KYMENLAAKSON AMMATTIKORKEAKOULU

University of Applied Sciences

Master's Degree Programme in International Business Management

Petra Piironen

FINDING CUSTOMERS THROUGH SOCIAL MEDIA

Master's Thesis 2011

TIIVISTELMÄ

KYMENLAAKSON AMMATTIKORKEAKOULU
Liiketalouden koulutusohjelma
Liiketalouden yksikkö (ylempi amk)

PIIRONEN, PETRA	Asiakkaidemme löytäminen sosiaalisesta mediasta
Opinnäytetyö (ylempi amk)	122 sivua + 33 liitesivua
Työn ohjaaja	Minna Söderqvist (KTT, yliopettaja)
Toimeksiantaja	Kuortaneen Urheiluopisto
Lokakuu 2011	
Avainsanat	Sosiaalinen media, Facebook, Twitter, blog, asiakasmajoi-tusvuorokausi, Kuortaneen urheiluopisto, valmennuskes-kus, keihäänheittäjä

Tämä on sosiaalisen median hyödyntämiseen keskittyvä markkinatutkimus, minkä toimeksiantajana toimi Kuortaneen urheiluopisto. Tutkimus toteutettiin casetutkimuk-sena keskittyen Kuortaneen urheiluopiston valmennuskeskukseen ja sen yhteen asia-kasryhmään, ulkomaalaisiin keihäänheittäjiin ja valmentajiin.

Tutkimuksen tarkoituksena oli löytää vastaus tutkimuskysymykseen, kuinka valmen-nuskeskus voisi hyödyntää sosiaalista mediaa edesauttaakseen liiketoimintaansa.

Tutkimus toteutettiin casetutkimuksena ja aineiston keräämismetodiksi valittiin inter-netkysely. Tutkimuksessa haastateltiin Kuortaneen urheiluopiston asiantuntijoita sel-vitettäessä urheiluopistosäätiön erityistä asemaa liikemaailmassa, kansainvälistä ase-maa sekä huippuvalmennusta.

Tutkimuksen tuloksena Facebook ja bloggaus olisivat sopivimmat sosiaalisen median foorumit Kuortaneen valmennuskeskuksen markkinointia edistettäessä. Kohderyhmä ei kokenut Twitteriä haluttuna sosiaalisen median ympäristönä.

Jatkotutkimussuuntauksia voisivat olla sosiaalisen median tulevaisuuden estimointi ja Facebookin kilpailijan, Google+ hyödyntämisen analysointi markkinointimahdollisuu-tena.

ABSTRACT

The research is a marketing study specialised in marketing in social media executed for Kuortane Sports Institute. The research was made as a case study concentrating on one of Kuortane Sports Institute's centres, Kuortane High Performance Training Centre and its customer group of international javelin throwers and trainers.

The aim of the study was to find answer the research question how can Kuortane High Performance Training Centre utilise social media in order to support their business.

The research was conducted as a case study and the data collecting method was web-based questionnaire. Experts from Kuortane Sports Institute were interviewed in order to clarify the special nature of the sports foundation, international status and high level training as business.

The results show that Facebook and blogging would be the most suitable social media forums for the marketing activities of Kuortane High Performance Training Centre. Twitter was not considered a desired social media environment from customer point of view.

Further research could be done in estimating the future of social media as well as analysing the opportunities Google+ as the latest rival of Facebook from marketing point of view.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

1 INTRODUCTION

The introduction describes the background and purpose of this study. It is followed by objectives, research question, limitations, and introducing the structure of this study.

Social media has relatively quickly become part of everyday life and therefore it has to offer huge possibilities from marketing point of view. Hence it is important to research whether it is worth putting efforts in visibility in social media. Social media offers several different kinds of environments and the suitable ones for that purpose have to be found.

I am personally interested in sports and because my husband is working as a professional javelin coach at Kuortane Sports Institute High Performance Training Centre, this topic is fascinating for research. In addition, I use social media on a daily basis and could not help noticing that Kuortane Sports Institute did not utilise social media as effective marketing tool as it could be and the content seemed to be addressed only for Finnish ordinary men, not athletes. At the moment they only have Facebook –page in use from all available social media environments. Personal objectives regarding this study are to deepen my own understanding of pros and cons of social media from marketing point of view. Additionally, from business perspective, Kuortane Sports Institute is not allowed to make profit because it is a part of a foundation.

Finding customers through social media" refers to the fact that social media is nowadays strongest platform for creating opinions and it is used by millions of people around the world. But are the targeted customers out there and is it possible to reach them via social media? At the end of 2010 Statistics Finland published a research in about social media use in Finland which revealed that social media is used on a daily basis especially among young people. According to the research nearly every fifth aged 16-24 follows some social media several times a day and 44 per cent on a daily basis. It has been noticed that group aged 25-34 numbers were only a little bit lower level compared to the age group 16-24. In all age groups women are more active in social media than men. (Statistics Finland 2010.) Cone (2008) executed a research of business in social media

which reported that 30 per cent on average the American men and women used social media sites and tools two or more times a week.

Based on the information above, the target customers could be found through social media. We know that athletes among other people are using at least some of the social media environments. The question is in which forums Kuortane High Performance Training Centre should take part in in order to achieve segmented target group.

Entering social media is challenging for any company and it requires besides planning and resources a change of attitude towards new ways of marketing, contacting customers and keeping them satisfied. Even though social media itself is mostly free of charge, without any investments, rarely any positive results are gained. (Forsgård and Frey 2010, 131).

1.1 Dpt project area

DPT project task is to find out whether Kuortane Sports Institute can utilise social media (in this case: Facebook, Twitter and blog) as an effective marketing tool where their *international* customers can be found. The chosen study group of people consists of international javelin throwers, men and women, and their trainers who already are customers of Kuortane Sport Institutes' High Performance Training Centre or otherwise considered to be prospective customers. Age group is from 16 to 55 years.

1.2 Research objectives, research question, and limitations

The research objective of this study is to find out whether Kuortane High Performance Training Centre can reach their target customers and grow sales with the help of marketing in social media. The questionnaire was sent to a group of javelin throwers and their trainers mostly at age to be considered as an internet generation, is an interphase of the process of trying to find the customers in social media. The goal is to give ideas how to develop Kuortane Sports Institute into more international direction among athletes and find out

what would be the most suitable social media environment for the case company.

Due to the special nature of businesses and the fact that Kuortane Sports Institute had not yet been utilising all the opportunities of the social media and therefore not able to know whether it was useful for them, I find the following research question to be justified.

The research question is:

How can Kuortane High Performance Training Centre utilise social media in order to support their business?

The research does not take into account other social media environments apart from Facebook, Twitter, and blog, which are considered in this case to be the most interesting considering the target group interests. Moreover, this study does not speak out for financial issues related on costs of possible investments regarding marketing actions in social media.

The internet generation is acting very naturally with computer, the internet, and the social media and they use several medias simultaneously. (Noppari et al. 2008, 5) Social media has quickly become one of the most important information exchange forums whereas Facebook, Twitter and blogging among others are nearly part of every day life. But what is social media, Facebook, Twitter, and blogging, and how can those be utilised in business marketing is to be investigated. According to Lenhart and Fox (2006, 3) research bloggers are young, 54 per cent are under age of 30. Estimated quantity of social media users varies depending on the research.

Social media has changed marketing into a direction where customers are controlling whether they are willing to communicate with the seller. This change has brought new possibilities to the marketing field and playing the game. (Takala 2007, 14) Managing digital marketing and finding suitable new

channels is a challenge for companies. Communication is today working in two-way channels increasing social behaviour and interaction whereas networking is important. (Salmenkivi and Nyman 2007, 67, 69, 78) Networking is based on common interests not nationalities and therefore it spreads easily around the world. (Forsgård and Frey 2010, 36). Companies have to be active, open, and willing to receive negative feedback from the customers in order to succeed. (Bergström and Leppänen 2009, 379-380). The change going on in social media, the internet, and blogging is constant. Additionally people are getting more critical against marketing information, but when the message is an answer to the customer need, the customer receives it preferably and can even actively be part of spreading the message. (Isokangas and Vassinen 2010, 51)

Due to the fact that social media contains several different environments, this study is limited to the following types of social media services: Facebook, Twitter and blogging, which are expected to be commonly used among research group. IROResearch (2010) revealed that in Finland, Facebook was most popular among users (66 per cent) whereas blogs are only followed by 20 per cent of the users. Twitter on the other hand is mainly popular in America but it is hypothesised to become more common in Europe in near future. Based on the research reports regarding popularity of different social media environments, it is expected that various social media environments have to be utilised in order to be able to reach potential customers, in this case international javelin throwers, as many as possible.

The targeted international javelin throwers have very different background in terms of culture, but strong integrative feature is the serious concentration on sports. During recent years, availability of world wide internet has risen which is needed in order to participate in social media. At the same time different types of mobile devices have become common and connecting to internet and social media is easy. Athletes travel when training and competing on national and international level, and keeping in touch with friends and family today can be facilitated via e-mails and social media.

1.3 Structure of the study

This study consists of following parts: introduction, Kuortane, social Media, methodology, empirical findings, analysis and discussion and conclusions.

The case company and its surrounding environment are introduced in Kuortane chapter. The theoretical framework is concentrated in social media whereas main areas are electronic marketing, Facebook, Twitter and Blog. Other social media environments are only briefly introduced.

The chapter on methodology presents the used primary research and data collecting methods as well as analysing methods.

The empirical findings state the results of the answers to the questionnaire.

The analysis and discussion part evaluate the objectives and purpose of this study: the research question and findings.

The conclusions summarise and evaluate whether answers in the research question have been found with the existing research material. Moreover managerial implications lists, based on executed research and its' results, practical use of the information in order to decide further steps. Further studies state the generated ideas while working on this study project.

1.4 Theoretical framework

The theory in this thesis is concentrating on social media where as Facebook, Twitter and blogging. The used material is based on theory, available research results in the field, received answers from the questionnaire sent to javelin throwers, as well as interviews of professionals and e-mails received from them.

2 KUORTANE

Kuortane is a small municipality of approximately 4 000 people, located in Western Finland, a part of Southern Ostrobothnia. Kuortane is famous for being the birthplace of the architect Alvar Aalto and for Kuortane Sports Institute. (Kuortane 2011.) Kuortane is known worldwide as a training centre and competition place of javelin throwing. During the famous Kuortane Midsummer Games, 90 metres magic limit has been thrown several times with latest javelin model.

2.1 Kuortane Sports Institute: history and today

In its daily business Kuortane Sports Institute (KSI) is using also the name Kuortane Sports Resort but in this study only the official name of Kuortane Sports Institute is used.

Kuortane Sports Institute was founded in 1950 and at the time it was called *Pohjanmaan urheiluopisto* until year 1970. (Heikkilä. 2000, 154) It is 100 per cent owned by the Foundation of Kuortane Sports Institute. (Öörni. 2011a) It is worth noticing that the operations of a foundation are restricted by law and it is not allowed to make profit. According to National Board of Patents and Registration of Finland (PRH 2011), "a foundation is set up to manage property donated for a particular purpose." Registered foundations are considered to be legal persons. When the foundation is set up its' purpose has already been determined. Foundations do not have owner, members, or shareholders. The appropriately operations of a foundation are ensured by a board of trustees who are responsible for ensuring that the investments are secured and profitable. (PRH 2011)

The purpose of the Foundation of Kuortane Sports Institute is maintenance and development of the Sports Institute. The business idea of the Sports Institute is to act as a development centre, which produces, develops, and does marketing activities for competing and world class sports as well as leisure, sport and health education services. (Kuortane Sports Institute. 2010, 2)

Kuortane Sports Institute produces services and therefore understanding service marketing is vital. Kotler (1997, 467) defines a service to be "any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product."

Kuortane Sports Institute campus area is 45 hectares. In 2010, 79 people worked for the foundation. Sport associations such as *EPU* (Etelä-Pohjanmaan Urheilijat ry), *SUL* (Suomen Urheiluliitto ry), *Finnish Volleyball Association,* as well as wellness companies (hairdresser's, beauty salon) are having their rented offices at the premises of Kuortane Sports Institute. When counted together there are total of 93 people work in the area. (Öörni 2011a.)

Figure 1. Aerial photograph of Kuortane Sports Institute. Kuortane Sports Institute. 2011

Kuortane Sports Institute premises consists of several buildings where building square metres are totally 30 433. The biggest building is Kuortane hall, which is in multipurpose use with its nearly 7650 square metres. (Öörni 2011c.) There are plans for enlarging with a new space of 14 700 square me-

tres including premises for the Kuortane Sports Institute and for sports and wellness companies and societies. (Ilkka 2011a.)

The accommodation capacity during summer time is for 550 persons and with spare beds accommodation for 750 persons can be arranged. The capacity utilisation rate is average 60 per cent whereas weekends are nearly fully booked. (Öörni 2011a.) In the light of Statistics Finland research, the figures seem to be excellent compared to the rest of the area while according to statistics in year 2010 capacity utilisation rate in Southern Ostrobothnia was only 43,2 per cent. (Statistics Finland. 2011; Etelä-Pohjanmaan Matkailu. 2010.) Challenge in Kuortane business is generally to find customers for weekdays. At the moment several travel packages are offered to the customers in order to attract for example, companies to have their conferences in the beginning of the week. (Öörni 2011a.)

Kuortane Sports Institute Foundation
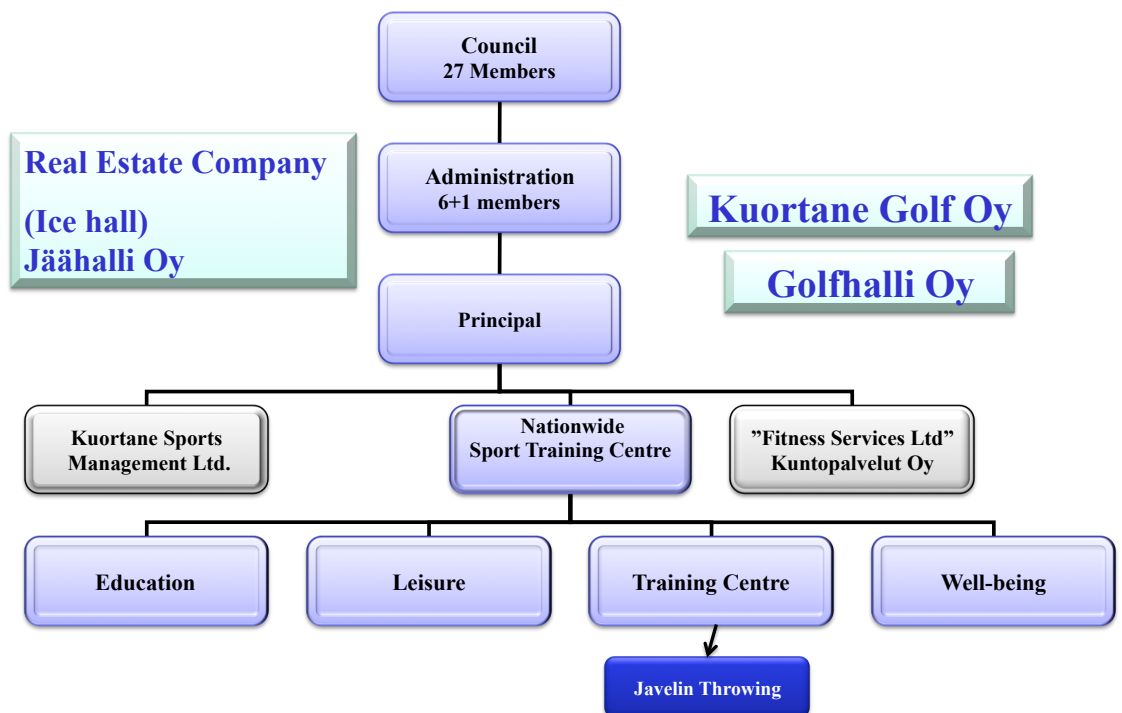
Figure 2. Kuortane Sports Institute Foundation. Kuortane Sports Institute. 2011

Kuortane Sports Institute Foundation Group consists of *Kuortane Sports Institute Foundation* (parent company) and its subsidiaries *Kuortaneen Kuntopalvelut Oy*, *Oy Kuortane Sports Management Ltd* as well as associated companies *Kiinteistö Oy Kuortaneen Jäähalli* and *Kuortaneen Golfhalli Oy*, which are 50 per cent co-owned with municipality of Kuortane. (Kuortane Sports Institute 2010, 2.) The golf hall part of the year functions as a Sport & Fun- purposes offering activities for the whole family. In addition Kuortaneen Kuntopalvelut Oy (Llc) has rented premises from the Sports Institute Foundation. (Öörni 2011a.)

The operations of the Sport Institute are divided into five centres: service centre, which support the rest of the centres, education, holiday, wellbeing, and training centre in which this study will be concentrated in. Leisure and wellbeing centres will be merged at the beginning of year 2012. (Öörni 2011a.)

In addition to the four independent centres there is a service centre, which provides basic marketing as well as other services for the rest of the centres. The functions of the service centre are from administration to property maintenance. (Öörni 2011a.)

Kuortane Sports Management Ltd is responsible for marketing timeshare apartments of the real estate company Sports Hotel and managing the Bowling hall. The unsold timeshare apartments are rented by Kuortane Sports Institute Foundation. (Kuortane Sports Institute 2010, 2; Öörni 2011a.)

The gross income of Kuortane Sports Institute Foundation (group) was in 2010 approximately 8,7 million euros where turnover was nearly 4,8 million euros. An important key figure, which is actively followed, is **study day** (in Finnish: opiskelijavuorokausi). Study day is calculated per 24 hours where accommodation per day in comparison counts only spending the night at the hotel. (Öörni 2011d.) In 2010 it was totally 91 875,0 which was - 4,3 per cent less than previous year. (Kuortane Sports Institute 2010,2).

2.2 Current status of marketing and international activities at Kuortane Sports Institute

Up to now the strength of Kuortane Sports Institute have been long customer relationships and loyal customers. Times have changed: one of the competitors, Pajulahti (a sports institute in Southern part of Finland), has invested in a new sports hall and customers in general today are more willing to try new things in new places. There is a real need for Kuortane Sports Institute to contact new customers. (Öörni 2011e). The challenge in broadening customer base is that people often perceive Sports Institute only as a high performance sport academy instead of a place where ordinary people can enjoy sports activities, have a meeting or activity vacation or just have a dinner. (Öörni 2011e).

On the group level the customer situation at Kuortane Sports Institute is considered to be stable while on a competition level no remarkable changes are in sight. (Kuortane Sports Institute 2010, 3). Customer loyalty gives financial advantage. Today customers have several choices, they are considered to be more critical than in the past and getting their attention is more challenging than ever. Therefore it can be said that the customers have the power nowadays. The tools used to contacting customers today need to be renewed and become more attractive from customer point of view. (Mattinen and Sierla 2009, 21)

Based on received customer feedback, gathered by data collecting and analysing program Analystica, (Analystica 2011) customers have found their way to Kuortane Sports Institute most often in two ways: based on friends recommendation or they have already visited the place in the past. (Öörni 2011a.)

Marketing investment costs of Kuortane Sports Institute scatter on several direction and mainly are spent on customer magazines, updating the internet pages, purchased give away items and general marketing adverts. Marketing budget for the year 2011 is approximately 2,5 per cent of the 7,8 million euros of total gross income including the allowed aid for education centre from the Ministry of Education and Culture. Ministry of Education and Culture pro-

vides so called VOS –days (state allowance) proportion, which is less than a third of all income. (Öörni 2011g.)

The general marketing conducted by the service centre takes 35 per cent from the **group** marketing budget, whereas training centre share is 14 per cent of the whole budget reserved for marketing purposes of Kuortane Sports Institute. The marketing activities of the training centre are unique compared to other centres: it takes care independently of their own marketing activities, which are mostly based on contracts and contacting individuals. (Öörni 2011a.)

It is noticeable that the volume indicating income from each of the centres showed that training centre brought in 42 per cent of the income in 2010. (Öörni 2011a). This proves that this business area is important for the company and this product could bring more international athletes to Kuortane.

Up to now Kuortane Sports Institute has not followed particularly what is the percentage of income or VOS- days of javelin throwing. VOS days are followed per event and in this case javelin is noted in the figures of track and field. For track and field - group there have been set yearly goals, but not for one single event. Today VOS- days of javelin throwing vary on a yearly basis from 700 to 1500 depending on the number of the visiting international customers. These figures exclude secondary school students who are training javelin throwing at Kuortane Sports Institute. (Piironen. 2011e.)

High Performance Training Centre portion of VOS days is approximately 35 000 days of which track and field accounts for 25 per cent. When considered all VOS days in Kuortane Sports Institute, training centre portion is more than 40 per cent of whole. (Piironen. 2011f)

Other marketing activities, such as sponsoring are kept on purpose on a low level. Few local athletes are given scholarships and supported their training facilities against visibility in public . (Öörni 2011e; Piironen 2011d.) Hence

Kuortane Sports Institute attends to 2 to 3 exhibitions yearly and takes part in 1 to 2 educational events. (Öörni 2011a.)

In 2011 Kuortane Sports Institute renewed its vision, strategy and focus areas, including marketing. One of the strategies for year 2011 is to develop electronic marketing and to be there where the customer is in a cost efficient way. Developing electronic marketing at Kuortane Sports Institute according to Öörni (2011g) includes the following actions: updating the internet pages, search engine optimisation, creating forms for collecting feedback and invitations to tender as well as refreshing general appearance. In addition Kuortane Sports Institute has decide to invest in electronic media instead of traditional print advertising in a form of banners, television campaigns, and Google Adwords. Google Adwords is a service in which a company pays for the advert when internet user clicks that particular advert. (Google 2011.)

During the intensification process of electronic marketing KSI has launched one Facebook- page in Finnish and customer magazine has been published only as electronic version in the internet. Decision of using e-mails instead of electronic sales letter was made because electronic sales letters are considered to be irritating when number of received electronic sales letters have got considerably bigger. (Öörni 2011g.)

Regarding social media, Kuortane Sports Institute is not at the moment utilising actively social media as an advertising tool from the point of view of the international customers and there is no knowledge available whether social media environment as it is used today, is reaching its international customers.

Though Kuortane Sports Institute has created partial visions whereas Kuortane has stated to be open for all and internationalising. It means that co-operation between Kuortane Sports Institute and international companies is one important goal e.g. in the field of product development or even product production. (Öörni 2011d.) The strategy from international point of view at the moment have been concentrating on growing "sports travel" due to the fact that Kuortane Sports Institute has to offer something special for the ath-

letes: good training conditions, all services including lodging, nutrition, lei-
sure time, on a compact campus area, testing services, professional coaching
as well as services in the field of recovering. Examples for this are IAAF 's
Accredited Training Center and ISSF's Officially Accredited Development
Center- status. Status have brought along international seminars and competi-
tions. (Öörni 2011a.) Kotler (1997, 63) emphasises that companies have to
develop a plan in order to achieve their objectives in the long run. It is obvi-
ous that now would be appropriate time for Kuortane Sports Institute to start
developing international functions systematically.

Sports Hotel at Kuortane is part of an international RCI timeshare exchange
vacation system, which attracts other international guests besides athletes.
RCI timeshare is developed to sell vacation ownership interests in one-week
intervals or point packages, which can be used in reserving resort accommo-
dations. (RCI 2011.) An example of other international activities is attending
a wellness project, which includes product development for international
market. (Öörni 2011a.)

In 2010 overnight visitors of KSI from other countries were only 3,5 per cent
of all the visitors. One obvious reason for the low figure is, that the capacity
level is higher now than in the past. (Öörni 2011a.) But on the other hand
Southern Ostrobothnia, based on the statistics, seems not to be popular among
foreign visitors. Based on the research of Statistics Finland in 2010 there were
3374 visitors coming from other countries to *Kuusiokunnat* area (Kuortane
municipality is a member of Kuusiokunnat) whereas total quantity of visitors
in the area were 169 959. In 2009 there were totally 182 483 visitors of which
foreigners were 4757 persons. (Etelä-Pohjanmaan matkailu 2010.)

Growing international operations have been executed with baby steps, in the
wake of athletes and other guests e.g. from Russia. Hence Kuortane Sports
Institute is participating in international marketing organisation called Fin-
West, which does marketing activities in a small scale for instance in Russia,
Sweden and Germany. (Öörni 2011a.)

Pursuing growth by going more international should according to Vahvaselkä (2009, 110-111, 107), be noted in the business plan, and therefore updating business plan when necessary is important. The vision for 3 to 5 years ahead and the strategy including set goals in growing turnover, the strategy for growing, the possibility for internationalisation, the profitability, the business area, the organisation, the resources and knowledge should be carefully evaluated.

Basic model for planning internationalization

Implementation · Own capability · Market possibilities · Strategy · Resources

Figure 3. A basic model of planning internationalisation. (Vahvaselkä.2009, 107)

Vahvaselkä (2009, 108) has formed a basic model for planning internationalisation. According to Vahvaselkä (2009, 108), careful evaluation will give important information for the company regarding pros and cons covering all company functions. Internationalising might not even be suitable for all companies and businesses.

When a company is planning to go international, not only personnel but company management has to be ready for internationalisation as well as oriented into it in a form of education, experience, language skills, market knowledge,

commitment and suitable networks in order to succeed. (Vahvaselkä. 2009, 108).

As noted above, due to the foundation nature of the sports institute, profitability is to be understood in a different way compared to other businesses. In this study, strategy based reason for going international is assuring continuity.

2.3 Kuortane High Performance Training Centre

Training Centre is one of the independent centres of Kuortane Sports Institute. (Öörni 2011a.) Coaching and training personnel consists of 7 persons who are working full-time. (Piironen 2011d.) The business idea of Kuortane High Performance Training Centre (KHPTC) is to provide full service for individual athletes and teams in addition training camps including training facilities, accommodation, catering, recovery, and testing services. During previous years it has accommodated big sport events such as Nordic Championships in volleyball for boys and girls U17. (Kuortane Sports Institute 2011.) Additionally KHPTC provides vocational examinations for persons working for sport associations as actively coaching parties. (Piironen 2011c.)

Kuortane High Performance Training Centre
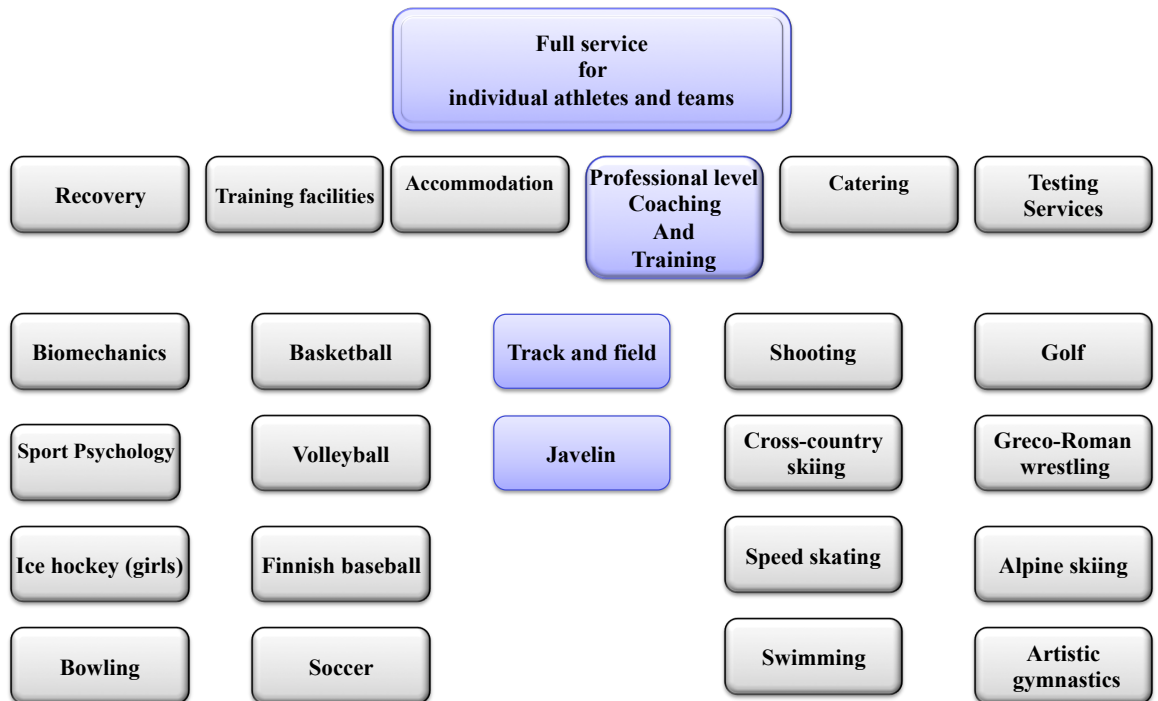
Figure 4. Services Kuortane High Performance Training Centre provides. Kuortane Sports Institute. 2011

Professional level coaching is available in several events but this study will concentrate on javelin throwing.

Kuortane High Performance Training Centre has approvals to several admired statuses: Accredited Training Centre of the International Association of Athletics Federations (IAAF), Accredited Development Centre of the International Shooting Sport Federation (ISSF), Approved Bowling Training Centre (ETBF), ESC Training Centre and it is a co-partner of the Vodafone McLaren Mercedes Human Performance Development Programme. (Kuortane Sports Institute 2011.)

A typical training athlete at Kuortane High Performance Training Centre is 13-40 years old. Most of the visiting athletes at the training centre are attending youth ice hockey events like tournaments and camps for 13-18 years old. SUL (Finnish Sport Association) organises local camps for youngsters at the

age of 13 to 18, team sport in ice hockey, volleyball (men's national team), figure skating, and floor ball. In individual sporting the major sport is athletics. (Piironen 2011b.)

2.4 Javelin throwing in Kuortane

Sports Institutes in Finland are specialised in different type of sports. Kuortane is concentrating especially in throwing events such as javelin, discus, hammer and shot put. Finnish coaching for javelin throwing is internationally highly distinguished and coaching javelin throwing is mainly in Finland centralised in Kuortane. When it is commonly known tha high quality training facilities and coaching is available it attracts other athletes to come to Kuortane. (Piironen 2011a.) High-level training in javelin throwing is the service, which brings in money and should be more advertised to potential and existing customers.

Jorma Kinnunen and Pauli Nevala started the training camps during the 1960s, which was starting point for Kuortane javelin training centre. Internationally Kuortane became known based on hard work done by javelin coach Kari Ihalainen during years 1991- 2005. The status of the javelin event did become stronger when 1988 Olympic winner in javelin, Tapio Korjus, acted as Manager of the High Performance Training Centre during the years 1990-2010. (Piironen 2011d.)

Due to the fact that sports institutes in Finland are concentrated in their own core business areas, there is no competition in javelin throwing coaching on the sports institute level. Still SUL, as a customer, has done some changes regarding sport camps on national team level since sports institute of Pajulahti got a new sports hall. Pajulahti is closer in Southern Finland. In the past there were yearly five (sport camps of which Kuortane Sports Institute was hosting four and Pajulahti one. Today only four (4) camps are organised of which Kuortane and Pajulahti have two (2) camps each. Still it is worth of noticing that on national team sport camps, there is no personnel of the sports institute

coaching except SUL own trainers. SUL is only utilising premises and additional services of a particular sports institute. (Piironen. 2011e.)

Typical javelin thrower is aged between 15 and 35 years old. Talented training Finnish javelin throwers often apply to study at Kuortane Sports College because it is easy to combine studies with full training. Until these days most of the international javelin throwers, men and women, training at KHPTC come from China, India, Australia, Great Britain, Japan, Sweden, Egypt, USA, Belgium, Luxembourg, Norway, Italy, Russia, Baltic Countries and South- Korea. (Piironen. 2011b.)

3   SOCIAL MEDIA

3.1 History of social media

A large and growing body of literature has investigated social media, which became known as a term through another term, *Web 2.0.* Web 2.0 is often referred to network services and technics. Lietsala and Sirkkunen (2010, 264) claimed that term "social media" has not been defined accurately, but it emphasises on a new era being born. According to Leino (2010, 252) social media is not a media. It is a distribution platform, which is partly related to noticeable content breach. Hintikka (2007, 5) on the other hand claims that Web 2.0 is a concept collecting different kind of development directions of the internet and these directions might not be related to each other. Sometimes Web 2.0 has been claimed to be a substitute for the internet, but Tinnilä et al. (2008, 161) invalidate those arguments by stating that Web 2.0 is not a substitute for the internet or a new internet, but like Hintikka (2007, 5) claimed too, it is *an enlargement,* which provides new features such as interactive components.

On the other hand Leponiemi (Soininen et al. 2010, 38) criticises social media terms to be illogical because media should be divided into interactive or social media Interactive communication according to Leponiemi (2010, 38),2 does not show different users relationships, which is typical for e.g. Facebook or Twitter.

Lietsala and Sirkkunen (2010, 265) wrote that media researchers have been criticising the term "social media" since it implies traditional media to be unsocial and the term "media" is not clearly implied. According to media researchers social media is formed mainly of system practices, in which communication is directed from one to several or to few. Lietsala and Sirkkunen (2010, 265) suggests that understanding social media as an umbrella term, and underneath it several different kinds of protocols and people associated to internet cultures can be set. Based on that information we can see that Lietsala and Sirkkunen (201, 267) sees protocols (the purpose of a protocol is to guarantee interoperability between programs made by different producers) and people using them to be important part in defining the term social media. Lietsala and Sirkkunen (2010, 267) emphasises on social media term content and its active role in *creating* content and *using it* instead of technology. Claim Lietsala and Sirkkunen (2010, 267) sees social media is getting closer to how Isokangas and Vassinen have defined social media.

Isokangas and Vassinen (2010, 153-154) have another type of approach in defining social media compared to Leponiemi, and I consider it to have more behaviourism approach compared to Tinnilä and Hintikka. Isokangas and Vassinen (2010, 153-154) describe social media to be *a phenomena based on what people are doing in social media.* He divides social media activities in eight categories: sharing, publishing, recommending, peer support, helping, doing business, playing games, and dating. Kalliala and Toikkanen (2009, 18) shares viewpoint of Isokangas and Vassinen in defining social media based on what the users are doing. Rättilä (2007, 37) considers it as a habit of being and doing online. Kalliala and Toikkanen considers social media as *a process* in which individuals and groups create common meanings with the help of contents, society, and net technology. Viitamäki (2009, 140) highlights that by attending forums, the user is looking for congenial company, public for own opinions. This claim Forsgård and Frey (2010, 17-18) confirm by interpreting that social media is not an independent phenomena but part of the renaissance of humanity. People want to speak aloud and show their faces. This viewpoint Noppari et al. (2008, 89) support by as well as Rättilä (2007, 37)

where as they add typical feature for social media content to be perpetual beta (in Finnish: *pysyvä keskeneräisyys*) and development.

Due to several different definitions formed by various numbers of authors, I consider it important to form own aspect to this particular matter in order to carry throughout this study. I personally share opinion of Hintikka (2007, 5) of Web 2.0 being a collection of development directions on the internet.

There is a possibility that social media as a term is going to be forgotten. Soininen (2010, 14) suspects indeed that social media as a term is soon to be old. He claims it already be seen that most of the social communication already is becoming social and therefore limiting traditional communicating where as social communicating is no longer needed. Media researcher Veijo Hietala (Ilkka. 2011b) has similar thoughts with Soininen by also claiming "all media is social media." Hietala considers that behind the social media attraction there is delight: media gives a pleasant experience which user wants to repeat. Soininen (2010, 14) has a point there, as I see it, while this is unavoidable path in development when things become common after hypephase.

Like Soininen (2010, 14) discovered social communicating to be "common", I consider that this change is launched by younger generations who are open minded against new trends compared to elder people persisting on old habits in doing things.

Pullinen (2009, 20-21) refers to the article by Marc Prensky (2001) by dividing the internet users in three categories: digital native, digital immigrant and non-users, where digital natives, born later than 1985, are very active in the internet, the digital immigrants are using basic services in the internet where as non-users protest doing business in the internet in general.

The internet generation is different from their parents. Tapscott (2010, 19) claims that there are eight feature differences separating the generations: the internet generation respect freedom of choice. They want to change objects

and things to be suitable for themselves. They want to act together and like conversations instead of lectures. They want to know people and organisations well. They insist on honesty and want to have fun even at work or at school. They are fast and innovation is part of their lives. From this it could be assumed that this attitude change between generations inevitably forces business to take seriously the new demands in order to attract customers with help of new ways of marketing and keeping customer contacts.

Tapscott (2010, 23-25) discovers and shares the vision of Prensky about the internet generation that it consists of a group of young people. Tapscott limits the internet generation age to be between 11-31 years. The internet generation has been raised among digital gadgets, they use several social media environment simultaneously, and eventually information flow has affected their way of thinking. Like Prensky (2001), Tapscott (2010, 23-25) notes that general attitude among the internet generation is more tolerating and they are being smarter and faster compared to previous generations. According to Tapscott (2010, 23-25) they will change all modern life institution including doing business. It is easy to agree with Tapscott about the change in doing business, because the change is already going on based my own experience: younger generations are working at the companies in higher positions and are able to influence on decision making.

Attending social media requires having an internet connection. When the internet is available, then attending social media is possible. Statistics Finland (2008) confirmed it in its research the fact that the internet is nowadays commonly used in Finland, in 2008, 83 per cent of people age from 16 to 74 years had used the internet during the last three months and 80 per cent were using the Internet nearly on daily basis. In the European Union 62 per cent of the population used the internet in 2008. But Suominen (Saarikoski et al. 2009, 267-268) criticises statistics for being stiff from the internet user point of view regarding own content creating. Suominen (Saarikoski et al. 2009, 267-268) claims that statistics would necessarily need deep analyses in order to complete statistics and to document rapidly changed culture phenomena which statistics have not reached yet. Suominen is criticising statistics and in

my opinion it is justified, while researches often report internet user activity in general in the internet without evaluating whether they create content or not. For companies attending social media environments where companies goals are mostly is to encourage customers in dialogue with them this activity information about content creating could be valued. Following IRO Research study (2010) I it consider informative from the company point of view.

IRO Research study (2010) about social media service users showed that *in Finland age is clearest variable* separating social media usage: 69 per cent of the 18 to 24 year olds create content in social media and additionally 16 per cent follows it. 52 per cent of the users aged 25-34 create content to Facebook, blogs, and discussion forums or to other social media environment and the users from age 35 to 44 were 26 per cent.

Recent evidence (Statistics Finland. 2008; IRO Research. 2010.) reveal that the number of the internet users have risen during the last years in the European Union and of Finnish social media. From users aged from 18 to 34 years more than 50 per cent create content in social media. These results include all the internet users and in my opinion it could be expected to suit javelin throwers as well.

Lietsala and Sirkkunen (2010, 268) remind us, that content in social media can be public or it can be utilised by who ever or just limited group of people. Because of this publicity it is difficult or impossible to get material off the internet once it have been put there. Nevertheless Forsgård and Frey (2010, 63-64) consider this to be a great opportunity while organisations and customers one-to-one communication becomes to one-to-one-to-many communication and successful or failed service experience effects multiply. Viitamäki (2009, 140) calls this communication topic a *social object* while it might attract additionally other type of activity than just discussion such as expression, editing and creating meanings.

I share the thought with Forsgård and Frey (2010, 63-64) about the positive possibility publicity might create. When the created content is public it forces

companies to take action into direction of social media strategy planning. Having appropriate plan, including crises plan is vital for any company doing serious business today.

In order to understand possibilities in marketing in social media it is wise to clarify the purpose of the web community. According to Korpi (2010, 21) the purpose of the web community is collecting "friends" or contacts, creating a network. Tinnilä et al. (2008, 106) conclude that community is a network where people who get around a common theme communicate and are in interaction with each other in electronic environment typically in an internet page. This network can therefore be utilised also for marketing purposes.

With help of social media, customers role has changed into more powerful direction. Kalliala and Toikkanen (2009, 18) identify people no longer being consumers but "prosumers": producer and consumer at the same time. As noted previously especially the internet generation insist on honesty among other things, and besides honesty Bergström and Leppänen (2009, 379-380) emphasise on openness when companies operate in social media. Companies have to use their own name and be truthful while telling about their products and accepting that they might receive negative feedback and those comments should not be removed but treat respectfully and with prompt answers. Other important guidelines he lists are that distributed information in social media has to be interesting and include *helping information* from the customer point of view in order to make the content interesting. Information, which goes deeper, attracts *opinion leaders* who forward information in their own networks. Based on own experience in social media, Finnish companies and organisations are still lacking in sharing helpful information in social media. Mostly shared information is announcing of the possibility to order or buy something as well as attending a competition. I believe this is an area for developmental work in Finnish companies operating in social media.

Social media services are categorised into genres, and Lietsala and Sirkkunen (2010, 264-265) distinct those as follows:

- Production and tools used in releasing (blogs)
- Sharing websites (YouTube)
- Social networking service and websites (Facebook)
- Multi creation websites (Wikipedia)
- Virtual worlds (Habbo hotel)
- Plug-in's (Friends for Sale)

YouTube according to Wikipedia (2011) is:

> "A video-sharing website, created by three former PayPal employees in February of 2005, on which users can upload, share and view videos."

Wikipedia (2011) defines Wikipedia (2011) as follows:

> "A Wiki is a website that allows the creation and editing of any number of interlinked web pages via a web browser using a simplified mark-up language or a WYSIWYG text editor."

> "Wikis serve different purposes."

Habbo hotel claims to be "world's largest online community and social game site for teenagers." On the website they announce having over 200 million registered users. (Habbo. 2011)

Friends for Sale is defined according to Wikipedia (2011):

> "A massively multiplayer online business simulation game originally developed by Serious Business, available as an application on the social networking website Facebook. The game allows players to buy and sell virtual pets representing other players."

Monthly users Wikipedia informed to be around 6.5 million in 2009.

Social media today is the most developed and used in the USA and therefore Forsgård and Frey (2010, 74) suggest following especially American bloggers, technology, and media companies when learning from an example. Still I would recommend of being carefully sceptical with American examples as with all information published online: not all created content is a good example and it is always good to bear in mind the target group, the audience. Based on own experience, American style content in the internet differs from European.

3.2 Electronic marketing

Electronic marketing is, according to Tinnilä et al. (2008, 89-91), a synonym for e- marketing, online marketing, web marketing, and digital marketing, whereas marketing has been executed via the internet or through a mobile phone. Dave Chaffey (2008) on the other hand points out that in general e marketing is considered to mean internet marketing. Tinnilä et al. (2008, 89-91) continue by claiming that companies set several goals for electronic marketing: informing customers about company products and services (homepages, product information, brochures, brand building), getting offers in the knowledge of the public, visibility in the internet, getting visitors to company homepage (links), reaching the target group more cost-efficiently than via other medias and getting new customers.

Besides getting new customer contacts and feedback, Tinnilä et al. (2008, 89-91) highlight that companies want to enable customers to have a dialogue with the organisation and offer supportive customer service. In electronic marketing it is possible to count how many people have seen particular advert and find out, in which advert customer has reacted. Based on that information, I would say, electronic marketing constantly provides valuable information about customer behaviour and preferences, which can be utilised in further marketing activities.

When considered electronic marketing in general in social media, as a social media user, I personally find it irritating in case marketing has been too obvious and the only way the company approaches the customer is trying to sell. Discretion should be maintained.

3.3 Most used social media means

3.3.1 Facebook

Kalliala and Toikkanen (2009, 135) define Facebook as a social networking service which is available for all people who have an e-mail account. Tinnilä et al. (2008, 116) emphasise that in Facebook users tell about themselves, catch up with their friends, and share photos.

Kalliala and Toikkanen (2009, 82) and Tapscott (2010, 69) share similar view of the idea behind the Facebook, that each of the members can create own profile instead of being anonymous, choose their "friends" and see current status of their social network as well as history and can communicate publically with other people. Haasio (2009, 9) points out that some of the Facebook users spend their free time there whereas others are business networking. This remark of Haasio I consider to support the thought of companies participating in social media and joining Facebook especially when company operations are Finland- based. Companies have to be there where the customers are in order to survive in the competition.

A considerable number of estimations have been given considering member quantity in Facebook. Kalliala and Toikkanen (2009, 135) claim that the figure in year 2009 was more than 120 million members all around the world. Richardson (2010, 135) stated that Facebook is the largest social network adding on daily basis over 700 000 people. Despite of the varying figures it can be stated that Facebook has become noticeably popular all over the world.

3.3.2 Twitter

Haavisto (2009, 6) and Richardson (2010, 86) characterise Twitter as a micro blogging website and a social network, whose members can send text-based short messages up to 160 characters, so called "tweets" to persons who "follow" the person sending the update. Kalliala and Toikkanen (2009, 146) point out that even though Twitter is considered to be most popular micro blogging website in the world it still is not yet popular in Finland. Reason for this poor current ranking position of Twitter in most used Finnish social media environments is not clear but I believe that Finnish companies do have here a huge possibility to show of being a forerunner in utilising technology.

Kortesuo (2011, 73, 82) writes that Twitter is often used for receiving information, intense conversation, sharing links, micro blogging, and humour. This allows experts to find new information as well as getting publicity. Around Twitter, according to Kalliala and Toikkanen (2009, 146), there has become an ecosystem, in which several services depending on service interface of Twitter.

Kortesuo (2011, 72) claims that when compared Twitter to Facebook, Twitter does not work two-ways like Facebook does. One person might have hundreds of thousands of followers but might follow some hundred people. Richardson (2010, 87) draws our attention to that tweets from those one follows, can be read from one's own homepage and there to can be sent own tweets. Based on notion by Kortesuo (2011, 72), when companies do their social media plan, Twitter and Facebook have to have different type of starting point in approaching customers.

Challenge for companies launching a Twitter account most probably will be having patience. While the content should be created as interesting as possible even though number of followers might not be high in the beginning. Nevertheless creating content regularly for Twitter like for any other social media environment is important in order to maintain the interest of a reader.

3.3.3 Blog

Blogs are considered having filled up a hole on the media field. Media-gap was first time presented by Neuman in 1991. Salmenkivi and Nyman (2007, 148) and Kuvaja and Taljavaara (2010, 15) write about new interactive communication forms in the internet are set on this previously mentioned gap- area.

Blog is a tool in social media, which gives possibility for anyone to publish what ever, when ever and where ever. Rättilä (2007, 41-42) defines blog to be typically a webpage in which "Blogger" writes about topics of current interest in chronological order and with a date. Kuvaja and Taljavaara (2010, 12) as well as Korpi (2010, 22) define blog as an internet diary whereas Tinnilä et al. (2008, 108) and Kortesuo (2011, 75, 82) explains it to be more platform- like for changing opinions, improving oneself, receiving information and building a brand. Scoble and Israel (2006/2008, 42) on the other hand define blog as a *personal internet page* in which content is registered in inverse time order.

Kalliala and Toikkanen (2009, 54) and Hintikka (2007, 27-28) describe a blog to be a website including dated *articles*, which shows articles in chronological order, offers for each article sustainable address, allows commenting and trackbacking. This definition of blogging made by Kalliala as well as Toikkanen and Hintikka share my vision of a blog. It contains additionally versatile aspect when considered blog as one way of reaching customers from company point of view.

Most of the blogs according to Rättilä (2007, 41-42) can be commented and Bloggers often link their blog to other websites in order to get as many readers to follow the blog.

Purpose of a blog varies as noted previously from the thoughts of Tinnilä et al. and Kortesuo. Rättilä (2007, 42-43) list purposes as follows: an interactive journal, commenting channel of current interest, a tool of civil journalism, an information and advertising channel of an organisation, a memo or a study

journal. Blogs differs from traditional medias with its free commenting about hot topics without any pressure with impartial attitude. This more relaxed and "unofficial" way of writing about hot topics including interesting angle into issue might in my opinion, attract readers in two-way communicating with the company.

Isokangas and Vassinen (2010, 67-69) write that good content in blogs gives an answer to the concrete problem of a reader, and when the reader does not recognise problem, then content creator has to clear it out. Scoble and Israel (2006/2008, 199) remembers that good blog is not neutral, careful, or tame. In stead, according to Isokangas and Vassinen (2010, 67-69), content should be entertaining, include pictures, videos and games. I think it perhaps could be even a little bit provocative in order to get readers active in commenting.

According to Kalliala and Toikkanen (2009, 54) and other authors (Kuvaja and Taljavaara 2010, 13 ; Salmenkivi and Nyman 2007, 149) see blogosphere as a conversation net built of all blogs. Blogs, which are heavily linked to each other, added content lift blogs up on the top of the results of www-search engine. This impact that disconnected information or organisation is not easily found. Therefore Hintikka (2007, 28) suggests bearing in mind that in the future networking and lack of networking is playing a key role in the internet. It is important in doing business I believe. If the company is not easy to find from the internet, then the company is not trustworthy.

3.4 Utilising social media for marketing purpose

Marketing communication today is personal and supporting customer relationship including relevant communication from the perspective of the receiver. Karjaluoto (2010, 17) offers an explanation theory for communication, which nowadays request offering benefits "just for me".

On going strategic change as Soininen et al. (2010, 16) sees it, has turned communication to two-way communicating whereas customers form their opinions based on discussions in social media. Because of social medias two-

way nature it allows, according to Bergström and Leppänen (2009, 379-380) chance of having conversation with the customers and at the same time collecting feedback quickly from big quantity of internet users. Merisavo et al. (2006, 32-33) share vision by Soininen et al. (2010, 16) about the on going change in marketing by writing that in the past the companies decided what to market, in which channel and timing whereas now the customer chooses the content, channel and timing. It is emphasised that most valuable for companies is to know customers targets of interest, timing and preferable channels in order to succeed in business. Keeping two-way contact with the customer regularly, on right time and often enough is important in keeping customer satisfied. Merisavo et al. (2006, 32-33) continue by claiming, that biggest reason for a customer turning to a competitor lack in contact keeping. Companies ought to encourage the customers to a dialogue with them and open the channels for the customer for contact keeping, asking information, searching, giving feedback, product development, and other interaction with the company and other customers. While marketing today is not praising the products but product development, I consider the best ideas come from the customers.

Features of the social media, two-way marketing communication and interactivity can be benefit in a favour of a company, Lietsala and Sirkkunen (2010, 271) write. Tinnilä et al. (2008, 168) as well as Karjaluoto (2010, 127) and Pullinen (2009, 21) write about utilising collective intelligence and potential for generating new ideas. Marketing, which motivates customers to react or directly to correspond to a question such as competitions, blogs, or discussions on discussion forums can bring numerous ideas for utilising. When ideas come from customers it is logical to expect marketing, based on customer ideas, to at least touch some of the customers. This type of utilising customer ideas is called *crowdsourcing*.

Scoble and Israel (2006/2008, 58) have similar thoughts by claiming that the consumer decides whether product has earned his / her attention or not. Customers share their opinions in social media e.g. about products and as far as I see it, recommendation from a friend regarding a service or product is considered more reliable than marketing speech by a vendor. Forsgård and Frey

(2010, 59) maintain boasting or selling content or style easily collects negative attention. Irritation level in social media is lower and critic more public than in communication face to face. Own expertise and considering supply of the organisation and discussion topics should be spent time. Term conversational messaging means that in starting point there is willingness to take part in discussion and messages are formed instead of advert slogans into subjects. Dahlén (2006, 144) on the other hand draws our attention to a real irritation of accepting an advert. Irritation of accepting an advert affects to attitude of people against the advert itself. If it is more irritating to accept the advert instead of avoiding it, it is avoided. If instead avoiding advert is more irritating, then accepting the advert is more likely.

Based on the previous information, marketing in social media can turn against the company if the product or service is not good enough and customer is dissatisfied. In my own recent experience, one of my old schoolmates stated on Facebook about challenges her family faced while renovating their kitchen. Kitchen delivery was noticeably late, parts did not fit due to wrong measures, some parts were missing, and installation was not professionally executed. Company attitude in serving the customer was not considered to be on acceptable level. After perceiving bad customer service, this friend of mine decided to warn all her Facebook- friends about that particular company. Disadvantage of the two-way nature of social media according to Soininen et al. (2009, 379-380) is the uncontrollability. Companies cannot control, what other people are writing about them or their products, but a company can react if they are in social media and aware of the discussions. Therefore Bergström and Leppänen suggests when starting utilising social media, to create a crisis plan in case of the goal is not achieved in the way it was planned. But on the other hand: company has to be in social media in order to know what the customers think about them.

The internet makes possible collecting customer information easy with help of societies and blogs: Companies can follow lives of potential customers. The better customers are known the better their needs can be satisfied with. Tinnilä et al. (2008, 36-37) and Korpi (2010, 19, 108) claim that customers

might be more willing to share their information if they can gain e.g. discounts, special offers, happenings or a prize. Sometimes customer might be satisfied with the information, that e.g. an important product is going to be developed and then no prize is needed. Therefore harnessing internet based on Toivonen (2009, 51, 52) and Korpi (2010, 64-65) thought societies to speak for the company for free requires good quality customer service. Asking visitors on the webpage to comment is important. Korpi (2010, 64) argues that people do not comment without telling them to comment. Provoking is one way to get comments, but with using that tactics should be careful.

Each company should have a procedure how to react in incidents in social media even for blogs, which are considered unofficial and spontaneous Rinta (2009, 159) reminds. Isokangas and Vassinen (2010, 84-86) write that procedure defines who has right and responsibility to react as well as to what to react and in which touching point. Except own web page, all other internet pages are uncontrollable. Good social media instructions in companies according to Isokangas and Vassinen (2010, 151) and others (Leino 2010, 221; Scoble and Israel 2006/2008, 174) are explicit defining liabilities and responsibilities and it answers in questions: which matters are appropriate to comment and which topics are suitable to write about, in which channels it is allowed to attend, "with whose mouth it is allowed to talk", and with what sort of writing style should be used. Inspiring instructions include why it is important to take part in discussions in social media, what benefits it brings for the employee, why actions are important for the company and who is company internal guider and role model. Viitamäki (2009, 135) encourages companies to let company employees attend social media in order to strengthen customer relationship and to engage the customer. Isokangas and Vassinen (2010, 151) continue that by having instructions, company can avoid excess and crises. According to Leino (2010, 221) and other authors (Isokangas and Vassinen 2010, 25; Haavisto 2009, 43) consider instructions to be needed for managing possible negative sides social media while if catastrophe strikes, minimising damages is essence. Scoble and Israel (2006/2008, 174) plan should include instructions how to handle a possible crises situation: external, company image or product related or internal crises e.g. in case of co-determination. Es-

pecially in case of external crises can company blog receive several visitors and comments. Rinta (2009, 159) considers a blog being useful tool for communication in crises. If comment blizzard is reality then it is wise to *consider* temporary comment possibility blocking and tell the reason clearly and honestly in blog. Biggest mistake according to Rinta (2009, 159) is being quiet in case of crises.

Marketing in social media has changed the way of approaching customers. Korpi (2010, 60) concludes differences compared to brand marketing: in social media, reader has chosen self to consume particular content, due to the relevance, or it is considered otherwise to be interesting and value adding. Karjaluoto (2010, 61) as well as (Soininen et al. 2010, 15) claim that social media can be excellent tool for companies and its products: in sales promotion, creating brand and especially reaching young and active adults. Goal of sales promotion goal is to increase testing product or service, creating and strengthening demand. Soininen et al. (2010, 15) list several other possibilities in social media from company point of view:

- More new customers
- Selling more for existing customers
- More satisfied and loyal customer
- Getting your best customers to be your sales representatives
- Get more relevant information about your target groups preference
- Better reputation and more desired brand
- Better functioning customer support
- Better organised shareholder
- Quicker product testing and launching
- More functioning product promotions
- More product ideas from the best customer
- More productivity ideas from personnel and shareholders
- More satisfied and motivated personnel
- Smaller expenses in marketing and sales

Leino (2010, 253) maintains that enchanting consumers to be brand advocates or complimentary sales representative is possible with help of tools of social media allowing reach broader audience. Word-of-mouth spread easy in the community as noted previously in the kitchen example. Karjaluoto (2010, 16) writes word-of-mouth to be one of the effects in which all company staff members participates in their own way by attending in discussions in the internet by talking company products or services while being off duty. Aalto and Uusisaari (2010, 42) shares similar thoughts regarding social media purposes for organisations, but adds two important other aspects: find -ability of professionals and services as well as recruitment and building image of the employer.

Fintra (1998, 13-14) points out that companies do need internal and external market knowledge where as internal includes information regarding company profitability and sales development. External market knowledge informs about customer behaviour and actions done by competitors. Market knowledge information is often collected from ordered market research, professional magazines, the internet or from own staff experience.

Marketing researches and reports, according to Fintra (1998, 15-16) offer secondary information about target market for the companies going international, like in this case. Market research can be e.g. a customer analysis. Starting point is a need for information. When the research has been executed properly it will give accurate information, which is needed in planning and decision-making. Especially in international business, it is important to follow own business field: market shares, actions of competitors and customer needs. Additionally evaluating own company efficiency, as well as conspicuousness and image on the market.

Company culture based on Scoble and Israel (2006/2008, 177-178) book is playing significant role when doing decisions regarding social media. Restricting culture change slowly and utilising social media in that case might not be wise according to Scoble and Israel Forsgård and Frey (2010, 19) have an opposite opinion on the matter. She stresses that if a company seriously

wants to utilise social media for marketing purposes, it also has to be prepared to change company culture and leading management throughout the company. Aalto and Uusisaari (2010, 41) write about on going pressure in companies, which is in fact pushing the companies to change strategies into new direction, emphasising new working, and communication culture. Forsgård and Frey (2010, 19, 25) put weight on issue that company marketing should additionally be turned into a process where all marketing actions are entwined together. Forsgård and Frey (2010, 100-102) have noted that in general, voluntary publishing in Finnish culture has not been valued, while it is considered being polite to talk only when asked. Additionally fear for making mistakes can be behind the prudence in Finland. Guarantee for success is never possible to give but right kind of audience can be found with help of own doing and interest against general public. Ways and tools of leading are changing due to social media and Forsgård and Frey (2010, 100-102), and Korpi (2010, 11-12) point out that fear should not be any obstacle in attending social media.

Based on own experience consider choosing new marketing tools in companies, this attitude change towards more electronic advertising might be challenging due to prevailing old habits and ignorance considering the way of reaching customers nowadays. In case ignorance is an obstacle in the company, benchmarking and comprehensive report with suitable examples can be found useful in order to show current status of marketing.

Planning is essence before entering the field of social media. Forsgård and Frey (2010, 131) remind that companies in serious business should plan carefully its attendance in social media before hand, reserve enough resources and create proper instructions for personnel use about acting appropriately in social media. Karjaluoto (2010, 20) claims that planning in marketing communication in general is often executed without having goals and short sighted including a period of year. Formula to success according to Forsgård and Frey (2010, 65-66), is finding own segment, creating interesting information and point of views from customer perspective in an interesting form, and spread-

ing the content in a relevant channels for them. Decisions, which company does, have to be ethically durable considered later on.

Marketing communication planning stages include according to Karjaluoto (2010, 21)

1. Strategy and goals: Why?
2. Goals for communication: What?
3. Means, channels, and chosen media: How and where?
4. Budget: How much?
5. Measuring and results: How efficient?

Isokangas and Vassinen (2010, 80) agree with Karjaluoto about importance of having a clear strategy and goals.

Bergström and Leppänen (2009, 378-380) share opinion of Isokangas and Vassinen and Karjaluoto that actions do need a goal such as customer feedback, but at the same time emphasise collecting information about own experience of a customer, getting regular customers, maintaining customer loyalty and supporting recommendations and supplying product information.

On the other hand, Bergström and Leppänen (2009, 378-380) opinion of suitable starting tool for a company in social media differs from Isokangas and Vassinen and Karjaluoto. Bergström and Leppänen as well as Korpi (2010, 12, 85-86) recommend that from the marketing perspective convenient tools to proceed in social media is to start as an auditor or creating content without taking part in discussions. Another possibility is to open own chat forum or attend already existing ones and send messages to segmented people.

When taking social media in use as a marketing channel, Bergström and Leppänen (2009, 378) also propose first to follow societies and discussion forums in order to know what is going on and who are involved. It might give important information regarding trends and new ideas in product development. Psychographic factors mean what people are interested in, is important

in marketing communication, which utilises conversations in social media. Opinions, attitudes, values, professional and interests in leisure time are suitable segments according to Forsgård and Frey (2010, 24).

According to Forsgård and Frey (2010, 23, 51) social media also allow building new relationships, which can be important from business point of view. Investing in developing these kind of relationships gives possibilities where cold contact keeping is less needed and by following interesting people and parties it is possible to notice what and how they are "talking". This understanding makes contacting more natural and succeeding is more likely. Korpi (2010, 145) puts weight on the notion that getting personal contact is easy in social media, because attending people are already sharing similar opinions regarding discussion topics.

Goal in social media marketing is to get participants to recommend the forum for their friends. When aiming for recommendations, Leskelä and Murtomäki (2009, 165, 167) write how only a positive experience brings recommendations. First experience of the product exceeds all the expectations and telling about the product is considered a favour to a friend. Forsgård and Frey (2010, 40) have noticed the same and add that it is efficient marketing to serve customers publicly.

Leino (2010, 251) suggests remembering a rule considering social media in general: "Monitor first, then mingle, then measure." Forsgård and Frey (2010, 40) emphasise that patience and long-term presence teaches the language, style, and procedure in social media.

Isokangas and Vassinen (2010, 106-107) put on the table an interesting idea that it is not always necessity for a company to be in the social media. It might just not be suitable for all. Forsgård and Frey (2010, 24-25) also write that writing a blog should be avoided if there is nothing to say. Forsgård and Frey (2010, 24-25) additionally emphasises that companies should not expect quick wins after launching seldom updated blog or static Facebook- groups. It is worth being patient, study first mechanisms behind social media and impatience in building relationships is the biggest obstacle in marketing in social

media, if profits are expected immediately. As the saying go "Rome was not built in a day". This impatience according to my own experience is a real problem in companies when results are expected too quickly. When planning attending social media, I consider, an appropriate time schedule for follow-up should be done in order to follow development and for taking new steps.

When choosing the language it is worth of considering what languages customers speak. If chosen language is English, Haavisto (2009, 36-37) considers occasionally writing in Finnish should not cause any harm, as well as style should be chosen according to market target. Besides putting weight on language decision, Forsgård and Frey (2010, 74) point out that choosing style can be challenging decision to do: who is talking to whom. Credible approach require right kind of tone where e.g. costumer is not worth attracting by considering challenges of company management. Isokangas and Vassinen (2010, 32) advise in general to create social media pages as personal as possible for attracting readers.

Besides choosing used language for the social media, company should choose a figurehead for social media. Best choice for figurehead in social media is not necessarily Managing Director according to Forsgård and Frey (2010, 75, 136) because in social media the most interesting is not official information but the most exciting rumour. Age can in fact diminish credibility when company is facing, Digi-natives with own slang. Behind the company profile in social media, according to Forsgård and Frey (2010, 44) there have to be a group of people who knows well that particular company business, services and takes care of the interaction according to its benefits and values. In communication, it is a matter of being present as a human as well as mastering small talk. If the profile gives an impression of a whole person, who has sense of humour and is able to relax, the profile is perceived more interesting. Therefore Forsgård and Frey (2010, 26-27, 58) advises to give the power in the companies for people who have something to say as well as willingness and permission to do so. They do not have to be managers that improve the power of social media against hierarchy. Opinion of Forsgård and Frey is understandable: it is justified whether 60 years old managing director can an-

swer to a 18- year old customer on the same communication level when in my opinion, it can be challenging for a person over 30 years old. I would seriously put weight on carefully considering who would be the best choice from customer service point of view.

Forsgård and Frey (2010, 136) continue that on personal level many social media users are sensitive how society and conversation are joined to. Organisations are expected to manage proper behaviour code online while for organisations it is less understanding available in case of faults. Digi- Diplomats who manage rules in public relations, are really needed in companies.

Americans are considered as pioneers in social media and therefore social media has been researched a lot in America. Consumer New Media Study by Cone (2010) shows that *Americans use a mix of new media sites and tools to interact with companies or brands.* 53 per cent of new media users follows an average five companies or brands (e.g. "liking" on Facebook or "follow" on Twitter). The study shows that companies and brands benefit from engaging with new media users while 63 per cent of answerers considered being more aware of a company or brand if it was possible to interact with it in a new media environment. Additionally 59 per cent of answerers said that they are likely to purchase company products or services if interacting was possible via new media environment. When deciding whether to engage with companies via new media 77 per cent of users looked for the incentive offers, 46 per cent solving problems of providing service information, 39 per cent soliciting their feedback on products and services, 28 per cent entertaining such as providing access to premium content, 26 per cent developing new ways to interact with the brands e.g. contests. Only 21 per cent were looking for marketing like banner adverts or targeted adverts. New media users stops following companies via new media if they are not satisfied with their experiences. There were several reasons: The company or brand had been acting irresponsibly (58 per cent), the company or brand over communicated meaning receiving too many messages from it, or there was too much content to sift through (58 per cent), 53 per cent stops following the company if the provided content was not relevant to them. 36 per cent of users said the reason was

that the company or brand did not communicate with the customer or was not engaged enough (e.g. did not respond to their comments, the content was seldom refreshed, it did not provide them with incentives or its content was boring.). 28 per cent of users claimed the reason to be, that the company or brand censors the content posted by consumers (deleting negative wall posts or blog comments).

Cone research (2010) above gives an idea that, users following companies in general were looking for benefits for them selves whether it is pure money saving in form of special offers or getting product information. Users want to interact with the company and they expect getting an answer quickly whether feedback is positive or negative. When considered stopping to follow the company, I consider from the perspective of this study to notice these results: sending too many messages or irrelevancy of the message content for the user or content is seldom updated.

Cone (2008) executed a research *Business in Social Media- study*. In this study Cone defined social media as a technology facilitated dialogue among individuals or groups, such as blogs / micro blogs, forums, wikis, content sharing, social networking, social bookmarking and social gaming. Result of the study was that in 2008, 30 per cent of Americans used social media sites and tools two or more times a week. 34 per cent of users believed companies should have presence in the social media environment and 51 per cent believed that the interacting should be done with consumers as needed or by request. When asked about the role of the companies, 43 per cent was looking for problem solving (e.g. virtual customer service), 41 per cent solicit feedback (fan pages, branded sites) and 37 per cent providing new ways to interact with brand. Other interesting point was that Americans who use social media felt better about companies and their brands when they could interact with companies through social media: 56 per cent felt stronger connection and 57 per cent felt better served.

This older research of Cone (2008) showed similar answers among social media users than the research executed by Cone in 2010. Both implicates to

direction that customers find it important to find the company in social media in order to communicate with them and to feel better served.

In Finland there has also been executed a research concerning people using social media environments which revealed similar behaviour among Finns than Cone researches above. Bergström and Leppänen (2009, 377-378) refer to a research executed by media office Dagmar in 2008, which showed that most of the Finns who are using the internet *visit several social medias*, which does grow the chances of a marketer to communicate with segmented people.

Several authors (Forsgård and Frey 2010, 65-66; Soininen et al. 2010, 28) have written similar conclusions as Cone and Dagmar had noticed in their researches above: Organisations benefit from social media most by attending several services. Forsgård and Frey (2010, 65-66, 60) additionally propose utilising blog in collecting content and activities, managing traffic, as well as motivating own personnel to take part in brighten discussion. Forsgård and Frey (2010, 65-66, 60) also noticed, the broader front organisation is opening, following and commenting discussions, the more visible and credible organisation expertise is. Following discussions is more effective and reactions are faster. Soininen et al. (2010, 28) support Forsgård and Frey in attending several social media services. Soininen et al. (2010, 28) claim that communication is spreading from one social media to another and therefore going to the place were the customers already are and using the channels they are already using, is essential. Haavisto (2009, 72-74) draws our attention to the fact that different social media environments in fact complete each other. It is possible e.g. to combine Twitter showing Tweets on other pages in social media, such as blog and Facebook. This grows general visibility in social media. Haavisto (2009, 51) writes that bloggers can ask for help from Twitter for example questionnaires and utilise received answers in their articles, ask for feedback, development suggestions, and proposals for new topics.

Haavisto (2009, 49) suggests Twitter link to be visible on the company internet pages, and personnel, doing tweeting should mention it in the signature of e-mails. Additionally having link printed on visiting cards, adverts, and so on.

The more there is visibility, the more there are followers. Personally I would consider putting all social media environment- information available due to the fact that separate environments do spread content to each other as Haavisto (2009, 72-74) noted.

Finding customers from the social media is the ultimate problem. "Customer or potential customer makes the first move in the internet, not the company", writes Grönroos (2009, 339). He makes a good point by continuing stating that if that contact later on can be developed into service process including commerce between the company and the customer, at the end there might become a relationship. Based on what Grönroos (2009, 339) states it can be said that a company can invest money in advertising, but customer and potential customer decides whether they want to accept it or not. Leino (2010, 291) claims that consumers under 40 years old are difficult to reach comprehensively without being in social media and offering them something interesting, stopping, and influential. From the company point of view big challenge is steering people who are interested in what the company has to provide with to find the company blog or forum. Bergström and Leppänen (2009, 380) suggest utilising traditional marketing communication, such as advertising in different media, paid search, loyal-customer communication, and the company internet pages. Pullinen (2009, 20-21) questions how to reach people via social media, who are not using social media while non-users protest against doing business in the internet. Korpi (2010, 14) on the other hand suggests finding out in which services target group gather and take part in their conversation without being intrusive if discussion is private like. Tinnilä et al. (2008, 168-169) have more positive attitude in finding customers online. He considers collecting customer information and recognising potential customers is easier today with help of Web 2.0 when deeper information of customers is available while they describe their values, opinions, and procedures on several forums. Tinnilä et al. (2008, 168-169) rationalise it by writing that Web 2.0 allows finding similarities on user opinions and attitudes. This helps marketer to estimate in what type of marketing communication tool to invest in order to reach target group, potential customers.

Korpi (2010, 98-99) considers that company can get awareness quickly among target group with help of social media if they are in the internet. He continues (2010, 106) by pointing out that same business law still maintains, saying already existing customer is easier to sell than to a new customer. Forsgård and Frey (2010, 13-15) put weight on ability to create and sustain relationships in social media. She continues by claiming feeling to be intensity, which glues participants in social media together. When relationship is born it needs to be validated continuously, then new features offered by competitors are found less attractive. As discovered earlier in this study, todays customers require genuine presence, listening, replying, and sharing important information from the viewpoint of the target groups.

On the other hand, I cannot stop wondering whether those customers who are not in social media or otherwise not possible to reach via internet, are those customers that a company should persistently try to reach. In this study target group is group of athletes and coaches and the number of internet non-users should be pretty small based on the theory by Tapscott (2009/2010) about the internet generation and the age scale of the target group.

Based on the information above, asking from the target group of javelin throwers in this study about their interests in different social media environments, in my opinion, is justified.

As previously mentioned social media environments are tight together with links and comments and information is spread from one environment to another. Kuvaja and Taljavaara (2010, 13) describe social networks to be born by connecting to a society and explaining relations between bloggers. Tinnilä et al. (2008, 108) claims that commenting is more personal and deeper in blogs than in other social media environments. Tinnilä et al. (2008, 108) might be right: typically one blog note includes more personal text when compared to other social media forums (Facebook and Twitter). Therefore I would say, commenting and answering will require more text than three word sentences.

Bloggers often link their blog to other interesting article in order to lead readers to read another good text or to give their own opinion on particular topic. Korpi (2010, 47-48) says generally 50 per cent of the linking should be done to a content other users have created, 30 per cent into own content outside own webpage and 20 per cent into own page. Karjaluoto (2010, 144, 146) claims it to be important to know the target group points of interest when writing about or linking to particular topic. Readers have to be interested in the topic in order to read the content.

Salmenkivi and Nyman (2007,146-147) and Tinnilä et al. (2008, 169) write that linking leads in best case to a positive and quick information spread in the internet where as interesting data files might spread among thousands of users in few minutes without any big marketing investments. This information or content spread is *viral effect*. Leino (2010, 295, 297) points out regarding viral effect, that in order to succeed in viral marketing the topic has to be funny, interesting, and current, but most often it is not working. Karjaluoto (2010, 144, 146) defines the idea in viral marketing to be utilising customers already existing social networks and getting messages to spread in the networks quickly. As noted earlier, number of links affect on the search engine result listing, where heavy linked pages are placed on the top of the search results. This way blogs are easier to find and it brings new readers. Therefore Salmenkivi and Nyman (2007, 146-147) consider blogging to work as an effective tool for to be used in business communication.

Search engines are today commonly utilised in marketing. Forsgård and Frey (2010, 82-83) and Korpi (2010, 23, 57) share the thought of search engine optimisation can be conduced with help of social media when it allows more tools in affecting results and several search engines optimising external factors of own page. Search engines pick up repeated words from webpage headlines, links and contents and links leading to the webpage from elsewhere and utilising social media in the internet is created continuously new content and links which affects to finding from the internet. Korpi (2010, 57) mentions as a positive result of this that particular webpage rise up in search results. According to Scoble and Israel (2006/2008, 45-46) benefit for the activity is that

website size grows every time when it is updated and search engines consider webpages, which include lot of pages more important than websites having less pages. Based on this information a simple crosslinking e.g. between company blog and official website can improve both rankings in search engine results. According to Karjaluoto (2010, 146) cross-linking blog and official website is additionally important in order to guide the reader to product and contact information. I see this crosslinking easy and cheap way in improving the company results in searches. This would be good to utilise also at the marketing strategy Kuortane High Performance Training Centre.

Blog improves the visibility in search engine, but blog should be updated minimum once a week preferably on a daily basis as noted earlier. There is another reason for updating the blog regularly: Blogs have social hierarchy. Kuvaja and Taljavaara (2010, 13) have noticed that blogs are listed based on popularity and eventually popular blogs become opinion leaders. The longer blog has actively been updated according to Kuvaja and Taljavaara (2010, 13) the more benefit can be gained. Getting a plenipotentiary member in social media, stature has to be earned.

For creating positive image of the company, installing Twitter and Facebook-share buttons in the internet- pages and in social media are useful. Korpi (2010, 159-160) reasons his statement by claiming that share buttons makes it easier for user and by having those buttons it indicates that the company was being active agent in social media and that you understand that visitors need to be given possibility to have an affect and participate on some level. Based on own experience, possibility to share e.g. a news article in social media is excellent service. It saves time when all necessary information can be forwarded in seconds by one click.

3.4.1 Facebook

It is possible to utilise Facebook page as one of the direct marketing channel, which can be achieved according to Forsgård and Frey (2010, 39) after gain-

ing customers trust. Forsgård and Frey (2010, 39) draw our attention to company pages in Facebook which can be challenging to sustain, due to Facebook is constantly updating content and its interactional public relation- nature. It is time taking and think is again about having enough patience when launching a new tool.

Today many companies have a Facebook page and a group, but the difference between those two is to be clear and considered before acting. Isokangas and Vassinen have more positive attitude in fan pages compared to group pages. According to Isokangas and Vassinen (2010, 109-111) Facebook group is designed mainly for personal communication and access rights are possible to limit compared to fan page. In a group, it is possible to send direct message to all of group members in case the group size is less than 5000 members. Regarding fan page, status updates can be sent to all group members and fans can be limited based on age and location. On fan page Facebook applications can be utilised as well as follow number of visitors additionally including visitors activity. Compared to group- page, fan page is indexed to outer search engines such as Google, which can easily boost marketing as noted on previous chapter. Therefore it is suggested to create a fan page for customers and stakeholders. Isokangas and Vassinen (2010, 109-111) continue by speculating that fan pages have lately been more developed compared to group pages, which might indicate to group pages possible disappearing later.

Isokangas and Vassinen (2010, 108-109) criticise benefit of creating Facebook- groups, while some of Facebook users join various groups without visiting the group later on. For some people it is more important to show friends that he/she has joined one particular group. Marketers find it challenging and therefore user has to be enchanted immediately when they are attending that particular group and group name should forward marketers message. It is time taking but working way to use Facebook page interactively, efficiently and being genuinely present. Content updating should be planned and executed appropriately in order to maintain customer interest. In my opinion if the group does not offer benefits for the user, it is natural to stay passive or leave the group.

Korpi (2010, 26-27, 48) sees launching a group differently compared to Iso-kangas and Vassinen, Korpi (2010, 26-27, 48) suggest creating own discussion group in Facebook around particular topic, inviting fans, and friends to join the group. Telling about the new group in Twitter and homepage by inviting to come to talk there about the topic could make marketing more efficient in alluring followers. Korpi points (2010, 26-27, 48) out that it is worth of noticing that creating enough content beforehand should be done in order to make the start in commenting as easy as possible. Groups are called tribes whereas people gather around a topic, talk by using their own terms, own language.

3.4.2 Twitter

Though Twitter is popular in several countries, its breakthrough has been waiting in Finland especially when compared to popularity of Facebook. Leponiemi (Soininen et al. 2010, 54, 40-41) suspects reason to be that Twitter is *information centred* whereas Facebook is more *egocentric*.

Profile in Twitter is part of the brand and it should tell in 160 characters what type of company is in question. According to Haavisto (2009, 37-38) some creates the profile to be rich in search word-wise and directory type, when it is shown well in searches e.g. in Google. Some on the other hand creates witty text on their profile while humour is characteristic for Twitter.

Avatar (profile photo) according to Haavisto (2009, 38-39) is important in Twitter profile. Company logo is considered boring but a photo of a company product or something associated to it is suggested to be better choice. Using suitable background picture such as of a company product is a good way to personalise the profile Haavisto adds.

The attending style in Twitter should, according to Leino (2010, 280) maintain being relaxed, friendly, and all questions should be answered. Biggest

mistake what can be done in business wise in Twitter according to Haavisto (2009, 35, 45) is to send an automatic private message to new followers including any hints of marketing in the message. It is considered impersonal. Using Twitter only as a marketing channel is not recommendable, while that type of an account people do not want to follow and quitting following is easy thing to do.

By offering added value to social media groups and discussions in a form of interesting perspective, validated opinions, experiences or for example via research information, main goal for PR is to find advocates and discussion partners with whom public discussion creates visibility, credibility and attracts customers. This is vital part in creating relationship network. Hence when making business in Twitter, tweets should additionally include useful tips or interesting internet addresses. Haavisto (2009, 46) lists issues which are value adding for readers in Twitter and can be done by sharing related information to the business of which the customers might be interested in: information like new product, tips, links or even jokes. Public relations must fit into company brand, but it does not have to be boring.

Suitable groups and hash-tags for Twitter according to Haavisto (2009, 29) should be looked for and create connections actively with most interesting people. Haavisto (2009, 29) defines *hash-tag* to be a keyword, which makes classifying and finding messages easier in social media as well as following particular topics in social media. Besides attending groups and hash-tags created by others, is worth considering creating own ones e.g. regarding niche or upcoming event, which allows getting new contacts. Services in social media, according to Forsgård and Frey (2010, 81), are effective channels in sharing additional information and updates, and from those can be seen before hand other participating persons in the event.

Attracting new followers in Twitter is to tweet interesting links, which can be re-tweeted forward. According to Haavisto (2009, 41, 45) efficient ways to get re-tweets for links is to use emotional, descriptive words and naming the target group of a link. Word "free" is attractive as well as leaving the name of

the link mysterious where user cannot resist clicking. Additionally, offers and competitions are good way of getting people interested in.

In micro-blogging features of the followers have a big impact on what can be gained. Korpi (2010, 142, 144) points out that followers should mainly be interested in that particular business, products and secondly on Twitter and social media. Twitter steer activity, when content is in some other environment and through Twitter it is possible to get visitors there. In Facebook and other social media the most important is to get friends and people to "like" or get members to group. Visitors, comments, and "liking" can be measured which allows follow up. For the purpose of Kuortane Sports Institute, in the field of sports there is all the time something interesting going on around the world which the customers might be interested in, and those interesting news, in my opinion, should be re-tweeted forward in order to make their possible Twitter –account interesting.

Re-tweeting, which was mentioned earlier, might succeed if a popular user sends the tweet forward and his / her followers tweets it again. Haavisto (2009, 41) and Viitamäki (2009, 134) see this as an excellent way of getting free *viral advertising*. Still it is worth of bearing in mind that re-tweeting is not possible to estimate: sometimes some issues get a lot re-tweeted and sometimes it has not been found interesting. In order to succeed in the viral advertising in Twitter Haavisto (2009, 44-45) emphasises that it will require plenty of followers, excellent product, and advertising idea. Advertising tools in Twitter promises a lot, but according to Haavisto those tools should be avoided as unrealistic.

Haavisto (2009, 43-44) claims that Twitter offers alternatives for several marketing campaigns, adding product conspicuousness and keeping contact with the customers. Market research is cost-efficient way to execute by following Twitter and feedback can be received in real time. Haavisto (2009, 47) suggests being wise to follow discussions about own company and give feedback immediately. Forsgård and Frey (2010, 49) see it this way: If company

is not in the social media, affecting to content shaping is not possible. Company can attend by thanking those praisers or correct possible actual errors. By acting like that, Scoble and Israel (2006/2008, 14) points out company to be considered honest, and caring about the business and its reputation. And according to Qualman (2009,151) businesses do want to follow what is said about them or their industry. Generally speaking, if someone has a problem or negative feedback, taking contact and giving assistance as soon as possible is wise thing to do. Some times negative feedback is an impulse to handle the problem otherwise such as development ideas from the customers. Following and answering in issues regarding own business area even though is not addressed to you, is acceptable. Haavisto (2009, 47) points out that following competitors should not be forgotten to do.

When arranging a happening, Twitter can be utilised in several ways starting from planning phase of the happening. Via Twitter it is possible to find suitable scene, sponsors, volunteers and performing artists as well as follow other happening arrangers way of handling things. During the happening, live-tweeting is one way to get publicity. Haavisto (2009, 60) emphasises that official hash tag of the happening should be launched in good time and confirmed it is available. For example in conferences Twitter could be set on the big screen: audience can easily comment and ask questions and speaker gets feedback immediately. Moderator observes, that spam –messages are not published. I consider, this idea could be very interesting tool for Kuortane to take into use in the future.

3.4.3 Blog

According to the research by Lenhart and Fox (2006), 62 per cent of the internet users was not sure what a blog is. Alasilta (2009, 72) generally criticises blogging researches and results while answerers might not even realise whether they in fact do know if they are reading blogs or not. There are a various number of definitions for blogs and I agree that people might feel unsure whether they have been reading a blog or not. I believe only time will help to

solve this problem: when people get more familiar with blogs it is easier draw distinction between blogs and other information in the internet.

Digitoday executed a research on 2008 (Blogit kunniaan) in which was found out that 37 per cent of respondents in Finland were reading blogs over ten times a week. 29 per cent of respondents read blogs 4-10 times in a week. Those who were reading blogs 35 per cent of them followed over 10 blogs, 7-10 blogs were read by 12 per cent of respondents, 3-6 blogs over 22 per cent and 1-2 blogs 25 per cent of respondents. 59 per cent answered that they wrote sometimes comments on blogs where as 29 per cent did never comment a blog. Blogs were mostly read in Finnish (approximately 98 per cent), but English blogs were popular with a percentage of nearly 65 per cent. Main criteria for choosing blogs to read were related to one's hobby (65 per cent), professional expertise 48 per cent, and use of language 41 per cent and personality of the writer 40 per cent. From this research, it cannot be assumed, whether answerers in fact knew they were reading blogs. When considered blogs from marketing point of view without taking into account the possibility that the reader does not necessarily know what blog is, still in my opinion it seems to be good way to reach the audience.

Blog can be tailored to suit marketing purposes but Kortesuo reminds it should not include advertising. Content should concentrate on articles of expertise, claims, conversation-openings, and event narrations. For readers, a good blog offer prompt way to find fresh thoughts. Lietsala and Sirkkunen (2010, 278) emphasise that blog does have subjective, conversational voice. Rinta (2009, 152) sees it that they are real opinion conveyor when consumers are doing their consuming decisions and therefore blogs can play important role for companies. Scoble and Israel (2006 / 2008, 43) put more weight on feature of a blog of allowing having discussion worldwide. According to Scoble and Israel, blogs make it possible for people to have good discussions even though never been able to meet each other. What I find interesting is, that according to Rinta (2009, 154) reader will get an idea of *how organisation sees itself* compared to world around while reading a company blog, It gives essential perspective for the reader of the company.

Kuvaja and Taljavaara (2010, 17) as well as Lietsala and Sirkkunen (2010, 281) claim that blog community should be considered as *a segment for marketing*. Kuvaja and Taljavaara continues by writing that blogging can be a competitive advantage whereas it allows communication with current and new customers, staff, stakeholders, and politicians. From the point of selling role of the company, Forsgård and Frey (2010, 68-69) consider blog being a treater, convincer or engager. Goal must not be directly growing sales but *creating added value*. Its essential to define with what kind of mechanism is expected to affect the sales and how the investment can be expected to be profitable.

Merisavo et al. (2006, 187-188) emphasises when considering blogging from the marketing point of view where attraction is based on from consumer to consumer, communication being independent from third parties, it has to differ from most often used approaches. They refer to Albert Laszlo Barabasi, Tomi A. Ahonen and Alan Moore who have done studies regarding individuals networking, where they had noticed that people who had most authority in societies were most networked. Most popular bloggers are as well extremely high networked through their blogs.

Scoble and Israel (2006 / 2008, 204-215) listed 11 features for successful blog:

1. Choosing good name for the blog
2. Reading several blogs before starting own in order to get perspective
3. Keeping things in blog simple and concentrated
4. Writing should be done with passion
5. Showing own expertise in the text
6. Allowing commenting
7. Being available for readers
8. Telling a story
9. Utilising links
10. Familiarising to reality following links

11.   Avoiding pure selling but talking instead because in general people have negative attitude to plying.

Scoble and Israel (2006/2008, 112) also refer in their book to the book of Ben McConnell and Jackie Huba *Creating Customer Evangelists: How Loyal Customers Become a Volunteer Sales Force (2003)* in which they advised excellent blogging to improve own business industry. Korpi (2010, 47) has another kind of receipt for rising the stature of own blog: Listen carefully, answer to the questions based on own expertise, lead conversation forward, solve problems, soothe difficulties, offer way to gain goals, and thank, and apologise when necessary. Korpi (2010, 47) reminds that accepting praise modestly and grateful when it is time for it should not be forgotten, and it should be told in social media.

A good way of having readers for the blog is to comment other blogs, especially if the topic is close to own company blog. Commenting should not be advertising the blog, but giving feedback and attending discussion. Feedback in general is appreciated, and often author of a blog and other readers visit the blog of commentator if the blog address is written in the comment. After commenting, Rinta (2009, 157-158) and Korpi (2010, 95) consider it is polite to follow conversation development especially if differing opinion has been written which can be questioned. Arguing in comments is not wise and commenting blogs, which are annoying, is suggested not to comment at all. Korpi (2010, 95) sees it that it can be done by asking a question and politely thanking for answers. Spontaneous user creating content based on opinion of Korpi (2010, 62) opinion is best marketing in the internet, which is wise to support e.g. by rewarding best blog comment.

Commenting in corporation blogs as Scoble and Israel (2006 / 2008, 204-215) pointed out in their list is a good feature which allows dialogue for receiving feedback about the blog. Receiving comments might take time because readers tend to wait first where to the blog is developing. It is possible that blog comments might receive unpleasant feedback from unsatisfied customers who find that channel a good way to get their voice heard immediately. Rinta

(2009, 158-159) and Forsgård and Frey (2010, 57) suggest handling this type of situations one by one and emphasises that deleting negative comments is rarely a good decision. Critical comments ought to be valued more because from those companies can benefit. The key in answering to negative comments is according to Forsgård and Frey (2010, 63) being quick. Korpi (2010, 65, 110) advises to take action and to be transparently responsible for actions and publicly suggestging a solution for particular problem. Rinta (2009, 158-159) proposes in case of inappropriate commenting, after careful consideration, to cut commenting short by removing possibility to comment some particular post. Moderating is possible but it might reduce commenting.

Rinta (2009, 152-153) states that corporation blogs do not often pull through immediately and it takes time before readers are found. In order to succeed, Forsgård and Frey (2010, 83-84) claim blog style should be bold, with witty headline and easy to share, and find and eventually, it has to impress the readers. Korpi (2010, 44) adds that each topic has to be current in order to be interesting. Scoble and Israel (2006/2008, 200-201) see creating own style vital, which reflects passion of the author and interest instead of needing to perform from the requirements set by the employer.

There are no limitations on number of authors, but while a good blog creates a relationship between the author and reader, it might be challenging if there are several authors behind the blog. Rinta (2009, 152-153) claims there can be one or several writers—most important is that the text is well written.

Forsgård and Frey (2010, 67) consider single writer blog to be the best solution, while an individual having good knowledge of the business writes it. Then author is able to write constantly interesting additional information about the company, its products and broader issues about the business field. On the other hand Forsgård and Frey (2010, 74) see positive things in several authors blog by stating that company blog is more vivid if content is updated by several authors (with their own names), and writing from own point of view. Group blog divides the responsibility for particular group where each of the members writes blog on their turn. In order to have functioning blog, group dynamics has to be good. If writing style and level vary Rinta (2009,

155) considers blog to be difficult to read. It might create blur picture and weaken blogs' attractiveness. Isokangas and Vassinen (2010, 64-65) criticise that this type of limited model, even though responsibility is divided among group of people, chosen, responsible people are often the most busiest people in the company.

Encouraging writing a blog is a better way compared to forcing. Most often biggest problem in company blogging is that people do not participate at all. In the United States of America, blogging is considered one way to yoke. Kortesuo (2011, 79, 81) points out which other Authors support (Forsgård and Frey 2010, 68; Korpi 2010, 92; Leino 2010, 267; Scoble and Israel 2006/2008, 103-104) that it is important to create content in blog regularly in a daily or weekly basis and content should be constantly in good quality. Scoble and Israel (2006/2008, 103-104) emphasise that text has to be interesting. Forsgård and Frey (2010, 68) add that when all created content is updated in corporation blog, social media approach maintain stylish, under control and easy to follow. Text from the author should come naturally since, as noted earlier in this study, a blog have to be updated often. If writing is not natural, Rinta (2009, 154) warns for risk of writing becoming too heavy task. Scoble and Israel (2006/2008, 200-201) in addition warns about risk that text might become joyless and unfinished even though author was an expert in his/her field.

In case Kuortane High Performance Training Centre would decide to start blogging, I think it could only bring along positive things if there would be several authors behind the texts. All trainers would share their own expertise with own perspective in issues. Naturally if they only shared one topic to write about, it could be confusing for the reader.

Rinta (2009, 154) emphasises that blog should not be company press release channel, instead a channel where individuals write about their ideas and opinions. Hintikka (2007, 27) share opinion of Rinta (2009, 154) and writes that blog offers a channel for more free communication of such topics that press release cannot or media will not publish. Forsgård and Frey (2010, 67) see or-

ganisation blogging as an unofficial form and it is a way of changing organisation image into more human. Scoble and Israel (2006/2008, 16-17, 181) consider blogging as well more human like by pointing out that typos in blog text is not a bad thing while it tells that the author is a genuine person. Scoble and Israel (2006/2008, 43-44) put weight on the notion that the attitude of bloggers is considered sceptical against professional publicists as well as towards marketing and by building trust to company customers with help of blog discussions, potential customer is able to get to know the seller before making a deal. The more discussion is born, the more can get to know each other and people like doing business with people they already know. Therefore writing openly by telling whom the author is, create positive atmosphere. Getting company personnel to attend company blogging is according to Forsgård and Frey (2010, 76-77) the best way to get the blog convincing, where content is genuine, vivid and personnel discussion with their own target and peer group is already natural.

The challenge is in the company blog based on Salmenkivi and Nyman (2007, 159) is that sustaining readers interest, conducing towards set goal without marketing too much and creating new and interesting content without revealing too much. In blogging some might wonder why to give company expertise for free. Korpi (2010, 52) sees it like when target group notices how well free advises are working, they start wondering how well would those paid advises work. Isokangas and Vassinen (2010, 66) point out that one can be jealous of ideas only if there is a lack in ideas. A good blogger has five ideas before writing about one in the blog.

Korpi (2010, 32) lists suitable writing topics to write about in the blog which differ from publishing business fields general information to news and especially if company or product is in the news and if the business field has been on headlines, it is most definitely that that day this particular topic is searched in the internet. Finding new topics for creating content can be found among already existing discussion topics and from search word- analyses. Forsgård and Frey (2010, 67) point out that in blogs companies can give advance information about upcoming publications, tell making of stories behind publica-

tions background and goals, salute key persons and teams or offer quick updates of several matters. Scoble and Israel (2006/2008, 58) refer in their book to claims of Seth Godin, that by themself spreading ideas becomes winners. He criticises that cunning webpages, tell to your friend- software or money prizes are not the best ways to get verbal publicity. Best way is to do things, which people want to talk about. Haavisto (2009, 52) sees another way of getting publicity for own blog is offering to be a guest blogger for someone other's blog or ask someone else to write a text for the own blog.

Besides writing a blog for one particular audience, Rinta (2009, 154) writes that blogs can be targeted for several different groups, which allows broader scale of using topics to blog. This type of chance to reach larger audience could be working solution for Kuortane Sports Institute as well I presume. Blog topics related to track and field in general could be found interesting among javelin throwers.

When launching a blog Kortesuo (2011, 89-90) and Korpi (2010, 141-142) suggest installing a hit counter in order to find out how does hit counting develops, if there is a peak in hit counting what is the reason behind it, does customers visit the page, if not then advertising would be in place. It gives an answer to several important questions. What type of posting receives most readers? Does headline or theme have influence on it? How long time does readers stay on the page? It is a good sign if there are people who stay on page longer than 15 minutes. Where are the readers coming from and does they find their way through links, Google, or direct addresses? If people are looking for some particular information from the blog regularly and if it is possible to estimate, what type of text receives most comments and trackbacks, Korpi (2010, 141-142) and Forsgård and Frey (2010, 68-69) consider, it is worth of writing that type of text more, a larger posting.

Kortesuo (2011, 89-90) has a point there and I would recommend even more strongly installing a hit counter at the beginning of blogging. As noted earlier, it might take time before the audience is found and they start commenting. Hit

counter could give valuable information about behaviour of the reader and blog could be affined into right direction.

According to the research by Lenhart and Fox (2006) only 7 per cent is blogging done in order to earn money, which I consider a very low figure. Alasilta (2009, 88-90) summarises the article by Tuomas Niskakangas called *Blogia on vaikea pistää rahoiksi* (published by Digitoday May 29, 2008) where Niskakangas point out that in Finland very rear have done blogging as a business. Marko Pyhäjärvi answered to Niskakangas by commenting, that blogging in Finnish does not bring cash in. He continues that successful blogs such as Perez Hilton's blog includes strategic business idea. Pyhäjärvi listed ten ways how in his opinion it is possible to make money with blog:

1.   Context adverts
2.   RSS-adverts
3.   Banners
4.   Association selling
5.   Digital products
6.   Paid blogging
7.   E-mail marketing
8.   Selling blogs
9.   Fan club items
10.   Consulting

Lietsala and Sirkkunen (2010, 280) writes about research done by Jeffrey Hill (2005) who discovered that in small companies blogs are considered efficient marketing tool even though investments cannot be defined distinct profit per cent. This research makes me very curious: what could the reason behind the advertising success for small companies. It could be that in a smaller company workers are more flexible than in bigger-ones and perhaps do write blog more passionately, which could attract readers. Spent hours could indicate results. Additionally according to Lietsala and Sirkkunen (210, 280), Hill had noticed in his research that dialogue was not arisen as often as it had been suspected

based on the literature. This is as well very interesting, while blogs are unique with their own hot topics depending on the business. Perhaps the text was not written in a way that would attract readers to comment or the blog has not yet found its main audience. It is worth of remembering that blogs can be read actively without commenting them at all, but still being very interested in that particular blog.

Due to fact that company blogging is not very popular yet in Finland, Kuvaja and Taljavaara (2010, 18) see it as a possibility for companies to show of being a forerunner.

3.5 Social media in marketing: Pros and cons

There are several possibilities to utilise social media in marketing but for the company it requires estimating pros and cons before jumping the gun. Joining social media is still an investment for a company. In some case, attending social media might not even be suitable option for all.

Soininen et al. (2010, 15) listed in chapter 3.4 several possibilities for a company to use social media for marketing purposes including e.g. finding new customers, better customer service, and direct feedback regarding customer preferences and development ideas. Soininen et al. (2010, 15) additionally considered that with help of social media it is possible to sell more for existing customers. Based on the information we have discovered on previous pages, obvious selling should be avoided while it seems to have a negative influence on people. Still indirect marketing for existing customers can raise the value of the brand and therefore in my opinion could be turned into money.

Besides Soininen et al. (2010, 15), Tinnilä et al. (2008, 161) praise the possibilities and write social media to be diverse: Communication with customers happens in real time, combinations of different kind of medias, sharing data files and simultaneous working with it, in addition creating content by utilising seamlessly several company resources, can boost operations and co-

operation radically. In a nutshell: Along the virtual societies in the internet, it is possible to create new type of activity and disruptive innovation. When considered positive things social media environment can create, in my opinion instant communication with customers is one of the best ones. Company is able to get development ideas for free.

Isokangas and Vassinen (2010, 26) compares social media to CRM (Customer Relationship Management) whereas CRM is about knowing the customer better and social media is people talking to each other. According to Isokangas and Vassinen (2010, 26) 70 per cent of CRM- projects fail and succeeding in social media activities have not, according to Isokangas and Vassinen, either been high. He continues by explaining that today a company can be safe from competition with help of loyal customers. Loyal customers are only thing what competitors cannot copy. Therefore Isokangas and Vassinen (2010, 26) consider social media to be benefitting even though it is not a fast way to get committed customers, even fans. And when considered the investment cost in social media to CRM, social media investment is relatively low compared to CRM- system. Tinnilä et al. (2008, 36-37) and Korpi (2010, 19, 108) as well point out that the better customers are known the better their needs can be satisfied with.

Customer service, research and product-development as well as marketing can benefit of utilising social media. Forsgård and Frey (2010, 144-147) and others (Leskelä and Murtomäki 2009, 171; Soininen et al. 2010, 15) share the opinion that customer service can save money in service cost, customer loyalty and customer satisfaction and smaller expenses in marketing and sales. Visible customer service and –support is additionally efficient marketing. Research- and product development is suggested to be done by following own business field development, attending to it and then by talking with the customers about their wishes and development ideas, which might bring along benefits in a form of lower market research expenses and quicker innovation processes. Collecting or testing ideas or making ideas known, before official launching of a product or service can be done with help of social media. Hence products can be given out for testing for eager product developers and

engage them to the company that way. Takala (2007, 16-17) defines *engagement marketing* to engage people for *your* matter. It takes the interest of the target group on the level where interaction, sharing, and relationship to the brand or company become fascinating, rewarding and worth of telling news. This gets people to engage with their own terms and for themselves. I could see this as recommending this unselfishly.

Engagement marketing needs to be noted in company procedures and culture, which can be limiting feature. Viitamäki (2009, 136) draws our attention to following issues to be considered regarding engagement marketing:

- Managing brand (Can brand be trusted in the hands of group of people)
- Legal issues in outer engagement marketing
- Personnel knowhow regarding the internet dialogue (Can be improved by education)
- Company structure (Big companies have difficulties to act as one company towards customers)
- Goal-direction of leading

Customer service in social media is about listening, reacting, quick responses and building relationships and trust. Forsgård and Frey (2010, 41-42, 46) argue if organisation does not answer quickly it shows to the customer it does not care. In social media, it is expected companies to react as quickly as private persons do. This type of quick customer service should be provided for javelin throwers as other customers. But on the other hand customer expectations of quick service can be a con for the company in case they are not able to respond to those needs quickly enough.

Merisavo et al. (2006, 96-97) continues by listing benefits in knowing customer preferences whereas customer attitude against sent messages is positive when receiving the messages from the channel they prefer. Additionally customer save time when not receiving wrong messages, customer attendance in providing service has been noticed to affect positively in perceiving service quality and customer satisfaction. Noticeable is that with help of preference marketing money can be saved and used in prices as noted previously.

Goal for executing marketing activities is to **grow turnover** and therefore relationships in social media should be built in the long run. Like in all investments, operating in social media should be measured whether it is profitable or not.

Soininen (2010, 17) points out that communicating in social media take time and efforts as well as new kind of skills from the personnel. It might even require having more resources than marketing activities in the past. Korpi (2010, 70) shares ideas of Soininen et al. (2010, 17) that attending social media cause costs in a form of own work or time. In case of using external service producer for social media activities, it creates more expenses. Forsgård and Frey (2010, 144-147) highlight making decisions regarding attendance in social media to be done in co-operation with all company divisions assuring harmonious vision in issues.

While according to Isokangas and Vassinen (2010, 25) content in social media is most important, it should be *professionally planned*. In worst case scenario a blog has no readers and Facebook page has no fans if content does not appeal to readers. Therefore if creating good quality content were not possible to do in house, spending designing money would be in my opinion wise to consider. I think in general social media should be considered as a direct contact to a customer and there should not be mixed messages between the company internet- pages and social media environments.

On the other hand, Isokangas and Vassinen (2010, 25-26, 51) points out that when budgets are getting smaller, more content have to be created efficiently in house. Value of marketing is not understood in the companies without a connection to business goals and that realisation for invested money can be proven with concrete measures. Tikkanen and Vassinen (2010, 99) note that especially during financial down turn when investing is in down hill, good arguments in favour of marketing investments are important when considered business profitability and long-term competitiveness. In case of creating content in house, it does not necessarily mean poor quality material, while today

many amateurs are able to create more popular websites compared to professionally done. Benchmarking could be useful in this case.

Pullinen (2009, 22) puts weight on the fact that for all business there should be commercial arguments: clear answers for what is to be achieved and why. Commercial arguments are found e.g. by comparing sales or contact costs. From the cost point of view, Rinta (2009, 154) claims blog to be cheapest communication channel compared to others. Unambiguous goals and setting measures are necessary in order to make rational decisions regarding taking social media as a part of marketing tools. Forsgård and Frey (2010, 44) state that also success following all actions done online has to be monitored closely in order to be sure of proceeding on right direction.

Pullinen (2009, 32) considers internet marketing measuring and following results important in order to learn. He claims that the meaning of the internet for the business should not under estimate nor set too high expectations for it where entity is what counts. Korpi (2010, 73-76) defines a good goal to be reachable, measurable, time limited relevant and explicit, e.g. 20 new page visitors on a daily basis. Goals should be set preferably immediately in order to be able to follow realisation and analyse events. In addition goals should be scheduled by company management as well as dismounting goals in the organisation. Korpi (2010, 73) puts weight on following goals in order to improve operations regarding blogging. Goals for blog and implementation have to be thought through before starting. Salmenkivi and Nyman (2007, 160) argue whether the goal is to control company brand with help of blog or to take company brand into new direction, inform about single product or product families features or to launch something new or to new market areas. Often the reason is to achieve more efficient communication or broaden company scope to a new target group. For that purpose, blog can be considered as a cost efficient tool. Before starting Salmenkivi and Nyman (2007, 170) emphasise to be essential remembering that blogging strategy has to be carefully created just like for other social media environments.

Isokangas and Vassinen (2010, 25) refers measuring to be like investing in stocks: after start investments later on daily follow-up does not take long time. When having own strategy to follow, there is no reason for a panic in case of changes.

Forsgård and Frey (2010, 144-147) introduce suitable measurable areas:

- Grown conspicuousness and valuation,
- Increased number of recommendations,
- Number of leads
- Increase of winning share
- Born of new brand tribe and development.

Measurable goal for conspicuousness according to Forsgård and Frey (2010, 144-147) is most often set growing conspicuousness in per cents compared to competitors during following year, growing numbers of followers and improvements in search engine investment with help of desired search terms. Several social media services are free of charge and investing in those is cheap compared to costs for qualitative measuring. Forsgård and Frey (2010, 144-147) consider that cost for measuring should not be more than 20 per cent of cost of investment.

Activity of the target group is good criteria when criticised quality of webpage. By this activity Korpi (2010, 133-134) means how quick answers are received to messages and how many different discussions there is about important subjects. It is depending on clicking activity whether that particular discussion is useful from the marketing point of view. Benefits of the social media can additionally be noticed in higher rate of visitors from the social media services and visiting from search engines to webpages as e.g. Korpi (2010, 71-72) among others as noted previously.

Takala (2007, 13, 91) claims that marketing today has to be able to show business key figures such as Return On Investment (ROI). When marketing budget would be defined based on the profitability of marketing, it gave a glimpse of how much is be suitable sum to invest on marketing.

According to Salmenkivi and Nyman (2007, 171-172) basic idea in following marketing ROI is to check systematically what kind of income media investment does bring for the company and whether investments done have impact in sales. Forsgård and Frey (2010, 142-144) have an opposite aspect in that issue and they criticise measuring ROI in social media while in social media organisations meet individuals with their individual needs and interests. Measuring added- value of quantity for business is uncertain, when transparent interaction allowed by social media is possible to measure totally new qualitative values. Forsgård and Frey continues claiming that utilising social media in business is noticeably larger entity than marketing campaign and nothing can beat information and contact received from personal presence. When organisation is part of genuine interaction it has continuously finger on the qualitative pulse.

Isokangas and Vassinen (2010, 70) list risks related to expertise, which should be avoided when company is acting in social media: over or underestimating the readers, using special terms related to business field, trying to impress other experts on the field, telling about the products. Text and terms should be used in a way that every reader understands the text. Simply concentrating on customers and their problems by solving them is necessity.

Social media brings along data security risk just like in using the internet in general. Based on book by Haavisto (2009, 42), hacking or breaking in's are consequence of negligence and most often could be avoided with strong password. Tinnilä et al. (2008, 117) point out that challenges of Facebook are that webpages can be easily copied, monitoring of activities is difficult, and too high level of advertising can start drive away users. Soininen (2010, 25) claims that still apart from other risks, company's biggest risk is the fact whether a company is able to adjust and utilise the on going changes and possibilities with help of change management. In my opinion, change should be seen as opportunity. Kotler (1996, 147) writes that company marketers have to be "trend trackers and opportunity seekers". It is another story whether they are listened to.

Today information search and managing information in companies is empha-
sised. Tinnilä et al. (2008, 169) write that companies have to realise that the
quantity of information channels to be followed have grown significantly and
the messages in information channels require new kind of reacting what has
been used to. Managing information is challenging because information is
created simultaneously from several sources and different kind of forms: fil-
tering useful and relevant information from all mass without wasting time in
searching and having information in organised form.

Due to the resistance against change in the companies, Merisavo et al. (2006,
29) claim for a reason that marketing communication is not very innovative
what comes to absorbing new channels and technologies in a successful way
that would add value for customers and stand out from competitors. Reason
for that was suspected to be lack of good examples and routines whereas
strategy of the channels in companies is unstructured. I believe that when
companies take action towards launching social media marketing, there
should be named responsible persons for each of the tasks who are genuinely
interested in it and have clear goals, schedule and plan for executing the pro-
ject. Careful benchmarking could be useful in order to find examples.

Another risk in marketing in social media is that services in internet are un-
controllable and therefore Korpi (2010, 32) suggests companies to have their
blogs on companies webpage instead of having it on those free of charge
blog- services. There is a risk with free blog- services that service might dis-
appear when ever and no company want to leave the matter on uncertainty.

In general the most of the risks in social media are possible to keep under con-
trol by using common sense. Forsgård and Frey (2010, 78, 117) introduce
several points to be remembered in minimising risks: own or organisations se-
crets are not to be revealed, own or competing organisation should not be crit-
icised too much and personal issues should be kept personal. Safety, privacy
settings, and organisations own instructions are requested as noted earlier. It is

important to take care of the sufficient education of personnel and instructions due to publicity.

Also actions done by people in social media challenges companies. Hintikka (2007, 23) lists several problematic issues for companies due to quick reactions of people: information spreads rapidly receiving enormous quantity of people and if company image has changed, customers might turn to competitor. Getting customers on the internet page is not difficult, but keeping the customers might be. Based on that it can be stated that customer loyalty is even today to be valued.

According to Isokangas and Vassinen (2010, 95) it is worth of bearing in mind that most of the people in social media are only followers who does not create content. If customers creating content is what company is relying on in the strategy, is a risk. Kokko (2009, 57) writes that customers show with their behaviour about their needs and expectations about the company and their product. That should be carefully utilised and encourage customers to be active in social media.

Another risk to be considered is social media users will get fed up with social media. Yle, national public service broadcasting company of Finland, released news based on Gartner research (Yle news 2011.) which claimed that part of the social media users seem to be fed up with social media. Still according to the research executed in 11 countries among over 6000 respondents, young social media users does use it even more actively after beginning enthusiasm. One big reason for minimising social media using according to the research has been uncertainty with privacy- issues.

4 METHODOLOGY

4.1 Research method

Research method of this study is empirical and method will be partly according to quantitative and qualitative method. In empirical research it is analysed

an existing phenomena where as its prediction ability is estimated based on demonstration. Empirical equivalents are found for theory.

The quantitative part will include information collected with help of questionnaire, which will be sent to the targeted group of people. Information will be needed for evaluating whether the targeted group of people is in fact possible to reach via social media, and what type of service Kuortane High Performance Training Centre should provide to international group of athletes and trainers with help of social media. Persons attending the questionnaire are already clients for Kuortane Sports Institute, they have been training or coaching in co-operation with High Performance Training Centre, or otherwise they are familiar to the javelin throwing trainers at Kuortane from the field of javelin throwing. Part of javelin throwers and coaches answering the questionnaire will be from the category "internet generation".

The qualitative part will include interviews. Interviewed people will give important internal information regarding Kuortane Sports Institute and Kuortane High Performance Training Centre.

Quantitative research method will benefit quantity changes and continuums, differences between groups and contexts in order to create description and interpretation about reality and its influence relations. Quantity changes will be wrapped up in key figures and analysed. Aim in quantitative research is collecting information from sufficient large group of people so that possibility for individual random will be limited and research target can be described generally and noticing differences between groups and situations can be done. (Ronkainen and Karjalainen 2008, 19)

Qualitative method as a research method is considered flexible according to Ronkainen and Karjalainen (2008, 18), while it is emphasising research process instead of phases. (See research process later in this chapter) Qualitative method is about searching for information from chosen respondent who has requested experience on the topic. Respondent is asked to give that kind of in-

formation to the Researcher, which Researcher only had intuition before hand.

Anttila (2005, 178) lists several possibilities in collecting research material by allocating it to numeric *hard data*, *semi-hard data* and *soft*, *verbal data*. Hard data includes e.g. official and semi-official statistics whereas semi-hard data consists of e.g. questionnaires and interviews. Soft data includes historical documents, journals, and occupational documents such as guidebooks, hand-books, portfolios, and study books. Own experience and observations are considered to be soft data.

This study will include all types of data collecting whereas hard and semi-hard data will form majority of main source leaving soft data on minimum level. Purpose of survey- research is to collect answers into same questions from a group of people, who have been chosen based on certain criteria. It collects detailed facts, which describe existing phenomenon, identifies problems or existing rules, makes comparisons and evaluates phenomenon, defines what other parties are doing in similar situation and to similar problems and benefits from this type of experiences by making plans and decisions for the future. (Anttila 2006, 260)

Objective of the research is to choose a focus group from particular population. Due to the nature of survey research in a form of questionnaire, its variables quantity and content should be considered carefully. People answering the questionnaire have to be able to answer each of the questions unambiguously and without hesitation in order to maintain reliability. (Anttila 2006, 260) Researcher has to find relevant question in which it is important to receive an answer. Questions are to be phrased so that the answer is received with assistance of the material. Too vast questions are to be avoided. (Anttila 2000, 168)

Based on the advices by Anttila (2006, 260-264) research for this particular study will be defined with exact terms whereas general definitions are to be avoided and questionnaire will be pretested in order to correct unnecessary

and indistinct questions. Philip Kotler (1997, 121) shares the advice of Anttila in pretesting as well as keeping the questionnaire simple and direct. Hence in this this study there will not be too many questions about respondents identity.

In surveys, Likerta is often used in attitude- research especially in semantic differential scale and therefore it will be partially used in this research questionnaire form. Semantic differential reveals the attitude of the respondent against particular phenomenon by marking with what kind of intensity, he/she reacts to particular question. In scale there will be opposite pairs for adjectives where scale will mostly be form I strongly agree – I agree – I do not know – I disagree – I strongly disagree.

Due to the fact that in this study the targeted group of people live around the world and they will be most easily reachable via internet and e-mail, data-collecting method of questionnaire, has been chosen.

Utilising the internet based researches are popular today because it is fast way to do research compared to mail. It is cost-effective, international and it allows utilising multimedia as well as results will be automatically saved in a database. Known problems in utilising the internet research are that sample group will be based only in the internet users, activating answerers, technical problems and answerers might fear of that answers would end up in wrong hands. On the other hand Merisavo et al. (2006. 168-169) points out that the internet is commonly available for all nowadays and therefore its user profile is becoming closer to the normal structure of the population. According to Valli (2007, 111) this form of collecting data is more popular among younger people compared to older age groups. Because the target group of people in this study will mostly be from younger age group, this should not be a problem.

In this process orientation to the available material started in March 2011 and simultaneously started with pre-planning of the form of questionnaire to be sent out to the segmented group of people. Due to the fast developing nature

of research topic, social media, it has been important to use as valid literature as possible. Data was additionally collected by interviews and e-mail questions.

Research process is shown on the figure below.
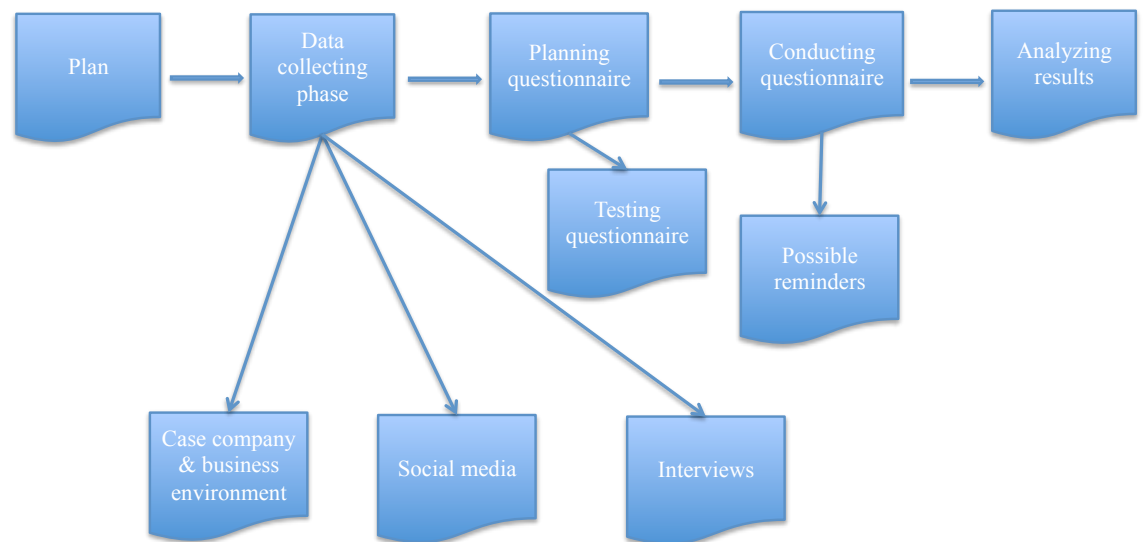
Figure 5. Research process of the study

Purpose of the literature review is to point out from which point of views that particular topic has already been researched and how the planned research can be associated with existing ones. (Hirsjärvi et al. 1997 / 2001, 108-109) Limitations in literature prevent taking too large material field under scope. (Metsämuuronen 2001, 22-23) In this study limitations is done based on timeframe and in addition by searching specific kind of articles and books, e-journals and researches. Chosen literature mainly consists of latest possible information of the different environments of social media, researches regarding using social media and popularity of using the internet.

The design of the questionnaire was based on the information received from the literature review. Questions were formed in a form of arguments, of which respondent was asked to choose the most suitable option. There were also few open questions.

There are eight categories of questions. In the first category it was asked about *using the internet* in order to find out following information:

- Finding out whether respondent use the internet is regularly.
- Finding out for what purpose the internet is used for.
- Finding out whether respondent is using the internet for social media.

Table 1. Argumentation for the questions in the category of "internet"

1. INTERNET : Argumentation for the questions

Statistics Finland executed a research in 2008 about changes in using Internet, which showed that 80% of Finns used Internet daily basis or nearly every day. Same research reported Internet connection was becoming more common in European countries: in Scandinavia and the Netherlands in 2008 nearly 90% of households had a computer and Internet connection. In European Union 62% of all population had been using Internet during last three months.

Based on this information it could be expected that the respondents of the questionnaire are active Internet users. Because attending social media, an Internet connection is required, in this study it is hypothesized that using Internet actively would bring users among social media environment.

Questions in the category "internet":

1. I use Internet:

Everyday	☐
2-4 times a week	☐
I do not know	☐
I do not use Internet regularly	☐

2. I use Internet for information search:

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

3. I use Internet for participating social media

4. I use Internet for other purpose, what?

I strongly agree ☐	This was an open question in which
I agree ☐	the respondent could write free text.
I do not know ☐	
I disagree ☐	
I strongly disagree ☐	

In the second category, *using social media,* was asked about using social media environments in order to find answers to the following questions:

- Finding out whether respondent is familiar with Facebook, Twitter, and blog.
- Finding out whether respondent is using social media environments.
- Finding out whether Facebook, Twitter, and blog are known as social media environments.
- Finding out what social media environments respondent is using.
- Finding out how respondent perceive attractiveness of social media.
- Finding out how respondent act when using social media: what type a social media user respondent is: is she / he a follower or does she / he comment e.g. blogs.
- Finding out whether now chosen social media environments have been right choice meaning is the target group using other social media environments or using those additionally.
- Finding out how long time the target group spend on social media on a weekly basis.
- Finding out whether the target group is possibly going to use social media more in the near future.
- Finding out whether the target group use social media via mobile phone.

Table 2. Argumentation for the questions in the category "Social media"

2. SOCIAL MEDIA: Argumentation for the questions

- In America on average 30% of men and women used social media two or more times a week. (Cone 2008). It is hypothesized that in year 2011 figures could be expected to be higher.

- 44% of users aged 16-24 use some social media environment every day, aged 25-34 used a little bit seldom. Users in the age group 35-44 were noticeably less active.

- Results of that research indicate that similar results could be expected in the survey.

- A user can be registered without being active. (Statistics Finland 2010). This is worth of investigating in the questionnaire weather user is a follower or creates content.

- In Finland, Facebook is most popular among users (66%) whereas blogs are followed by 20% of the users. (IROResearch 2010).

- Twitter is most popular micro blogging website especially in America, but not yet in Finland. It is hypothesized to become more common in Europe in near future. (Kalliala et al. 2009, 146.)

- These findings are important to investigate in the questionnaire in order to find suitable social media environment for Kuortane High Performance Training Centre's purposes.

Questions in the category "Social media":

5. I use social media:

Everyday	☐
I use social media 2-4 times a week	☐
I do not know	☐
I do not use social media regularly	☐
I do not use social media at all	☐

6. I'm familiar with Facebook as a social media environment.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

7. I'm familiar with Twitter as a social media environment.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

8. I'm familiar with blogging as a social media environment.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

9. I am a registered user of Facebook.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

10. I am a registered user of Twitter.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

11. I use other social media environments than Facebook or Twitter.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

12. If You use other social media environment, please write, what other social media environment do You mean?

In other case continue to following questions.

This was an open question in which the respondent could write free text.

13. I only follow social media, I do not create content (e.g. commenting).

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

14. I create content (e.g. commenting) in social media.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

15. I expect to spend more time using social media in the near future on a weekly basis.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

16. If You expect to spend more time in social media in the near future on a weekly basis, please answer to the following question.

5-10 minutes ☐
Half an hour ☐
I do not know ☐
An hour ☐
More than an hour ☐

17. I participate social media via mobile phone.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

In the third category, *Kuortane High Performance Training Centre,* was asked about Training Centres attractiveness in the social media in order to find answers to the following questions:

- Finding out whether respondent is interested in following publications of Kuortane High Performance Training Centre in different forms.

- Finding out what type of information and services respondent possibly might be interested in social media environment.
- Finding out what type of services respondent consider important and not so important.
- Finding out what respondent is looking for from the content.
- Finding out in which social media environments respondent might want to communicate in social media.

Table 3. Argumentation for the questions in the category "Kuortane High Performance Training Centre"

3. KUORTANE HIGH PERFORMANCE TRAINING CENTRE: Argumentation for the questions

- Americans use a mix of new media sites and tools to interact with companies or brands. When deciding whether to engage with companies via new media:

  - 77% of users looked for the incentive offers
  - 46% solving problems of providing service information
  - 39% soliciting their feedback on products and services

- 28% entertaining such as providing access to premium content
- 26% developing new ways to interact with the brands e.g. contests.

- Because respondents are athletes and trainers, it is suspected in the questionnaire that they could be interested in having information about training facilities and camps and to read trainer's blog.

(Cone 2010)

Questions of the category "Kuortane High Performance Training Centre" (KHPTC):

18. I would like to find Kuortane High Performance Training Centre in the social media environment.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

19. I would like to find Kuortane High Performance Training Centre in Facebook.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

20. I would like to find Kuortane High Performance Training Centre in Twitter.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

21. I would only like to receive messages (status updated, news, tweets) via social media, containing news about javelin throwing from Kuortane High Performance Training Centre.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

22. I would like to read Kuortane High Performance Training Centre's blog if it was available.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

What type of information do you find important in Kuortane High Performance Training Centre's attendance in the social media environment?

23. It is a quick way to communicate with the company (Virtual customer service).

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

24. Possibility to communicate with other users.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

What type of information do you find important in Kuortane High Performance Training Centre's attendance in the social media environment?

25. Receiving special offers, e.g. discounts.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

26. Possibility to attend competitions.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

What type of information do you find important in Kuortane High Performance Training Centre's attendance in the social media environment?

27. Publishing frequently updated works, e.g. news headlines, blog entries.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

28. Possibility to read Trainer's blog.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

What type of information do you find important in Kuortane High Performance Training Centre's attendance in the social media environment?

29. Receiving information concerning training facilities.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

30. Receiving information concerning training camps.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

What type of information do you find important in Kuortane High Performance Training Centre's attendance in the social media environment?

31. Something else, what?

An open question in which the respondent write free text.

In the fourth category, *Facebook,* was asked about using Facebook in order to find answers to the following questions:

- Finding out whether respondent is interested in finding Kuortane High Performance Training Centre in Facebook.
- Finding out whether respondent tends to comment on publications in Facebook or is the respondent follower.
- Finding out how often respondent would like to read Facebook updates.

Table 4. Argumentation for the questions in the categories of "Facebook" and
"Twitter"

4. & 5. FACEBOOK AND TWITTER:
Argumentation for the questions

- *In Finland* of 18-24- year old 69 % create content in social media and 16% follows it. Of users aged 25-34, 52% create content to Facebook, blogs, and discussion forums or to other social media environment and users between aged 35-44 numbers were 26 %. (IRO Research 2010.)

- In the questionnaire it is wanted to find out is the respondent active in interacting in social media and how often respondent would like to receive status updates from Kuortane High Performance Training Centre.

Questions in the category "Facebook":

32. I comment texts or other publications in Facebook.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

33. I only read what other Facebook users have published

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

34. I would like to read Kuortane High Performance Training Centre's status updates:

Everyday ☐
Every other day ☐
I do not know ☐
Once a week ☐
Seldom ☐

In the fifth category, *Twitter,* it was asked about using Twitter in order to find answers to the following questions:

- Finding out whether respondent is interested in finding Kuortane High Performance Training Centre in Twitter.
- Finding out whether respondent tend to comment or only follow Tweets published by other users.
- Finding out how much time respondent spend in Twitter on a weekly basis.
- Finding out how often respondent would like to receive tweets.

Questions in the category "Twitter":

35. I comment texts or other publications in Twitter.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

36. I only read what other people have published in Twitter.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

37. I would like to receive messages (=Tweets) from Kuortane High Performance Training Centre:

Everyday	☐
Every other day	☐
I do not know	☐
Once a week	☐
Seldom	☐

In the sixth category of, *Blog,* was asked about blogging in order to find answers to the following questions:

-     Finding out whether respondent knows what blog is.
-     Finding out whether blogs are followed.
-     Finding out whether respondent is interested in reading a blog of Kuortane Sports Institute or Kuortane High Performance Training Centre, or a blog regarding track and field in general.
-     Finding out whether respondent tends to comment blogs or follow.
-     Finding out how long time respondent spend time in reading blogs on a weekly basis.
-     Finding out how often respondent would like to read updated blog content

Table 5. Argumentation for the questions in the category "Blog"

6. BLOG: Argumentation for the questions

- Men are more active in following blogs.

- Blogger's are young: 54% are under age of 30. (Lenhart's et al. 2006, 3)

- In Finland (*Digitoday* 2008):
  - 37% were reading blogs over ten times a week.
  - 29% read blogs 4-10 times in a week.
  - Those who were reading blogs 35% of them followed over 10 blogs.
  - 7-10 blogs were read by 12 % of answerers, 3-6 blogs over 22% answerers, 1-2 blogs 25% of answerers
  - 59% wrote sometimes comments on blogs
  - 29% did never comment a blog

- Main criteria in choosing blogs to read is related to a hobby (65%), professional expertise 48%, use of language 41% , writer's personality 40%.

- A good way of getting publicity for own blog is a guest blogger. (Haavisto 2009, 52).

- Based on the received information from the previous studies, it could be expected:
  - Blogs are read on a weekly basis
  - Topics of the blogs are close to own hobby or profession.

- Interesting issues to investigate and reflect to existing research results to the results of the questionnaire.

Questions in the category "Blog":

38. I know what blog is and blogging means.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

39. I only read blogs, I do not comment blogs.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

40. I comment texts or other publications created by other users while reading a blog.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

41. I write a blog.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

42. I would like to read updated content in a blog:

Everyday ☐
Every other day ☐
I do not know ☐
Once a week ☐
Seldom ☐

43. In my opinion a guest author writing a blog from time to time would be good idea.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

44. I would like to read a blog containing stories of track and field in general.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

45. I would like to read a blog containing stories of javelin throwing.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

In the seventh category, *perceiving companies attendance in the social media,* was asked how respondent perceive companies attendance in social media in order to find answers to the following questions:

- Finding out why respondent stops following a particular company.
- Finding out what would be the reasons why respondent would not longer like to receive messages from a company in social media.
- Finding out what type of services respondent would like receive in social media.
- Finding out what annoys the respondent in company attendance in social media.

Table 6. Argumentation for the questions in the category "Perceiving companies attendance in the social media"

7. PERCEIVING COMPANIES ATTENDANCE IN THE SOCIAL MEDIA: Argumentation for the questions

- Americans felt better about companies and their brands when they could interact with them through social media: 56% felt stronger connection and 57% felt better served.

- American social media users felt that companies should have presence in the social media environment
  - 34 % wanted companies to interact with consumers
  - 51% considered to be better to only interact with consumers as needed or by request.

- Consumers stops following companies via new media if they are not satisfied with their experiences.
  - The company or brand over communicated
  - Too much content to sift through
  - Provided content was not relevant
  - The company or brand did not communicate with the customer or was not engaged enough

                    (Cone 2008)

- Respondent's attitude against company's attendance in social media and reasons for not following the company in my opinion is worth of investigating in this study.

Questions in the category "Perceiving companies attendance in the social media":

46. I want to interact with companies in the social media environment if I find the company interesting.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

47. I feel better served if I can interact with the company in the social media environment.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

48. I consider interacting with the company in the social media environment as value adding for me.

I strongly agree	☐
I agree	☐
I do not know	☐
I disagree	☐
I strongly disagree	☐

49. I find it important to receive an answer quickly if I have sent a question to a company via social media forum.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

50. In my opinion, a company should interact only when requested.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

51. I stop following a company if they send too many messages.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

52. I stop following a company if messages include irrelevant content.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

53. I stop following a company if content in the social media is seldom updated.

I strongly agree ☐
I agree ☐
I do not know ☐
I disagree ☐
I strongly disagree ☐

In the eight category, *Background information,* was asked about basic information about respondents in order to find answers to the following questions:

-       Finding out the age of the respondent in order to be able to compare the results to the existing information from the theory (research results).

-       Finding out the gender of the respondent in order to be able to compare possible difference between genders.

- Finding out the nationality of the respondent in order to be able to know whether there are difference between nationalities in using the internet and social media.

Table 7. Arguments for the questions in the category "Background information"

8. BACKGROUND INFORMATION:
Argumentation for the questions

- Age is most significant disjunctive feature in using social media in Finland. Activity in content creating and following social media is a lower trend the elder the respondent is.

- Women in all age groups are slightly more often member in particular social media.

- IROResearch's research 2010 ; Statistics Finland's 2010).

- It can be hypothesized that results might be similar in other countries.

- Background questions are independent variables meaning researched feature is examined according to it.

- Placing background questions in the end of the questionnaire is important because Respondents motivation might fall in the end of the questionnaire.

- Background questions are considered easy to answer even when tired. This way according to Valli (2007, 103-104) questionnaire's reliability maintains good.

54. Age of the Respondent

16-24 years ☐
25-34 years ☐
35-44 years ☐
45- years ☐

55. Gender of the Respondent

Female ☐
Male ☐

56. Home country of the Respondent

Please write Your home country.

Reminding e-mail is to be sent in case number of non-responding rise higher than 15 per cent. It is noticeable that questionnaire is sent during competition season and therefore answering into the questionnaire might take some time.

Repeating is in order in case first reminding e-mail letter does not bring positive results.

Questionnaires logicality and equivalence is tested in the first version with the help of repositories who are either the target group or close to it. Evaluation is done from respondent point of view: are the questions understandable and is there risk for misunderstanding. (Ronkainen and Karjalainen 2008, 39-40)

Questionnaire form in this study was pre-estimated by the sales manager of Kuortane Sports Institute and tested with test group, which consisted of 3 persons. Pre-testing advises whether questions are understandable and if something need to be changed for the official questionnaire. Based on the results of the pre-testing, one question was transposed and two questions were reformed receiving more answering alternatives.

Questionnaire has to provide satisfactorily information about what the particular questionnaire is about, what is the purpose and how results will be utilised. In addition assuring that respondent confidentiality shall not be in any part of the research in jeopardy and results will not be announced on a person level. Contact information and deadline date for answering are to be informed. (Anttila 2006, 267; Ronkainen and Karjalainen 2008, 31, 41).

Important evaluating parts are structure of the questionnaire, questions coverage compared to phenomena and information need, verbalisation of single question and instructions addressed to respondents. (Ronkainen and Karjalainen 2008, 31).

Ronkainen and Karjalainen (2008, 32) writes that background variables (features and situations of the target group) surveying questions require choosing and information about what can be important from the research point of view.

Ronkainen and Karjalainen (2008, 36) continues that with a good question can be collected information, which have been looking for (validity). Therefore questionnaire does not have to be large and time consuming in order to be good.

In the first stage of the questionnaire with help of questions and cover letter it is important to create confidential relationship between Respondent and Researcher. Importance of the questionnaire needs to be shown before continuing to important questions and subjects. During second phase a little bit more sensitive questions can be asked and in the end, background questions. Length of the questionnaire is to be considered: too long form might cause non-responses before even paying any attention to it. Maximum length depends on the target group. In addition topic and meaning of the topic from Respondents point of view impact on answering rate. (Valli 2007, 104-105)

Athletics focus deeply on training and in order to attract them to answer the questionnaire during the competition season, the cover letter have to be as attractive and as informative as possible. Additionally all of the respondents might not know anything about Kuortane Sports Institute and its services. In choosing and forming the questions it is important to bear in mind the target audience: what kind of knowledge and motivation answering the questionnaire does require from the Respondents. If it is difficult to motivate people to answer, then the questionnaire should be simple. (Ronkainen and Karjalainen 2008, 38) Valli (2007, 105) suggest forming the questions in a way to create more personal tone on the questionnaire. In this study, questions are apart one question, closed questions, without any written parts to be filled out in order to get as clear answers as possible for analysing.

Due to number of questionnaires today is high, engaging the Respondents should be paid attention to by emphasising possible benefits. Response rate is higher when Respondents have experience of influencing in matters and having personal or benefit on group level that way. (Ronkainen and Karjalainen 2008, 40)

Contact information of the segmented Athletes have been received from Mr Petteri Piironen (Professional Javelin Coach at High Performance Training Center), sales and marketing information from Mrs Kaija Öörni (Sales Manager at Kuortane Sports Institute), basic information of Kuortane Sports Institute from the printed catalogues of the Institute, theory of e-marketing social media, Facebook and Twitter from books and researches.

4.2 Analysing method

After receiving the answers of the questionnaire from the segmented group, results of the questionnaire will be analysed based on the answers received from ZEF- tool.

With help of sampling, goal will be collecting from population a model, which represents population as well as possible. Therefore while considering sampling all factors will to be considered. Valli (2007, 112.) claims that the size of the sample is depending on size of the population and researched issue. The bigger the sample size is, more reliable it is.

It is not always possible to do the survey of whole population in case it might be too vast or very difficult to reach. In this case a sample will be defined and sometimes a sample will be based on consideration. Choosing arguments have to be shown in the research report. When estimating representativeness of the sample it is to be known that conclusions can only be done based on the population that sample is referring to. When decided vastness of sample it should be noticed that the bigger sample, more reliable it is that average is going to be close to population, population average. (Anttila 2006, 239-240) For surveys according to Anttila (2005, 183) there should be 50-60 replies in order the survey to have a meaning.

After collecting data it will be formed in order to be able to analyse and code it. In analysing responses Anttila (2006, 265-266) suggests paying attention whether all questions have been answered and from the reliability aspect if there have been misunderstandings in understanding the questions in a same

way. In case of incorrect answers those must be reported in the study. Incorrect answers indicate of insufficient planning and executing in questionnaire process.

According to Anttila (2006, 268), questionnaire, which is sent without any personal touch to the interviewee, to those questionnaires are more poorly answered or more careless than those in which respondent knows researcher to be there receiving answers personally. Even though sample would be carefully planned from population, nonresponses cause often problems. Even though in every research it is considered some percentage of nonresponse if quantity rises high it worries. If nonresponse percentage is 20 per cent of all respondents, then it is considered to be high.

5 EMPIRICAL FINDINGS

In this chapter it is stated what empirical findings were found: main findings and sub findings.

In the questionnaire there were total 56 questions in eight question categories:

1. Using the internet
2. Using social media
3. Kuortane High Performance Training Centre
4. Facebook
5. Twitter
6. Blog
7. Perceiving company attendance in the social media
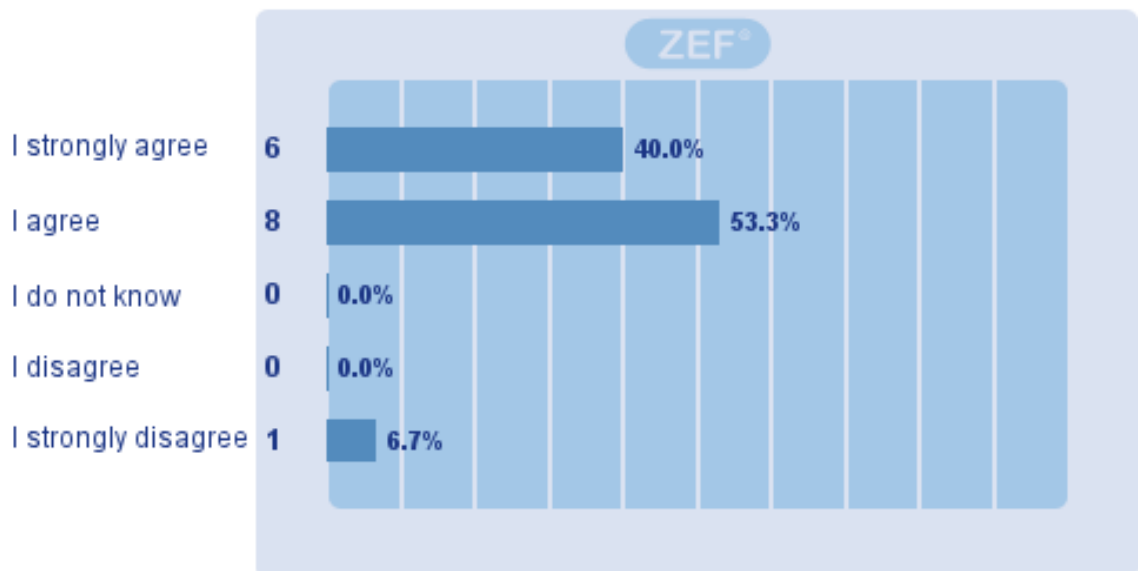8. Background information

Questionnaire was sent to a group of chosen international javelin throwers and trainers of which 38 where athletes and 3 trainers. 28 of persons who received the link to the survey visited the survey of which **21 persons attended, where as only 10 persons answered to all of the questions.** Survey-link was submitted to 9 respondents via e-mail and to 34 via Facebook. One person re-

ceived the link via e-mail and Facebook. Due to the low number of partici-
pants it is emphasised to bear in mind while estimating the results of the sur-
vey. However from the reader point of view answers have been stated in per
cents.

Results of the questionnaire, is consistent with other studies and confirms that
the internet is mostly used on a daily basis among respondents. Respondents
were familiar with Facebook as a social media environment, but surprising
was that 6,7 per cent considered not to be familiar with it.

**Table 8.** Question nr. 2 in the survey

2. I'm familiar with Facebook as a social media
environment.

I strongly agree	6	40.0%
I agree	8	53.3%
I do not know	0	0.0%
I disagree	0	0.0%
I strongly disagree	1	6.7%

What comes to being familiar with Twitter, answers scattered strongly. It is
worth of noticing that only 13,3 per cent of respondents strongly agreed of be-
ing familiar with it and 33,3 per cent agreed. Rest of the respondents did not
know, disagreed or even strongly agreed. Bigger surprise was that when asked
of being familiar with blogging as a social media environment 33,3 per cent
disagreed and 6,7 per cent strongly disagreed with the claim.

Table 9. Question nr. 8 in the survey

4. I'm familiar with blogging as a social media environment.

I strongly agree	5	33.3%
I agree	2	13.3%
I do not know	2	13.3%
I disagree	5	33.3%
I strongly disagree	1	6.7%
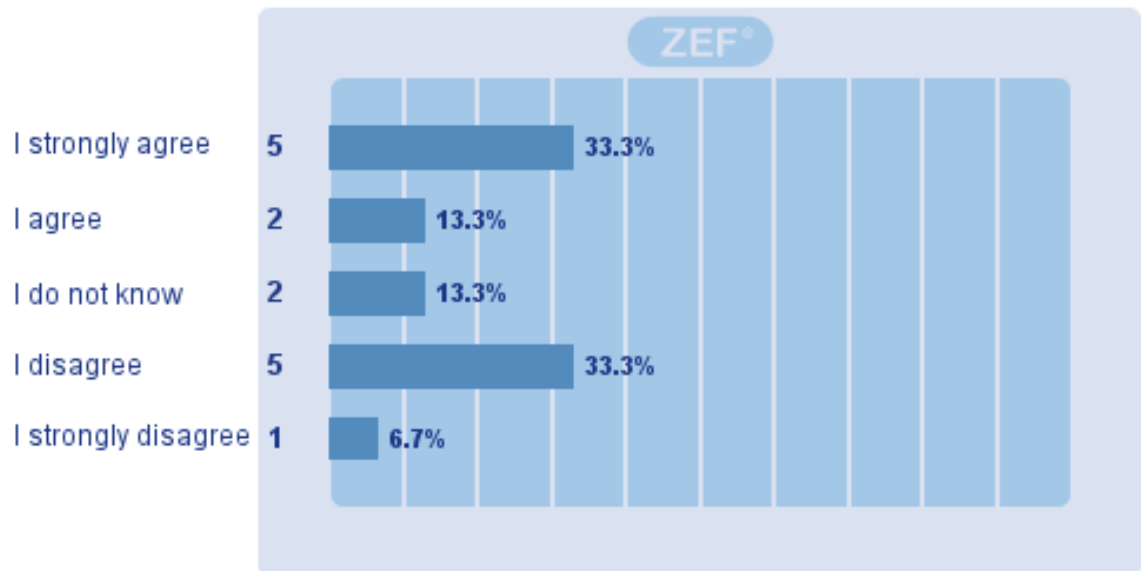
Based on the answers of being familiar with various social media environments gives an implication towards of being registered user of particular social media or not. Therefore nearly 67 per cent of respondents strongly agreed with the claim of being registered user and 33,3 per cent agreed.

Table 10. Question nr. 10 in the survey

6. I am a registered user of Twitter.

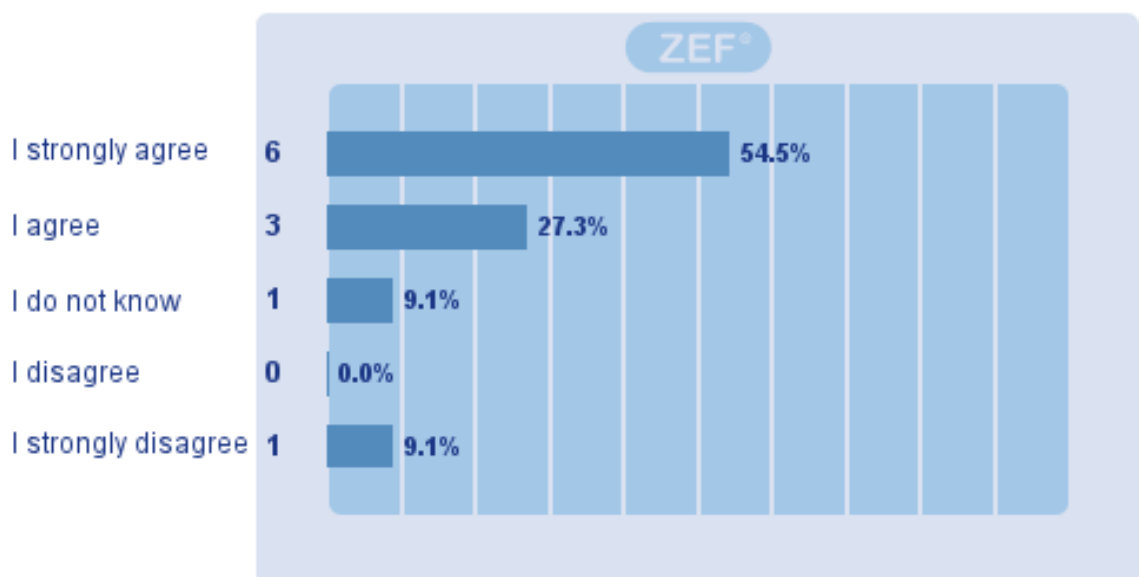|		
I strongly agree	2	13.3%
I agree	1	6.7%
I do not know	0	0.0%
I disagree	2	13.3%
I strongly disagree	10	66.7%
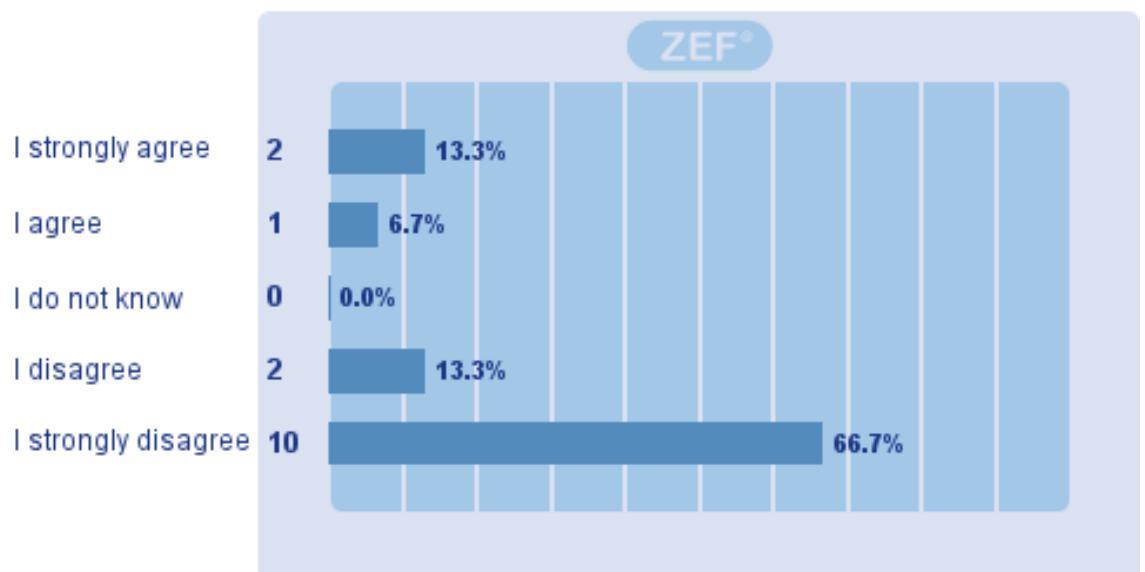
As suspected, in question regarding of being registered user of Twitter, only 13 per cent agreed and almost 67 per cent strongly disagreed. Using other social media environments was not noticeably popular.

Difference between creating content in social media and only following what other users publish did not bring along anything unpredictable: 50 per cent of respondents claimed being followers however number of users who claimed to create content ("I strongly agree") were 21 per cent and agreeing 35 per cent. This differs from the estimations. Perhaps the question should have been formed to creating content when interacting with companies. When asked specifically about commenting texts or other publications in Facebook or being only a follower in social media, results were similar. Regarding Twitter, when asked specifically activity in that social environment, results were also similar to previous information: Twitter is not very popular and there were approximately 20 per cent of answerers who did not know their opinion in that matter.

Table 11. Question nr.19 in the survey

2. I would like to find Kuortane High Performance Training Centre in Facebook.

I strongly agree	6	54.5%
I agree	3	27.3%
I do not know	1	9.1%
I disagree	0	0.0%
I strongly disagree	1	9.1%

In case Kuortane High Performance Training Centre joined Facebook, according to respondents, 33 per cent would like to receive status updates everyday and 22 per cent every other day. However 33 per cent wanted updates seldom. Compared this to Twitter and possibility of receiving tweets from KHPTC, respondents mostly would like to receive tweets seldom where as even 42 per cent did not know their opinion. Only 14 per cent would be willing to receive tweets every other day.

Commenting and creating content in blogs revealed that 66 per cent of answerers stated only to follow blogs without commenting. Still when asked about commenting in blogs 22 per cent admitted commenting ("I strongly agree") and 33 per cent ("I agree"). What is noticeable, that 22 per cent could not say their opinion.

Most of the respondents did not expect spending more time using social media in the near future on a weekly basis or did not know about it. If they expected to spend more time, it was only estimated to be 5-10 minutes on a weekly level.

Question category regarding Kuortane High Performance Training Centre revealed that KHPTC was wanted to be found in social media where as Facebook was clearly the most desired environment. Twitter on the other hand received only 9 per cent of support on the idea. 54 per cent was not sure whether they would like to find KHPTC in Twitter, but clearly on both groups of "I disagree" and "I strongly disagree" over 18 per cent did not consider it wanted. When asked about whether respondent would like to receive status updates or tweets regarding javelin throwing, nearly 64 per cent strongly agreed, 9 per cent agreed and 27 per cent were not sure. Kuortane High Performance Training Centre's own blog based on the results of the questionnaire would seem to be desired among javelin throwers while 45 per cent strongly agreed and 36 per cent agreed. 18 per cent were not sure about it. One individual stated that calendar of events and comments from coaches would be wanted.

Table 12. Question nr. 45 in the survey

8. I would like to read a blog containing stories of javelin throwing.

I strongly agree	7	77.8%
I agree	2	22.2%
I do not know	0	0.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%
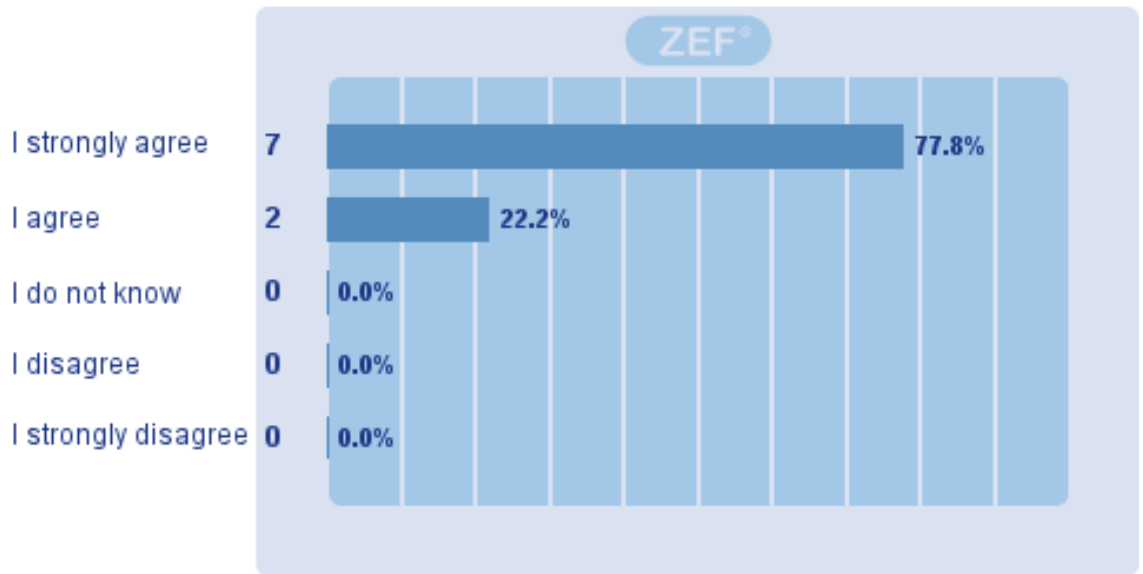
In question category in which was asked what type of information respondent find important in KHPTC's attendance in social media, virtual customer service was found important as well as possibility to communicate with other users, receiving special offers such as discounts and attending competitions. Regarding content, there were approximately 20 per cent answering in all questions in alternative "I do not know" which is considerably high figure. Frequent updates and information about training facilities were not so important for the respondents as possibility to read trainer's blog and receiving information concerning training camps.

In blog category it was asked, whether respondent knew what blog is and what it means. Most of the respondents claimed to know it, but 11 per cent did not know. In addition when questioned about whether respondent write a blog, 22 per cent did not know. Only 11 per cent gave positive answer.
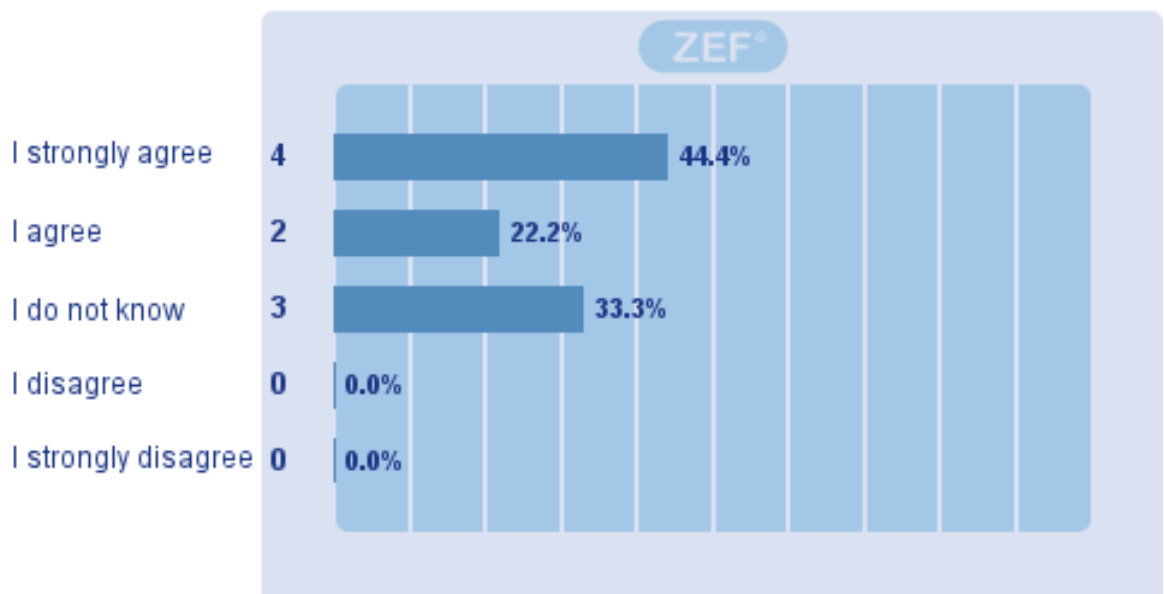
If Kuortane High Performance Training Centre had a blog, having a guest author from time to time would be wanted according to respondents. Regarding topics, concentrating on javelin throwing would be more desired than topics about track and field in general. Answers were almost equally scattered when

asked about frequency how often respondent would like to read updated blog-content.

Perceiving company attendance in social media, contrary to expectations gave indication to that over 20 per cent of respondents did not know their opinion in that matter where as more than 20 per cent felt companies would not add any value to them by attending in social media. Basically answers in this category were heavily scattered. Hence it is worth of noticing that 22 per cent of respondents considered to be better served if the company is in deed attending social media as well as they perceive it to be value adding. One third (33 per cent) of respondents stated that it is important to receive an answer quickly in the question sent to a company in social media but on the other hand 11 per cent disagreed where as noticeable 44 per cent did not have a comment on that or did not have an opinion. In case a company would send messages, which included irrelevant content, majority of respondents would stop following that particular company. Also if the content were seldom updated would be a reason for stop following.

Table 13. Question nr. 51 in the survey

7. I stop following a company if messages include irrelevant content.

|		
I strongly agree	4	44.4%
I agree	2	22.2%
I do not know	3	33.3%
I disagree	0	0.0%
I strongly disagree	0	0.0%

In the category collecting background information findings were rather disappointing while noticeably number of respondents did not answer all questions and in the end having important information about the age of the respondent, gender and home country were incomplete. The overall response to this question was surprisingly poor.

6 ANALYSES AND DISCUSSION

The purpose of this thesis was to research whether the international customers of Kuortane Sports Institute, javelin throwers in this case, are in social media and could they be reached with it by utilising Facebook, Twitter and blogging in marketing purposes. Goal was that received answers would help the organisation to do necessary push in investing some of their marketing money in social media in case social media would suit them as a marketing tool.

In the beginning of the process available material, already existing researches gave indications of strong possibility to expect the targeted javelin throwers to be active in social media.

After analysing received material from the questionnaire, it was obvious that with a very small sample size, caution must be applied, as the findings might not be transferable.

Attended respondents categorized according to age group

- 16-24
- 25-34
- 35-44
- 45-
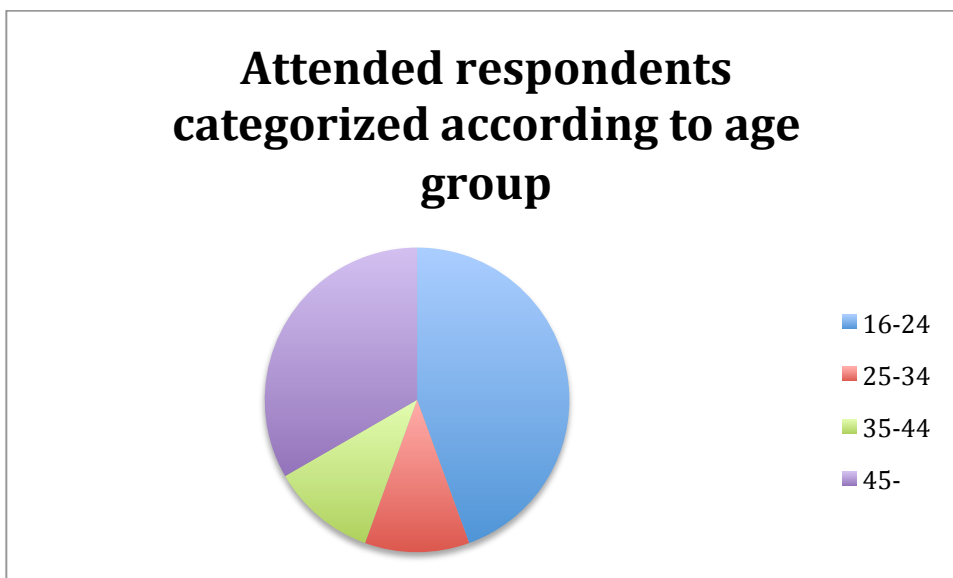
Figure 6. Attended respondents in the survey categorised in age groups

In the beginning of this study was explained that the internet generation consists of group of people aged between 11-31 years. The internet generation act naturally with the internet and social media, and according to Noppari et al. (2008, 5; Tapscott 2010, 23-25) social media is important information exchange forum being part of every day lives. Tapscott (2010, 19) emphasised that the internet generation want to know people and organisations well. This age group of internet generation mostly covers athletes and was expected to be easiest age group to reach via social media. Age groups were separated in this study as follows: 16-24, 25-34, 35-44, and 45- years old.

Comparing the questionnaire results to the literature and research information what we now have available, it can be seen that there are similarities as well as differences in using the internet, social media, and perceiving companies attendance in social media.

Because of the low number of respondents who answered all questions it set difficulties in analysing the results. Each of age group is not possible to analyse separately, because ZEF- program requests minimum three (3) answers in each category in order to show the answers. Therefore it was necessary to combine age groups 16-24 years and 25-34 years in order to be able to analyse both age groups and even answers per gender.

Clearest similarities were found in using the internet, which was for respondents mostly part of everyday routines or every other day, which also Statistics Finland already in 2008 revealed in their study. On the other hand a research executed by Cone (2008) study business in social media- revealed how often American users used social media sites and tools. On average 30 per cent of men and women used social media two or more times a week. It is hypothesised that in year 2011 figures could be expected to be even higher. Statistics Finland (2010) reported 44 per cent of users aged 16-24 use some particular social media environment every day where as users aged 25-34 used only a little bit seldom. Social media users in age group 35-44 were noticeably less active. Statistics Finland (2010) pointed out that a user could be registered user in social media environment, without being active. (Statistics Finland

2010.) Respondents from age groups 16-24 years old, and 25-34 years old answered to use the internet everyday and uses it besides for searching information from the internet as well to attend social media (20 per cent strongly agree and 80 per cent agree). Nearly 50 per cent is attending social media on a daily basis and rest of the users from 2-4 times a week.

Report of Statistics Finland (2008) said that the internet connection then was becoming more common also in other countries. In 2008 in European Union 62 per cent of all population had been using the internet during last three months. Based on this information it was expected that the respondents of the questionnaire are active internet users. Because attending social media, an internet connection is required, in this study it was hypothesised that using the internet actively would bring users among social media environment.

The internet was also used strongly for attending social media according to the results of the questionnaire. Based on the information received earlier in this study from the IRO Research (2010) about service users of the social media showing that *in Finland age is clearest variable* separating social media usage, it is justified to consider age to be the mainline perspective from which to analyse results of the questionnaire. According to that particular study by IRO Research (2010), of 18-24- year old 69 per cent create content in social media additionally 16 per cent follows it, and of users aged 25-34, 52 per cent create content to Facebook, blogs, and discussion forums or to other social media environment and users between aged 35-44 numbers were 26 per cent. Those mentioned studies give perspective to compare the questionnaire results with. In the questionnaire, 60 per cent answered of being active in social media and to create content instead of only following what other people publish.

When asked about expectations of spending more time using social media in the near future received information was rather surprising while the answers scattered strongly: 20 per cent strongly agreed where as 20 per cent strongly disagreed and 60 per cent did not know. Expectations of spending more time varied from 5-10 minutes to more than an hour on a weekly basis.

Statistics Finland (2010) reported women in all age groups to be slightly more often member in particular social media. It also revealed men to be more active in following blogs whereas interest seems to be depending on particular topic or news and following blogs in general seems to be minor for the most of men. According to the research by Lenhart and Fox (2006, 3) bloggers are young, 54 per cent are under age of 30. This survey disappointedly was not able to confirm or debunk that research result due to insufficient low number of female respondents attending the survey. Therefore ZEF- program does not show the data. Additionally research revealed men to be more active in following blogs whereas interest seems to be depending on particular topic or news and following blogs in general seems to be minor for most of the men. 20 per cent of respondents strongly agreed in admitting of being familiar with Facebook as a social media environment, whereas 80 per cent agreed. When on the other hand asked similar question regarding Twitter and blogging, answers scattered. On both cases 40 per cent agreed and minority of participants (20 per cent) indicated that they did not know. Twitter seems to be unfamiliar for the respondents while 40 per cent disagreed of being familiar with Twitter as a social media environment and 20 per cent answered: "I do not know". In blogging 20 per cent of answerers strongly disagreed of being familiar with blogging but at the same time for 40 per cent of respondents were familiar with it. Therefore it was not surprising to discover that registered users of Facebook were 80 per cent of answerers and 20 per cent "agreed" where as on Twitter 20 per cent agreed and 20 per cent disagreed and 60 per cent strongly disagreed of being a registered user of Twitter.

IRO Research (2010) revealed that in Finland, Facebook was the most popular among users (66 per cent) whereas blogs are followed by 20 per cent of users. According to Kalliala and Toikkanen (2009, 146) Twitter is considered to be the most popular micro blogging website in the world, especially in America, but not yet in Finland. Though it is hypothesised to become more common in Europe in near future. What on the other hand was surprising in deed, other social media environments than Facebook or Twitter claimed only 20 per cent of respondents to be using.

Kuortane High Performance Training Centre according to respondents would be wanted in the social media and particularly (60 per cent) in Facebook. Twitter on the other hand received 40 per cent of I do not know- answers, and 40 per cent disagreed whereas 20 per cent strongly disagreed. Without taking a line regarding particular social media environment, javelin throwers would 100 per cent like to receive messages (status updates, news, tweets) particularly about javelin throwing. 40 per cent of respondents would like to read (strongly agreed) a blog by KHPTC if it was available. Rest of the answerers did not know their opinion.

Consumer New Media Study by Cone (2010) showed that *Americans use a mix of new media sites and tools to interact with companies or brands.* When deciding whether to engage with companies via new media 77 per cent of users looked for the incentive offers, 46 per cent solving problems of providing service information, 39 per cent soliciting their feedback on products and services, 28 per cent entertaining such as providing access to premium content, 26 per cent developing new ways to interact with the brands e.g. contests. When asked about what type of content respondent considered to important in KHPTC's attendance in the social media revealed that possibility to communicate with the company quickly is respected (strongly agree 40 per cent, agree 20 per cent) among answerers. Interesting was that possibility to communicate with other users were noticeably highly respected while 20 per cent strongly agreed and even 60 per cent agreed. Receiving discounts were considered also essential as in the study by Cone (2010) : 40 per cent strongly agreed and 40 per cent agreed. Possibility to read trainer's blog, receive information about training camps and facilities were highly respected among answerers. The overall response to this question was very positive. Especially trainer's blog was strongly supported by 80 per cent of the answerers.

In Facebook category it can be expected that one question has been misunderstood while there can be noticed contradiction between answers in questions: When asked: "I comment texts or other publications in Facebook", 20 per cent of respondents strongly agreed and 80 per cent agreed. On the next ques-

tion of "I only read what other Facebook users have published", 60 per cent agreed and only 40 per cent disagreed.

Regarding answers on question about status updates in Facebook, answers scattered strongly: 20 per cent would like to have updates from Kuortane High Performance Training Centre everyday, where as 40 per cent every other day and seldom.

Regarding Twitter only 20 per cent claimed to comment publications in Twitter and when asked only following what other people have published 20 per cent did not know, 40 per cent disagreed and 40 per cent strongly disagreed. Receiving Tweets from KHPTC, 25 per cent would like to receive it every other day, 50 per cent did not have an opinion on that matter and one fourth would like to receive the message seldom.

Respondents in general seem to know what blogging is (80 per cent) and 80 per cent stated only to read blogs where as still 20 per cent of respondents disagreed. 40 per cent though answered to comment blogs. Updated content would like to read 40 per cent every other day and 60 per cent of respondents considered a guest author from time to time to be a good idea. Regarding blogging topics, writing generally about track and field was not that popular compared to having topic only about javelin throwing. *Digitoday* executed a research on 2008 (Blogit kunniaan) in which was found out that 59 per cent answered that they wrote sometimes comments on blogs where as 29 per cent did never comment a blog. Main criteria for choosing blogs to read were related to one's hobby (65 per cent), professional expertise 48 per cent, and use of language 41 per cent and personality of the writer 40 per cent. This difference between the Digitoday (2008) study and these results, based on the information we have earlier in this study. There has been a notion that literature claim people to be more active in e.g. commenting in blogs than in reality have been experienced.

Perceiving companies in social media gave surprising results while only a small number (20 per cent) of respondents indicated of wanting to interact

with companies in the social media if the company was found interesting. Over half (60 per cent) of those surveyed reported that they did not have an opinion or did not know. Cone report (2008) showed that Americans felt better about companies and their brands when they could interact with them through social media: 57 per cent felt better served. When asked the javelin throwers whether they would feel better served if interacting with the company was possible in social media only 20 per cent agreed, 40 per cent did not know and 20 per cent strongly disagreed. But on the other hand answerers claimed (60 per cent) interacting with companies was considered value adding for them.

It was not surprising that receiving quick answer into a question is very important for 25 per cent and important for 25 per cent. 40 per cent did not know or did not have an opinion on it could indicate to a direction that those people are not used to interact with companies in social media and therefore did not have an opinion about it.

Another big difference can be noticed between this questionnaire and Cone research (2008) about business in social media in 2008 which showed that of American social media users 51 per cent considered to be better to only interact with consumers as needed or by request. In this questionnaire, 80 per cent of surveyed did not know, where as 20 per cent strongly disagreed.

When compared to Cone research (2008) to this study, 20 per cent agreed on stopping following a company if a company sends too many messages. Surprise was that 80 per cent did not know or did not have an opinion that. 58 per cent of surveyed in Cone research (2008) considered it a good reason for stop following. Similar answers were received in case of stopping following a company if messages included irrelevant content: 40 per cent strongly agreed, but more than half (60 per cent) of those surveyed did not know. Based on Cone research (2008), 53 per cent of new media users would stop following that company. Also if content was seldom updated, 40 per cent agreed of stopping following that particular company where as two-thirds of the participants (60 per cent) did not know which was similar as in Cone research

(2008). Perhaps companies are not so familiar yet to operate with in the social media environment and therefore respondents of the questionnaire did not have an opinion in that matter yet.

When considered reliability of this study, it has to be noted that due to insufficient level of received answers especially in the targeted age group no generalization is allowed to do. Still it allows comparing received results to existing theory base as noted in literature review.

7 CONCLUSIONS

During the last decades the internet has become relatively quickly important tool for customers to find relevant information about companies. If today a customer is not able to find particular company from the internet and receive sufficient information, the company can be considered either non-professional or unreliable. As noted in the early pages of this study, Kuortane Sports Institute provides intangible services which suits well for marketing purposes in social media. Based on the results of the survey among javelin throwers and trainers, social media could be expected to be wanted channel also from customer point of view.

Social media is a new step in utilising internet marketing and in the near future situation can be expected to be the same as with the internet. If a company is not visible in the social media, it is not a company responding on customer service requirements of today.

7.1 Summary

Research question was stated in the beginning of this study to be as follows:

How can Kuortane High Performance Training Centre utilise social media in order to support their business?

What we know now based on the literature, researches, and questionnaire answers, customers are possible to reach via social media. Customers generally in social media take the first step in building a relationship with a company, but after that it is up the company whether they are able to keep the customer satisfied by offering value adding service. When considered the research question of how can Kuortane High Performance Training Centre utilise social media in supporting their business, they simply have to provide the service their targeted customers interested in which were found out in the questionnaire results.

Low sampling size caused challenges in this study even at the beginning of the planning of sending the questionnaire. There was no customer register available at Kuortane High Performance Training Centre and therefore number of javelin throwers was not covering all possible persons. Suitable respondents were listed based on the personal contacts of Mr Petteri Piironen, professional javelin coach. Size of the sample could have been bigger by taking discus throw and hammer throw into account, but after interviewing Mr Petteri Piironen (2011f) regarding that possibility it was decided to concentrate only to javelin throwers. Argumentation to support that decision was that according to Mr Petteri Piironen (2011f) athletes are mostly interested in their own event not others. Therefore combining all these events did not seem to be wise from the perspective of this study.

A low-level English skill among respondents was suspected to be one challenge in answering the questionnaire. Presumption was that it might grow risk for misunderstanding some questions. Phoning to some of the respondents was one considered option but due to the limited English language skills it decided to leave out. When having limited language skills it is better to read the questions through in own pace.

Sending questionnaire outside the competition season would have clearly been better choice when considered rate of received answers. Due to tight time schedule the questionnaire had to be sent in September. This cannot be

affecting to the number of received answers in a negative way. In addition, longer time for answering compared to one (1) week, which was now reserved for this phase could have brought more answers than it did now. In September athletes are still competing or have recently stopped for the season and possibly having a vacation and therefore reaching might be challenging. Also when interviewed Petteri Piironen (2011g) regarding this matter he pointed out that it should not be forgotten that after an exhausting competition season respondent might not be as motivated to answer questions as he / she might be in January at the time when new training camps are about to start.

ZEF 2010 Editor, which was used for the questionnaire, set some limitations for the survey. Program only allowed having one question on the screen at a time and therefore answering was a little bit slow (See Appendix 4). Based on own experience of similar programs in case of having several questions in one matrix at once, answering would have been quicker and possibly respondents would have be more motivated to go through the whole questionnaire form in stead of dropping out in the middle.

In Introduction it was considered whether Kuortane High Performance Training Centre would be able to find their customers among social media. In my opinion despite of the low number of respondents this type of affirmative conclusion could be drawn. The most of the respondents claimed to use Facebook and a reasonable number of respondents were following blogs.

Kuortane High Performance Training Centre's attractiveness in social media environments
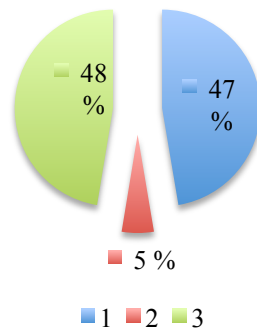
1   Facebook

2   Twitter

3   Blog

Picture 7. Kuortane High Performance Training Centre's attractiveness in social media environments

To sum up, this study revealed that more than 90 per cent of the respondents use the internet on a daily basis and 31 per cent of them use social media everyday and 56 per cent from 2-4 times a week. Facebook was the most popular social media environment where as Twitter was surprisingly not that interesting among surveyed.

Companies in social media seem to be relative new "partner" in social media while several questions received a lot "I do not know" – answers. Still when asked opinions regarding Kuortane High Performance Training Centre, based on the results of the questionnaire would be liked to find in Facebook but not in Twitter. Blog also would seem to be popular.

7.2 Managerial implications

Based on executed research and results, practical use of the information is needed in order to decide further steps. Even though the answering rate to the questionnaire was not high, and therefore not sufficient in order to draw a line in general, it still gave e.g. indication regarding choosing suitable social media environments. Based on the results of the questionnaire, Facebook and Blog would be obvious choices to be considered seriously which was carefully expected. Blogging additionally would raise the visibility of Kuortane Sports Institute in the internet when linking possibilities are utilised efficiently and having in mind value adding target from the customer point of view. Twitter at this stage, based on this limited sample, seems not to be popular among respondents. Still it is worth of bearing in mind that besides the fact that only a handful of people now gave their opinion in the matter, Twitter is growing all the time and it could support all other social media activity as noted previously in this study.

Based on the information now available it could be worth for board members of Kuortane Sports Institute to start evaluating importance of social media by considering resources: is there enough resources and would additional training for employees be necessary. After that making a decision about whether attend social media or not. Creating an action plan would be next necessary step including instructions for operating in social media as well as a crisis plan in case something goes wrong. Setting rational goals and doing proper follow up on how things are proceeding should not be forgotten in order to confirm that the project is going on right track. People who are chosen to take care of the social media activities should also be genuinely motivated in order to be able to submit the frankness to the customers. High motivation could prevent communicating becoming "compulsory".

What we know now about the preferences of the target group based on the questionnaire, content should be updated regularly and relevant to the receiver. Offering information regarding training camps, training facilities as well

as considering of adding a competition calendar on the website. Also offering special discounts to the target group e.g. during limited time period could work as an inducement without forgetting a raffle from time to time. It could be recommendable to rerun a customer survey regarding social media services later on, among Kuortane High Performance Training Centre's Facebook group or fan page –members. Then it could be possible to receive bigger sample group and possibility to get more female participants in the survey in order to be able to collect female perspective on claims. Additionally now after the survey has been ran, survey attendants might expect receiving some information after the study. Too often companies have projects investigating new issues, which are later buried in a quiet without sharing any information to participants regarding status of that matter. Therefore now would be best time to reach the survey attendants and show them that their opinion matters.

As noted earlier in this study, Kuortane Sports Institute has not yet invested much on alluring international customers and customers have mainly found their way to Kuortane based on other people recommendations. English version of Kuortane Sports Institute internet pages provides sufficiently basic information and also has a new updated, modern look. But pages including information of High Performance Training Centre could be more selling: e.g. photos taken when athletes are tested, photos of premises, introduction of personnel as well as alluring text designed from the perspective of a new client. Connecting social media environments more closely to the internet pages as well as adding information on brochures and e-mail signatures could still be utilised and making marketing more effective for free. Reason why starting to take a little bit bigger international steps just with javelin throwers is that Kuortane is well known for high level javelin training and when bearing that in mind, it has marketing value. Additionally when launching a new investment without taking too big risk at the same time would not risk any other operations.

7.3 Further research

When being a part of social media constant alert regarding changes and up-
dates is necessary. Controlling services in the internet is only possible on own
website, rest can be changed over night. For example there has been doubts
above the Facebook group function in case it might be disappearing leaving
fan page as an only option because improvements have lately been concen-
trated on fan pages. Latest sensation was experienced in the end of September
when Facebook announced of doing changes in Facebook, which probably is
against privacy agreements. (Kauppalehti 2011.)

Social media is familiar for the most of the people even though for some
companies it still is relatively a new thing. For those who have been "surfing"
in social media already for years they might experience it boring quickly soon
as Yle (2011) in its article reported. There are always people who get easily
bored and people who warm up slowly for new ideas: understanding that be-
sides bearing in mind the input of the internet generation in all this should
give a kick-start for investigating more deeply creating new ideas in order to
keep easily boring people interested. It is becoming a true challenge for mar-
keters.

During summer 2011 Google came into publicity with its' "the Google+ Pro-
ject" which Google is marketing to be competitor to Facebook. Google (2011)
suspects Facebook to disappear one day, which according to Google (2011),
is not going to happen with their project. Google emphasise *Google+* to be
part of Facebook, Twitter and Google together. As a benefit it is mentioned to
be all Google products compatibility together, which make it easy for user to
share parts of their life without having trouble to log in, in several separate
services. In Google+ friends are categorised in circles making distinction be-
tween e.g. family-members and co-workers having it possible to have sepa-
rate discussions among different circles. Privacy, according to Google, is con-
trollable by user and information is not forwarded to other parties knowledge
if not wanted. (Google 2011.)

Google+ is at the moment (September 2011) in limited field trial and project is on invitation only- basis, but probably it will be available for all later on. This is one interesting new turn on the social media environment, and further research could be done to investigate the possible "revolution" it might bring in the social media environment play field.

Additionally based on the answer results received on this study among javelin throwers, it might worth of re-sending the questionnaire in the beginning of the year. This is because at that time athletes are oriented on upcoming season and training is on going with full speed. Higher answering rate compared to the questionnaire which was sent now, could possibly be achieved.

REFERENCES

Aalto, T., Uusisaari, M.Y. 2010. Löydy - brändää itsesi verkossa. Helsinki: BTJ Finland Oy.

Alasilta, A. 2009. Blogi tulee töihin. Keuruu: Infor Oy.

Analystica. Front page. Available: www.analystica.fi [accessed 18 April 2011].

Anttila, P. 2005. Ilmaisu, teos, tekeminen ja tutkiva toiminta. Artefakta 16. Hamina: AKATIIMI OY.

Anttila, P. 2006. Tutkiva toiminta ja Ilmaisu, Teos, Tekeminen. 2nd edition. Artefakta 16. Hamina: AKATIIMI OY.

Bergström, S., Leppänen, A. 2009. Yrityksen asiakasmarkkinointi. Helsinki: Edita Prima Oy.

Chaffey, D. 2008. E-marketing and Internet marketing definition. Available: http://www.davechaffey.com/Internet-Marketing/C1-Introduction/E-marketing-Internet-markeitng-%20definition/ [accessed 15 May 2011].

Cone. 2008. Business in Social Media- Study. Available: http://www.coneinc.com/stuff/contentmgr/files/0/26ff8eb1d1a9371210502558013fe2a6/files/2008_business_in_social_media_fact_sheet.pdf [accessed 14 May 2011].

Cone. 2010. Consumer New Media Study. Available:
http://www.coneinc.com/stuff/contentmgr/files/0/61d7fb20ef6d001b5b77a43
08eeb986b/files/consumer_new_media_fact_sheet_final.pdf, [accessed 14
May 2011].

Dahlén, M. 2006. Markkinoijan yhdeksän käskyä. Uusi näkemys brandeista,
mainonnasta ja mediasta. Helsinki: WSOYpro. Translated in Finnish Lustig,
E.

Digitoday. Blogit kunniaan. Available:
http://www.digitoday.fi/files/blogit_kunniaan_2008_kysely_yhteenvetoraport
ti_websivu_edit.pdf [accessed 18 May 2011].

Etelä-Pohjanmaan Matkailu Oy. Matkailutilastot 2010. Available:
http://www.epmatkailu.fi/matkailutilastot_2010.html [accessed 21 June
2011].

Fintra. 1998. Markkinatieto yrityksen kansainvälistymisessä. The Finnish In-
stitute for international trade. Fintra- julkaisu nro 118. Hakapaino Oy.

Forsgård, C., Frey, J. 2010. Suhde. Sosiaalinen media muuttaa johtamista,
markkinointia ja viestintää. Vantaa: Infor Oy.

Google. 2011. Available:
https://plus.google.com/up/start/?continue=https://plus.google.com/&type=st
&gpcaz=39ec38f0 [accessed 2 August 2011].

Google. 2011. Available:
http://adwords.google.com/support/aw/bin/answer.py?hl=en&answer=6084
[accessed 1 September 2011].

Grönroos, C. 2009. Palvelujen johtaminen ja markkinointi. Ekonomia- series.
3rd edition. Helsinki: WSOYpro.

Haavisto, M. 2009. Näin käytät Twitteriä. Tampere: Esa Print Oy.

Haasio, A. 2009. Facebook- opas. Helsinki: BTJ Kustannus.

Habbo. 2011. Available: http://www.habbo.com/groups/officialparentsguide [accessed 4 September 2011].

Heikkilä, K. 2000. Yhteinen koto, Pohjanmaan urheiluopisto 1950 – Kuortaneen urheiluopisto 2000. Jyväskylä: Gummerus Oy.

Hintikka, K. 2007. Web 2.0. Johdatus internetin uusiin liiketoimintamahdollisuuksiin. Tieke 28. Helsinki: Tieke Tietoyhteiskunnan kehittämiskeskus ry publications.

Hirsjärvi, S., Remes, P. & Sajavaara, P. 1997 / 2001. 6th edition. Tutki ja kirjoita. Vantaa: Tummavuoren kirjapaino Oy.

Ilkka. 2011a. Kuortaneelle tekeillä kunnon kokoinen liikunta- ja yrityspuisto. Dated August 11 2011.

Ilkka. 2011b. Kaikki media on sosiaalista mediaa. Dated 24 September 2011.

IRO Research 23.4.2010. Internetin sosiaalisen median palveluiden käyttäjät. Available: http://www.iro.fi/uutinen?id=17274634 [accessed 26 May 2011].

Isokangas, A., Vassinen, R. 2010. Digitaalinen jalanjälki. Hämeenlinna: Talentum.

Kalliala, E., Toikkanen, T. 2009. Sosiaalinen media opetuksessa. Tampere: Esa Print Oy.

Karjaluoto, H. 2010. Digitaalinen markkinointiviestintä. Esimerkkejä parhaista käytännöistä yritys- ja kuluttajamarkkinointiin. Jyväskylä: WSOYpro Oy.

Kauppalehti. 2011. Tietosuojavaltuutettu HS:ssä: Facebook- uudistus vaarallinen. Available: http://www.kauppalehti.fi/5/i/talous/uutiset/etusivu/uutinen.jsp?oid=20111095199&ext=rss[accessed 11 October 2011].

Kokko, L. 2009. Klikkaa tästä. Internetmarkkinoinnin käsikirja. V.09. Helsinki: Mainostajien liitto. Edit. Paloheimo,T.

Korpi, T. 2010. Älä keskeytä mua! Markkinointi sosiaalisessa mediassa. Tampere: Werkkomerz.

Kortesuo, K. 2011. Tee itsestäsi brändi. Asiantuntijaviestintä livenä ja verkossa. Porvoo: Bookwell Oy.

Kotler, P. 1997. 9th edition. Marketing Management. Analysis, Planning, Implementation, and Control. United States of America: Prentice-Hall, Inc.

Kuortane Sports Institute. Available: www.kuortane.com [accessed 13 April 2011].

Kuvaja, M., Taljavaara, E. 2010. Nykyajan napalm, Web 2.0. Muotiblogit- markkinointiviestinnän ja kulttuurin kohtaaminen verkossa. Tampere: Jyväskylän ammattikorkeakoulun julkaisuja 106.

Leino, A. 2010. Dialogin aika. Markkinoinnin & viestinnän digitaaliset mahdollisuudet. Porvoo: Infor Oy.

Lenhart, A., Fox, S. Bloggers. July 19, 2006. A portrait of the internet's new storytellers. Available: http://www.pewinternet.org/Reports/2006/Bloggers [accessed 26 April 2011].

Leskelä, H., Murtomäki, M. 2009. Klikkaa tästä. Internetmarkkinoinnin käsikirja. V.09. Helsinki: Mainostajien liitto. Edit. Paloheimo, T.

Lietsala, K., Sirkkunen, E. 2010. Ote informaatiosta. Johdatus informaatiotut-kimukseen ja interaktiiviseen mediaan. Johdatusta sosiaaliseen mediaan. Helsinki: BTJ Finland Oy. Edit. Serola, S.

Mattinen, H., Sierla, S. 2009. Tutkimusmatka lojaliteettimarkkinointiin-kuinka edelläkävijät uudistavat markkinointikäytäntöjä. Helsinki: Talentum. Hämeenlinna: Kariston Kirjapaino Oy.

Merisavo, M., Vesanen, J., Raulas, M. & Virtanen, V. 2006. Digitaalinen markkinointi. Economica series nr 38. Talentum Media Oy. Jyväskylä: Gummerus Kirjapaino Oy.

Metsämuuronen, J. 2001. Laadullisen tutkimuksen perusteet. Metadologia -sarja 4. Printed in Estonia.

Municipality of Kuortane. Available: www.kuortane.fi [accessed 13 April 2011].

National Board of Patents And Registration Of Finland 2011. Available: http://www.prh.fi/en/saatiorekisteri.html [accessed 20 June 2011].

Noppari, E., Uusitalo, N., Kupiainen, R. & Luostarinen, H. 2008. "Mä oon nyt online!". Lasten mediaympäristö muutoksessa. Journalismin tutkimusyk-sikkö. Tiedotusopin laitos. Tampereen yliopisto. Publications A 104/2008. Tampere: Cityoffset.

Culture Ministry. Available: http://www.vos.uta.fi/cgi-bin/tiedot2.cgi?saaja=17701;tnimi=vos/v10/v02yt7s10.lis [accessed 18 April 2011].

Piironen, P. 2011a. Interview of Professional Javelin Coach on 18 April 2011, Seinäjoki. Kuortane Sports Institute.

Piironen, P. 2011b. Interview of Professional Javelin Coach on 19 April 2011, Seinäjoki. Kuortane Sports Institute.

Piironen, P. 2011c. Interview of Professional Javelin Coach on 30 April 2011, Seinäjoki. Kuortane Sports Institute.

Piironen, P. 2011d. Interview of Professional Javelin Coach on 1 May 2011, Seinäjoki.   Kuortane Sports Institute.

Piironen, P. 2011e. Telephone interview of Professional Javelin Coach on 31 August 2011. Kuortane. Kuortane Sports Institute.

Piironen, P. 2011f. Vastaus: Fwd: Dpt- Kuortane / Opiskelijavuorokausista sekä sähköisestä markkinoinnista kysymys. E-mail 1 September 2011. Kuortane: Kuortane Sports Institute.

Piironen, P. 2011g. Interview of Professional Javelin Coach on 21 September 2011. Kuortane. Kuortane Sports Institute.

Pullinen, J. 2009. Klikkaa tästä. Internetmarkkinoinnin käsikirja. V.09. Helsinki: Mainostajien liitto. Edit. Paloheimo, T.

Qualman, E. 2009. Socialnomics. How social media transforms the way we live and do business. New Jersey: John Wiley & Sons, Inc. Hoboken.

Rci. 2011. About us. Available: http://www.rci.com/RCI/prelogin/aboutUs.do [accessed 1 September 2011].

Richardson, W. 2010. Blogs, wikis, podcasts, and other powerful Web tools for classrooms. 3rd edition. United States of America: Library of Congress Cataloging-in-Publication Data.

Rinta, T. 2009. Klikkaa tästä. Internetmarkkinoinnin käsikirja. V.09. Helsinki: Mainostajien liitto. Edit. Paloheimo, T.

Ronkainen, S., Karjalainen. A. 2008. Sähköä kyselyyn! Web- kysely tutkimuksessa ja tiedonkeruussa. Lapin yliopiston menetelmätieteiden laitoksen tutkimuksia 1. Tutkimusmenetelmät. Rovaniemi: Lapin yliopistopaino.

Rättilä, T. Sosiaalisen median mahdollisuudet kodin, koulun ja kunnan viestinnässä. Journalismin tutkimusyksikkö. Tampereen yliopisto. Tiedotusopin laitos. Series B 47/2007. Tampere: Cityoffset Oy.

Saarikoski, P., Suominen, J., Turtiainen, R. & Östman, S. 2009. Funetista Facebookiin - Internetin kulttuurihistoria. Tallinna: Raamatutrükikoda.

Salmenkivi, S., Nyman, N. 2007. Yhteisöllinen media ja muuttuva markkinointi 2.0. Helsinki: Karisto Oy.

Scoble, R., Israel, S. 2006 / 2008. Blogit ja bisnes. (Naked Conversations: How Blogs Are Changing the Way Businesses Talk with Customers.) Yritys 2.0. Helsinki: Basam Books Oy.

Soininen, J., Wasenius, R. & Leponiemi, T. 2010. Yhteisöllinen media osana yrityksen arkea. Hämeenlinna: Helsingin seudun kauppakamari / Helsingin Kamari Oy and Jesse Soininen, Tero Leponiemi and Reidar Wasenius.

Statistics Finland. Tieto- ja viestintätekniikan käyttö > 2008 > Internetin käytön muutokset. Tieto- ja viestintätekniikan käyttö 2008 -tutkimuksen tuloksia. Available: http://www.tilastokeskus.fi/til/sutivi/2008/sutivi_2008_2009-04-27_tie_002_fi.html [accessed 2 May 2011].

Statistics Finland. Tieto-ja viestintätekniikan käyttö- tutkimus 2010. Available: http://www.tilastokeskus.fi/til/sutivi/2010/sutivi_2010_2010-10-26_kat_003_fi.html [accessed 28 April 2011].

Statistics Finland 2011. Majoitusliikkeiden kapasiteetti ja sen käyttö. Available: http://pxweb2.stat.fi/Dialog/Saveshow.asp. [accessed 28 April 2011].

Takala, T. 2007. (Markkinoinnin musta kirja). Totuus seuraavan sukupolven markkinoinnista. Helsinki: WSOYpro. Edit. Vanhakarhu, T.

Tapscott, D. 2009 / 2010. Syntynyt digiaikaan. Sosiaalisen median kasvatit. (1. Finnish edition). Porvoo: WS Bookwell.

Testing Lab. Introduction. Available: http://www.kuortanetestinglab.fi/en/introduction.html [accessed 3 May 2011].

Tikkanen, H., Vassinen, A. 2010. Strat Mark: Strateginen markkinointiosaaminen. 2nd edition. Series nr. 50. Helsinki: Talentum Media Oy.

Tinnilä, M., Vihervaara, T., Klimscheffskij, J. & Laurila, A. 2008. Elektroninen liiketoiminta 2.0. Avainkäsitteistä ansaintamalleihin. Helsinki: Teknologiainfo Teknova Oy.

Toivonen, S. 2009. Klikkaa tästä. Internetmarkkinoinnin käsikirja. V.09. Helsinki: Mainostajien liitto. Edit. Paloheimo, T.

Vahvaselkä, I. 2009. Kansainvälinen liiketoiminta ja markkinointi. Helsinki: Edita Prima Oy.

Wikipedia. 2011. Friends for Sale. Available: http://en.wikipedia.org/wiki/Friends_for_Sale [accessed 4 September 2011].

Wikipedia. 2011. Wikipedia. Available: http://en.wikipedia.org/wiki/Wiki [accessed 4 September 2011].

Yle uutiset. 2011. Gartner: Merkkejä sosiaaliseen mediaan kyllästymisestä. Available: http://yle.fi/uutiset/ulkomaat/2011/08/gartner_merkkeja_sosiaaliseen_mediaan_kyllastymisesta_2791746.html [accessed 15 August 2011].

Öörni, K. 2011a. Interview of Sales Manager on 5 April 2011. Kuortane:
Kuortane Sports Institute.

Öörni, K. 2011b. Diat. E-mail 6 April 2011. Kuortane: Kuortane Sports Institute.

Öörni, K. 2011c. Fw: Kiinteistöjen volyymit.2010. E-mail 19 April 2011.
Kuortane: Kuortane Sports Institute.

Öörni, K. 2011d. Mail received 15 April 2011. Balance sheet. Kuortaneen
Urheiluopistosäätiökonserni 1.1.2010-31.12.2010. Kuortane: Kuortane Sports
Institute.

Öörni, K. 2011e. Interview of Sales Manager 5 July 2011. Kuortane: Kuortane Sports Institute.

Öörni, K. 2011f. Vastaus: Opinnäytetyö / Kuortane teoriaosuus. E-mail 7 July
2011. Kuortane: Kuortane Sports Institute.

Öörni, K. 2011g. Vastaus: DPT- Kuortane: Opiskelijavuorokausista sekä sähköisestä markkinoinnista kysymys. E-mail 1 September 2011. Kuortane:
Kuortane Sports Institute.

Dear Receiver,

Kuortane Sports Institute is located in small municipality of Kuortane in Western Finland. Despite of its peaceful location, Kuortane is well known for high level training facilities and coaching skills especially in Javelin throwing. Every year most of the top avelin throwers in the world attend on Kuortane Games.

Purpose of this questionnaire is to improve services of Kuortane High Performance Training Centre is offering to international Javelin Throwers in social media. This questionnaire is part of Masters level thesis at Kymenlaakso University of Applied Sciences in Kouvola, Finland.

All the answers in the questionnaire will be treated with extreme confidentiality. All the answers from the survey will be aggregated in the database so that none of information from your answers to the questionnaire will be seen in the data analysis and the final results. The information You give will be used for the purpose of academic research and to improve Kuortane High Performance Training Centre's services.

Your assistance in this survey is highly appreciated in order to be able to consider this survey reliable.

Please kindly spend few minutes in answering the following questions.
Your answer would be needed latest on September 23rd 2011.

Thank You for Your participation and invaluable support.

Sincerely,

Petra Piironen

Contact information:

Student Mrs Petra Piironen, petra.piironen@gmail.com,

Tel. +358 40 55 04 557

Supervisor Mrs Kaija Öörni,

(Kuortane Sports Institute) kaija.oorni@kuortane.com,

tel. +358 6 51 66 226

Or

Supervisor Dr Sc (IB) Minna Söderqvist,

(Head of Programme (BBA in IB) at Kymenlaakso University of Applied Sciences)

minna.soderqvist@kyamk.fi,

tel. +358 44 70 28 310

The survey:

http://zef.kyamk.fi/player/?q=346-65d8d6a3

Questionnaire / Kuortane High Performance Training Centre

Dear Receiver,

An Internet questionnaire- link was posted to You on September 16.
If You have not already filled it in, please do so by September 23,
so that Your answers can be included in the survey results.

Please complete the questionnaire, to help Kuortane Sports Institute to improve their services.

To encourage the participants to complete the survey, a raffle will be organised between all persons to whom the questionnaire link was sent. Chosen incentive is a weekend package at Kuortane Sports Institute for 1 person including accommodation in single room / apartment, half board (breakfast and dinner). Valid until end of year 2012.

Thank You for Your participation and invaluable support.

Sincerely,
Petra Piironen

Contact information:
Student Mrs Petra Piironen, petra.piironen@gmail.com,
Tel. +358 40 55 04 557

Supervisor Mrs Kaija Öörni,
(Kuortane Sports Institute) kaija.oorni@kuortane.com,
tel. +358 6 51 66 226

Or

Supervisor Dr Sc (IB) Minna Söderqvist,

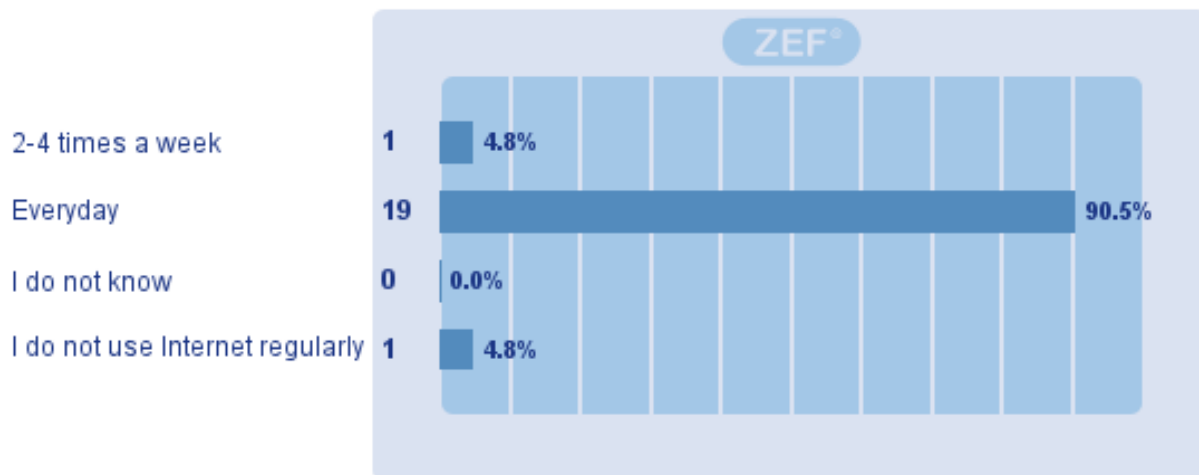(Head of Programme (BBA in IB) at Kymenlaakso University of Applied Sciences)

minna.soderqvist@kyamk.fi,

tel. +358 44 70 28 310

The survey:

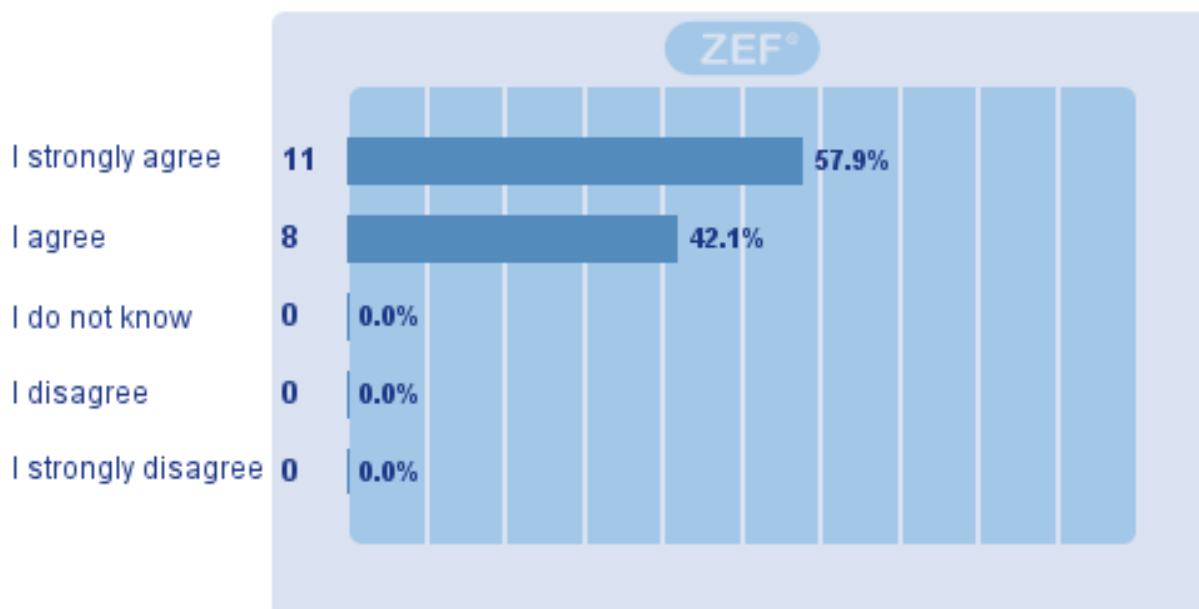http://zef.kyamk.fi/player/?q=346-65d8d6a3
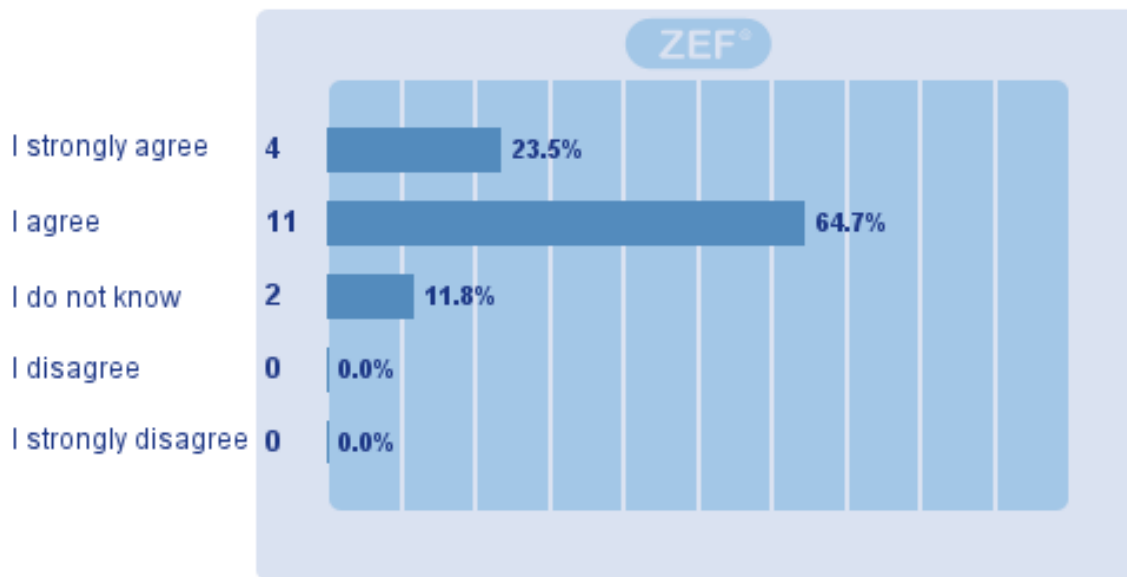
1. I use Internet:

2-4 times a week	1	4.8%
Everyday	19	90.5%
I do not know	0	0.0%
I do not use Internet regularly	1	4.8%

2. I use Internet for information search

I strongly agree	11	57.9%
I agree	8	42.1%
I do not know	0	0.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

3. I use Internet for participating social media

I strongly agree	4	23.5%
I agree	11	64.7%
I do not know	2	11.8%
I disagree	0	0.0%
I strongly disagree	0	0.0%

1. I use social media:

Everyday	5	31.2%
I use social media 2-4 times a week	9	56.2%
I do not know	0	0.0%
I do not use social media regularly	2	12.5%
I do not use social media at all	0	0.0%

2. I'm familiar with Facebook as a social media environment.

ZEF®

I strongly agree	6	40.0%
I agree	8	53.3%
I do not know	0	0.0%
I disagree	0	0.0%
I strongly disagree	1	6.7%

3. I'm familiar with Twitter as a social media environment.

ZEF®

I strongly agree	2	13.3%
I agree	5	33.3%
I do not know	2	13.3%
I disagree	5	33.3%
I strongly disagree	1	6.7%

4. I'm familiar with blogging as a social media environment.

ZEF®

I strongly agree	5	33.3%
I agree	2	13.3%
I do not know	2	13.3%
I disagree	5	33.3%
I strongly disagree	1	6.7%

5. I am a registered user of Facebook.

ZEF®

I strongly agree	10	66.7%
I agree	5	33.3%
I do not know	0	0.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

6. I am a registered user of Twitter.

ZEF®

I strongly agree	2	13.3%
I agree	1	6.7%
I do not know	0	0.0%
I disagree	2	13.3%
I strongly disagree	10	66.7%

7. I use other social media environments than Facebook or Twitter.

ZEF®

I strongly agree	2	13.3%
I agree	3	20.0%
I do not know	0	0.0%
I disagree	3	20.0%
I strongly disagree	7	46.7%

9. I only follow social media, I do not create content (e.g. commenting).

I strongly agree	0	0.0%
I agree	7	50.0%
I do not know	1	7.1%
I disagree	4	28.6%
I strongly disagree	2	14.3%

10. I create content (e.g. commenting) in social media.

I strongly agree	3	21.4%
I agree	5	35.7%
I do not know	2	14.3%
I disagree	4	28.6%
I strongly disagree	0	0.0%

11. I expect to spend more time using social media in the
near future on a weekly basis.

ZEF®

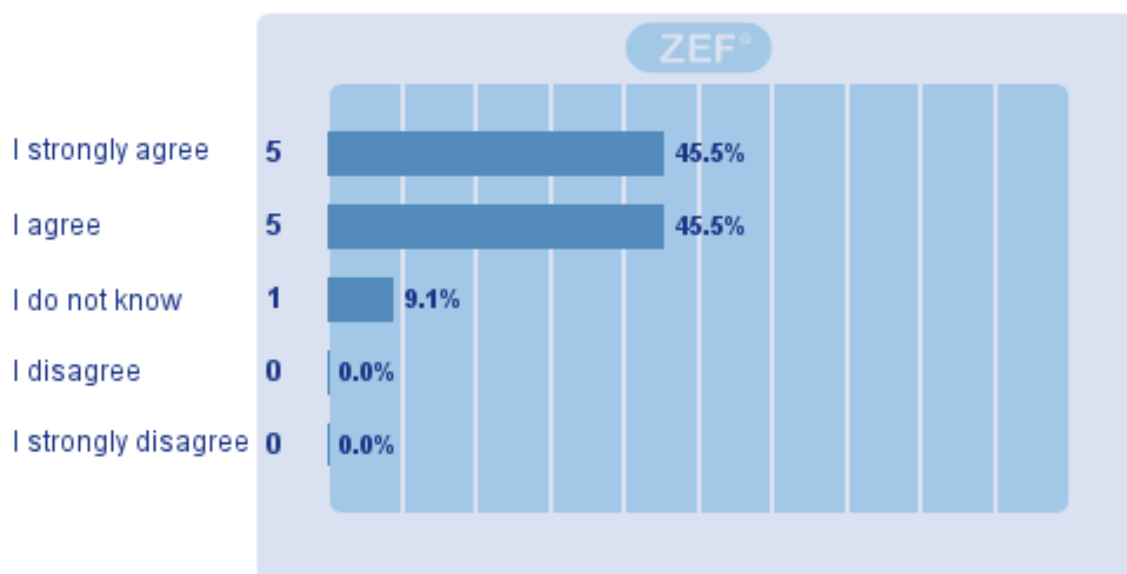|		
I strongly agree	1	7.7%
I agree	0	0.0%
I do not know	8	61.5%
I disagree	1	7.7%
I strongly disagree	3	23.1%

12. If You expect to spend more time in social media in the
near future on a weekly basis, please answer to the
following question.

ZEF®

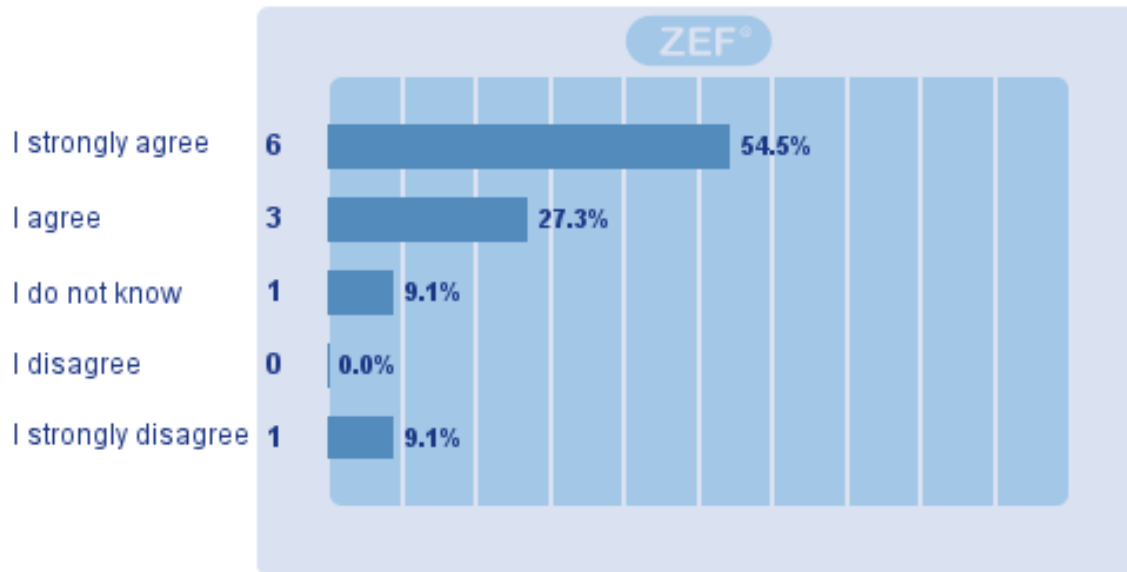|		
5-10 minutes	4	44.4%
Half an hour	1	11.1%
I do not know	3	33.3%
An hour	0	0.0%
More than an hour	1	11.1%

13. I participate social media via mobile phone.

I strongly agree	2	16.7%
I agree	3	25.0%
I do not know	0	0.0%
I disagree	4	33.3%
I strongly disagree	3	25.0%

1. I would like to find Kuortane High Performance Training Centre in the social media environment.

I strongly agree	5	45.5%
I agree	5	45.5%
I do not know	1	9.1%
I disagree	0	0.0%
I strongly disagree	0	0.0%

2. I would like to find Kuortane High Performance Training Centre in Facebook.

I strongly agree	6	54.5%
I agree	3	27.3%
I do not know	1	9.1%
I disagree	0	0.0%
I strongly disagree	1	9.1%

3. I would like to find Kuortane High Performance Training Centre in Twitter.

I strongly agree	1	9.1%
I agree	0	0.0%
I do not know	6	54.5%
I disagree	2	18.2%
I strongly disagree	2	18.2%

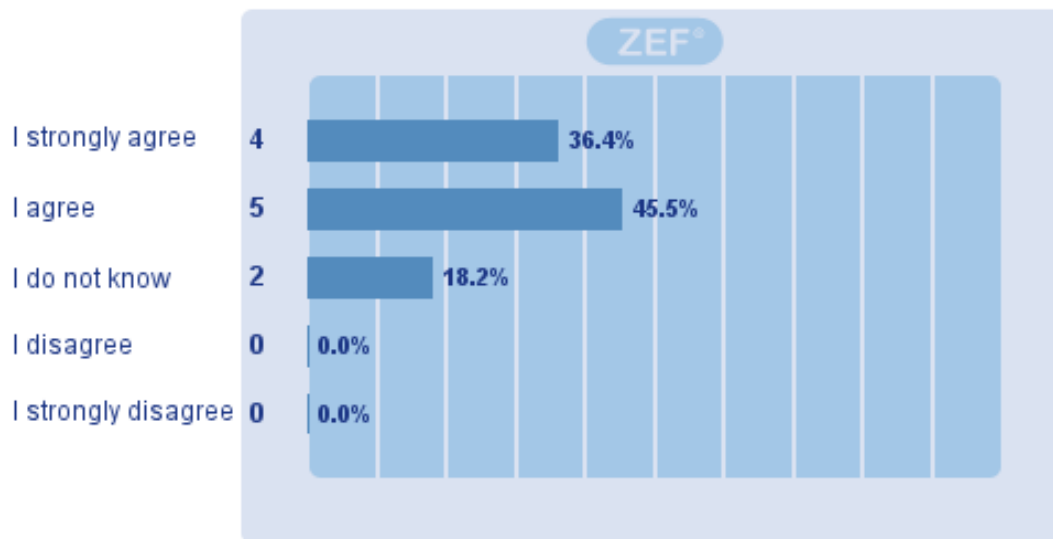4. I would only like to receive messages (status updates, news, tweets) via social media, containing news about javeling throwing from Kuortane High Performance Training Centre.
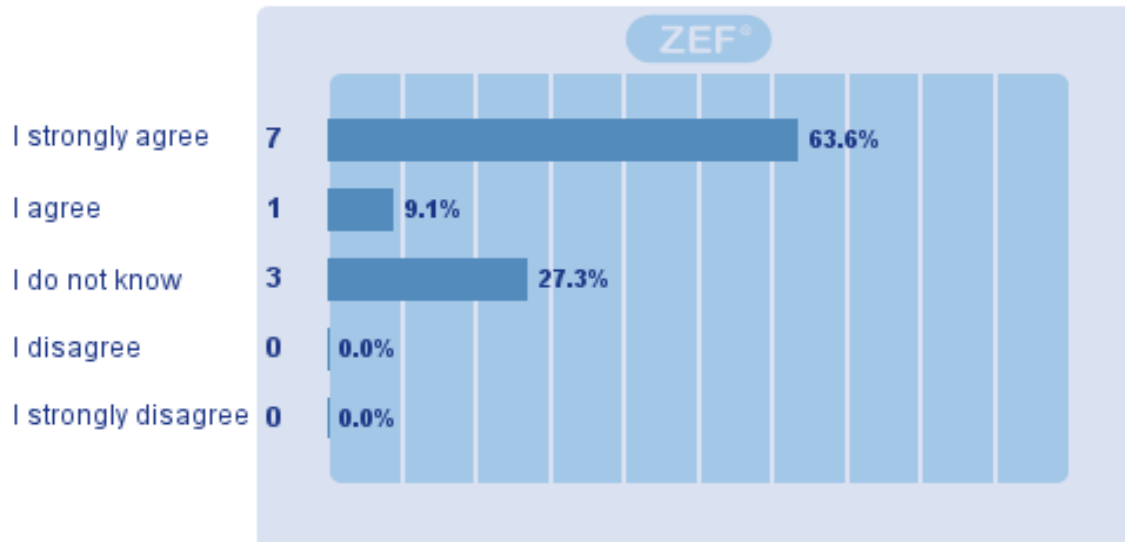
ZEF®

I strongly agree	7	63.6%
I agree	1	9.1%
I do not know	3	27.3%
I disagree	0	0.0%
I strongly disagree	0	0.0%

5. I would like to read Kuortane High Performance Training Centre's blog if it was available.

ZEF®

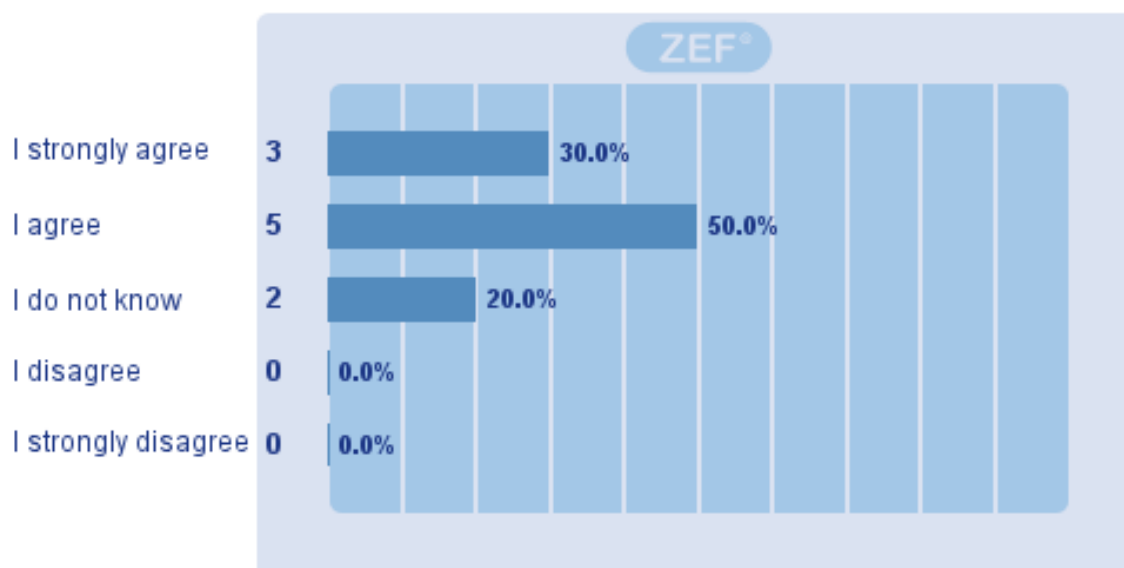|		
I strongly agree	5	45.5%
I agree	4	36.4%
I do not know	2	18.2%
I disagree	0	0.0%
I strongly disagree	0	0.0%

1. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?

ZEF

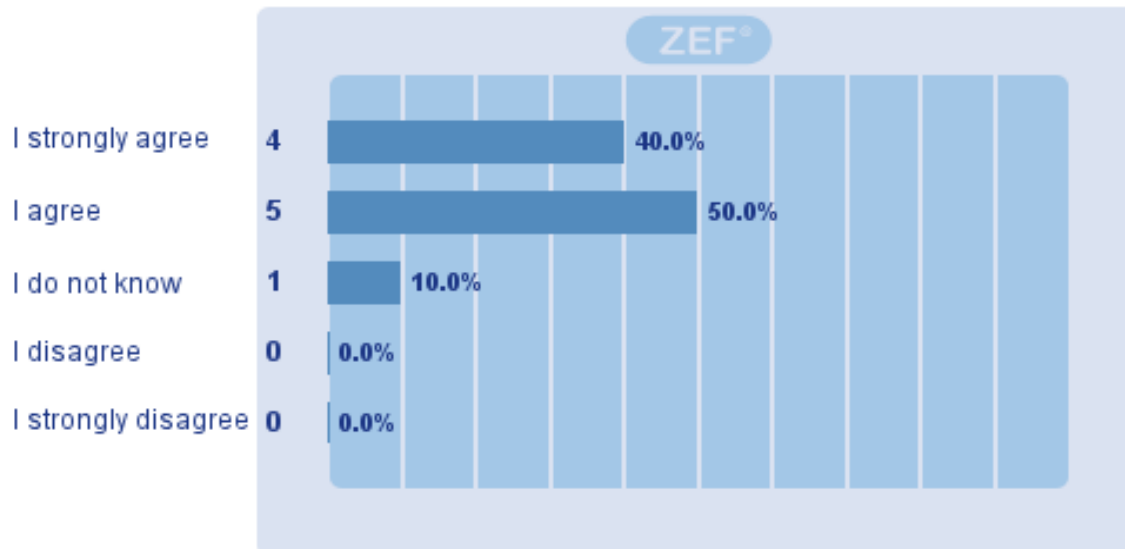|		
I strongly agree	4	36.4%
I agree	5	45.5%
I do not know	2	18.2%
I disagree	0	0.0%
I strongly disagree	0	0.0%
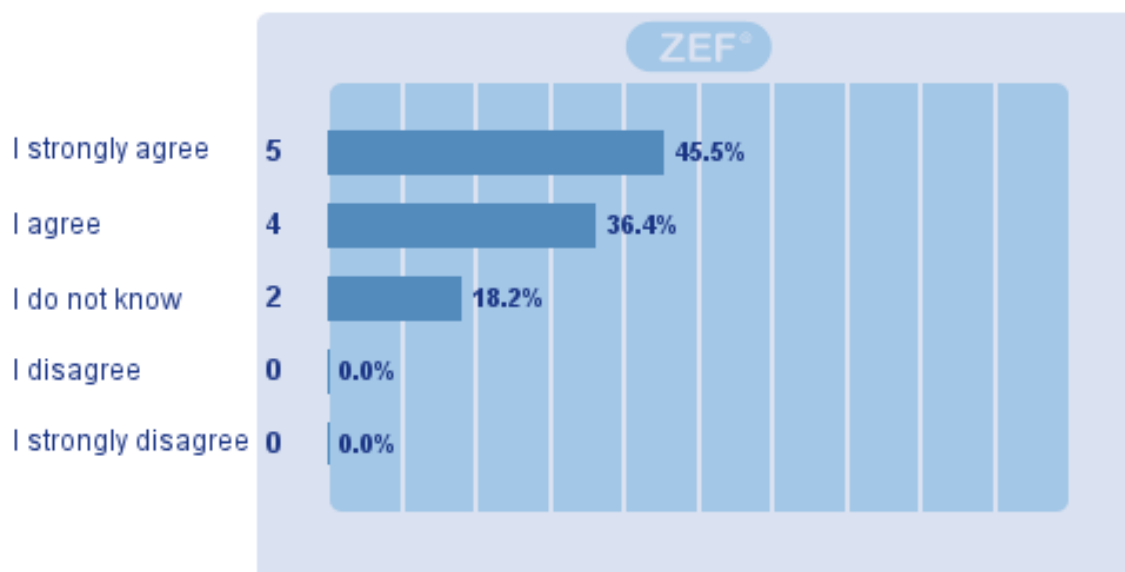
It is a quick way to communicate with the company (virtual   customer service).

2. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?

ZEF

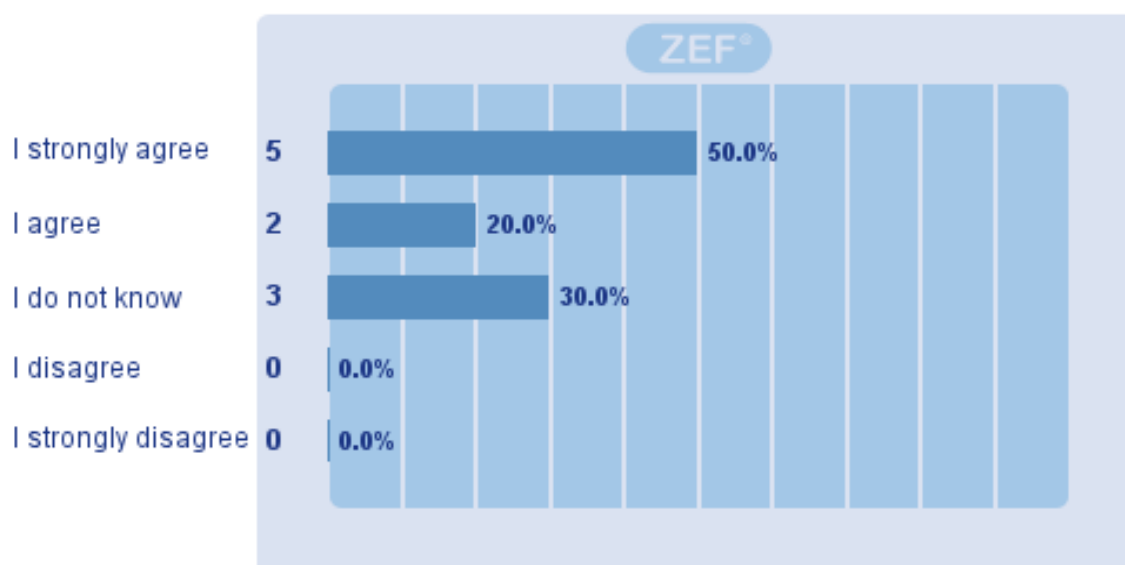|		
I strongly agree	3	30.0%
I agree	5	50.0%
I do not know	2	20.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

Possibility to communicate with other users.

3. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?

I strongly agree	4	40.0%
I agree	5	50.0%
I do not know	1	10.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

Receiving special offers, e.g. discounts.

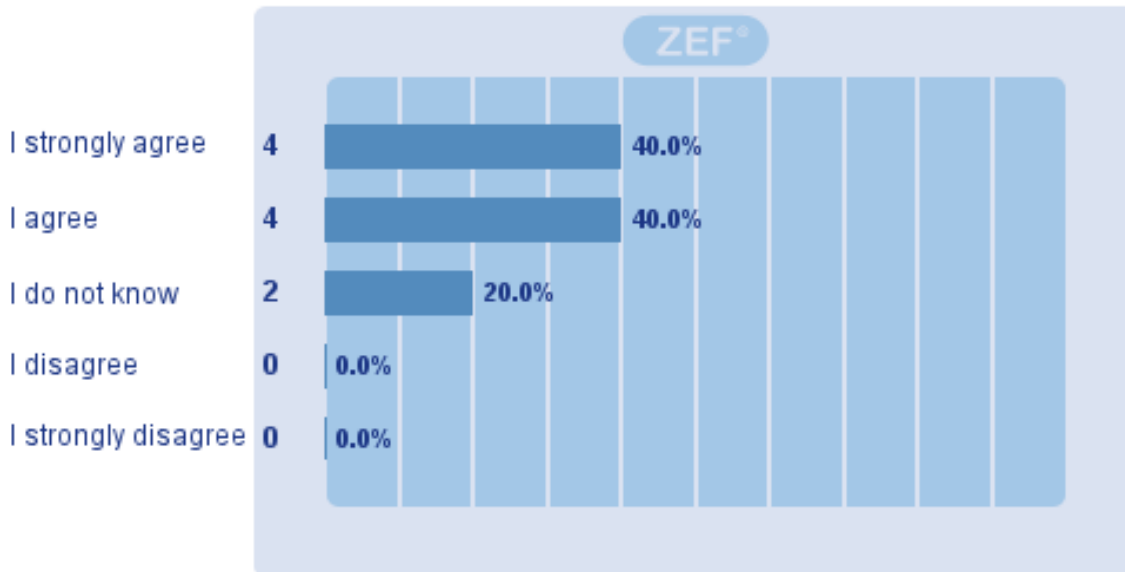4. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?

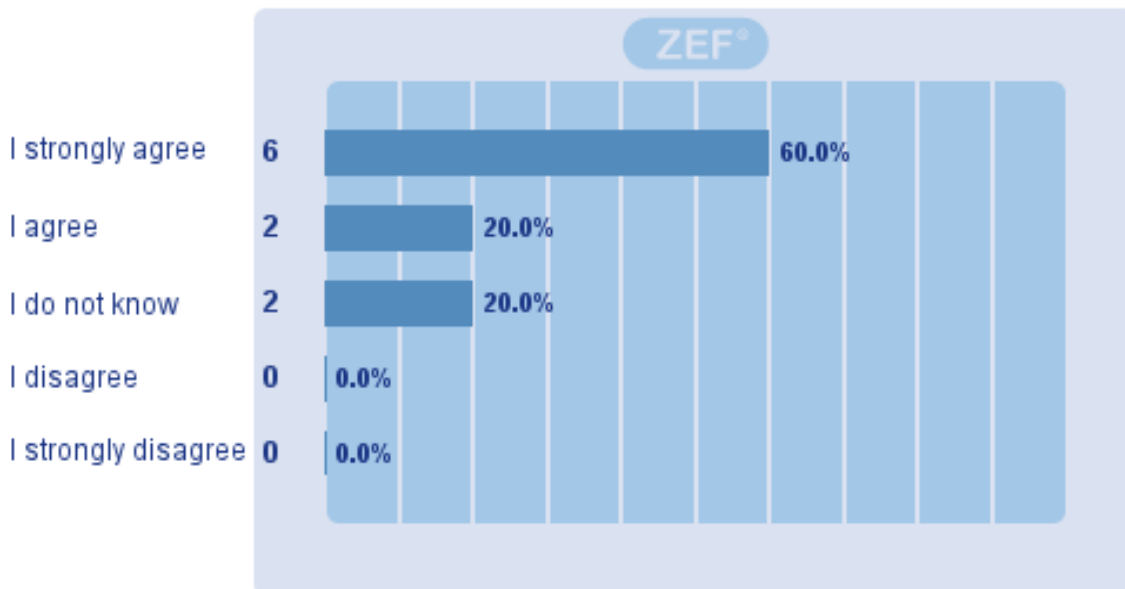|		
I strongly agree	5	50.0%
I agree	2	20.0%
I do not know	3	30.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

Possibility to attend competitions.

5. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?

ZEF®

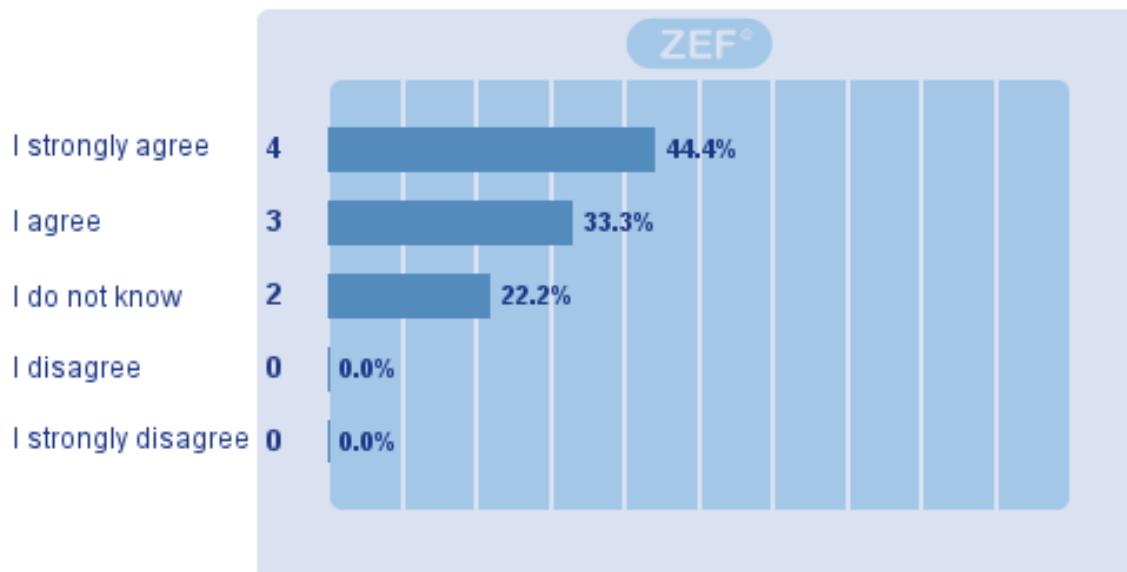|		
I strongly agree	4	40.0%
I agree	4	40.0%
I do not know	2	20.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

Publishing frequently updated works, e.g. news headlines, blog entries.

6. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?

ZEF®

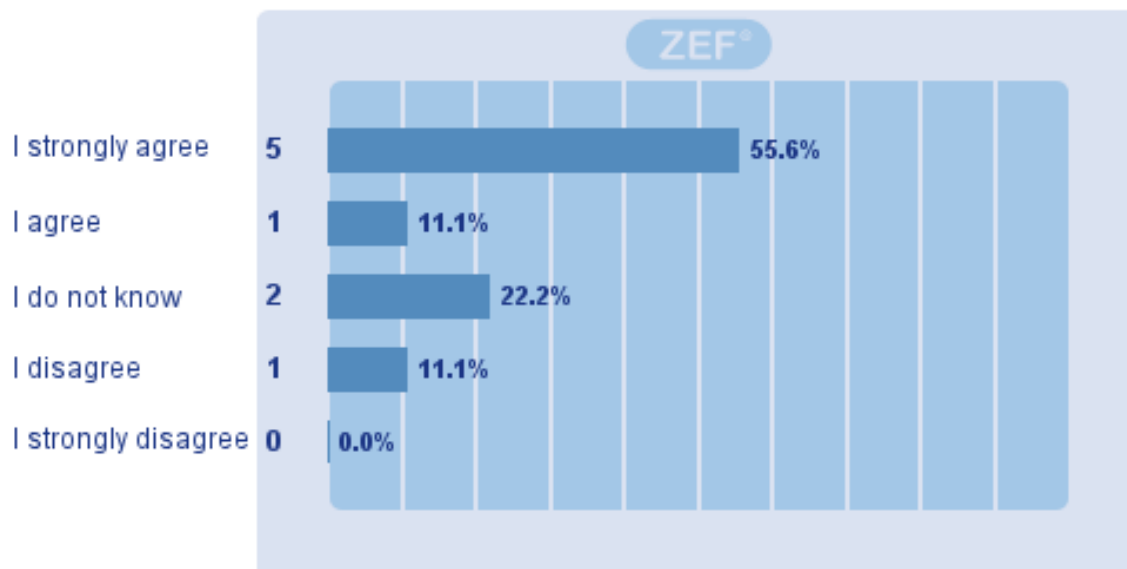|		
I strongly agree	6	60.0%
I agree	2	20.0%
I do not know	2	20.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

Possibility to read Trainer's blog.

7. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?

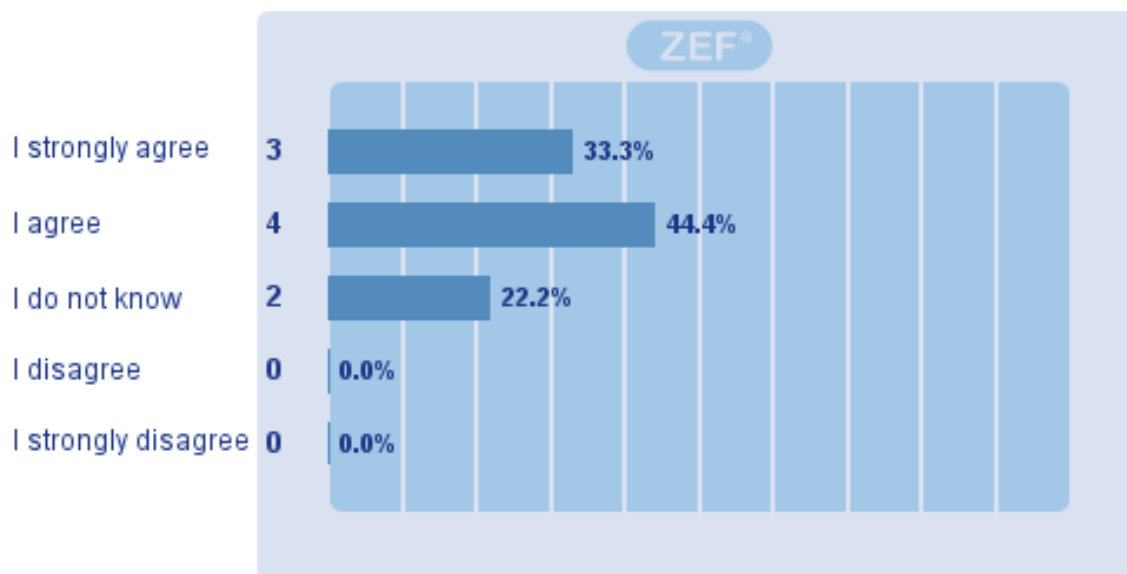|		
I strongly agree	4	44.4%
I agree	3	33.3%
I do not know	2	22.2%
I disagree	0	0.0%
I strongly disagree	0	0.0%

Receiving information concerning training facilities.

8. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media?
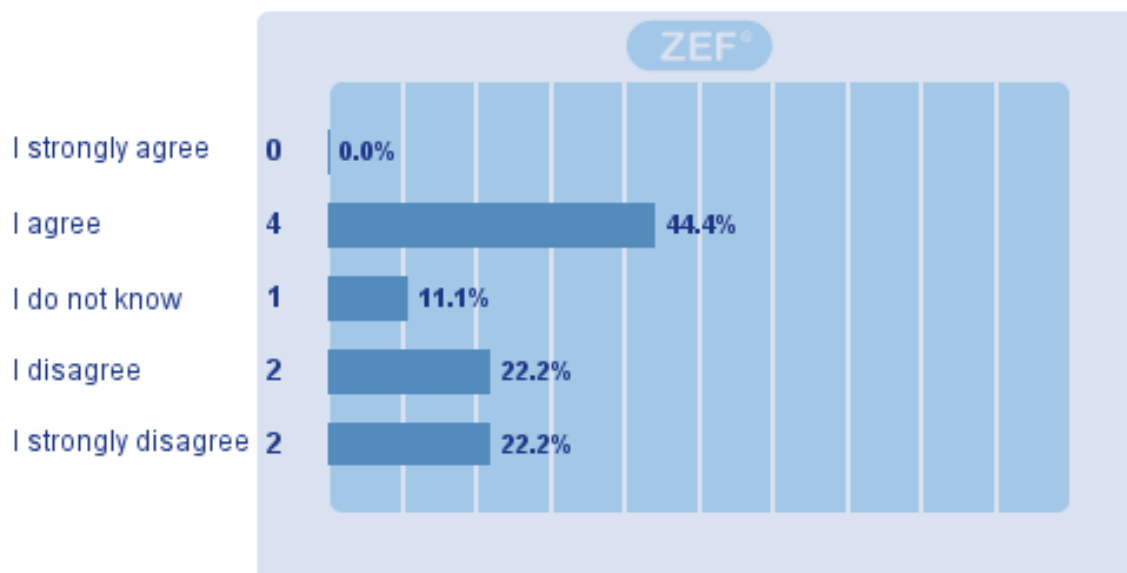

I strongly agree	5	55.6%
I agree	1	11.1%
I do not know	2	22.2%
I disagree	1	11.1%
I strongly disagree	0	0.0%

Receiving information concerning training camps.

1. I comment texts or other publications in Facebook.

I strongly agree	3	33.3%
I agree	4	44.4%
I do not know	2	22.2%
I disagree	0	0.0%
I strongly disagree	0	0.0%

2. I only read what other Facebook users have published.

I strongly agree	0	0.0%
I agree	4	44.4%
I do not know	1	11.1%
I disagree	2	22.2%
I strongly disagree	2	22.2%

3. I would like to read Kuortane High Performance Training Centre's status updates in Facebook:

Everyday	3	33.3%
Every other day	2	22.2%
I do not know	1	11.1%
Once a week	0	0.0%
Seldom	3	33.3%

1. I comment texts or other publications in Twitter.

I strongly agree	0	0.0%
I agree	1	11.1%
I do not know	1	11.1%
I disagree	2	22.2%
I strongly disagree	5	55.6%

2. I only read what other people have published in Twitter.

ZEF°

I strongly agree	0	0.0%
I agree	0	0.0%
I do not know	2	22.2%
I disagree	2	22.2%
I strongly disagree	5	55.6%

3. I would like to receive messages (=Tweets) from Kuortane High Performance Training Centre:

ZEF°

Everyday	0	0.0%
Every other day	1	14.3%
I do not know	3	42.9%
Once a week	0	0.0%
Seldom	3	42.9%

1. I know what blog is and blogging means.

I strongly agree	3	33.3%
I agree	5	55.6%
I do not know	1	11.1%
I disagree	0	0.0%
I strongly disagree	0	0.0%

2. I only read blogs, I do not comment blogs.

I strongly agree	0	0.0%
I agree	6	66.7%
I do not know	0	0.0%
I disagree	1	11.1%
I strongly disagree	2	22.2%

3. I comment texts or other publications created by other users while reading a blog.

ZEF®

I strongly agree	2	22.2%
I agree	3	33.3%
I do not know	2	22.2%
I disagree	0	0.0%
I strongly disagree	2	22.2%

4. I write a blog.

ZEF®

I strongly agree	1	11.1%
I agree	0	0.0%
I do not know	2	22.2%
I disagree	2	22.2%
I strongly disagree	4	44.4%

5. I would like to read updated content in a blog:

ZEF®

Everyday	2	22.2%
Every other day	2	22.2%
I do not know	2	22.2%
Once a week	1	11.1%
Seldom	2	22.2%

6. In my opinion a guest author writing a blog from time to time would be good idea.

ZEF®

I strongly agree	2	22.2%
I agree	4	44.4%
I do not know	3	33.3%
I disagree	0	0.0%
I strongly disagree	0	0.0%

7. I would like to read a blog containing stories of track and field in general.

I strongly agree	0	0.0%
I agree	3	33.3%
I do not know	4	44.4%
I disagree	1	11.1%
I strongly disagree	1	11.1%

8. I would like to read a blog containing stories of javelin throwing.

I strongly agree	7	77.8%
I agree	2	22.2%
I do not know	0	0.0%
I disagree	0	0.0%
I strongly disagree	0	0.0%

1. I want to interact with companies in the social media environment if I find the company interesting.

ZEF®

I strongly agree	2	22.2%
I agree	1	11.1%
I do not know	4	44.4%
I disagree	2	22.2%
I strongly disagree	0	0.0%

2. I feel better served if I can interact with the company in the social media environment.

ZEF®

I strongly agree	2	22.2%
I agree	1	11.1%
I do not know	3	33.3%
I disagree	1	11.1%
I strongly disagree	2	22.2%

3. I consider interacting with the company in the social media environment as value- adding for me.

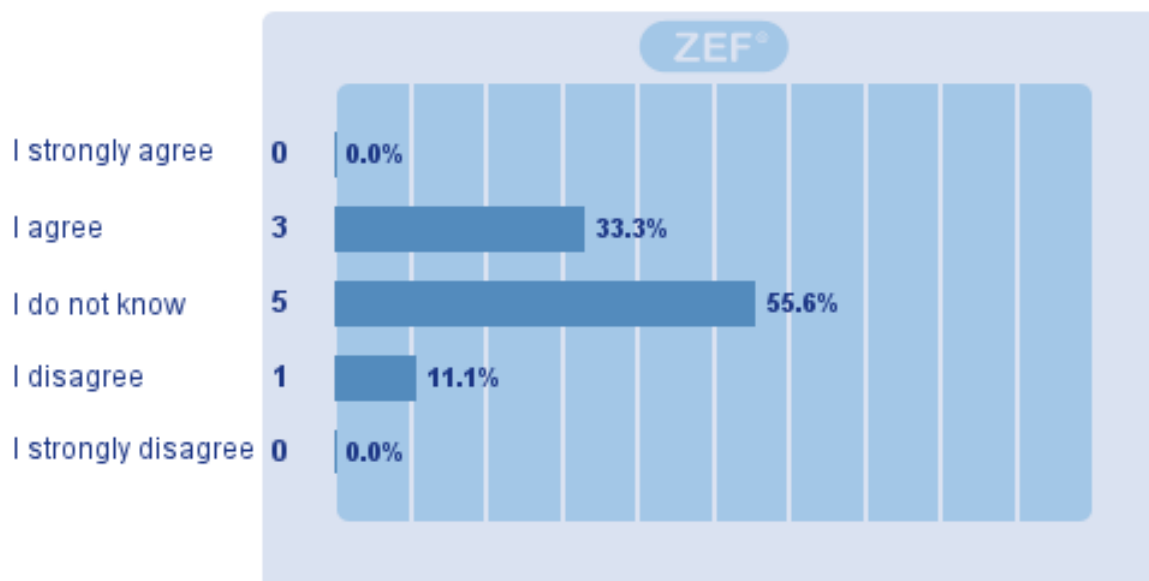|		
I strongly agree	2	22.2%
I agree	3	33.3%
I do not know	2	22.2%
I disagree	0	0.0%
I strongly disagree	2	22.2%

4. I find it important to receive an answer quickly if I have sent a question to a company via social media forum.

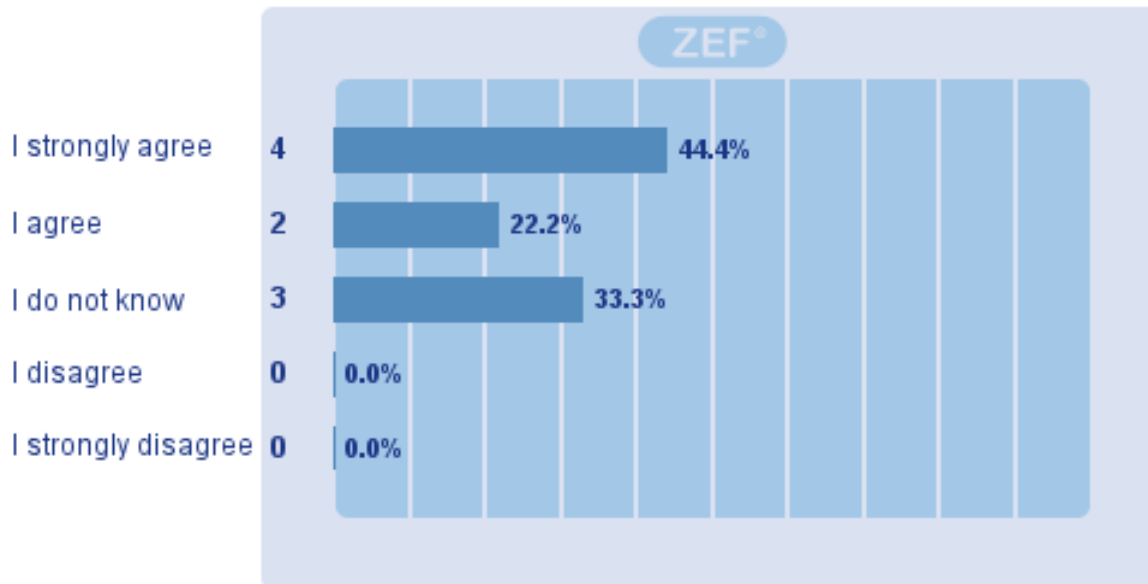|		
I strongly agree	3	33.3%
I agree	1	11.1%
I do not know	4	44.4%
I disagree	0	0.0%
I strongly disagree	1	11.1%

5. In my opinion, a company should interact only when requested.

I strongly agree	0	0.0%
I agree	1	11.1%
I do not know	5	55.6%
I disagree	1	11.1%
I strongly disagree	2	22.2%

6. I stop following a company if they send too many messages.

I strongly agree	0	0.0%
I agree	3	33.3%
I do not know	5	55.6%
I disagree	1	11.1%
I strongly disagree	0	0.0%

7. I stop following a company if messages include irrelevant content.

I strongly agree	4	44.4%
I agree	2	22.2%
I do not know	3	33.3%
I disagree	0	0.0%
I strongly disagree	0	0.0%

8. I stop following a company if content in the social media is seldom updated.

I strongly agree	2	22.2%
I agree	3	33.3%
I do not know	3	33.3%
I disagree	1	11.1%
I strongly disagree	0	0.0%

1. Age of the Respondent

16 - 24 years	4	44.4%
25 - 34 years	1	11.1%
35 - 44 years	1	11.1%
45 - years	3	33.3%

2. Gender of the Respondent

Female	2	22.2%
Male	7	77.8%

Free Answers

A. Using the internet

4. I use Internet for other purpose, what?
 - Research and news. Information.
 - Shopping, research, business
 - Trainingschedules
 - Watching TV programs after they have been shown live.
 - buisness
 - business and social
 - communication
 - for my business

B. Using social media

8. If You use other social media environment, please write, what other social media environment do You mean? In other case continue to following questions.
 - Blog
 - google talk, skype, msn
 - interactive websites and blogs
 - tumblr
 - various blog sites for athletics, especially throwing events

D. What type of information do You find important in Kuortane High Performance Training Centre's attendance in the social media environment?

9. Something else, what?
 - calendar of events- competitions, training camps
 -comments from coaches, Kari Ihalainen

I. Background information

3. Home country of the Respondent

 - Germany

 - Italy

 - Mexico

 - Suomi

 - Sweden

 - USA

 - USA

 - United Kingdom

-Japan

3. I use Internet for participating social media

No answer

ZEF©

- ○ I strongly agree
- ○ I agree
- ○ I do not know
- ○ I disagree
- ○ I strongly disagree

Continue / Save

4 %