Tung Vu, Dang

MARKET RESEARCH FOR

A BASKETBALL TOURNAMENT IN HANOI – RUN AND SHOOT

The aim of this thesis was to conduct research on Hanoi market and target customer opinions towards the idea of expanding the basketball tournament Run and Shoot to Hanoi, Vietnam. The objectives of the thesis were to study the market characteristics considering its macro- and micro environment and to analyze the targeted customers' opinions in order to propose initial recommendations to support the tournament expansion progress and further operation.

The theoretical background concentrated on theories of marketing environment, customer-driven marketing strategies in terms of market segmentation, target marketing, and marketing positioning, the marketing mix, the SWOT analysis, and event promotion.

The empirical part consists of a quantitative research that analyzes the target customers' demographic characteristics, and their expectation towards the idea of extending the tournament in Hanoi. Besides, a secondary research was conducted that revealed thorough information regarding the market environments.

The outcome of the thesis should be used as part of further strategic marketing studies and planning.

PREFACE

During the course, I have gained a number of new knowledge and developed new insights into various areas, especially in business administration. I would like to thank all my teachers who taught and helped me complete the course and the dissertation.

Besides, I would like to gratefully and sincerely thank my supervisor Maarit Vuorinen. She has helped me a lot during the process of doing dissertation. When I have difficulty, she has explained and guided me carefully how to solve all of them. I really want to send many acknowledgements to Maarit Vuorinen.

Moreover, I would like to show my gratitude to my parents – who has always been beside and encouraged me.

Finally, I am obliged to many of my friends who have always discussed and helped me during my study. Especially, I would like to send a special thanks to my friends for help me collecting data and completing the dissertation.

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1 INTRODUCTION

This chapter will introduce the importance of research with the aim of providing the basic information relating the current trend of basketball tournaments in Vietnam, specifically the Run and Shoot tournament in Ho Chi Minh City and the possible expansion of this tournament in Hanoi through development of the strategic marketing plan.

Today, basketball is gradually paid a great attention by young people in Vietnam. However, there is the limited room for the basketball tournaments at a large scale. In the meantime, the demand for professional playground of basketball players in Hanoi and Ho Chi Minh tend to increase considerably. This is the reason why Vietnam Basketball Forum Bongrovietnam provides a tournament for all basketball players, specifically the Run and Shoot basketball tournament.

Run and Shoot was launched last November of the year 2013. Up to the end of September 2014, there were 753 matches which were held with 264 players of 186 basketball teams playing (Chayvanem.vn 2014). The tournament is known as a playing field where all of the membership fees are used for administrative activities and maintaining a good playing environment for participants. In addition, this tournament is a part of the project named "Toward one million Vietnamese playing basketball in 2025" of Bongrovietnam (Tuoitre.vn 2013).

The main idea of the thesis is to conduct a research that provides an insight into the approach to expand Run and Shoot tournament into Hanoi market, and to develop a practical marketing tactics which will be implemented to promote the tournament to the target market. In order to be able to collect and interpret the needed information, it is essential to precisely understand the principle concepts of sport event marketing and marketing planning process through reviewing existing literature. In addition, data was collected through questionnaires.

As mentioned, the main objective of this thesis is to conduct researches and study the target market and customers, and propose an initial outline of a marketing plan for the Run and Shoot tournament in Hanoi based on data of potential customers who are interested in basketball.

To achieve this objective, the specific goals were set up as follows:

- Reviewing the principle theories of event marketing process
- Reviewing the main theoretical concepts of event marketing process
- Investigating the opinions, behaviors and attitudes of basketball players about the Run and Shoot in Hanoi through a questionnaire

1.1 Structure Of The Thesis

The thesis report includes five chapters. Firstly, chapter one will introduce the background, and aims and objectives of the dissertation. Secondly, chapter two will describe the basic concept of marketing, stages of a marketing process including segmentation, targeting, positioning, marketing mix, managing the marketing effort and marketing environment through literature review. Chapter three will give the brief description of the methods to collect relevant data for making a good marketing strategy of the basketball tournament titled "Run and Shoot in Hanoi". Chapter four depicts the results of analyzing the marketing environment in Hanoi as well as the targeted customer. It also shows the results of the survey on players' feedback on the basketball tournament and describes the strategic marketing plan for "Run and Shoot in Hanoi". The thesis will be continued with the fifth chapter covering discussion of the author based on the gather results. Finally, the chapter six will be the author's conclusion.

2 THEORETICAL BACKGROUND

2.1 Developing an Event Marketing Plan

According to Greenwell, Danzey-Bussell, and Shonk (2014, 108), marketing plan is a process that provides guideline for an organization to consider their objectives, analyze suitable data, and develop strategies correspondingly, that act as a game plan.

Briefly, a marketing plan consists of the activities of analyzing data, defining marketing goals and objectives, targeting markets, identifying marketing tactics and implementing them. The data analysis process specifies the essential information so that marketers are able to wisely propose and make marketing decisions. The information is suggested to combine (1) the event description – the purpose of the event and its competitive advantages, (2) customers and potential customers – who are the customers and their needs, (3) competition – competitors and the event competence, (4) environment – external influences, and (5) SWOT analysis – the event's strength, weaknesses, opportunities, and threats. (Greenwell et al. 2014, 108.)

Regarding the analyzed data, event marketers then are able to set performance goal that is consistent with the event and/or organization's overall goals. According to analyzed customer data and marketing objectives, potential target market is identified and selected. Prior to the implementation action, marketing tactics are nominated based on the marketing mix 4Ps to provide a product at a reasonable price, in applicable place, and promote to target customers. (Greenwell et al. 2014, 108 – 109.)

Due to the complication of business environment and sophistication of customers' needs, it is of great importance for companies to take marketing planning into careful consideration. Marketing planning, as described by McDonald (2008, 8), is a process of applying marketing resources to obtain marketing objectives. Dibb, Farhangmerh, and Simkin (2001, 409) have stated that marketing planning can help organizations gain high economic benefits since it improves organization's ability to respond to changes in competitive environment.

Strategic planning is a managerial process ensuring that objectives, skills and resources of the organization match with its changing market opportunities. It aims at shaping businesses and products of a company in order to achieve target profits and growth (McDonald 2007, 29).

According to Armstrong et al (2012, 44) through strategic planning, the organization decides the objectives of business unit which are realized by marketing plan. They also emphasized that it is necessary to develop a detailed marketing plan for each business, product or brand. This plan outlines all the needed activities for the implementation of the marketing strategies. In particular, communication among employees is fostered, responsibilities are assigned, resource allocation is specified to achieve goals, and performance of a marketing strategy is monitored and evaluated (Pride & Ferrell 2010, 53). According to Kotler (2002, 34-35) a typical marketing plan for each business, product or brand consists of eight sections:

- Executive summary and table of contents: this brief summary presents main goals and recommendation of the plan; it is followed by table of contents.
- Current marketing situation: in this part, relevant background data from a fact book is reviewed such as sales, costs, competitors, distribution, and macro-environment.
- Opportunity and issue analysis: this section focuses on SWOT analysis and the identification of issues facing the brand or business.
- Objectives: in this part, financial and marketing objectives are spelled out.
- Marketing strategy: this section gives explanation about marketing strategy being implemented to achieve plan's objectives.
- Action program: in this section, marketing programs for the implementation of the business objectives are presented identifying activities, time, doer, and cost.
- Projected profit-and-lost statement: in action plans, budget is built with projected sales volume, costs and profits, which forms the basis for the development of plans and schedules for material procurement, employee recruitment, production scheduling and marketing operations.
- Controls: in the last section, the goals and budget are monthly or quarterly spelled out so that results could be reviewed periodically.

Considering the objectives of this paper, certain sections are going to be excluded to keep the work concise and concentrated.

2.2 Marketing Environment

Marketing environment is defined as "all external sources affecting the result of a company's marketing efforts" (Kotler, 2005, p.15). Marketing environment consists of microenvironment which are factors directly affecting the business's performance and its ability to satisfy customer's needs or demands, and macro environment comprises of external, uncontrollable elements which influence the organization's decision making as well as its strategies and performance.

2.2.1 Macro-environment

According to Armstrong et al (2012, 75-93), there are six major forces in macro-environment which shapes both opportunities and threats to a company including demographic, economic, natural, technological, political, and cultural forces. (See Figure 1).
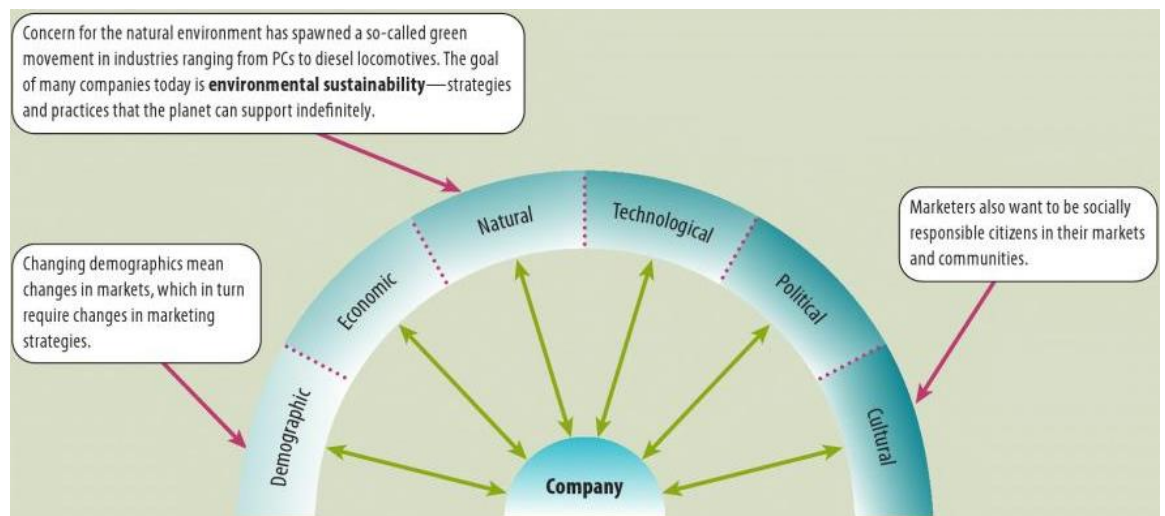

Figure 1. Major forces in the company's macro-environment (Armstrong et al. 2012, 76)

Demographic forces

Demography presents the study of human populations regarding size, density, location, age, gender, race, occupation, and other statistics. Analyzing customer demographics plays a huge

role in the success of sport marketing since it enables examining the characteristics of a population, from which more effective marketing efforts could be made. Regarding player-ship, demographic variables could be analyzed to both retain current players and recruit new customer segment. If it is found that women's basketball is preferred, marketing strategies would be modified to attract more female players (Miller in Swayne & Dodds 2011, 374-375).

Economic forces

Economic forces are factors that affect purchasing power and spending of customers. Customer's demand is affected by economic state. For example, an economic downturn may cause unemployment, and reduce spending. Among different economic factors, the pattern of income distribution and expenditure as well as income growth plays a vital role to marketing (Young & Pagoso 2008, 55).

Natural forces

Natural forces refer to natural resources necessary for marketer and marketing activities. Geographical features and regional climate are one of the decisive factors on type and nature of sports. These forces may create both great conditions and obstruction to sporting events (Blakey 2011, 17). Recently, environment has been of great concern to public since natural resources have been damaged by modern industry activities, for instance the shortage of natural resources and serious pollution. In this context, it is encouraging to reduce the amount of waste and promote recycling activities (Armstrong et al. 2012, 83-85).

Technological forces

The development of technologies has brought great benefits to people's life by providing them technology infrastructure (internet, mobile phone, laptop, etc.), technology software (web browsers, CRM database and performance analysis tool) which makes it easier for them to exchange information. Technological development cannot only create new market and opportunities but also pose threats and pressures to organizations, requiring them to deliver products and services at a much faster pace (Blakey 2011, 16-17). Therefore it is important

for marketers to consider marketing function and technological advance to better communicating with customers.

Political forces

Political forces consist of laws and government agencies that influence and limit activities of organization. Regulations and policies are issued for competition encouragement, and fair-trade assurance (Kotler et al. 2008, 18). In particular, sporting world is regulated by legislation on age discrimination and disability discrimination, legislation on health and safety, laws on employment and competition. These forces have great impacts on obligations of sport providers, and as a consequence, the supply of products and service (Blakey 2011, 17-18).

Cultural forces

Cultural environment is made up of institutions which influence society's basic values, perceptions, preference, and behavior. One of characteristic of the cultural environment is the persistence of beliefs and values which are classified into core and secondary beliefs and values. Core beliefs and values are passed from generation to generation, whereas secondary ones are open to change (Kotler et al. 2005, 136-137). Therefore, marketers can change secondary beliefs and value, but not the core values. Since cultural forces affect the way people consume products it is necessary for marketer to understand cultural values to target their products and services (Kotler et al. 2008, 19).

2.2.2 Microenvironment

Microenvironment is divided into principle parties: the company, suppliers, and marketing intermediaries, customers, competitors, and public. (See Figure 2).

Figure 2. Major factors in the company's micro-environment (Kotler et al. 2005)

Company

Company is one of the most crucial factors strengthening business's ability to satisfy customers. Consistent internal environment is of great importance to marketing plan and action. Marketing decisions are made in the agreement of not only different departments but also among top management of the organization (Jain 2008, 63). From another point of view, Ferrell and Hartline (2012, 60) stated that objectives, strategy, performance, resources, organizational culture, and structure of the company are considered as internal environment of the organization. It is necessary to ensure consistent objectives and functional strategy for the sake of good performance of business. Moreover, marketing function requires different resources including financial, human, and experience resources. Marketing manager should be aware of changes in these resources to make appropriate adjustment to marketing objective and strategies.

Competitors

There is a range of competitors that an organization has to face. So as to deal with competitors, it is necessary for an organization to not only adapt to the target customer's needs but also adapt to its competitor's strategies. Moreover, the marketing manager needs to be aware of four types of competition: brand, product, generic and total budget competitions. Brand competitors are those providing products with similar features at similar prices to the same

target customers, while product competitors offer products with different features, benefits, and price, but in the same product class; generic competitors refer to those who provide different products yet solve the same problem and fulfill the same customer needs as the company's products; last but not least, total budget competitors refer to those who compete for the limited financial resources (Kotler et al. 2005, 118).

Suppliers

Suppliers are individuals and firms that provide resources to organizations so that they can deliver goods and services to customers (Kotler et al. 2005, 115). Supplying process plays a crucial role in business's performance since the shortage or delay of supply activity means disappointing customers and adversely impacting the manufacturing cost. Hence there is a need for inspecting the supplying process to ensure customer satisfaction (Kotler et al. 2008, 65).

Marketing intermediaries

Marketing intermediaries refers to those who support the organization in promoting, selling, and distributing goods, and services to customers (Kotler et al. 2005, 116). Marketing intermediaries are categorized as resellers, distribution firms, marketing service agencies, and financial intermediaries. The marketing manager should recognize the role of intermediaries in contributing to value delivery system of the organization and effectively associate with them to provide the best performance (Kotler et al. 2008, 66).

Customers

There is no doubt that customers are decisive factor for the success of organizations. To best satisfy customer's desires, there is a need of monitoring requirements of customers and anticipating those in the future. In sport industry, membership and swipe cards are commonly used practice to encourage the attendance of customers and reward their loyalty for the sport (Blakey, 2011, 20).

Publics

According to Kotler et al. (2008, 66) publics refer to those who are interested in or affect an organization's ability to achieve its objectives. There are seven types of publics including, government media, citizen-action, financial, general, local, and internal publics. For major publics, marketing should be designed, but for specific publics, attractive and relevant offers should be arranged.

2.3 Target Marketing

Concerning the purpose of marketing, it is said that customers' satisfaction is of great importance for the survival of a certain organization because the goal of such a strategy is to attract customers' interest to particular products or services. The more customers are interested in organizations' products/services, the more successful a marketing strategy is. As Hultén (2007, 266) has stated, considering customers and customer-centric views are vital to understand how markets are developed, maintained and operated. In other words, seeking the target customer market is the essence of a strategic marketing plan that requires a detailed market analysis through three steps including market segmentation, targeting and positioning, which are introduced in the next sections. By the use of market segmentation, marketers have better understanding about consumers' consciousness of the products and services their organization is trying to provide. Accordingly, marketers can classify groups of potential customers, and select the targeted segments. Finally, findings of marketing segmentation are used for developing a marketing mix that creates a particular market position in the minds of the consumers. (Hultén 2007, 266 – 267.)

2.3.1 Market segmentation

To begin a marketing program, classification of potential and current customers based on their market reaction is of the essence for any organizations which want to start running marketing programs. Thus, market segmentation is the first and foremost steps to make such classification.

The term of market segmentation was coined by Wendell in 1956 and it is used "to divide a market into smaller groups of buyers with distinct needs, characteristics, or behaviors who might require separate products or marketing mixes" (Goyat 2011, 48). From his definition, market segmentation is identified as the division of a market into groups of customers who have the similar characteristics or requirements for a certain product or service.

Market segmentation plays an important role in the marketing strategy. It helps organization to select one or more targeted market segments for application of marketing mixes that adapt to particular needs (Goyat 2011, 45). Competition between organizations is increasingly due to technology improvements, higher standards of life quality and higher demand of customers that is seen as a great challenge for organization to attract more customers and satisfy their demands. An effective market segmentation strategy will assist organizations to meet the needs of customers and to ensure the effective use of organizations' resources, and more importantly, they have a greater chance of success to achieve their own marketing objectives. Hultén (2007, 258) suggested that identification of potential customers and differentiation of customer's loyalty and profitability contributes to bringing success to organizations, especially in the highly competitive global economy. He also emphasized the growing importance of building long-term relationships between producers and customers that needs to be based on trust and commitment between both sides.

In order to develop a good marketing and business strategy, it is important to divide the market into homogeneous segments. It is important to understand the wants and needs of these segments and to understand which solutions (whether it are goods, services or other products) that meet these demands. It is imperative to develop marketing strategies that reach the different target segments. It has therefore been argued by Wind and Bell (2007, 222) that the focusing on market segments is necessary to become a customer driven organization, and that it plays an important role in the effective allocation of resources.

As shown in Figure 3, a good marketing strategy starts with the consumer perspective. Who is in this market segment and what do they want or need? The next step is to design the solutions (whether it be goods, services or other products) that are going to satisfy these needs and wants. The next step is to identify the resources, processes and strategies that are needed to effectively implement the proposed solutions.

Figure 3 - Centrality of marketing segmentation (Wind and Bell 2007, 224)

According to Wind and Bell (2007, 226), many firms are not segmenting their markets effectively, or they are not basing their strategies on the (evolving) needs of the customers. Yankelovich and Meer (2006, 125) made a compelling argument to show that segmentation is crucial for success.

According to Wind and Bell (2007, 226), most segmentation efforts fail because they are not executed or implemented in the right way. They argue that the following questions need to be answered to come up with an effective segmentation strategy consisting of "(1) How to segment the market?, (2) What research procedure to use to develop a segmentation strategy?, (3) What segment(s) to target?, (4) How to allocate resources among the segments?, (5) How to implement the segmentation strategy?"

According to Goyat (2011, 46), his framework consists of a number of stages that need to be completed in order to develop a needs-based market segmentation. The main advantage of a needs-based segmentation is that the different segments represent different needs as described in the following figure. This information could be used for a further analysis of differences in customer groups and will then be reflected in the further product strategies of organizations.

Needs-based segmentation	Segment identification	Assess segment attractiveness
Group customers into segments based on similar needs and benefits sought by customer in solving a particular consumption problem	For each needs-based segment, determine which demographics, lifestyles, and usage behaviors make the segment distinct and identifiable	Using predetermined segment attractiveness criteria, determine the overall attractiveness of each segment

Figure 4 - Key steps in a need-based market segmentation process (Goyat 2011, 47)

In the vast body of literature on market segmentation, four types of market segmentations have been identified as the most popular by Kotler et al. (2002, 93 - 150):

- Geographic segmentation – segmentations of markets based on geographic region and other geographic factors such as climate or population density.
- Demographic segmentation – the segmentation of markets by sex, age, family type and size, etc. Demographic segmentation is a fairly coarse method as many people with the same demographic attributes have different beliefs and attitudes (ref).
- Psychographic segmentation – based on different lifestyle variables, such as political affiliation, personality and environmental concern. Psychographic segmentation is seen as a helpful tool to understand why customers by a certain product.
- Behavioural segmentation – the segmentation based on market behavior, such as on what occasion a purchase is made and which benefits the buyer seeks.

The choice which of these types of segmentation is used depends on many factors both related to the product and the company (such as type of product and distribution channels) as well as to the consumers (nature of demand and motivation of customers) (Goyat 2011, 46). In many occasions, several forms of segmentation are combined. For example, psychographic segmentation is often combined with demographic and geographic segmentation.

Table 1 – Segmentation bases (Goyat 2011, 47 – 48)

Segmentation bases	Description	Purpose
Geography	By region (continent, country, state etc.) By area of a city, country etc. By population size By climate	To identify which groups of customer in a specific area where marketers want to attract
Demography	Age, gender, family size, income, occupation, income, education, religion, nationality, ethnicity, social class etc.	To find out the needs, wants, or values of customers
Psychographic	Interests, activities, opinions, values, attitudes	To identify ability to pay of the customers and thereby marketers can offer an affordable products or services for each specific groups
Behavior (actual customer behavior towards products)	Benefit sought, usage rate, brand loyalty, user status, willingness to pay etc.	To find out the approachability

Gunter and Furnham's (1992), Kotler and Armstrong's (2001), and Weinstein's (1994) researches stated that demographic (including socio-economic) factors are one of the most widely used ways of dividing consumers into segments because it is easy for marketers to identify and group customers in terms of their age, gender, income, education etc. (Goyat 2011, 52).

2.3.2 Market targeting

After segmenting the market, one or more groups of customers will be selected for potential target markets. This step is very important because each strategy will suit a certain group of customers that have common characteristics, or needs that facilitates to design adequate marketing messages and approaches.

There are three strategies for selecting target markets including (1) undifferentiated targeting, (2) concentrated targeting, and (3) multi-segment targeting. According to Lamp et al. (2013,

177), undifferentiated targeting considers the market as one whole group with no individual segments, therefore a single marketing strategy should be used. This strategy may be suitable for a market with no or little competition and hence organizations don't need to tailor strategies for different preferences or market segments.

Meanwhile, concentrated targeting focuses on selecting a particular market niche (one segment of a market) for targeting marketing efforts. Through this approach, the needs/wants, motives and satisfaction of that particular market is well understood and organizations benefit from this strategy compete effectively against others.

Lastly, multi-segment targeting is used when organizations want to focus on more than one selected market segments and accordingly, organizations have to develop different marketing strategies for segments. Multi-segment targeting helps organizations to maximize its sale volumes of products, profits, economics of scale in production and marketing. However, organizations have to use more resources to gather information from management, to conduct market researches, to design products, and to implement promotion strategies (Lamp et al. 2013, 177).

Table 2 – A comparison between 3 targeting strategies (Lamp et al. 2013, 179)

Targeting strategy	Advantages	Disadvantages
Undifferentiated targeting	Potential savings on production/marketing costs Company more susceptible to competition	Unimaginative product offerings
Concentrated targeting	Concentration of resources Can better meet the needs of a narrowly defined segment Allows some small firms to better compete with larger firms Strong positioning	Segments too small, or changing Large competitors may market more effectively to niche segment
Multi-segment targeting	Greater financial success Economics of scale in producing/marketing	High costs Cannibalization, which refers to a decrease in sales volumes and revenues, and market share of a specific

		product as a result of the in-troduction of a new product by the same producer

2.3.3 Market positioning

Marketing positioning is the implementation of organizations' targets. This step helps organizations to develop a product and plant its brand image in the minds of consumers. It can also enhance a customer's perception about their experience with that particular product or service. A variety of bases for market position include attribute, price and quality, use or application, product user, product class, competitor, emotion (Lamp et al. 2013, 180).

It is explainable that market position could be influenced according to (1) the level of relevance of a product that fulfill customer benefit, (2) the correlation between price and quality – the higher the product/service price, the higher the quality expected, (3) the level of effectiveness of the product/service as a means of positioning with customers, (4) the target of product user types, (5) the categorization of product types, (6) the level of competition between an organization and its competitors during the process of achieving market position for certain product/service, and (7) customer emotion as the product/service is perceived. (Lamb et al. 2013, 180.)

2.4 The Marketing Mix

Marketing mix is defined as the set of marking tools to achieve the organization is marketing objectives in the target market. These tools are known as the 4P's and the 4C's. The 4P's are Product, Price, Place and Promotion. The 4C's are Customer Solution, Consumer Cost, Convenience and Communication. The concept of the 4C's was coined in 1990 by Lauterborn as a reaction on the 4P's which were too much focused on the producer (inside-out). Lauterborn (1990, 26) argued that the marketing mix should rather be approached from the side of the consumer (outside-in). In line with Lauterborn, Ergen (2011, 2) showed the significance of incorporating consumers' view and approach, when designing the marketing plan and the 4C's in regards to 4P's was introduced.

| The 4P's	The 4C's
Production	Customer solution
Price	Customer cost
Place	Cost convenience
Promotion	Communication
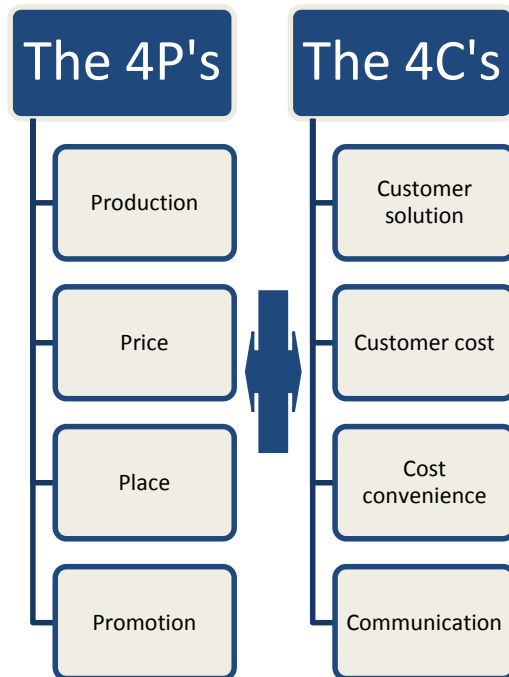
Figure 5 – The 4P's versus 4C's (Ergen 2011)

Product stands for tangible and/or intangible product delivered by a company (Kotler et al. 1999, 55). It could be a person (for example, a trainer), an idea, a service or an experience (Bovée et al. 1995, 35). As of an event, it is apparently a unique experience added up with elements of unpredictability, such as competitiveness of the tournament, or weather. Considering an event as a product, it is a combination of core offerings (for example, basketball game), and extensions (music, atmosphere, halftime show, awards ceremony). (Greenwell et al. 2014, 110.) The Customer solution, on the other hand, aims to satisfy a want or a need from the perspective of the consumer. The dimension focuses on answering the question "What does the consumer need to have his wants or needs met?"

Price can be described as the amount of money that the consumer has to pay in order to become the owner of the product or to enjoy the service. Price has an important influence on the product. An expensive product could be viewed at as a luxury product, whereas cheaper products might be attractive to more consumers (Bovée et al. 1995, 40). Besides, it is considerable that setting a high price might lead to a perspective of high quality that raises customers' expectations towards the product and/or service. As a sport event is an intangible experience, it is intricate to set its price. Marketers are suggested to acknowledge certain aspects, for instance, cost of producing the event, consumer's willing ness to pay, and competitors' price, while considering the event objectives. (Greenwell et al. 2014, 110.) The notion of Consumer

Cost is however broader. This does not only involve monetary costs, but also costs in other terms (such as guilt over spending money) (Lauterborn 1990, 30).

Place refers to the activities that the company undertakes to make the product available to its customers (Kotler et al. 1999, 57). This includes for example the distribution of products, the creation of storage space, etc. (Meffert 1991, 15). Place is also referred to as when and where the event occurs. It is suggested that making the event timely and convenient, in term of location and distribution, for the customer should be emphasized. (Greenwell et al. 2014, 111.) Convenience is more about the ease for consumers to obtain the product.

Promotion could be described as the activities employed by companies to persuade consumers to buy their product (Bovee et al. 1995, Kotler et al. 1999). In the classic sense of the word this means advertisement. Communication is more of a dialogue, communication between the brand and the consumer. This could also be initiated by the consumer. Both of the dimensions refers to the process of "stimulate interest in, awareness of, and ultimately purchase" of a product and/or service, in the case of this paper, the sport event (Greenwell et al. 2014, 111).

Krueger et al. (2003) argued that the 4P's were developed in the time of 'push' marketing. This means that the consumer has to be persuaded to buy a product. The 4C's are more reasoning out of a 'pull' perspective, that it is the main task of the producer to design services or products that meet 'perceived' needs of consumers. In order to meet the needs of consumers, the organization should consider customers' interest and deliver their economical products to them. In addition, organizations should create comfortability for customers. As a final remark, promotion programs for organizations' targeted customers need to be stressed.

2.5 SWOT Analysis

Analyzing company's situation is of great importance in devising a strategic plan to achieve objectives that a company seeks to reach. One of the most popular tools to facilitate this analysis is SWOT which stands for Strengths, Weaknesses, Opportunities and Threats (Pahl & Richter 2007, 4). SWOT analysis offers a range of benefits including simplicity, lower costs, flexibility, integration and synthesis, and collaboration (Ferrel & Hartline 2012, 122).

SWOT analysis involves both external and internal environment analysis. In particular, the analysis of the external environment relates to identifying opportunities and threats of macro-environment forces and micro-environment actors. Marketing opportunities are favorable occasions or situations boosting business's performance and competitive advantages in the market. Sound membership base, committed coaching staff, qualified management staff are examples of opportunities of sport organization. The more a company's strengths matches with success requirements for target market and exceed its competitor's strengths, the higher its success probability is. Threats are unfavorable conditions in the environment that have adverse impacts on performance of business or achievement of its goals. For example, poor training facilities, inadequate sponsorship, and weak financial position represent threats (Smith 2008, 55-56).

So as to take advantage of external opportunities, it is necessary for a business to undertake internal environment analysis to evaluate its strengths and weaknesses in terms of marketing, finance, manufacture, and organization. Strengths can come from resource, skill and special capabilities relative to competitor that represent competitive advantages of a business in the market. Market dominance, brand reputation, good customer relation and so on can be sources of strengths. As opposed to strengths, weaknesses represent limitation or inadequacy in resources, skill and capabilities that hinder performance of business. Factor like insufficiency in financial resource and marketing skills constitutes weaknesses (Kotler 2002, 47).

According to Stapleton and Thomas (1998, 79), SWOT analysis should be utilized by business to make best use of strengths to exploit opportunities, minimize and convert weaknesses to strengths, and ward off and turn threats into opportunities. This could be clearly demonstrated in Figure 4 as follows.
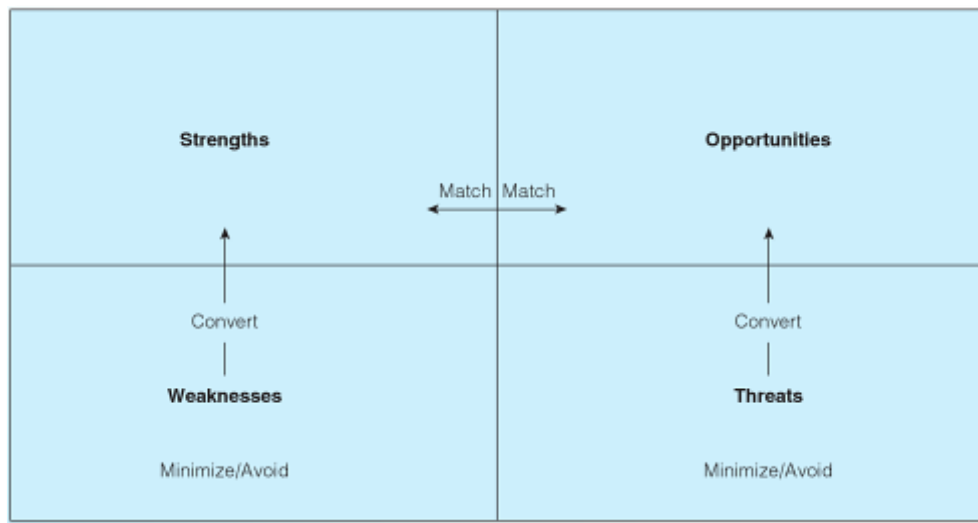
Figure 6. SWOT matrix (Ferrel & Hartline 2014, 96)

2.6 Event Promotion

As seen as one of the influential elements of the marketing mix, event promotion enables the activities of creating demands that result in attendance, participation, sales, and/or other revenue that are consistent with the overall event objectives. Besides, it is essential to set objective for each promotion campaign that reflects the marketers' goals through the programs. Throughout the campaign, messages focus on the need of target market according to the type of event are going to be developed and delivered via selected communication tools, namely advertising, sales promotion, social media so on and so forth, or via an integrated marketing communication approach. (Greenwell et al. 2014, 111 – 112.)

Within this paper, communication tools are going to be categorized as traditional and nontraditional media. Those that are recognized as traditional channel include advertising, publicity, sales promotion, direct sales, and word of mouth, while nontraditional approach involves social networks and media.

Advertising

One of the most familiar promotion approaches is advertising, which normally is regarded as advertisement in newspaper, television commercial, billboard, and/or a variety media channels. Thanks to the development of technology, an expansive choice of advertising communication tools become available to marketers and their audience. It is believed that advertising on social media and the internet is one of the most convenient means of reaching younger market rather than traditional newspaper advertising. Briefly, distributing event promotion messages is commonly executed through electronic media (television, websites, and mobile devices), print media (newspapers, magazines, and newsletters), and outdoor media (billboards, buses, posters, and fliers). Besides, it is critical that the most appropriate communication channels is carefully chosen regarding the target market and financial resources. (Greenwell et al. 2014, 112.)

Publicity

Publicity concerns issuing appealing positive story relevant to the event to effectively and credibly generate customer attention while lowering promotion costs. It is believed that publicity "motivates public imagination and brings life to athletes and rivalries". Stories ideas that are newsworthy should be generated constantly and released to the press. Examples of successful ideas are usually rivalries between athletes, records being broken, or appealing stories about spectaculars players. There are cases that use planned activities to create publicity such as the 2005 WWE with a market mall tour that come along with interactive display and the chance to meet with some famous WWE athletes. Celebrities can help generate additional publicity as well. (Greenwell et al. 2014, 113.)

Sales promotions

Sales promotions are techniques that help engage the consumers through reduced-price or value-added incentives. Depending on the customer profile, different methods should be used, for example if the target market is more sensitive to price, price reduction should be applied. However if the customers prefer value, methods such as premium giveaway, special attraction or theme nights should be applied. (Greenwell et al. 2014, 113.)

Direct sales

Direct sales are basic interaction to generate sales between the event and the target customers. Direct sales incorporate techniques such as personal selling, direct mail/e-mail or telemarketing that aim to push bulk products such as season tickets, premium seats or sponsorship. Direct selling requires a list of leads that can eventually turn into buyers. Therefore, choosing and targeting the right segment of market is crucial for these activities. Less-expensive methods includes using volunteers, sponsors or the Internet to generate sales. (Greenwell et al. 2014, 114.)

Word of mouth

Word of mouth techniques are designed to connect with difficult target customers that are hard-to-reach or hard-to-influence (Greenwell and Andrew, 2007). Methods that are usually used consist of getting other organization's members to talk about the event; providing benefit for existing customers to refer and enlist new customers or giving out coupons, gifts to their friends. In addition, event organizers nowadays can use buzz marketing, blogs or social media to generate word of mouth. (Greenwell et al. 2014, 114.)

Social media

Social media has become more widely used by sporting events since they allow instant and direct connection with fans. The communication created by social media is "more user driven and community oriented" (Greenwell et al. 2014, 114).

Attracting spectators

Attracting spectators to a sport events required understanding of their specific needs and wants from that particular event (Solomon, 2002). Instead of roughly describe a sport event which might sounds unattractive, unique characteristics of that game should be provide to the spectators. Some factors that attribute to the attractiveness of a sporting event for college students are: popularity of the sport, attractiveness of teams and players, offerings and promotions, pregame and in-game entertainment, convenience and accessibility, facility quality

and cost (Ferreira and Armstrong, 2004). There are also researchers (Mullin, Hardy, and Sutton, 2007) indicates that level of excitement, price, proximity to action, level of performance, authenticity, affiliation and socialization are crucial trait of an event to differentiate itself from others. It is the event organizer's role to notice what attribute of an event that attract consumers and what make it different from other options. In addition, fan motivation should also be considered. Each sport can have different characteristics regarding motivation such as team sport versus individual, aggressive versus nonaggressive or stylistic versus non-stylistic sports. Five core motivations for sport fans are socialization, performance, excitement, esteem and diversion. (Greenwell et al. 2014, 115).

Attracting participants

Event marketers need to ask themselves two questions to attract participants: What do they want from the event and what make it worth participating compared to other events? The type of event also affect what the participants want and what should the organizer do to gain their interest. For example, event planners are encouraged to look at their event as a whole and focus on the athlete's entire experience. Events should be participant-friendly, athlete-oriented and extra touch such as accommodation, transportation, scheduling to parties, extra activities also contribute to an unforgettable experience. There are several tips for being a good host:

- Thank the athletes for participating, a special offer should be included.
- Send reminder, notice about the event beforehand.
- Poster, billboards to welcome the athletes.
- Have friendly staff to greet guests.
- Have the staff members trained to answer to visitors' questions.
- Have a fancy goodbye ceremony to show your appreciation. (Greenwell et al. 2014, 115).

Branding the event

Branding the event including several identifiers such as names, symbols, slogans or logo. A brand makes the customers aware of the products' popularity and quality. When branding an event, the main goal should evolves around the event to the point that consumers react by the

mention of the event's name. Moreover, the event's value should get through to people to make them think the event as unique compared to its competitors. NASCAR has been utilizing this method very effectively which connect the sport itself with the target customers and has successfully generated a loyal fan base. A strong, memorable name can improve the image of an event since the name is the most mentioned aspect of a brand. Moreover, by creating an exclusive experience for the participants and fan, the brand will receive more recognition and longevity. (Greenwell et al. 2014, 117.)

Electronic event marketing

Electronic marketing is a must and very important aspect for event marketers. Tool such as website, e-mail, social media are what organizer need to utilize. First, a website that cover most information about the event should be established. The website also acts as a branding tool and should be given enough contribution in order to attract consumers and market the event. Event organizers can outsource the website development task if it is more cost-effective. (Greenwell et al. 2014, 117.)

There are some keys for a good event website such as a memorable and marketable URL, user friendly as well as exclusive and interesting content. With the help of technology, website can be used to target specific customers within a niche to sell more such as what the Los Angeles Lakers did with their premium seats. Email-marketing is also a great way to interact with opted-in customers by sending updated information, promotion that keep consumers informed and urge them to buy or share the event with their contacts. (Greenwell et al. 2014, 117.)

Creating community support

Creating community support is a good way to promote the event, get media attention and enlarge the fan base. Organizations such as local sport commissions, conventions, hotels, restaurants are good example of partners since they have the network and manpower to promote the events and that they can benefit from doing so. Advisory boards that made up of local leaders can be summoned to consult event organizers with their networking, raising awareness with the local community. There also host committees that assists with on-location support for the event. (Greenwell et al. 2014, 118.)

3 RESEARCH METHODOLOGIES

This thesis aims to conduct researches that provide insight on the expansion of Run and Shoottournament into the Hanoi market, and to develop a practical marketing plan which will be implemented to promote the tournament to its target market. In particular, the thesis focuses on investigating basketball players' characteristics, demands and opinions about a basketball tournament. To achieve these objectives, two research methods were adopted: quantitative as a primary approach and then secondary approaches using data from other studies.

3.1 Quantitative Research Method

In this study, survey research method is applied to collect information about characteristics, demands and opinions of target customer market. This type of research is undertaken to gather descriptive information about market potential and customers' attitude and behaviors (Kotler 2013, 129-134). Taylor (2005, 91) also emphasizes the importance of quantitative research for its valid and objective description of result. In addition quantitative research avoids biases in analyzing and interpreting data, and minimizes involvement of personal contact during the research.

3.2 Data Collection Process

This section illustrates the process of collecting desired information through secondary data and a questionnaire. Besides, it also reflects the preciseness of the research results.

3.2.1 Questionnaire

In this survey a target customer's designed questionnaire (Appendix 1) was designed to collect empirical data. The questionnaire consists of 13 questions, divided into four parts. The first part (question 1 – 3) investigates respondents' demographic information including gender, age and occupation. The two next questions in the second part reveal behaviors and attitudes of

respondents towards playing basketball. In the next part, five questions from 6 to 10 are designed to gather information about opinions of respondents about basketball tournament. Finally, the three last questions are dedicated to Run and Shoot tournament. The questionnaire is designed for the convenience of respondents with almost all of questions are designed as multiple choice questions and 2 out of 13 are rating categories. Due to the distance between Finland and targeted market, online survey was employed. Questionnaires designed on Qualtrics tool were spread via Facebook. During one week the researcher achieved 145 responses out of 300 reached individuals.

3.2.2 Secondary data

In addition to primary data, secondary research plays a vital role in this thesis, forming a theoretical basis for the study. The thesis is mainly inspired from marketing theories of Philip Kotler relating to target customers, marketing mix, managing the marketing effort, and marketing environment. Besides, related studies on sport marketing of other authors were also reviewed such as Hultén (2007), Goyat (2011), Wind and Bell (2007), Ergen (2011), and Stapleton and Thomas (1998).

3.2.3 Reliability and Validity

Reliability and validity essentially affect the effectiveness of the research. According to Joppe (2000), reliability is defined as 'an accurate representation of the total population under study' while a reliable research is the one that capable to produce consistent result under the same methodology. A validate quantitative research should provide results that are truthful and answer to the original objectives.

The process of data collection was reflected to evaluate the reliability and validity of this thesis work. The questionnaires were designed by the researcher as well as the correction and suggestions of the supervisors to produce the most suitable questions and logical survey structures. Due to the method of survey distribution, the survey reached a large number of respondents, yet only nearly 50 percent of the reached population were interested in the idea and the survey. The survey result should have been more conclusive provided that the number

of valid answers were greater, and the numbers of answer collected from every questions were alike. After concluding the survey, the data were clarified and analyzed deductively.

4 EMPIRICAL PART AND RECOMMENDATION

This chapter firstly presents the market environment in Hanoi and provides basic information and analysis of the tournament. Then, the analysis of survey results on the basketball tournament is illustrated. According to the findings, an overview of the market regarding its external characteristics and the competences of the tournament itself will be provided. Besides, in accordance with the following data and analyses, recommendations will be discussed.

4.1 Market Overview

Hanoi is the capital and the second largest city with surface area of 3,345 square kilometers locates in northern area of Vietnam. It is the combination of total 29 districts locates in the Red River Delta, together with other ten cities and towns.

4.1.1 Macro-environment

Demographic trends

During the last quarter of the year of 2013, Vietnam population reached 90 million people according to the General Office for Population Family Planning (TuoitreNews 2013). Within the period of 2009 – 2013, the population increased by mostly four million people from approximately 85.8 million people in 2009 to roughly 90 million in 2013 (GSO 2013).

In 2009, a project was conducted to predict the growth rate of Vietnam population in the next two five-year periods of time, which were the year of 2014 and 2019. It was foreseen that at April 1st 2014, the population would reach 90.7 million people, advanced by 4.49 percent compared to the same period in 2009; and would exceed 94.6 million people in 2019, increased by 4.38 percent compared to 2014. (General Office for Population Family Planning 2011.) It is able to conclude that the population would retain arising yet at a slower pace from years to years.

After being merged with Ha Tay province in 2008, Hanoi's total population in 2009 was approximately 6.44 million, of which more than 4.29 million are over 15 years old, and exceed 6.8 million people in 2012 (GSO 2013 and GOPFP 2013). This represents a large number of young people in Hanoi. According to GOPFP (2013), about 25 percent of them are students studying in 214 high schools, 27 colleges, 69 universities and other institutions in Hanoi (GSO 2010).

It is claimed that besides gaining benefits in different aspects, such as the increasing number of young and high quality human resources, the merge's consequences resulted in the press of socio-economic, urban development, hospitals and school overload, population control, quality of family planning and health care service (TuoitreNews 2013). Besides, gender ratio of the city population was imbalance as it was recorded that there were 116 boys over every 100 girls were born. In order to be able to control the population growth rate, the local authorities attempted to lower the gender ratio under 116/100, enhance the living standards by undertaking action in administering physical, mental, and spiritual features, as well as assuring proper birth rates, and enforcing the two-child policy. (Hanoitimes 2012.)

Economic trends

According to Breu et al. (2012), Vietnam's annual output was contributed by nearly 40 percent of industrial, 40 percent of service sectors, and roughly 20 percent of agriculture. Over the past few years, Vietnam's GDP persistently grew from $106.01 billion in 2009 to almost 171.39 billion in 2013, yet at a low annual growth rate – 5 to 6 percent (The World Bank). According to the CIA record (2013), the foreign direct investment (FDI) inflow dropped by 4.5 percent to $10.5 billion in 2012. Besides, the inflation rate in the same year was 9.1 percent, decreased from 18.7 percent in 2011.

Recently, it was reported that the GDP growth rate of the first quarter of 2015 reached 6.03 percent, highly exceeded previous forecasts (which was 5.5 to 5.6 percent), and was the first quarter with the highest growth rate during the past seven years, since 2008. Concerning the same period of time in 2014, GDP growth rate was only 5.06 percent. Comparing to the same periods of previous years, industry and construction rose 8.35 percent and greatly contributed to the development of the economy; service rose 5.82 percent; and agriculture, forestry and

fishery rose 2.14 percent. Within the same quarter, the economy was comprised by 12.35 percent of agriculture, forestry and fishery, 34.8 percent of industry and construction, and 42.23 percent of service sectors. It is envisioned that the annual GDP growth rate of 2015 could potentially hit 6.4 percent if right decisions could be made. (CafeF 2015.)

After merging with Ha Tay province, Hanoi contributes around ten percent to GDP of the country. The economic growth rate is 1.5 times higher than that of the nation as a whole. The income of people in Hanoi increased by 160 percent between 2008 and 2012 (Nguoi Lao Dong 2013). In near future, GDP growth rate of Hanoi is predicted to approximately reach 12 to 13 percent per year. It is estimated that by the end of 2015, the service sector makes up nearly 54 to 55 percent of the economy. Industry and construction will account for roughly 41 to 42 percent and agriculture, forestry and fishery will account for around three to five percent of the total economy. (Thu Vien Phap Luat 2011.)

According to the report of the General Statistic Office of Hanoi (2015), till March 20th 2015, Gross Regional Domestic Product (GRDP) growth rate of the first quarter achieved 7.6 percent. It is recorded that the Index of Industrial Production (IIP) increased by 7.7 percent compared to the same period of the previous year, while the Social Investment increased by 9.5 percent, domestic trade rose by 11.9 percent, and foreign trade grew by 4.3 percent. (General Statistic Office of Hanoi 2015.)

Natural trends

Located in the South East Asia, Vietnam's climate is a split between tropical in the south and monsoonal in the north with two distinctive seasons: rainy and warm season and dry season. Vietnam possesses a considerable amount of natural resources ranging from phosphates, coal, bauxite as well as offshore oil and gas deposits, etc. (CIA 2013.) Base on the region's topography, climate and resources, prediction on settlement sites and each area's customs and practices can be made. Natural threats such as flooding can be experienced in Vietnam from May to January each year in some places like the Mekong River delta. Moreover, the country is facing with deforestation, soil degradation which are results from water pollution, threaten marine life populations, slash-and-burn agricultural practices, growing industrialization and population migration in Hanoi and Ho Chi Minh city. (CIA 2013.)

Hanoi resided in a critical location with total area of 3300 square kilometers and several type of landscape like delta, semi-mountainous and mountainous along with a wide range of flora and fauna ecosystems. There are some big rivers near the city that supports trading with other cities. Transportations systems which connect Hanoi with others cities are motorways, railways and airways. (Dang Cong San Viet Nam 2010.) The city's climate is monsoonal which means it is hot and rainy in the summer but cold and dry in the winter. Compared to southern areas, Hanoi suffers from much colder winter. From June to October each year, the city experience extreme fool-tides that cost both life and property. Besides, extreme rate of industrialised development gradually increase the amount of water, air and soil pollution. In general, the development of infrastructure does not meet the requirement of population and urbanization growth and the needs of environmental services. (VietnamPlus 2012.)

Technological trends

In 2007, the government established the Ministry of Information and Communication. In a few year before 2011, ICT has contributed a considerable amount of GDP annually. The software and digital content industry earned over $2 billion while hardware and telecommunications have a turnover of $5.6 billion and $9.4 billion respectively. The total revenue of the telecom and IT industry in 2010 was $17 billion which is 19 times higher than in 2000. There are also 3.7 million broadband Internet subscribers and 126 million telephone subscribers at the end of 2010. Vietnam has one of the highest numbers of Internet users. Computers and laptops appear in 14.76 percent of households while 12.84 percent have Internet. ICT has significant roles in many public services like distance education, e-library or many industries like constructions, mechanics, textiles, etc. (National Steering Committee on ICT - NSCICT 2011, 15- 17.)

The number of Internet users in Vietnam was nearly 30 million as of July 1st 2014 which accounted for about 43 percent of the population one that given date (Internet Live Stats).

According to Akamai, Vietnam is in the bottom of Internet speed compared to other countries in the Asia-Pacific region. The average Internet speed was 2.5 Mbps while the highest speeds recorded topped at 16.6 Mbps. The average and highest speed were increased by 22 percent and 38 percent compared to the previous year, respectively. Vietnam also has the

least number of broadband Internet users with less than one percent. Mobile Internet connection in Vietnam was among the bottom with an average speed of 1.1 Mbps and peaks at 7.9 Mbps. (VietnamNet 2015.)

Political trends

The development of sport activities is encouraged in order to improve the overall health, condition and shape of Vietnamese citizens as well as richen the spiritual life while enhancing foreign relationship and understanding between countries for the need of the country. Besides, budget and land are provided to build infrastructure, spot and educate sport talents as well as develop the technology needed to improve sport quality and bring some sports to the global level. The government also encourages every organizations and individuals to take part in sport activities or establish sport facilities to fulfill the need of the consumers. Both government-owned and private sport facilities are ensured to receive the same treatment regarding taxation and other benefits. (Web Portal of Legal Documents 2006.)

Cultural trends

As capital city of Vietnam, Hanoi is characterized with a great number of entertainment facilities. Moreover, with the number of young people as mentioned above, this city is known for its diversity in entertainment trends. Investigating the entertainment trend of young people in Vietnam, Cao Phuong Thuy (2012) conducted a survey in which young people are divided into two groups, including full-time employees and students. The study of Cao Phuong Thuy (2012) divides entertainment activities into two forms: passive and active activities. The study showed that the youth is more interested in passive entertainment (3.2/4 points) than active entertainment (2.6/4 point). Furthermore, there are differences in entertainment trend between the youth groups at various ages, as well as between youth in different cities. Particularly, people are less inclined to involve in active entertainment activities when they get older. Moreover, in the big cities such as Hanoi and Ho Chi Minh City, the demand for entertainment is higher than other provinces and cities.

In Vietnam, basketball was played for the first time in 1936 in Gia Dinh (Ho Chi Minh City now). After 1954, basketball was also played in Soc Trang, Can Tho, Da Nang and Da Lat as a type of entertainment for authorities, rich people and foreigners. However, due to political

instability, basketball was not played for some time in Vietnam. Then, the American soldiers brought basketball back to Vietnam. In the 1960s – 1970s, the Vietnam basketball team took part in basketball competitions in Asia, with teams of both men and women (Bong Ro Vietnam). The Vietnam Basketball Federation was established in 1962 and officially joined the International Basketball Federation (FIBA) in 1992 (Ministry of Culture, Sport, and Tourism 2006). This could be seen as a milestone in the development of basketball. Recently, basketball has become more popular and also attractive especially for students. Since it helps students improve skill, enhance social relationship and improve health (Bong Ro Vietnam). In 2015, there was 63 teams that participated in the annual high school basketball tournament compared to around 30 teams of previous years (Bongrohanoi).

Competitive trends

Under the support of the Vietnam Basketball Federation and Ministry of Culture, Sports, and Tourism, basketball has developed considerably in Vietnam, especially in the two biggest cities, Ho Chi Minh City and Hanoi. Particularly in Hanoi, there are five competitions and/or tournaments which are held annually. The competitions are organized systematically in regard to, for instance, the age of players. (Bongrohanoi.) Considering that all the tournaments or competitions require deposit or some participation fees, it is possible to conclude that switching cost is apparently low. It is very likely that good players would participate in as many tournaments as possible. Yet, by acknowledging the fact that the existing tournaments have been held for more than ten years, they possess an infrangible reputation foundation and position in the market. Additionally, Hanoi basketball players also have other options, such as club practices, and friendly matches between clubs.

 At the moment, according to an active basketball player in Hanoi, there are around 30 to 40 basketball courts accessible to all the players in the city. The courts are located in high schools and universities yards and/or sport complexes as well as local playground. Besides, they are also resided scattered in various residential areas around the city. It is apparently that target customers have several choices, as substitutes, when deciding place and time to play basketball.

Besides, it is probable to acknowledge other options of leisure or entertainment as threats of substitute concerning Run and Shoot's competition. Target customers might find playing

video games, especially basketball video games, or watching professional matches, more interesting than attending in a tournament. Additionally, other activities might distract target customers, for instance, hanging out at coffee places or movie theaters.

Concerning the current situation of the competition, it is unlikely that many new entrants would enter the market. Furthermore, initial capital investment could be an intimidator for new entrants. Yet, the threat of competing with new entrants still exist, and that Run and Shoot should well prepare for the competition with them.

Since customers have different choices involving direct competitors and substitutes, though there are not many of them, and that the so-called switching costs are considered as low, the threat of buyer bargaining power might be seen as fairly high. However, none of other tournament required fee for a single game like Run and Shoot, it can be difficult to make them pay to participate at first without any promotion. Yet, taking into account of the early success of Run and Shoot in Ho Chi Minh City market, and the positive attitude of target customers in Hanoi market towards the tournament, it is possible that during the introductory period, the threat might be slightly lower.

There are different varieties of suppliers such as facility suppliers, basketball clothes and accessory suppliers. Averagely, price difference is not too high comparing among satisfactory quality courts, therefore switching cost is low. Besides, as mentioned, there is a broad number of courts available around the city so that the option is not very limited. Moreover, since the number of basketball clothes, and facility and accessory suppliers is immense, the competition among them is fierce, which results in low supplier bargaining power.

Briefly, the sport market in Hanoi is vivid to some extent. The rivalry among existing competitors is challenging considering their stable position. Threat of new entrant is not so high but should be cautiously acknowledged. Likewise, competition with substitute products should also be aware. Last but not least, customers possess great power while suppliers' is weak within the market.

4.1.2 Micro-environment

Competitors

In Hanoi there are Youth and Senior Basketball Tournaments for those club's members that are under 19 and over 30 years old respectively. There is another one without an age-limit namely the Amateur Basketball Tournament where teams compete with their best line-ups. Usually, the contests are arranged in a short period of time (for two weeks to a month) at the beginning of summer breaks. The biggest and the most awaited tournament in Hanoi is the Hanoi Basketball League (HBL) where players of all ages are welcome every year at the end of summer breaks to compete against each other for a whole season. Besides, Vietnam University Games (VUG), which is a combination of different sports and artistic activities, is nationally organized every year for university students. The tournament's target audience are apparently those who are engaged in university educations. However, they discontinued their basketball tournaments since 2014. Last but not least, there is the Cool Air's U-17 basketball tournaments for players under 17 from all around the countries but there was not any activity from them the last season. Additionally, basketball players could choose to attend their club practices or pick-up games instead of participate in the tournament. (Bong Ro Vietnam.)

Suppliers

As mentioned, there are different groups of suppliers: facility suppliers, clothes and accessory suppliers. Spalding and Dong Luc Group.

Facility suppliers consists of universities, high school or sport complex that have a basketball court available for renting. Each facility has a janitor that can be contacted for discussing renting schedule or prices. The fee for one hour ranges from 100,000 VND to 300,000 VND (approximately five to 15 euro) depend on the type of court (cement, wood, etc.) and the time rented (night time is more expensive due to electricity fees).

There is a considerable number of private clothing and accessories suppliers in Hanoi and Vietnam that either import foreign goods or produce custom clothes for basketball players. Most of them are small store that market themselves on social networks such as forums, trading websites or Facebook. However, there are some exceptions such as Spalding Vietnam or

Dong Luc. Spalding – the biggest basketball brand worldwide, is currently being distributed in Vietnam by CMTD Sports Co. LTD (SpaldingVN). Spalding in Vietnam has been sponsoring some basketball activities such as JrNBA (JrNBA) this month in both Hochiminh and Hanoi. They are also providing clothing for Hidden Dragon, an amateur basketball team in Hanoi which won the 2013 HBL championship and the last amateur basketball tournament. Dong Luc Group is a veteran in the sport equipments industry in Vietnam and is currently the biggest sponsor for the 2015 Hanoi Basketball League. (Bongrohanoi.)

Marketing intermediaries

Concerning the growth rate of Internet user in Hanoi, the most efficient channel is social media, especially via Facebook and forums. It is suggested that, implementing Internet marketing could be a cost efficient solution to promote the tournament. It is recorded that until May 2014, there were 25 million Vietnamese Facebook accounts had been registered in order to keep contact with friends and relatives, and share experiences and market products and/or services (VietnamNet 2014).

Run and Shoot have been actively promote themselves via Facebook and their own website for national basketball players namely Bong Ro Vietnam. The forum and the tournament currently have 32000 followers and 8400 followers on Facebook, respectively. The tournament should continuously develop their promoting campaign on Facebook and the website, yet take into account other marketing intermediaries, such as via Youtube advertising, sponsorship, magazines target to teenagers and students, outdoor banners or even television documents.

Additionally, Run and Shoot can partner with other marketing intermediaries in the futures such as gift cards distributors or Groupon-type of websites.

Customers

Demographically, age of the target customer is identified within the range of 15 to 30 years old those who live in Hanoi metropolitan and suburban areas, and are engaging in high school and higher educations, and full-time employments. The target customers are expected to share great interest in basketball in general and playing basketball in particular. These customers are

also considered to be active on social media networks. Considering the fact that the majority of target customer consists of students, they are not expected to possess any certain amount of income yet, which mean they are still depend financially on their families. This can be a problem since Run and Shoot required participating fees upfront.

4.2 Run and Shoot Tournament

Run and Shoot tournament was first introduced in 2012 as part of the project "Toward one million Vietnamese playing basketball" which aims to develop a competitive tournament for basketball players. The strategy of the tournament is to attract young people to play basketball and will reach one million basketball players in 2025. The tournament was launched in Ho Chi Minh City. To participate in Run and Shoot tournament, player must have an account on website www.bongrovietnam.com, which is the official website of Vietnam Basketball Forum. The players can register to play as a team or get put into a random team. The registration for a match is done by logging into the forum, messaging the Facebook fan page, or by SMS. Each game cost one player 30,000 VND for an outdoor match to 40,000 VND for an indoor match. The number of players in a team is limited from five to twelve people. Each match includes two 15-minute halves, a 2-minute half time break and only one 20-second timeout for each team compared to four 10-minute quarters with longer breaks and timeout of an official game. In the tournament a ranking system is used to record in-game statistics of the players (See Figure 7). This system is based on FIBA's standard and allows players to track and improve their efficiency as well as understand their strength and weakness regarding the position they play in. Players can also level-up if they have good statistics (points, efficiency, wins). When a player reach a new milestone (level 5, level 7, level 10, level 12, etc), they are awarded with gifts as money and (or) other items of the same value. Customers can also borrow jerseys from the organizers for their team and their match will be photographed and recorded for future references or sharing with friends. This tournament applied five player regulations which were issued in 2010 by Committee of Physical Training and Sports.
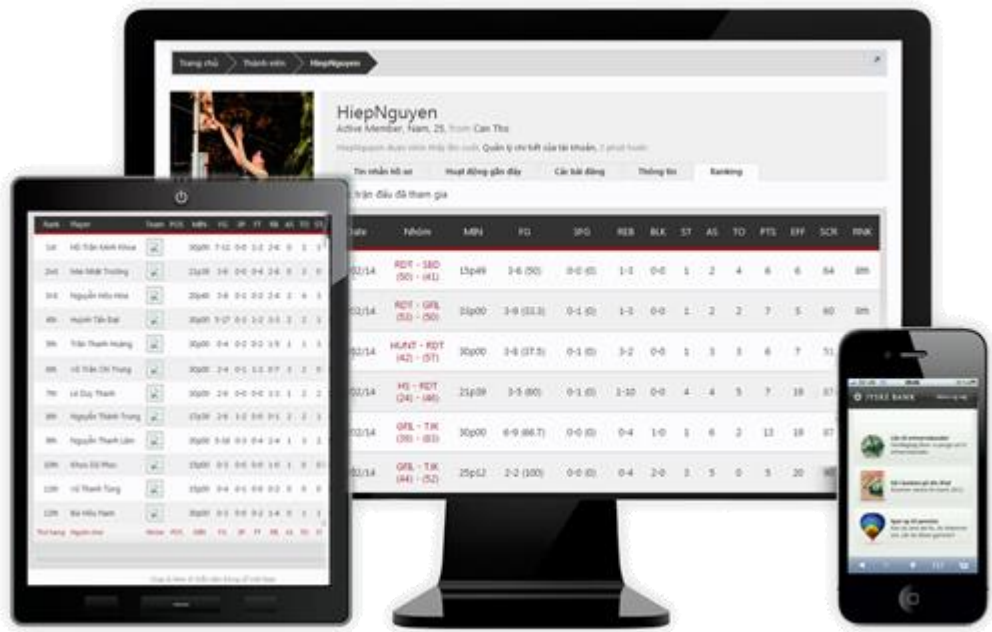
Figure 7. Score and ranking system of Run and Shoot (Bong Ro Vietnam)

4.2.1 SWOT analysis

It is essential to analyze the strengths and weaknesses of the tournament before organizing such a tournament. Indeed, Run and Shoot tournament provides a chance to play basketball for multiple levels with modern ranking system to record statistics of each player. Thus, many players who joined the tournament in Ho Chi Minh City can enjoy the game as everything was prepared by the organizer and look back at their stats for reference. Therefore, the tournament is promising to bring satisfaction to players in Hanoi. Since Run and Shoot tournament has been running in Ho Chi Minh City for more than one year, its reputation has already been established within the basketball community. Moreover, the registration process is fairly simple which help attracting customers. A player just needs an account on the website and send a text message to the hotline to arrange a place in the competition. The players only need to come on time to pay the fee and wait for their turn since everything else has been done by the organizers, they do not even need to bring their jerseys since they can easily borrowed it. Moreover, every game is shorter than a regular match which enhance the pace of each game and ensure that the players are not exhausted if they only have 5 people in their team. Players can also expect to have extra services such as photographing, video recording. Money prizes

are given to everyone as he/she levels up act as a key factor that encourages customers to play as many times as possible.

However a weakness of the tournament is the limitation of location. The organizer have to depend on the court that they can rent to run the matches. The players that live far away need to travel or have to wait until the event is held at a closer location. Moreover, the number of game in one day is limited while each team can play up to two games which means on crowded days many people are not able to participate. Besides, due to the differences in level between various teams in the tournament, the games can become uninteresting to watch or even play in.

Hanoi is a promising market with rising population, growing economic and young people's positive attitude toward basketball. One opportunity for Run and Shoot tournament in Hanoi is that there are a lot of students in universities, colleges and high school located in Hanoi who are interested in basketball. However, a competitive environment with existing competitions as well as new tournament is a challenge for Run and Shoot. Particularly, Run and Shoot face competition with the existing basketball tournaments for amateur clubs as well as school, universities located in Hanoi. Furthermore, the weather is another factor that directly impacts the tournaments. Compared to Ho Chi Minh, Hanoi has a cold season in winter which might discourage the players from playing. The organization team has no control over this factor while hiring an indoor court is more expensive than an outdoor one. Although it is possible to play outdoors in winter, the day also last shorter which mean renting fees can be much higher due to elevated electricity cost. The organizer should consider these factors to not let increased cost become a problem. Because of the same reason, the different tournament should contact more indoor stadium while well-quality stadiums are limited and expensive in Hanoi. Hence, this create more pressure on the organization team and required good risk-management skill to deal with unexpected circumstances.

Although the tournament must deal with these challenges, Run and Shoot still provides an interesting playground for basketball players. For the youth, it is a good opportunity to play basketball and improve their basketball skill through participating in organized games instead of pick-up game with no referees and no statistic tracking. give them the chance to play more and log their improvement in a fun and exciting way. For the more matured players, the tournament can be good practice and save them from the hassle of renting a court, calling up players for a game. Experienced players can use the system to find worthy opponents and

utilize the ranking system to understand his/her strengths and drawbacks. In the future, when basketball becomes more popular, Run and Shoot could expand to other areas. The organization team would connect with universities, high schools as well as other basketball organizations fulfill the objective of reaching one million basketball players in Vietnam.

4.3 Customer Analysis

4.3.1 Targeted customer

Run and Shoot started in 2013 in Ho Chi Minh City. After one year, Run and Shoot attracted 264 players in the tournament. Most of them come from high schools, universities and colleges. Based on the strategy of Run and Shoot tournament, the targeted customers are young people, especially students. Before running the tournament in Hanoi, the administration staff held a survey to collect players' feedback and market information, which could be used in the development of a marketing plan. The survey was an online survey and was filled in by 145 people, of which 122 were men and 23 were women.

The target customers of the tournament are people between 15 to 30 years old that are studying in high school, colleges, universities and working as full-time employees. All of them are interested in either watching or playing basketball. The following section presents and discusses on the results of survey.

4.3.2 Result and interpretation

In order to segment the customer market for Run and Shoot tournament in Hanoi, the following information was collected in the survey: age, gender, occupation and frequency of playing basketball.
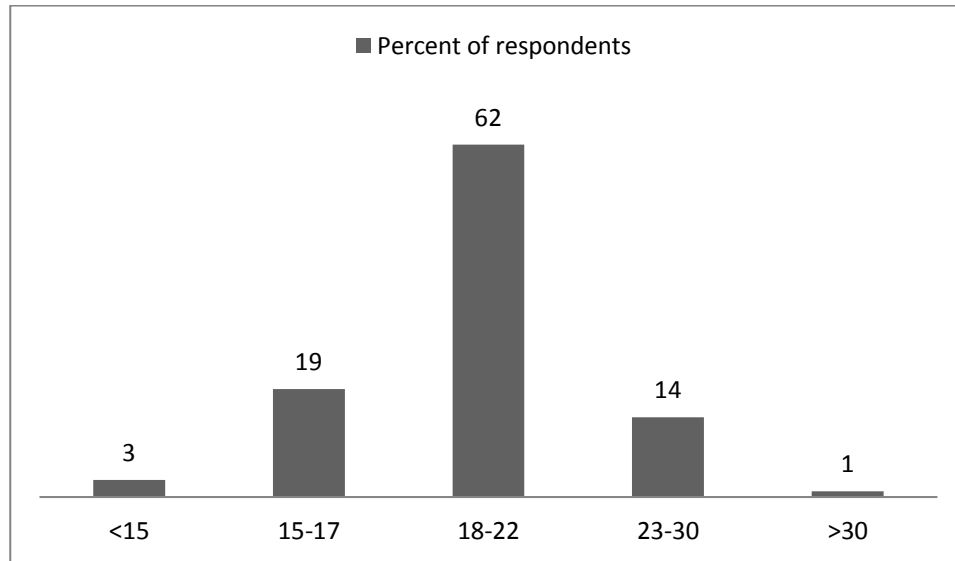
Figure 8. Age statistic of the target customer (n=145)

The age of the samples majorly ranged from 18 to 22 years old.
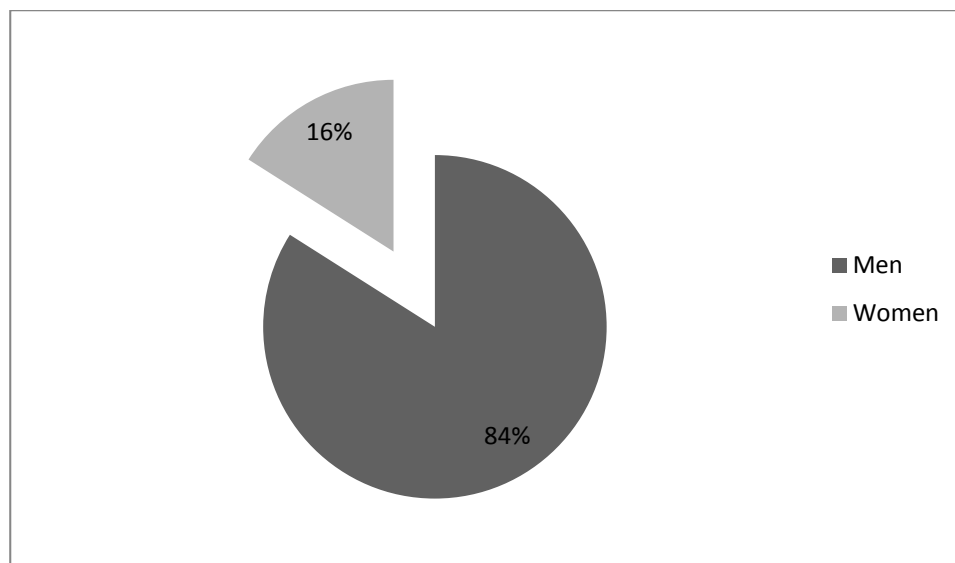
Figure 9. Gender of the target customer (n=145)

There are 84 percent of respondents are male while 16 percent are female.
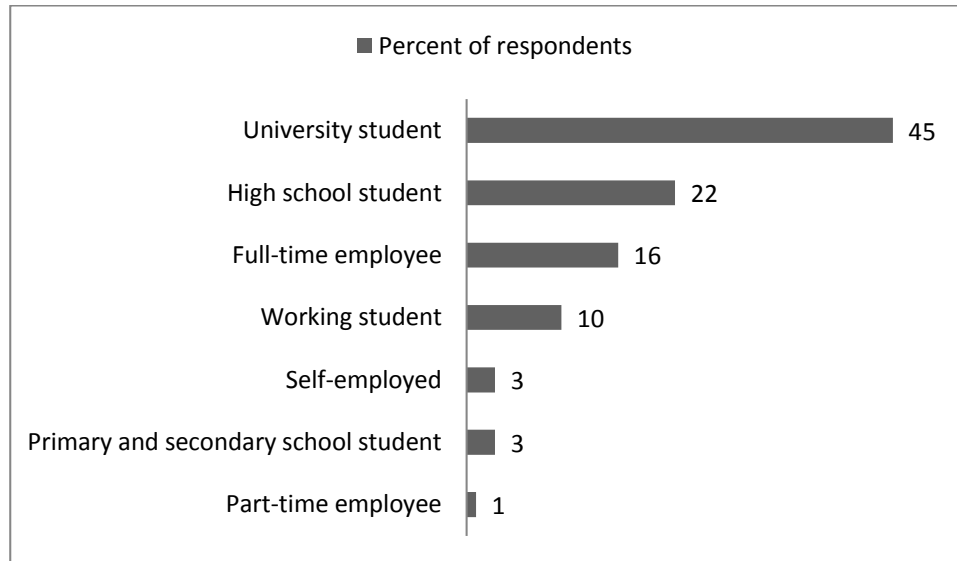
Figure 10. Occupation of the target customer (n=145)

The majority of the respondents are students (either at high school or at university), accounted for 77 percent and full-time employees make up of 16 percent.
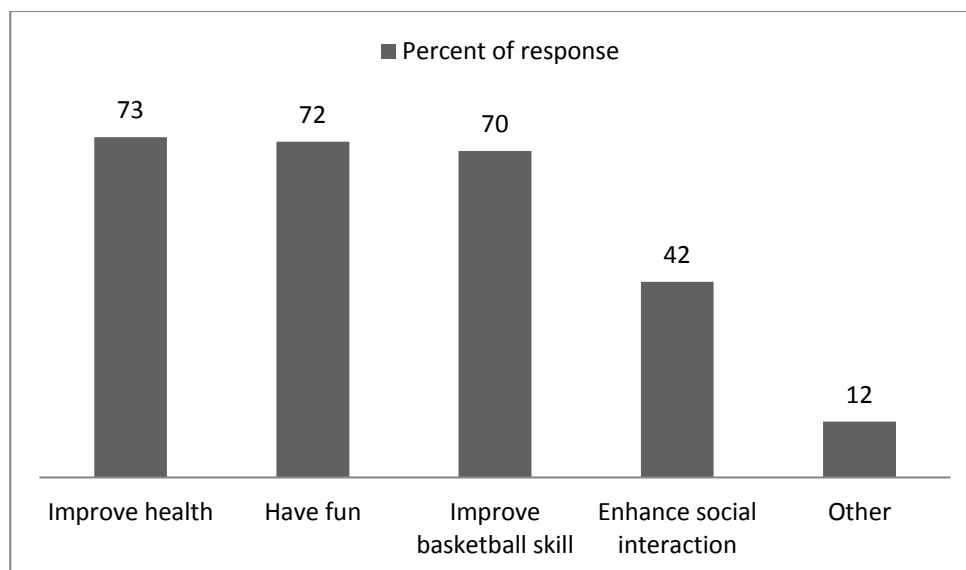
Figure 11. Target customers' motivations for playing basketball (n = 145)

When asked about the reasons for playing basketball, most respondents answered that playing basketball helps them to improve their health (73 percent), to have fun (72 percent) and to improve their basketball skill (70 percent). Others play basketball (42 percent) to enhance social interaction.
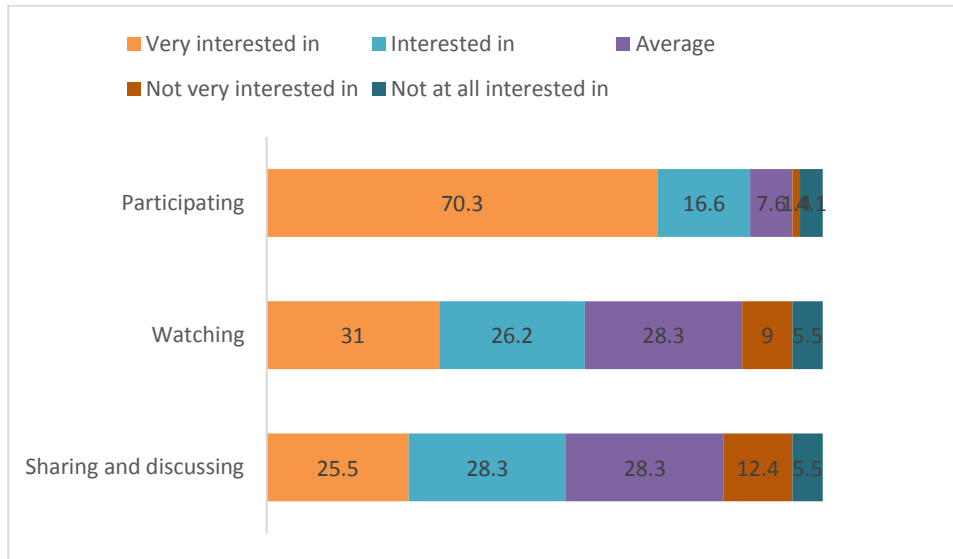
Figure 12. Target customers' interests in a basketball tournament (n=145)

When asking for their interests when joining a basketball tournament, major of the target customers (70.3 percent) are interested in actually participating in the tournament. Only 31 percent of them enjoy watching the tournament while 25.5 percent show their interest in sharing and discussing about the matches and the tournament on, for instance, social media.

Besides, the results imply target customers' expectation to have more tournaments available for both genders (120 out of 145 responses).
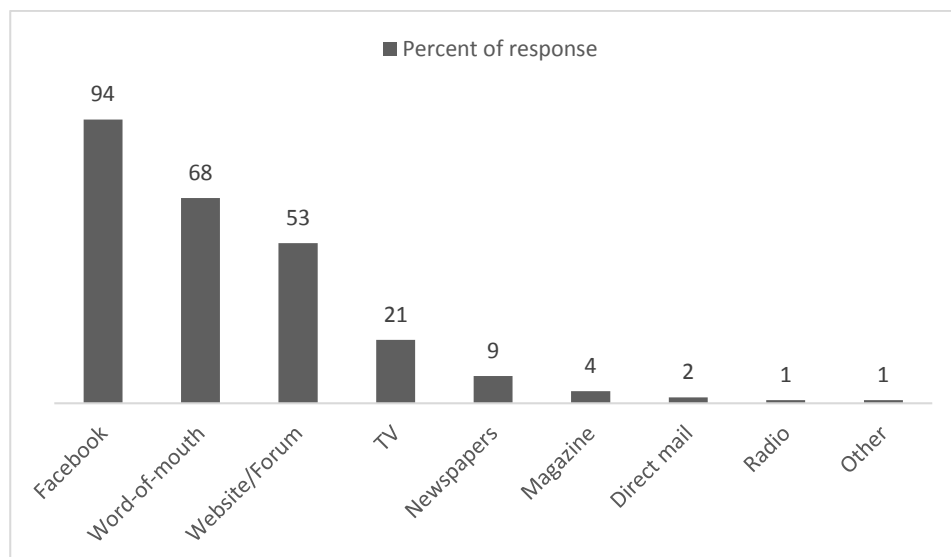
Figure 13. Target customers' methods of obtaining information about a basketball tournament (n=145)

According to Figure 13, target customers majorly gain access to information about a basketball tournament from social media networks, particularly from Facebook (94 percent). As observed from the Facebook Fan Page of Run and Shoot, in October 2014, there were more than 2,400 friends connecting with this account. 68 percent of them receive the information from their offline networks, such as friends and families; while 53 percent of target customers obtain the information from the official website or forum for national basketball players. Only 21 percent of them learn about a tournament from television, for examples, from news or advertisements; and nine percent from newspapers. It is noticeable that another channel was mentioned as others namely YouTube.

	Very important	Important	Average	Not very important	Not at all important
Facility	55.2	26.9	13.8	2	2.1
Quality of referees	51	24.1	13.2	5.5	6.2
Team players	44.8	27.6	22.1	3.4	2.1
Location	40	31	18	5.5	5.5
Schedule	39.3	31	19.3	6.2	4.2
Access to information	27.6	22.1	26.2	15.7	8.3
Organization of the event	27.5	22.1	26.2	15.9	8.3
Fees	22.8	10.3	31.7	18.6	16.6
Scorekeepers	20	26.2	29	11.7	13.1
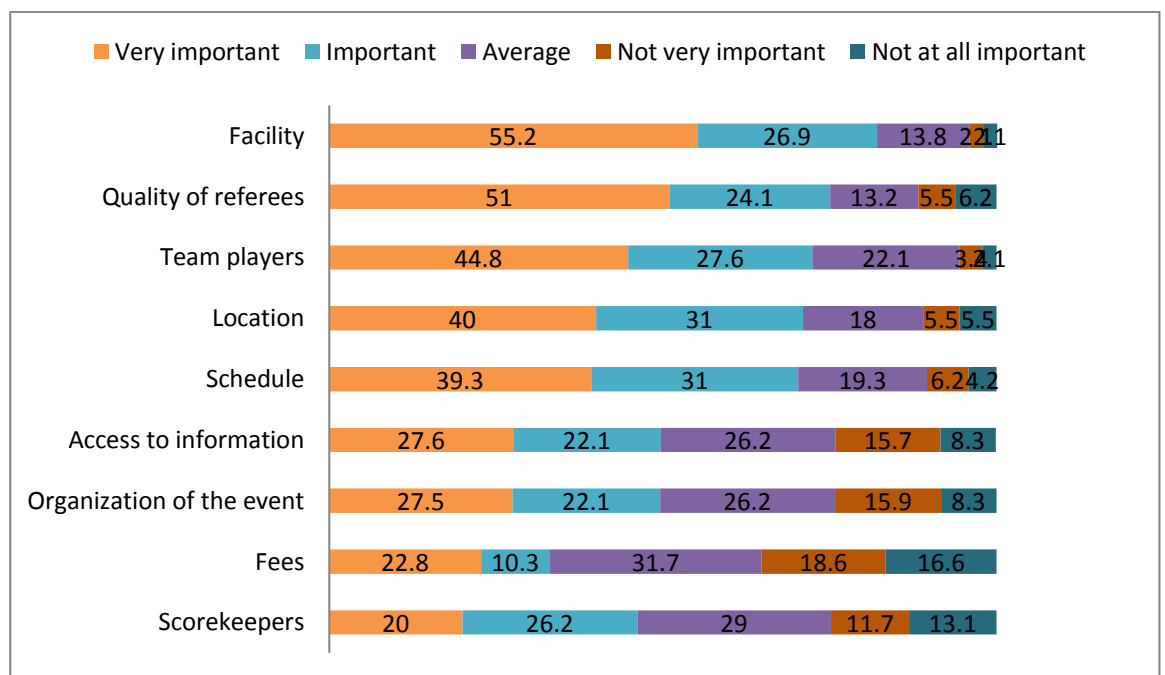
Figure 14. Factors influence on participating a basketball tournament (n=145)

On scale from one to five, with one being "not at all important" and five being "very important", the quality of the facility is seen as the most important factor to team players. It scores 55.2 percent. Quality of referees and attitude of team players are also considered important scoring 51 percent and 44.8 percent respectively. Moreover, basketball players are concerned about location (40 percent), schedule of the tournament (39.3 percent), channels to access to information about the tournament (27.6 percent), and the organization of tournament (27.5 percent). It is interesting to note that fees to join tournament is almost of no concern to players.
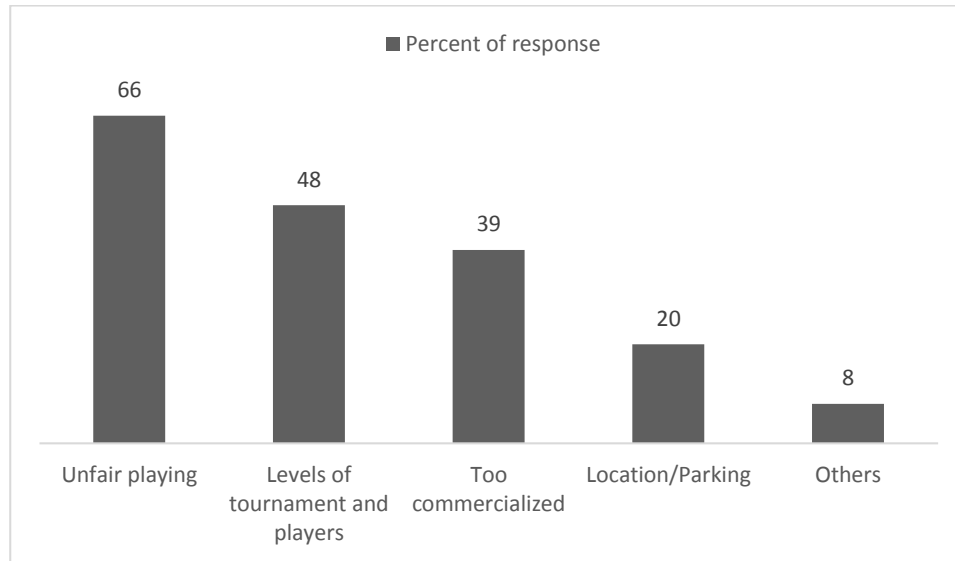
Figure 15. Target customers' reasons to not participate in a basketball tournament (n=145)

With regard to reasons for not attending the tournament, it is indicated from the survey that unfair playing is the most important factor with 66 percent of respondents decide not to register for a tournament. Furthermore, 48 percent of respondents said that they feel uncomfortable when there is enormous difference in level between teams. 39% of the respondents said that they do not want to compete in a tournament if the tournament is too commercialized. Hence, for the sake of successful tournament, both facilities and well-done logistic activities must be ensured.

There were 76 percent of respondents indicated their knowledge towards Run and Shoot tournament. 75 percent of the total respondents displayed their interest, and 86 percent of target customers showed their commitment in the tournament, as it was majorly seen as a new and fascinating environment for basketball players to develop their skills and broaden their social networks. Some other reasons were, for instance, the scale of the tournament, the availability of the tournament for players from different levels, the individual point accumulation system, and target customers' curiosity towards the tournament based on the information shared about the tournament in Ho Chi Minh City.

5 DISCUSSION

Briefly, Hanoi is an auspicious market with a large and rising amount of young population, developing economic situation, accessible business environment, and the population's positive attitude towards the business idea. Yet, considering the rivalry between Run and Shoot with existing tournaments, the uncontrollable factors, such as weather, and the short of access to good quality facility, Hanoi is still a challenging market. However, regarding the fact that tournament has already been successfully run in Ho Chi Minh City, its expansion to Hanoi market is paved.

The market was segmented regarding the customer demographic (those who located in Hanoi), psychological characteristics, such as age (from 15 to 30 years old), occupation (students, students with part-time employment, full-time employees, etc.), and interest (basketball). After cautiously studying the market and customer, male and female students engaging in high school and university educations from age of 18 to 22 are prioritized. However, it is strongly believed that the organizers of Run and Shoot should further study about the target group of 23 to 30 years old players as they are seen as potential and profitable customers.

Most of them play basketball several times a week to improve health and wellness, enhance social interaction, improve basketball skills, and have fun. Other respondents stated that they play basketball just because they have passion for it. Although it is recorded that there are several tournaments held every year, it seems that basketball players in Hanoi are still looking forwards to have more access to interesting and competitive games where they could both practice and gain more experiences. Considering the competitive situation, it is advised that the tournament clearly state their capability of providing a promising playground targeting different age ranges and levels. Besides the main vision of the tournament as obtaining one million basketball players prior to the year of 2025, it is suggested that Run and Shoot could also promote the idea of enhancing player skills and wellness.

Even though there were only 25.5 percent of the respondent showed interest in discussing about and sharing the games and/or the tournament on, for example, social media, it is proposed that Run and Shoot should encourage participants' activeness in spreading the information regarding the tournament on different traditional and digital channels.

Furthermore, regarding the target customer expectation in providing games for both gender, Run and Shoot should also take in account satisfying their customers' need. Fan page or forum on women basketball should be established to motivate them to join and improve their playing skills.

It seems that the target customer did not regard the amount of fee as an important issues, yet they exposed attraction towards quality of facility, quality of referees, and level of team players as the three most important factors affecting attendance of players to the tournament including. Therefore, the organizers of the tournament should pay cautious attention at seeking and renting good quality of both indoor and outdoor courts so that the players' expectation is met. Besides, the team of referee should be carefully trained in order to properly perform during games and reduce the possibility of causing unfair situations. Thirdly, concerning the target customers' demands in playing with teammates from the same levels, the organizers could consider offering different options to the participants. Specifically, if individuals want to join the tournament, the organization team would randomly pick two teams whom players have roughly the same levels. It helps that the tournament to provide equal opportunities for all players to play in a fair game. In case of players register to play as a team, any differences in levels between the two teams should be notified to team captains beforehand.

To target the problem of "unfair playing" or dirty playing in Run and Shoot's game, it is suggested that a system of punishment should be implemented. For example, if the referee judge one player as "playing dirty", he should be given a warning and have his Score deducted. If that player repeats his bad behaviors despite being warned he should be ask to pay an amount of money in order to continue playing in the tournament. In order to prevent customers to see Run and Shoot as "too commercialized", it is advised to spend extra work on creating value for the customers and enhance their experiences with the tournament.

According to the survey result, the majority of target customers thought of the idea of expanding Run and Shoot to Hanoi as an exciting and awaiting business, and a good place for practicing their skills and widening their social networks. They were mainly attracted by the new system of the tournament in recording and tracking game results as well as personal process of development. Besides, it can be inferred from the survey that Hanoi sees a high potential for organizing Run and Shoot since a great number of respondents had already been fascinated by the tournament organized in Ho Chi Minh City and feel so inclined to join if the tournament would be run in Hanoi.

Regarding sources of information about basketball tournament, the most used channel is Facebook, followed by word of mouth, and website/forum. Considering the amount of people that followed Run and Shoot on Facebook, particularly, it is a great opportunities for Run & Shoot to introduce to new players to its community. The administrator of the tournament's fan page should update information daily. Thanks to this, existing member of tournament as well as their friends can easily be updated with Run & Shoot's information. Besides, partnering with fan pages of basketball teams in Hanoi can help to attract players to join Run and Shoot. Furthermore, the organization team could create a promotional offer that requires fans to "like" the tournament's page or "share" one of its posts. This should keep the tournament active on social networks which looks good in the eyes of the customers.

Moreover, internet marketing is assessed as a cost effective approach to develop and enhance the brand name. The website that used to register for the tournament is also the largest basketball forum in the nation. Moreover, its fan page also have more than 32000 followers. Based on the characteristics of the basketball players in Hanoi, it is important to use these channels. Especially the schedules, venue information, registration, league tables and statistics should be available on the forum and on the website of the tournament. It should also partner with website of schools, universities and sport facilities in Hanoi to expand its customers' awareness and to communicate the message of "Toward one millions Vietnamese playing basketball".

Besides through internet tools, staff of the tournament need to take advantage of other methods to attract players. Particularly, another efficient channel is word of mouth. The organizers could take advantage of existing players to introduce Run and Shoot to their friends and relatives by giving them incentives such as coupons, exclusive items. Furthermore, the current slogan of Run and Shoot is "Anyone can win…themselves!" This slogan and additional slogans should be used in the tournament held in Hanoi. It is also suggested that information of the tournament will be mentioned in traditional multimedia such as newspaper, radio and television. The administration staff should work with radio stations to have Run and Shoot mentioned in their sport or music programs. Additionally, a promotion campaign should be ran prior to the Run and Shoot tournament's debut in Hanoi. For example, discounted prices can be applied to students and players of basketball clubs to gain an initial boost in participants.

Last but not least, communication is essential to attract basketball players to the tournament. Communication between the organization team and players and among players is getting easier thanks to forum, Facebook and cellphone. According to the survey, Facebook is the most used channel for players to find information about the tournament. In addition, tournament staff would hold offline meeting for members of Run and Shoot to strengthen the social communication and sharing experiences among players. The staff can conduct survey monthly to get feedback of players both offline or online. Training sessions that features famous players to teach basketball skills is also considered to be an effective way to strengthen the bond with Run and Shoot's members.

6 EVALUATION AND CONCLUSION

The purposes of this thesis is studying the market environment and the target market of the Run and Shoot basketball event to establish a basketball tournament in Hanoi. Male and female basketball players age 15 to 30 were originally targeted. After conducting the survey, the customer segment was shrink down to male customers from 18 to 22 years old since they made up a considerable amount of responses in the questionnaires. However, players age 15 to 18 and 22 to 30 are still considered as potential market since the survey could not reach more people. With the respondent's willingness for participating in the questionnaires, their expectations and traits were clear to the researcher. The survey also gave the researcher a clearer and deeper understanding of the market environment and target customers.

The market environment researches provided an overview of the Vietnam market in general as well as the Hanoi market in detailed by analyzing the macro and micro environments.

The survey conducted uncovered the opinions, attitudes and expectation of the targeted customers toward the idea of participating in a basketball tournament in general and Run and Shoot in particular. The data gathered should be used for further analysis and studied to fully understand their expectation and needs. Based on the result, the researcher offered recommendation on bringing more added value for the customers and designing the marketing strategies.

While the secondary research is unable to cover every aspects of the market, it did sufficiently described the basketball market in Vietnam generally and in Hanoi specifically. The drawbacks of this thesis is the sample size which might be too small to get accurate findings. Since the thesis only specifies the most inclusive characteristics of the market and customer segment, it is suggested that further studies should be conducted to gain better understanding of the market by reaching more respondents; more works also need to be done in order to expand the business to the new market.

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CUSTOMER SURVEY

RUN AND SHOOT IN HANOI

Thank you for agreeing to participate in this survey. I am undertaking a thesis to develop a marketing plan for Run and Shoot basketball tournament in Hanoi. Run and Shoot tournament started in 2012 as part of the project "Toward one million Vietnamese playing basketball" which aims to develop a competitive tournament for basketball players. During the tournament, a technical system is used to record and analyse each player's skill and ability then provide him/her suggestions to improve playing skills. However, this tournament was recently organized in Ho Chi Minh City and the tournament will maybe be organized in Hanoi in the future.

This survey aims to collect comment of players that are interested in basketball. The results of this survey are used to analyse marketing target and find a feasible marketing plan for Run and Shoot tournament if it would be run in Hanoi. This survey will take about 7-10 minutes to complete. Any information you provide will be treated as confidential. Participation in this survey is anonymous and you will not be identifiable by name in any outputs from this survey. If for any reason you want to withdraw from my thesis, you may do so at any time. Finally, if you have any questions or comments on this survey, please do not hesitate to ask. Thank you for your cooperation in advance.

For further information, please feel free to contact to email address: kbi10itungd@kajak.fi

1. What is your gender?

      □ Male   □ Female

2. What is your age?

      □ Under 15   □ 23 - 30

      □ 15-17   □ over 30

      □ 18 - 23

3. What is your occupation?

☐ Primary or secondary school student   ☐ Part – time employee

☐ High school student   ☐ Full-time employee

☐ University student   ☐ Self-employee

☐Working student   ☐Others (please specify) _____

4. How often do you play basketball?

☐ Everyday   ☐ Several times a year

☐ Several times a week   ☐ Never

☐ Several times a month

5. What are your reasons for playing basketball? (You can choose more than one alternative)

☐ Improve health & wellness   ☐ Have fun

☐ Enhance social interaction   ☐ Others (please specify) _____

☐ Improve basketball skill

6. On scale from 1 to 5, with 1 being "Not at all interesting" and 5 being "Very interesting", please express your interest in the following activities in a basketball tournament?

	1	2	3	4	5
Playing basketball					
Sharing about basketball on a forum/website/fan page					
Watching basketball matches					

7. What types of basketball tournament would you like to develop in the future?

☐ Men's tournament   ☐ Women's tournament   ☐ Both men's and women's tournaments.

8. How did you find information about a basketball tournament? (You can choose more than one options)

☐ Television   ☐ Magazine

☐ Radio   ☐ Direct mail (billboard, leaflets, etc.)

☐ Website/Forum   ☐ Word of mouth (friends, relatives, etc.)

☐ Facebook   ☐ Others, please specify

☐ Newspaper

9. On scale from 1 to 5, with 1 being "Not at all important" and 5 being "Very important", please evaluate the importance of the following factors in your decision to join a basketball tournament?

Factors	1	2	3	4	5
Fees (amount of money basketball teams must pay to join tournament, for hiring referees, stadium or supporting organization teams)					
Schedules					
Quality of referees					

Location					
Facility					
Team players					
Channels to access to tournament's information					
Organization of tournament					
Scorekeepers					

10. What are your reasons for not attending basketball tournament? (You can choose more than one alternative)

☐ Too commercialized   ☐ Parking problem

☐ Unfair playing

☐ Level of basketball players (too high or too low)   ☐ Others (please specify) _____

11. Do you know Run and Shoot tournament?

☐ Yes   ☐ No

If your answer is "No", please skip question 12 and question 13.

12. Are you interested in Run and Shoot tournament?

☐ Yes   ☐ No

If choose "YES", please list the tournament's characteristics you are interested in.

_____

13. Are you willing to join the Run and Shoot tournament if it would be run in Hanoi?

☐ Yes   ☐ No

FREQUENCY TABLE

1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	23	15.9	15.9	15.9
	Male	122	84.1	84.1	100.0
	Total	145	100.0	100.0	

2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15 - 17	28	19.3	19.3	19.3
	18 - 22	90	62.1	62.1	81.4
	23 - 30	21	14.5	14.5	95.9
	Over 30	2	1.4	1.4	97.2
	Under 15	4	2.8	2.8	100.0
	Total	145	100.0	100.0	

3. Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time employee	23	15.9	15.9	15.9
	High school student	32	22.1	22.1	37.9
	Part-time employee	1	.7	.7	38.6
	Primary/secondary school student	5	3.4	3.4	42.1
	Self-employee	4	2.8	2.8	44.8
	University student	65	44.8	44.8	89.7
	Working student	15	10.3	10.3	100.0
	Total	145	100.0	100.0	

4. Frequency of playing basketball

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Everyday	47	32.4	32.4	32.4
	Never	4	2.8	2.8	35.2
	Several times a month	14	9.7	9.7	44.8
	Several times a week	74	51.0	51.0	95.9
	Several times a year	6	4.1	4.1	100.0
	Total	145	100.0	100.0	

5a. Reasons for playing basketball – Improve health and wellness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Valid	106	73.1	73.1	73.1
	Missing	39	26.9	26.9	100.0
	Total	145	100.0	100.0	

5b. Reasons for playing basketball – Enhance social interaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Valid	61	42.1	42.1	42.1
	Missing	84	57.9	57.9	100.0
	Total	145	100.0	100.0	

5c. Reasons for playing basketball – Improve basketball skill

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Valid	102	70.3	70.3	70.3
	Missing	43	29.7	29.7	100.0
	Total	145	100.0	100.0	

5d. Reasons for playing basketball – To have fun

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid	105	72.4	72.4	72.4
Valid	Missing	40	27.6	27.6	100.0
	Total	145	100.0	100.0	

5e. Reasons for playing basketball – Others

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid	18	12.4	12.4	12.4
Valid	Missing	127	87.6	87.6	100.0
	Total	145	100.0	100.0	

5e. Reasons for playing basketball – Others – Text

		Frequency	Percent	Valid Percent	Cumulative Percent
	Missing	127	87.6	87.6	87.6
	Do not know why	1	.7	.7	88.3
	Fun	1	.7	.7	89.0
	Habit	1	.7	.7	89.7
Valid	Improve the height	1	.7	.7	90.3
	Make friends	1	.7	.7	91.0
	Passion	12	8.3	8.3	99.3
	Towards NBA tournament	1	.7	.7	100.0
	Total	145	100.0	100.0	

6a. Opinion about activities in a basketball tournament – Participating and playing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	11	7.6	7.6	7.6
	Interested	24	16.6	16.6	24.1
	No interested at all	6	4.1	4.1	28.3
	Not very interested	2	1.4	1.4	29.7
	Very interested	102	70.3	70.3	100.0
	Total	145	100.0	100.0	

6b. Opinion about activities in a basketball tournament – Sharing and discussing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	41	28.3	28.3	28.3
	Interested	41	28.3	28.3	56.6
	No interested at all	8	5.5	5.5	62.1
	Not very interested	18	12.4	12.4	74.5
	Very interested	37	25.5	25.5	100.0
	Total	145	100.0	100.0	

6c. Opinion about activities in a basketball tournament – Watching matches

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	41	28.3	28.3	28.3
	Interested	38	26.2	26.2	54.5
	No interested at all	8	5.5	5.5	60.0
	Not very interested	13	9.0	9.0	69.0
	Very interested	45	31.0	31.0	100.0
	Total	145	100.0	100.0	

7. Types of basketball tournament would like to be developed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Both men's and women's tournaments	120	82.8	82.8	82.8
	Men's tournament	20	13.8	13.8	96.6
	Women's tournament	5	3.4	3.4	100.0
	Total	145	100.0	100.0	

8a. Access to basketball tournament information – Television

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Valid	30	20.7	20.7	20.7
	Missing	115	79.3	79.3	100.0
	Total	145	100.0	100.0	

8b. Access to basketball tournament information – Radio

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Valid	2	1.4	1.4	1.4
	Missing	143	98.6	98.6	100.0
	Total	145	100.0	100.0	

8c. Access to basketball tournament information – Website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Valid	77	53.1	53.1	53.1
	Missing	68	46.9	46.9	100.0
	Total	145	100.0	100.0	

8d. Access to basketball tournament information – Facebook

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid	137	94.5	94.5	94.5
Valid	Missing	8	5.5	5.5	100.0
	Total	145	100.0	100.0	

8e. Access to basketball tournament information – Newspaper

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid	13	9.0	9.0	9.0
Valid	Missing	132	91.0	91.0	100.0
	Total	145	100.0	100.0	

8f. Access to basketball tournament information – Magazine

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid	6	4.1	4.1	4.1
Valid	Missing	139	95.9	95.9	100.0
	Total	145	100.0	100.0	

8g. Access to basketball tournament information – Direct mail (leaflets, etc.)

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid	3	2.1	2.1	2.1
Valid	Missing	142	97.9	97.9	100.0
	Total	145	100.0	100.0	

8h. Access to basketball tournament information – Word of mouth

		Frequency	Percent	Valid Percent	Cumulative Percent
	Valid	144	99.3	99.3	99.3
Valid	Missing	1	.7	.7	100.0
	Total	145	100.0	100.0	

8i. Access to basketball tournament information – Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	2.1	2.1	2.1
	Valid	2	1.4	1.4	3.4
	Missing	140	96.6	96.6	100.0
	Total	145	100.0	100.0	

8i. Access to basketball tournament information – Others – Text

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		143	98.6	98.6	98.6
	Youtube	2	1.4	1.4	100.0
	Total	145	100.0	100.0	

9a. Opinion about factors influence decision to join a tournament – Fee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	46	31.7	31.7	31.7
	Interested	15	10.3	10.3	42.1
	No interested at all	24	16.6	16.6	58.6
	Not interested	27	18.6	18.6	77.2
	Very interested	33	22.8	22.8	100.0
	Total	145	100.0	100.0	

9b. Opinion about factors influence decision to join a tournament – Schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	28	19.3	19.3	19.3
	Interested	45	31.0	31.0	50.3
	No interested at all	6	4.1	4.1	54.5
	Not interested	9	6.2	6.2	60.7
	Very interested	57	39.3	39.3	100.0
	Total	145	100.0	100.0	

9c. Opinion about factors influence decision to join a tournament – Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	26	17.9	17.9	17.9
	Interested	45	31.0	31.0	49.0
	No interested at all	8	5.5	5.5	54.5
	Not interested	8	5.5	5.5	60.0
	Very interested	58	40.0	40.0	100.0
	Total	145	100.0	100.0	

9d. Opinion about factors influence decision to join a tournament – Quality of facility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	20	13.8	13.8	13.8
	Interested	39	26.9	26.9	40.7
	No interested at all	3	2.1	2.1	42.8
	Not interested	3	2.1	2.1	44.8
	Very interested	80	55.2	55.2	100.0
	Total	145	100.0	100.0	

9e. Opinion about factors influence decision to join a tournament – Team players

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Average	32	22.1	22.1	22.1
	Interested	40	27.6	27.6	49.7
	No interested at all	3	2.1	2.1	51.7
	Not interested	5	3.4	3.4	55.2
	Very interested	65	44.8	44.8	100.0
	Total	145	100.0	100.0	

9f. Opinion about factors influence decision to join a tournament – Channels to access information

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Average	37	25.5	25.5	25.5
	Interested	38	26.2	26.2	51.7
	No interested at all	17	11.7	11.7	63.4
	Not interested	21	14.5	14.5	77.9
	Very interested	32	22.1	22.1	100.0
	Total	145	100.0	100.0	

9g. Opinion about factors influence decision to join a tournament – Quality of referees

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Average	19	13.1	13.1	13.1
	Interested	35	24.1	24.1	37.2
	No interested at all	9	6.2	6.2	43.4
	Not interested	8	5.5	5.5	49.0
	Very interested	74	51.0	51.0	100.0
	Total	145	100.0	100.0	

9h. Opinion about factors influence decision to join a tournament – Organization team

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Average	38	26.2	26.2	26.2
	Interested	32	22.1	22.1	48.3
	No interested at all	12	8.3	8.3	56.6
	Not interested	23	15.9	15.9	72.4
	Very interested	40	27.6	27.6	100.0
	Total	145	100.0	100.0	

9i. Opinion about factors influence decision to join a tournament – Scorekeepers

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Average	42	29.0	29.0	29.0
	Interested	38	26.2	26.2	55.2
	No interested at all	19	13.1	13.1	68.3
	Not interested	17	11.7	11.7	80.0
	Very interested	29	20.0	20.0	100.0
	Total	145	100.0	100.0	

10a. Reasons for not attending a tournament – Too commercialized

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Valid	57	39.3	39.3	39.3
	Missing	88	60.7	60.7	100.0
	Total	145	100.0	100.0	

10b. Reasons for not attending a tournament – Unfair playing

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Valid	96	66.2	66.2	66.2
	Missing	49	33.8	33.8	100.0
	Total	145	100.0	100.0	

10c. Reasons for not attending a tournament – Level of players

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Valid	70	48.3	48.3	48.3
	Missing	75	51.7	51.7	100.0
	Total	145	100.0	100.0	

10d. Reasons for not attending a tournament – Location and parking prob-lems

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Valid	29	20.0	20.0	20.0
	Missing	116	80.0	80.0	100.0
	Total	145	100.0	100.0	

10e. Reasons for not attending a tournament – Others

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid	Valid	12	8.3	8.3	8.3
	Missing	133	91.7	91.7	100.0
	Total	145	100.0	100.0	

10e. Reasons for not attending a tournament – Others – Text

		Frequency	Percent	Valid Percent	Cumulative Per-cent
Valid		136	93.8	93.8	93.8
	Fail in recruitment	1	.7	.7	94.5
	High fees	1	.7	.7	95.2
	Quality of stadium	2	1.4	1.4	96.6
	Too far away	1	.7	.7	97.2
	Unprofessionalism	1	.7	.7	97.9
	Unreliable schedule	3	2.1	2.1	100.0
	Total	145	100.0	100.0	

11. Whether target customer know about Run and Shoot or not

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	35	24.1	24.1	24.1
	Yes	110	75.9	75.9	100.0
	Total	145	100.0	100.0	

12a. Whether target customer are interested in the idea of Run and Shoot

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	55	37.9	37.9	37.9
	Yes	90	62.1	62.1	100.0
	Total	145	100.0	100.0	

12b. Characteristics of Run and Shoot target customers find interested in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A big tournament where players can show and learn skills from other and make new friends	1	1.7	1.7	1.7
	A chance to prove and test players' ability	1	1.7	1.7	3.4
	A favorite basketball tournament for all players	1	1.7	1.7	5.2
	A good chance for basketball players to practice and learn experience from others	1	1.7	1.7	6.9
	A good environment for basketball players to meet, share and learn experience	1	1.7	1.7	8.6
	A great tournament offering chances for everyone to play basketball	1	1.7	1.7	10.3
	A new playground	3	5.2	5.2	15.5

A place for basketball lovers. I think Run and Shoot is bringing basketball to everyone. I hope that this tournament will attract more and more people.	1	1.7	1.7	17.2
An attractive tournament	1	1.7	1.7	19.0
Basketball activities	1	1.7	1.7	20.7
Big scale and all players with multiple level can join	1	1.7	1.7	22.4
Curious	1	1.7	1.7	24.1
Enhance social interaction and improve basketball skill	1	1.7	1.7	25.9
Enhance the relationship between basketball players	1	1.7	1.7	27.6
Establish a team to play basketball	1	1.7	1.7	29.3
Good idea	1	1.7	1.7	31.0
Good tournament	1	1.7	1.7	32.8
Heard about it from Facebook and want to join	1	1.7	1.7	34.5
Improve basketball skill through practice with other team	1	1.7	1.7	36.2
Improve knowledge about basketball	1	1.7	1.7	37.9
Interesting	1	1.7	1.7	39.7
Interesting and well-known tournament from HCMC and promote basketball's development	1	1.7	1.7	41.4
Interesting tournament	2	3.4	3.4	44.8
It is about basketball	1	1.7	1.7	46.6
It offers good opportunity for players to improve skills	1	1.7	1.7	48.3
Know from friends who attend the tournament in HCMC. Want to know more about the scope and quality	1	1.7	1.7	50.0
Level of team players	1	1.7	1.7	51.7

On Facebook	1	1.7	1.7	53.4
Opportunity for basketball players to exchange experience	1	1.7	1.7	55.2
Passion	1	1.7	1.7	56.9
Playground for every body	1	1.7	1.7	58.6
Professional	1	1.7	1.7	60.3
Professional organization	2	3.4	3.4	63.8
Simply love it	1	1.7	1.7	65.5
Style	1	1.7	1.7	67.2
Technical system recorder	1	1.7	1.7	69.0
Though I cannot join, I find it really interesting and it does not cost too much to join. If one team finds dissatisfied about the tournament and wants to quit, it does not affect other teams. But I think it is hard to happen in Hanoi	1	1.7	1.7	70.7
To achieve high score	1	1.7	1.7	72.4
Tournament for players at all age	1	1.7	1.7	74.1
Update basketball information in the South	1	1.7	1.7	75.9
Useful	1	1.7	1.7	77.6
Useful and interesting basketball tournament	2	3.4	3.4	81.0
Useful and interesting basketball tournament	3	5.2	5.2	86.2
Useful playground and all basketball players can attend	1	1.7	1.7	87.9
Useful and interesting basketball tournament	1	1.7	1.7	89.7
Useful playground	1	1.7	1.7	91.4
Very nice	2	3.4	3.4	94.8
Want to try	2	3.4	3.4	98.3
Well invested	1	1.7	1.7	100.0
Total	58	100.0	100.0	

13. Target customer willingness to join Run and Shoot tournament

		Frequency	Percent	Valid Percent	Cumulative Percent
		28	19.3	19.3	19.3
Valid	No	16	11.0	11.0	30.3
	Yes	101	69.7	69.7	100.0
	Total	145	100.0	100.0	