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# DIGITAL MARKETING OF SPORTING GOODS STORE IN FINLAND- CASE STADIUM



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# DIGITAL MARKETING OF SPORTING GOODS STORES IN FINLAND -CASE STADIUM

Marketing faces rapid and big changes with the help of technology today. Consumer behavior has changed and old simple devices are less used. Because of traditional marketing like newspaper ads, tv commercials, and printing media is less used. Today in 21<sup>st</sup> century, with one machine people can do many things and have an access to be connected worldwide. Digital marketing is growing rapidly globally and used more as people use machines like mobile phones and tablet computers everyday multiple times, and spend time on Internet and other social media platforms. In Finland digital marketing and digital knowledge is growing strong. A good example from this is mobile game company Rovio, which made a global hit game Angry Birds. Internet has changed the way we share information. The evolution of digital marketing has opened the door for sporting goods stores to market their products and services in exciting and creative ways.

Sporting goods stores in Finland have been using traditional types of marketing such as newspaper advertisements and television commercials to market their offers and new products a long time and still do. Digital marketing of sporting goods stores channel to market is growing like it is globally in other type of business fields too.

Swedish sporting goods store chain Stadium is operating in four different countries. These countries are Sweden, Finland, Denmark, and Germany. In Finland, Stadium is doing marketing using traditional channels and modern channels to market, like digital marketing. Stadium is one of the biggest ones of sporting goods store chains in Finland, other are Sportia, Intersport, Top-Sport and Budget Sport.

This thesis is written from the Stadium marketing in Finland, since it is the company that the writer of the thesis is working for and has been working for several years. Because of these experiences it was natural to choose Stadium.

Study shows how Stadium is marketing in Finland and suggests ways how it could make their digital marketing in Finland better in the future.

KEYWORDS:

Sporting goods store, Stadium, digital marketing, marketing,

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## URHEILUKAUPAN DIGITAALINEN MARKKINOINTI -CASE STADIUM

Markkinointi muuttuu monella tapaa samalla, kun maailmassa käytetään teknologiaa enemmän kuin koskaan. Asiakas käyttäytyminen on muuttunut ja vanhat yksinkertaiset laitteet ovat käytössä yhä vähemmän. Tämän takia perinteinen markkinointi kuten sanomalehtien mainokset, tv mainokset ja tulostettu media ovat vähemmän käytössä. Tänäpä, 21. Vuosisadalla yhdellä laitteella voi tehdä monia asioita ja olla yhteydessä maailmanlaajuisesti. Digitaalinen markkinointi kasvaa pikaisesti maailmanlaajuisesti ja on käytössä enemmän kun ihmiset käyttävät päivittäin useaan otteeseen laitteita kuten matkapuhelimet ja tabletti tietokoneet sekä kuluttavat niillä aikaa Internetissä ja muissa sosiaalisen median alustoilla enemmän kuin koskaan ihmiskunnan historiassa. Suomessa digitaalinen markkinointi ja digitaalinen tieto ja osaaminen on vahvaa. Hyvä esimerkki tästä on mobiilipeliyhtiö Rovio mikä näytti heidän maailmanlaajuisella hitti peli Angry Birdsillä että Suomessa on potentiaalia tällaisilla alueilla. Digitaalisen markkinoinnin evoluutio on avannut ovet urheiluväline kaupolle markkinoida tuotteita ja palvelujaan uudella, jännittävällä, ja luovalla tavalla.

Suomessa urheiluliikkeet ovat käyttäneet kauan aikaa perinteisiä markkinointi tapoja mainostaa tarjouksiaan ja tuotteitaan, kuten sanomalehti mainostaminen ja televisio mainokset, ja käyttävät edelleen. Urheiluliikkeiden markkinointi kanavana digitaalinen markkinointi on kasvamassa, mutta ei viemässä perinteisen markkinointi kanavien markkinointia pois, vaan pikemminkin pienentämässä sitä.

Stadium, ruotsalainen urheiluväline liikeketju toimii neljässä eri maassa. Ruotsissa, Suomessa, Tanskassa ja Saksassa. Suomessa Stadium markkinoi perinteisiä markkinointi kanavia hyödyntäen sekä moderneja markkinointi kanavia kuten digitaalinen markkinointi. Stadium on yksi suurimmista urheiluväline liikeketjuista Suomessa, muita suuria ovat Sportia, Intersport, Top-Sport ja Budget-Sport.

Tämä opinnäytetyö on kirjoitettu Stadiumin näkökulmasta digitaaliseen markkinointiin Suomessa, sillä se on yritys missä opinnäytetyön kirjoittaja työskentelee ja on työskennellyt vuosia. Opinnäytetyö kertoo miten Stadium markkinoi Suomessa ja esittelee miten se voisi parantaa digitaalista markkinointiaan Suomessa tulevaisuudessa.

ASIASANAT:

Urheiluliike, Stadium, markkinointi, digitaalinen markkinointi

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## SISÄLLYSLUETTELO

List of abbreviations (or) symbols .....Virhe. Kirjanmerkkiä ei ole määritetty.

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# 1 INTRODUCTION

## 1.1 Objectives of thesis

Marketing is changing. Digital marketing is growing fast and marketers need to be adaptive for today's technology platforms and devices that are used in digital marketing. Peoples' time consuming habits are changing. Everyone is connected to Internet and to each other's all over the world. Consumer markets changes along with these changes and sporting goods stores need to be adaptive for these changes to serve customers and keep profits coming.

Thesis questions are:

- How is Stadium Finland doing its digital marketing at the moment and measuring of all that
- What are the digital marketing ways that they should expand to and start using part of their marketing in Finland?

This thesis will study how Stadium, the largest sporting goods store chain in Sweden is doing their digital marketing in Finland, how they could improve their digital marketing in the future and explaining the advantages of digital marketing from the sporting goods store perspective.

## 1.2 Marketing stages

Over the years, marketing has evolved through three stages that we call marketing 1.0, 2.0, and 3.0. Many of today's marketers still practice Marketing 1.0, some practice marketing 2.0, and a few are moving into Marketing 3.0. (Marketing 3.0, Kotler, 2013) Marketing 1.0 happened to mass markets and the products and services were fairly basic.

During marketing 2.0 people got more options from products and services because of information technology. Other name for marketing 2.0 is the customer-oriented era.

Now, we are witnessing the rise of marketing 3.0 or the values-driven era. Instead of treating people simply as consumers, marketers approach them as whole human beings with minds, hearts, and spirits. Digital marketing is approaching people individually on their needs and devices. Table 1. explains the main points of these different marketing stages. (Marketing 3.0, Kotler, 2013)

|                              | Marketing 1.0<br>Product-centric<br>Marketing | Marketing 2.0<br>Consumer-oriented<br>Marketing | Marketing 3.0<br>Values-driven<br>Marketing |
|------------------------------|---|---|---|
| Objective                    | Sell products                                 | Satisfy and retain the consumers                | Make the world a better place               |
| Enabling forces              | Industrial Revolution                         | Information technology                          | New wave technology                         |
| How companies see the market | Mass buyers with physical needs               | Smarter consumer with mind and heart            | Whole human with mind, heart, and spirit    |
| Key marketing concept        | Product development                           | Differentiation                                 | Values                                      |
| Company marketing guidelines | Product specification                         | Corporate and product positioning               | Corporate mission, vision, and values       |
| Value propositions           | Functional                                    | Functional and emotional                        | Functional, emotional, and spiritual        |
| Interaction with consumers   | One-to-many transaction                       | One-to-one relationship                         | Many-to-many collaboration                  |

Table 1. Marketing stages ( Marketing 3.0, Kotler, 2013 )

### 1.3 What is digital marketing?

Digital marketing is marketing that makes use of electronic devices to engage with consumers and other business partners. Digital marketing channels include display advertising, search engine optimization (SEO) and search engine marketing (SEM). It also includes email, RSS, blogging, podcasting, video streams, social networks and instant response messaging. (Gainitsolutions, 2013)

Digital marketing is modern method of promoting brands, services and products by reaching millions of people through different digital advertisement channels within minutes and with small expenses, maybe even totally free. Today the center of digital marketing is on Internet, a place where people spend time more than ever; communicate with the help of Internet and a place where companies can market their products and services.

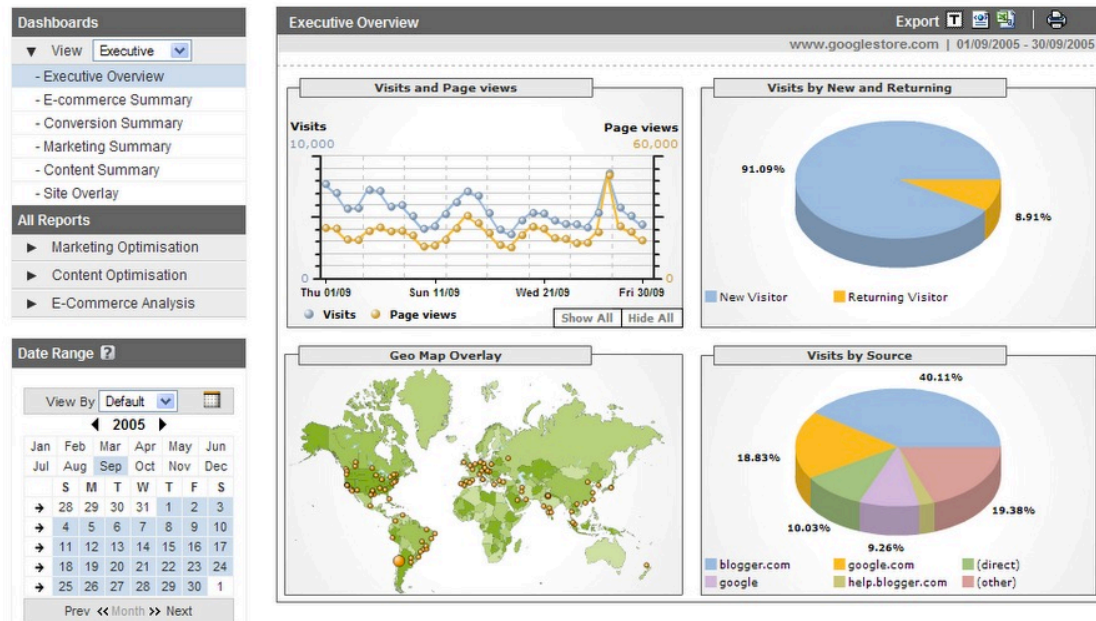
#### 1.4 Benefits of digital marketing

The technology is having a significant impact on how people act as consumers. Digital marketing is an effective customer acquisition method. Many consumers are online researching products and companies, especially in sporting goods industry where a lot of new products hit the market all the time. It is clear that companies not using the advantages of digital marketing and technology are in danger. (Pepper gang, 2013)

In digital marketing any business can compete with any competitor no matter what is the size of company because the field of marketing is as big for small and bigger company. With one digital marketing campaign a company can be seen anywhere in the world. The cost for using traditional methods of marketing would be considerable. Plus the people who want to see and are interested from the product or service that is marketed are in most cases the ones that open or click the advertisement. In best case they share the link or picture and tells from it to friends. A paper poster or flyer does not get share that fast as digital media provides marketing material to spread. People who are not interested from marketed product or service do not have to care about. (Business zone, 2013)

Digital marketing is easy to follow and measure. Company can see in real time what is working or what is not working and that way edit to improve their digital marketing. For this kind of measuring there are tools online such as Google Analytics. Picture 1 is a print screen capture of Google Analytics. (Google, 2014)

Reports: www.googlestore.com



Picture 1 Screenshot from Google Analytics (www.google.com/analytics)

## 1.5 Finnish people time consuming on Internet connected to digital marketing

Finnish people are connected to each other with the help of Internet and other social platforms. Studies show that 90% of Finnish population uses Internet. This means only 10 % of Finns are not Internet users. That is a huge amount of the Finnish population and still expected to increase. There is about 6 million people in Finland so almost 5,4 million are using Internet. (Tilastokeskus, 2013)

Figure 1 is about the daily users of Internet in Finland from year 2009 to 2012. This means we are looking a study of 4 years. Can be noticed that the daily use of Internet has increased in Finland every year within these four years in almost every age group, except in the group of 35-44 years old people. Where the year of 2012 is exception. That year has less amount of Internet using than the year of 2011. All in all, this study shows that the amount of people using Internet dai-

ly in Finland is a huge amount from the population and because of that a good channel to do marketing in today's world. (Tilastokeskus, 2013)

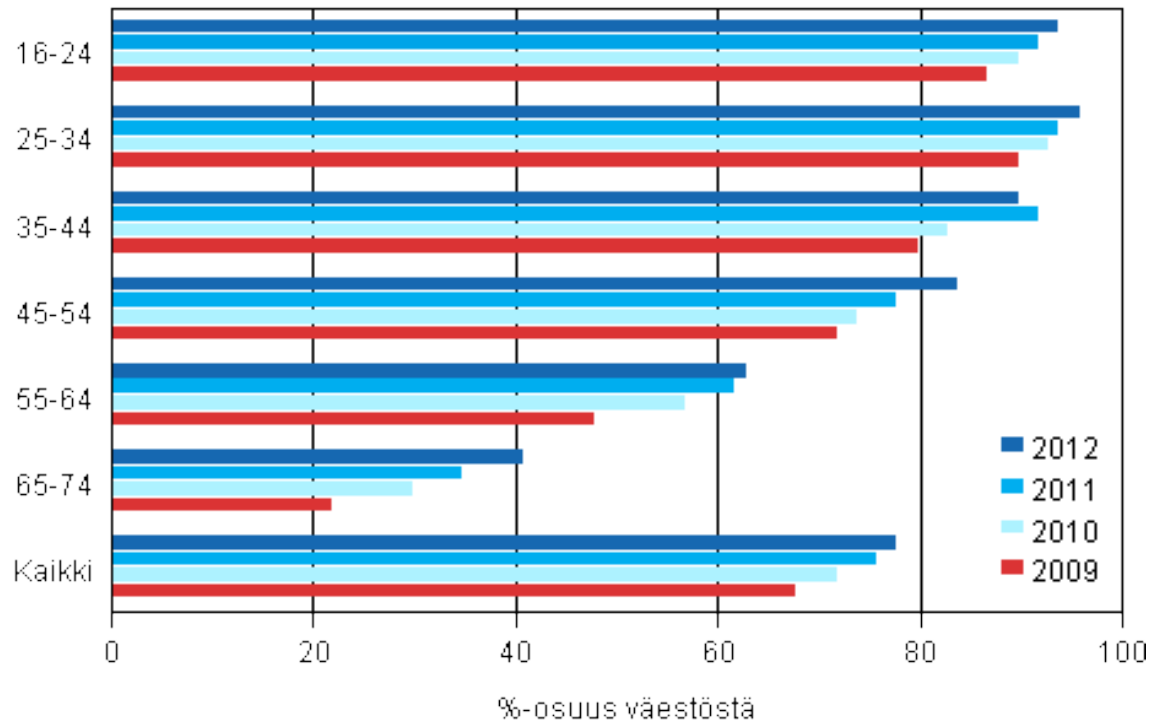


Figure 1. Finns using Internet daily in age groups from 2009 to 2012 (Tilastokeskus, 2013)

## 2 STADIUM

This part is about Stadium, a sporting goods store from Sweden doing business in Finland. About Stadium's history, ownerships, mission, concept, and vision.

### 2.1 Stadium information and history

Stadium is a multinational company that has sporting goods stores in four countries; Sweden, Finland, Denmark, and Germany. Stadium has more than 3400 employees working and 153 stores at the end of year 2013. From a figure below can be seen the structure of Stadium, and that it has other branches as well than just stores in countries where it is doing business. This thesis concentrates on Stadium Finland. (Stadium Actiweb, 2014)



Figure 2 Stadium company structure (Stadium Actiweb- Intraweb)

Ulf and Ebo Eklöf are brothers who started everything. Today the ownership structure of Stadium is: Eklöf family 75 %, and Ikano 25%. (Dagmar. 2014) Swedish Kamprad family owns Ikano. Ingvar Kamprad is the founder of IKEA, a Swedish multinational company that designs and sells ready-to-assemble furniture. (Ikano, 2014)

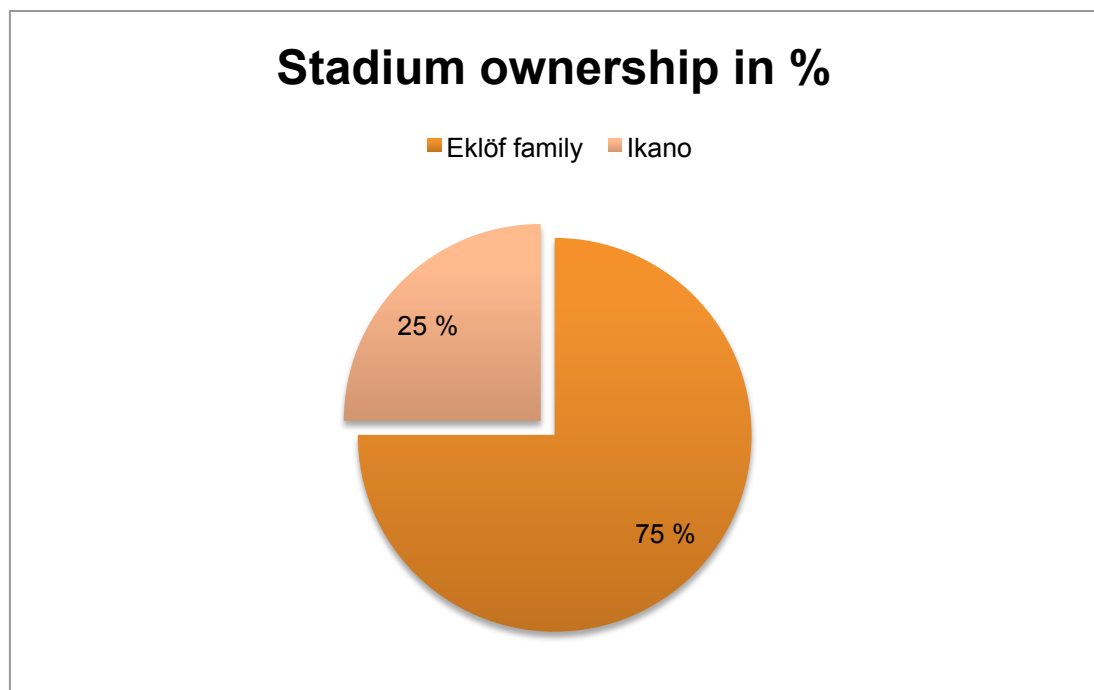


Figure 3. Stadium's ownership in % (Stadium Actiweb 2014)

First of Eklöf brothers' sport store was named Spiralen Sport on the year of 1974, and it was located in Norrköping, Sweden. But the first Stadium sporting goods store was opened in Stockholm, Sweden on 1987. First store in Finland opened in the capital of Finland, Helsinki on 2001. In 2013 Stadium Finland had 24 stores and about 600 employees.

Stadium's mission is to inspire an active lifestyle to its customer and vision is: "Activate the world! ". The concept is to offer sporting goods products and sport fashion is the main articles, Big stores with a best a location, and modern and inspiring way of visualizing products in stores. The heart of Stadium's concept consists from: stores, selection offered, employees, marketing, and logistic. (Stadium Actiweb 2014)

## 2.2 Digital marketing of sporting goods stores in Finland and digital marketing of Stadium Finland

Stadium Finland is doing digital marketing with TV commercials and mainly in Internet via e-mail, Facebook, and YouTube. These are channels that are familiar to many people in Finland and that competitors use in their marketing in Finland.

Intersport, the market leader of sporting goods store chains in Finland has the Intersport club and through that club members receive e-mail marketing. Intersport Finland has a YouTube channel and Facebook pages that are made by every store individually. Intersport advertises actively on TV as well. (Intersport, 2014)

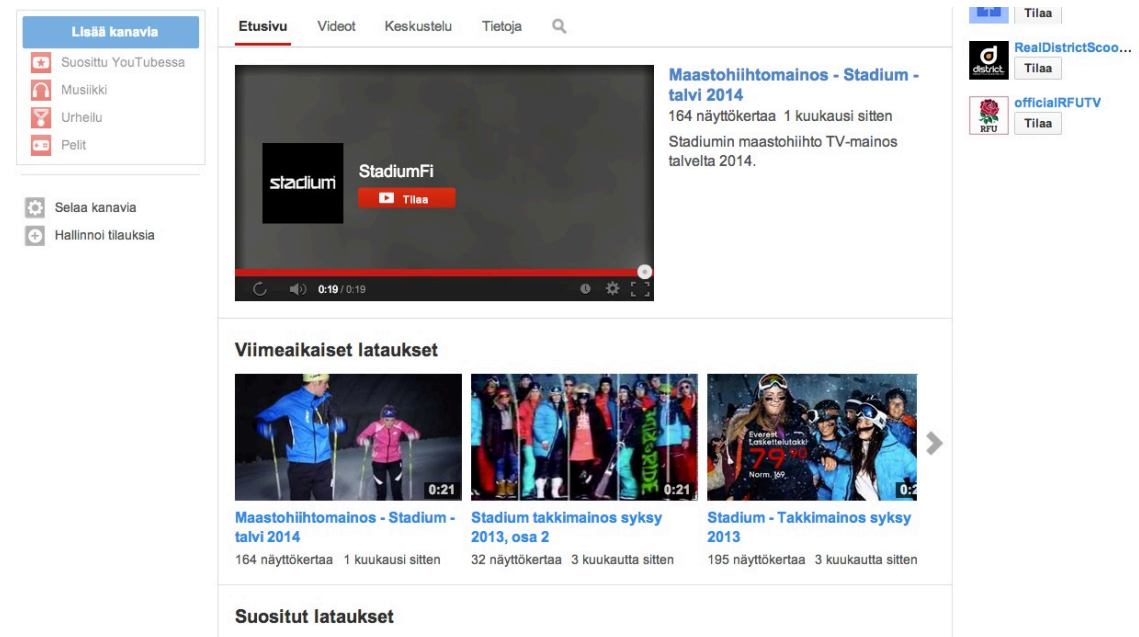
Sportia has the Sportia Arena club and, members of the club receive e-mail marketing. Sportia has a YouTube channel, Facebook page, plus some stores have their own Facebook pages. (Sportia, 2014)

Top-Sport does not have its own club but it does marketing through Facebook page, YouTube, and TV as well. (Top-Sport, 2014) Budget Sport is owned by Kesko and from stores owned by Kesko customers can get Plussa points, Plussa point system is one of the most successful club systems operating in Finland. Budget Sport does not send e-mails to Plussa members but it does send to people who register them selves in the web store of Budget Sport. Budget Sport has Facebook page and YouTube channel like all the others sporting goods store chains in Finland. (Budget Sport, 2014)



### 2.3 YouTube marketing of Stadium in Finland

Stadium Finland has its own YouTube channel as one of the digital marketing channels. YouTube is a worldwide video-sharing website established on February 2005. It is from United States of America and from 2006 Google has owned it. (YouTube, 2014)



Picture 2. Stadium Finland YouTube-channel, StadiumFi ([www.youtube.com/user/StadiumFi](http://www.youtube.com/user/StadiumFi))

Stadium Finland's YouTube channel consists from marketing materials. Most of the videos there are commercials that can be seen on TV as well. The rest of the videos that are not "real" commercials with products prices and pictures are meant to inspire people to active lifestyle, a way to promote sporting goods

through emotions. People see inspiring videos from skiing or training and from that they get a feeling they want to do it as well. (YouTube StadiumFi, 2014) Because of those kinds of videos they head up to Stadium store or Stadium's web store and buy the sporting goods to do the sports.

Stadium's YouTube channel has 11 627 views total that is the 3<sup>rd</sup> most of Finland's sporting goods store chains. Intersport has more than hundred thousand views like Top-Sport that has the most views with 144 620 views. There are big differences with total amount of views per YouTube channels in Finland. The less views have Budget Sport with 25 views. Stadium has capability to make their YouTube channel better and seen more with more marketing through this channel and make it more visible in their marketing. Table 4 can be seen the total views per YouTube channel between sporting goods store chain companies in Finland.

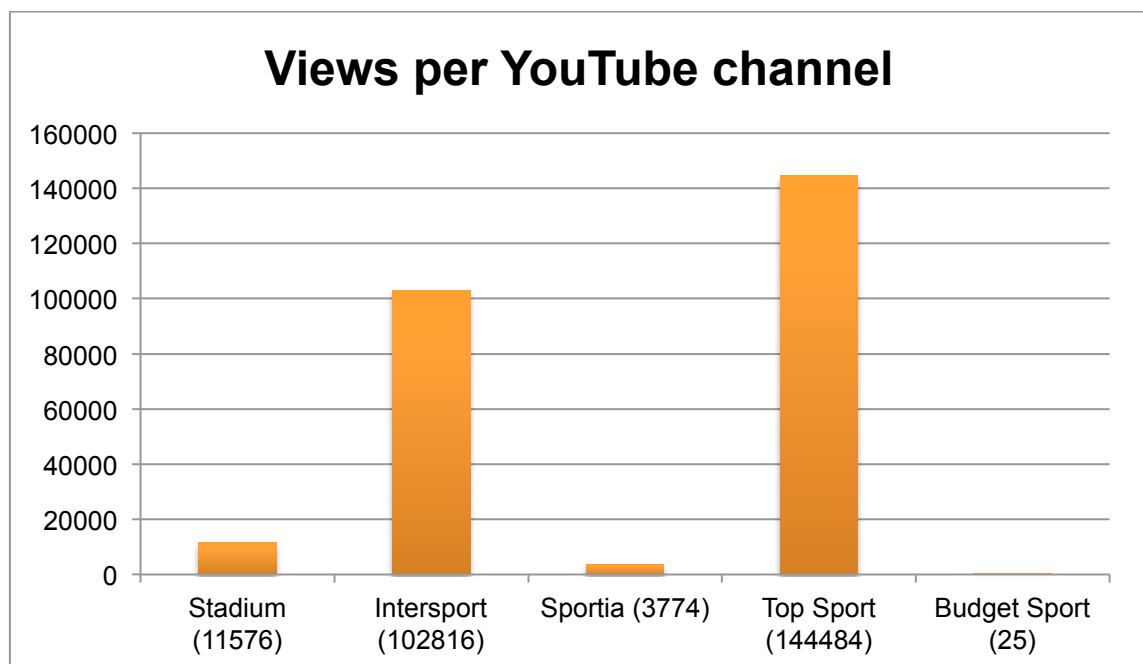


Table 2 Views per YouTube channel of sporting goods store chains in Finland ([www.youtube.com](http://www.youtube.com), 2014)

## 2.4 E-mail marketing of Stadium in Finland

E-mails are sent to people who have given their information to Stadium. These are people who have ordered something from Stadium's web store or people who are Stadium Members. Stadium Members are people who have joined to Stadium's loyal customer club. Picture 2 is an example of Stadium's e-mail marketing from Valentines Day of 2014. The good thing about e-mail marketing is that it is personal, a cost saving way to market, can reach people worldwide in short period of time, e-mails are able to track and to tell which ones were received, which e-mail addresses are no longer active and which people preferred to not receive your emails anymore. The negative thing is that some people might not appreciate having their inbox filled by marketing e-mails. Using mass e-mailing could cause customers to consider a company less than reputable. (Small business 2014)

**True love, the Stadium way.**


Sydän lyö nopeammin. Syke nousee, endorfiinit lisääntyvät ja olo tuntuu ihanalta. Olo hyvien treenien jälkeen tuntuu lähes samalta kuin rakastuminen ja paranee kun sen jakaa rakkaan ystävän kanssa!


Löydä tuotteet, joilla saat sinun ja rakkautesi sydämet sykkimään hieman nopeammin ystävänpäivän kunniaksi myymälöistämme ja verkkokaupasta [stadium.fi](http://stadium.fi)!

Hyvää ystävänpäivää!  
Stadium

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**SOC**  
SOC  
W LOTUS LS TOP  
**19,90**  
**OSTA >**





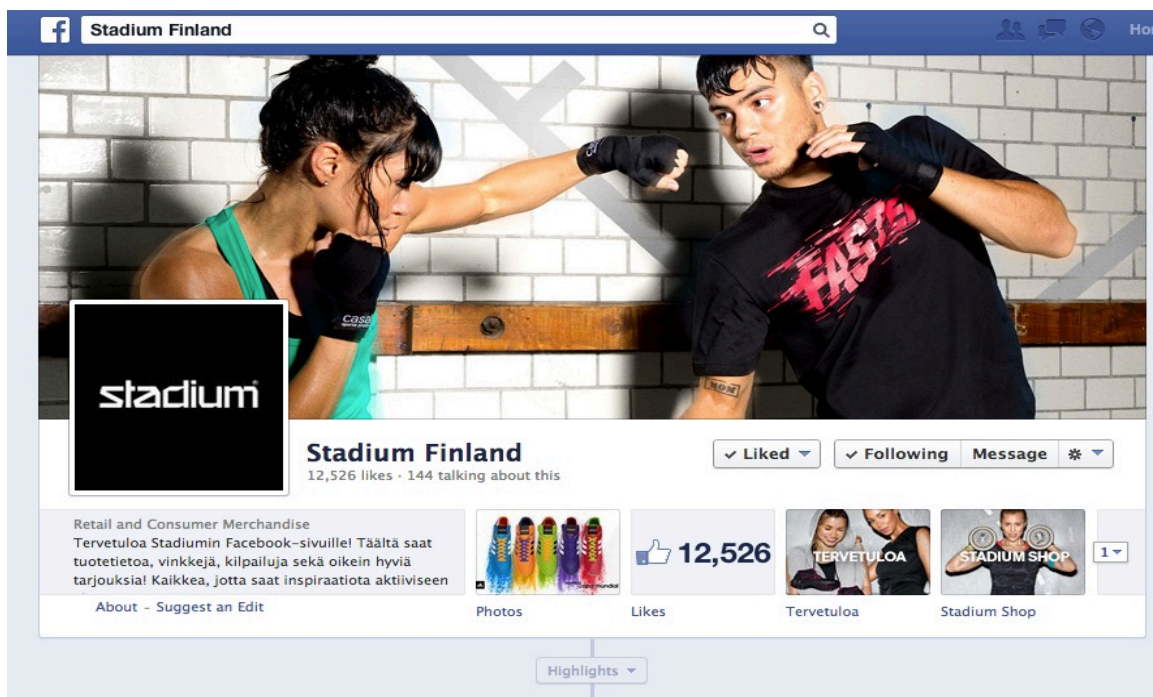
**NIKE**  
SPORT WATER BOTTLE  
**8,90**  
**OSTA >**

Picture 3. Print screen from Stadium's e-mail to Stadium Members 02/2014

## 2.5 Facebook marketing of Stadium Finland

Stadium Finland has its own Facebook pages that have 12 526 likes total. (Facebook Stadium Finland, 2014) Facebook is an online social networking service that had 1,23 billion active users monthly users on December 2013. It was established on February 4, 2004 in United States of America and become worldwide in the year of 2005. Facebook gives its users possibility to send messages, chat, join common interest groups, and follow these as they update their Facebook pages. (Facebook, 2014)

In Stadium Finland's Facebook pages people can follow upcoming marketing campaigns, information from new stores openings, get inspired to active lifestyle, and contact Stadium if they have anything to comment or ask. Facebook is a good channel to market and the visibility of this channel seem to be increasing since within last years people have started more follow and ask questions through the Stadium's Facebook pages, Stadium Finland.



Picture 4. Stadium Finland Facebook page (www.facebook.com/stadium.finland)

The competitors of Stadium have Facebook pages as well and the number of likes that Stadium have is the second biggest of them, 12526 likes. The most likes on their Facebook page has Budget Sport that has more likes than all the others together, 47635 likes in total. It is an interesting fact that fewest of likes on their Facebook page has Top-Sport, which has the most views in total in their YouTube channel between these sporting goods store chains. Table 3 shows the likes on Facebook page between sporting goods store chains in Finland

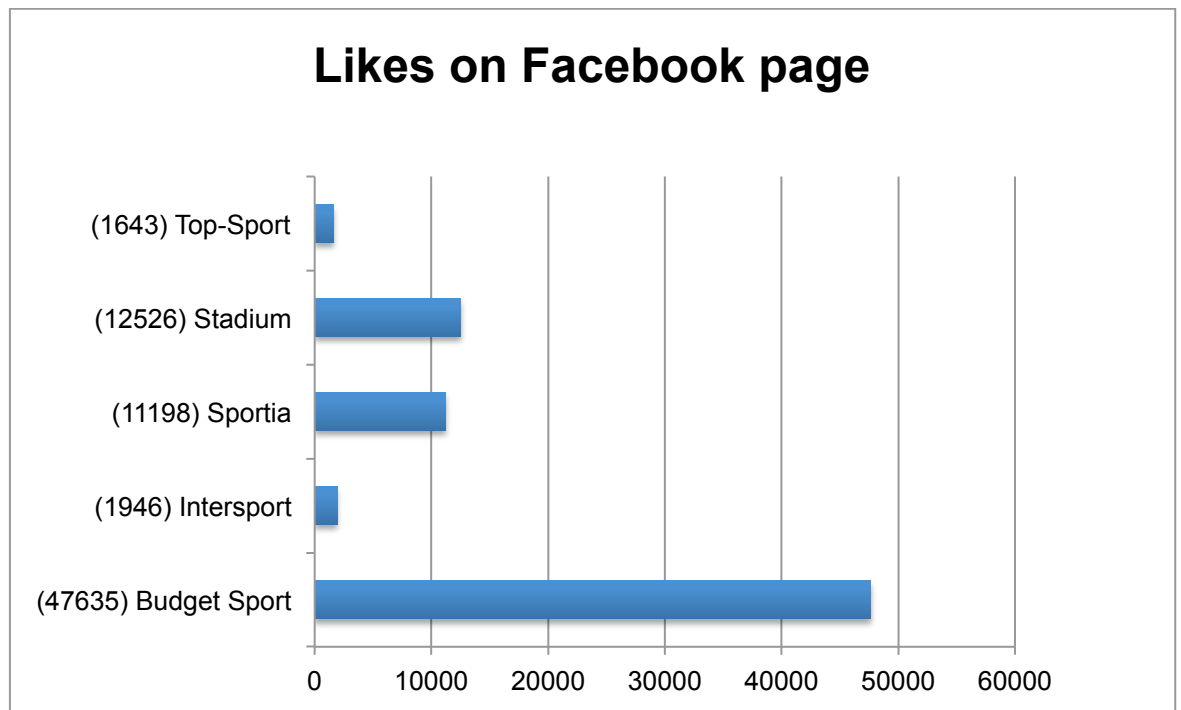


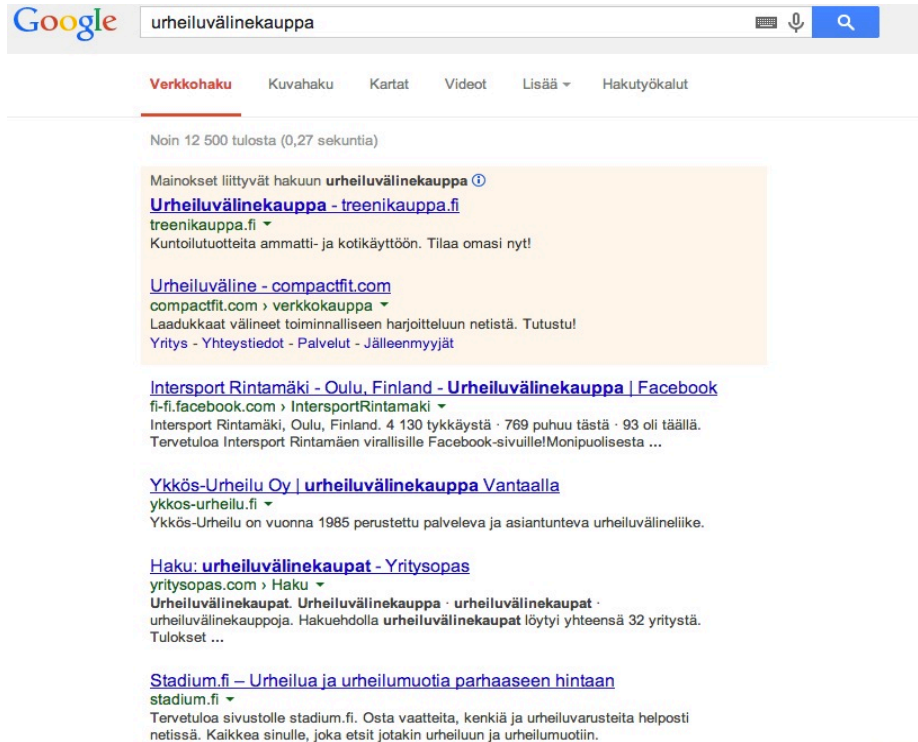
Table 3. Likes on Facebook page between sporting goods stores in Finland (www.facebook.com)

Stadium has 125177 likes in Sweden on their Facebook page. (Facebook Stadium Sverige, 2014) This means there is still many likes to improve the Facebook page Stadium Finland. Adding campaigns with special discounts only through Facebook and market more via Facebook are simple ways to make the Facebook page Stadium Finland to get more likes. Table 3 shows the likes on Facebook page between sporting goods store chains in Finland

## 2.6 Search word advertising and search word optimizing of Stadium Finland

Search word advertising is also known as search engine marketing. It is one of the digital marketing ways that Stadium uses in Finland to market. Mainly the marketing is about Stadium websites and web store that they have in the Internet address: [www.stadium.fi](http://www.stadium.fi).

Search word advertising works in a way that person types a word or words to search engine like Google or Bing to find what they are looking for from Internet. The search engine notices that a person is looking for sports equipment from Stadium. There are keywords and when they are used in the search, the search engine shows the search word advertisement like seen below in the picture 6, a print screen from Google search of sporting goods store in Finnish language. Stadium is the 4<sup>th</sup> that comes when searching sporting goods stores. The first two that are highlighted with orange color are paid advertisements so they are not counted. First link highlighted with orange color is a match with searched words and the advertisement shows there. Other results that are not highlighted are organic results.



Picture 5. Search word engine results of sporting goods store in Finnish language (www.google.com)

Search engine optimization is the process of getting more organic or free traffic to the website. Organic results are the ones that are not paid advertisements. Paid advertisements are the first ones highlighted with orange color, organic results are on top of the white color. This means that in a best-case scenario a company does not have to pay anything from the search word advertising. The website belongs to the most popular ones from the keywords and that is why it is shown. Stadium belongs to the most popular ones when typing sporting goods store in Finnish and that is why it is shown at the 4<sup>th</sup> of the list and in the first page of the search. The smaller the market or competitors amount, and products or services offered, the better opportunity the company website has to be on top of the organic results that are the ones that are not paid. (Search Engine Land, Introduction to SEO, Chapter 1, 2013).

### 3 CONCLUSION

#### 3.1 SWOT analysis of Stadium Finland's Digital Marketing

|   |   |
|---|---|
| <p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Experience from some channels</li> <li>• High technology countries</li> <li>• Simple to measure</li> </ul> | <p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Slow adjustment to new digital marketing ways</li> <li>• Not enough qualified people to do digital marketing or no time to do?</li> </ul> |
| <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Instagram</li> <li>• Twitter</li> <li>• New platforms coming all the time</li> </ul>                   | <p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Hackers</li> <li>• Viruses</li> </ul>  |

Table 2 SWOT-Analysis

Taking a closer look at SWOT-analysis of Stadium Finland's digital marketing. Strengths are that Stadium has experience already from active use of Facebook and YouTube. These have enormous visibility worldwide and both belong to world's most popular web sites. It is also a strength that Scandinavian countries and Germany are high technology countries where people can be connected everywhere and buy new technology as it is published to markets. Big strength of this kind of digital marketing is really simple and easy to measure if it is profitable. Like mentioned earlier before with a help of Google Analytics example.

Weaknesses comes from slow adjustment to new digital marketing ways and that maybe there is not enough qualified people to do digital marketing or no time to do it. From slow adjustment tells the fact that Stadium Finland is not still using any other social service platforms. More of these come on part Suggestions for Stadium Finland's digital marketing channels.



Since Stadium is not using any other digital media channels than e-mails, Facebook, and YouTube comes a question to mind that is there people who are qualified to do and search new ways to do digital marketing for Stadium Finland. So many people are using other services than Facebook and YouTube that the potential market group is enormous even though a small amount of them is from Finland.

### 3.2 Suggestions for Stadium Finland's digital marketing channels

Stadium's digital marketing channels in Finland are e-mail, Facebook, and YouTube. These are ways that have been here many years already and they grow still but as we move on people use other digital marketing channels and platforms as well. Next step should be considered in digital marketing. There are plenty of other ways to market and people are already there and using these services. The most significant that have big user amounts are Instagram and Twitter, those are popular and getting more popular all the time. Even though there are many of other services these are ones that Stadium, as a modern sporting goods store should expand their digital marketing immediately.

#### 3.2.1 Instagram

Instagram is an online social networking, photo sharing, and video sharing service that is available in 25 different languages and has more than 150 million active users that share average of 55 million photos per day. 60% of those users come from outside of United States of America. Instagram was released on 6<sup>th</sup> of October in 2010 and Facebook owns. Via Instagram Stadium could share their photos and videos to other networking services like Facebook, Twitter, Tumblr, and Flickr. It has been only for more than 3 years available but the number of users is getting bigger all the time. (Kurio Marketing, 2013) The growth of users can be seen from the figure 4.

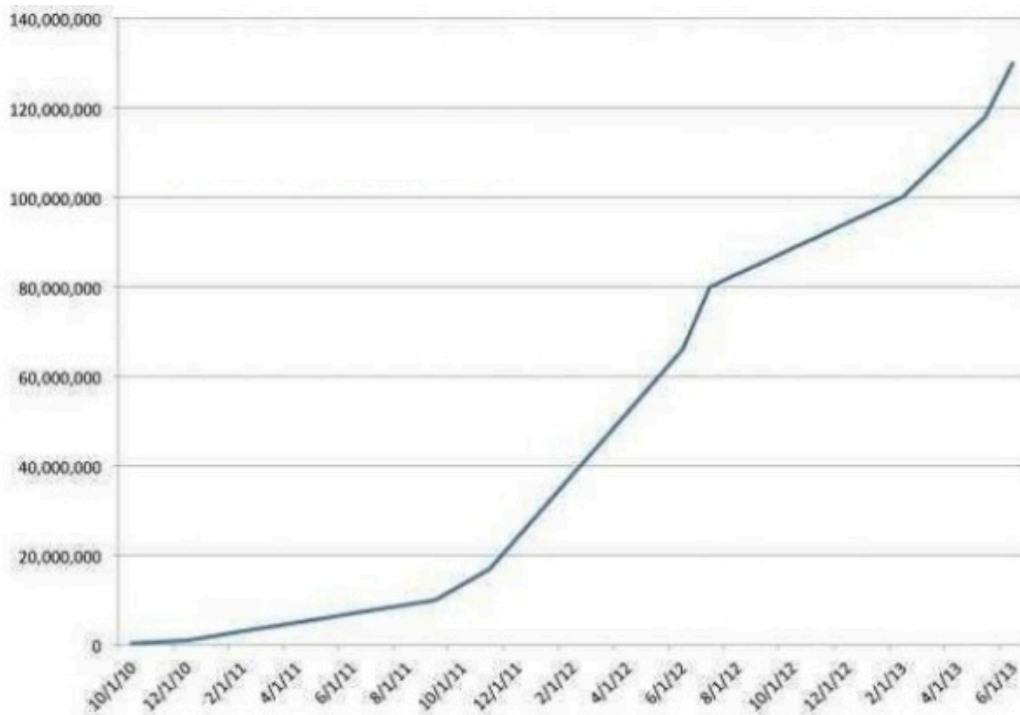


Figure 4. Instagram's user growth by time (Business Insider 2013)

Competitors in Finland are not using Instagram in their digital marketing. Only some individual Intersport stores have their own channels that they use very rarely. Big sport brands like Adidas or Reebok are using and they have thousands of people who follow their Instagram account actively. (Instagram, 2014)

### 3.2.2 Twitter

Twitter is also an online social networking service, but it is also micro blogging service that works in a way that the users send and read text messages which are limited to 140 characters, these messages are called tweets. The first tweet was sent on 21<sup>st</sup> of March 2006. Even people who are not registered can read tweets, and people with registered accounts can do both, send and read them. Today an average of 500 million tweets are sent per day. Twitter has 241 million

active users, it supports more than 35 languages, and 77% of the accounts are outside the United States. Twitter's mission is: "To give everyone the power to create and share ideas and information instantly, without barriers. (Twitter, 2014)

In Finland there are about 64000 Twitter users and half of them use their account actively. From other countries experiences Twitter is making a break through in Finland right now. Sweden and Norway are about three years ahead of Finland in Twitter. Sweden has 475000 Twitter accounts and Norway has 228000 Twitter accounts. From those about half are being used actively. Many sport brand is using Twitter as one of the digital marketing channel but none of the competitors uses it either in Finland. (HS, 2014)

These facts and numbers support that there is visibility for a sporting goods store like Stadium in Twitter.

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