

# **How to manage successful marketing; Case of Haaga-Helia**

## **Degree Programme in Sports and Leisure in Vierumäki**

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<p>The purpose of this study was to produce a step-by-step guidebook for Haaga-Helia Degree Programme in Sports and Leisure. Guidebook can be used for attracting more applicants. Study illustrates theories in non-profit marketing as well as considers possibilities and methods on how those can be found and used in the case of Haaga-Helia Degree Programme in Sports and Leisure.</p> <p>Strategic marketing consist out of three stages that are based from the information gained from the earlier stages. These steps are analysis stage, strategy stage and implementation. Most of the long lasting strategic marketing plans go through all the stages to build consistency.</p> <p>The main aim of this study was to find the most cost efficient method suitable for the Haaga-Helia Degree Programme in Sports and Leisure to perform strategic marketing in terms of attracting students. Most of the marketing theories are well known, but to be able to gain that information needed, it can be costly. In this study, the illustrated methods are without any costs.</p> <p>Thesis has been constructed from the theories and further developed to be suitable for the study program. Evaluation and performance level of this study can be a subject for another thesis.</p>	
<b>Keywords</b> Marketing, Non-profit organizations, strategic marketing, Haaga-Helia.	

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# 1 Introduction

Haaga-Helia Degree Programme in Sports and Leisure management is a study program located in Vierumäki sports institute near Lahti Finland. It offers a study program that gives its students knowledge in different aspects of sports including communication skills, psychological skills as well as directly sport related skills, such as anatomical knowledge and technical knowledge. Study programs goal is to give its students solid background knowledge so that they can be successful in their careers as coaches, sport instructors or when working in different level management jobs in sport environment. Haaga-Helia Degree Programme in Sports and Leisure has its unique competitive advantage to concentrate on a specific area. For students that specify themselves in ice hockey the study program offers variety of specific studies in ice hockey to create knowhow how to work in ice hockey environment locally, nationally or even in international environment. Close relationship and cooperation with international ice hockey federation as well as cooperation with international ice hockey centre of excellence gives the student's possibility to work in an environment where to gather knowledge and create connections with top of the world performers in ice hockey. Second clear competitive advantage study program has is that it operates in English; therefore it gives the students possibility to work international operations as well as to be able to go many places in the world to work. Internationally credited quest lecturers as well as proficient staff, combined with its competitive advantages gives Haaga-Helia Degree Programme in Sports and Leisure management a possibility to become one of the most respected and wanted study programs in Finland. (Haaga-Helia 2012a.)

Haaga-Helia Degree Programme in Sport and Leisure management in its short 10 year history hasn't been able to attract large number of applicants and has faced problems every year to attract successful level of applicants. Numbers of applicants have been constantly under 300 per year, considering the fact of the competitive advantages this number is very low, as well as considering the factor that study program is conducted in English so there can be international applicants as well. This result several problems, it can be easily argued that the applicant level that are approved to the study line aren't in sufficient level to perform top class studies, hence generating unwanted reputation.

It is needed to see beyond the obvious problem of applicant levels and go to in depth analysis to be able to see the real reason behind the low applicant levels, because it can be argued that low applicant levels are not the problem itself, but the result of the problem. It can be argued that the problems are in knowledge of the study program; people do not know that it exists, and what it is there for. To be able to solve this problem it is crucial to make clear decisions about the direction of the study program as well as the foundation of the study program, basically generate the “soul” for the study program. This means that “own house” is needed to put in order. Find out what the study program is and where it is going; acknowledge these to own personnel and students so that they can give the reputation for the people about the study program. This can be achieved by strategic marketing. (Haaga-Helia 2012b.)

Strategic marketing is not just implementation of the marketing tools, it is efficient way to analyse the organization and it goes through three major steps that include several steps each. The beginning of the strategic marketing is to analyse where the organization is and where it is going. In depth analysis will give the organization results about itself as well as from the competitive environment, this phase is too often forgotten in terms of marketing to be successful especially in small organizations. It can be argued that this is the most important phase for Haaga-Helia Degree Programme in Sports and Leisure to generate good reputation and therefore be successful in marketing in terms of attracting applicants. It will also give a clear image for the organization about the organisation; hence improve the togetherness and image of the organization within. Second phase of the strategic marketing is to make strategy about the marketing, after analysis stage it is easy to take this step. When it has been decided where to go the study line can promote the strategy in their everyday work environment, hence enforcing the reputation. The implementation of strategic marketing happens in everyday behaviour and will result in to a clear image about the study program, this will evidently result easy marketing tools implementation and will give the study program possibility for a cost efficient marketing as well as reputation increase.

The aim of this thesis is to generate guidebook for the Haaga-Helia Degree Programme in Sports and Leisure how to perform successful strategic marketing in terms of attracting applicants for the study program. It is needed to go through the basic theories to generate understanding on how to perform successful strategic marketing plan. There are several strategic marketing methods. It is needed to understand that the study program is not a multimillion company, but a non-profit organization and therefore theories need to be selected carefully. In the implementation stage it is crucial to find the most cost-efficient methods how the theories can be successfully implemented in practical form.

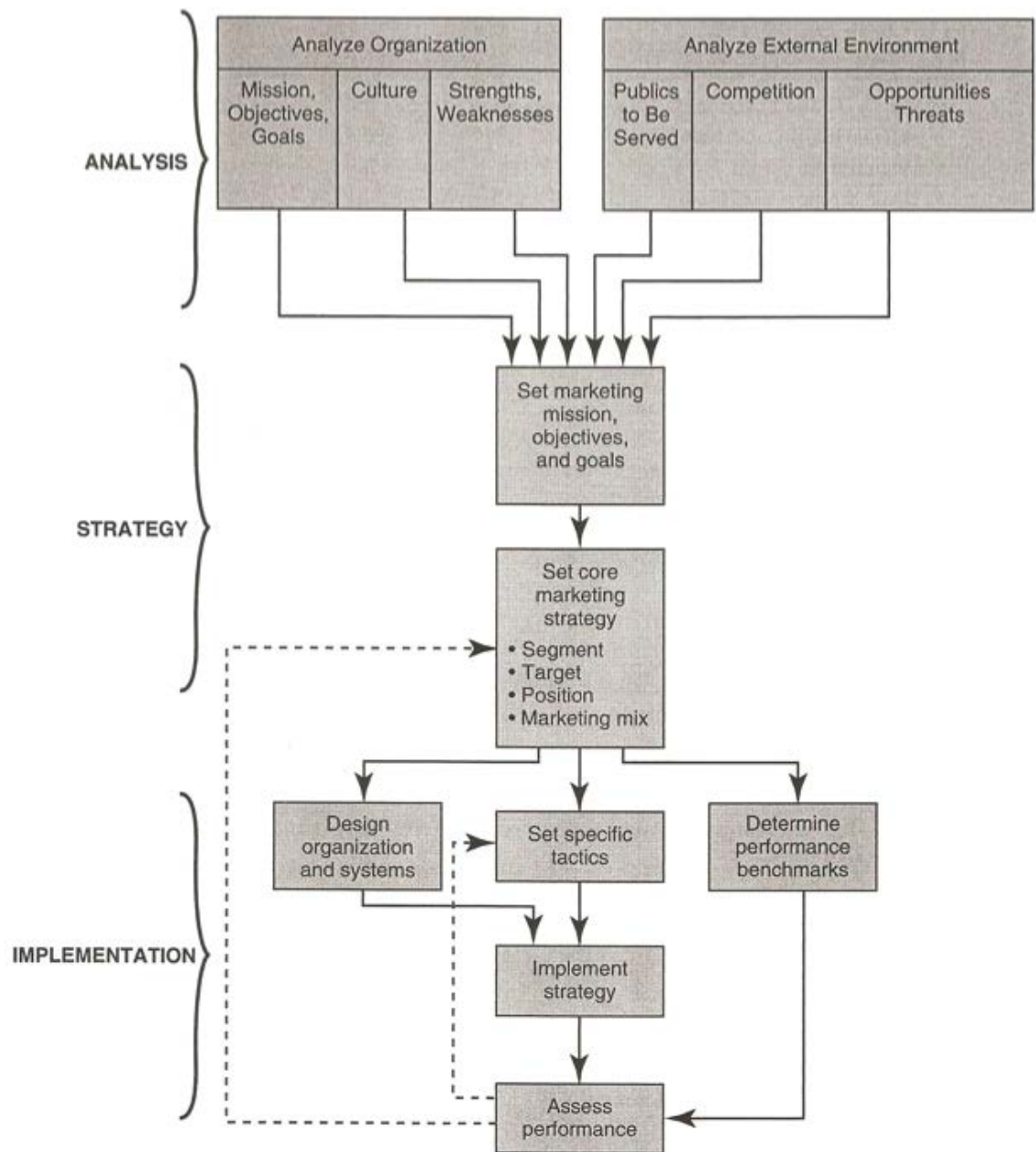
The end result; the guidebook for strategic marketing is written directly to be used by the personnel of the Haaga-Helia Degree Programme in Sports and Leisure, introducing practical methods how to generate successful strategic marketing in very cost efficient way. It is a step-by-step guide that can be used several years forward. Guidebook illustrates in simple methods how to go through the analysis stage towards the strategy phase and all the way to the implementation stage with low or no cost, and by following the steps of the guidebook the Haaga-Helia Degree Programme in Sports and Leisure will gain improved reputation as well as possibility to its personnel to perform as a marketing tool every day. It can be argued that with its competitive advantages, unique status and attractive topics together with carefully planned strategic marketing Degree Programme in Sports and Leisure can be a success story in future.

## 2 Strategic marketing planning

Strategic marketing planning goes through three different vital stages to be efficient. These three stages involve analysis of the product, organisation or brand. Analysis stage needs to be done so that the next stage has foundations where to build. Without decent analysis of the product that is to be marketed, marketing will become inefficient and therefore can be pointless and very costly. Analysis gives the foundation to the next stage that is strategy for the marketing. This involves several aspects, from setting the marketing missions objectives and goals as well as setting the core marketing strategy. In the strategy phase the marketers can specify the markets they want to go in, hence perform cost effective marketing. Last part of the strategic marketing is to implement marketing, according to the previous stages, as well as to evaluate the implementation so that marketing process can develop. When all of these parts are done correctly successful strategic marketing can happen. Figure 1. Illustrates how Andreassen and Kotler 2008 saw the marketing procedure for non-profit organizations (Andreassen & Kotler 2008, 64)



Figure1.



(Andreasen & Kotler 2008, 64).

### 3 Analysis stage

#### 3.1 Analyse organisation

##### 3.1.1 Mission

In an organisation everything needs to begin from the mission. It individualizes the organisation and makes it unique. It gives “soul” to the organisation. Mission needs to answer following questions:

- What is our purpose?
- Who do we serve?
- What we want to accomplish?

(Kotler, Wong, Saunders & Armstrong, 2005, 51)

By answering simple question what is our purpose the mission gives direction to everyday problems and how to solve those problems, as well as giving the marketers essential tool where to go with marketing. Schwarz, E. & Hunter, J defines mission to be: “as an attempt by a corporation to encapsulate their purpose in a simple paragraph or phrase.” (Schwarz & Hunter 2008, 142)

This gives the model of the mission, it needs to be powerful, short and distinctive, and therefore it can be argued that even though making a mission can sound easy it is a very hard task. Mission needs to be specific so that everybody can understand the meaning of the mission. It can be argued that many of the organisation missions answer the question what they do, but in depth mission tells the audience as well as the organisation members what the organisation wants to see to happen. When the mission achieves this, it can become foundation of the organisation decision-making. Well planned mission is also a motivating for organisation members, because it gives values that organisation wants to see, therefore employees can relate to the organisation if they see the values being similar to their own values. This gives the feeling of belonging and therefore motivates people to work for the organisation. For marketers this factor is essential. Missions have positive values. Values that people can relate to makes peo-

ple want to belong in that very organisation. With specific mission that is motivating and has values that people can relate to makes recruiting people to the organisation easier (Andreasen & Kotler 2008, 67-69).

There are far too many similar missions in today's world. To be effective mission needs to be distinctive, something that separates the organisation from its rivals. Far too many organisations have made their mission without having an idea of making something different from others and ended up with similar mission than their rivals. Mission also needs to be clear and not too vague, because without being specific it loses its power to stay in peoples' minds; hence it loses its value as a marketing tool as well as cornerstone of decision making process (Andreasen & Kotler 2008, 69).

By considering all of these factors from the marketing point of view mission is the background of marketing, giving the direction where to go, who to market for and how to market the organisation. Mission needs to be strong and powerful as well as short enough to stay in peoples' minds. Mission needs to be specific and motivating as well as to answer profound question of what is our purpose. When mission fills all of these factors it gives "soul" to the organisation, hence sense of belonging and meaning to its audience. Mission is a vital marketing tool (Kotler, Wong, Saunders & Armstrong, 2005, 51).

A clear mission statement acts as 'invisible hand' that guides people in the organisation, so that they can work independently and yet collectively towards overall organisational goals. (Kotler, Wong, Saunders & Armstrong, 2005, 51)

### 3.1.2 Objectives and goals

Objectives and goals need to be viewed and considered in organisations periodically to clarify the direction the organisation wants to go. Objectives and goals give direction to its members how to improve and how to solve problems. Members of staff should be aware of the organisation goals so that in their own performance they can help the organisation to reach these goals. In far too many organisations the objectives and goals are only available for the management level, hence the level of the commitment of the employees can be low and it is impossible for them to base their everyday decision to support organisations objectives and goals. Objectives are usually very broad statements about which direction the organisation wants to go. Usually in the beginning of the planning process organisations find huge amount of different objectives that they want to achieve during specific time. It is crucial to the organisation to select from all of the objectives the ones they consider to be important and that are also achievable at the same time, which to emphasize in their organisation. Andreasen and Kotler give an example from college:

The objectives of interest to a collage might be increased national reputation, improved classroom teaching, higher enrolment, higher-quality students, increased efficiency, larger endowment, improved student social life, improved physical plant, lower operating deficit, and so on. A college cannot successfully pursue all these objectives simultaneously because of a limited budget and because some of them are incompatible, such as increased cost efficiency and improved classroom teaching. In any given year, therefore, institutions will choose to emphasize certain objectives and either ignore others or treat them as constraints. Thus an institution's major obstacles can vary from year to year depending on the administration's perception of the major problems that the institution must address at that time. (Andreasen & Kotler, 2008, 69)

Therefore it can be argued that institution or organisation will have to gather time to time and update what are the main objectives for the following period of time (Andreasen & Kotler 2008, 69).

Effective goals are something that can be measured based on the main objectives, as well as giving a period of time in which goal should be achieved. For example if organisation will have an objective to have higher enrolment, goal could be for example 10

% increase in enrolment next year. When goals are clear and available to member of the staff, they are motivating and give direction for everyday decision-making and behaviour. Important factor for goals to be effective is that they are measurable and they can be tested. It can also be argued that marketing department may not be taken into consideration when planning goals, but it is strongly advised when the performance of the marketing team is in part of success. When planning goals organisation should state persons that are responsible that goals are achieved, otherwise if there is nobody responsible the goals can forgot and stay behind, without actual force towards everyday performance. According to Harvey and Snyder, there are several reasons why clear goal definitions are rare among non-profit organisations (Harvey and Snyder 1987, 14):

1. Many non-profit managers fear accountability. They come to the job, in part, because they expect limited surveillance.
2. Many projects continue even when they no longer serve an organisation's mission and no one wants to look hard at these projects' performances
3. Nonprofits often undertake projects simply because there is money available for doing them
4. Some non-profit managers fear that management science will replace humanitarian concerns
5. Nonprofits managers often equate business with doing something worthwhile
6. Nonprofits seldom have financial report cards to tell them how they are doing. (Harvey and Snyder 1987, 14)

Examples of effective goal setting can be found for example in sports psychology.

In sport psychology an objective goal is the desire to attain a specific standard of proficiency on a task, usually within time. (Locke, Shaw, Saari & Latham 1981, 145)

Sport psychology also gives principles of goal setting. According to Weinberg and Gould these are:

1. Set specific goals
2. Set moderately difficult but realistic goals
3. Set long-and short-term goals
4. Set performance and process, as well as outcome goals.
5. Set practice and competition goals
6. Record goals
7. Develop goal achievement strategies
8. Consider participant's personality and motivation
9. Foster an individual's goal commitment
10. Provide goal support
11. Provide evaluation of and feedback about goals. (Weinberg and Gould 2007, 351-352)

It can be argued that using these principles from sport world, majority of these factors also gives motivation to employees in different areas of life, such as in the marketing world. Therefore it can be argued that these principles should also be used when planning marketing goals (Andreasen & Kotler 2008, 69-70).

### **3.1.3 Organizational culture**

Organizational culture is basically why the organization exists, where it comes from and where it wants to go. Identifying the organizational culture is vital because of several reasons. For marketing, different marketing personnel identify organizational culture the most important factor to create, organizations mission, objectives and goals. Therefore it can be argued that to be aware and to know the organization culture is stepping stone for strategic marketing. One of the main problems in terms of organizational cultures in non-profit organizations is that they are usually led by leader that creates his or hers own culture to the organization. Therefore it can be argued that the organization will raise or fall with its leader, and there is no separation between these. This also means that organization creates its own culture again and again when the leader changes, hence there are no continuance. In many cases this has been avoided by strong organizational culture together with the leader that understands the importance of the organizational culture, and even though bringing his or hers own ideas

the leader have been followed the already existent organizational culture, bringing two issues together making it stronger (Andreasen & Kotler 2008, 70-73).

It can be argued that non-profit organizations do not tend to have that strong organizational culture than in corporate world. Therefore cultural conflicts are more common in the non-profit organizations especially after the organization has begun its growth, brings in new people and reaches the level that it is well known. Without clear organizational culture it is very hard not to have different sub-units directing the boat to different directions. For example in college world, other departments teachers prefer efficiency in terms of giving lectures to 50 or more persons and in other department going to the direction of individual teaching. Cultural conflicts can also come from growth. Non-profit organizations usually tend to begin with social service culture with good intent to help people and are usually founded because needed. This mentality can reach far because usually non-profit organizations do not have the strings of the corporate world. Non-profit organizations get their funds from the government or different parties that are willing to give money for the good cause. When the organization grows it usually means that they need to start thinking more corporate way and start to hire people from corporate world. Without strong organizational culture it is evident that these cultures will clash (Andreasen & Kotler 2008, 70-73).

Organizational culture clashes will have a strong effect towards its efficiency. Lack of motivation among the personnel is one of the most crucial points that culture clashes will result to. Making a marketing plan that is efficient requires knowing the organizations culture, so that marketing can give realistic image towards the clientele as well as give motivation to its employees today. When marketing is based on the culture of the organization it gives credible image outside the organization and enhances the value of the image that people have about the organization (Baker, 1996, 56).

Irrespective of its stage in the firm's life cycle a major influence, if not the major influence upon an organization's situation, is its culture. (Baker, 1996, 56)

## **3.2 Analyze external environment**

### **3.2.1 Publics to be served**

Every organization in the world has interest groups they need to consider in private sector this is obvious. In private sector there are target audiences, stockholders, suppliers, employees etc. It can be argued that this is true also in non-profit organizations even though interest groups aren't that obvious than in the private sector. In the non-profit organizations it is needed to think from the point of view of the resources, and where are those resources coming from. By doing this it is very likely that non-profit organizations will find their groups of interest. Usually these contains donors, volunteers as well as target audience. Those non-profit organizations, that provide services and/or products usually needs to consider donors and target audience. When public sector usually has the luxury to consider their main income group, because it promotes the company or organization to other interest groups, non-profit organizations usually needs to consider more than one interest group at the same time, because the needs of the interest groups vary. It is very common that even though non-profit organizations need to consider more than one interest group, it is needed to emphasize one group over another. To be able to satisfy the needs of various interest groups might be a very challenging task, because of the difference in their needs. When non-profit organization, will make a strategic decision where they are going and how to achieve that, they can show honesty to its partners from the beginning thus by doing what they stated they satisfy their interest group needs, because otherwise the interest group such as a partner wouldn't have started the partnership in the beginning (Andreasen & Kotler 2008, 73).

### **3.2.2 The competitive environment**

In this point it is vital to understand that there is a competition in the non-profit marketplace in every sector. Competition might be very different from the private sector, but it is competition after all. This has been a problem of many non-profit organizations; they just haven't seen the competition and therefore haven't been able to react on it.



The competition exists at two levels. First is the competition between organizations, when they fight for resources, target audiences and volunteers. This kind of competition is the most important for the marketing planning. Another level of competition is 'behavioural' level competition, and this is vital for campaign marketing planning. (Andreasen and Kotler, 2008, 77)

Organizational level competition is obvious when followed from the point of resources. Even though non-profit organizations might not see another non-profit organization as their competitors, the reality is that for survival these organizations need to compete for the resources. For example colleges can compete in having famous lecturers; if college isn't ready to compete against others the others will have better known lecturers, which enhance their reputation, which again gives them more applicants. There is a real competitive environment in the field of non-profit organizations, and those who are ready to compete are going to win. Even though organizations have seen competition as a waste of time and money, because organizations think it takes resources away from other vital areas that they really should be doing, but it can be argued that competition can benefit the non-profit organizations. Competitive environment means that you need to be aware of your environment, recent develops as well as your competition. You need to get better all the time to contain you competitive advantage, therefore it can be argued that development happens in the competitive world (Andreasen & Kotler 2008, 77-78).

Behaviour-level of competition is usually based on campaigns and is focused on getting people to do things. According to Andreasen and Kotler:

Marketers can face up to four major types of competitors in trying to serve a target market:

1. Desire competitors-other immediate desires that the target audience (donor, target audience, or volunteer) might want to satisfy.
2. Generic competitors-other basic ways in which the target audience can satisfy a particular desire
3. Service form competitors-other service forms that can satisfy the target audience's particular desire
4. Enterprise competitors-other enterprises offering the same service form that can satisfy the target audience's particular desire. (Andreasen and Kotler, 2008, 79)

### 3.3 Swot analysis

It is vital for marketing to understand the organizations internal strengths and weaknesses as well as the external opportunities and threats. According to Hannagan;

In marketing terms this process is known as a SWOT analysis:

- Strengths
- Weaknesses
- Opportunities
- Threats (Hannagan, 2008, 241)

The SWOT analysis gives marketers a clear view what are the key areas to focus on when developing and producing marketing plan. It gives an interest group point of view towards organizations strengths and weaknesses and relation to opportunities and threats. Strengths are usually very easy to identify. It is what gives the organization the competitive advantage, for example why we are unique in our business. What is the organizations expertise? Weaknesses are as easily identified. Which are our problems? For example what is the level of our reputation or how well we are known and why? When these are identified the managers' role comes very clear, organization needs to exploit its strengths and improve the weaknesses (Andreasen & Kotler 2008, 74-75).

External factors opportunities and threats are more complicated to identify, because these doesn't come from inside the organization but involves competitors and other environmental factors.

Weaknesses of the company can usually be seen as opportunities, because improving the weaknesses the organization will gain benefit, hence improving itself. Threats are usually competitors, increase of expenditure or legal changes. Managers need to be aware of these factors, so they can react towards these changes and give marketers to create suitable marketing plan. (Hannagan, 2008, 241-242)

## 4 Strategy

### 4.1 Marketing mission, objectives and goals

From the analysis phase going into strategic phase, the first step is to generate marketing mission, objectives and goals. Marketing mission needs to be related to organizational mission. Marketing mission basically identifies what is needed to achieve the organizational mission, as well as stating the values and beliefs of the marketing strategy. Mission objective in the marketing point of view is a long-term objective that is somewhat vague. For example achieving increase in terms of enrolment level to the point where university is capable to select whom do they want to study, and same time having all the places fulfilled. Marketing objective needs to be realistic and achievable to increase marketing team motivation. Background for marketing objective comes from the analysis phase.

Analysis phase is very important so that marketing objective can be created in a way that it is realistic and achievable. Marketing goals are clearly stated values that can be accounted in stated period of time. For example having 10% increases in enrolment level during the next two years. Marketing goals also need to come from the analysis phase, so that goals are achievable and actually benefit the organization. Goals also need to be very exact and measurable, so that performance of the marketing can be evaluated. Setting marketing mission, objectives and goals gives direction to the marketing team where they need to concentrate, hence where to go with the marketing. Without stating these factors marketing can go everywhere and becomes hugely expensive as well as non-functional in every area. Without clear marketing mission, objectives and goals marketing team is going to fail in their task, and even not knowing they have failed, because there are no facts to support the argument (Andreasen & Kotler 2008, 70-73).

#### 4.1.1 Marketing mix

In terms of developing organizations marketing strategy it is essential to understand the four major factors or variables that can be controlled by the organization. These are:

- Product,
- Price,
- Place,
- Promotion

Marketing mix concentrates on all of the factors that marketers are able to influence in terms of affecting the demand of its product. Marketing team needs to be aware that these factors need to be in balance, because the change in other factor ultimately has an effect towards other. If there is no balance between the factors of the marketing mix marketing strategy usually fails. For example, rise in quality of the product, usually increases the costs of making the product, hence increasing the price. Marketing ultimately is satisfying the customer needs, if the organization is capable in bringing these four variables together in a way that the needs of the customers are reached they will achieve competitive edge in their target market. To be able to do this it is vital to understand customers' needs and choose the products (Hannagan, 2008, 242-243).

Product is anything which is capable of satisfying customers' needs. In everyday speech we often distinguish between products and services, with products to be tangible and services mainly intangible. However when we look at what the customers is buying, it is essentially a service, whether this means tangible or intangible. (Jobber 2001, 229)

Market research is essential for marketers. Marketers need to understand the target markets in order to be able to understand where, when, with what price and how to market their product. The key feature for marketing is to make sure that the product is really right for the target markets. When the product satisfies the consumers' needs, it is likely that the demand is repeated with organizations other products or recommendation of the product. Products have a life cycle that marketers and the whole organi-

zation should understand. Product life cycle contains five different stages and these are;

- Introduction-A period of slow growth as the product/service is introduced
- Growth-A period of rapid market acceptance
- Maturity-A period of slower growth because the product/service has been accepted by most of the potential buyers.
- Saturation-A period when there are many competitors in the market which itself is no longer growing, this period can be combined with maturity
- Decline-A period when performance starts a strong downward drift. (Hannagan, 2008, 247)

To be able to understand this concept it will help marketers to design suitable marketing plan for the product by its life cycle stage, for example introduction phase marketing should be informative so knowledge of the product increases. It can be argued that organizations can by its activity change saturation or decline phase to recovery phase. By diversification for example, Diversification can be done in every segment of marketing mix; product can be sold cheaper, in different place or to different consumers. This may result in to a new rise in product sales. Price of the product needs to be set by marketing objectives, and the price needs to be in balance with the whole marketing strategy. It can be argued that the price is heavily based on the supply and demand, but there are many other factors that can influence towards the price. As mentioned earlier lowering the price can turn mature stage of the product life cycle. Other factor can be marketing strategy, if marketing strategy is to have high number of sales with high volume the price of the product needs to be lower than when targeting the product for only few but with higher price. Price sensitivity of the product is also a factor to be considered while pricing. For example, if the product has a monopoly or similar to monopoly position in the market. Price tends to be higher than with the product that will have a fierce competition. Other things being equal a high price tends to have fewer customers than low price (Hannagan, 2008, 242-243).

Place is where the actual selling is being made, this has changed during the last decade or so dramatically, because of the massive amount of information flowing everywhere. There are different portals how to make the sale. Finding a right place at the right time for the sell can be a crucial competitive advantage against the competitors. When people are being sold at the right time the product they need, in the right venue the mar-

keting have been successful. If the place where marketers try to influence towards the buyers is wrong, influent value is very low and marketing strategy will end as a failure (Hannagan, 2008, 242-243).

To be able to promote the product it is essential to communicate with the customers and potential customers. Consumers need to be able to have afforded of the product, they need to have a place where to buy the product, but they also need to be aware that there is a product; this is where promotion comes in to the marketing mix. People need to have information about the product so that they can decide do they want it or not. Other factors that can be taken into account is to create favourable image of the product, so that people that already have the knowledge of the product, will achieve more favourable image about the product, hence creating more demand towards the product. Promotion is making people aware of their needs that are in need to be satisfied. When people have the knowledge about the product, then they might need it, people do not have a need towards the products that they are not aware of. Promotion then needs to have influence towards whether people need to satisfy their needs or not and the last part, that our product is the right way to satisfy the consumers' needs. When the whole marketing mix of the organization serves these factors, the organization will be successful (Hannagan, 2008, 242-243).

#### **4.1.2 Market segment, targeting and positioning**

The market segmentation allows firms or organisations the possibility to plan their marketing mix to specific targets. This improves customer satisfaction considerably. It can be argued that not all the elements of the marketing mix need to be changed between different segments. It is vital that the market segments can be measured, accessible, durable and substantial. There are four primary bases on which the consumer market can be segmented (Kotler et al, 2005, 398-408).

1. Geographic segmentation

Allows segment the markets by regional variables such as region, climate, and population density and population growth rate.

2. Demographic segmentation

Allows segment the markets by variables such as gender, age, ethnicity, education, occupation, income and family status

3. Psychographic segmentation

Allows segment the markets by values, attitudes and lifestyle

4. Behavioral segmentation

Allows segment the markets by usage rate, price sensitivity, brand loyalty and benefits sought (Kotler et al, 2005, 398-408)

Targeting the markets is one of the most known ideas in marketing, actually targeting is choosing the segments from market segmentation where to concentrate the marketing. Customer-oriented marketing needs targeting. Targeting is a process that identifies to the organisation that which consumers the organisation can satisfy. Selecting the right segment will allow organisation to use less money to the marketing and specify for the targets selected. Selecting the segments there are several things to be considered. Important is that the markets aren't too small, and that the target isn't full of competitors. The most important thing in the end is that the market selected is interested about the product, hence the product satisfy the market's needs (Kotler et al, 2005, 398-408).

There are several definitions about market positioning, but the most in common ones all agree that the market position is the way markets see the product, company or organisation. The basic idea is how the markets see the product, and this can happen with or without marketers' activity. For example Ferrari is positioned to be high-end car, in contrast of Fiat. This is mainly achieved without marketing, but the value of the product. How the markets see the product or the organisation can be influenced by marketers' actions though.

## 5 Implementation

Following ideas should be taken into consideration in terms of implementation. From the base of the ideas that have come from the earlier stages; Analysis and Strategy the organisation and system designs should be in terms of marketing developed so that it serves the foundation ideas that have come from the analysis and strategy phases. Marketing organisation is then ready to develop specific tactics how to fulfil the demands the strategy phase have realized. For example what are the specific strategies so that the marketing mix serves the segments targets and position that strategy phase have founded to be suitable for the organisation. Specific tactics found by the designed marketing organisation and system then needs to be implemented. The last part of the marketing strategy is to determine what are the benchmarks that marketing needs to achieve. From these benchmarks marketing can be evaluated and further developed each year, by consumer reviews such as questionnaires and surveys. When evaluated the progressive marketing can happen because of the fact that reviews indicate where the marketing process has failed and where it has been successful, hence what needs to be changed and what needs to be enforced to have even more successful marketing for the next session.



## 6 Dp in sport and leisure marketing

### 6.1 Objectives

Why we did the project; How to manage successful marketing; Case of Haaga-Helia Degree Programme in Sports and Leisure in Vierumäki? Reason for this is pretty simple. We were able to kill two fly's with one swing. We had to do the Thesis anyway so why not choose a subject that could be actually really useful and that could benefit someone else than us also, in this case Haaga-Helia Degree Programme in Sports and Leisure. We thought that the marketing for Haaga-Helia Degree Programme in Sports and Leisure was executed in a really horrible way. If there was any? Of course there was marketing done and we have to remember the low budget for marketing in a non-profit organization like Haaga-Helia Degree Programme in Sports and Leisure, but still it does not remove the fact that many of the current and former pupils in Haaga-Helia Degree Programme in Sports and Leisure have heard about the study line from their friends. There hasn't been any ads or campaigns for Haaga-Helia Degree Programme in Sports and Leisure. It seemed almost like the only marketing that was happening was through the grapevine. At the same time Haaga-Helia Degree Programme in Sports and Leisure was struggling not only with the number of applicants, but also with the level of the applicants. Strongly put, if you applied, you got in. These two factors go hand in hand. Other problem causes the other problem. We wanted that our Thesis would be useful and that it would not end up in the trash bin immediately. We decided to tackle this problem that we saw with the marketing in Haaga-Helia Degree Programme in Sports and Leisure. And by doing this we are able to help Haaga-Helia Degree Programme in Sports and Leisure to get more applicants, higher quality of applicants and therefore higher quality of students. This again will result in to better results in studies and also raise the reputation of the whole study line of Haaga-Helia Degree Programme in Sports and Leisure.

## **6.2 Steps on how we did the marketing guide**

In the very beginning everything started from a simple conversation. We were just talking about how we have heard about the study line of Haaga-Helia Degree Programme in Sports and Leisure. Then we started to change ideas and opinions about the pupils in the study line of Haaga-Helia Degree Programme in Sports and Leisure. We had an idea that the quality of the pupils could be lot higher. From there we had the original idea for our thesis. We decided that we should hold a meeting among just the two of us. We set a date and held the meeting.

The first step we took happened in the first meeting. First we finalized the thesis subject. We decided that the subject would be to create a marketing guide for Haaga-Helia Degree Programme in Sports and Leisure. That was the concrete first step. Second step we took happened in the same meeting. We started again chancing ideas and opinions on the facts that are good, ok and on a bad level when thinking of the amount of applicants and their quality. We started brainstorming and we made a mind map. We listed the plusses and the minuses. In our first meeting we took the first and second step in our project.

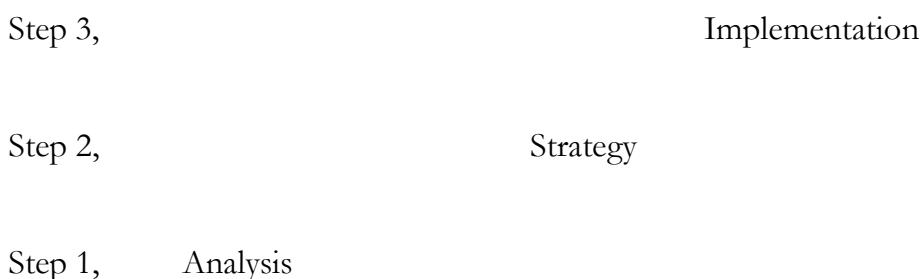
Third step was to explore the true facts on marketing. We started to read about marketing on different situations. Marketing for the multimillion dollar businesses and marketing for the non-profit organizations. We studied most of the theories concerning marketing. Fourth step in our project was again to arrange a meeting where we once again share our gained knowledge about marketing. We had deep conversations about marketing theories and about different cases of marketing. During this meeting we went through the different marketing theories and chose the best ones for Haaga-Helia Degree Programme in Sports and Leisure. Biggest and not the most pleasant factor we faced when choosing marketing methods for Haaga-Helia Degree Programme in Sports and Leisure was the fact that Haaga-Helia Degree Programme in Sports and Leisure is a non-profit organization and the amount of funds that can be used for marketing are almost none.

Fifth step of our project was a third meeting where we really focused on the things that could be useful in marketing in this case where the budget is really small. We came up

with few ideas and tools that are really cost efficient. For example a questionnaire that current students would prepare. Questionnaire's idea would be to find out the combining factors among successful pupils and vice versa among the students that have not been so successful in their studies. All the combining factors are needed and on those findings the segmenting is then made. From the knowledge we have gained on the theories about marketing we know that the best way to market a small non-profit organization like Haaga-Helia Degree Programme in Sports and Leisure is to use Concentrated (niche) marketing. Questionnaire made by the pupils and then the use of concentrated marketing guarantees the fact that the small funding that is reserved for marketing does not go in vain. Effective and cost efficient also the fact that pupils will do the questionnaire is not only cost efficient, but it can be added to the marketing studies or for example in to the elective studies. For some students this could be a project. To each year follow true the marketing plan and execute the marketing. There are many possibilities for the students and the staff.

### 6.3 Step by step marketing

Step-by-step marketing can be difficult to see as a whole if not proper planning has been made. There have been many illustrations about strategic marketing in the marketing books, but it can be argued that for small non-profit organizations such as Degree Programme in Sports and Leisure in Vierumäki, step-by-step planning is the easiest and most illustrative way to go forward. The main aim is to find how to be able to find strategic marketing procedure with most cost efficient method. Therefore the Figure 1 needs to be converted to the model of step-by-step. First dividing the three main aspects just like in the Figure 1.



It is obvious that marketing needs to be developed always to meet the demands of current date, but the development can be divided in steps how often it needs to be adjusted. For example the Sports and Leisure management in Vierumäki, needs to evaluate and develop implementation stage each year to gain better results and strategy can be evaluated within three years period, because the efficiency of the strategy can only be seen in longer period of time, therefore the development and evaluation time is different. The analysis can be evaluated within five years period of time, because this is the foundation of the whole organization what the Haaga-Helias' degree program in sport and leisure study line is, therefore it cannot be constantly changed, because of the reputation and results it makes throughout the years. Then again it needs to be evaluated time to time so that it keeps it self-inside the constantly changing demands and that the direction is correct. Following the steps illustrated in this study, the Haaga-Helia Degree Programme in Sports and Leisure will not only be successful in recruiting new students, but also find direction in everyday situation handling and therefore become stronger and more solid organization. Usually this will result higher reputation amongst

people and also attracts new students from higher level of background. There are no shortcuts; constant strategic management throughout the years will result to great results. The basic idea how to select methods is that they need to be cost efficient, if possible free of charge. This will implement in such factor that most of the methods are ruled out and the methods suitable needs to be done internally.

#### 6.4 Analysis stage for DP in sport and leisure management

Once again for the small non-profit organization, such as Haaga-Helia Degree Programme in Sports and Leisure, the step-by-step strategy is the easiest and therefore most beneficial way to go. Analysis stage can be divided to steps fairly easy and every step gives a foundation for the next step as well. Arguably there is seven steps in analysis stage and these are; mission, objectives, goals, culture, publics to be served, competition and in the end SWOT analysis. Following steps can be created as follows:

Step 7,	SWOT
Step 6,	Competition
Step 5,	Publics to be served
Step 4,	Culture
Step 3,	Goals
Step 2,	Objectives
Step 1,	Mission

It can be argued that by following these steps the foundations for marketing and actually for the whole programming of the Haaga-Helia Degree Programme in Sports and Leisure becomes clear for everybody involved. There are also benefits of cost efficiency for the foundation, because very good foundation will be achieved in a very inexpensive method. Meeting within organization can fulfill the demands of foundation for a good strategic marketing and together the everyday performers decide the way to go forward, hence everybody are agreeing where the Degree Programme wants to go and development of reputation can begin. Internal meeting that discuss the whole seven steps is arguably the best way to go for the Haaga-Helia Degree Programme in Sports and Leisure. Meeting method also brings togetherness hence team cohesion will in-

crease. “People consider that it is important to be part of the decision making process that involves their job, people want to be deciding what happens in their own sector “ (Gromov & Brandt 2011, 78)

## **6.5 Mission for DP in Sport and leisure management**

1<sup>st</sup> step of the meeting to be discussed is the Mission. What is the “soul” of Haaga-Helia Degree Programme in Sports and Leisure? As argued earlier mission is a simple paragraph that states the purpose of the organization. When the internal meeting includes everybody that works for the organization daily, everybody can bring his or her own ideas and values to the meeting, therefore the end result will bring togetherness towards everyday work. This 1<sup>st</sup> step needs to end in the result where one paragraph states the ideas of what is the purpose of the Haaga-Helia Degree Programme of Sports and Leisure Management, who does it serve and what it gives out. Mission should also state the values and somehow differentiate one to another.

It can be argued that brainstorming is a method to find answers to these questions. This method gives separated sentences for all the following questions that mission needs to include:

1. What is the purpose of the Haaga-Helia Degree Programme in Sports and Leisure?
2. Who does the Haaga-Helia Degree Programme in Sports and Leisure serve?
3. What does Haaga-Helia Degree Programme in Sports and Leisure give out?
4. What are the values of Haaga-Helia Degree Programme in Sports and Leisure?

From this brainstorming, the meeting personnel are able to create one paragraph that actually gives answer to all the questions above. When made together this mission statement will not only give foundation for strategic marketing but also give the guideline how to solve everyday situations and how to develop the Haaga-Helia Degree Programme in Sports and Leisure together.

## **6.6 Objectives of DP in sport and leisure management**

In the second phase of the meeting it is needed to establish objectives of the Haaga-Helia Degree Programme in Sports and Leisure. Objectives are broad statements where the organization wants to go. For this phase brainstorming is an efficient way to go forward. Usually there will be many objectives in the beginning that comes from the brainstorming period, but after brainstorming period these need to be evaluated and the meeting personnel needs to downsize the amount of objectives to the reasonable amount. For small organization like the Haaga-Helia Degree Programme in Sports and Leisure, five objectives is enough to give direction. When these are done together, these will once again give direction to solving everyday problems. When everybody working for the Haaga-Helia Degree Programme in Sports and Leisure, solves problems in such manner that objectives are fulfilled the level of reputation will once again increase.

## **6.7 Goals for DP in sport and leisure management**

Goals are exact values that are capable to achieve within period of time. Because of the fact that objectives are broad statements goals can be created from the objectives. For example if one of the objective is to increase amount of applicants the goal can be created from there such as our goal is to increase 5% amount of applicants in the next five years. Goals are often forgotten in non-profit organizations but having exact goals as argued earlier will increase the motivation of the employees and create better team cohesion. Therefore exact goals also improve the possibilities to achieve the objectives stated earlier. When the meeting personnel of the Haaga-Helia Degree Programme in Sports and Leisure decide goals together, they need to remember that goals need to be exact and realistic but still challenging. Finding good goals will increase the possibility of development and will increase team cohesion. This will once again lead to better results and to the idea of working together and going to the same direction, which once again will result to better reputation.

Principles for the goal setting for the Haaga-Helia Degree Programme in Sports and Leisure are:

1. Set specific goals
2. Set moderately difficult but realistic goals
3. Set long-and short-term goals
4. Set performance and process, as well as outcome goals.
5. Set practice and competition goals
6. Record goals
7. Develop goal achievement strategies
8. Consider participant's personality and motivation
9. Foster an individual's goal commitment
10. Provide goal support
11. Provide evaluation of and feedback about goals. (Weinberg and Gould 2007, 351-352)

## **6.8 DP in sport and leisure managment culture creation**

Usually non-profit organizations have a strong leader that will bring his or hers own culture and therefore the changing of the leader usually change the culture of the organization too much and will result to lose of the reputation. This is not always negative thing. Because of the fact that the organization of the Haaga-Helia Degree Programme in Sports and Leisure is small it can be argued that also the culture can be decided in the meeting, what are the guidelines of our culture. This can be achieved in the meeting with the method of discussion, where the chairman of the meeting takes notes from discussion about why the organization exists, where the Degree Programme is coming from and where it wants to go. After the meeting the chairman writes down the organizational culture from the basis of the discussion and sends it to participants for approval. When all of the participants agree about the organizational culture, it needs to be made public. From the publication the organizational culture will start growing and it will not be depended on the leader that much anymore. Therefore the organization will be seen as to have a strong culture and everybody is motivated to follow the codes of the Haaga-Helia Degree Programme in Sports and Leisure organizational culture. This is the last step of the internal analysis stage of the organization.



## 6.9 Who does DP in sport and leisure management serve

This is the beginning of the second part of the meeting, because now the concentration will move to external analysis. Even so internal analysis will be a foundation of the discussion about the issue of whom Haaga-Helia Degree Programme in Sports and Leisure serve. For private sector companies this part is usually obvious, because it needs to be where the money is coming from. For non-profit organizations this can be a harder task, and it will effect on daily behavior. For example Haaga-Helia Degree Programme in Sports and Leisure can arguably serve the students, Jääkiekkoliitto, Haaga-Helia or even the clubs around the world. Things to consider in the meeting are how Haaga-Helia Degree Programme in Sports and Leisure is funded. It can be argued that this is the way to go forward. Haaga-Helia Degree Programme in Sports and Leisure serve to be funded, because after all Haaga-Helia Degree Programme in Sports and Leisure needs funding to be able to serve anyone. In the meeting these are the facts that need to be recognized and stated, so the personnel as well as the management level will have knowledge to make decisions based on the fact, who Haaga-Helia Degree Programme in Sports and Leisure serves.

One of the many good examples of success in selecting people who the organization serves is Comodo Asunnot in Finland. Comodo Asunnot rents apartments for short period of time in Finland. Comodo Asunnot CEO indicates that they serve the customers, taking reviews and improving their service constantly, therefore the good reviews go to companies as well. Therefore selecting actual customers that lives in the apartments has been way to success, instead of heavy marketing towards the companies that pays the bills (Kivimaa 2012, 56).

## **6.10 DP in sport and leisure management competitive environment**

Every organization has some form of competition and to be able to react and be ahead organizations need to identify with whom the Haaga-Helia Degree Programme in Sports and Leisure are competing with. Competition comes from two different levels and both of these needs to be evaluated. First stage is that where the money comes from, and with whom the Haaga-Helia Degree Programme in Sports and Leisure, are competing with for that money. Identifying the competitors it becomes easy to monitor those main competitors, hence be ready to react when competitor makes changes. It is impossible to fight the whole world, but main competitors' need to be evaluated.

Second stage is behavioral stage; in the Haaga-Helia Degree Programme in Sports and Leisure case this mainly means enrollment levels. In the meeting it needs to be evaluated with who the Haaga-Helia Degree Programme in Sports and Leisure is in competition with in case of enrollment levels. Finding the main competitors will achieve the status where the Haaga-Helia Degree Programme in Sports and Leisure can develop, higher reputation for example by hiring famous quest lecturers that will result better results in enrollment levels.

## **6.11 Swot analysis of DP in sport and leisure management**

When the personnel meeting have gone through the first six steps, internal and external analysis, the Haaga-Helia Degree Programme in Sports and Leisure have found their mission, objectives, goals, culture, publics to be served and competition. After founding these it is time to evaluate the organization by making SWOT analysis. First part is evaluating the Haaga-Helia Degree Programme in Sports and Leisure strengths. Usually this is fairly easy to identify. In the meeting it can be argued that three to five strengths need to be identified. Second part is to find the Haaga-Helia Degree Programme in Sports and Leisure weaknesses. Critical evaluation of the performance is needed. In the meeting three to five weaknesses are needed to be found, so that everybody together can see the weaknesses and therefore improve their behavior so that weaknesses will turn to strengths. 3<sup>rd</sup> part of the SWOT analysis is to evaluate the Haa-

ga-Helia Degree Programme in Sports and Leisure opportunities. Personnel meeting can found very different opportunities, and once again three to five opportunities that are exploitable will be needed to state. Also three to five threats need to be stated in the meeting, and how we can lower the level of threats or even turn them into possibilities. When SWOT analysis is done in the meeting, it also needs to be shown always for the personnel. Therefore inside publication is needed.

## **6.12 DP sport and leisure management analysis stage conclusion**

Small organization such as the Haaga-Helia Degree Programme in Sports and Leisure analysis of the organization can be done very cost efficiently by a personnel meeting, because everyone is involved the team cohesion of the organization will raise, and the most important thing, everybody that is working knows where the Haaga-Helia Degree Programme in Sports and Leisure wants to go. Stepping stone of the success has been done. It is vital that the results of the meeting are published internally, so that everybody understands that now we are doing the success together. This will result in to a good solid reputation, and will give guidance to marketing team in their jobs.

Personnel meeting needs to involve everybody from director to teacher level and the meeting will need to result following for the Haaga-Helia Degree Programme in Sports and Leisure;

1. Mission
2. Objective
3. Goals
4. Culture
5. Publics to be served
6. Competition
7. SWOT analysis

Because this meeting will result the stepping-stone, it is not needed to review yearly. This is mainly because it takes time to build good solid reputation. Therefore it can be argued that these meetings can be evaluated after four to six years.

## **7 Marketing strategy for DP in sport and leisure management**

### **7.1 Marketing mission objectives and goals**

Marketing mission of the Haaga-Helia Degree Programme in Sports and Leisure needs to build on the organization mission stated in the analysis stage meeting. Basically this means identifying what is needed to achieve what is stated in the organizational mission and stating the values and beliefs of this marketing strategy. This part of the meeting will need to end in the one paragraph statement, which is this marketing plans mission. Second part of the marketing meeting will state the objectives for the marketing, but very vaguely. For example good objective might be that the Haaga-Helia Degree Programme in Sports and Leisure will have an enrollment level where it is possible to select who they want to have as students. Stating the basic ideas what are the objectives of marketing. Third part is the marketing goals. A statement that measurably says what the Haaga-Helia Degree Programme in Sports and Leisure wants from marketing. These need to be achievable but still challenging, and these goals need to rely on the objectives. For example the Haaga-Helia Degree Programme in Sports and Leisure wants 10% on increase in female students' enrollment in the next three years. Marketing team meeting 1<sup>st</sup> stage needs to end a one paragraph-marketing mission, three to five vague objectives and three to five solid benchmark goals for the marketing team. When organization states publicly what they want, marketers have dramatically better changes to complete their missions.

### **7.2 Marketing strategy segment, targeting, positioning**

Marketing team meeting 2<sup>nd</sup> stage is to decide what is the best and the most efficient way to get the best possible applicants wanted for the Haaga-Helia Degree Programme in Sports and Leisure. Segmenting and targeting the market does this. For a small organization such as the Haaga-Helia Degree Programme in Sports and Leisure it can be argued that the best and the most cost efficient way is to study the pupils that have already studied at Haaga-Helia Degree Programme in Sports and Leisure. Cost efficient way is to make a survey among all the former and current pupils at Haaga-Helia Degree Programme in Sports and Leisure. And according to that survey do the segmenta-

tion. Study the best and the worst students. For example create a questionnaire for the former and present students at Haaga-Helia Degree Programme in Sports and Leisure and by the help of this questionnaire find out what are the combining factors among the most successful students now and in the past classes, And vice versa among the students who haven't been that successful in their studies. Make the segmentation according to the results that the survey indicates.

Geographic, Demographic, Psychographic and Behavioral these are all variables that are used in segmentation. What Haaga-Helia Degree Programme in Sports and Leisure should do is to point out the combining factors among the most successful pupils in the past and present time, in all of these variables. And according to the survey results do the segmentation according to these combining factors. So focus has to be on the combining factors that the most successful pupils have and at the same time avoid those factors when doing the segmentation that the pupils have who haven't been so successful in their studies for example the applicants young age.

For a small company like Haaga-Helia Degree Programme in Sport and Leisure targeting should be carried out very wisely according to those results that the survey done with the segmentation indicates. This is how costs stay low and money that is used for marketing does not go waste in wrong target groups. For a small company like Haaga-Helia Degree Programme in Sport and Leisure it is wise and most efficient to use Concentrated (niche) marketing. So according to the results received from the survey made from the combining factors among the successful students. For a small company like Haaga-Helia Degree Programme in Sport and Leisure it is wise to select one or few segments or niches and go after a large share of those. Obviously those segments targeted are the combining factors of the successful students in the past and present time.

Positioning for a small company like Haaga-Helia Degree Programme in Sport and Leisure is done in a very simple way. The fact that there really are no Degree Programs like Haaga-Helia Degree Programme in Sport and Leisure is the key factor. There are competitors, but none of them can provide the uniqueness that Haaga-Helia Degree Programme in Sport and Leisure can provide. There is Bachelor of sports degrees in

Finland; however those schools do not have the advantage that their Degree Programme is international and all the teaching is done in English. Other advantage among competitors is that Haaga-Helia Degree Programme in Sport and Leisure has focused its teaching very much on ice hockey. No other Degree Programme has these two unique features combined together. International school that focuses its teaching on ice hockey, just this makes Haaga-Helia Degree Programme in Sport and Leisure unique Degree Programme among the consumers. “Products are created in the factory, but brands are created in the mind,” Says a positioning expert. (Armstrong & Kotler 2008, 217)

In people minds Haaga-Helia’s Degree Programme in Sport and Leisure is the only place where you can study in English and focus your studies on ice hockey. The very close collaboration with IIHF and IIHCE is also a huge advantage when thinking about positioning and also targeting. It is also very important that Haaga-Helia Degree Programme in Sport and Leisure position themselves as the only one who has this unique collaboration with IIHF and IIHCE among all the competitors. Campus is at Vierumäki the Sport Institute of Finland. Vierumäki is the leading sports training centre in Finland. Very vital factor when positioning a small company, like Haaga-Helia Degree Programme in Sport and Leisure among the competitors. What makes the collaboration with IIHF and IIHCE even more effective and unique is the fact that IIHCE is also placed at Vierumäki Finland, sizable competition advantage when thinking about the competitors.

## 8 Implementation

Everything in the implementation should be based on the ideas and plans that have been planned and agreed in the earlier stages; Analysis and Strategy stage. This makes marketing organization ready to develop specific tactics on how to fulfill the demands that the strategy phase has realized. Marketing organization is then able to make specific strategies so that the marketing mix serves the segments, targets and position that strategy phase has founded suitable for the organization like Haaga-Helia Degree Programme in Sport and Leisure. Specific tactics for implementing the strategy should be set. For example it would be wise for a small company like Haaga-Helia Degree Programme in Sport and Leisure to use the collaboration with IIHF and IIHCE in implementing the marketing plan also not only as a unique feature that will help Haaga-Helia Degree Programme in Sport and Leisure position itself among its competitors, but also as a tool for recruiting more international students across the world. Costs stay at minimum when using collaboration partners in marketing. To be able to evaluate and further develop the marketing process Haaga-Helia Degree Programme in Sport and Leisure has to determine benchmarks that marketing needs to achieve each year. One effective tool that gives possibility for progressive marketing is consumer reviews. Questionnaires and surveys indicate the fact that where the marketing process has failed and where it has been successful. For example consumer questionnaire might indicate that there is very little knowledge about Haaga-Helia's Degree Programme in Sport and Leisure in SJRY, which is the Finnish Ice Hockey Players Association. Now by having this information from the consumer questionnaire Haaga-Helia Degree Programme in Sport and Leisure knows that next year we have to reinforce the marketing on this section, because who are more potential clients for Haaga-Helia Degree Programme in Sport and Leisure then former ice hockey players? When having performance benchmarks.

## 9 Discussion

The main aim of this study was to produce a step-by-step guide for Haaga-Helia Degree Programme in Sports and Leisure on how to implement general marketing theories to practice. It can be argued that this was accomplished, but more research needs to be done in larger timeframe to evaluate how effective the usage of that guidebook is. And what are the results.

The key finding in terms of marketing theory of this study was that successful marketing goes through three stages, analysis stage, strategy and implementation. Usually only implementation is been done and therefore many of the marketing plans fail. Especially when considering the non-profit organizations. Marketing plan needs to go step by step because of the fact that every part is depended on the earlier stage. Number one issue that the study illustrates is the importance of the background work. In order to generate reputation. The “soul” of the company needs to be identified published and involved in everyday decision making process. Even with good implementation the marketing or the recruitment will fail if it doesn’t rely heavily on the agreed mission, organizational culture and goals. This was by far the most important finding of the study project. Also implementation in practical usage for Haaga-Helia Degree Programme in Sports and Leisure can be done cost efficiently, because it can be argued that it can be executed by own employees, therefore cost efficient three stage strategic marketing planning is possible. From these results the project itself the step-by-step guide for the Haaga-Helia Degree Programme in Sports and Leisure has been made.

Second finding was that it is not easy to put theory in practice. Theoretical points were crucial but it was hard to find solutions that are possible to perform in real life. The largest problem was money, and how to make cost-efficient methods that still rely on the findings in theoretical part. There is so little money to be spent in marketing in terms of Haaga-Helia Degree Programme of Sports and Leisure Management, that it could all be spent just to get one part of the marketing process done. After all the solutions were not ideal but by far the most cost efficient ones and it can be argued that the results are being evaluated in the future.



Future studies for this area are needed, especially to evaluate the performance of the study project in real life. Is it being followed, has it worked and how successful the marketing has been after the five year period of time, suggested in the study. Also in depth study in implementation phase is needed to identify which are the most important marketing channels to get in contact with the target group identified by the methods suggested in this study.

In future one possible scenario is to transfer the marketing responsibilities for students that are currently studying at Haaga-Helia Degree Programme of Sports and Leisure Management. Different possibilities need to be studied also on that area. Could the marketing of Haaga-Helia Degree Programme of Sports and Leisure Management be added in to the marketing course? How to divide the task concerning marketing among students? Make multiple marketing projects? These are all valid questions when looking ahead in the future.

If there is no such solution found that the whole marketing of Haaga-Helia Degree Programme of Sports and Leisure Management would be added in to the curriculum other option also in the future is the thesis process. Take this thesis even deeper? In future we know the effectiveness of this step-by-step guidebook. Then the possible adjustments can be made. Which areas work well? Which areas need fixing? At least the updates are needed according to today's world.

There are solutions when thinking about future students and their participation in the marketing of Haaga-Helia Degree Programme of Sports and Leisure Management. Those solutions just need studying. All in all this seems like a win win situation for Haaga-Helia Degree Programme of Sports and Leisure Management and the future students of Haaga-Helia Degree Programme of Sports and Leisure Management.

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