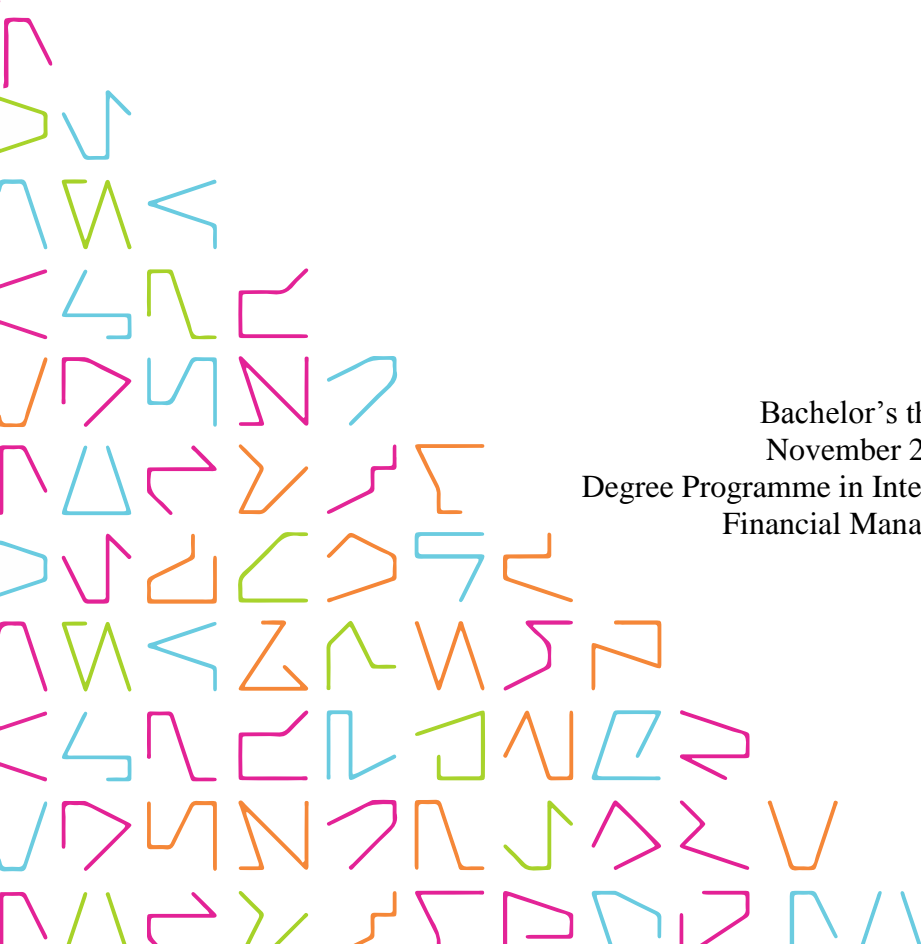


# **PUBLIC PLAYGROUND EQUIP- MENT SALES PLAN**

**NSH Nordic A/S and Hy-land Products**

**Joonas Mansikka**

Bachelor's thesis  
November 2016  
Degree Programme in International Business  
Financial Management



## **ABSTRACT**

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Tampere University of Applied Sciences  
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This bachelor's thesis was commissioned by a Danish wholesale company, NSH Nordic A/S. They are selling public playground equipment made by Hy-Land B.V in the Nordic countries. In Finland the Hy-land product line has been underperforming.

The purpose of this study was to gather information on the Finnish public playground equipment market and to create a sales plan for NSH Nordic, which can be used to increase the sales of Hy-land products in Finland.

The primary data consists of four semi-structured interviews that were conducted with industry experts. Secondary data was collected by studying professional literature, applicable laws, scientific articles, online magazines and the Internet.

It was found that the public sector and its procurement process were aimed towards larger suppliers. All of the interviewees stated that public playground equipment suppliers should offer complementary services. The price of the playground equipment was found to have a significant impact to the purchase decision of a private sector customer.

The findings suggest that the most suitable target market for NSH Nordic is the private sector and especially property managers, who take care of the condominiums' playground equipment procurements. NSH Nordic should consider outsourcing installation and other complementary services in order to achieve the level of convenience that customers desire.

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Key words: public playground equipment, market analysis, sales plan

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## 1 INTRODUCTION

NSH Nordic A/S is a Danish wholesale company that trades in playground equipment among other items, such as fences and weather stations. NSH Nordic represents two separate playground equipment product lines for private and public use, because there are very specific standards for public use. Jungle Gym product line from a Dutch company Jungle Gym B.V. offers affordable play towers, swings and slides to private individuals. Hy-land product line from a Dutch company Hy-Land B.V. on the other hand provides suitable playground equipment for businesses and to the public sector. The Hy-land product line will be the main focus of the thesis.

NSH Nordic A/S was founded by Preben and Christel Norup in 1988. It started as a small Danish agricultural supplies store, which specialized in sheep farm products. The company developed swiftly over the years, and it is now a leading fence, playground and weather station supplier in the Nordic countries. NSH is a small-to-medium sized organization with 30 dedicated employees and an estimated revenue of some 20 million Euros annually.

NSH Nordic has retailers all around the Nordic countries. The products are stored and transported through NSH's warehousing complex. The company uses the latest technology to ensure that their logistics is as efficient as possible.

In 1994 Jungle Gym B.V. began offering playground equipment in Europe made from impregnated wood. The playground equipment was sold as a "do-it-yourself" kit, which originally meant that the customers had to obtain and cut the wood before they could assemble the playground equipment. The benefit of this was the low storage and transport costs, which allowed Jungle Gym to have competitive pricing. To meet the market demand for convenient products, the suppliers of Jungle Gym have started to offer pre-cut Jungle Gym product packages and some of them even offer home deliveries with installation services. Over the years the image of Jungle Gym changed from basic DIY play tower supplier to an innovative high quality wooden playground equipment supplier.

The primary target group for Jungle Gym products are European young parents with their first child and a garden, which is larger than 25 m<sup>2</sup>. All Jungle Gym products and materials are designed according to the European safety standards EN-71 for private use.

Because of the success and growing interest in Jungle Gym products, the Hy-land brand was launched in 2004. Jungle Gym products could only be sold for private use, whereas Hy-land products were aimed for the public use. Hy-land products are designed and built according to the European safety standards EN 1176. This means that Hy-land products are suitable for the public sector as well as private sector businesses that offer their playgrounds for public use, such as campsites, sports clubs, restaurants, nurseries, schools, public spaces, etc.

Jungle Gym B.V. and Hy-Land B.V. are separate legal entities, but they share resources like staff and office space. Jungle Gym and Hy-land headquarter is based in Amsterdam, with 15 employees working for both brands.

At the moment NSH Nordic has many retailers in Finland, but a vast majority of the sold playground equipment are from the Jungle Gym product line, i.e. equipment solely for private use. The company is interested in expanding its market share by taking a look into the B2B (business-to-business) and B2G (business-to-government) market segments. NSH Nordic has fairly limited knowledge of the public playground equipment market in Finland. They have sold Hy-land equipment in a very limited scale through a couple of small B2B partners and on an ad-hoc basis to public application through the DIY retail chain partners. NSH has not participated in any Finnish public procurement projects. The goal of this thesis is to come up with well-considered plans on how NSH Nordic could increase the sales of Hy-land products in Finland.

The thesis is divided in six main chapters. First the topic is analyzed more carefully and applicable theory is explained. In chapter three the B2B market is analyzed and the chapter four focuses on the B2G side of things. Based on the findings of the previous chapters the chapter five suggests the recommended sales plan for Hy-land products.

## 2 TOPIC ANALYSIS AND THESIS PLAN

### 2.1 Thesis topic

The topic is NSH Nordic and their Hy-land product line, which has the needed EU-certificates for public use. These products are offered in Finland, but the revenue gained from them is insignificant. This thesis will revolve around the Hy-land product line and the possibilities and concerns that come in with B2B and B2G businesses. The aim of this thesis is to gather information and use it in order to come up with a sales plan.

This topic was suggested to me by an employee of NSH Nordic A/S. This employee works in Finland and has seen the untapped potential of Hy-land products first hand. With his help the thesis gained approval from the managing director of NSH Nordic A/S. Within our first email correspondence it became clear that there was a need for research, as the managing director was worried how little he could assist with the Finnish public playground aspect. This is an ideal starting point to a thesis, because everything that will be found could be useful for the company.

The external client would benefit from the knowledge that can be acquired through this thesis. The commissioner didn't have anything specific that they wanted to be researched, so this thesis will glance over multiple approaches. This is why the title is a sales plan, but the content is much broader than just a sales plan. Based on the overview information that this thesis provides, NSH Nordic could do further research on a particular topic that has caught their attention.

This topic is in the midst of current issues, such as global trade, fair competition and procurement. When Britain voted to leave EU with the Brexit vote, it is more important than ever to have fluent business between member states. Related to that EU has made significant investments to transportation infrastructure. (Zile 2016). EU regulations and standards are heavily involved in the public tendering process and product specifications. Fair trade is a current issue in the public procurement, as in 2012 Carousel Oy appealed the court decision, which allowed Lappset Group to build Angry Birds Park without competition and official tendering process (Valitus Angry Birds-puistosta... 2012). Additionally, environmental values and sustainability continue to be one of the concerns in all

levels of the value chain. In playground equipment this can mean for instance increased attention to material selection, recyclability and durability of the equipment.

## **2.2 Thesis objective**

The aim of the thesis is to create a sales plan, but the following research objectives must be accomplished before it can be done:

1. Review the literature and other available sources of information concerning public procurement, sales planning and playground equipment business.
2. Research the competitors, possible strategic partners and the B2B and B2G markets themselves.
3. Identify strengths, weaknesses, threats and opportunities.
4. Communicate with NSH Nordic and figure out realistic strategies that can be implemented.
5. Carefully evaluate the found information.
6. Based on the above objectives, identify the most suitable strategy for NSH Nordic.

## **2.3 Purpose**

The aim of this paper is to recommend NSH Nordic a solution that can be used to increase the sales of Hy-land products. The findings of the light market research will be summarized at the end before the sales plan is recommended. NSH can easily use the summaries to think about the plan they want to use. Hopefully the company will find the results of the market research beneficial and take further action based on them. Information gathered throughout the research is extremely valuable, because it will be the foundation of the sales plan.

## **2.4 Research questions**

1. What is the market situation?
2. How can NSH Nordic sell more Hy-land products in Finland?



NSH Nordic has a limited amount of knowledge from the Finnish public playground business. The market needs to be analysed before the sales plan can be created. Who is the market leader? What is the size of the market? And what are the differences between B2B and B2G markets? These are all relevant sub-questions that should be answered before moving on to the research question two.

How to increase the sales and the market share of Hy-land products? This is practically the main objective transformed in to a question. In addition, the following sub-questions should be considered:

1. Why should businesses choose Hy-land products?
2. How could NSH Nordic participate in public procurements?
3. What can realistically be done with the limited resources NSH Nordic has?

## **2.5 Concepts and theory**

### **2.5.1 Public tendering process**

The public procurement in Finland is subject to national legislation, which works alongside EU-wide directives. Public tendering process is the most important part of the procurement from the supplier's point of view. There are many things that the participant should be aware of and knowing the process is a good place to start. To summarize there are 6 different steps in this process:

1. State and municipal authorities plan the procurement. Already the potential suppliers can influence the procurement plan if they have something that they justifiably want to change, e.g. if the procurement is limited only to large suppliers without a valid reason. This part of the process is called competitive dialogue. (Act on Public Contracts 348/2007, 2.)
2. State and municipal authorities and other contracting authorities shall put their contracts out to tender as provided in the Act (348/2007). This means that the contract should be listed in Hilma, which is an official electronic service for public procurement projects.

3. There are different procedures depending on the size and nature of the project, but in public procedures suppliers can freely submit their tenders based on the electronic contract notice (Karinkanta, Kontio, Krakau, Lahtinen & With 2012, 69).
4. The contracting authority goes through the tenders and evaluates them by a pre-determined criteria. The winner of the contract is the supplier whose tender gets the most points. (Karinkanta et al. 2012, 132.)
5. The contracting authority and awarded supplier make a contract based on the tender and contract criteria (Act on Public Contracts 348/2007, 28).
6. Candidates and tenderers are provided with written information concerning the decision. They can appeal the decision if they think they were mistreated. (Karinkanta et al. 2012, 134-135.)

### **2.5.2 Porter's 5 Forces**

Porter's 5 Forces analysis was developed by Michael E. Porter in 1979. This model tries to identify the profitability using five factors. If the forces are intense, then profitability and return on investment in the industry is likely low. Whereas, if these specific factors are relatively mild, then it indicates that the industry provides profitable opportunities for multiple companies. (Arlin 2015.)

The Porter's 5 Forces are:

1. Competition in the industry;
2. Potential of new entrants into the industry;
3. Power of suppliers;
4. Power of customers;
5. Threat of substitute products.

This Thesis will include a Porter's 5 Forces analysis in chapter three in attempt to analyse the market situation systematically. The Porter's 5 Forces analysis overlaps with SWOT analysis slightly, but the main emphasis with the Porter's 5 Forces analysis is to gain information about competitive environment within the industry. This analysis was mainly done from an outsider's point of view.

### **2.5.3 SWOT analysis**

This classical analytical framework was created in the 1960s by Edmund P. Learned, C. Roland Christensen, Kenneth Andrews and William D. Book. SWOT stands for strengths, weaknesses, opportunities and threats. The primary objective of the analysis is to help identify internal and external influences, and thus make better business decisions. (Taylor 2016.)

In chapter five there is a SWOT analysis that was done with NSH Nordic. The purpose of including them to the making of the analysis, was to gain information about how NSH Nordic perceives themselves in the market.

### **2.5.4 Customer value proposition**

Customer value proposition is a marketing strategy used to define the reasons why a customer would benefit from purchasing a particular product or service. The proposed value should become clear through the marketing material that is presented to the potential customers. When thinking about customer value, it forces the company to focus on the fundamentals of their offerings. It helps to differentiate from the market, because companies want to offer something else than their competitors. A well thought strategy makes resource allocation easier and more efficient. (Anderson, Narus & Rossum 2006.)

There are several competitors in the public playground equipment market. Having a B2B sales strategy that suits NSH Nordic and the market situation would provide Hy-land products a competitive advantage.

### **2.5.5 Public use and EU-standard EN 1176**

What is public use and why does it matter? Playgrounds are specifically designed places, which allow children to play there. Public playground equipment refers to play equipment that is located in parks, schools, healthcare buildings, residential areas, restaurants, resorts or other areas of public use.

Playgrounds have been proven to develop social skills, reduce psychological problems and offer physical training (Bedimo-Rung, Cohen & Mowen 2005). The government is interested in the well-being of its citizens, and the playground's multi-purpose benefits make it a wise social investment. However the government wants to be sure that their children are safe, and that is why there are strict regulations all over the world. United States and Australia have their own regulations that we are not concerned about in this thesis.

The Finnish Safety and Chemicals Agency, Tukes, is an official licensing and supervisory authority. Playground equipment are products that are included in the Consumer Safety Act, which states that products must not pose a risk to users. This includes both government and business own publicly accessible playgrounds. The following safety considerations must be addressed in the playground design phase:

- Other activities and functions taking place in the nearby area, such as roads and physical exercise facilities
- Safety and positioning of the playground equipment
- Accessibility
- Lighting
- Maintenance

The manufacturer are responsible for the safety of their equipment, and thus should be aware of the risks involved in their products. Manufacturers should know and follow the effective legislation and safety requirements related to playground equipment. (Tukes 2016.)

Public playground owners' must purchase playground equipment that meet the EN 1176 standards. The installation must be done properly and the safety of the equipment must be ensured as long as the equipment is used. Tukes recommends the following safety procedures:

1. The inspection and maintenance of the equipment must be done according to the manufacturer's instructions.
2. Each playground should have a maintenance plan, which is followed by keeping a log of inspections and maintenances done.
3. Additional inspections and actions have to be made for special circumstances, e.g. winter conditions and vandalism.

4. If a playground equipment is not safe, then access to that equipment must be prevented. It must be properly reinstalled, repaired or removed depending on the situation. (Tukes 2016.)

Europe uses European Standards EN 1177 to specify the requirements necessary for playground surfaces and EN 1176 for playground equipment standards. EN 1176 addresses the structural requirements for playground equipment. Tukes has listed the following requirements:

- The equipment must be so that playing children cannot be strangled or be able to trap their body parts to the structures.
- The equipment must prevent falling accidents by having a sufficiently high and sturdy barriers.
- The playground equipment must have enough free space around them.
- There must be no items, such as stones or roots, near the equipment.
- If there are roads or water nearby, then it must be fenced with at least 120 cm high fence, which also has to remain that high from the ground even in the winter conditions. The fence should be dense enough to prevent climbing and it should be around 10 cm from the ground to block children from crawling underneath it.

The regulations apply if the playground is intended for public use. This means that it does not matter if it is a government or a business that has the public playground – the equipment must be according to the EN 1176 standard and the maintenance should be according to the Consumer Safety Act. (Tukes 2016.)

## **2.6 Working methods and data**

This thesis is a development project where the investigation is limited to the qualitative research of the competitors and the public playground equipment market. Quantitative research did not fit the nature of the paper, because there is very limited amount of data possibilities since the Hy-land products are relatively new to the Finnish market. As the paper has a clear focus on development and idea generation, qualitative research was an easy choice.

This thesis gathered most of its primary data by individual interviews. There were a total of four interviews that were conducted for this thesis. Two of them were held with property managers and two with public employees. Because of there were only so few interviews, no quantitative was collected. The interviews were held in a professional manner by following a structured question format and avoiding leading questions. The questions were open, so that the respondents could answer freely in order to get valuable qualitative data. The framework of the semi-structured interviews was held similar throughout all of the interviews. The interview questions were not shown to the interviewees in order to prevent practised answers.

In addition to the interviews there was a small documentary analysis, which can be considered as a primary data source. The Documentary analysis was used to check whether the customer value proposition is communicated clearly enough in the pre-existing marketing materials.

Majority of the data in this thesis is secondary data gathered from various public sources. For example the public projects and the tendering processes related to them are available in public archives. The contents and the results of these documents could provide valuable information about the B2G market. Another example could be the basic business data that can be gathered from the competitors through public tax information. This was the basis of competitor analysis.

The data will be carefully analysed and interpreted without drawing hasty conclusions, as qualitative data is less structured and more informal. The findings of the research will be used to apply the theories, such as Porter's 5 Forces.

The data gathered supports the main objective of the thesis, which is the creation of a sales plan. Information and understanding of the situation makes it easier to discover viable plans that are based on the findings of the research.

### 3 B2B MARKET ANALYSIS

#### 3.1 Industry description and outlook

Market analysis is one of the most important parts of creating a strategy, when entering into a new market. It is used to gain knowledge about the customers, competitors and the overall characteristics of the market. This information can be practically used in order to do effective marketing, figure out competitor's weaknesses and to formulate a business strategy. (Kerr)

There are more than 11,000 publicly accessible playgrounds in Finland (Tukes 2016). This is a large number of parks and each park has plenty of different equipment. The market leader in Finland is Lappset Group Oy, and their revenue was 31.5 M€ in 2015. Lappset's only main source of revenue is from playgrounds and other parks. However the Lappset Group Oy is exporting their products to abroad, so the market size has to be thought about later on in this thesis.

In 2014 Lappset Group stated in their annual report that their sales were better than expected. They were concerned about the global economy and the directional change that the theme parks had. Lappset Group was satisfied with the overall result, especially since their core business, children's playgrounds, achieved the targeted sales figures. At the end of 2014 they speculated that political instability could indicate difficulties for the year 2015. And the year 2015 turned out to be disappointing for Lappset Group sales wise, but they achieved to lower their expenses and improved their margins. One of the main reasons for decreased sales was the heavy decline of exports to Russia. However Lappset says that they have a nice amount of standing orders for the year 2016. (Lappset, 2016)

The Finnish public playground equipment market seems to be stable. There has been a noticeable increase in demand for outdoor exercise equipment, but that is still a tiny fraction of the market. The market has shown that it has room for competition and that smaller companies can succeed in it. For example Puuha Group Oy has nearly doubled their revenue in just a few years, and is now very profitable. On the other hand the market can be punishing if the company is not efficient, for example Carousel Oy went bankrupt recently.

### 3.2 Target market

Hy-land product line is designed to be used in public parks by children. This means that the end-user is always different than the purchaser. Businesses may have different interests in having a public access playground. It might be a shopping mall, which desires the playground to have a stunning design. Or it could be a grocery store with a simple inside playground equipment, where parents can leave their children under supervision when they go shopping. Most commonly however, the playground will be purchased by a condominium for their shared use, but even then there are differences in opinions regarding the playground.

Two property manager interviews were conducted, since condominiums are the most important business customers for public playground equipment. The interviews gathered information about the common practises related to the purchase process of playground equipment. The initiative to get new equipment comes either from the property manager who has identified flaws in the current equipment or from the condominiums board of directors that wishes to upgrade their equipment. The property manager then recommends suppliers to the condominium. Usually the comparison is made between the suppliers that the property manager is familiar and pleased with. Condominium then selects the supplier they want to use based on this recommendation. (Jarmas, 2016; Männistö, 2016)

During the interviews it turned out that property managers would like to get their playground equipment from a single supplier as a turnkey solution. This means that once the purchase decision is made, the supplier with its subcontractors will deliver the products to the condominium, do the installation and possibly even handle the maintenance. Almost all of the condominiums have a sand pit, majority have swings and some of them have slides and jungle gyms. All management companies have connections to maintenance companies, which could do the installations. (Jarmas, 2016; Männistö, 2016)

The property managers play a key role in the purchase decision that the condominiums do. During the interviews they ranked features of playground equipment:

- Both interviewees considered price as an important factor.
- The size of the playground equipment didn't have a significant influence to the purchase decision.



- If the supplier was familiar to them, then it would only affect their opinion if the compared products were very similar.
- Delivery and installation services were very important.
- They preferred that the equipment would be childish and colourful as long as it fitted its surroundings.
- Domesticity didn't matter and delivery times could be long, but they had to be accurate.
- Insurance should be at least two years long.
- They didn't have strong opinions regarding the material of the equipment. They would consider the pros and cons of metal, wood and composite depending on the project.

At the end of the interview the interviewees were handed Hy-land brochures. Their comments were mainly positive. They found the prices attractive, but at the same time they would have preferred if they could get it as a turnkey solution. However it is easy to get the attention of potential customers when you can introduce the products to them face-to-face and answer to all of the questions they have. During the interview they said that marketing should be targeted towards them. Tapani Jarmas preferred to receive a physical product brochure annually, whereas Anu Männistö preferred to receive the price lists via email.

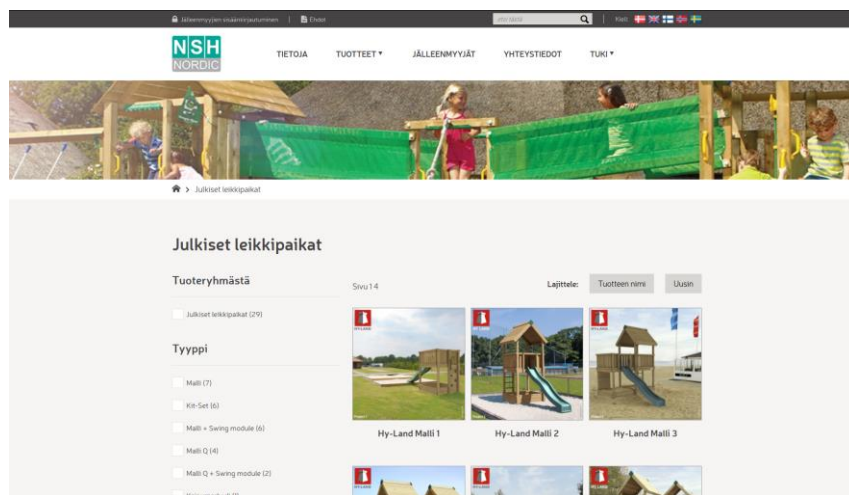
How about other businesses? Hy-land product line doesn't have the overly diverse options that for example Lappset offers. This means that NSH Nordic should not compete to supply for the specifically designed theme playgrounds. In Finland there are plenty of space and basic grocery stores sometimes have modest playgrounds. Finland is a safe country and children can be left on a local playground unsupervised. One case could be Vesilahti, where there are competing grocery stores side by side, but one of them has a playground while the other has not. On a nice sunny day a family going shopping could easily favour the store with the playground. Having a playground offered a cheap and easy competitive advantage over the competitor.

There are as many examples as there are companies. Hy-land has a B2B target market in companies who would like to have affordable, well-made and simple playgrounds. Hy-land product line has a simple design that appeals for everyone. The products are not gimmicky so the children can play in them naturally without specific instructions.

### 3.3 B2B competitors

This chapter includes the basic information about the ten main competitors in the public playground equipment business. In most cases the sizes of the companies can be easily compared by their revenues and employee amount. The more the company is selling, the larger market share it has. Profitability is also an important indicator, but it is easily affected by other things, which means that it shouldn't be used to draw conclusions on its own.

Each of the competitors have websites, which is expected from a company at this day and age. Companies often want to make it clear what they are offering, so their strategies and customer value propositions can often be found on the front page. There were quite a lot of different things that companies wanted to emphasize. Pictures 2-11 are screen captures of all the competitors' websites. The colour green seems to be heavily favoured, which isn't that surprising considering how the companies want to emphasize environmentally friendliness and being close with nature. Some of the supplier used the white and blue colour combination to highlight their domesticity. In picture 1 there is a screen capture from NSH-Nordic's website where they have Hy-land product information in Finnish.



PICTURE 1. NSH Nordic's website

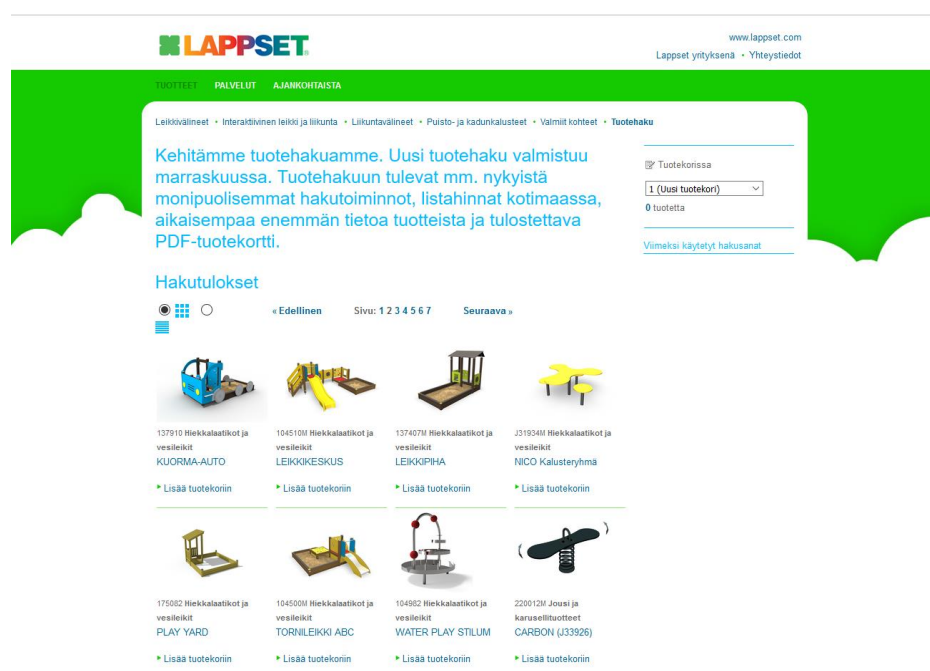
The websites usually had detailed information about the products, but the larger companies didn't include price information. For example Puuha Group has a website where you can add products to the shopping cart only to request an offer for the selected products. Smaller companies, such as Playdo, had their prices visible and you could order products straight from their website.

## Lappset Group Oy:

Lappset was founded in 1970 at a city called Rovaniemi. The company has factories in three countries: wooden playground equipment are manufactured in Rovaniemi, metal products are done in their Estonian factory and majority of the park products other than playground equipment are produced in Sweden.

The market leader has begun to differentiate from the market by offering unique products, such as an outdoor park DJ table. They also have been focusing on expanding just from the children's playgrounds to adults' outdoor exercise parks. Lappset also has a wide range of products aimed for the functionality of the park, for example furniture, bike racks and litter bins.

In 2015 Lappset had a revenue of 31.5 M€, which was -14.6% decrease from the previous year. During that year they didn't make a profit and instead they made a loss of 525 000€. Lappset Group Oy employs 230 employees. Lappset has three separate divisions: core business activities, business in Finland and thematic activity park business. Lappset has a very customer oriented strategy, where they aim to be dynamic and innovative. By expanding to new business opportunities and by offering new products and services, their goal is to offer flexible solutions to their customers, without forgetting cost-effectiveness. The customers of Lappset Group Oy are public playground owners, such as municipalities and housing associations. (Lappset, 2016.)



PICTURE 2. The website of Lappset Group Oy

## Kompan Suomi Oy:

Kompan says that they are No.1 producer in quality playground equipment in the world. In 2015 the whole Kompan organization had a revenue of 1418.6 million Danish krone, which is roughly 190 million Euros. They have a Finnish daughter company that handles the Finnish market. Kompan Suomi Oy has had success in Finland and here are some basic information about the business:

- Revenue: 4 641 000 € (2015, +15.7%)
- Profit: 64 000 € (2015)
- Personnel: 6
- Strategy: Kompan markets well-being and children's physical, mental and social development through play. These three utmost important benefits of playing are at the core of Kompan business strategy. Their products are versatile, imaginative, high quality and durable. Their goal is to maximize children's wishes in their product design and maximize the health benefits. (Kompan 2016).
- Customers: Public authorities, such as schools and nurseries.

The screenshot shows the Kompan Suomi Oy website's product search page. At the top, there is a navigation bar with the Kompan logo and various menu items like 'FINANCIAL', 'CORPORATE RESPONSIBILITY', etc. Below the navigation bar, there is a search bar and a list of product categories. The main content area features a search bar with the text 'Tuotenumero / Tuotteen nimi / ...' and a 'TUOTEHAKU' button. To the right of the search bar, there is a green box with the text 'KUINKA VOIMME AUTTAA SINUA VALITSEMAAN OIKEIN?' and a thumbs-up icon. Below the search bar, there are three product cards: 'TAPAAMISPAIKAT', 'SMART PLAYGROUND', and 'LEIKKI-IKÄISET - 1-4-VUOTIAAT'. On the left side of the page, there is a sidebar with filters for 'IKÄRYHMÄ' (Age Group) and 'TURVA-ALUE' (Safety Area), and a list of product types: 'Tapaamispaikat', 'SMART PLAYGROUND', and 'Leikki-ikäiset - 1-4-vuotiaat'.

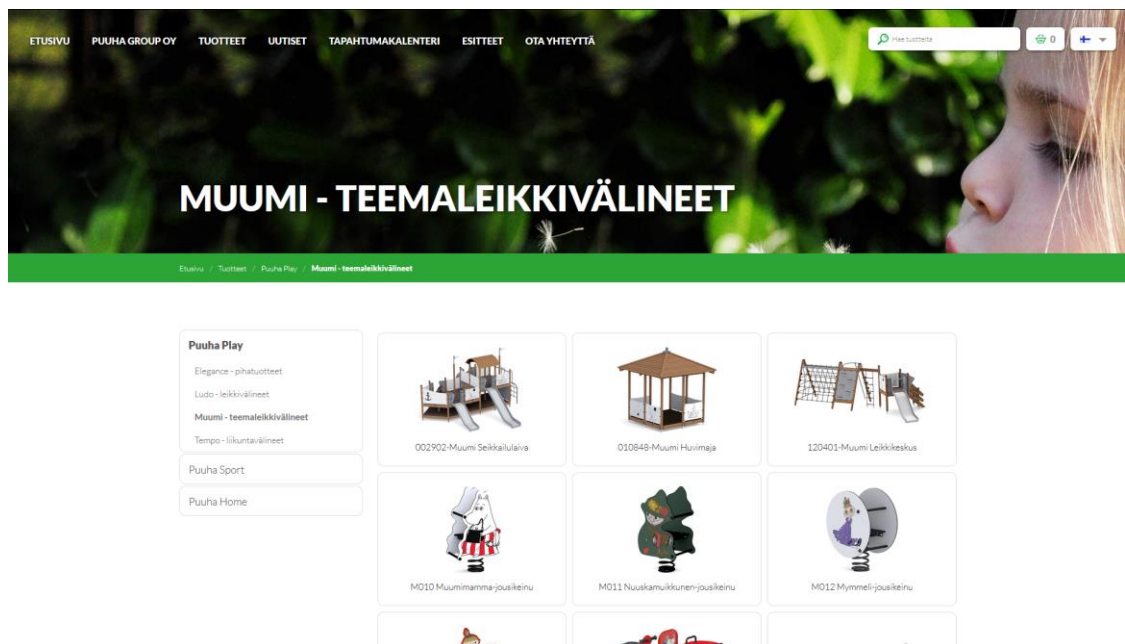
PICTURE 3. Kompan Suomi Oy's website

### Puuha Group Oy:

Puuha Group is a domestic playground equipment manufacturer, which also has some park and exercise equipment sales, but majority of their revenues comes from their playground equipment. Puuha Group Oy is exporting their products to abroad, especially the Moomin products to Japan. However a vast majority of their sales comes from the domestic market. (Poropudas 2016, 7)

Puuha Group uses wood as their main material, but they also have plastic and metal products. Some of the products Puuha Group imports from abroad, but they produce most of the products themselves. The company also has services for playground planning, but the installation, maintenance and delivery services are done by their subcontractors. (Poropudas 2016, 7)

- Revenue: 4 255 000 € (2015, +22.9%)
- Profit: 577 000 (2015)
- Personnel: 11
- Strategy: Puuha Group values domesticity, quality, durability, practicality and environmentally friendly production. Their values show in their product design, materials, company appearance and everyday operations. (Puuha Group 2016)
- Customers: Public and private.



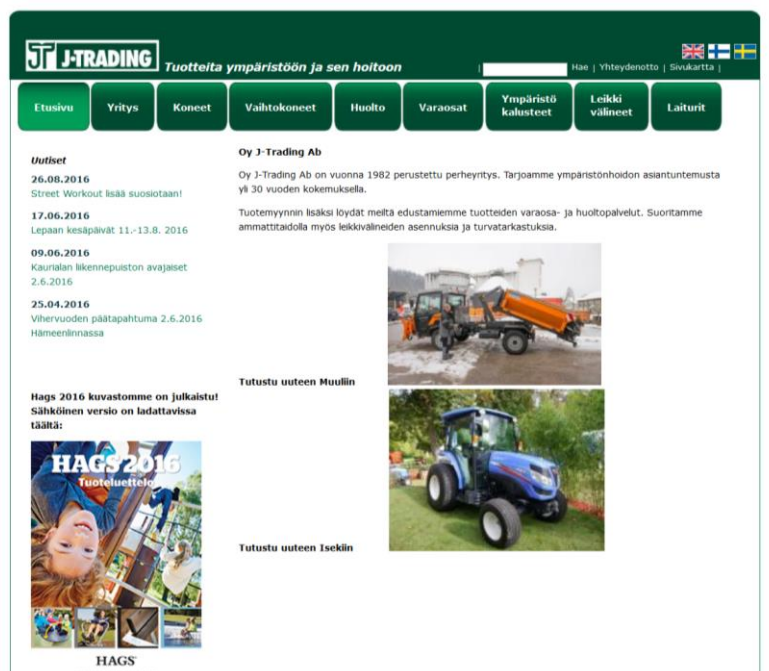
PICTURE 4. Puuha Group's website and Moomin products

## Oy J-Trading Ab:

J-Trading Oy Ab is a Finnish family company that is specialized in marketing, retailing and servicing environmental products and equipment. They represent various products, such as playground equipment, park furniture, piers, tractors and other machinery. Their playground equipment are mainly from HAGS Aneby AB, but they also have trampolines and climbing nets that are supplied by other companies. Oy J-Trading Ab also offer safety inspections and installation services that they can bundle up with HAGS equipment sales.

HAGS Aneby AB is a Swedish company that is one of the leading outdoor furniture and playground equipment suppliers. The parent company has around 270 employees and there are daughter companies in Germany, England and Spain. (J-Trading 2016.)

- Revenue: 11 337 000 € (2015, -8 %)
- Profit: 360 000 € (2015)
- Personnel: 37
- Strategy: J-Trading is a retailer for HAGS playground equipment. J-trading is the company that participates in the tendering process for public projects. HAGS' playground equipment are well designed, safe and high-quality.
- Customers: HAGS products are mainly sold to municipalities.



PICTURE 5. The front page of J-trading's website

## Finture Oy:

Finture Oy is abbreviation from **Finnish Furniture**. The family company has been around since the 70s and they became a stock company in 1991. Finture produces domestic park-, playground-, exercise- and bakery equipment. The company has operated locally in Pirkanmaa region, which can be seen from their former name Pirkanmaan Keskusmyynti Oy. (Finture, 2016.)

- Revenue: 2 310 000 € (2016/02, + 2,1%)
- Profit: 19 000 € (2016/02)
- Personnel: 19
- Strategy: Finture have branded themselves as the domestic supplier of playground equipment, since they have widely respected Key Flag Symbol. They are selling their playground equipment as ready for use solutions or prebuilt packages. As a long running company, Finture aims to be a reliable business partner with consistent quality products and flexible service.
- Customers: Public playgrounds owners, especially in the Tampere and Helsinki regions.



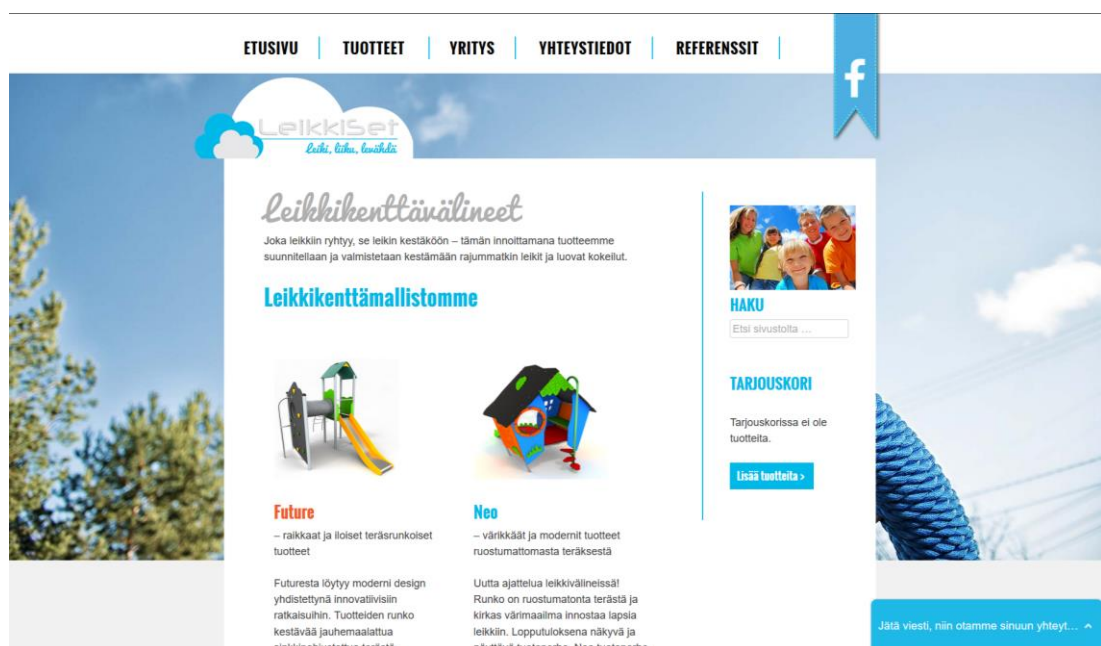
PICTURE 6. Finture Oy's website

### LeikkiSet Oy:

LeikkiSet Oy was founded in 2011, so it is a rather new company. LeikkiSet Oy aims to be innovative, growing and service-oriented. In addition to playground equipment the company has outdoor furniture, exercise equipment and safety surfaces. LeikkiSet also offer the option to customize the colours of most of the equipment. They say that their equipment are delivered as partly built, which makes them easy to install. However they also have planning, installation, safety inspection and maintenance services in case their customers want them to do everything.

As a newer company, LeikkiSet has a clear goal of being the modern playground equipment supplier. Their innovative product designs are aimed to meet the various locations of their customers, which might be why they have a product lines called Future and Neo that are aimed towards urban environments. LeikkiSet also states that customer feedback and opinions will be the foundation of the company's development. (LeikkiSet 2016.)

- Revenue: 1 036 000 € (2016/02, +48 %)
- Profit: 2 000 € (2015)
- Personnel: -
- Strategy: Product design is based on four basic features: functionality, safety, eco-friendly and durable materials. Their operating strategy is to be responsibly competitive and always offer convenient services to their customers.
- Customers: Municipalities and condominiums



PICTURE 7. The website of LeikkiSet Oy



### Leikkiturva Oy:

Leikkiturva Oy is specialized in playground, exercise- and skate park safety issues. The company does safety inspections all across Finland and always according to up-to-date laws and regulations. Their employees are certified safety inspectors.

They also do playground deliveries, installations and maintenance. Leikkiturva Oy has its own affordable and safe playground equipment, which are suitable for condominiums, playgrounds and schools. Their maintenance service is available to all playgrounds and they can do repairs for the old equipment. If however, they find out that the old equipment is unrepairable or not worth the repair, then they can offer new products to replace the old equipment from their own product offerings. (Leikkiturva, 2016.)

- Revenue: 573 000 € (2015, -9.3%)
- Profit: 97 000 € (2015)
- Personnel: 2
- Strategy: Leikkiturva Oy has a clear focus in safety, whether it is for safety inspections or playground equipment sales. Their website also highlighted affordability and expertise.
- Customers: Businesses, condominiums, municipalities and the Finnish public sector.



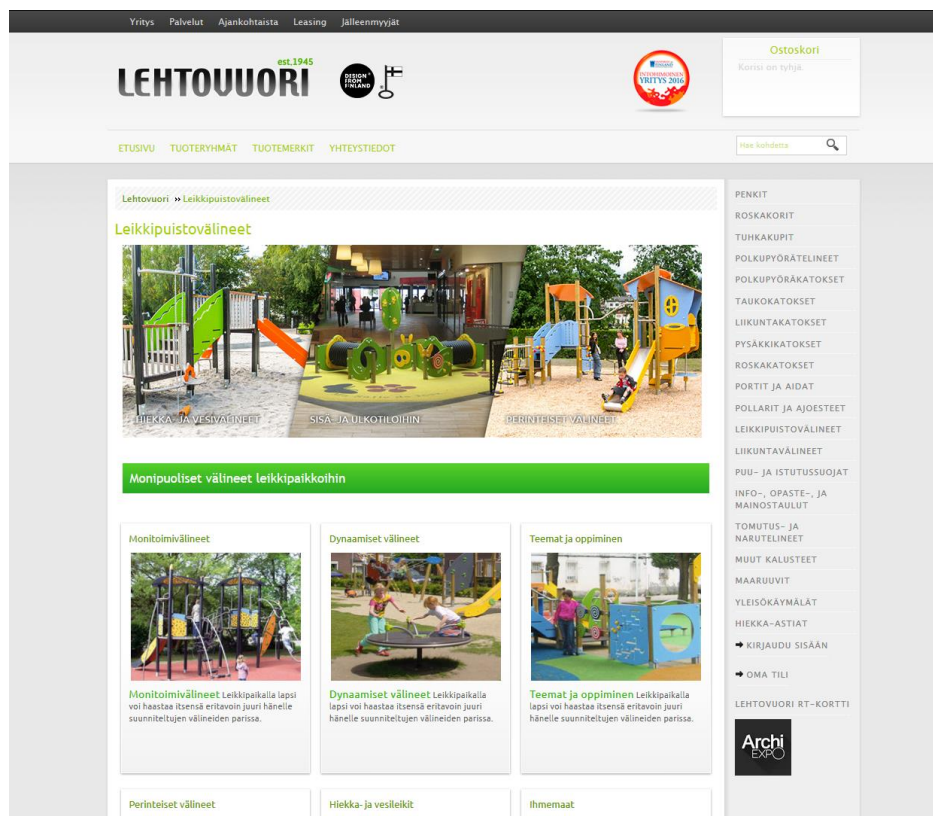
PICTURE 8. The front page of Leikkiturva Oy's website

## Lehtovuori Oy:

Lehtovuori Oy was founded in 1945 and since then it has offered outdoor furniture and equipment. Their broad range of products include benches, tables, trashcans, ashtrays, bicycle stands and plenty more. Lehtovuori Oy states that from the beginning the company has been strongly present in building the cities' streets, parks, business spaces, apartments, parks and playgrounds. The company thinks that their highly experienced staff is their biggest asset.

Lehtovuori Oy's mission is to offer pleasant, functional and safe solutions for their customers. The company uses recycled and durable materials in their products that are long-lasting. Lehtovuori also has a customizing service that allows their customers to change the colour scheme of their products. (Lehtovuori, 2016.)

- Revenue: 3 348 000 € (2015, +106 %)
- Profit: 143 000 € (2015)
- Personnel: 143
- Strategy: Lehtovuori is a reliable domestic supplier that offers broad range outdoor products for their customers.
- Customers: Municipalities, construction companies and condominiums.



PICTURE 9. Lehtovuori Oy's website

## Playdo Oy:

Playdo Oy was founded in 2009 and it has the same chief executive officer as Finture Oy and identical board of directors. Unlike Finture Oy, Playdo Oy is almost only focused in playground equipment.

Playdo Oy values safety and aims to create inspiring playgrounds. Their products are aimed for the public use, which means that they meet the required EN 1176 safety standards. The company also offers additional services to their customers called playsafe services. They include planning-, installation-, maintenance-, safety inspection- and customizing services.

Playdo Oy is a small competitor, with a small revenue and apparently no employees. This doesn't seem to matter, as the revenues have been growing slightly and the company has been steadily profitable. (Playdo 2016.)

- Revenue: 170 000 € (2015, +6.3%)
- Profit: 23 000 (2015)
- Personnel: -
- Strategy: Playdo Oy is clearly operating as a passive supplier, with minimized expenses. On their website they promote themselves as a quality supplier with competitive pricing and reliable service.
- Customers: Their products are compliant with the EN 1176 standards, but they are also selling their products to individual households.



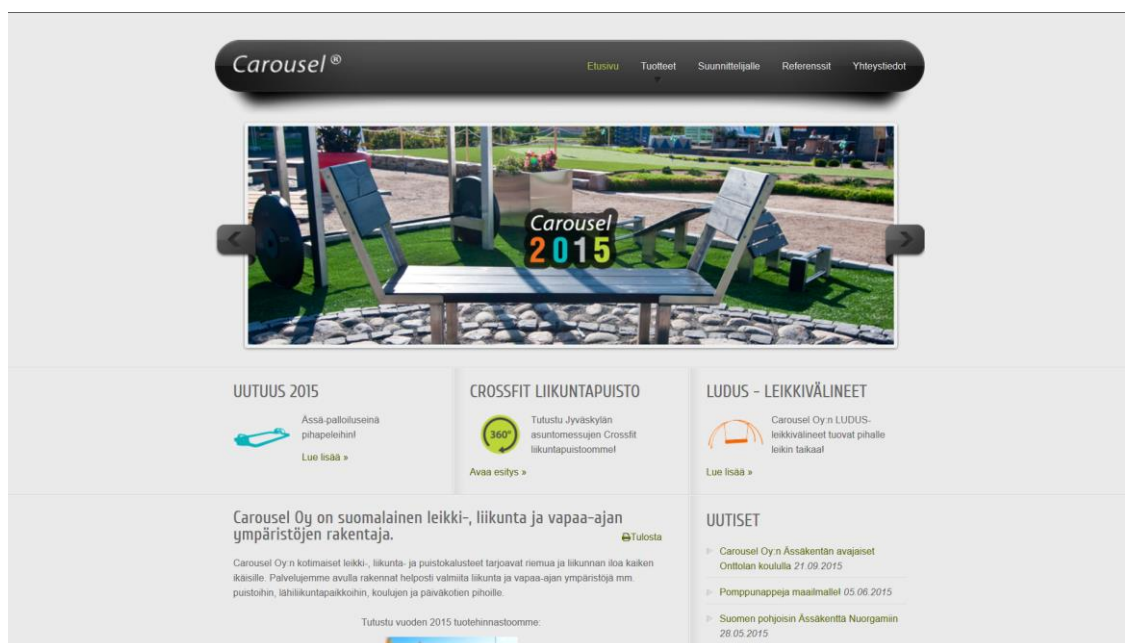
PICTURE 10. The Playdo website and their playsafe services

## Carousel Oy:

Carousel Oy has gone bankrupt, but not before they changed the company's name to LeisureRD Oy. Carousel Oy used to be a decent sized competitor with revenues over a million Euros annually. They were pioneers of the sports arenas that other companies have recently added in their product range.

In May 2016 a company named SmartUs Oy changed its name to Carousel Oy, which indicates that the brand could make a comeback. The new Carousel Oy has stated that its industry is also in the sports goods. However it remains to be seen how the scenario develops and there is little information available at the moment. The original Carousel Oy and currently known as LeisureRD Oy still had some ongoing activities in 2015 despite its bankruptcy.

- Revenue: 578 000 € (2015, -66.3%)
- Profit: -132 000 (2015)
- Personnel: 8
- Strategy: Carousel Oy had a primary focus in children's exercise equipment, e.g. various yard games. Carousel Oy had the rights to use the Key Flag Symbol, as all their products are designed, procured and manufactured in Finland.
- Customers: Schools were the biggest customers of their products.



PICTURE 11. Carousel's outdated website

### 3.4 B2B competitive analysis

Each company tries to differentiate from their competitors mainly with their strategy. The products are fairly similar, except the few larger companies have unique designs and products. In this chapter the goal is to find how big the market is, take a closer look at the competition and think about the basic characteristics of the industry.

#### 3.4.1 Market size

Comparability is an important factor when trying to find out the market size and the companies' market shares. Most of the companies have park furniture in their product range, thus it won't affect the comparison if it isn't part of the company's core business activity. If some of the companies have other products in addition to playground equipment, then it should be taken in to consideration. Same thing if a company has revenues outside Finland, because this thesis is narrowed down to the Finnish public playground equipment market. Below is a list of companies that have to be adjusted in order to conduct a fair comparison.

1. Lappset Group Oy: 70% of Lappset Organization's revenue comes from abroad (Alamartimo 2015, according to Lakso 2015, 11). Thus the market share comparison will use the 30% of the organization's revenue.

I have no reason to doubt the Lappset's "70% estimation", because it has been on two studies commissioned by Lappset and the sources are reliable. The 70% estimation was on their website in 2012 and it was used in a pro gradu made by Henri Lilius. The 70% estimation is confirmed by a thesis made by Lauri Lakso, where, in 2015, he conducted an interview with the marketing chief of Lappset Group Oy, Marko Alamartimo. This allows us to use the 70% estimation between the years 2012 to 2015.

2. Oy J-Trading AB: Majority of the company's revenue comes from other products than playground equipment sales. The company didn't have public information about their playground equipment sale proportions, and they refused to respond to my inquiries. The estimation is difficult to make, but based on the interviews it should be smaller than Puuha

Group and larger than Finture. For this comparison J-Trading will have a fixed market share of 12%.

3. Lehtovuori Oy: Majority of the sales comes from park furniture and information about their playground equipment sales was not available. In this comparison it will include 15% of Lehtovuori Oy's revenue.

4. Other: Finture Oy has bakery equipment, Leikkiturva Oy has safety inspections and Puuha Group Oy is exporting their products to Japan. However the revenues will not be adjusted, because of the little impact to the revenue and insufficient information. In addition Carousel Oy will be included in all of the comparisons despite its bankruptcy.

The charts in this comparison will use the data gathered from the competitors that were introduced in the previous chapter. All the numbers from the charts can be seen at the end of the thesis at the appendix section. If the chart title says that it is adjusted, then it will use the adjustments mentioned above for Lappset, J-trading and Lehtovuori. These charts do not include NSH Nordic with the Hy-land products, because it would be in the 0% group. In Figure 1 we can see accurate representation of the competitors' market shares.

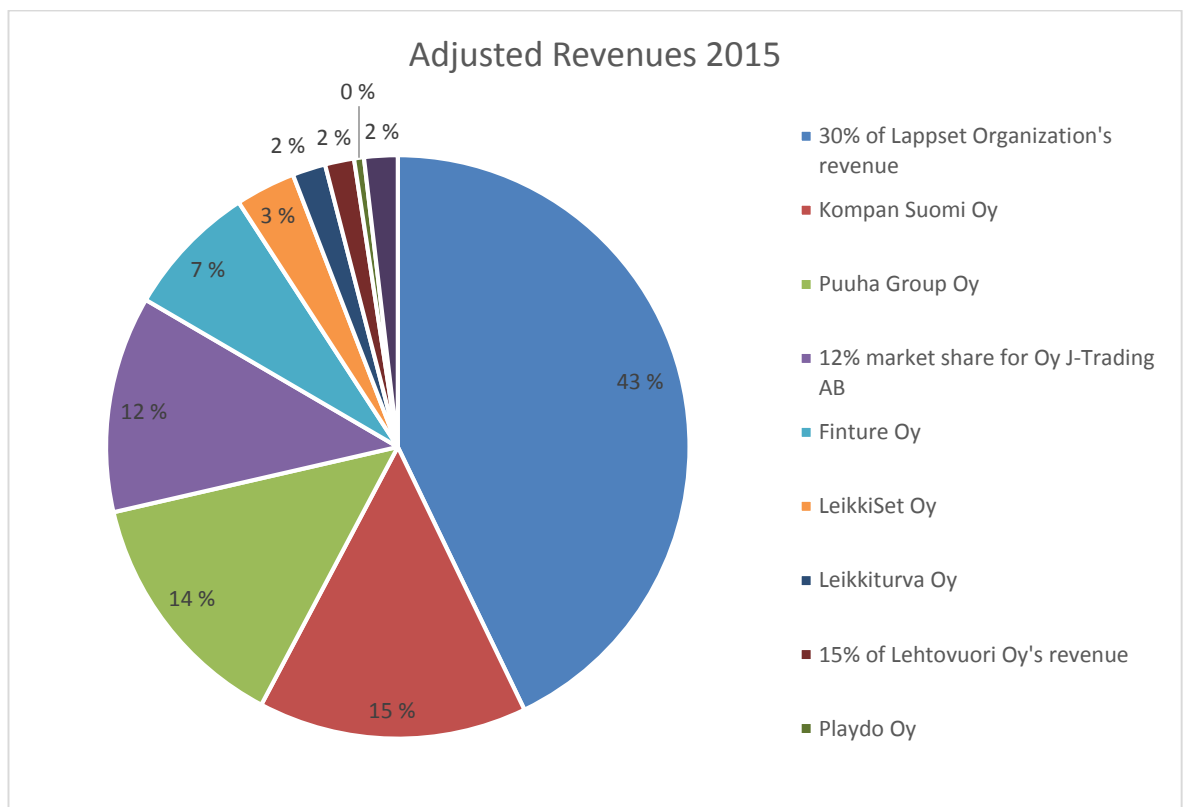


FIGURE 1. Adjusted competitor revenues for the year 2015

Lappset is known to be the biggest competitor in the industry and its market share of 43% is a proof of that. Kompan, Puuha and J-trading have fairly even position in the market. However where Puuha Group has customers in private and public sectors, Kompan and J-trading are heavily reliant on their success in the public projects.

In the comparison it is hard to tell, whether very playground equipment focused companies such as LeikkiSet and Playdo would have a higher market share if we could compare just the playground equipment sales without the park furniture sales included. However that information is not available for us, and both of these companies offer park furniture to some extent. Park furniture sales may skew the results somewhat, but the overview of the Figure 1 is still fairly accurate.

If Figure 1 shows us how the market is divided between the companies, then it would be important to know just how big the market is. Using the same adjustments as before, the Figure 2 shows us how much the park equipment market in Finland is worth annually.

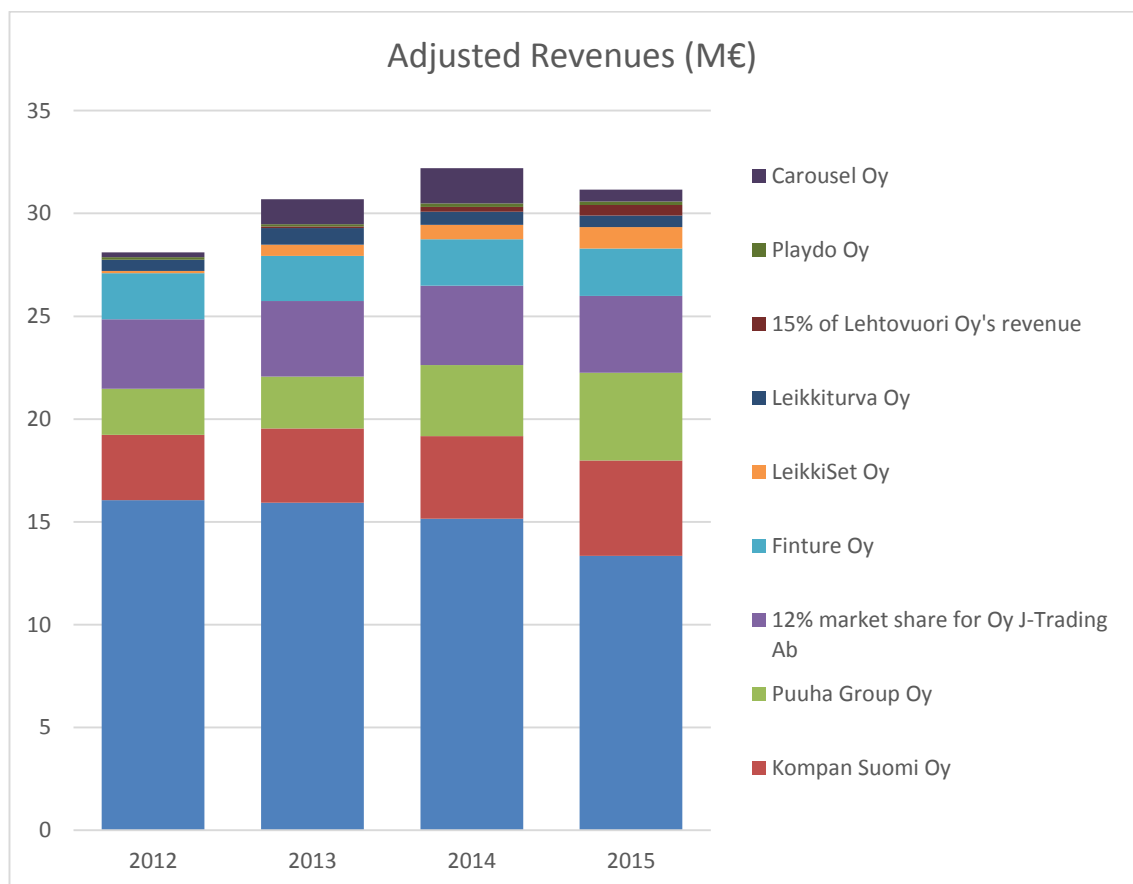


FIGURE 2. Adjusted stacked column chart for the revenues in the years 2012-2015

Based on Figure 2 and its estimated revenues gained from Finland, we have come to a conclusion that the market size for public playground and other park equipment is around 25-35 M€. With the adjustments, a vast majority of this is from playground equipment, which allows us to say with certainty that the public playground equipment business is worth of tens of millions of Euros annually.

The whole market size has not grown or shrunk in any significant way. With the assumption that 70% of the Lappset sales are from abroad is constant throughout the observed time period, then we can see a decline in their control. This however involves a minor assumption, and perhaps a more reliable result can be drawn from the significant growths of Puuha Group Oy and Kompan Suomi Oy. Even more impressive, LeikkiSet Oy was founded in 2011 and by 2015 they have managed to grow 925 % in the last four years. There clearly has been room for growth for these three companies.

The high revenue changes of Carousel Oy can be explained by their bankrupt status, and it shouldn't be used to draw a conclusion that the year 2014 was somehow better than 2015.

If Figure 2 shows us how large the playground equipment market is, then how large are the companies without the adjustments? Figure 3 shows just that.

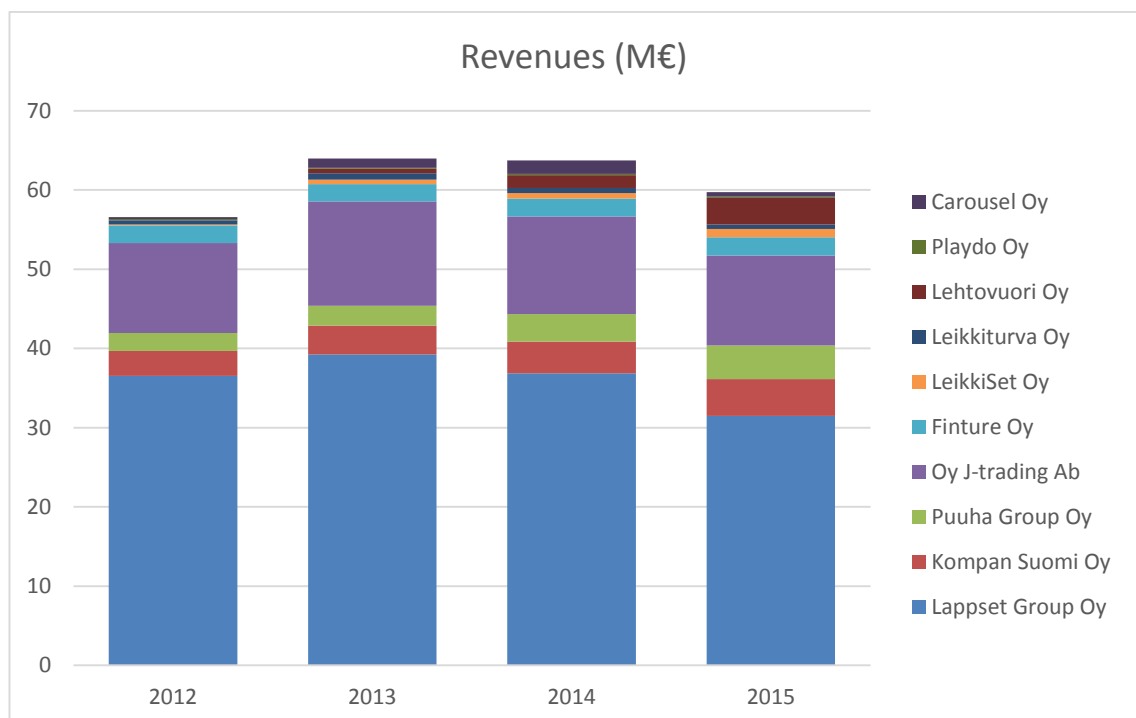


FIGURE 3. Stacked column chart for the revenues in the years 2012-2015



Lappset Group Oy is sizeable company, which can be a strength for them as they have more resources available that they could use for their advantage in the Finnish market. Even though Lehtovuori Oy hasn't been the most active company in regards of playground equipment, the market suits their product portfolio and they have enough size that they could compete against any company in the Finnish playground equipment market, if they wanted to. J-trading Ab is in a similar situation with Lehtovuori Oy. Kompan Suomi Oy by itself is not a big company, but it is the daughter company of Kompan A/S that is far larger than any of the competitors in Finland. The sheer size of these four makes them competitors that should be paid close attention to.

Drawing conclusions from the profit that can be seen in table 1 is nearly impossible without knowing each company inside out. Some things can still be spotted. Most noticeably Kompan Suomi Oy might be transferring their profits to the parent company, possibly due tax benefits. Lappset Group didn't make profit in 2015, but there might be tactical reasons not to. Puuha Group Oy has become significantly more profitable the same time the company has grown. LeikkiSet Oy might have invested their profits back to the company. Overall the playground equipment business is profitable.

TABLE 1. The annual profits of the competitors in the years 2012-2015

<u>Profits in (1000€)</u>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Lappset Group Oy	628	2257	836	- 525
Kompan Suomi Oy	39	46	54	64
Puuha Group Oy	- 101	- 555	121	577
Oy J-Trading Ab	- 103	122	- 244	360
Finture Oy	7	93	15	19
LeikkiSet Oy	1	5	1	2
Leikkiturva Oy	132	90	199	97
Lehtovuori Oy	-	10	85	143
Playdo Oy	15	14	10	23
Carousel Oy	2	17	- 14	- 132

### 3.4.2 Market characteristics

These 5 Forces shape the competitive structure of the Finnish public playground equipment industry. The meaning of each force is explained and then the influence of a particular force is measured by thinking about the determining factors. Figure 4 illustrates how all the forces are linked together.



FIGURE 4: Porter's 5 Forces illustration

**1. Threat of New Entrants:** If an industry is highly profitable, then it attracts the attention of potential new competitors. In addition if there are low barriers of entry, then it is likely that there will be an increase in competition, which will lead to decreased profits for all the companies. However if entering the market is difficult, then the competition may remain small even if the industry is profitable. (Wilkinson 2013.)

Public playground equipment business is capital intensive, because products need to be produced, stored, delivered and sold before the invested money can be used again to make profit. Suppliers benefit from economies of scale, since procuring the required materials and manufacturing the products becomes cheaper per unit the more you produce – at least to a certain point. The industry itself is profitable, but not so profitable that it would draw attention of potential competitors just for that reason. Also the current competition is quite tough as is, and companies would not want to lose their market share for any reason. In the public playground equipment business there are plenty of regulations and standards that require intense knowledge that newcomers may find challenging.

According to NSH Nordic there have been non-European companies offering their solutions in European trade shows. Most of these products haven't had traditional design and they have been made from metal. If a current business actor would include these new products to their offerings, then that is a way how there could be an indirect threat of new entrants.

As a conclusion, the threat of completely new entrants is fairly small. However NSH Nordic pointed out that there are suppliers who are strong in other market areas, but have neglected Finland as a market. These suppliers could enter the Finnish playground equipment market, since their products would already meet the required standards. The Finnish language would mean that they would have to translate their product information and they would need retailers and service providers. In a global scale, the Finnish playground equipment market is small, which could be a reason why some European suppliers haven't bothered with it.

**2. Bargaining Power of Buyer:** This refers to the amount of influence the customers or in this case the professional buyers have. Buyers can be able to pressure companies to provide higher quality, better customer service and lower prices. The basic rule is that, if there are few buyers compared to the amount of sellers, then the buyer power is high. This is because, the buyer has a lot of freedom to choose which supplier the buyer wants to use. The buyer naturally wants to get a good product at the best price, which increases the competition, because suppliers may have to increase quality and decrease price in order to gain the scarce customers. The bargaining power of buyer is also influenced by the nature of products that the sellers offer. If there are no substitute products and the products are customized, then buyers have smaller influence. Also if there are costs from switching from a product to another, then it also makes the customer less likely to change their supplier. (Wilkinson 2013.)

The playground equipment industry is quite balanced in regards of the seller vs. buyer amounts. It is not heavily favored either way, since there are different suppliers and plenty of customers who make individual purchase decisions. The switching cost is rather low, since the technical maintenance of playground equipment is similar between different brands. However the customers may easily think, that it is higher than it actually is, which

could make them select all the products from a single supplier. Additionally, the customers may choose to continue with the old supplier to keep the same design look and feel. Public playground equipment are very carefully designed to meet the EU standards, so the risk of buyers making the equipment themselves is nonexistent. If the customer is a business, then the equipment are usually sold in a specific playground in mind, which means that customers are not buying in bulk. This gives pricing leeway to the suppliers.

The business customers are often quite price sensitive. Condominiums don't want to build expensive playgrounds, because might could have to take a loan and it would increase the housing company loan payment. They also make the decision together and they might have disagreements. Other businesses also might easily think that playground is extra, and as such it shouldn't be too expensive. There are also plenty of different products to choose from, which allows the buyers to select the seller carefully. Overall the bargaining power of business customers is quite average.

The public sector is very different customer than businesses. The formal tendering process makes the competition very rigid. As stated more accurately in chapter 4, municipalities use framework agreements to select their playground equipment supplier. These contracts last for several years and very valuable. The tendering process usually makes the municipalities to select the offer that is most affordable. These are the reasons why the bargaining power of the public sector is very high.

**3. Threat of Substitute Products:** It refers to the availability of products that the customer could choose instead of the industry's product (Wilkinson 2013). Is there currently a substitute for a playground? At the moment playground is almost like a substitute to a gym, but nothing can really substitute playground equipment. However a playground can be complemented by other things, such as exercise equipment, toys and games, and a nice natural park. The need for playground equipment can be decreased by having other activities to accompany it.

Having plenty of different and exciting playground equipment is significantly more expensive than having just the basic equipment alongside with other outdoors activities. In this regards the children's outdoor playing opportunities can be supplemented with

cheaper alternatives. However the performance and longevity of the alternatives may be less than the playground equipment.

The substitutes are especially important when thinking about products that are additional niceties in a playground, such as a larger roundabouts and cableways. Swings, sandpits and slides aren't so easily replaced by other activities. These classics entertain children for long periods of time year after year. They serve multiple functions ranging from the intended use to social gathering spots.

**4. Bargaining Power of Supplier:** It is used to measure how much suppliers have power over the customer businesses. Strong suppliers can raise prices, decrease quality and limit availability of their products, which would reduce the profit from the company that is selling or using the product. Figuring out the bargaining power of customers is much simpler, because there can be multiple suppliers linked together. (Wilkinson 2013.) Figure 5 illustrates the chain of suppliers.

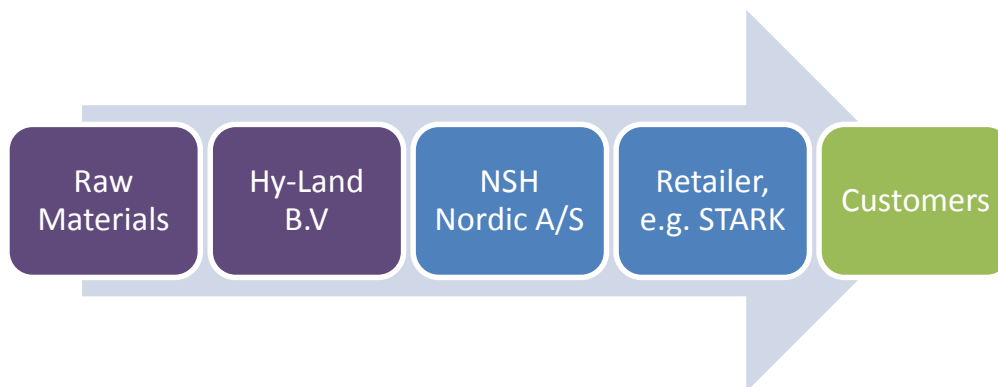


FIGURE 5. Chain of suppliers

Hy-land B.V. is the public playground equipment supplier for NSH Nordic A/S. However their business relationship is good. NSH Nordic has an exclusive right to represent Hy-land products in the Nordic countries. This means that NSH Nordic's position as the Hy-land product wholesaler is safe. Then NSH Nordic can decide how to sell these products, which is usually done by having hardware and DIY stores as retailers.

The exact contents of the contract between Hy-land and NSH Nordic isn't public information, but their partnership is beneficial for both of them and thus it is unlikely that the prevailing situation would change. Overall the bargaining power of suppliers isn't fully applicable in this business case.

**5. Rivalry Among Existing Firms:** How hard companies are competing against each other and at the same time limiting the profit potential of the industry? With fierce competition the companies are trying to steal market share and profit to themselves. By increasing quality and lowering price, companies will get more customer, but at the same time make less profit. And by doing so other companies will lose customers and make significantly less profit. Intensity of rivalry affects the competitive environment and industry's ability to make profit. (Wilkinson 2013.)

In playground equipment business there are many companies that are competing, which means that there is competition. Industry growth has been slow recently, so if companies want to increase their sales, then it can be achieved by winning customers from competitors. Manufacturing and retail businesses have noticeable fixed costs. Fixed costs are recurring expenses that exist whether or not products are produced or sold. Having fixed costs means that companies want to use their resources to gain revenue, since doing nothing will cost them money. This by itself increases the competitive rivalry.

What ways are there for companies to increase their market share? The companies who are actively trying to improve their position in the market are making significant investments. Product research and development can be used to come up with new designs and unique products. Companies can also acquire licenses for themes, e.g. Lappset has Angry Birds and Puuha Group has Moomin. However it is uncertain how much buyers value features, such as a licensed theme.

Marketing is a straight forward method to increase sales. By letting people know that your product is out there, makes them more likely to choose it instead of competitor's products. Though public playground equipment are very specific products that very few people ever have to purchase. This means that marketing is rather inefficient and expensive if done excessively and without a narrow focus group. In playground equipment sales it is important to have a good website and online presence, even though online sales doesn't play an important role.

The sizes of companies vary within the industry and they have unequal market shares, which means that there is less head-to-head rivalry and more general competition. Even though most of the products are similar, Lappset Group and Kompan have unique style

to their design that can be noticed. It helps them, but also the generic competition, as there are more diversified products on the market.

By having the government as an additional market segment, it draws attention away from the basic B2B business. The public tendering process is very transparent, which means that companies can see to whom did they lose a public project and by how much.

Hy-land has an insignificant market share, which means that their competitors think that Hy-land is not a noteworthy competitor. The actions of Hy-land are likely not going to impact the industry or cause a reaction from the competitors. The rivalry among existing firms doesn't impact NSH Nordic directly, since they could market their affordable products without having to worry about competitors lowering their prices as a result. Indirectly the rivalry within the industry impacts NSH Nordic and is definitely something to keep an eye on.

### **3.5 Projections**

How big of a market share can Hy-land products realistically achieve in the near future? At the moment it is nearly impossible to estimate, but Hy-land product line has some advantages and selling points, which could make them a profitable business venture in Finland:

- Price: Hy-land brochures lists affordability as their first attribute, which means that, despite the eventual strategy, it should be attractive to the price sensitive customers that the industry is full of.
- Style: Hy-land products are very different compared to the current competition, because nearly all the competitive products have very bright colours. There has to be demand for natural wood design that matches the surrounding environment. For example camping grounds could value this feature.
- Product range: Hy-land product line offers climbing frames with slides and swings, which is nearly everything that a business needs from a playground. Having it all in one package could be a selling point. Hy-land also has very different sizes, which allows them to be built even on the smallest of areas. While the Hy-land products are one of their biggest advantages, is also is one their weaknesses as they do not offer sand pits, which is very common equipment in Finland. This

weakness can be avoided by offering Hy-land products in a retailer, which already has sand pits in their selection and other key products that the Hy-land product line is missing.

- In addition if there is increased demand for adults' equipment in shared outdoor areas, then a compact playground equipment solution could be a very good solution to condominiums.

In the future the playground equipment market is likely going to remain similar to what it is now. The largest trend that is going on is the adults' outdoor exercise equipment, but that is just going to increase the overall market size for all park equipment, without decreasing the playground equipment sales. If Lappset Group gains competition in the training equipment section, where they have clearly made significant investments, then it could alleviate some competitive pressure from the playground equipment business.



## **4 B2G PUBLIC PROJECTS**

### **4.1 Introduction**

There are multiple different ways how a cities can acquire playgrounds. If the value of the playground is less than 30 000€, then cities can quite freely decide how they build these playgrounds. This is because the example contract is worth less than the national threshold for supply and service contracts, which means that the Act on Public Contracts does not apply. There are still some guidelines that a city should follow, but ultimately it makes the purchase decision similar to B2B business transactions. (Karinkanta et al. 2012, 30-32.)

If however the supply contract is worth more than 30 000€, then the Act on Public Contracts must be followed. And furthermore, if the contract is worth more than 209 000€ and thus over the EU threshold, then the contract must be carried out according to EU wide rules and regulations instead of the national law. (Karinkanta et al. 2012, 33.)

The theory that is available does not include the common practises for each industry. It was nearly impossible to find information about the subject, so this thesis includes two interviews with Tampere and Ylöjärvi landscape employees. The aim of these interviews was to find out how playground equipment procurements are conducted, and how does this impact NSH Nordic and Hy-land products. The interviews do not necessarily have information that applies to Finland as a whole, but there was a clear indication of a common practise that is used for playground equipment acquirement.

### **4.2 The interviews**

Both interviews were conducted on the same day, 26.10.2016. The interviews were semi-structured and the interviews were conducted in a similar manner. These interviews gathered qualitative data, as the questions were open and there were only a total of three respondents. The main objective of the interview questions was to find how things are done in practise, and the full list of questions can be found in the appendix.

### 4.2.1 Tampere

The interview in Tampere was with two employees of the city, who are dealing with the planning and building of playgrounds: Petri Kujala is a horticulturist builder and Milja Nuuttila is a specialized planner. They have long work experience in the field.

Tampere city is divided in to different departments, for example planning, building and maintenance have departments of their own. Maintenance can replace old malfunctioning playground equipment with new working ones, but in other cases the planners will make a plan that the builders follow. The installation of the equipment is done either by the city or the work is done by the supplier or other company that does playground equipment installations. The city has its own playground equipment inspectors who perform the annual inspections. Majority of the playground maintenance is done by the city's maintenance department. (Kujala & Nuuttila 2016.)

Tampere does its own procurements. They use framework agreements in order to get a supplier for a long period of time. These framework contracts typically last three years with the option to extend it by two additional years. The procurement for different types of products is separated, so that the city has different framework contracts for playground equipment, sports arenas, exercise equipment, safety surfaces, etc. Suppliers can participate in the preparation of the project by sharing their thoughts with the city of Tampere. Making a procurement and a framework agreement could take up to eight months and their open tendering process has been outsourced to Tuomi Logistiikka. (Kujala & Nuuttila 2016.)

There are 320 playgrounds in Tampere and with the current budget the amount of playgrounds is going to remain roughly the same. The playground equipment is from various different suppliers, but mainly from Lappset. However their most recent framework contract was awarded to J-trading/ HAGS, which means that HAGS will supply Tampere with playground equipment for the contract period. Tampere also has some equipment from Kompan and old equipment from Mäntyranta. Their playgrounds have at least a swing, sand pit and a spring rider. (Kujala & Nuuttila 2016.)

The planning department of Tampere has certain criteria that the company needs to meet in order to succeed in the tendering process. Playground equipment suppliers should have

a broad selection of products and in multiple different materials. If the planner wants a durable playground that is made from metal, then the suppliers should have metal products to offer. The planner hopes that the supplier has a broad selection of products so that there can be versatile playgrounds in the city. In addition the suppliers should be able to deliver spare parts even after 10 years from the purchase of the equipment. (Kujala & Nuuttila 2016.)

Other features that the interviewees personally valued were price, familiarity, additional services, safety and a colourful customizable design. Domesticity of the product was not as important as functionality and durability. Interviewees both agreed, that wooden products weren't as durable as the other materials and maybe didn't fit well to urban locations. (Kujala & Nuuttila 2016.)

#### **4.2.2 Ylöjärvi**

The second interview was in Ylöjärvi with Jyrki Tanhuanpää, who has been working in the industry for over 30 years. Currently he is in the position of a worksite manager and he is taking care of the playgrounds in the region.

Unlike in Tampere, Ylöjärvi does not handle its own procurements. Ylöjärvi is part owner in a procurement stock company called KUHA, which stands for municipality procurement services. Before KUHA every small municipality in Pirkanmaa did their own procurements. KUHA started out with very specific product procurements such as copper pipes, but now it is taking care of nearly all of the public procurements for its owner municipalities. Ylöjärvi and other KUHA municipalities have meetings where they discuss about their needs. Based on that KUHA handles the procurement and tendering processes. For playground equipment procurements KUHA makes a framework contract, which applies to all member municipalities. This framework contract is quite flexible, since if the winner can't supply a specific product, then the municipalities can order products from the supplier that placed second, and so forth. For Ylöjärvi this means that they have very limited amount of control in regards of the procurement. However Tanhuanpää says that it offers them cost-efficiency and a simple centralized solution that saves them time and money. (Tanhuanpää 2016.)

Ylöjärvi plans playgrounds themselves and order playground equipment according to the procurement results. The city of Ylöjärvi does a vast majority of the installation and maintenance work, because they save money by using their good and competent staff. Similarly to Tampere Ylöjärvi has its own playground equipment inspectors. (Tanhuanpää 2016.)

The planning of playgrounds is very important in Ylöjärvi, since they have a tight budget. Tanhuanpää emphasizes the importance of having the right equipment in the right area. Where one region needs playground equipment for small children, another may find senior exercise equipment beneficial. All in all Ylöjärvi has 45 playgrounds of varying sizes. The equipment in these playgrounds comes from Lappset, Kompan, Puuha or HAGS. (Tanhuanpää 2016.)

Ylöjärvi can decide what type of products they want to use. They may need a specific theme, equipment material or altogether something different. Tanhuanpää says that each material has its pros and cons. Wood is affordable, but requires more maintenance especially if there is vandalism. Durable metal might be more expensive and composite also has its merits. In the end the purchase decision comes down to three things: price, durability and practicality. Since Ylöjärvi does its own maintenance, they also think that having spare parts available is extremely important. Tanhuanpää thinks that it is practical that all the equipment comes from a single supplier and customizability is a valuable feature. (Tanhuanpää 2016.)

### **4.3 Result of the interviews**

Making an official tendering process can be quite expensive and this is why the common practise is to use framework agreements rather than individual contracts. In addition smaller municipalities have centralized their procurements together. This means that the smaller projects are bundled up to a large framework contract, which will last for a fixed period of time. This contract will go through the tendering process as usual and the winner of the contract would be awarded the right to supply the contracting authority with their goods for a fixed period of time, which could be as long as four years.

For NSH Nordic and Hy-land products this is dire news, since it is impossible for them to succeed in contracts as large as these. The contracting authorities want all their playground equipment from a single supplier, which means that each supplier has to have enough wide product range. Hy-land products are all wooden, which isn't enough for the public sector, which wants to select from wood, metal, composite and mixed material equipment. Hy-land only has jungle gyms, slides and swings, which means that they lack sand pits, spring riders, carousels and so on. The lack of product variety currently prevents Hy-land products from succeeding in the public sector. If NSH Nordic wants to compete for public projects, it must have a strategic partner, which would take Hy-land products to their existing product offerings. In this solution NSH Nordic wouldn't participate in the public procurement process, and would rather supply the participating company that offers Hy-land products. This also means that NSH Nordic wouldn't benefit from the originally planned guide, which would help them to follow the Finnish Act on Public Contracts. Instead there will be a brief market overview for the public sector, which could be useful.

#### **4.4 B2G competitive overview**

Business-to-government is a subsection of the business-to-business market. Because of its unique features it can be analysed on its own, but for most parts it is included in the B2B market analysis that was included in chapter 3.

What makes B2G different from traditional B2B? When the customer is the public sector, then the procurement criteria can be challenging and product portfolio has to be large. Additional services, such as customizability may be required, that the smaller suppliers don't currently offer. For all these, and the reasons mentioned before, the competition is limited to larger companies.

Companies such as Lappset, J-trading and Kompan have been notably visible in the city landscape. In the interviews it turned out that the most recent framework contracts went to other companies than the market leader. J-trading won Tampere and Kompan was awarded the neighbouring municipalities through the KUHA procurement.

Figuring out how the market is divided between competitors is easier, than knowing the size of the public sector compared to businesses. It is relatively safe to say that the public sector could be larger than other businesses, but this thesis doesn't have enough resources to investigate it further. Not being able to participate in the public projects is relatively big deal for a supplier, but on the other hand there are small suppliers who make profit year after year, despite not being able to win the large and valuable framework contracts.

## 5 HY-LAND SALES PLANS

### 5.1 Internal analysis

How much resources can NSH Nordic allocate to the Finnish public playground equipment business? It has a significant impact to what can be accomplished. Already the previous chapters have found business opportunities, but which of them are suitable for NSH Nordic? This chapter will go through the company's current situation, which will help to formulate a recommendation based on the found and summarized findings of the market analysis.

NSH Nordic has only a few employees in Finland. At the moment the public playground equipment sales are small, so these employees are focusing on other more important tasks. However, if there is an easy way to accomplish more sales, then it could be done. NSH Nordic sales figures show that the Hy-land sales in Finland are far behind other Nordic countries. Depending on the Hy-land product, the sales figures in Finland are two to ten times smaller than what they are in Denmark, Sweden and Norway. Purely from the perspective of population, Finland sales figures could be the same as in Denmark or Norway. There is undoubtedly potential to increase the sales in Finland, which can be accomplished with just a little of effort.

The SWOT analysis in Figure 6 was done with the help of NSH Nordic in order to gather information how NSH Nordic perceives themselves. There are few interesting remarks that should be pointed out. For example, NSH Nordic stated that their resellers may not remember the existence of Hy-land products. The sales figures from other Nordic countries could indicate that their resellers could be one of the reasons why the sales have been low in Finland. If the retailers don't remember or just overlook the Hy-land products, then it should be the first thing that should be addressed.

NSH Nordic's nationwide network of resellers in Finland and NSH's well-functioning customer service are one of their key strengths. The attractive price point and high quality of Hy-land products could be utilized better by marketing the products to the most potential customers. Public playground equipment are very specific products that may require at least some level of marketing before there can be sales.

<p><b>STRENGTHS:</b></p> <p><u>Hy-land:</u></p> <ul style="list-style-type: none"> <li>• Competitive pricing</li> <li>• Focused product range</li> <li>• Uses high-quality materials</li> <li>• Well designed</li> <li>• Built according EN 1176</li> <li>• The founder of Hy-land is a member of the European Technical Committee "Safety of Toys"</li> </ul> <p><u>NSH Nordic:</u></p> <ul style="list-style-type: none"> <li>• Nationwide network of resellers in Finland</li> <li>• Well-functioning customer service</li> <li>• Website in Finnish language</li> </ul>	<p><b>WEAKNESSES:</b></p> <p><u>Hy-land:</u></p> <ul style="list-style-type: none"> <li>• Low brand awareness in the Finnish market</li> <li>• Product range is limited and lacks common equipment</li> <li>• Product line lacks design variation</li> </ul> <p><u>NSH Nordic:</u></p> <ul style="list-style-type: none"> <li>• Re-sellers tend to overlook Hy-land</li> <li>• Customer service is not very familiar with Hy-land products</li> <li>• No complementary services are offered</li> <li>• Low marketing efforts</li> <li>• Limited manpower for Hy-land</li> </ul>
<p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>• Complementary services can be outsourced</li> <li>• New retail channels can be found from property management</li> <li>• Existing retailers can be reminded about Hy-land products</li> <li>• Marketing budget can be obtained for Hy-land</li> <li>• NSH could use social media and targeted direct marketing, which would be affordable</li> <li>• The Hy-land products could use domestic wood to gain selling point</li> </ul>	<p><b>THREATS:</b></p> <ul style="list-style-type: none"> <li>• Increased price competition would take away Hy-lands biggest advantage.</li> <li>• Hy-land cannot act quickly to changes in design trends and changing needs of the customers</li> <li>• Hy-land is not a known brand, and thus it doesn't have loyal customers base</li> </ul>

FIGURE 6. SWOT analysis



## **5.2 Research results**

The goal is to summarize the findings of the research, which helps to identify the business opportunities provided by the Finnish public playground equipment market. The market consists of over 11 000 public playgrounds and it is worth tens of millions of Euros annually. The market is divided between businesses and the public sector, which both have very specific needs.

The market has a decent amount of competition and rivalry. The capital intensive market has a low risk of new competitors, so the competitors are likely going to remain the same in the future. Customers have some power over the market, as the products are similar and prices vary. Swings, slides and sand pits are likely not going to be substituted by anything, but more out of the ordinary equipment may not have as reliable demand.

The biggest basic B2B customer segment is condominiums. It seems like that two companies have strong foothold in that B2B segment: Lappset Group Oy and Puuha Group Oy. The condominiums are price sensitive customers who prefer to get their equipment from a single supplier as a turnkey solution. Other businesses, such as grocery stores and gas stations, may also have playgrounds, but their demand is not as consistent as condominiums'.

The B2G market is challenging for the smaller companies, which why Lappset Group Oy, Kompan Suomi Oy, Oy J-Trading Ab and Puuha Group Oy are basically the only competitors for these public projects. Suppliers need to have a broad selection of products with plenty of features and additional services to be awarded a framework agreement by the public authority.

### **5.2.1 Hy-land B2B business opportunities**

Hy-land products can succeed in the condominium playground equipment sales with their attractive prices if they find a retail channel, which allows them to offer installation and maintenance services alongside with the product. In the interviews it turned out that sometimes the condominium's playground equipment procurement is done by their property maintenance company, which also does the installation of the equipment. The property

maintenance companies can acquire the equipment from the supplier they want. These playground services are provided only by the larger property maintenance companies and currently only a small portion of the playground purchases are done this way. However it is a perfect match to NSH Nordic and it might become a more common practise in the future.

Hy-land products can be retailed at a hardware store, but based on the findings of this research condominiums do not install playground equipment themselves. The property manager is responsible for recommending the suitable playground equipment to the condominium board of directors. The property manager usually recommends playground equipment suppliers who have an installation- and possibly maintenance services.

The third option is to find a company, which already is importing playground equipment from abroad and has installation services. Then try to convince that retailer to take Hy-land product line to its offerings, and hopefully it would turn out to be a prosperous partnership. However finding such a company could be a challenging task. One alternative to this is to find a company, which does playground equipment installations at a reasonable price, which would allow NSH Nordic to sell Hy-land products as a turnkey solution through a hardware store. This would most likely be much easier to accomplish. With just a quick search it was easy to find such companies. One example could be AT-Pihatuote Oy, which has a service for playground planning, equipment delivery, installation and maintenance.

### **5.2.2 Hy-land B2G business opportunities**

Hy-land products won't succeed in public projects on its own. In order to get sales from the public sector, NSH Nordic could supply Hy-land products to a competitor, which is already competing for the framework contracts. One example could be Puuha Group Oy, which is already importing European equipment. However whether they would like to have Hy-land products in their product range can only be found out by contacting them.

Additionally the limited resources that NSH Nordic has available to allocate to the Finnish public playground equipment market makes it unappealing compared to the basic B2B customers.

### 5.3 Recommended sales plan

Hy-land products are difficult to sell without the bundled services. Having a strategic retailer who can do the additional services is the easiest way to accomplish what the market demands. Large property maintenance companies, such as VVO, could provide access to the playground equipment market that houses and apartments have.

Selling Hy-land products to other businesses than condominiums could be accomplished with a company, which would take care of the services while NSH Nordic could just handle the products. This would be practical so that NSH Nordic still does the sales and represents Hy-land, but they could offer simple solutions to all business customers by using the installation company's services. From the customer's point of view, they only have to deal with NSH Nordic that does everything they want for them. Both of these sales channels can be done simultaneously and they would put Hy-land products in line with other competitors in regards of practicality.

Pricing is the selling point that NSH Nordic has and it also is the thing that customers think about when they are purchasing playground equipment. The affordability of the products make them easier to sell to customers who aren't familiar with the Hy-land brand. This is because the price impacts the purchase decision straight away, where as a feature such as quality has to be experienced and known before it really can impact a purchase decision.

Hy-land's existing marketing is on point and highlights affordability and budget friendliness straight away to the reader of their brochure. When marketing directly to property managers for example, it would be advisable to have prices listed next to the products. Property managers most likely have dealt with playground equipment before and know the prices that the competitors have. Having a brochure with prices means that they are more inclined to keep the brochure for future cases where their customers need playground equipment. When the property manager is comparing the alternatives, the Hy-land products would be very attractive with its price. In Finland the property managers don't always call suppliers for tenders and rather compare companies by their yearly catalogues.

The interview with Tampere city employees left an impression that Hy-land products would be more suitable in the suburb areas. The all wooden design was something that their planner didn't see suitable in the urban environment. The opinion was slightly different when interviewing Tanhuanpää from significantly smaller city, Ylöjärvi. The property manager from Tampereen Ammatti-Isännöitsijät Oy also felt that the all wooden design is sufficient for their customers. Rather mixed results, but somehow I feel like Hy-land products could have better success in suburb where the competition is lighter and design is less significant.

Hy-land product line lacks sand pits and spring riders, which would be important additions. The significance of a limited product range is hard to estimate, but if a playground is built from the ground up, then the builders want to get all the equipment from a one single supplier. This is something that NSH Nordic and Hy-land could think about, whether it is possible and profitable to expand their playground equipment selection.

## 6 DISCUSSION

The process of making the thesis was fairly demanding. Sometimes the right information was easy to find, but in other times it took time and effort. The thesis changed along the way, since business-to-government was more demanding than previously thought. This had a significant impact to the contents of the thesis, but not necessarily in a bad way. By having less information about the business-to-government, the thesis could focus in the more relevant aspects.

The thesis was successful in gathering information about the public playground equipment market. The key competitors were identified and their characteristics were revealed. Market size and the structure of the market were accurately estimated. The interviews gathered information that wasn't publicly available. And lastly the sales plan used the found information to create a simple recommendation.

There were certainly areas where lack of information had an impact to the thesis. One of the key competitors, J-trading, remained to be difficult to estimate. Without the insider knowledge from NSH Nordic, it was challenging to recommend a sales plan. Mainly for that reason the sales plan lacked the detail it could have contained. The interviews were really helpful, but because there were only four of them, the gathered information may not apply perfectly for the whole nation.

NSH Nordic can use the information gathered here to their advantage. It could help them to make better business decisions and help them to make the Hy-land business venture more successful. This thesis went through plenty of topics and it allows NSH Nordic to do further research about the things they would like to know more about.

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## APPENDICES

### Appendix 1. Chapter 3.4 chart data

#### 1. Adjusted Revenues 2015 data for Figure 1.

	Revenue (1000€)
30% of Lappset Organization's revenue	13350
Kompan Suomi Oy	4641
Puuha Group Oy	4255
12% market share for Oy J-Trading AB	3738,43636
Finture Oy	2310
LeikkiSet Oy	1036
Leikkiturva Oy	573
15% of Lehtovuori Oy's revenue	502,2
Playdo Oy	170
Carousel Oy	578

#### 2. Adjusted Revenue (M€) data for Figure 2.

	2012	2013	2014	2015
30 % of Lappset Organization's revenue	16,05	15,93	15,15	13,35
Kompan Suomi Oy	3,176	3,606	4,011	4,641
Puuha Group Oy	2,248	2,525	3,462	4,255
12% market share for Oy J-Trading Ab	3,3735	3,682425	3,86383	3,738436
Finture Oy	2,242	2,189	2,262	2,31
LeikkiSet Oy	0,112	0,552	0,7	1,036
Leikkiturva Oy	0,545	0,804	0,631	0,573
15 % of Lehtovuori Oy's revenue	0	0,08445	0,24375	0,5022
Playdo Oy	0,126	0,108	0,16	0,17
Carousel Oy	0,24	1,206	1,715	0,578

#### 3. Revenue (M€) data for Figure 3.

	2012	2013	2014	2015
Lappset Group Oy	36,533	39,256	36,863	31,488
Oy J-Trading Ab	11,337	13,177	12,317	11,337
Kompan Suomi Oy	3,176	3,606	4,011	4,641
Puuha Group Oy	2,248	2,525	3,462	4,255
Lehtovuori Oy	0	0,563	1,625	3,348
Finture Oy	2,242	2,189	2,262	2,31
LeikkiSet Oy	0,112	0,552	0,7	1,036
Leikkiturva Oy	0,545	0,804	0,631	0,573
Playdo Oy	0,126	0,108	0,16	0,17
Carousel Oy/ LeisureRD Oy	0,24	1,206	1,715	0,578



## Appendix 2. Interview questions for city employees

1. Kuinka pitkään olette työskennelleet alalla?
2. Oletteko osallistuneet leikkipaikkavälineiden hankintaan?
3. Mikä on teidän rooli kohteen suunnittelussa ja tavaroiden hankinnassa sekä ylläpidossa?
  - a. Miten Tampereen/ Ylöjärven kaupunki toteuttaa suunnittelun ja aloittaa hankinnan?
  - b. Kuka yleensä hoitaa leikkivälineiden asennuksen?
  - c. Miten leikkivälineiden kuntoa tarkkaillaan?
  - d. Kuka tyypillisesti huoltaa leikkivälineitä?
4. Kuinka suuri osa Tampereen/ Ylöjärven hankinnoista ovat pienhankintoja, eli hankkeen kokonaisarvo jää alle kansallisten kynnyksarvojen?
5. Oletteko ottaneet tavarantoimittajia mukaan hankinnan valmisteluihin? Ja onko se mielestänne hyvä idea?
6. Mitä soveltuvuusvaatimuksia ja valintakriteerejä olette käyttäneet hankinnoissa?
7. Miten Tampereen kaupunki ilmoittaa hankinnoista tuotteiden ja palveluiden tarjoajille?
8. Osaatteko sanoa, mitä hankintamenettelyä Tampereen/ Ylöjärven kaupunki pääsääntöisesti käyttää hankinnoissaan?
  - a. Avoin-, rajoitettu- vai neuvottelumenettelyä?
9. Kuinka usein hankinta on jaettu osiin eli niin, että tavarantoimittajia voi olla useita?
10. Kuinka suuri vapaus kullakin hankintaelimellä on toteuttaa hankintaa, vai onko Tampereen/ Ylöjärven kaupungilla yhteiset pohjat ja toimintatavat?
11. Käyttääkö Tampereen/ Ylöjärven kaupunki puitesopimuksia, niputtaakseen pienhankintoja yhteen?
12. Haluaako Tampereen/ Ylöjärven kaupunki tai hankinnasta vastaava hankintaelin, että tavaran toimittajat lähettävät tarjouksensa tietyllä pohjalla?
13. Kuinka paljon hankinnoista tulee valituksia?
14. Teorian mukaan julkisten hankintojen periaate on se, että tarjoajia kohdellaan syrjimättä ja tasapuolisesti. Kuinka tämä periaate mielestänne toteutuu käytännössä?
15. Osaatteko arvioida kuinka monta leikkipuistoa Tampereen/ Ylöjärven kaupunki omistaa?
  - a. Mitä leikkivälineitä niissä on? (vähintään, yleensä ja enimmillään?)

- b. Minkä valmistajan tekemiä leikkivälineitä ne ovat?
16. Jos Tampereen/ Ylöjärven kaupunki hankkisi pienhankintana leikkivälineitä, ja olisit itse vastuussa leikkivälineiden valinnasta, niin arvioi omin sanoin seuraavien ominaisuuksien tärkeyttä.
- a. Hinta
  - b. Koko
  - c. Tavarantoimittajan tunnettavuus
  - d. Lisäpalvelut (asennus, yms)
  - e. Turvallisuus
  - f. Leikkivälineen ulkonäkö
    - i. Värit
    - ii. Yhtenäinen tyyli muiden välineiden kanssa
    - iii. Lapsellisuus
  - g. Kotimaisuus
  - h. Tavarantoimittajan laaja tuotevalikoima
  - i. Muokattavuus
  - j. Takuu
17. Kuinka usein tilanpuute aiheuttaa ongelmia leikkipuistoja suunniteltaessa?
18. Mitkä asiat ovat olleet haasteellisia leikkipuistoja hankkiessa?
19. Mitä asioita toivoisitte leikkivälineiden toimittajalta?
20. Oletteko huomanneet mitään nousevia trendiä puistoissa?
21. Onko vielä jotain, mitä olisi hyvä tietää leikkivälineiden hankinnoista käytännön tasolla?

## Appendix 3. Interview questions for property managers

1. Kuinka pitkään olette olleet isännöitsijä?
2. Oletteko osallistuneet leikkipaikkavälineiden hankintaan?
3. Mikä on isännöitsijän rooli taloyhtiön leikkipaikan suunnittelussa, hankinnassa ja asennuksessa?
  - a. Kuka aloittaa hankinnan?
  - b. Kuka suunnittelee leikkipaikan?
    - i. Onko suunnitteluun rajoitteita?
  - c. Kuka kilpailuttaa leikkivälineet?
  - d. Kuka tekee hankintapäätöksen?
  - e. Kuka hoitaa leikkivälineiden asennuksen?
  - f. Miten leikkivälineiden kuntoa tarkkaillaan?
  - g. Kuka tyypillisesti huoltaa leikkivälineitä?
4. Tähän vastuunjakoon perustuen, kenelle markkinointi kannattaisi mielestänne kohdentaa?
  - a. Mikä olisi mielestänne hyvä markkinointitapa?
  - b. Mikä olisi hyvä vuodenaika toteuttaa mainostus?
5. Miten etsitte tavarantoimittajia, joita kilpailutatte kohteeseen?
  - a. Mitä vaatimuksia teillä on leikkipaikkavälineiden valinnassa?
6. Mitä hankintakanavia käytätte leikkipaikkavälineiden hankinnassa?
7. Hankitaanko kaikki leikkipaikkavälineet samalta tavarantoimittajalta, vai voiko tavarantoimittajia olla useita?
8. Kuinka suuri budjetti täytyy varata keskikokoisen leikkipaikan välineiden hankintaan?
  - a. Onko annetut budjetit tiukkoja, vai joustetaanko niistä tarpeen tullen?
9. Kuinka monta taloyhtiötä ja sitä kautta leikkipaikkaa teillä on hallittavana?
  - a. Onko kaikilla taloyhtiöillä oma yhteinen leikkipaikka?
    - i. Jos kaikilla taloyhtiöillä ei ole leikkipaikkaa, niin mikä niiden osuus on?
  - b. Mitä leikkivälineitä niissä on? (vähintään, yleensä ja enimmillään)
    - i. Erääseen tuoreeseen tutkimukseen osallistui 1230 taloyhtiötä. Tässä tutkimuksessa 81% taloyhtiöistä omisti hiekkalaatikon, 77% omisti keinun, 37% omisti liukumäen, 28% kiipeilytelineen, 25%

jousikiikun ja 10% leikkimökin. Mitä mieltä olet näistä numeroista?

- c. Minkä valmistajan tekemiä leikkivälineitä teidän asiakkaiden leikkipaikoilla ovat?
- d. Kuinka suuria eroja taloyhtiöiden leikkipaikkavälineissä on ja mistä nämä erot johtuvat?

10. Arvioi omin sanoin seuraavia ominaisuuksia niin, että olisit (henkilökohtaisesti) vastuussa taloyhtiön leikkipaikkavälineiden hankinnasta:

(Tarvittaessa avuksi asteikko: 1= ei tärkeä, 2=vähän tärkeä, 3=melko tärkeä & 4= hyvin tärkeä)

- a. Hinta
- b. Koko
  - i. Kuinka usein tilanpuute aiheuttaa ongelmia taloyhtiöiden leikkipaikoilla?
- c. Ennalta tuttu
- d. Lisäpalvelut (asennus, yms)
- e. Käytännöllisyys
- f. Turvallisuus (EN 1176 lisäksi)
- g. Leikkivälineen ulkonäkö
  - i. Värit
  - ii. Yhtenäinen tyyli ympäristön kanssa
  - iii. Lapsellisuus
- h. Kotimaisuus
- i. Tavarantoimittajan laaja tuotevalikoima
- j. Muokattavuus
- k. Takuu
- l. Varaosien saatavuus
- m. Toimitusaika
- n. Tavarantoimittajan asiakaspalvelu
- o. Materiaali:
  - i. Puinen
  - ii. Metallinen
  - iii. Komposiitti

11. Mitä asioita toivoisitte leikkipaikkavälineiden toimittajalta edellä mainittujen asioiden lisäksi?

12. Mitkä asiat ovat olleet taloyhtiöiden leikkipaikka-hankinnoissa haastavia?
13. Oletko huomannut mitään nousevia trendiä taloyhtiöiden leikkipaikoissa?
14. Aiheuttaako se haasteita jos leikkipaikalla on tuotteita usealta eri valmistajalta?
15. Onko vielä jotain, mitä olisi hyvä tietää taloyhtiöiden leikkipaikkojen hankinnasta?