

# Digital Marketing Strategy for an Indoor Beach Volleyball Arena

**Case Company: Biitsibreikki**

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## BACHELOR'S THESIS

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### Abstract

In today's internet driven world, digital marketing has become an indispensable part of the business strategy. However, especially for small and medium-sized companies it has become more difficult to appear online.

Therefore, this thesis provided a digital marketing strategy for the indoor beach volleyball arena Biitsibreikki in Turku. Thereby, the most suitable digital marketing types were being examined and a content plan was created in this context.

The theory of this thesis is based on literature research, which has been used as a framework for the empirical part, where the digital marketing strategy of Biitsibreikki was introduced. For that, a customer survey was constructed, and individual customer opinions were obtained. In addition, comparisons were made with other indoor beach volleyball arenas in Finland to underline the suggestions for Biitsibreikki's digital marketing strategy.

The result of this thesis was a customer-focused digital marketing strategy for Biitsibreikki, based on the theoretical framework. This digital marketing strategy included a SWOT analysis, an analysis of the currently used digital marketing channels and a definition of the mission and vision statement of Biitsibreikki. Moreover, the target audience and the SMART goals were introduced. This was then brought together in an individual content plan, for which analysis options are finally shown.

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Language: English

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## Abbreviations

ARPA	Average Revenue Per Account
HTML	Hypertext Markup Language
KPI	Key Performance Indicator
NFC	Near Field Communication
PPC	Pay-per-click
QR	Quick Response
ROMI	Return on Marketing Investment
SE	Search Engine
SEO	Search Engine Optimization
SEM	Search Engine Marketing
SERP	Search Engine Result Page
SMM	Social Media Marketing
UGC	User-generated content
URL	Uniform Resource Locator

# 1 Introduction

Digital technology has transformed the way of life and work and has impacted every industry from retail to health care. Now more than ever, organizations and their employees face the challenge of developing and maintaining their business operations and customer engagement in a constantly evolving digital environment. (Dodson, 2016, p. Preface)

Therefore, digital marketing has become an indispensable part of the business strategy in today's internet driven world. With around 4.5 billion internet users worldwide, digital marketing provides organizations the chance to reach out to their target audience via several platforms. Furthermore, it gives small and medium sized companies an opportunity to compete with larger competitors, allowing them to use data and insights to target customers. (FutureLearn, 2020)

However, these enterprises are afraid of not being able to gain a foothold in the digital world. Thus, it is important to deal intensively with the topic and to keep an eye on the opportunities in digital marketing. One post on Instagram, or one share on Facebook is not enough here; there is much more behind the scope of digital marketing, which will be discussed in this academic paper.

## 1.1 Purpose and limitations

The purpose of the bachelor's thesis is to introduce the strategy of digital marketing and how this can be applied on the case company Biitsibreikki, which is an indoor beach volleyball arena. For this purpose, the difference between digital marketing and traditional marketing will be presented, as well as the different types of digital marketing. Through an implementation of a survey of the existing customers, a customer-focused digital marketing strategy will be established for the case company. In this context, an individual content plan for Biitsibreikki will be introduced.

This thesis is limited to resources, statistics, and figures in English, as I am not speaking Finnish or Swedish. Thus, those sources cannot be taken into consideration. Moreover, not all existing types and methods of digital marketing will be introduced, only the ones I consider as the most important ones regarding the interests of the case company. In addition to that, an evaluation on the implementation of the digital marketing strategy of Biitsibreikki cannot be provided, as this is going to be executed after the submission.



## 1.2 Case company: Biitsibreikki

Biitsibreikki is an indoor beach volleyball arena which is located 5 kilometers away from Turku center. The owner, Janne Kauppila, wanted to create a place where beach volleyball enthusiasts could have the possibility to play matches even during the winter months. The premises are part of an industrial complex, where other companies also do business. The arena, which is about 7 meters high, consists of a 12 x 21 meters large volleyball field built up on sand. In addition to the arena, customers can use the sanitary facilities and sauna in another part of the complex. Moreover, there are plans to recommission the swimming pool in the future, which will be exclusively available to Biitsibreikki customers. Besides, there is a cafeteria within the complex, with which collaborations are in prospect.



*Figure 1: Biitsibreikki Indoor Beach Volleyball Arena*

Janne Kauppila started operations in November 2020. Currently, bookings can be made via telephone or email. Groups usually rent the location from 1 to 1,5 hours at a price range between 40-70 euro per group, depending on the booked timeslot. In order to enter the arena, customers will receive access via the app “Master Lock Vault” for their booked timeslot. Via Bluetooth or a code, a key box at the front of the arena can be unlocked and the customers can open the door to the arena with the included transponder.

The main goal of Biitsibreikki is to create a community, where people of all age groups who enjoy sports can gather and spend a great time together. Biitsibreikki represents a possibility to escape from everyday life and transfers the feeling of no judgement.

In addition to beach volleyball, other beach sports such as soccer or beach tennis can be played.



*Figure 2: Logo of Biitsibreikki*

This is up to each customer group. Janne Kauppila tries to implement every individual customer request and relies on personal support on his part, with which he would like to clearly differentiate himself from other sport arenas.

His next objective is to create his online booking system in order to optimize the schedule and increase efficiency. Moreover, he is aiming for further growth of Biitsibreikki. For this, he would like to open another arena on the premises. In addition to that, Janne Kauppila is planning on publishing an app, where he can deliver content directly to his loyal customers. With the aid of this, and various other marketing channels, he tries to win new customers to expand his selected Biitsibreikki community.

### **1.3 Aim and goals**

The main goal of this thesis is to create a digital marketing strategy for the customer. The owner Janne Kauppila is currently building up his customer base and is already thinking about further growth of his business. During this process, I would like to support him in setting a suitable digital marketing strategy, based on the values and concept of Biitsibreikki. This should support Janne Kauppila in his plans and assist him in precisely attracting those potential customers that he wants for his community. In addition, existing customer relationships are to be maintained with the aid of digital communication. As the facilities are only open during winter, Janne Kauppila wants to continue providing his customers with information during summer. I will show the owner the possibilities that exist within the area of digital marketing and provide him suggestions for the digital marketing strategy of Biitsibreikki.

My personal goals are aimed at discovering new areas of marketing and being able to apply this immediately in practice. As I am striving for a master's degree in marketing, I see this as a great opportunity for expanding my skills within this sector. Especially digital marketing is an interesting field, which offers many different channels and chances of self-realization, which I am eager to explore. Through this work, I hope to gain more methodical skills regarding academic writing and researching, as well as combining these generic models with practice. Last semester, I already had the opportunity to collaborate with Biitsibreikki, during another project, where the company logo was created. Thus, I am already familiar with the business strategy and goals. Since this corporation worked well, and I would like to be of further assistance, I decided to support Janne Kauppila with my research.

## 1.4 Research questions

This thesis deals with three main research questions, which will be answered within this academic paper in order to determine the digital marketing strategy of Biitsibreikki. The main research question will be:

*1. Which digital marketing types are the most suitable ones for Biitsibreikki?*

There are various types of digital marketing, which will be introduced in this thesis. After disclosing the options on a generic basis, the most suitable and customer driven combination for Biitsibreikki is going to be determined.

Thereby, sub-questions need to be answered in order to contribute the results of the main research question:

*2. How can Biitsibreikki structure its digital marketing until next season?*

For that, this thesis is going to assist in determining the digital marketing goals of Biitsibreikki. This includes defining the mission of the business and their target audience first.

*3. How could a customer focused content plan look for Biitsibreikki?*

In order to define the appropriate approach in the respective digital marketing type for Biitsibreikki's digital marketing strategy, a content plan is created.

## 2 Definition of Digital Marketing

Now the question arises, what is digital marketing and what is the difference to traditional marketing? “Digital marketing can be simply defined as: Achieving marketing objectives through applying digital media, data and technology.” (Chaffey & Ellis-Chadwick, 2019, p. 9) In many ways, digital marketing does not differ from traditional marketing. Both seek to develop beneficial relationships with no prospects, leads, and customers. (DigitalMarketer, n.d.) However, there are some differences:

Digital marketing has several benefits to offer that allow companies to build brand awareness and drive sales. It enables companies to reach audiences on a global scale more easily. Digital marketing can assist in reaching those people more precisely, by creating personalized content. Furthermore, companies have plenty of opportunities to build relationships with their target audience. Different types of digital marketing, which will be introduced in the next chapter, allow to interact more than most of the traditional marketing strategies. In addition to that, digital marketing is more customer-focused, as it is about anticipating customer needs. Besides, it costs much less compared to many traditional marketing strategies. Many types of digital marketing are for free or cheaper than traditional marketing types. (WebFX, n.d.)

In fact “[d]igital marketing is not meant to replace traditional marketing. Instead, the two should coexist with interchanging roles across the customer path.” (Kotler, Kartajaya, & Setiawan, 2017, p. 52)

## 3 Types of Digital Marketing

This chapter deals with the most common types of digital marketing. Therefore, I have chosen to introduce content marketing, search engine marketing, including search engine optimization and pay-per-click marketing. Moreover, social media marketing, email marketing, affiliate marketing, and mobile marketing will be presented.

### 3.1 Content Marketing

When discussing digital marketing, one always comes across the word content. It is one of the few marketing channels that allows marketers to get in touch with their potential customers along all phases of the customer cycle. (Ryan, 2017, p. 205) According to the Content Marketing Institute, content marketing can be defined as:

“[A] strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience – and ultimately, to drive customer action” (Content Marketing Institute, n.d.)

Creating this content requires understanding the different formats, that are available for each business model. These include:

- Email newsletter
- Websites
- Blogs
- Webinars
- Ebooks
- Whitepapers
- Infographics
- Podcasts
- Slide presentations
- Videos

Any of these elements assist in gaining potential customers and converting them into loyal customers. Moreover, content marketing gives the ability to track customers' interests and desires. For that, it is essential to understand the pain points of the target audience and create content that solves problems. (Leibtag, 2014, pp. 241-248)

In fact, a website should be the primary owned media asset of a company and the first thing to build up their proprietary audiences. A website's usability is necessary, in order to guarantee a smooth use of the site. Therefore, responsive web design is essential for using the web page on mobile devices, such as smartphones or tablets. Next to general information about the company, a website should provide possibilities for interaction with potential customers. For that, comment or email forms can be used. In addition to that, like and follow buttons can be attached. However, an organization should never forget the brand interests, the ultimate sale and their existing proprietary audiences' relationships. For continuous optimization, companies need to steadily analyze their customers and their behavior. (Rohrs & Stewart, 2014, pp. 103-105)

### 3.2 Search Engine Marketing

During my research, I found several approaches to define search engine marketing (SEM). After having dealt intensively with the topic and having consulted various sources, I have come to the decision to include the approach (figure 3) that Debra Zahay presents in her book "Digital Marketing Management: A Handbook for the Current (or Future) CEO".

Search engine marketing contains two types of search: paid search, often called pay-per-click (PPC) and unpaid search, which includes search engine optimizations (SEO). (Zahay, 2015, p. 44)

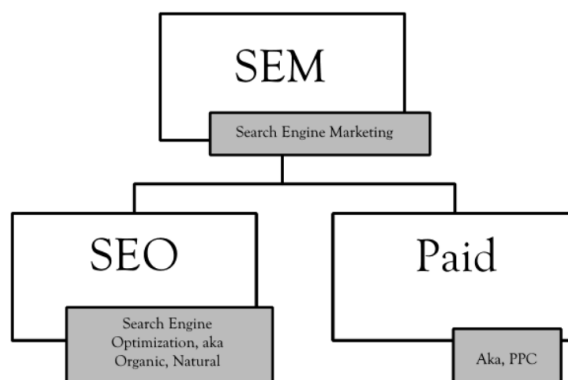


Figure 3: Types of search engine marketing (Zahay, 2015, p. 44)

### **3.2.1 Search Engine Optimization**

Before explaining in detail, what search engine optimization (SEO) is, it is necessary to know what search engines are and what their purpose is:

“The operation of a search engine (SE) is a business model in which a service is provided that attracts users to a website, and any site that attracts significant numbers of visitors can sell advertising on that site. [...] To be successful in attracting users, the SE must satisfy the needs of its users.” (Charlesworth, 2018, p. 94)

One of the best-known search engines is Google with a market share of 85.86 percent in January 2021. Followed by a large margin by Bing with a share of 6.84 percent and Yahoo! with 2.76 percent. (Johnson, 2021)

In fact, SEO is intended to ensure that a company's website appears as an organic listing on the first of the result pages of such search engines. These pages are called search engine result pages (SERP). In fact, there are many different opportunities, that are supportive in achieving a high SERP ranking. Most important are the keywords that are being used in the description of the content on a company's website. It is essential to define these keywords properly to place them in the URL of the webpage in order for the algorithm to classify it as relevant content. This can be of great support in getting a high position on the SERP. Indeed, this content needs to be up to date all the time. The search engine assumes that the latest content is also the most relevant to the one who searches for it. (Safko, 2012, pp. 412-420)

### **3.2.2 Pay-per-Click Marketing**

In addition to SEO, pay-per-click marketing can be seen as another part of SEM. “PPC is a form of digital advertising whereby a digital ad is presented to internet users based on a formula of terms entered into a search engine. These ads appear alongside, atop, or below organic search results relevant to whatever the user is searching for.” (Moore, n.d.)

The main benefit is, that the implementation of PPC is simpler in contrast to SEO. There it can take months to achieve the traffic levels that a PPC campaign reach within shortest time. Moreover, PPC implementation does not require any specialized knowledge. However, a company must know the keywords, that drive traffic to their website, in order to pay for those, they are targeting. (Ledford, 2008, p. 73)

Studies confirmed that pay-per-click visitors are 50 percent more likely to make a purchase than organic visitors. However, 86 percent of the web searchers trust organic SEO listings more than the sponsored PPC listings. (Gardner, 2012)

Consequently, it is up to the company which option is best for their business, but it is worth considering that both SEO and PPC ads can support in different ways. Combining them gives the best chance of bringing traffic to an organization's site in the short term and enhancing the online presence for long-term success. (Google Ads, n.d.)

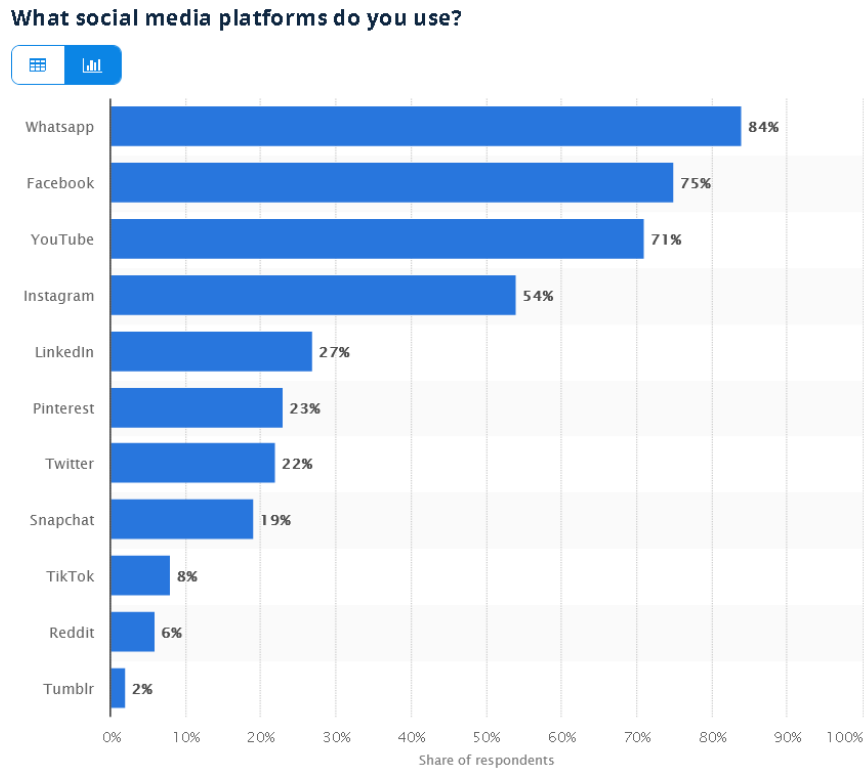
### **3.3 Social Media Marketing**

Social media marketing (SMM) is “[a] form of internet marketing utilizing social networking sites as marketing tools, thereby gaining traffic, brand exposure, and interaction with customers through social media.” (Dodson, 2016, p. 153)

Social media offers different possibilities to post content through different media types. A distinction must be made whether the company wants to use earned media, owned media, or paid media. Earned media is free to publicity and generated by fans and customers in response to content they wish for. In contrast, owned media includes only communications that a brand creates and controls through their own platform. Lastly, paid media contains any paid activity that drives traffic to the owned media properties. (Dodson, 2016, p. 156)



In fact, a company has various platforms available to carry out their social media marketing campaign. Within Finland, WhatsApp was the most popular social media platform in 2020. In one study, 84 percent of those surveyed said they use WhatsApp. Followed by Facebook (75%), YouTube (71%) and Instagram (54%). (Niinimäki, 2020)



*Figure 4: Usage Social Media Platforms within Finland (Niinimäki, 2020)*

Therefore, I have decided to introduce the five most popular platforms according to this study within this thesis.

### 3.3.1 WhatsApp

“WhatsApp Messenger is a cross-platform instant messaging application that allows [...] smartphone users to exchange text, image, video and audio messages for free.” (McLaughlin, 2013) It was created in 2009 by two former Yahoo! employees, named Brian Acton and Jan Koum. At this time, WhatsApp was unique with its service to provide a free message service that allowed users to register with their phone number. (Mansoor, 2021) Worldwide, it is the most popular global messenger app with approximately 1.6 billion active users and following Facebook and YouTube it is the third most popular social network. (Tanskovska, 2021)

Many companies such as Adidas or The Financial Times are using WhatsApp to deliver free content or to answer questions about their products. However, until now it was not the most attractive network to use for brands, as it is required to know someone's contact information to find, add, and contact prospects that might be interested in the products or services. In fact, WhatsApp has launched WhatsApp Business, an app that supports firms in creating an account with essential information about their enterprise and allow contacts to text or call them. (Bump, n.d.)

### **3.3.2 Facebook**

Facebook is a social network platform that was published in 2004 by the Harvard student Mark Zuckerberg. In fact, it was designed for the Harvard students as a network tool, which spread to other universities and was then opened to the public in 2006. Currently, Facebook is the greatest social network worldwide and has 2.8 billion global monthly active users around the globe. (Tankovska, Facebook - Statistics & Facts, 2021)

Facebook can be used for marketing, no matter what product or service is being offered by a company. Having a business profile on Facebook is similar to having a website on the world wide web. It offers prospects to find the business online, learn more about it, and connect with the company online. There are different types of postings: text, links, images, videos, or stories. How often, when and what a firm wants to post, depends on the company. In fact, the approach should be as customer oriented as possible. For measuring how the Facebook page is performing, Facebook Insights can be used. It is a comprehensive analytics dashboard that discloses how many people are engaging with a firm's content. (Lua, n.d.)

### **3.3.3 YouTube**

YouTube was launched in 2005 and has grown into the biggest video platform worldwide. It offers a variety of corporate and user-generated content in all areas. YouTube belongs to Google and accounts 9.4 percent of their total annual revenue. (Tankovska, YouTube - Statistics & Facts, 2021)

YouTube offers many possibilities in the area of marketing and advertising. For this purpose, YouTube Ads uses data generated by Google to provide relevant advertisements to the right customers at the right time. Next to ads, companies can create an own YouTube channel, where they deliver content to their customers with the aid of videos. (YouTube, n.d.)

### **3.3.4 Instagram**

As an iPhone app, Instagram was launched in 2010 and purchased by Facebook in 2012. It is the world's most utilized app for image creation and social sharing, which brands mostly use today. (Rohrs & Stewart, 2014, p. 163; 167) In June 2018, Instagram had reached one billion monthly active users and is therefore one of the most popular mobile social apps worldwide. (Tankovska, Instagram - Statistics & Facts, 2021)

Companies can use Instagram to share behind-the-scenes images or to publish user-generated content by passionate customers. With the aim of this platform, companies can deliver inspirational elements to their brand, culture, or their employees. To increase the reach even more, hashtags that are directly related to the company can be used. Moreover, celebrity relationships, no matter if these are national or local, can be leveraged. (Rohrs & Stewart, 2014, pp. 163-167)

### **3.3.5 LinkedIn**

LinkedIn was founded in 2003 and is the world's largest professional network with over 675+ million members worldwide. It intends to connect professionals from all over the world to make them more productive and successful. (LinkedIn, n.d.)

With LinkedIn, companies have the opportunity to inform both customers and employees about their brand. For example, images, video, live-videos, and documents can be delivered as content. As with all other SMM platforms, it is important to provide relevant, current, and creative content that is continuously optimized after analyzing. (LinkedIn, n.d.)

### 3.4 Email Marketing

Email marketing is one of the most cost-effective investments a company can choose, for promoting their products and services. Companies either use email marketing to drive more traffic to their website or to increase conversions and sales, thus it should be an esteemed tool within the digital marketing plan. In fact, it is affordable, and the effectiveness is given. Forrester's "Social Relationship Strategies That Work" revealed, that customers are twice as likely to sign up to business' email list than they are to interact with it on Facebook. (Gunelius, 2018, pp. 16-17)

There are different types of emails that need to be differentiated. The most common type are email newsletters. They are only sent to those who have subscribed to receive them, thus users are more likely to read them, than a message on social media. Consequently, the sender has greater intimacy with the newsletter subscribers. As with all previous described digital marketing types, content is crucial. (Charlesworth, 2018, pp. 291-292) Therefore, an organization needs to anticipate their target audience and determine their primary goal of their newsletter. Should it serve to acquire new customers or to build up long-term relationships? Should it build trust and confidence among investors and educate readers about the business? Every company should ask itself such questions before implementing a newsletter in order for it to become successful. This success can then be measured in terms of aspects such as an increase of the average purchase size, frequency of purchase or size of a company's prospect base. (Yudkin & Gutzman, 2002, pp. 22-24)

Next to email newsletter, a company has a variety of email communication types to choose from. These include:

- Welcome messages
- Order confirmation
- Confirmation of shipping
- Delivery confirmation
- Confirmation of registration
- Quote of confirmation
- Reservation reminders or status updates
- Opt-out page
- Special offers after first purchase

- Special offers after frequent purchases
- Special offers after an infrequent purchase
- Event related messages (e.g. birthdays)

In fact, all these email communication types should have a corporate appearance and fulfill the technical criteria that ensure deliverability. Additionally, a company should have a uniform writing style, influenced by its business culture or where the recipients are likely to be geographically. (Charlesworth, 2018, pp. 286-291)

Ideally, emails should be coded by hand, since HTML design tools can lead to distorted ads in the email. Before sending out the email to the clients, it is recommended to test it first. Moreover, a company should include a subscriber-management section with fields, such as contact, changing email address, update my profile or unsubscribe. (Godfrey, 2009, pp. 190-191)

### **3.5 Affiliate Marketing**

Affiliate marketing programs contribute that website owners receive commissions for generating transactions or for facilitating a web visitor's travel by linking to the website of a merchant or an advertiser. If customers pass through such merchant pages, the merchant pays the affiliate for facilitating the transfer. Usually, affiliate programs are performance-based, which means that the merchant only pays if a transaction has been made. Amazon was one of the first organization that has operated successful affiliate marketing. In July 1996 Amazon set several links on their webpage for books or other products, that if customers would follow the link to Amazon and buy something, the affiliate website would earn a certain commission. Four years later, Amazon received a patent on all the essential components of this affiliate program. Most of the companies, that use this type of marketing, use agencies that serve as third party managers, but several also have their own affiliate programs. (Harden & Heyman, 2009, pp. 135-136)

If a company decides on doing affiliate marketing, several things need to be considered. For larger companies it is advisable to hire an affiliate manager to whom an appropriate team is provided. Whereas in smaller companies someone from the marketing department can take on this responsibility. Besides that, banners, logo art or promotions should be frequently updated through the seasons. (Harden & Heyman, 2009, p. 144)

### **3.6 Mobile Marketing**

Over the past decade smartphone usage has tremendously increased. Compared to 2012, where 1.06 billion people were using smartphones, it is estimated that 3.8 billion people will utilize smartphones in their daily life in 2021. (O'Dea, 2020)

Consequently, it makes sense to use this medium for marketing. For that, various tactics to choose from are available. For example, companies can use QR codes as quick links to their digital content. Prospects only need to download a QR code reader app for scanning the code. However, QR codes have not been taken by the broad mass since their introduction. Another possibility to reach out to mobile users is with direct messaging. Especially for potential customers using older smartphones, it is a useful option. In addition to that, companies, such as airlines, use direct messaging to inform their customers about time-sensitive alerts, for instance if there is a flight gate change. Besides, organizations use this for informing their prospects about special deals and offers in order to drive traffic. Some of them even use leverage location-based services to send messages if customers are within a certain distance to a competitor's store. Furthermore, NFC is about to become another emerging mobile marketing tactic. NFC uses short-range high-frequency wireless communication for transferring data from two devices nearby. However, this presupposes that the potential customers have an NFC chip in their mobile device and until now, the adaption of this tactic is very low, as not every phone offers this feature. If marketers have an own mobile app, they have the opportunity to send push notifications after receiving permission. With the aid of these notifications, users can be driven back to the app or stimulated to buy or consume more content. However, a sure instinct is required here in order not to overwhelm the customer with push notifications. (Garris & Mishra, 2015, pp. 90-101)

## 4 Digital Marketing Strategy

Before creating a digital marketing campaign, several things need to be taken into consideration, in order for it to become successful.

The procedure can be roughly divided into 4 stages: approach, audience, activities, and analysis.



*Figure 5: Four-Step Strategy and Planning Process (Dodson, 2016, p. 333)*

The first stage includes a specially tailored framework, around which the campaign can be created. For having a solid foundation, it is necessary to have a complete understanding of the company's capabilities and its customer needs. Therefore, a company should ask itself what it is already doing in the direction of digital marketing, what types of digital marketing they are already using, or how their level of information is in this regard. (Dodson, 2016, pp. 331-338) Moreover, the organization needs to consider what their mission and vision is in order to describe what it wants to achieve in the future. This step is important so that the red thread through the project will not get lost. (Godfrey, 2009, pp. 75-77)

Next, the target audience needs to be defined. Therefore, the market the company wants to access, needs to be determined and divided into several segments first. Usually, a market segment consists of a group of customers who share a similar set of needs and wants. There are different segmentation variables, such as geographical, demographic, psychographic, and behavioral segmentation. (Kotler & Keller, Marketing Management, 2012, p. 214)

After evaluating these different segments, the company must decide which and how many segments they will target. This target market should consist of a group of buyers that share common needs or characteristics that the company decides to serve. (Kotler, Armstrong, Wong, & Saunders, 2008, p. 424) Once the aspects about the customer have been analyzed and determined, the audiences' online behavior can be entailed. To do this, it is necessary to find out how active the target group is online. This includes questions, such as: How often does the customer log into Facebook? Does the customer use Google to do his Internet searches? Does the customer often check his emails? Does the customer use websites to gather information about products and services? Now that the internet activity could be determined, the specific customer needs can be specifically addressed. For that, the audience needs to be ranked and prioritized. The frequency of consumption and his activity online are two important factors that need to be taken into consideration, when establishing the digital marketing strategy. (Dodson, 2016, pp. 338-341)

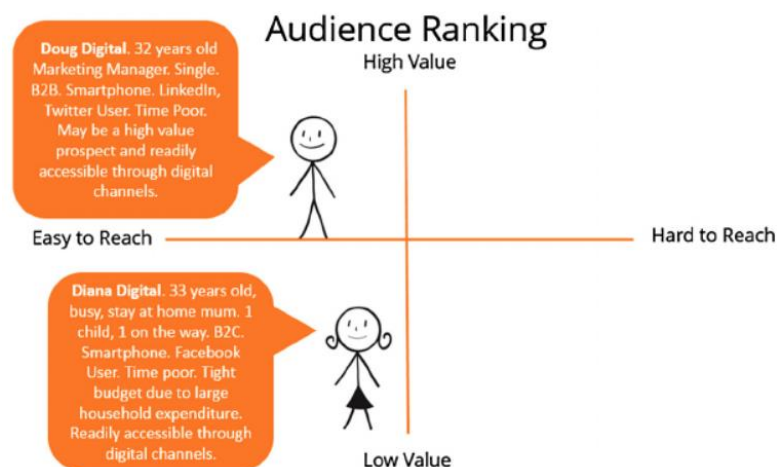


Figure 6: Examples of Audience Ranking (Dodson, 2016, p. 342)

Different customers can be reached through different channels, thus the company must consider where they can reach that particular one. Moreover, it is essential to align the budget that is available as well as to allocate the resources before implementing the digital marketing campaign. (Dodson, 2016, p. 342)



Next, the company needs to set attainable digital marketing objectives, which should be SMART; that means:

- **Specific**, including details of the product and the markets segments
- **Measurable**, or quantifiable
- **Achievable**, the goal can be achieved with the given resources within the given framework
- **Relevant**, the goals correspond to the corporate goals and contribute to the organizational success
- **Timely**, the activities are carried out at the right time in order to achieve the greatest possible success.

For evaluating these objectives, quantifying is necessary in order to specify targets and to measure the outcome. (Rowley, 2006, p. 220) However, budgeting must be kept in mind. Before investing a lot of money in the digital marketing campaign, the company should test different channels before they commit themselves. Then the firm can start establishing an action plan, that includes the digital marketing types that the company wants to use for their business. (Dodson, 2016, pp. 349-350)

Finally, the digital marketing campaign needs to be analyzed and capitalized on its success. Different tools, such as Google Analytics can be used for this. "Google Analytics is a website traffic analysis application that provides real-time statistics and analysis of user interaction with the website. Google analytics enables website owners to analyze their visitors, with the objective of interpreting and optimizing website's performance." (Techopedia, n.d.)

In order to adjust the digital marketing campaign to the most recent trends and developments, it is necessary to examine the most popular content and note who is engaging with this content. Only through these observations can a constant optimization of the digital marketing strategy be guaranteed. (Dodson, 2016, pp. 354-355)

For measuring the success of the digital marketing campaign, suitable Key Performance Indicators (KPI) and metrics need to be found. One of the most important performance metrics is the Return on Marketing Investment (ROMI). It shows the efficiency of a certain investment, in this context, of a digital marketing investment. For that, the gain from investment is minimized by the costs. The result is then divided by the cost of investment and multiplied with 100%. Usually, the result has to be above 100%, to be lucrative.

Moreover, the Average Revenue Per Account (ARPA) is an interesting metric to present the average from revenue for an account. Thereby the total monthly recurring revenue is divided by the total number of accounts. (Sharapa, 2018) In chapter 6.4 a detailed listing of suitable KPI's for the case company can be found.

## 5 Digital Marketing Trends 2021

In this chapter the emerging trends in the area of digital marketing in 2021 are being introduced. The knowledge gained from this research will be incorporated into the creation of the content plan of Biitsibreikki in chapter 6.3.2. In the following only those trends are presented that could be applicable to the business model of the case company according to my opinion.

### 5.1 Content Marketing

Content marketing has become important over the past few years. In 2021 providing interactive content is the tendency companies should go with. (Fitzbit, 2020) Interactive content offers the possibility to let users actively participate and personalize content. There are different formats available, such as quizzes, polls, games, contests, giveaways, or interactive videos. This can support companies in transferring their brand's vision and values while their target audience is participating. Moreover, interactive content delivers first-party audience data. Those who want to access interactive content, usually have to share their personal information, which delivers greater insights on their interests, preferences, and behavior in contrast to passive content formats. (Harris, 2020) Indeed, interactive content generates two times more conversions than passive content can do. (Demand Metric, n.d.)



Figure 7: Example interactive content (@beachvolleyteamfinland, 2020)

In figure 7 the national beach volleyball team of Finland has used an interactive content technique in order to get in touch with their followers. The answers to the question “Can you guess who is jumping?”, are only visible to the administrator of the Instagram account, but can be shared to the community if wanted. (@beachvolleyteamfinland, 2020)

## 5.2 Search Engine Marketing

For small enterprises it is extremely important to keep a digital presence on local search results, especially with the ongoing COVID-19 pandemic. Therefore, companies can use Google My Business to ensure that. “Google My Business is a free and easy-to-use tool for businesses and organization, to manage their online presence across Google, including Search and Maps. To help customers to find your business, and to tell them your story, you can verify your business and edit your business information”. (Google My Business, n.d.)

This includes the opening hours, contact details, photos, or the link to a company’s website. Recently, Google has released new features allowing to post a link to articles and upcoming events. The listing is for free and should be a part of every business’s online strategy. Collecting reviews can lead to an even higher rank in search and map results. This also provides the customers an insight, whether they want to get in contact with the business or not. (Innovation Visual Ltd, n.d.)

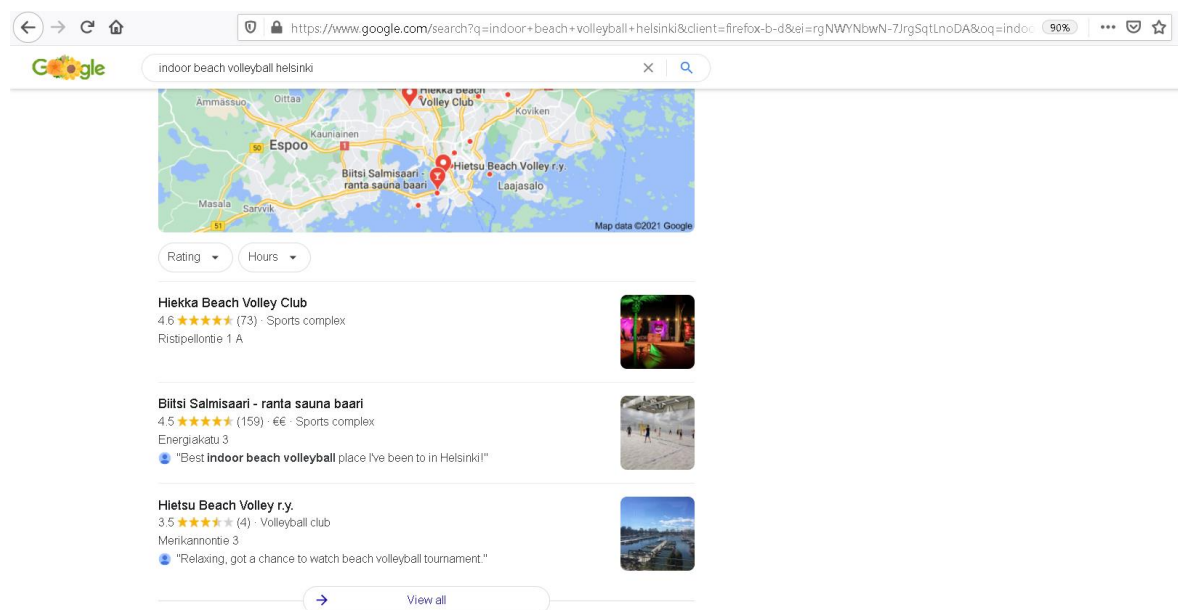


Figure 8: Google My Business listings of “indoor beach volleyball helsinki”

Figure 8 shows the Google My Business listings if “indoor beach volleyball helsinki” is being typed in the search engine. Thereupon these three search engine results appeared among the first ones.

## 5.3 Social Media Marketing

According to Influencer Marketing Hub, many emerging trends in social media can be seen in 2021. These include ephemeral content, video content, live streaming, influencer marketing, and user-generated content. (Influencer Marketing Hub, 2021)

### 5.3.1 Ephemeral Content

Ephemeral content is any visual content, such as videos or photos, that is only available for a certain period. Snapchat and Instagram are platforms that use this form of content provision. In Snapchat, for example, images received can only be opened once or twice, before they disappear. On both platforms, Instagram and Snapchat, stories are only available for a certain period of time before they can no longer be accessed by the user. These stories can vary from product demonstrations, jokes or videos. (Digital Marketing Institute, 2017)

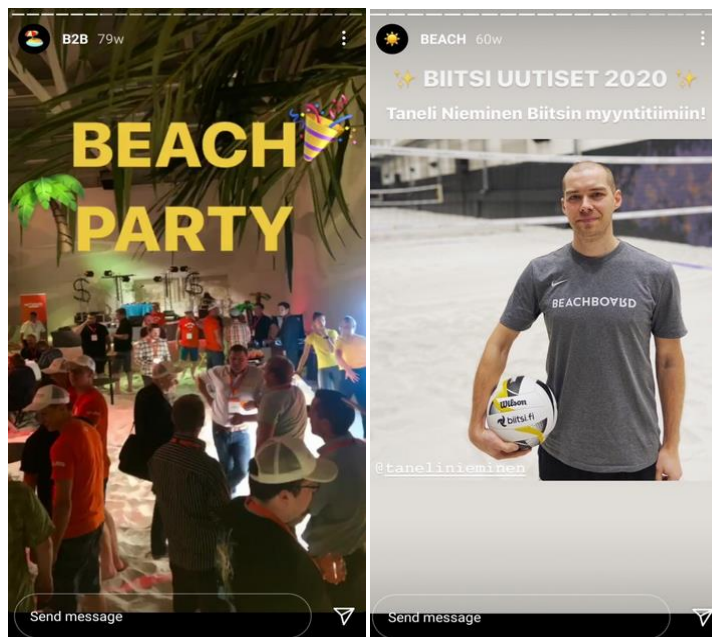


Figure 9: Example of Instagram-Stories (@biitsi.fi, n.d.)

However, more social media platforms have started to introduce the concept of stories. Due to the change of the way people want to consume content, stories have become popular over the past years. As demonstrated in figure 10, 500 million people worldwide daily use ephemeral content in form of stories on Facebook and Instagram in 2019. (Constine, 2019)

### Stories Product Daily Active Users

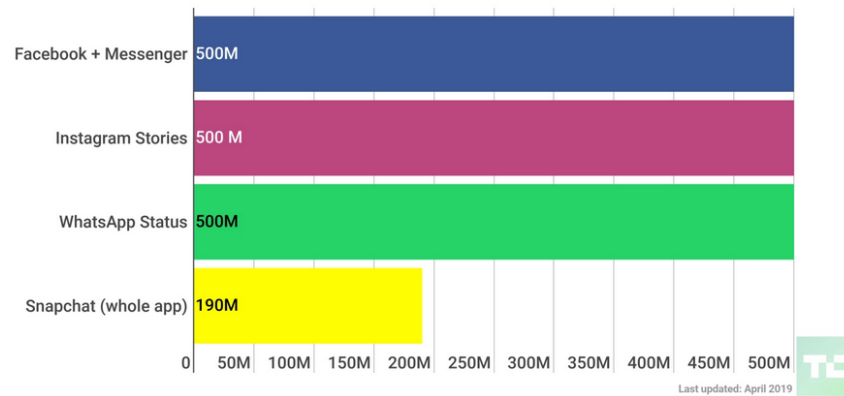
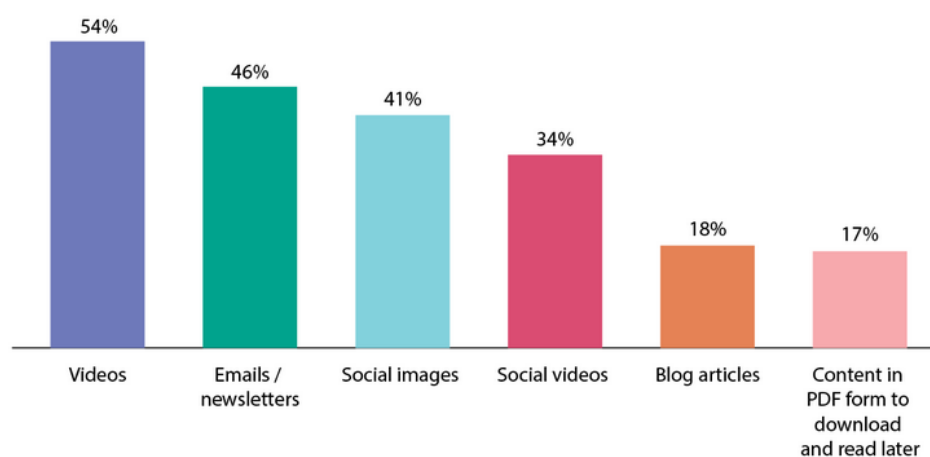


Figure 10: Stories Product Daily Users (Constine, 2019)

### 5.3.2 Video Content

Video content is among the most engaging forms of content and has developed to a respected content type. According to a research from HubSpot, most of the respondents wish for videos as preferred content as showed in figure 11. For videos, several channels are available. The most popular channel is YouTube. However, Facebook and Instagram are catching up to YouTube as a video platform. (An, 2017)

What kind of content do you want to see from a brand or business you support?



Base: 3,010 consumers in the US, Germany, Colombia, and Mexico  
Source: HubSpot Content Trends Survey, Q3 2017

HubSpot Research

Figure 11: Videos as most preferred content for brands (An, 2017)

Instagram introduced a new feature in 2020: Instagram Reels, which are “a new way to create and discover short, entertaining videos on Instagram”. (Instagram, 2020)

In figure 12, the Instagram profile of “Biitsi”, an indoor beach volleyball arena in the region Helsinki-Uusimaa, can be seen. They already started implementing Instagram Reels in their profile in 2020. The first of these served as an advertisement for the upcoming anniversary of the company and the second as an advertisement for a mental coaching service that was newly introduced. (@biitsi.fi, n.d.)

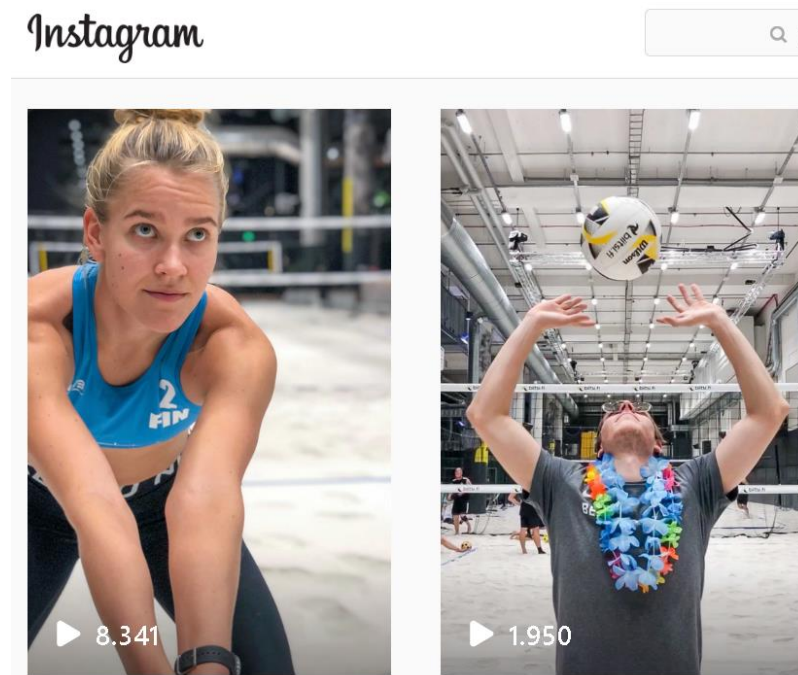


Figure 12: Instagram Reels of Biitsi (@biitsi.fi, n.d.)

Another popular platform for video content is TikTok, which has become one of the fastest-growing apps worldwide after their introduction in 2017. TikTok is a video-sharing social media platform, that allows their users to create, edit, and share short-form videos. (Tankovska, TikTok - Statistics & Facts, 2021)

### 5.3.3 Live Streaming

Due to the global corona pandemic, companies had to carry out their everyday business online. Customers that probably have never used their video cameras before are now forced to participate in online meetings, adapt to live streaming and online chats. Even if the situation is going to improve in 2021, live streaming will remain. (Influencer Marketing Hub, 2021)

Companies can go on livestreams on almost every social media platform and benefit from the instant feedback they receive within that. Indeed, social media live streaming enables to convert a video from a broadcast into a conversation with the users, who can react to it in real time with comments or likes. (McLachlan, 2020)

### 5.3.4 Influencer Marketing

Influencer marketing is not a new trend, but one that will continue. “Influencer marketing involves a brand collaborating with an online influencer to market one of its products or services.” (Influencer Marketing Hub, 2021) Usually, companies decide on investing in influencer marketing as it is cheaper than running paid ad campaigns. Indeed, organizations are not just collaborating with 1-2 influencers, but with a wide network of small, relevant, and niche influencers. Consequently, this can lead to much higher engagement and less costs if companies decide on this kind of influencers. Therefore, more companies are going to decide to rather work with smaller influencers than with one big celebrity. (Influencer Marketing Hub, 2021)

### 5.3.5 User-generated content

As in the past years, user-generated content (UGC) is still a strong ongoing trend. More and more companies are deciding to implement user-generated content in their social media strategy. (Influencer Marketing Hub, 2021) User generated content is for free and 67 percent of consumers say that they find UGC 9.8 times more impactful than influencer content. (Stackla, n.d.)



In figure 13 an Instagram post of Soisalo Open Beach Volley VIII can be seen. This is a property where outdoor beach volleyball events take place in summer. The picture is a repost of the Turku Beach Volley team and demonstrates an adequate example of user-generated content. (@soisaloopenbeachvolley, 2017)

Figure 13: User-generated content example from Soisalo Open Beach Volley VIII (@soisaloopenbeachvolley, 2017)

## 6 Digital Marketing Strategy of Biitsibreikki

As stated in chapter 4, various thoughts must be taken into consideration for establishing a concrete digital marketing strategy. Hence, I considered opinions of previous and remaining customers about the digital presence of Biitsibreikki in order to analyze the current digital marketing situation and to develop a customer-focused digital marketing strategy.

### 6.1 Approach

First a general approach for the digital marketing strategy of Biitsibreikki was set up. Therefore, the current situation of the digital marketing presence of Biitsibreikki was determined at the beginning of this process.

#### 6.1.1 SWOT Digital Marketing Strategy Biitsibreikki

As supportive methodological tool for this issue, the SWOT Analysis was used. A SWOT analysis is the overall evaluation of a company's strengths, weaknesses, opportunities, and threats. (Kotler & Keller, Marketing Management, 2012, p. 48)

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Personal customer support by Janne Kauppila</li> <li>• Direct exchange with the customers via email and WhatsApp messages</li> <li>• Offering extra services (sauna, swimming pool, etc.)</li> <li>• Expertise in beach volleyball</li> <li>• Loyal regular customers</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Missing website</li> <li>• Biitsibreikki's location cannot be found online</li> <li>• Lack of structure within the used digital marketing types</li> <li>• Lack of knowledge and information in the field of digital marketing</li> <li>• Lack of resources for implementing and maintaining the digital marketing strategy</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Generating new customers with the aid of digital marketing</li> <li>• Generating an online exchange of customers and the company Biitsibreikki</li> <li>• Keeping customers updated about Biitsibreikki, as well as its operations, news, and promotions</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Ability to keep track with the changing digital marketing methods and platforms</li> <li>• If other Finnish indoor volleyball arenas decide to expand to Turku</li> <li>• If these competitors provide better digital knowledge</li> </ul>

*Table 1: SWOT Biitsibreikki's Digital Marketing Strategy*



As it is shown in the table above, the strengths of Biitsibreikki lay in the personal support by Janne Kauppila. If a customer wants to book the arena, the first step is to contact him via a WhatsApp message or an email. If this is a first-time customer, Janne Kauppila would come to show him the arena with its settings and to ensure that he is satisfied. This direct exchange, both online and face to face, characterizes Biitsibreikki's customer-focused business strategy. As the owner has played beach volleyball himself for many years and has the necessary network, Biitsibreikki bursts with expertise within this area. His customers benefit from this because he knows the customer needs well himself. Furthermore, Janne Kauppila already has a solid customer base, due to his great volleyball network around Finland, especially South Finland. Indeed, he can profit from a huge word-of-mouth-marketing.

After speaking to several first-time customers, the question immediately arose where Biitsibreikki could be found geographically and whether there was a website. Indeed, there is not one until now and the location cannot be found with search engines, which I see as the main weakness in the digital marketing strategy. Moreover, within the used types of digital marketing there is a lack of structure, as content is created and delivered irregularly. In addition, not all possibilities that Biitsibreikki would have available in the field of digital marketing are used. This is owed to lack of knowledge and information within this area. Besides, there is a lack of appropriate resources to implement and maintain these options.

However, Biitsibreikki has several opportunities available. For example, the company can generate new customers with the aid of digital marketing. Next to that, potential, first-time, and regular customers have the possibility to exchange online with Biitsibreikki and share their impressions. Moreover, these customers can be updated via different digital media channels about the company's operations, news, and promotions.

A threat that Biitsibreikki could face is that it can be difficult to keep track with continuous changing digital marketing methods and platforms. Although Biitsibreikki has no local competitors, there are other indoor beach volleyball arenas around Helsinki-Uusimaa. If they should decide to open an arena in Turku as well, they could pose a threat to Biitsibreikki with their already developed digital resources.

### **6.1.2 Currently used Digital Marketing Channels**

Currently, Biitsibreikki uses social media marketing and email marketing as channels for digital communication. On social media, Biitsibreikki is represented on Instagram and Facebook. However, the company has not been very active on either of the two platforms until now.

Next to that, business relevant content is delivered via WhatsApp when customers want to rent the arena. For example, they receive the instructions for the Master Lock Vault app, that Biitsibreikki is using for providing access to the arena.

Moreover, Janne Kauppila sends out information letters via email to his customers every month. If necessary, he sends out more, for example if new COVID-19 regulations are being introduced for the facilities.

### **6.1.3 Mission and Vision**

At the beginning of this process, it needed to be ensured that the interests and values of Biitsibreikki do not get lost during the project. Therefore, defining the actual mission and vision of Biitsibreikki is indispensable.

In general, the mission of a company is a deriving statement, that declares what it is all about. It is the result of analyzing the business and should reflect the values and attitudes that the company stands for. As a written statement – the mission statement – it should be as clear and concise as possible. (Rothauer, 2018, p. 94). Janne Kauppila would define the mission statement of Biitsibreikki as followed:

*“Biitsibreikki offers an escape from the daily life by doing sporty activities with sand between the toes.”*

In addition to the mission statement, Biitsibreikki's vision had to be determined. Usually, a vision is a powerful mental image of what the company wants to create in the future. Moreover, it reflects, what a company cares about most, represents an expression of what their mission will look like and is harmonious with their values. (Scott, Jaffe, & Tobe, 1993, p. 73) The vision for Biitsibreikki was defined together with Janne Kauppila:

*“Our vision is to create a community, where people who enjoy beach volleyball and other sand sports, can gather and exchange with the feeling of no judgement.”*

## **6.2 Target Audience**

In order to develop a customer driven digital marketing strategy for Biitsibreikki, the target audience needs to be defined. Therefore, the current customers are being presented, examined, and narrowed down.

### **6.2.1 Situation Analysis**

Together with Janne Kauppila the current customers were analyzed based on the booking calendar and the associated customer data. On average three to four groups are renting the arena on weekdays. During the weekends five to seven groups are playing per day at Biitsibreikki. Janne Kauppila also has contracts with 14 groups, that are coming regularly at least once a week until the end of May 2021. These groups consist mainly of men between 25 and 35 who are renting the arena for practicing beach volleyball as a competitive sport. Those, who do not have a fixed contract with Janne, but are coming regularly, do mostly rent the arena on the weekends. The age range there is usually between 35 and 45. They play volleyball as an amusement sport. There are also customers who are coming for the first time and have not yet had any experience in beach volleyball. These are mostly individuals between 22 and 30, based on the data available from the season 20/21.

## 6.2.2 Customer Survey

This chapter presents the methodology used for this academic paper. In connection with this, the resulting advantages and disadvantages are shown. In addition to that, the approaches that were used to construct a customer survey for Biitsibreikki will be presented.

### 6.2.2.1 Methodology

For this thesis I decided to apply a survey, which is one of the major techniques in descriptive research. (Malhotra & Birks, 2006, p. 224) In contrast to exploratory research, it is characterized by prior formulation of specific research questions and hypotheses. Therefore, a descriptive research must be planned and structured in advance. Typically, it consists of large representative samples and intends to describe market characteristics and functions. By far, the survey approach is the most common method of collecting primary data in marketing research. With the aid of questionnaires, that are given to a sample of a population, a survey can be constructed. Usually, the participants are being asked various questions regarding their behavior, intentions, attitudes, awareness, motivation, and demographic and lifestyle characteristics. Typically, a questionnaire includes questions with fixed-response alternative questions from which the participant has to select from a set of predetermined response. Therefore, the construction, analysis, and interpretation of the collected data is relatively simple to handle for the researcher. Moreover, the variability within the results can be reduced. However, respondents may not be consciously aware of their motives for choosing certain brands or companies. Consequently, they would be unable to give accurate answers regarding their motives. Furthermore, customers could refuse to respond to the questionnaire, as they do not want to deliver their personal data. Additionally, questionnaires with fixed questions can lose validity for specific types of data as they cannot take every individual thought into account. (Malhotra & Birks, 2006, pp. 224-225)

Therefore, I have decided to construct a questionnaire not only with fixed-response alternative questions and to include unstructured questions, where the participants were able to answer in their own words. Within the structured questions, I included scales, dichotomous, and multiple-choice questions. (Malhotra & Birks, 2006, pp. 335-337)

I have decided to build the questionnaire with the application Microsoft Forms, as it offers simple solutions for constructing different types of questions. On 21<sup>st</sup> February 2021 it was sent out to 104 email addresses of Biitsibreikki customers. Next to that it was shared on the LinkedIn account of Janne Kauppila.

I made a conscious decision to only design this questionnaire for existing customers of Biitsibreikki. Indeed, I wanted to keep the results within this descriptive research qualitative, in order to be able to draw results from the experiences of the customers.

### 6.2.2.2 Results

In total 41 results were collected with this questionnaire in the period from 21<sup>st</sup> February 2021 to 10<sup>th</sup> March 2021. The questions of the questionnaire can be found in the appendices.

#### Question 1 – Gender

<span style="color: blue;">●</span> Woman	7
<span style="color: orange;">●</span> Man	32
<span style="color: green;">●</span> Non-binary	0
<span style="color: red;">●</span> Prefer not to say	2



*Figure 14: Distribution of gender*

A total of 78 percent men and 17 percent women took part in the survey. 5 percent of those surveyed did not want to comment on their gender.

## Question 2 – Age

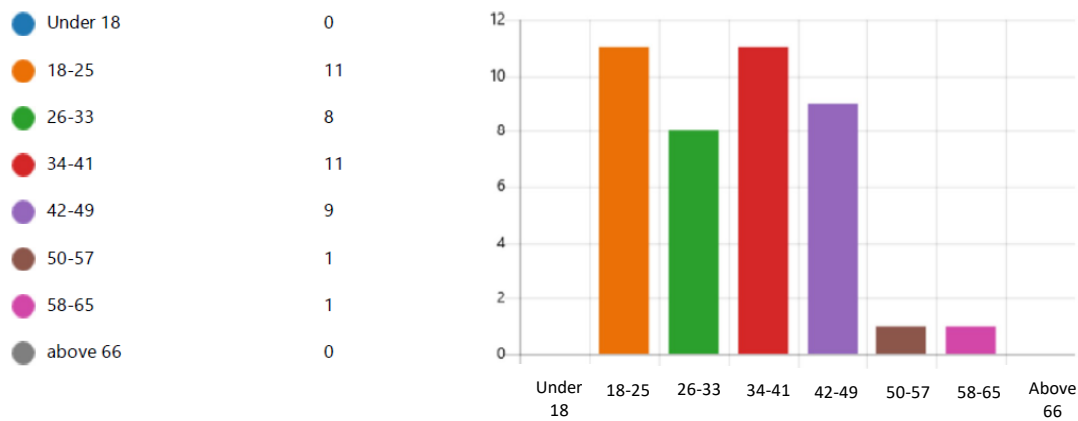


Figure 15: Distribution of age

Mainly people aged from 18-25 years or 34-41 years took part in the survey. The age groups 42-49 years and 26-33 years also had a large proportion. However, no one under 18 years or above 66 years took part in the study. One in each of the age groups 50-57 years and 58-65 years answered the questionnaire.

## Question 3 – Time spent on social media per week

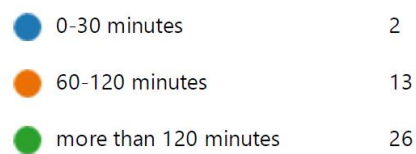


Figure 16: Distribution of time spend on social media per week

63 percent of those surveyed spend more than 120 minutes a week on social media. 32 percent between 60 and 120 minutes and only 5 percent stated that they are either not active on social media at all or only for up to 30 minutes.

Here a correlation between the age could be observed. 91 percent of the people, who are between 18 and 25 years old, spend more than 120 minutes a week on social media. This has decreased in the following age groups. 75 percent of the age group 26-33 years use social media more than 120 minutes per week and for the 34–41 year old's only 45 percent.

#### Question 4 – Active accounts on social media

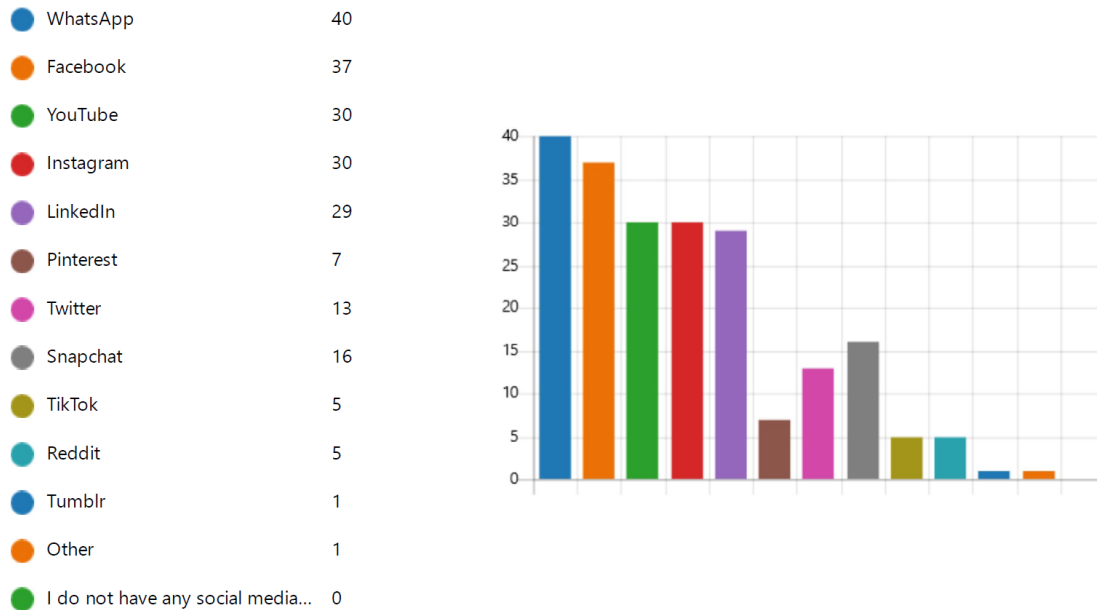


Figure 17: Distribution of social media accounts

For this question, I made the selection of the social media platforms that were most frequently used in Finland in 2020 (cf. Figure 3).

Everyone within this study has at least one social media account. With the exception of one interviewee, everyone in the study uses WhatsApp. 37 respondents use Facebook and 30 each use YouTube and Instagram. Followed by LinkedIn, which is used by a total of 29 participants. The platforms with the lowest number of users include TikTok (5), Reddit (5), Tumblr (1) and other platforms (1).

In the age group 18-25 years the individuals are mostly registered on WhatsApp (100%), YouTube (92%), Facebook (82%), Instagram (82%), Snapchat (82%), and LinkedIn (82%).

In the age group 26-33 years the individuals are mostly registered on WhatsApp (100%), Facebook (100%), Instagram (75%), YouTube (63%), and LinkedIn (63%).

In the age group 34-41 years the individuals are mostly registered on WhatsApp (91%), Facebook (91%), Instagram (64%), and YouTube (64%).

### Question 5 – Following Biitsibreikki on social media platforms



Figure 18: Distribution of following Biitsibreikki on social media

More than three quarters of those surveyed (80%) follow Biitsibreikki on social media. 7 respondents (17%) stated that they did not follow Biitsibreikki on any of these platforms and one respondent (2%) stated that they were not active on social media

### Question 6 – Need of additional social media channels next to Facebook or Instagram



Figure 19: Distribution of the need of additional social media channels

The result of this question was clear: 93 percent of those questioned do not need any other social media channels in addition to Biitsibreikki's active accounts on Facebook and Instagram. Those 7 percent, who answered with no, stated in question 7 that they wish for Twitter or TikTok as additional social media channels. This was stated by two men between 18-25 years.



### Question 8 – Most preferred digital channels for receiving content from Biitsibreikki

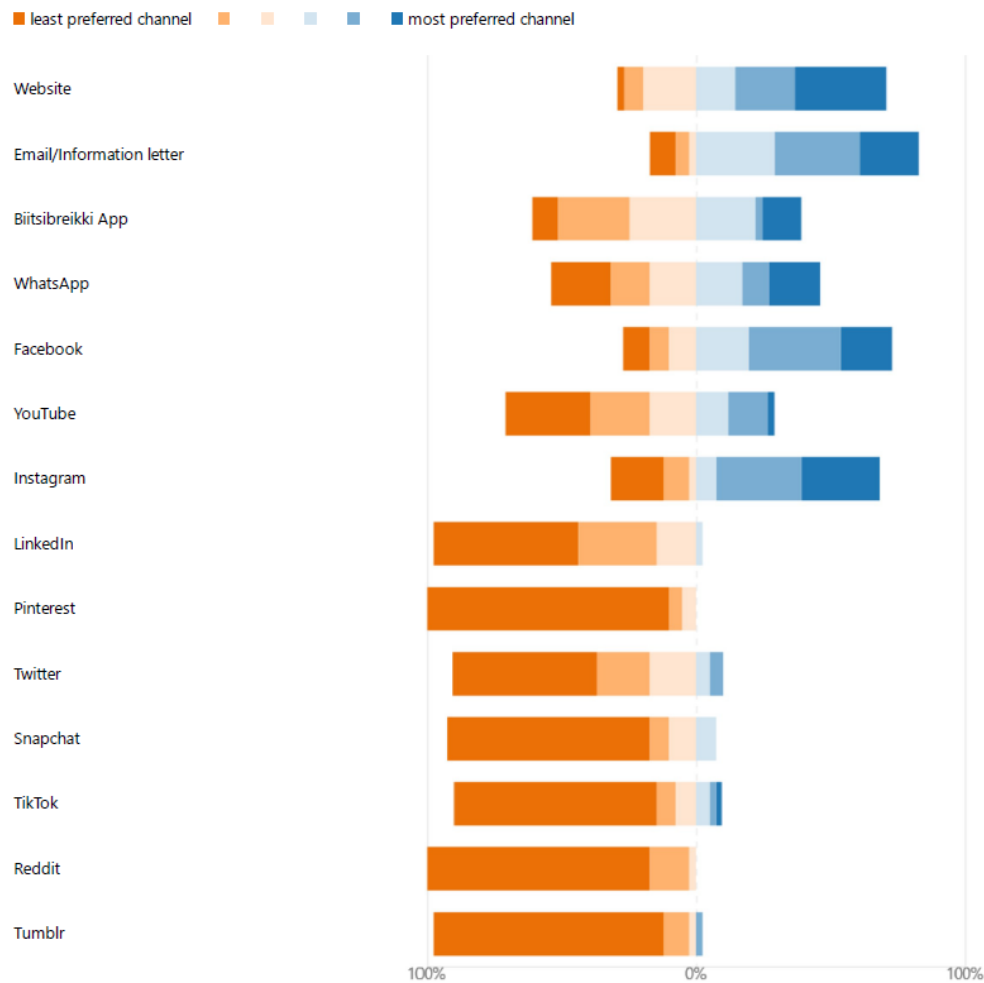


Figure 20: Distribution of the most preferred digital channels for receiving content from Biitsibreikki

The interviewees stated that a website would be the most preferred digital channel regarding content (34.1%). Followed by Instagram (29.3%) and email information letters (22%). Further popular social media networks for receiving content of Biitsibreikki include WhatsApp (19.5%) and Facebook (19.5%). However, the other social media channels, which were to choose from, did poorly in comparison. With 90.2 percent of the vote, Pinterest is the least preferred channel to choose from.

55 percent of the individuals between 18 and 25 years stated that Instagram would be their most preferred channel in order to receive content of Biitsibreikki. The same applies to the age group 25-33 years, where 63 percent chose Instagram. In the age group 34-41 years, a Website was given as the most popular variant of receiving content.

### Question 9 – Usage of an individual app of Biitsibreikki for receiving content



Figure 21: Distribution of interest in an individual Biitsibreikki app

It is difficult to make a clear statement here. 56 percent stated they would use an individual app of Biitsibreikki for receiving content and 44 percent stated the opposite.

### Question 10 – Obtaining content

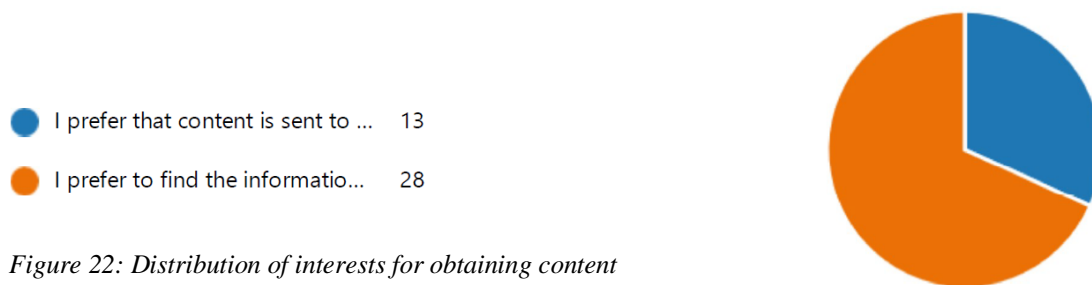


Figure 22: Distribution of interests for obtaining content

Of the 41 surveyed, 68 percent said that they would prefer to search for content themselves when the need arises, rather than having it sent to them directly.

### Question 11 – Frequency of receiving content



Figure 23: Distribution of the frequency of receiving content

49 percent of the participants wish to receive content once a week and 38 percent once a month. 5 percent want to receive it multiple times per week, whereas 8 percent are satisfied with obtaining content once a quartal.

## Question 12 – Evaluation of content on social media

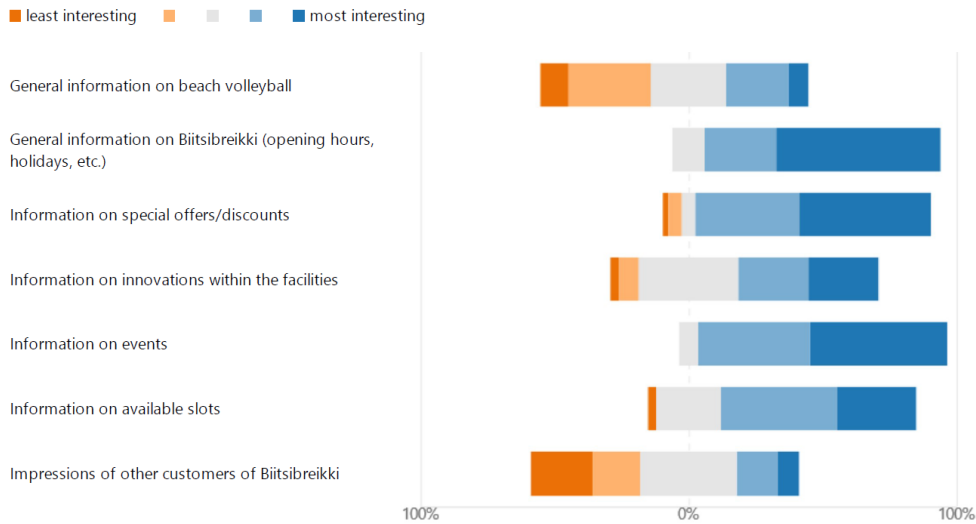


Figure 24: Distribution of evaluation of content that Biitsibreikki could deliver on social media

The respondents see general information (61%) about the company as the most interesting content that Biitsibreikki could deliver via social media. Followed by information on events (51.2%) and information about special offers and discounts (48.8%). The respondents have a neutral attitude toward receiving impressions of other customers of Biitsibreikki and general information about beach volleyball.

## Question 13 – Receiving content during the summer break of Biitsibreikki



Figure 25: Distribution of interest in receiving content during the summer break of Biitsibreikki

Almost two third of those surveyed (59%) would like to receive content from Biitsibreikki during the summer break. 63 percent of those who reported that they want to receive content during the summer break, stated to be active on social media for more than 120 minutes per week.

#### **Question 14 – Other thoughts, wishes, and feedback on the content of Biitsibreikki**

Only six individuals answered, where only two comments were relevant for this research. One is wishing for a website with a booking system and the other wants to receive information on events for his amateur volley team during summer.

##### **6.2.2.3 Evaluation**

Overall, the survey confirmed that there is a need for digital marketing on the existing customer side. As the majority of the participants are active on social media, Biitsibreikki can reach them through these channels. Indeed, the different age groups and the social media platforms they use must be taken into consideration. As 93 percent of the respondents would not need additional social media channels of Biitsibreikki, it is recommended that the company stays with WhatsApp, Instagram, and Facebook. Moreover, it became clear within this study, that a website is highly requested. Therefore, it is recommended that the company should set up a web page with basic information about Biitsibreikki. More details on that topic, will be delivered within the content plan in the next chapter. In addition to that, it can be seen that the customers are satisfied with the email newsletter of Biitsibreikki, thus Janne Kauppila should continue with that service.

Opinions on the usage of a specially designed app for Biitsibreikki were divided. Nevertheless, it can be seen, that 56 percent would be interested in the usage of such app. However, this was not examined in more detail in the context of this bachelor thesis.

Regarding the content on social media, the participants wish mostly for general information of Biitsibreikki. Therefore, this content should mainly be designed according to that. In addition, customers would like to be informed about special offers and events.

Moreover, more than the half of the respondents wish for receiving content of Biitsibreikki during the summer break. Therefore, it is recommended that Biitsibreikki delivers content during that time. According to the survey, these can best be reached via social media, as 63 percent of those surveyed spend more than 120 minutes a week on social media. 81 percent of this group are already following Biitsibreikki on social media, thus it would be a suitable channel to address them.

### 6.2.3 Personas

Based on the results of the questionnaire and the investigation of the customer data of Biitsibreikki, the target audience of Biitsibreikki was specified. In general, the target audience can be divided into three categories. For each, an exemplary persona will be presented. The first category includes the professional beach volleyball players that come multiple times a week during the evenings and have fixed contracts with Janne Kauppila. They use the arena to practice and to train for competitions. Most of them are males between 25 and 35 years. Table 2 represents a persona for this segment of the target audience.



**Mikael Koskinen**

Personal information	<ul style="list-style-type: none"> <li>• Age: 30</li> <li>• Gender: male</li> <li>• Children: 2</li> <li>• Marital Status: married</li> <li>• Profession: Business consultant</li> <li>• Income: 4,500 €/month</li> </ul>
Hobbies	<ul style="list-style-type: none"> <li>• Volleyball</li> <li>• Running</li> <li>• Padel</li> <li>• Fishing</li> </ul>
Digital media usage	<ul style="list-style-type: none"> <li>• is active on social media platforms, especially WhatsApp, Facebook, Instagram, YouTube, and LinkedIn</li> <li>• is more than 120 minutes active on social media per week</li> </ul>
Customer needs	<ul style="list-style-type: none"> <li>• a place for practicing for competitions with his existing volleyball team multiple times a week</li> <li>• a place to play beach volleyball during winter</li> <li>• a place where beach volleyball competitions are being held</li> </ul>
Values and expectations	<ul style="list-style-type: none"> <li>• professional equipment of the indoor beach volleyball arena</li> <li>• best maintenance of the beach volleyball court</li> </ul>
Online content research	<ul style="list-style-type: none"> <li>• follows the email newsletter to be up to date</li> <li>• communicates directly with the indoor beach volleyball arena via WhatsApp</li> <li>• follows on Facebook and Instagram to obtain content</li> </ul>

Table 2: Persona "Mikael Koskinen"

Table 3 shows the second category of Biitsibreikki's target audience that usually is between 35 and 45 years old. These customers are mostly men and come during the weekends for playing beach sports together with their amateur team. Usually, these players come once a week, but there are no fixed contracts.



### Timo Järvinen

Personal information	<ul style="list-style-type: none"> <li>• Age: 38</li> <li>• Gender: male</li> <li>• Children: 3</li> <li>• Marital Status: divorced</li> <li>• Profession: facility manager</li> <li>• Income: 2000 €/ month</li> </ul>
Hobbies	<ul style="list-style-type: none"> <li>• Volleyball</li> <li>• Meeting friends</li> <li>• Cycle</li> <li>• Music</li> </ul>
Digital media usage	<ul style="list-style-type: none"> <li>• is active on social media platforms, especially WhatsApp, Facebook, Instagram, and YouTube</li> <li>• is between 60 and 120 minutes active on social media per week</li> </ul>
Customer needs	<ul style="list-style-type: none"> <li>• a place for meeting his friends, for playing beach volley together</li> <li>• a place to gather with new people, that share his interests</li> </ul>
Values and expectations	<ul style="list-style-type: none"> <li>• Personal customer support</li> <li>• Relaxed atmosphere</li> <li>• Having a fun time with his friends once a week while playing beach volleyball</li> </ul>
Online content research	<ul style="list-style-type: none"> <li>• follows the email newsletter to be up to date</li> <li>• communicates directly with the indoor beach volleyball arena via WhatsApp</li> <li>• uses the website to look for further content</li> </ul>

Table 3: Persona "Timo Järvinen"

Table 4 demonstrates the third category; their ages typically range from 22 to 30 years. This segment is not necessarily sporty but would like to try out the arena. They mainly come to try out the beach sports, but without a competitive idea behind it. Most of them are first-time customers, that might have played beach volleyball several times before, but not actively in a team.



### Paulina Mäkinen

Personal information	<ul style="list-style-type: none"> <li>• Age: 25</li> <li>• Gender: female</li> <li>• Children: -</li> <li>• Marital Status: single</li> <li>• Profession: nurse</li> <li>• Income: 1500 €/ month</li> </ul>
Hobbies	<ul style="list-style-type: none"> <li>• Baking</li> <li>• Reading</li> <li>• Pilates</li> </ul>
Digital media usage	<ul style="list-style-type: none"> <li>• is very active on social media, especially on WhatsApp, YouTube, Facebook, Instagram, Snapchat, and LinkedIn</li> <li>• is more than 120 minutes active on social media per week</li> </ul>
Customer needs	<ul style="list-style-type: none"> <li>• a place for playing beach sports with friends</li> <li>• a place for spending a day at the beach with friends indoor</li> </ul>
Values and expectations	<ul style="list-style-type: none"> <li>• Personal guidance for beach sports on the first visit</li> <li>• Holiday atmosphere</li> <li>• Environment of no judgement when not being experienced in beach volleyball</li> </ul>
Online content research	<ul style="list-style-type: none"> <li>• searches for pictures and expressions of other customers on Instagram</li> <li>• searches for information on the website for booking and getting in touch with the company</li> <li>• reads reviews on Google about the indoor beach volleyball arena</li> </ul>

Table 4: Persona "Paulina Mäkinen"

\* Pictures of the personas were used from Start it up, which is Medium's largest entrepreneurship publication (Desai, 2019)

## **6.3 Activities**

As already evaluated in chapter 5.2.2.3, a digital marketing strategy for Biitsibreikki is indispensable. In this chapter, recommendations for the digital approaches of Biitsibreikki are provided, based on the digital marketing goals of the case company and the customer needs. Based on that, a content plan is being introduced.

### **6.3.1 Digital Marketing Goals**

With the aid of digital marketing, Janne Kauppila is intending to expand the community of Biitsibreikki and to set up another channel for exchanging ideas, thoughts, and feedback with potential as well as loyal customers. Especially, when the second arena is about to open, the owner wants to generate enough customers. Hence, the thought of exclusivity should not get lost. Janne reserves himself the right to rent the arena only to selected groups, that share the values and interests of Biitsibreikki. Next to that, he wants to deliver content to his customers during the summer break in order to establish long term customer relationships.

In table 5, these general digital marketing goals were specified within this thesis with the aid of the SMART goal setting criteria, which was introduced in chapter 4. However, it should be noted that affiliate marketing and mobile marketing are not enumerated in the table. These two digital marketing types were excluded in the empirical process, as they were found to be unsuitable for the current approach. Affiliate marketing was excluded as this would conflict with Janne Kauppila's intention to reserve a certain degree of exclusivity. In addition, the necessary budget for this type of digital marketing is not available. Mobile marketing was excluded from this thesis, as no clear answer could be drawn from the survey. Although the owner is aiming to publish an individual app, this is not yet planned for the upcoming season, which is why this approach is not included in table 5.



<b>Digital marketing type</b>	<b>SMART Goals</b>	<b>Approaches</b>
Content marketing	Publishing a website until the 1 <sup>st</sup> of September 2021	Building a website for Biitsibreikki and insert this link to the social media accounts
Search Engine Marketing	Getting verified by Google until the 1 <sup>st</sup> of September 2021	<ul style="list-style-type: none"> <li>• Setting up a Google My Business account</li> <li>• Publishing the location and information of Biitsibreikki on Google My Business profile</li> </ul>
Social media marketing	<ul style="list-style-type: none"> <li>• Increasing the number of followers on Biitsibreikki's Instagram account up to 250 until the 1<sup>st</sup> of September 2021</li> <li>• Increasing the number of followers on Biitsibreikki's Facebook account up to 300 until the 1<sup>st</sup> of September 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Setting up a WhatsApp Business profile</li> <li>• Upload posts, reels, and stories on Instagram</li> <li>• Upload posts and stories on Facebook</li> <li>• Publishing online challenges during the summer break of Biitsibreikki</li> <li>• Creating giveaways of merchandise articles from Biitsibreikki</li> </ul>
Email marketing	Reaching 200 customers monthly via email newsletter during season 21/22	<ul style="list-style-type: none"> <li>• Sending out monthly email newsletter</li> <li>• Obtaining email addresses when requesting to rent the arena</li> </ul>

Table 5: SMART Goals of Biitsibreikki's Digital Marketing Strategy

## **6.3.2 Content Plan**

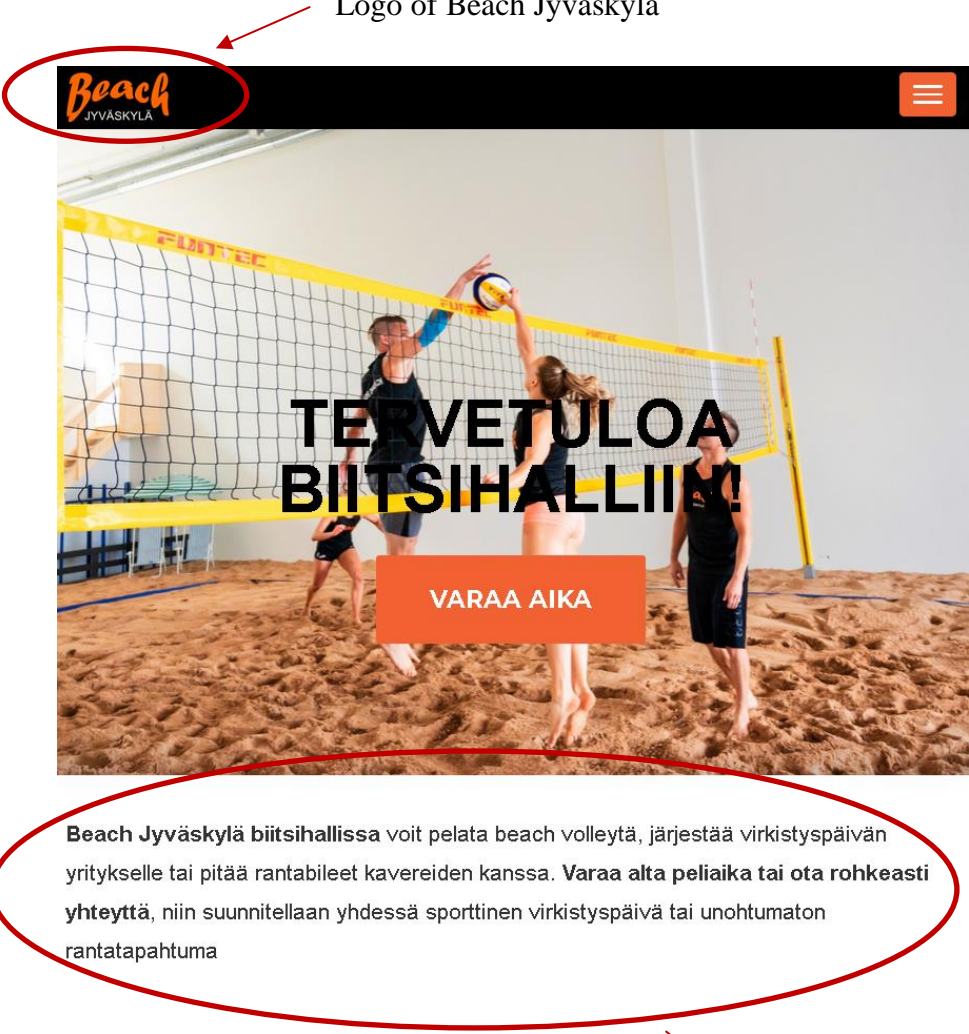
Now the digital marketing goals of Biitsibreikki can be brought together with the customer needs and the ongoing trends within digital marketing for a content plan. Therefore, the recommendations for the different types of digital marketing will be introduced in the following, based on the previous findings and current trends in digital marketing.

### ***6.3.2.1 Content Marketing***

In the area of content marketing, it is recommended that Biitsibreikki starts setting up a website. Therefore, various websites from different providers can serve as inspiration. In the following some best practices from Finnish indoor beach volleyball arenas will be introduced to underline my suggestions for Biitsibreikki's web page.

The website of Biitsibreikki should be available in Finnish and Swedish, as these are the spoken languages within the area of Turku. The page should include a clear description of the company. Therefore, the mission and vision statement, that were determined in chapter 6.1.3, can be used. Moreover, the logo of Biitsibreikki should be visible and pictures of good quality should be used as promotion.

Logo of Beach Jyväskylä



TERVETULO A BIITSIHALLIIN!

VARAA AIKA

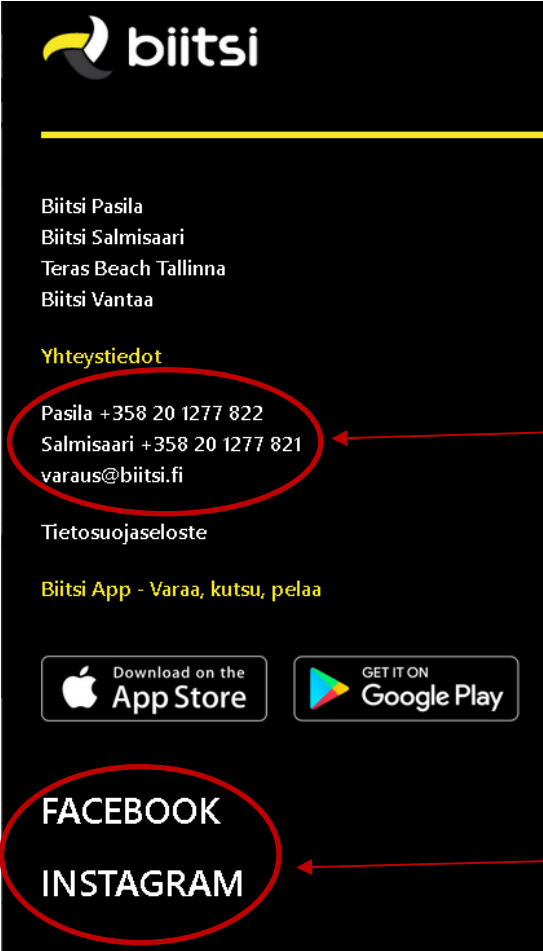
Beach Jyväskylä biitsihallissa voit pelata beach volleytä, järjestää virkistyspäivän yritykselle tai pitää rantabileet kavereiden kanssa. **Varaa alta peliaika tai ota rohkeasti yhteyttä**, niin suunnitellaan yhdessä sporttinen virkistyspäivä tai unohtumaton rantatapahtuma

Description of Beach Jyväskylä

Figure 26: Description of Beach Jyväskylä (Beach Jyväskylä, 2018-19)

Figure 26 illustrates the description of “Beach Jyväskylä”, which is an indoor beach volleyball arena in Jyväskylä. They introduce themselves as a place where “you can play beach volleyball, organize a recreation day for your company or hold a beach party with friends. Book a game time below or feel free to contact us to plan a sporty recreation day or an unforgettable beach event together.” (Beach Jyväskylä, 2018-19)

In addition to that, contact data, such as the email address and phone number of Biitsibreikki should be implemented, as well as the location. Next to that, links to the social media channels should be added. Figure 27 shows how the indoor beach volleyball arena “Biitsi” has inserted this information on their website.



The screenshot displays the Biitsi website interface. At the top left is the Biitsi logo, consisting of a stylized yellow and grey 'b' followed by the word 'biitsi' in white. Below the logo is a horizontal yellow line. The main content area is black with white text. It lists locations: 'Biitsi Pasila', 'Biitsi Salmisaari', 'Teras Beach Tallinna', and 'Biitsi Vantaa'. Underneath is the heading 'Yhteystiedot' in yellow. A red circle highlights the contact information: 'Pasila +358 20 1277 822', 'Salmisaari +358 20 1277 821', and 'varaus@biitsi.fi'. A red arrow points from the text 'Contact data of Biitsi' to this circle. Below the contact info is 'Tietosuojaseloste' and 'Biitsi App - Varaa, kutsu, pelaa' in yellow. There are two app download buttons: 'Download on the App Store' and 'GET IT ON Google Play'. At the bottom, a red circle highlights the text 'FACEBOOK' and 'INSTAGRAM'. A red arrow points from the text 'Links to the Facebook and Instagram accounts of Biitsi' to this circle.

Biitsi Pasila  
Biitsi Salmisaari  
Teras Beach Tallinna  
Biitsi Vantaa

Yhteystiedot

Pasila +358 20 1277 822  
Salmisaari +358 20 1277 821  
varaus@biitsi.fi

Tietosuojaseloste

Biitsi App - Varaa, kutsu, pelaa

Download on the App Store

GET IT ON Google Play

FACEBOOK  
INSTAGRAM

Contact data of Biitsi

Links to the Facebook and Instagram accounts of Biitsi

Figure 27: Screenshot Website Biitsi (Biitsi, n.d.)

Furthermore, the website should be well structured. This includes that the site navigation should be functional and user-friendly so that the customer can quickly find the information and content he wants to find.



*Figure 28: Screenshot Website Navigation Hiekka Beach Volley Club (Hiekka Beach Volley Club, n.d.)*

In figure 28 the website navigation menu of Hiekka Beach Volley Club in Helsinki can be seen. The company decided to split their navigation menu into the categories front page, the story of their business, business events, price list, tournaments, and workout & courses. (Hiekka Beach Volley Club, n.d.)

Next to that, responsive web design is an important element to consider when building the web page of Biitsibreikki. This means that no matter which type of device is used for accessing the website, the responsive web design adjusts the content on the web page to the dimensions of the used screen. (Norton, n.d.)

In any case, the website should be created by the start of the new season in order to provide the necessary content and if possible, to implement the booking system that is currently being developed.

### 6.3.2.2 Search Engine Marketing

As already determined in the SWOT analysis of the digital marketing strategy of Biitsibreikki, one of the greatest weaknesses of the company is, that it can not be found on search engine result pages. Therefore, it is recommended that Biitsibreikki is setting up a Google My Business account. As inspiration, the Google My Business profile from Hiekka Beach Volley Club can be used. It contains all important data, such as opening hours, contact details and links to social media. Customers also have the opportunity to submit reviews. If there are many positive reviews, this can support potential customers in their buying decision for Biitsibreikki. During the summer break Biitsibreikki should set up and optimize their Google My Business profile in order to be verified by Google before the new season starts at the 1<sup>st</sup> of September 2021.

**Hiekka Beach Volley Club**

Website Directions Save

4,6 ★★★★★ 73 Google reviews  
Sports complex in Helsinki

**Address:** Ristipellontie 1 A, 00390 Helsinki  
**Hours:** Open · Closes 12:00AM  
**Phone:** 045 1461055  
**Appointments:** ajas.fi

Suggest an edit · Own this business?

**Products** View all

- Pelivuorot €65.00 – €77.00
- Yksityistilaisuudet Tapahtumat
- Kokoukset Hiekalla Kokoukset

**Explore categories**

- Pelivuorot
- Tapahtumat
- Kokoukset

**Questions & answers**  
Be the first to ask a question Ask a question

**Reviews from the web**  
5/5 Facebook · 23 votes

**Popular times**  
MON TUE WED THU FRI SAT SUN  
Live: Less busy than usual

People typically spend 1-2,5 hours here

**Reviews** Write a review Add a photo  
73 Google reviews

**From Hiekka Beach Volley Club**

"Hiekka on kesäfiilistelijän paikka! Meillä pääset pelamaan huippuolosuhteissa biitsiä vuoden jokaisena päivä. Loistava hiekka, korkeat pelikentät ja rentofililis takaavat onnistuneet peilit! 1000m2 kokonaisuus 100% Rantaelämää on rakennettu rakkautella... More

Hiekka Beach Volley Club on Google

Feb 24, 2021 Nov 11, 2020

**Profiles**  
f i

Figure 29: Screenshot Google My Business Profile of Hiekka Beach Volley Club

### 6.3.2.3 Social Media Marketing

As the survey confirmed, Biitsibreikki should focus on WhatsApp, Facebook, and Instagram in the area of social media marketing.

#### WhatsApp

As Janne Kauppila is now mostly communicating via WhatsApp, it is recommended, that he is going to set up a WhatsApp Business account. Currently he uses his private account to communicate with his customers. WhatsApp Business offers many possibilities that could facilitate the communication and the content provision between the owner and the customers.

First, it is required that Janne Kauppila inserts information about Biitsibreikki into his WhatsApp Business profile. This includes Biitsibreikki's opening hours, a link to the then established website, the address and a short description about the business.

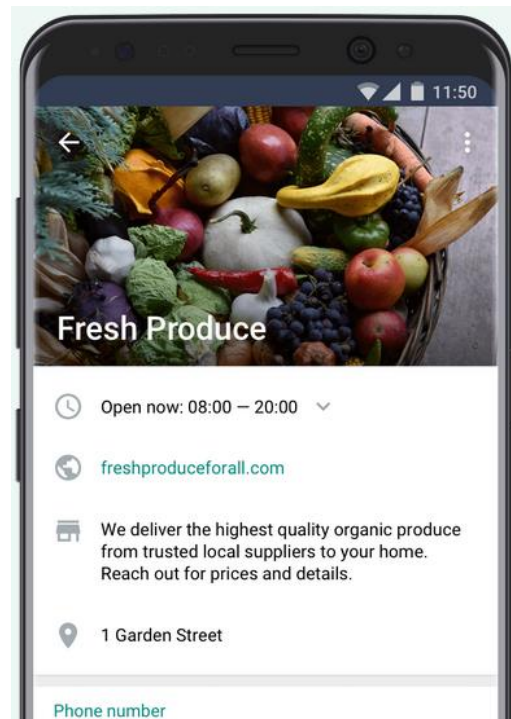


Figure 30: Example of a WhatsApp Business profile (WhatsApp Web, n.d.)

With the aid of labels, Janne Kauppila could then see if it is a new customer, the customer's payment has already been received or if he is still waiting for it. Moreover, he could also increase the efficiency of his communication by using the "Quick reply" feature. Furthermore, certain offers and free time slots can be communicated to loyal customers in the chat. (WhatsApp Web, n.d.)

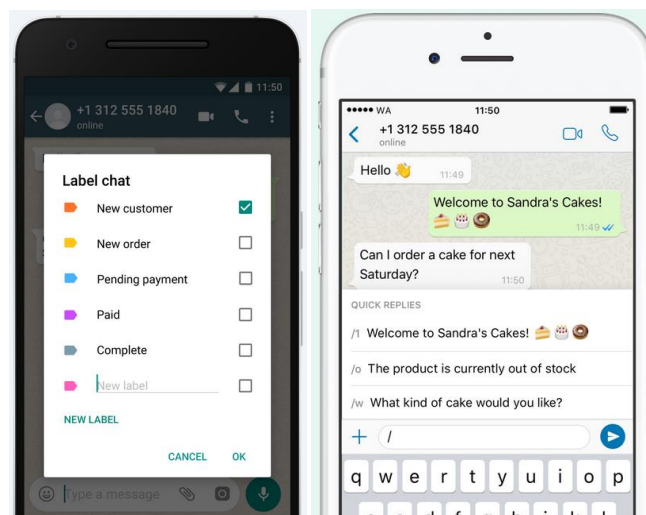


Figure 31: Example of the usage of WhatsApp Business features (WhatsApp Web, n.d.)

This WhatsApp Business profile should be created by the start of the season 2021/2022 at the latest.

## Instagram

On the 23<sup>rd</sup> of March 2021 Biitsibreikki had 177 followers. Since the set-up of the Instagram profile on the 21<sup>st</sup> of December 2020, nine posts were published. The bio is filled with essential information about Biitsibreikki, such as the address, email, phone number, and a description of Biitsibreikki. As soon as the Google My Business account is set up, it is recommended that Janne Kauppila inserts the location of Biitsibreikki converted as a link, so that customers directly see the location on Google Maps if they click on it. The same applies to the website, as soon as it is created, the link should be inserted into the Instagram bio.

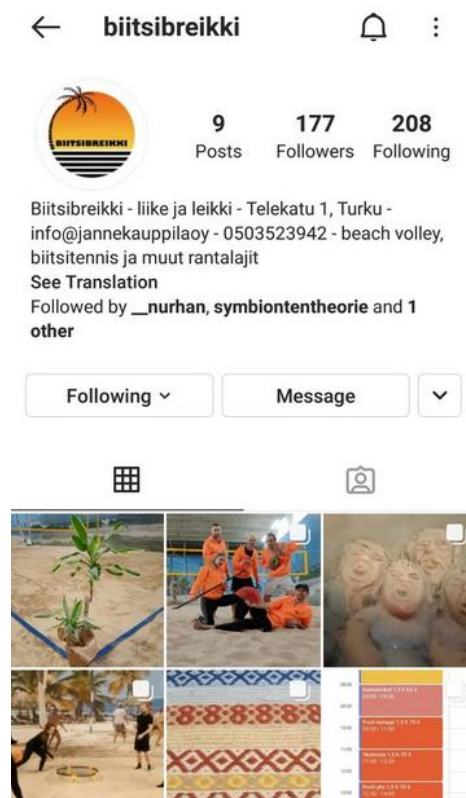


Figure 32: Instagram profile of Biitsibreikki (@biitsibreikki, n.d.)

The nine posts mostly show expressions from the arena and available timeslots and its prices. However, Biitsibreikki updates their Instagram posts irregular, which has negative impacts on the amount of the followers. (eclincher, n.d.) Therefore, it is recommended that Biitsibreikki uploads new posts one to two times a week.



In addition, those pictures need to be of good quality. For editing, there is no special app required, this can be done with Instagram. As already evaluated in chapter 6.2.2.3 customers mainly wish for general content of Biitsibreikki. Therefore, it is recommended that this kind of content is delivered, along with information about events, special offers, and discounts. However, the content should cover the interests of the different personas that were determined in chapter 6.2.1. Thereby, also the fixed vision and mission statement from chapter 6.1.3, should be kept in mind, to construct the content in the interest of the company's values. This can either happen with the aid of pictures or videos. Since Instagram Reels have become very popular recently, Biitsibreikki could implement content in this format as well. A suitable description and business-related hashtags should be used for each of these options. Biitsibreikki has already used hashtags in a few posts, that can be seen in figure 33, but these should be used more often.

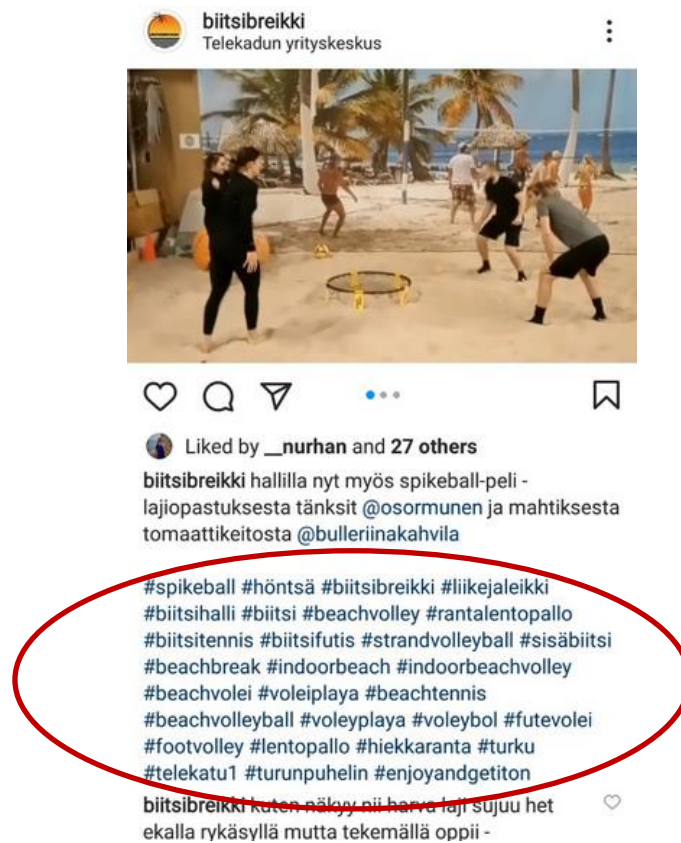


Figure 33: Used hashtags of Biitsibreikki (@biitsibreikki, n.d.)

With the verification on Google, Biitsibreikki can link their own location on their posts. At the moment, only the premises itself can be linked. For example, Beach Jyväskylä is already verified and can link its location on their posts, as shown in figure 34. Furthermore, customers can link the location if they upload a post on their private account. Consequently, the range of Biitsibreikki would increase.

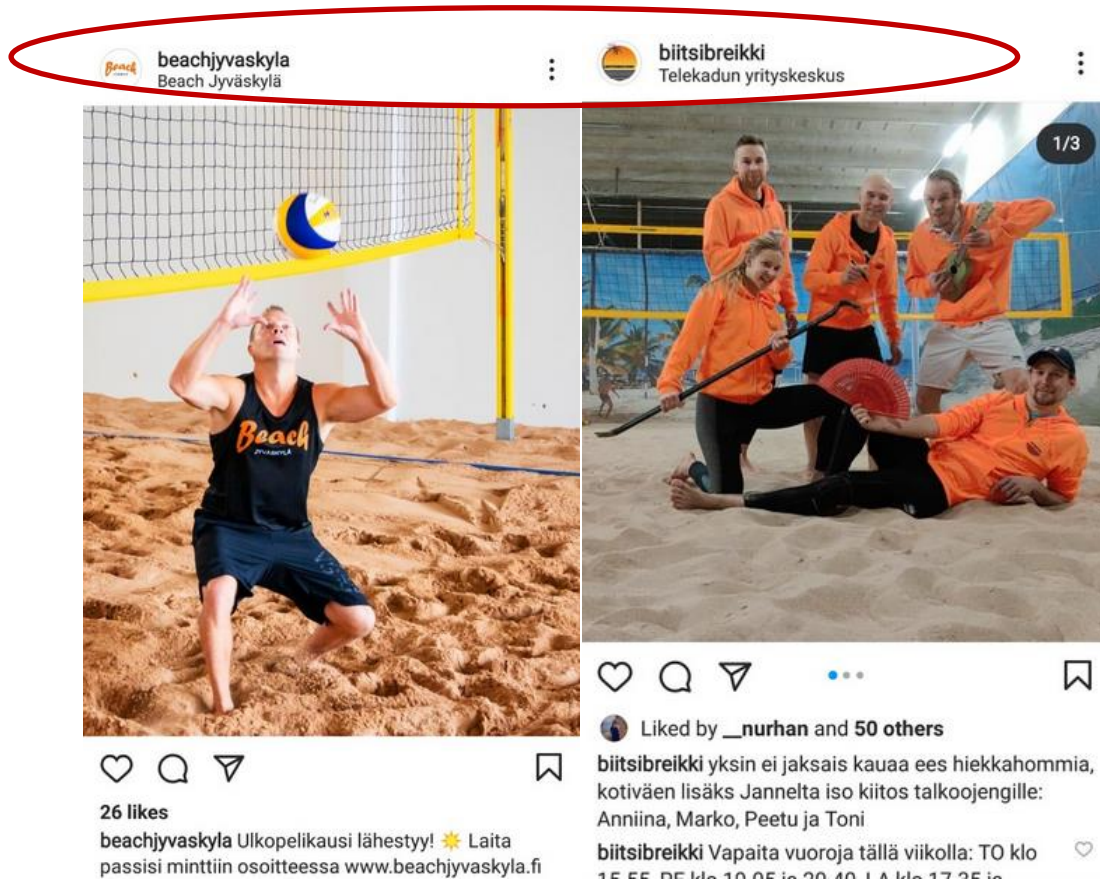


Figure 34: Comparison of Beach Jyväskylä and Biitsibreikki using links to their location (@beachjyvaskyla, n.d.) (@biitsibreikki, n.d.)

As already introduced in chapter 5.3.1, ephemeral content is an emerging trend on Instagram. Therefore, it is recommended that Biitsibreikki uses the function “stories” next to the regular uploads every week. Within the stories interactive content such as quizzes, challenges, contest, and giveaways can be integrated. This can increase the user engagement with Biitsibreikki. If these stories shall be available to the user for a longer period of time, they can also be transferred into so-called “Highlights”, which can be categorized. Biitsi has done this on their Instagram channel, as it can be seen in figure 35.

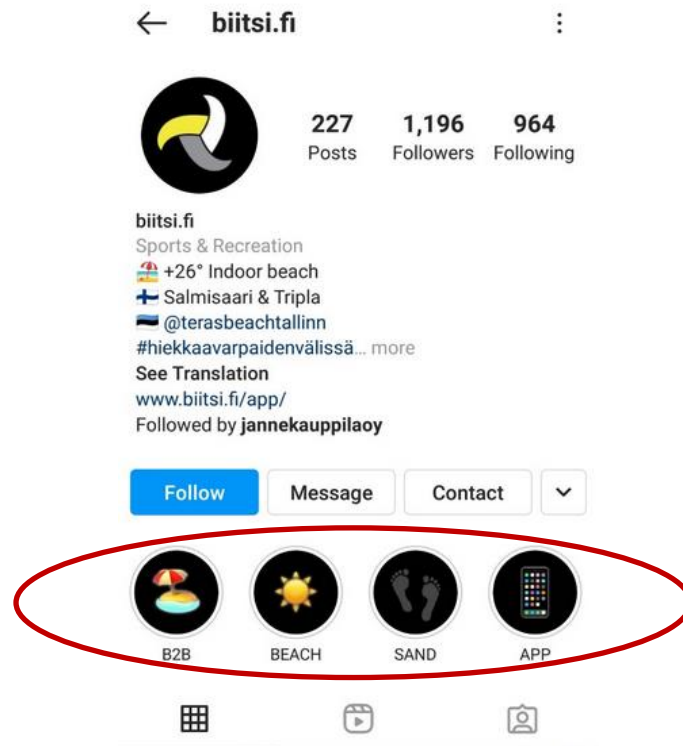


Figure 35: Instagram Highlights Biitsi (@biitsi.fi, n.d.)

In fact, Instagram can be used as a supportive tool to continue promoting Biitsibreikki during the summer. For example, Biitsibreikki could organize a special challenge for their followers, where the price could be one of their merchandise articles. This challenge could be promoted to engage the followers of Biitsibreikki, to attract new ones and at the same time advertise the merchandise products. Moreover, a countdown to the new season can be set, in order to increase the anticipation.

Instagram would demonstrate a great platform for the exchange between company and customer as 73 percent of the survey participants use this social network.

## Facebook

On the 24<sup>th</sup> of March 2021 Biitsibreikki had 223 followers on Facebook. As on the Instagram account of Biitsibreikki, the Facebook account consists of nine posts since the 21<sup>st</sup> of December 2020.

In the info box of Biitsibreikki's Facebook profile entails a description of Biitsibreikki, the phone number, the email address and a link to the Instagram account and to WhatsApp. This info box can be seen in figure 36.

As soon as the WhatsApp Business account is set up, this should be implemented instead of the private number of Janne Kauppila. Moreover, the link to the then established website needs to be inserted.

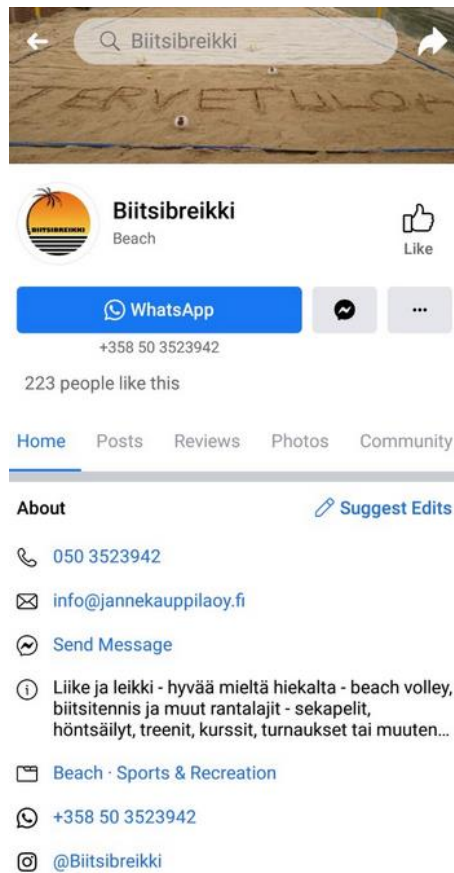


Figure 36: Facebook Profile Biitsibreikki (Biitsibreikki, n.d.)

For the title picture on Facebook, it is recommended to use a photo of better quality for advertising.

If Biitsibreikki is planning on events in the upcoming season, the event creator of Facebook can be used. This would increase the reach of Biitsibreikki, and the events could be communicated specifically to Facebook users. Therefore, Janne Kauppila could directly receive feedback and plan on how many of his followers are interested in such events.

In figure 37 an exemplary set-up from the event calendar of Biitsi on Facebook is demonstrated.

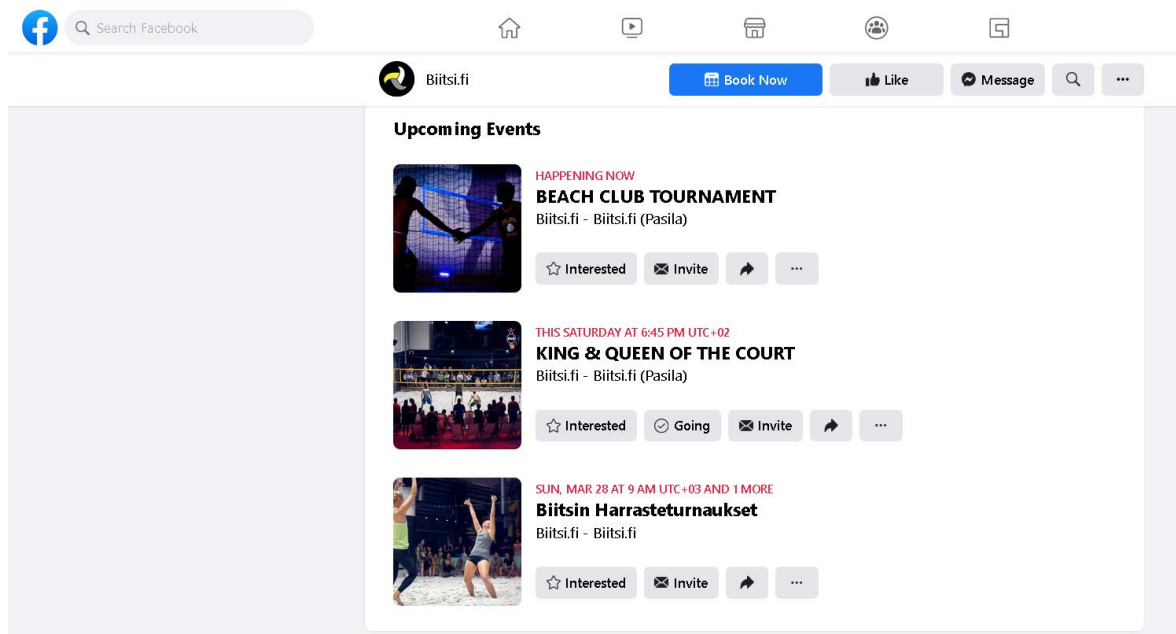


Figure 37: Event calendar of Biitsi on Facebook (Biitsi.fi, n.d.)

In order to increase efficiency, Instagram and Facebook can be connected. This means that pictures, that are posted on Instagram can automatically be posted on Facebook if wished so (figure 38).



Figure 38: Possibility of posting on Facebook via Instagram

Overall, Biitsibreikki should mainly use Instagram in combination with Facebook, because the greatest reach can be achieved with those two channels. The goal is to have 250 followers on Instagram and 300 on Facebook by the start of the new season at the 1<sup>st</sup> of September 2021.

#### ***6.3.2.4 Email Marketing***

As already mentioned, and evaluated in the previous chapter, email newsletters are a highly requested content communication tool and Biitsibreikki is already using it properly. Therefore, not much innovation is needed in this area. However, it is recommended that emails are sent out regularly once a month at least. For example, these newsletters can contain information about innovations of Biitsibreikki or new COVID-19 regulations. In addition, the company should try to get as many customer email addresses as possible. For the upcoming season, Biitsibreikki should strive for having at least 200 email addresses in total. Until an official booking system has been implemented and shifts are arranged directly via Janne Kauppila, the email address should always be requested when using the arena for the first time. This ensures that first-time customers also receive regular content via email marketing and are encouraged to use the service again. As an additional tool in the newsletter, it is recommended to set an “unsubscribe” button so that customers can unsubscribe from it.

#### **6.3.3 Budget**

Budgeting is an important factor to remember, when setting up a digital marketing strategy. In fact, while the digital marketing strategy was constructed, attention was always paid to recommending applications and services that are for free. Of course, Biitsibreikki could use digital marketing types that are not free of charge, such as paid-per-click marketing, but this would contradict with the values of Biitsibreikki. Moreover, the company is still in its infancy and does not yet have the necessary financial resources for such digital marketing campaigns.

Depending on whether Biitsibreikki decides to hire additional resources to implement the digital marketing strategy, the owner would have to pay corresponding personnel costs. In addition, costs for creating the website must be expected. As no resolutions had been passed on these topics at the time the thesis was submitted, no specific budget plan was constructed.

## 6.4 Analysis

Lastly, it is important that Biitsibreikki is measuring if the implementation of the different digital marketing types has been successful in order to guarantee a constant customer-focused content development. In table 6, the recommended analytical tools and the Key Performance Indicators for each digital marketing tool are presented.

Digital marketing tool	KPI	Analytical tool
Website	<ul style="list-style-type: none"> <li>• Number of visitors</li> <li>• Percent of new sessions</li> <li>• Average session duration</li> <li>• Traffic</li> </ul>	Google Analytics
Google My Business	<ul style="list-style-type: none"> <li>• Ways of finding Biitsibreikki</li> <li>• Customer actions</li> <li>• Reviews</li> </ul>	Google My Business Insights
Instagram	<ul style="list-style-type: none"> <li>• Engagements per follower</li> <li>• Follower growth</li> <li>• Comments received</li> <li>• Reach</li> </ul>	Instagram Insights
Facebook	<ul style="list-style-type: none"> <li>• Interactions with posts</li> <li>• Number of visitors</li> <li>• Likes</li> </ul>	Facebook Page Insights

*Table 6: Analysis Digital Marketing Strategy Biitsibreikki*

For measuring the traffic on the website of Biitsibreikki, it is recommended that Biitsibreikki is using Google Analytics, that was introduced in chapter 4. This enables Biitsibreikki to measure how many users visit their website. In addition, it can be analyzed how many customers visit this web page for the first time or are returning users. Next to that, the average duration per session can be determined with Google Analytics. Moreover, it can be used to examine how users came to the website of Biitsibreikki. Either they came to it via the organic search through search engines or via a link that was shared on social media platforms or by other individuals. (vivian, 2016)

For measuring the success of the Google My Business account, Google offers an “Insights” function. This provides an inside look at the listing of the business on the internet. For example, the search terms under which Biitsibreikki appears as a listing are displayed. In fact, Google My Business Insights differentiates three types. First, direct searches where the customer directly inserts the name or the address of Biitsibreikki into the search engine. Second, discovery searches, that are being used when the users search for a certain category, such as “indoor beach volleyball arena”. The third category includes brand searches. In this case it would mean, that the customer is searching for “Turku Beach Volley Club” and then Biitsibreikki appears among the listings. Moreover, the customer actions are being displayed on Google My Business Insights. For example, if the customer has clicked on the inserted link of Biitsibreikki’s web page on the profile or has used the direction button to see the way to Biitsibreikki’s location on Google Maps. Next to that, it can be measured how many reviews Biitsibreikki has obtained on Google and what the business is known for. (Google My Business Help, n.d.)

As Biitsibreikki is already verified as a business account on Instagram, the function “Instagram Insights” can be used. Thereby, the engagement with the content of Biitsibreikki can be measured in relation to their follower amount. Moreover, the follower growth and the comments that have been received are other informative KPI’s for Biitsibreikki. Additionally, the reach of the published content from Biitsibreikki through Instagram can be determined. (Instagram, n.d.)

Facebook offers also an “Insights” function, which discloses the interaction with Facebook posts. This includes likes, shares, and comments on a post. Moreover, the number of the visitors of Biitsibreikki’s Facebook profile are being presented as well as the received likes. (Facebook, 2020)

However, Biitsibreikki is still a small business at the beginning of its growth. Therefore, no assumptions to possible revenue improvements could be made. After the implementation of the digital marketing strategy, it should be kept in mind, that the determined KPI’s have to be brought into a financial context and linked to changes in revenue or customer amount.



## **7 Summary**

In addition to the results and findings of the bachelor thesis, this chapter deals with the associated difficulties and limitations within the research. Moreover, the reliability of the bachelor thesis will be discussed. Next to that, I will review my work critically and reflect myself.

### **7.1 Summary of the Digital Marketing Strategy for Biitsibreikki**

The main goal of this thesis was to create a digital marketing strategy in order to maintain existing customer relationships and to attract new ones. Most of the research questions created for this purpose have already been answered in the previous chapters.

Regarding the digital marketing types for Biitsibreikki, it is recommended that the company focuses first on content marketing, search engine marketing, social media marketing, and email marketing. Setting up a website and a Google My Business profile are important components in order to be visible to potential customers. Moreover, it is necessary to become more active on the social media platforms Instagram and Facebook. In addition, a WhatsApp Business account should be created in order to separate digital business communication from private ones from the owner of Biitsibreikki. In the area of email marketing, monthly email newsletters should continue to be used to inform customers about changes and innovations at Biitsibreikki. In fact, Janne Kauppila has already requested the verification for the Google My Business profile, after I presented him my thesis with the contained results and recommendations. Besides, he is in the process of creating a WhatsApp Business account and initiating the necessary steps. The suggestions that were provided in the thesis should be implemented until the next season, that begins in September 2021.

### **7.2 Reliability**

The reliability of my thesis is high but limited in my opinion. It includes suggestions and recommendations based on the customer needs and the goals of the owner of Biitsibreikki. For that, a close exchange with Janne Kauppila was ensured constantly during the whole process. Furthermore, existing customers were questioned as part of a survey and individual opinions were obtained in various conversations. The relevant theory for this thesis is based on current and reliable sources. As this topic is constantly evolving and new approaches are emerging, various online sources were taken into consideration. Nonetheless, these are valid sources from experts within this area.

The reliability of my research is limited as within the customer survey the representative group only consisted of 41 respondents. However, this is due to the fact that the number of existing customers has so far only been just over 100.

### **7.3 Critical Review**

In conclusion, I consider my bachelor thesis as a success. However, there have been some changes from the initial plan to the final thesis. During the process, I decided to include the current emerging trends in the area of digital marketing, in order to take these findings into the content plan for Biitsibreikki. During my research in the field of the types of digital marketing, I found other ones that were more relevant than the types I have determined in my initial plan. Therefore, I decided to make small changes and replace some of the types. As I did not have a lot of knowledge in the field of digital marketing, the research took a lot of time. I underestimated this at the beginning. Nonetheless, I was able to stick to the schedule I set myself and all milestones were achieved.

The main obstacle in the theoretical part was to analyze the different approaches for individual methods and techniques to filter out the most relevant ones. Since there are different approaches from different experts, I had to deal intensively with the topic in order to evaluate which one should be presented.

In the empirical part, after the survey was carried out, there could not be seen a clear tendency in some of the answers. This was partly due to the fact that the sample size was comparatively small, with a participation of 41 responses. Therefore, no clear recommendation could be made for the implementation of an individual app, for example.

Furthermore, it was not possible for me to draw up a budget plan for the digital marketing strategy, as many factors were not clear at the time the thesis was written. These included the fact that it was not yet certain if human resources would be available for the implementation of the strategy in the upcoming season, how far the booking system would be developed by then and whether another arena could be opened in 2021. Therefore, these aspects were left out of the content plan.

## **7.4 Reflection**

My personal goal to explore new areas of marketing, was satisfactory met. I have dealt with digital marketing for a longer period of time and in combination with this, I was able to immediately apply this in practice. Therefore, I was in constant communication with the owner of Biitsibreikki. During the process of my bachelor thesis, my interest in digital marketing increased, especially in the area of search engine marketing.

Moreover, I was able to gain more methodical skills with this thesis. Since I have never written an academic paper on this scale, I was able to get to know many new techniques and possibilities from which I will be able to benefit in future projects.

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## Appendices

# Questionnaire Biitsibreikki Digital Marketing

\* Erforderlich

1. What is your gender? \*

- Woman
- Man
- Non-binary
- Prefer not to say

2. What is your age? \*

- Under 18
- 18-25
- 26-33
- 34-41
- 42-49
- 50-57
- 58-65
- above 66

3. How much time per week do you think you spend visiting social media websites?

- 0-30 minutes
- 60-120 minutes
- more than 120 minutes

4. In which social media platforms do you currently have an account? \*

- WhatsApp
- Facebook
- YouTube
- Instagram
- LinkedIn
- Pinterest
- Twitter
- Snapchat
- TikTok
- Reddit
- Tumblr
- Other
- I do not have any social media accounts

5. If you are active on social media, do you follow Biitsibreikki on any of these platforms? \*

- Yes
- No
- I am not active on social media



9. Would you use an app, that is only designed for Biitsibreikki, in order to receive content?

Yes

No

10. Would you prefer to have informational content delivered to you or looking for it yourself? \*

I prefer that content is sent to me

I prefer to find the information myself

11. If you want to receive content, how often do you want to receive information from Biitsibreikki?

Daily

Multiple times a week

Once a week

Once a month

Once a quartal

12. Please evaluate the content that Biitsibreikki should deliver on social media to you.

	least interesting			most interesting	
General information on beach volleyball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General information on Biitsibreikki (opening hours, holidays, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on special offers/discounts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on innovations within the facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information on available slots	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impressions of other customers of Biitsibreikki	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Do you want to receive content during the summer break (lasts from 1st June till 31st August) of Biitsibreikki? \*

Yes

No

14. Other thoughts, wishes, and feedback on the content of Biitsibreikki.