fans prefer their team to win than to lose. Matches are more interesting when the team is fighting for a win. Of course, team's sports performance is not the only thing that interests audience, but it is beneficial. The same loyal voluntary people have been working for the team for years now. That is a strength because they know the team thoroughly and are willing to work hard for it to thrive. If they can gather more loyal voluntary employees, they are able to continue the operations in the future even if the staff changes. Continuum is important in a small sports team like Ilves FS. One of the team's most considerable strengths is the fact that it is part of the largest sports club in Finland, Ilves ry. The team should exploit more the resources the club has and collaborate with other teams inside the organisation. Also, they could find new loyal employees, who are already aware of the club's procedures and values, inside the organisation. Last listed strength are Ilves FS's committed players. They are the key reason

why the team operates in the first place. It is important to keep the players motivated and excited about the team and futsal itself. Players can be a big part of marketing strategies and their strengths can be used in many ways, for example in social media.

Weaknesses of the team are finance and a small budget, lack of sponsorships, lack of audience, and irregular marketing. The most threatening weakness is the team's financial situation and a small budget. They run the operations with a limited budget, and they need to calculate every expense carefully so that the budget would not exceed. That diminishes opportunities for marketing strategies and other improvements. Lack of sponsorships is closely related to finance because sponsorships are the main source of income for the team. If the team is not able to maintain collaborations with enough companies, they are in trouble financially. Another threat is irregular marketing. Main channels for marketing have been Instagram and their website. They have not been able to keep the social media posting regular and that is harmful for followers. Fans will keep interest more likely if the team posts regularly in social media and its website. A posting schedule would help to keep the posts more regular and synchronized.

Luckily, the team has many possible opportunities to work towards. Those are Tampere, a sports city with large possible target market, social media and its numerous possibilities, collaboration with other teams, and new sponsorships or other collaborations. Massive opportunity is Tampere, Ilves FS' hometown. In Tampere, there are all kinds of sports people can do and that can be seen as an opportunity for Ilves FS as well. It will be easier to target new people if they are already interested on sports, only thing left to do is to get them interested on futsal and Ilves FS. Social media is great opportunity because it can be operated with a limited budget and each channel entails its own possibilities. Social media is useful tool for integrated marketing. If Ilves FS could create integrated marketing campaigns in social media, they can target to different target groups using different social media channels. With Facebook they can target on existing audience, with Instagram for wider range of people and with TikTok younger generations. If the marketing messages are same and created with coherence, social media is a promising opportunity. Closely related to Ilves FS' strengths being part of a large sports organisations is the opportunity to collaborate with other teams. Briefly mentioned before, Ilves FS could collaborate with for example Ilves football teams by creating joint social media campaigns or joint match events. That way they

could target already existing Ilves fans and increase their audience. One more opportunity Ilves FS has is new sponsorship deals. Until now, sponsorship deals have been mainly logos on players jerseys, advertisement on team's flyers and on match days. That does not give much value for the companies. Therefore, Ilves FS should plan more detailed sponsorship deals and other collaborations that would benefit the other part more. The team could use players as influencers for the firms or help the companies to raise their brand awareness in other ways. With sports community the firms could target new possible audiences. If Ilves FS makes itself more interesting and beneficial partner for sponsor, they are likely to collaborate with more firms.

Threats the team needs to be aware of are high competition in the area, players injuries and illnesses, poor sports performance, and committed employees. Tampere as a sports city can be seen as an opportunity but it is also a threat. As said, there are many different sports in the city which creates high competition. Players' injuries can be seen as a threat also from marketing perspective. It effects on the team's sports performance, and it is not positive to hear that players are injured. It is always bad news if a player is injured and mainly it is better to keep the marketing positive. Poor sports performance is linked to players' injuries, but it can happen even without injuries. If the team would constantly lose its matches, audience are more likely to skip going to matches. As said, fans like to see their team winning. Social media marketing can be more positive if the team wins. Another threat is if the team is not able to keep committed employees. One thriving force is the loyalty but if the employees constantly change, it is harder to maintain loyalty.

3.2.3 Target audience

A possible target audience could be already existing Ilves fans. Ilves is operating in five different team sports and has a loyal fanbase. For example, a huge Ilves fan in football could also be a possible fan for Ilves futsal team as well. This is based on the fan identification, which means a fan has an emotional relationship with a sports organisation, is committed and involved to its activities. Engaging with existing fans is a simple way to increase the fanbase. When the fans are loyal to the club, only thing that needs to be done is to get them interested and excited about futsal, the sport itself. Usually, when people are interested in sports in general, they have multiple sport they follow and watch. That is why Ilves FS should

target people who follow sports regularly and who may possible be Ilves's fans to begin with. The way to get there and engage with these existing fans, Ilves could do more marketing inside the organisation, so the fans would be more aware of every option the club provides. Marketing inside the organisation starts with small and simple things, such as mentions in social media channels, collaboration in sports events, and having joint marketing campaigns.

In the target customer profile 1, an existing Ilves fan is described. The customer is around 30–45 years old with family. In the profile, the customer is expected to be a male, but it could be a female as well, the gender is not as important as the fact that the customer is family-oriented and already an existing Ilves fan. The customer follows sports often and is active and athletic himself/herself. They like to go watch sports events live rather than from home. Mainly used social media channels are Facebook and Instagram, where they like to see factual, informative content and sports statistics. The content is also family friendly. This customer is targeted by informative and accessible content. Since they like to go to matches, the match events need to interesting and enjoyable events focusing on the sport itself but creating extra value with special details.

Another possible target audience is young people in their early twenties. In the target customer profile 2, the example customer is a female in her early 20s. She is possibly a student in university or a part-time employer, living alone. She is a current / former athlete herself and she maintains an active and healthy lifestyle. In her free time, she spends following all kind of sports and she can be described as a spectator sport. Easiest way to target this customer type is social media. Main channels are Instagram and TikTok, where she follows mainly sports content but also trending topics. This customer type enjoys entertaining content which is posted regularly. The content should be versatile, using different social media tools in different channels, for example reels, stories, and videos. If Ilves FS is able to target both target customer types, they have a chance to build a loyal fanbase, who follows the team on social media but also comes to the matches.

Target customer profile 1	Target customer profile 2
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<p style="text-align: center;"><u>Demographics</u></p> <ul style="list-style-type: none"> - Age: 30–45 - Gender: Male - Location: Tampere region - Income level: Middle-income - Educational level: Higher education - Family status: Probably married with children 	<p style="text-align: center;"><u>Demographics</u></p> <ul style="list-style-type: none"> - Age: Early 20s - Gender: Female - Location: Tampere region - Income level: Student / part-time employment - Educational level: High school or currently studying in university - Family status: Single, no children
<p style="text-align: center;"><u>Interest/Attitudes:</u></p> <ul style="list-style-type: none"> - All kinds of sports, mainly team sports - Existing Ilves fan - Family oriented - Active - Spectator sport 	<p style="text-align: center;"><u>Interest/Attitudes:</u></p> <ul style="list-style-type: none"> - All kind of sports - Social media - Current or former athlete herself - Spectator sport - Healthy lifestyle
<p style="text-align: center;"><u>Behavioural:</u></p> <ul style="list-style-type: none"> - Mainly uses Facebook or Instagram - Likes to go sports events - Enjoys being part of the community 	<p style="text-align: center;"><u>Behavioural:</u></p> <ul style="list-style-type: none"> - Main channels are TikTok and Instagram - Heavy social media user - Follows sports usually from social media and from home

<u>Preferred content:</u>	<u>Preferred content:</u>
<ul style="list-style-type: none"> - Factual content - Informative - Sports statistics - Family friendly 	<ul style="list-style-type: none"> - Entertaining content - Trending topics - Wide range of different content (stories, videos, reels etc.) - Continuous posting

3.3 Focus group

Third analysis for this thesis is a focus group. It is a research method which brings a small group of people together to discuss and answer questions a certain topic set by the researcher. Important thing for the implementation is that the researcher does not participate in the conversation, only asks the questions, and makes sure the discussion flows. In this case, the discussion was about social media usage, content, and different social media users. Discussion was made with nine Ilves FS social media followers. The age group was from 20 years old up to 40 years old. The goal was to get nine different people from the team's followers to get an image what kind of content they would like to see on the team's social media channels. The selection was made based on the fact that all of the people were followers of Ilves FS, their age difference, and interest on sports.

The discussion was based on six questions: which social media channels you use the most, how often you use social media, describe different social media users, what kind of content you like to follow, what is the best content, and what kind of content you expect from Ilves FS on their social media channels?

Instagram was the most used channel, it is easy to use, and everybody agreed that the main reason to use Instagram is to be in touch with friends. Almost everyone has Facebook, but they use it rarely, it is mainly for following current topics. Snapchat was also mentioned, the younger followers use it to be in contact with their friends and for posting stories. Nobody mentioned that they use Twitter. TikTok divided the followers' opinions, mainly the younger

people use it a lot and more often, and some of the older followers find it unfamiliar. Unpopular channel was YouTube, only one follower said they use it often. When the followers were asked how often they use social media, everyone said they use it too often, which meant daily. The whole group admitted that when they open their phones almost inevitably, they open some social media channel. They also admitted that the screen time can be hours in a day. Social media has a lot of positive effects, but the group felt it can be too addictive, there are a lot of fights among random people, and they can become intense and mean. Some felt it can make reality feel blurred and unreal.

The group identified two different social media users they have come across. Almost everyone identified themselves from those profiles. First type of social media users was the “boomer”, a bit shy on social media, mainly follows others and posts rarely about themselves, unaware of trending topics and viral hits, and is not familiar with different features. The other type the group mentioned was the “youngster”. Spends a lot of time on different channels, knows every trend and what post / not to post, and posts actively.

After they had discussed the users, the discussion moved further on content. Main reason to use Instagram is to follow friends and keep up with their lives. Also, Instagram is great channel to follow celebrities and random people. Facebook is for loose and joyful content, and TikTok is for entertaining, day-to-day content. Irrespective of the channel, most popular content the group likes to follow is sports content, everyone agreed on that. It does not matter what the content is, as long as it is about sports. More specific said, the group mentioned sports statistics, physical practise videos, and athletics my day -videos.

The last question was what kind of content they would like to see on Ilves FS social media channels. The followers felt the team’s current content is adequate and informative, but it feels too stiff. They would prefer content which includes behind the scenes material from the team’s day to day life. It would be nice to get a glimpse of the team’s atmosphere and get a feeling of the team spirit. At the moment the content is very formal, and they would like to see more humorous and entertaining content. They would also find it interesting if the players would show parts of their personal life as well.

3.4 Marketing strategy

Ilves FS marketing strategy is to use social media to target their customers and increase their brand awareness. Social media is the main channel for the team, since they do not have a separate budget for marketing, and social media is the simplest and the most cost-effective tool for marketing. The main social media channels this marketing plan focuses on, are Facebook and Instagram. TikTok is also considered as an opportunity. Target market is identified in previous chapters, and it is taken into account when planning the strategies. The marketing strategies include the “4Ps” of marketing, product, place, price, and promotion. Identifying each element is important for the final outcome. The marketing strategies are just guidelines to lead the marketing into the right direction and for helping to make the correct marketing decisions.

The “product” in this case are the matches and the team itself. The match days need to be marketed and promoted in order to get more people on the stands, and the team needs to be marketed so the team’s awareness has a chance to grow, and they will get more followers on social media.

The place Ilves FS operates and hosts its home games, is Kauppi Sports Center. The team has their every single practise and every single match in Kauppi (excluding exceptions). It is an extremely important part of the team, and it should be included more on Ilves FS’ marketing strategies. The place should be seen on almost every social media post, and they should do more collaborations with the staff in Kauppi Sports Center.

The price plays the smallest role in this case. Ilves FS match ticket prices are 8 euros for adults and 5 euros for special groups. The team’s main source of income does not come from the tickets. Still, it is important to charge a small price from the audience, it shows professionalism and status.

Promotion is done mainly on social media, and it is explained in more detail on its own chapter.

3.4.1 Promotions and channels

The way Ilves FS is promoted is explained in this chapter. Main social media channels are also mentioned, but the part that should be observed the most is the planned content.

The team's website needs a new look and an arrangement. It is the main and only channel for full match reports and that is one of the first places a customer goes to look for information. The website needs to be updated regularly, before and after matches. People could be directed to the team's website from their social media channels, basically always link the newest report on Instagram stories for example.

Instagram has been the main channel for Ilves FS for quite some time now and it is going to continue like that. Instagram is the most promising channel for the team, since it has the biggest opportunity to grow followers. Instagram's features help the team to post diverse content and allow the followers engage more. Instagram's direct messages give the followers possibility to send direct messages and react on stories. Instagram is the best channel to post the "mandatory" content like match results, upcoming matches, and match information. These are the basic content that the team already posts and should continue to do so. In addition to that, something more valuable for the customers need to be created.

New possible Instagram post ideas are given next. Most of the ideas work also on Facebook, given the fact that both platforms are alike. The ideas are something extra and they are addition to the basic content mentioned before. First thing would be "behind the scenes material", which could be videos from the practises and little sneak peeks from the team's locker room. During the pre-season, the team could post more videos on their practises. Posting content from the practises will give the followers a chance to see the players closer and in action so to speak. That kind of content would give value for followers in many ways, and it allows to get to know the team better.

The team should post more content of the players as individuals and highlight their best attributes. One way to do that is to have every player post My Days of their personal life in turns. Players could be short of influencers for the team and market the team also on their own social media channels. Another special and valuable thing could be throwback pictures or videos from previous teams, players, and championships. That would create an awesome

memory lane for newer followers, and they could get to know the team's history a little bit better.

On Facebook the team has the most followers, therefore it cannot be excluded from the channels list. Many of the older followers mainly use Facebook. Described target profile 1 can be targeted on Facebook. Clear content that should be posted mainly on Facebook are events. Creating an event on Facebook will help the promotion of a specific match day. It should be something special with different collaborations with firms and possibly hosts bringing extra value to customers.

TikTok will be a new platform for the team, so the target market is not analysed yet. Still, TikTok needs to be included, because it is a trending channels where many of the viral videos get started. There lays a new possible target market that is yet to be discovered. TikTok is also very versatile platform to create content, it withholds many different features the other platforms do not have. Ilves FS could start posting more humorous content on TikTok. It is a platform that lives for trending content and Ilves FS needs to become a part of that trend.

Posting schedule is realistic and can be managed with a small staff. It includes a couple of posts per day, excluding the match day where there will be more content posted. The posting schedule is designed to ease up the work and make the posting smoother. It also creates a strong foundation for the social media presence. Weekly social media calendars are created for pre-season and in-season, they can be seen on appendices 5 and 6.

3.5 Marketing plan for Ilves FS

After creating a strong foundation with the theory, analyses, and introducing the commissioning company, the marketing plan is designed. The thesis theoretical framework was an important part and it helped to get an understanding of every important factor of a marketing plan. The marketing plan is based on results from a SWOT analysis, a focus group, target customer profiles, and a competitor analysis. Those four analyses gave a picture of what Ilves FS could and should do better when it comes to social media marketing.

Interview with the executive manager Matti Anttonen gave an idea of the team's current situation and what they will focus on in the future. The whole purpose of this thesis is to build awareness around the team and a marketing plan is the way to get there. Goals for the marketing plan is to increase Ilves FS social media followers in each channel, gain brand awareness and build the team's image, introduce futsal to new people, and get more audience to the matches. With these tactics, a hoped value is delivered for the target audience. All important steps of the marketing plan are explained on previous chapters. They are introducing the commissioning company, stating the company's mission, vision, and values, identifying the target customers, conducting a competitor analysis and a SWOT analysis, creating marketing strategies, and choosing the right marketing channels. After connecting these steps, the marketing plan is ready to put into practice. Marketing plan is supposed to put into use for the next season which is the years 2023-2024.

4 Results

Data collection from the analyses showed that the team has a lot of potential and possibility to grow their audience with right marketing decisions. The competitor analysis gave an understanding of the current situation of the market. Ilves FS has a strong base where to build on, it just needs little improvements and concentration. Compared to other sports' teams, Ilves FS has to make developments in order to compete but when compared to teams inside futsal, they are doing averagely.

The SWOT analysis helped to get an overall picture of Ilves FS status, which possibilities it has and where it can develop into. It is important to recognise every factor on SWOT analysis and stop to think them carefully. It is important for every company to understand their strengths, weaknesses, opportunities, and threats. Knowing these will help to plan the future and anticipate it. The interview with executive manager helped to understand Ilves FS' mission, vision, and value statements. It was important to know where Ilves FS stands before planning the marketing plan.

Having a discussion with the focus group enabled getting to know the follower's social media habits and preferences. That helped to plan the content which will be posted in the future. It also helped to create the second target customer profile. Target customer profiles are

important to recognise because the team needs to know the audience, they are creating content for. The audience needs to always be taken into consideration so that the posted content will deliver hoped value for the followers.

To answer the research question: “How can a well-structured marketing plan benefit Ilves women’s futsal team?”, it is safety to say that an organised and specific marketing plan can benefit Ilves FS in many ways. It will help the team to grow their operations, and attract more players, fans, and employees for the team. It will make the marketing clearer when goals and objectives are identified. With a well-structured marketing plan, Ilves FS knows what they need to do in order to achieve wider target audience in social media and also on the matches. The marketing plan will get the team on right tracks when it comes to advertising and marketing their operations.

These were only results from the conducted analyses. Final results of the marketing plan can be analysed after it is put in to action on season 2023-2024.

5 Recommendations

Recommendations for the company are that they should hire one person to handle all the social media marketing. That way the marketing will be more focused, it also gives a professional feeling when it has a structure, and it is well organised. Also, hiring a person to oversee social media, relieves rest of the staff on other tasks when they do not have to worry about posting on social media.

It is understandable that the team does not have extra money to spear on marketing when their whole budget is limited. But if they will have extra money left at some point, they should at least consider spending it on marketing. Social media marketing can be done with a small daily / weekly budget. Still, it would be recommended to spend money on other marketing channels as well if the budget allows that. On the long run, social media cannot be the only way to market the team. They should start considering on doing integrated marketing which means using many different marketing channels for delivering the same marketing message. Ilves FS could create a marketing campaign that would be seen on social media but also on traditional media channels. That makes the marketing more valuable and

beneficial. All things considered, marketing should be coherence if Ilves FS wants to increase its business operations and raise awareness.

6 Conclusion

A marketing plan is essential for every company that wants to do profitable and successful marketing. Marketing is a massive part of business, and it is hard to run a company without it, regardless of the industry. It is important to plan the marketing plan carefully and to choose right marketing decisions. A well-planned marketing plan is easier to implement because all the factors are identified. It makes it clearer when a company needs to plan every step that comes to marketing, it allows the company to recognise its flaws and enhance them if necessary.

That was the purpose of this thesis as well, to plan a well-structured marketing plan for Ilves FS. A structured marketing plan should help the team to do marketing in the future and get more people interested of them. The team has struggled financially, therefore marketing has been secondary for them. They have made only compulsory advertisement for their matches but not much more. When creating the marketing plan, the team's limited budget was acknowledged. That meant choosing social media as the main marketing tool, since it is the most cost-effective option but still very impactful. The marketing plan included the main social media channels and what kind of content Ilves FS should start posting.

The marketing plan was based on a strong theoretical framework. The theory included all the important objectives of marketing, how a marketing plan should be conducted, and explanation of important terms. It helped the author to conduct a well-planned marketing plan. It was important to conduct few analyses, which helped to see Ilves FS' position in the market. Analyses for this thesis were SWOT, competitor analysis, focus group, and a target customer profile. All these analyses had their own purpose and were an important step for the marketing plan. The marketing plan is supposed to put into use in next season, which is 2023-2024.

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Appendix 1: Interview in Finnish (original)

Haastattelu: Matti Anttonen, Ilves jalkapallon toiminnanjohtaja

Tavoite: Saada yleiskuva Ilves Futsalista, ymmärtää sen missio, visio ja arvomaailma. Saada myöskin yleiskuva Ilves Futsalin tämänhetkisistä markkinointistrategioista.

Esittely:

Kerro lyhyesti kuka olet ja mikä on roolisi Ilveksessä.

Kysymykset:

1. Jos puhutaan mission, vision ja values aiheista, niin mikä on Ilves FS naisten arvomaailma johon toiminta pohjautuu ja mihin joukkueen tulevaisuus on menossa?
 - a. Tarkemmin Mission (tarkoitus, joukkueen perusta, target market, nykyinen toiminta) Jalkapalloa kaikille,
 - b. Tarkemmin Vision (tavoitteet/saavutukset, miten toiminta jatkuu, joukkueen tulevaisuuden näkymät)
 - c. Tarkemmin Values (arvomaailma, käyttäytymisen mallit, kunnioitus, kohtelu)

2. Mikä on Ilves futsalin tämänhetkinen tilanne, jos mietitään asiaa markkinoinnin näkökulmasta?
 - a. Onko joukkueella tavoitteita esim. katsojamäärien, some seuraajien tai näkyvyyden kannalta?
 - b. Mihin markkinoinnin kanaviin ja välineisiin joukkue aikoo keskittyä lähitulevaisuudessa?
 - c. Onko markkinointiin varattu erillistä budjettia vai aiotaanko se hoitaa ns. ylimääräisillä varoilla?

3. Millä keinoin Ilves FS aikoo lisätä joukkueen houkuttelevuutta?
 - a. Urheilun/urheilijoiden näkövinkkelistä
 - b. Yleisön/seuraajien näkövinkkelistä

4. Minkä koet olevan tärkeintä joukkueen menestyksen takana (ei urheilumenestys vaan taloudellinen, suosio ja tukijat)?

5. Mitkä asiat koet haasteeksi Ilves FS joukkueen kanssa?

6. Vapaa sana, haluatko lisätä vielä jotain mistä ei olla keskusteltua vielä?

Appendix 2: Interview in English

Interview with Matti Anttonen Ilves football division executive manager.

Goal: To create an overview of Ilves FS, understand its mission, vision and values. Get an understanding of its current marketing strategies.

Introduction:

Introduce yourself shortly and tell about your role in Ilves.

Questions:

1. If we talk about Ilves FS' mission, vision and values, what is Ilves FS foundation, where is it going in the future and what are the values the team follows?
 - a. Mission in more detail (purpose, foundation, target market, current operations)
 - b. Vision in more detail (goals/achievements, who does the operations continue, the team's future perspectives)
 - c. Values in more detail (values, behaviours, respect, treatment)
2. What is Ilves FS' current situation if think about marketing?
 - a. Does the team have goals, for example more people in the audience, more followers on social media, or visibility?
 - b. Which marketing channels the team is going to focus on near future?
 - c. Is there a set budget for marketing only or is it going to be done with "extra" funds after every other expense is covered?
3. What are the ways Ilves FS is going to increase its appeal?
 - a. From players' perspective
 - b. From audience/followers' perspective
4. What do you think are the main factors behind the team's success (not sports performance, more financial success, sponsors, fame)?
5. Which factors do you see as a challenge for Ilves FS?
6. Free speech, if there is something to add.

Appendix 3: SWOT Analysis

SWOT ANALYSIS

ILVES FS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • TEAM'S SPORTS PERFORMANCE • LOYAL VOLUNTARY EMPLOYEES • LARGE ORGANISATION BEHIND A SMALL TEAM • COMMITTED PLAYERS 	<ul style="list-style-type: none"> • FINANCE • LACK OF SPONSORSHIPS • LACK OF AUDIENCE • IRREGULAR MARKETING
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • SPORTS CITY • SOCIAL MEDIA MARKETING • COLLABORATION WITH OTHER TEAMS • NEW SPONSORSHIPS/ COLLABORATIONS 	<ul style="list-style-type: none"> • HIGH COMPETITION IN THE AREA • INJURIES/ILLNESSES • POOR SPORTS PERFORMANCE • COMMITTED EMPLOYEES

Appendix 4: Competitor analysis

Competitor analysis

FEATURES	ILVES FS	MANSE PP	ILVES NAISET JALKAPALLO	YLÖJÄRVEN ILVES
Social media channels	Instagram Facebook Twitter Website	Instagram Facebook Twitter Website	Instagram Facebook Twitter Website	Instagram Facebook Twitter TikTok & Website
Followers (On October 3, 2022)	Instagram: 826 Facebook: 1900 Twitter: 1274	Instagram: 7328 Facebook: 4800 Twitter: 1333	Instagram: 2069 Facebook: 16t. (joint account with the men's team) & Twitter: 1477	Instagram: 798 Facebook: 420 Twitter: 76 TikTok: 159
Social media presence	Raising interest and hype around a small sport in a large organisation.	Gives a welcoming presence with a feeling of community. Focusing on professionalism in sports.	Focusing on young audience with trending content.	Joyful and fun content of a small team with a great team spirit.
Match ticket prices	Adults: 8 € Students: 5 €	Adults: 20 € Students: 18 € Kids 7-15 years: 8 €	Adults: 7 € Students: 5 €	Adults: 7 € Students: 3 €
Pros	Informative Approachable Relatable	Consistency Player oriented Engaging	Professional Versatile Entertaining	Bringing TikTok as one of the channels.
Cons	Non consistent A bit bland Lack of versatility	Could be more versatile and spontaneous.	Content overload Confusing	Basic Audience is relatively small

Appendix 5: Social media calendar Pre-Season

SEASON 2023-2024 OFF-SEASON	MONDAY <ul style="list-style-type: none"> • BEHIND THE SCENES MATERIAL • PLAYERS' MY DAYS 	TUESDAY <ul style="list-style-type: none"> • MATCH POST IF NECESSARY • STORIES FROM THE TEAM'S PRACTISE 	WEDNESDAY <ul style="list-style-type: none"> • OFF DAY • PLAYERS' MY DAYS • NEW PLAYER CONTRACT POSTS 	THURSDAY <ul style="list-style-type: none"> • TIKTOK DAY • MAKE A TIKTOK VIDEO EVERY THURSDAY • CONTENT CHANGES WEEKLY
	FRIDAY <ul style="list-style-type: none"> • POST OF UPCOMING MATCH • BEHIND THE SCENES MATERIAL 	SATURDAY (POSSIBLE MATCH DAY) <ul style="list-style-type: none"> • POST OF THE MATCH DAY • STORY OF THE STARTING FOUR • STORIES DURING THE MATCH • POST OF THE FINAL SCORES 	SUNDAY <ul style="list-style-type: none"> • HIGHLIGHTS OF THE MATCH IF NECESSARY • GAME PICS 	NOTES: POSTING DURING THE OFF-SEASON SHOULD BE MORE SPONTANEOUS SINCE THE TEAM HAS LESS GAMES AND THE TIMELINE IS MORE FLEXIBLE.

Appendix 6: Social media calendar In-Season

<p>SEASON 2023-2024</p> <p>IN-SEASON</p>	<p>MONDAY</p> <ul style="list-style-type: none"> • START OF THE WEEK • MEME OR A CLIP FROM THE PREVIOUS MATCH 	<p>TUESDAY</p> <ul style="list-style-type: none"> • FIRST POST OF THE NEXT MATCH • STORIES FROM THE TEAM'S PHYSICAL TRAINING 	<p>WEDNESDAY</p> <ul style="list-style-type: none"> • OFF DAY • NOT NECESSARY TO POST ANYTHING, UNLESS IT IS IMPORTANT 	<p>THURSDAY</p> <ul style="list-style-type: none"> • TIKTOK DAY • MAKE A TIKTOK VIDEO EVERY THURSDAY • CONTENT CHANGES WEEKLY
	<p>FRIDAY</p> <ul style="list-style-type: none"> • POST OF UPCOMING MATCH • BEHIND THE SCENES MATERIAL 	<p>SATURDAY (MATCH DAY)</p> <ul style="list-style-type: none"> • STORY OF THE MATCH DAY • STORY OF STARTING FOUR • STORIES DURING THE MATCH • POST OF THE FINAL SCORES 	<p>SUNDAY</p> <ul style="list-style-type: none"> • HIGHLIGHTS OF THE MATCH • GAME PICS 	<p>NOTES:</p> <p>CONTENT SCHEDULE SHOULD NOT BE SET IN STONE AND CHANGES CAN BE MADE DURING THE WEEK, DEPENDING ON WHEN IS THE MATCH. SPONTANEOUS IS ALSO EXPECTED WHEN IT COMES TO POSTING ON SOCIAL MEDIA.</p>