

Univerzita Palackého v Olomouci
Fakulta tělesné kultury

DIGITAL MARKETING OF NORDIC WALKING
Bachelor thesis

Autor: Sophia Cierny, Trenérství a sport
Supervisor: Mgr. Pavel Háp, Ph.D.

Olomouc 2018

Author's first name and surname: Sophia Cierny

Title of the thesis: Digital Marketing of Nordic Walking

Department: Department of Sport

Supervisor: Mgr. Pavel Háp, Ph.D.

The year of presentation: 2018

Abstract: The aim of this study was to analyze the digital marketing strategy of the international Nordic Walking federation INWA. The digital marketing strategy was mainly analyzed from the social media perspective how the federation and its country members are active on the social media, what platforms and tools are they using for their digital marketing strategy. The thesis is divided into six chapters, which contains 8 pictures, 1 table and 8 graphs. The first chapter gives a short introduction to the topic and the sport Nordic Walking. This chapter explains what kind of recreational sport Nordic Walking is. The first chapter includes also a section explaining history of Nordic Walking and the founding of INWA. The second chapter gives a short introduction into what digital marketing is, its methods and what are the current trends on the market. The third chapter defines the objectives of the thesis, both the primary objective and the secondary objectives. Fourth chapter takes us through the methodology of the thesis, it describes what methods were used for this thesis and how the collection of primary and secondary data has been collected and analyzed. Fifth chapter describes the results and outcome of the questionnaires, the overall analyzes of the thesis and its strengths and weaknesses for improvement. A last chapter is the conclusion which gives a summary of the main part of the text, concluding statements, recommendations and solutions to the topic.

Keywords: Digital marketing, Nordic Walking, INWA, Social Media, Content Marketing, Website optimization, Facebook

I agree the thesis paper to be lent with in the library service.

I declare that I have prepared my bachelor thesis independently under the guidance of Mgr. Pavel Háp, Ph.D., and all the used literature and sources I have properly listed in the list of used literature.

Olomouc, 24. July 2018

.....

Thank you Mgr. Pavel Háp, Ph.D. for the professional guidance, help, and valuable advice that you provided to my bachelor thesis.

Content

1. INTRODUCTION	6
1.1 What is Nordic Walking and INWA?.....	7
1.2 History of INWA and Nordic Walking	8
2. THEORETICAL BACKGROUND	10
2.1 What does Digital Marketing mean?	10
2.2 Digital marketing tools and methods.....	11
2.3 Social media	13
2.3.1 What is Social media?	13
2.3.2 Risks and potentials of Social media	14
2.4 Platforms.....	15
2.4.1 Facebook.....	16
2.4.2 YouTube	18
2.4.3 Instagram	20
2.5 Content Marketing.....	22
2.6 Website Optimization	24
3. OBJECTIVES	26
3.1 Main objective	26
3.2 Secondary objectives	26
4. METHODOLOGY	27
4.1 Choice of method.....	27
4.2 Surveys	28
5. ANALYSES	29
5.1 INWA – Digital marketing strategy	29
5.2 Questionnaire results	30
5.2.1 Digital marketing open – ended questionnaire	30
5.2.2 The importance of Digital Marketing Platforms - scaled questionnaire	32
6. CONCLUSION	41
7. REFERENCES	43
ATTACHMENTS	47

1. Introduction

Web development has had a major impact on people's habits and behavior. Just over a decade ago we could only use the web for static information. Today, you can create dynamic and interactive content on webpages anywhere in the world on different devices. It's not just big companies with big budgets that can do this. Everyone can do it.

Incorporating digital marketing into business strategies is a perfect way to increase performance in the organizations and companies. High competition between organizations means that the market has become tougher and it is important to be at the front edge to join in and fight for the customers. Many organizations have chosen to reduce the budget for traditional media channels to invest more money in digital marketing. By standing out from the crowd with having good digital marketing strategy, good social media channels, quality online content on the web sites and having positive customer feedback is the key to success. This will eventually lead to positive increase of customer awareness.

For organizations, association and companies that are relying on limited budget and volunteers, social media is an excellent and important marketing tool for increasing their presence, influence and communication. However, many organizations could improve their digital communication and be more active on social media. When organization use several different digital marketing platforms they will need a proper digital marketing strategy.

Successful digital marketing is a challenge. Social media has brought big changes in communication and requires content that attracts attention of the targeted audience, but how do you bring creative communication and interaction on social media and improve you digital marketing strategy?

The thesis begins with an introduction of the digital marketing history and the federations history, after which digital marketing planning is linked to the digital marketing theory, methods and other marketing tools that are used for analyzing the current state of INWA`s digital marketing strategy and its member organizations. This study therefore includes a qualitatively oriented content analysis of the association's current digital marketing strategy. The study also includes questionnaires of how the association INWA uses social media and what is their current digital marketing strategy. Together with a theoretical framework, this reveals important parts that should

be improved or maintained in the federations digital marketing strategies. This thesis describes the main digital marketing framework and how companies and organizations should plan their digital marketing strategy to strengthen their digital voice.

1.1 What is Nordic Walking and INWA?

Nordic Walking is a form of physical, natural walking activity, whereas equipment you are “using a pair of specially-designed Nordic Walking poles”, as mentioned in the article on INWAs main web site.

INWA is the International Nordic Walking Federation which is the global governing body promoting Nordic Walking. INWA was founded in Finland year 2000, which is the motherland of Nordic Walking. The main purpose of the federation is to develop and educate Nordic Walking trainers and instructors internationally around the world. INWA is the only international organization authorized to promote, develop the principles and characteristics of Nordic Walking worldwide. INWA is developing innovative teaching processes and educational programs in Nordic Walking, in co-operation with health, sport and fitness professionals. INWA has over 20 official international federations and certified Nordic Walking trainers from over 40 countries around the world. INWA is registered in Finland as a non-governmental, non-profit global governing federation promoting Nordic Walking. INWA is registered under the Finnish Association Act 26.5.1989/503. The key proposes of the federation is to firstly be the global governing body of Nordic Walking.

1.2 History of INWA and Nordic Walking

The first signs of Nordic Walking were in Finland 1966, when physical education teacher Leena Jääskeläinen introduced the first walking exercise with poles. She continued her studies in the field where she continued to promote what is nowadays called Nordic Walking. She was using the poles as tools and developing a variety of moves by using poles. Mauri Repo in 1945 - 2002 was another person that had a meaningful influence in the history of Nordic Walking. He was a former cross-country skiing coach and duplicated a book called “Hiihdon lajiosa” where he explained and characterized the different training methods for cross country skiers during their off season. His methods and explanations have also been used when promoting Nordic Walking for enthusiasts of the sport. Some indications of Nordic Walking were also in the United states 1998, where Tom Rutlin started to promote a form of walking with poles. The technique and equipment were however different from the original Nordic Walking that was founded in Finland. It was in early 1990s when Tuomo Jantunen helped to accentuate Nordic Walking as a recreational and physical activity to the general population. Tuomo Jantunen is the director of Suomen Latu (Central Association for Recreational Sports and Outdoor Activities) in year 1996 he joined his capabilities with Matti Heikkilä who is a manager of the laboratory testing at Vierumäki Sports. They with their teams worked with Exel Oy’s where Aki Karihtala was then vice-president. The teams worked with Excel’s product manager Taisto Manninen, together they developed special poles for doing this activity. In Finland this activity was called in Finnish “sauvakävely” which means “pole walking”. Later they decided to rename the activity to Nordic Walking, which is still used today globally. In 1997 were the first poles produced by Excel, and in the same year the company also registered a product name called “Nordic Walking”.

Concept of developing Nordic Walking internationally was refined by Aki Karihtala, who also in year 2000 founded INWA (The International Nordic Walking Association) and became the President of the association. The concept of developing Nordic Walking internationally “was a mixture of information, education, product, psychology, branding, marketing and media” as mentioned by the writer of the article on INWAs web site. Instructors from Suomen Latu worked together with Excel to raise awareness of the Nordic Walking poles to a broader public. Their cooperation had an impressive and successful impact on the sale of Nordic Walking poles and on the general development of Nordic Walking as such. As the author of the article is writing “The same concept was then expanded and used in countries where Excel had commercial activities”. In

year 2000 when INWA was founded, the development of educational programs and instructors of Nordic Walking started. After the development of INWA, some countries joined it and others started to work separately. With the help of media and sporting industries that joined the association, the movement of Nordic Walking “spread rapidly around the world”. Thanks to all pioneers around the world, Nordic Walking has become well know all over the world.



Picture 1. Logo of INWA

2. Theoretical background

The theory chapter begins with a description of the central concepts used in this thesis. The chapter then proceeds with a presentation of previous researchers' theories in the subject of digital marketing, social media, content marketing and website optimization. The chapters will contribute to increased understanding of the different marketing tools, the current situation on the market and how they can be used as well as the possibilities and risks it brings.

2.1 What does Digital Marketing mean?

“The practice of promoting products and services in an innovative way, using primarily database-driven distribution channels to reach consumers and customers in a timely, relevant personal and cost-effective manner is known in the theory and practice as digital marketing” (Wsi, 2013, 7).

Digital marketing is something that is concentrated in the online world and offers a wide range of marketing opportunities. Digital marketing covers a broad content in the overall marketing area, digital marketing includes, for example, inbound marketing, online marketing, internet marketing or web marketing. Digital marketing includes many platforms and channels where digital marketing is practiced, for example the most common social media platforms are Facebooks, Twitter, LinkedIn etc. Other media channels are; companies own websites, news sites, online stores and campaign sites. Digital marketing enables the use of digital technologies to reach customers with greater likelihood, gaining more accurate information about the customers and their behavior, as well as making the digital content more interesting to the desired audience. Being able to track customers' behavior almost in real time makes digital marketing interesting for marketing purposes.

As a result of the development of the Internet and other electronic media channels, more and more organizations digitize their own business. Finding information is easier than ever before, due to the constantly evolving search engines. As a result of continued technological development, in addition to traditional desktop computers, consumers can access the network at any time and any place, even on mobile devices or with more traditional devices such as television. As Chaffey and Ellis-Chadwick (2012) highlights, technology continues to evolve, the overall user experience on the

web is constantly improving and consumers are spending more and more time on the web, for which marketers should also reach their customers today.

We live in digital time. As technology evolves, countless new electronic media channels and other digital platforms have emerged that provide organizations with numerous new opportunities to expand and develop their own business. Digital marketing is all about promoting your own product or service related activities in the organization's electronic channels, such as mobile marketing, search advertising, and generally the activities, planning and tracking of all electronic media channels in the organization.

Which channels that are profitable to advertise in can be difficult for business owners to know. Therefore Lahtinen (2014) mentions that companies often hire outsiders to help build their digital campaigns and solutions.

2.2 Digital marketing tools and methods

Rahimnia and Hassanzadeh (2013) highlights that creating an appropriate website is required for successful digital marketing. The world of online marketing is full of tools designed to make digital marketing comprehensively - as well as provide more information and understanding for developing your own business. There are many tools which helps us to makes the digital marketing work more efficiently.

Three of the most popular methods used in digital marketing are SEO (search engine optimization, content marketing and social media).

Teo (2005) confirms that search engine marketing is an extremely beneficial tool for attracting customers to websites. One of the most important business goals of digital marketing is to get as much traffic as possible on companies' website and to increase the number of visitors to the right audience. To achieve this goal there is a need for high quality search engine optimization, which means different optimization measures aimed at increasing the web page's visibility and visibility across different search engines. There are many SEO tools that are both free and commercial SEO tools that companies can use. One of the top 2 SEO tools are Moz Analysis or SEMRush Content,

both are highly qualified and provides a great deal of information about search terms, technical issues, links, and content functionality.

Rahimnia and Hassanzadeh (2013) also affirm that content marketing has become one of the most crucial strategies for companies that want to maximize profit by advertising products and services in competitive and constricted markets. Content marketing is based on a combination of editorial content and storytelling, where the aim is to be interesting for the target audience and to maintain their interest on companies own platforms.

Social media is one of the most used tools today. It can be anything from own pages where own material is added to pure advertising campaigns. Social media's clear strength is to engage the target group. If you find the correct tone and the right topic you can get a very strong commitment from your target group and, at best, a bonus effect in viral spread. According to the 2016 Social Media Industry Report, Stelzner (2016) states the benefits of social media marketing: increased exposure and traffic, developed loyal fans, provided marketplace insight, generated leads, improved search rankings, grown business partnerships, established thought leadership, improved sales and reduced marketing expenses.

Today most Internet users are familiar with the term "digital time". Today, more and more people, for example, read news, watch movies, shop and chat with their friends over the Internet. As a result of growing technology, more and more people daily free time and working life become more networked.

2.3 Social media

2.3.1 What is Social media?

The term is defined by the national encyclopedia as a collective name for communication channels that allow many users to communicate and interact with each other on different types of networks on the internet. As , Mangold and Faulds (2009), Zeng et al (2010) and Osatuyi (2013) states, the definition of social media as communication channels for connecting people as well as for creating and sharing user-generated material is also supported by research through, among others.

Social media is a big part of the digital marketing, it determinates the digital marketing strategy and it primarily changes the way of communication. Social media is a collective name for the digital communication forms that are available to share experiences, opinions and content. Thanks to Web 2.0 that was explored in the 20s it now allows users on the internet to actively participate and share experiences, images and opinions in blogs instead of being passive as before. Kaplan and Haenlein (2010) notes that with the development of Web 2.0 the internet accessibility has increased, which in turn contributed to an increased use of social networking online, also called social media.

Social media is a collective name for the digital communication forms that are available to share experiences, opinions and content. There are several different communication channels which overlaps and fits in to each category. The boundaries of the categories are not fixed, but many social media services fit into several of the categories, for example, YouTube is a creativity-sharing site, a social network site and a site where you can also do blogging.

The social media communication channels you can divide in to:

- Social networks (ex: Facebook)
- Discussion forums
- Blogs (ex: WordPress)
- Creativity-sharing sites (ex: YouTube)
- Wikis (ex: Wikipedia)
- Online games (ex: world of Warcraft)
- Micro blogs (ex: Twitter)

Today most companies are on the internet, you are able to find even gas stations or small grocery stores on the internet. Companies have their own web sites, and most of the companies are also on the social networks as Facebook, LinkedIn or Twitter. Because of the fact that social media enables a greater degree of interactivity, many companies have started to be interested in these. Dijk (2006) indicates that more and more companies choose also to tell about their activities in the form of a blog, where readers can follow the work of the company, through text and images, posted by employees. Dunay and Krueger (2012) describe that organizations need to think based on what their customers are and how they want to be informed through social media and how organizations want to inform them.

2.3.2 Risks and potentials of Social media

Social media has become increasingly popular. Social media enable organizations to get closer to their visitors and offers the best search experience for its users. By reading what the audience like about your organization, it is easier to understand what visitors like about your organization and what topics or specific areas they are most interested in.

Branthwaite and Patterson (2011) examine the pros and cons of social media monitoring compared to qualitative analysis. Different types of risks bring problems for a company's implementation of social media. Social media primarily consists of two different camps. On the one hand, it is especially critical of the value of what is conveyed within these channels, that what is said and done is not valued as high as in other, more traditional communication channels.

Dunér (2011) indicates from an organizational point of view, that skeptics also argue that there is a problem in using social media as a communication channel, for example, without having sufficient understanding of why or how to deal with it. Other difficulties that companies struggle with the usage of social media in daily activities, is that social media is time-consuming phenomenon that requires time, money and knowledge to an extent that many businesses today do not seem to have access to. Risk of negative spread is another disadvantage in social media that companies come across to. Berthon, P., Pitt, L., and Campbell, C (2008) thinks that nowadays, customers are co-producer, which means that companies do not longer have full control of what is spread related to their brand. It is about minimizing the risk of false marketing being spread because

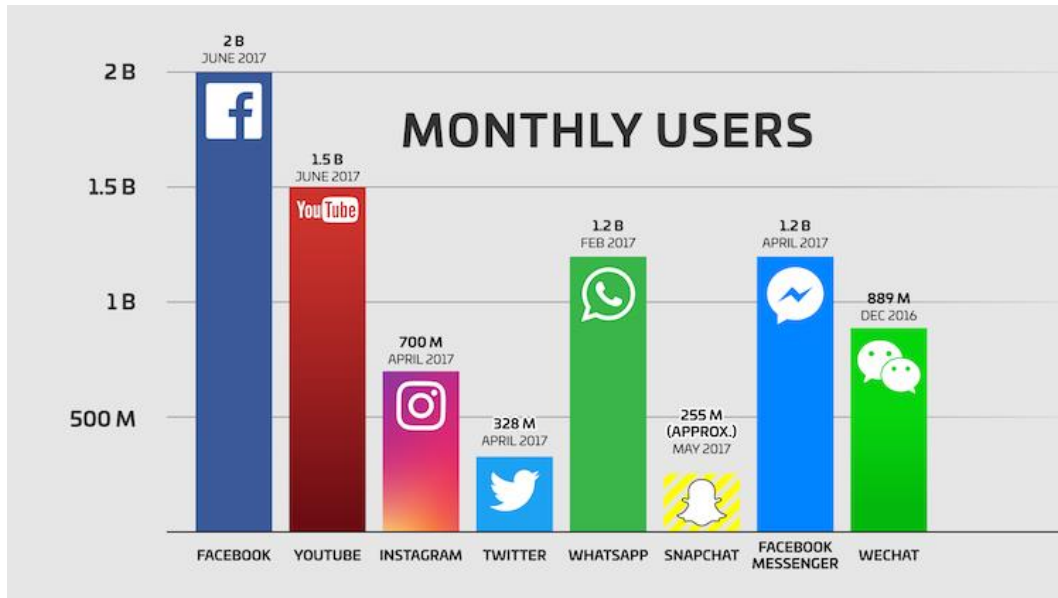
online communications are unfiltered and may come from various sources. Postman (2009) highlights that authenticity is something that companies must actively seek for.

Kietzmann, J. H., Hermkens, K., McCarthy, I. P. and Silvestre, B. S. (2011) points out that social media has also many positive effects and provides many potentials to the organizations and companies. Social media can affect an organization's reputation, sales as well as its survival. Social media also enables organizations and businesses to reach target groups more efficiently and easily. According to Westander (2014), social media is a fun and highly effective tool for increasing target audience as well as employee involvement in the business. Social media enables dialogue between members and customers, thanks to social media, organizations can get a good overview of the activities seen by customers as they wish to be seen. The available tools do not require any technical skills, and anyone can create content and publish and spread this in a matter of couple of minutes. Mainly it is cheap and free to have an account on social media.

2.4 Platforms

Jonash, R., Koehler, H., & Onassis, I. (2007) explains that a platform can be described as a strategic link or support for building opportunities in innovation and growth. It can also be described as a link between what the company can achieve internally and what external needs exist on the market. Digital platforms have many positive abilities to help us in our daily businesses activities. The digital platforms have various forms, such as social networks (Facebook, YouTube etc.), online platforms (Amazon, Alibaba, eBay) and platforms for developers (iOS, Android). Whatever form, the basic principle is the same in all of them. To build platforms, companies need to identify and analyze unsatisfactory needs in the market, and according to Jonash et al. (2007) it also applies to understanding the company's internal strengths and skills to build a well-functioning platform. To build organizations and companies business model on digital platforms has proven to be an effective way of achieving an exponential value increase. Those who see the platform's potential therefore have a lot to win.

In below graph from June 2017 we can see the top ten social media applications that are used. The graph shows that marketers, companies and organizations should mostly focus on being active on Facebook, YouTube and Instagram.

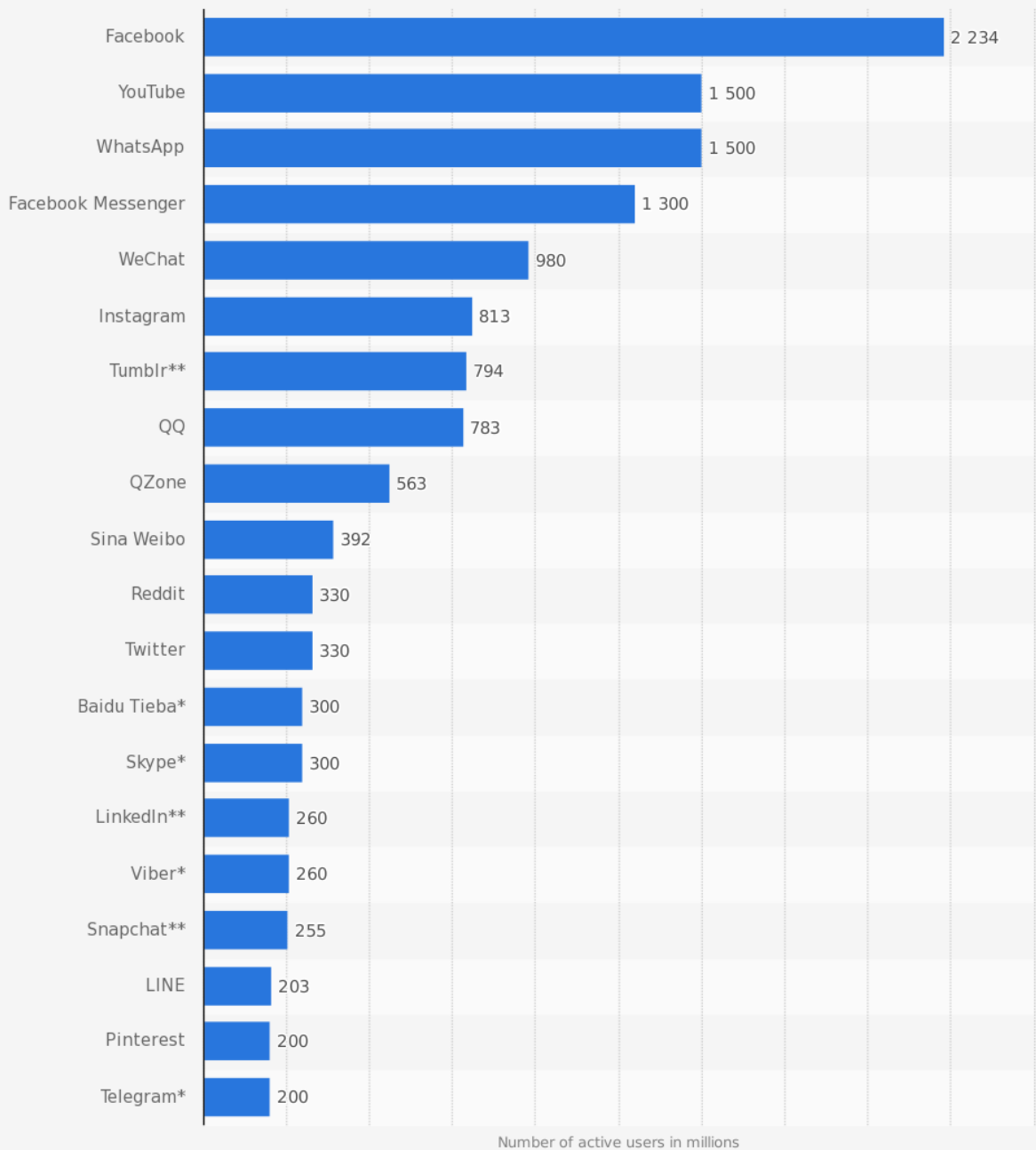


Picture 2. Monthly users of social media (Source: TechCrunch, Josh Constine, 2017).

2.4.1 Facebook

In connection with creation of web 2.0, Mark Zuckerberg created the social network Facebook, which initial purpose was to serve as a communication tool for students at Harvard University. Clapperton (2009) explains that Facebook is a social network and at its origins more or less coincided with the social revolution of the Internet. Facebook has the largest number of users compared to other social networks, it is ranked as the top 1 according to the world-wide statistic. Facebook has over two billion users as one of the most widely distributed social media services and clearly the largest social network.

Most popular social networks worldwide as of April 2018, ranked by number of active users (in millions)



Sources
 We Are Social; Kepios; SimilarWeb;
 TechCrunch; Apptopia; Fortune
 © Statista 2018

Additional Information:
 Worldwide; We Are Social; SimilarWeb; TechCrunch; Apptopia; Fortune; Fortune; as of April 12, 2018; social network app/voip included

Picture 3. Most popular social networks worldwide as of April 2018, ranked by number of active users (in millions) (Source: © Statista, 2018)

Companies can set up a company account on Facebook from where keepers can start watching "liking" their pages and content. Companies can share on their website content just like any other Facebook users. Company profiles serve as a presentation of the company and as a communication channel with the customers. The profile also allows you to add bookmarks where you can put expanding information about the company or the competitors for fans on the pages.

According to Clapperton (2009) there are great opportunities for companies to promote themselves, either through the brand or through advertisements. The possibilities of advertising on Facebook is a large amount, however it is really important to choose the right strategy in order to achieve the best results. It is important to create up-to-date news, but also the importance and proximity of the message. "The quality of the materials and the timing of the feeds are also important for Facebook marketing" (Kananen, 2013, 125).

2.4.2 YouTube

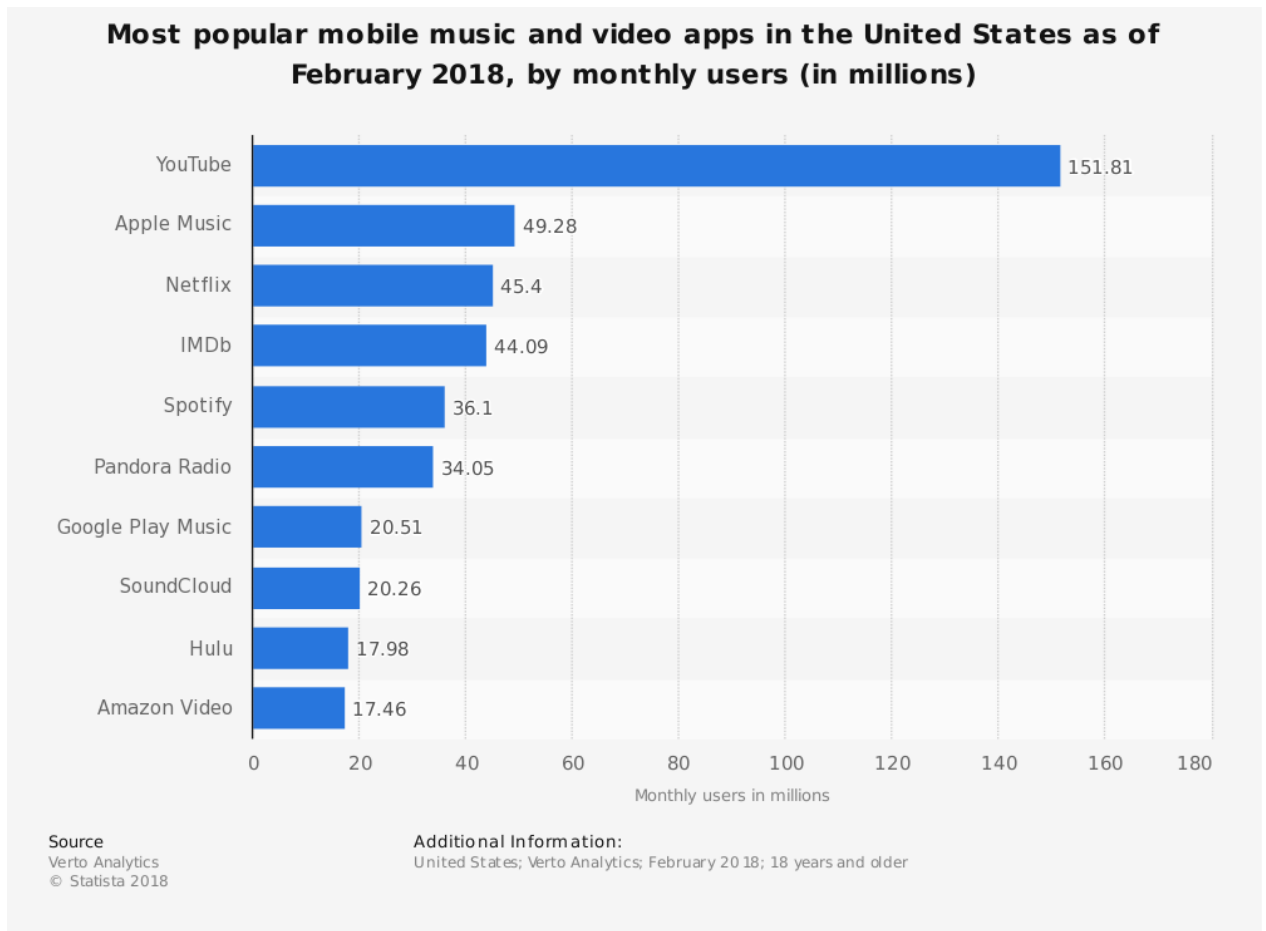
YouTube is Google's own live streaming video service on the Internet, that was founded year 2005 by Chad Hurley, Steve Chen and Jawed Karim. YouTube allows trillions of people to find, watch, and share user-created videos. The service provides a forum where people can combine their interests, generate information and inspire others around the globe. A YouTube user can add their own videos or view and upload videos uploaded by other users. "YouTube is the second largest search engine in the world and it is transforming the way we discover information on the internet" (Brake & Safko, 2009, 529).

YouTube is more of a service than just a single video service, YouTube allows you to share videos to other social media channels which is an important way of social media communication. "In addition, videos downloaded to YouTube will also appear on other search engines, so that the person seeking the information may not even need to retrieve information directly from YouTube" (Juslén, 2011, 263.)

The service has become extremely popular among different categories of users who want to spread their message. We find everything from private individuals, companies, associations, schools with many more. YouTube is specially very attractive for companies and organizations, as they can easily target their target audience, which leads to increase of brand awareness and market shares.

“YouTube is a very powerful marketing tool for social media, thanks to its commitment, search engine optimization and analytics tools” (Harden & Heyman, 2009, 134).

According to © Statista 2018 most popular music and video apps in the united states as of February 2018 is YouTube, where 151.81 million mobile users accessed the YouTube application.



Picture 4. Most popular mobile and music video apps in the United States as of February 2018, by monthly users (in millions) (Source: © Statista, 2018)

2.4.3 Instagram

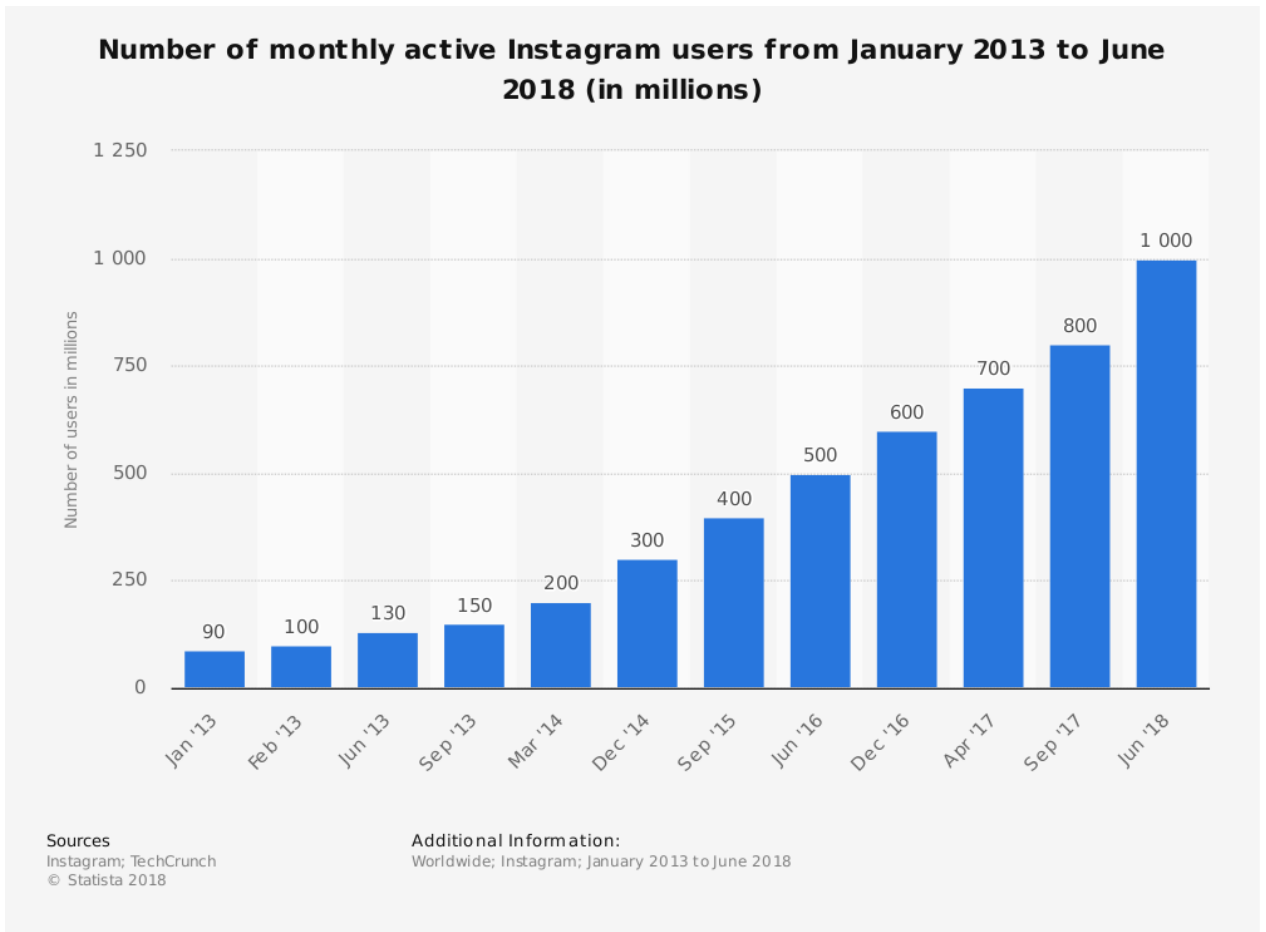
“Instagram is the social network of images. It is the first social network that grew to massive scale without a desktop version” (Miles, 2014,12.) Instagram was established by Mike Krieger and Kevin Systrom in year 2010, Instagram is a free app that you can install to your phone from your phone's store. Klie (2015) notes that in April 2012, another social networking site Facebook bought Instagram and is now the parent company of the application.

The idea of the application is that you can take pictures, videos or use existing images that you have saved on your camera. You can give the picture a title and tell it something relevant about the picture. Images can be shared right away, not just in Instagram but also on Facebook, Twitter, Flickr, and Tumblr, which shows that Instagram offers also social networking services.

“Instagram has two primary features; it allows users to edit their photos and create beautiful images and it functions as a social network for image sharing” (Neher, 2013, 64). Instagram offers to organizations and companies the opportunity to implement marketing through pictorial communications. Images can showcase your business, but at its best, Instagram works as a business leader through experience that are shared by users.

Instagram is a very effective social media platform that organizations and companies can use effectively as a part of their social media marketing strategy. Companies and organizations are able to organize photo competitions, and through this way increase the visibility of the brand and business channel. Instagram can also use targeted marketing utilizing Facebook's data storages. Safko (2012) points out that Instagram is a great way for companies to market themselves in a low-cost and high-quality environment that is highly targeted within consumers and competitively advantageous.

In the below graph we can see that Instagram as a social network has grown since January 2019 until April 2017 in millions, that proves that Instagram should belong to every organization's social media strategy.



Picture 5. Number of monthly active Instagram users from January 2013 to June 2018 (in millions) (Source: © Statista, 2018)

2.5 Content Marketing

The idea of content marketing is to produce and distribute (potential) customer value-added content online. Companies and organizations may need different content, digital content for example, on their own website, social network channels, classic content for their customer service, in the stoneware shop, or in product packaging. The idea is to produce content that people need and want to consume. “The aim is that a customer would find the content so interesting that they would share on their own channels and be part of the content production” (Bergström & Leppänen, 2015,32).

The purpose of content marketing is that companies and organizations keep their customers as well as get new customers by using an interesting content for the specific target audience. It is important to know your target group well, what interests do they have and what are they needs. It is important to set company's current and future business goals correct and create audience rich content. “With the help of valuable content, you have great potential for success” (Jeffersson & Tanton, 2013, 20-21).

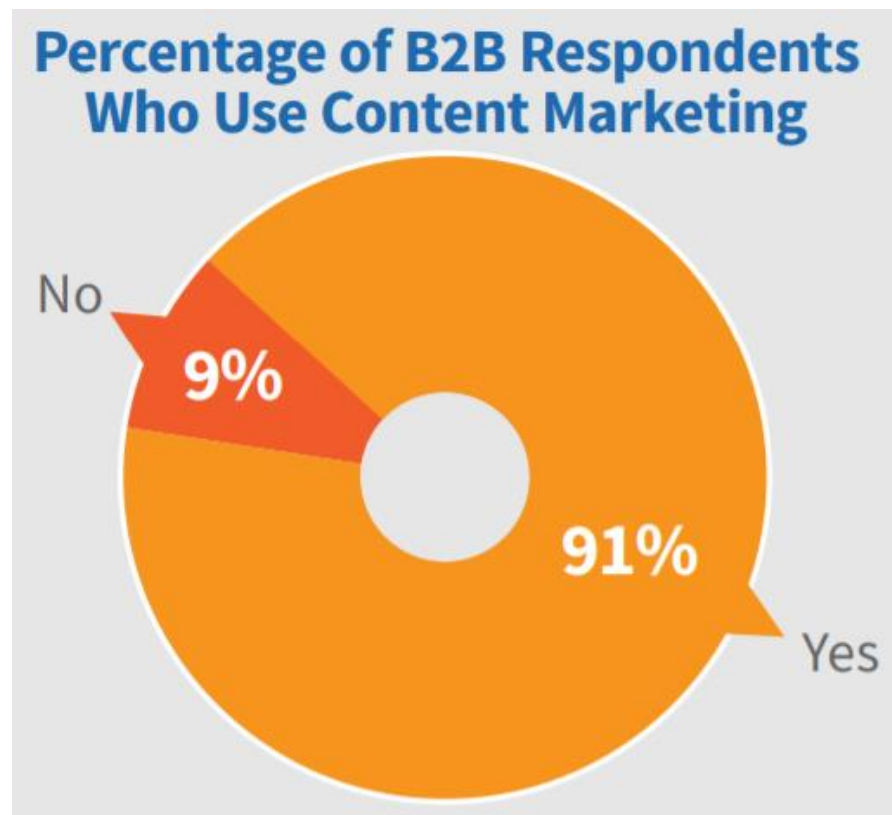
In today's world organizations and companies have many channels to choose from where they want to share their content. Companies and organizations can choose the most appropriate tools for content production, for example, social media channels as Facebook, YouTube, Twitter, Instagram and different blogs and vlogs. A blog is an effective way for a company to market more personally and with valuable content. Blogs are more personalized than web sites where the authors can express and present their thoughts, and company's image becomes more personal and friendlier. “It's important to niche the blog to keep it focused in a particular area” (Jeffersson & Tanton, 2013, 54-55).

Facebook is a good social media channel for sharing companies and organizations to share their content to the targeted audience. Content posted by companies on Facebook should be fun, inspiring or visually beautiful, that would attract the consumers. Facebook company profiles are a good communication tool were anyone can ask questions about the company and give criticism or praise. “As prospects develop, marketers are getting better opportunities to engage their consumers through Facebook” (Young, 2014,13).

It is important that organizations and companies create a content strategy and model that can be designed meeting the customer online. The purpose is to promote business goals by creating

messages that are relevant and attractive to customers. A content strategy is providing companies a comprehensive overall view of the market. It is important to measure and analyze content marketing, to find out how companies and organizations are doing in sales and marketing e-commerce works.

In the below figure from B2B Content Marketing institute we can see that more and more organizations use content marketing in their marketing strategy, and its importance is growing each year. Form the 2018 Benchmarks, Budgets, and Trends—North America report we can see that over 91% of organizations are using content marketing in their daily business.



Picture 6. Percentage of B2B Marketers Using Content Marketing (Source: Content Marketing Institute/MarketingProfs, 2018)

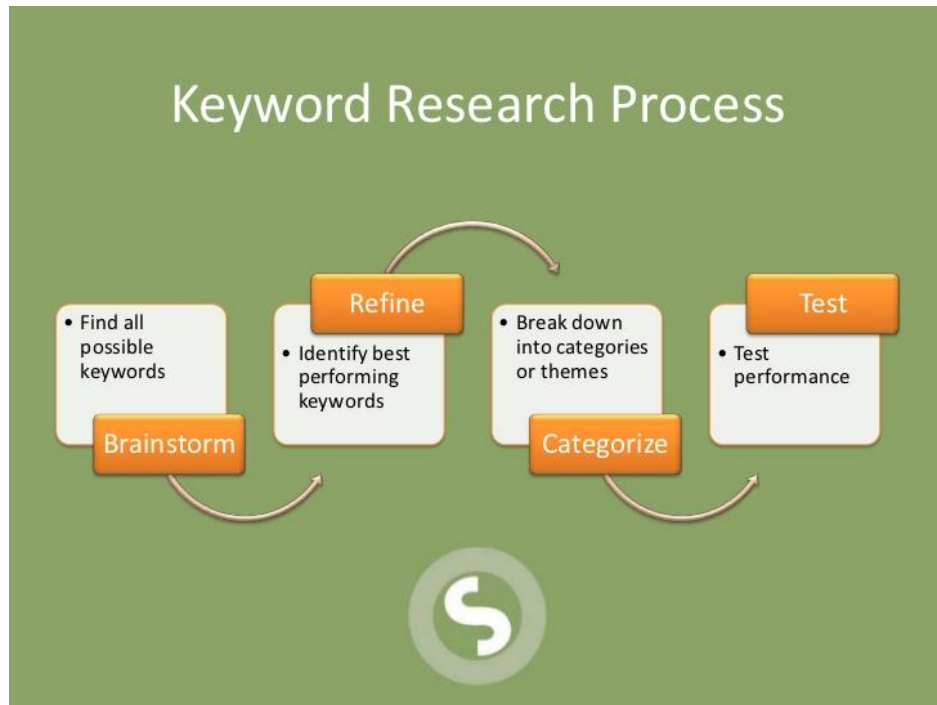
2.6 Website Optimization

When there are over one billion active web pages on the web, and you want your own web site it can be challenging, however it is profitable because when customers want to search for companies, products or services they start to search it from the search engine. This is when SEO (search engine optimization) is being used by companies and organizations.

Search engine optimization is a process where companies and organizations do website changes to achieve better visibility on search results in search engines. The aim is to get your homepage to appear in the first search results with the right keywords to get visitors and especially potential customers to pages on organic search results without paid visibility.

It is important that organizations and companies' sites are search engine friendly. When making a website, it is important to think as a search user, so what keywords would the user use when searching for something. "For this reason, it is recommended to have at least 250 words, especially on the website's index page" (Davis, 2007, 67). It is important that you are adding correct keywords, but at the same time having the content clear and effective. The keywords can be added to the text but also in to pictures and videos that companies, and organizations share.

In below figure author Ron Jones defines the full keyword research process, what should be taken in to consideration when implementing keywords.



Picture 7. Keyword Research Process (Jones, R, 2011)

Search engine optimization can be done both on the page (On page SEO) and outside the page (Off page SEO). “On the on-page Search engine optimization, the site is edited so that the site looks better in searches and the ranking is mostly depended on the content of the site and of the author” (Lahtinen, 2013, 179). These are things that you can control and can make improvements to your own website. Off-Page SEO deals with all the things you can do outside of a page online, to increase visibility and searchability. “With Off-Page SEO sites are trying to get visibility by increasing on other sites” (Lahtinen, 2013,179.) The aim of Off page SEO is to achieve better location on search results, it is largely based on link building, social media and social bookmarks.

Website optimization and SEO in general has a huge part of the overall digital marketing strategy. “For this reason, it is important to quickly see which media and implementations are working to be able to react in the right way” (Endberg ynm, 2013, 92).

3. Objectives

3.1 Main objective

The main aim of the study was to analyze the current digital marketing strategy of the International Nordic Walking Federation and its country members. The main focus was on social media and the social networks that INWA uses in all its country member markets for their digital marketing.

3.2 Secondary objectives

- The thesis is based on the preparation of a targeted marketing plan and aims to help the reader to understand the basics of digital marketing and how to use different digital marketing methods and tools to support their own organization.
- The research problem of this thesis is built around marketing planning, giving the reader an understanding of why it is important to implement marketing activities and require constant careful planning, management and follow-up.
- The thesis is focusing on beginners and newcomers that do not yet have enough experience in designing and implementing digital marketing strategies in their own companies and organizations.
- The thesis aims to provide guidance on how organizations should start using digital marketing for recommendations of its actual use.

4. Methodology

The method chapter presents the method choices made for this bachelor thesis. The case study describes how the collection of primary and secondary data has been collected and analyzed in the bachelor thesis. Both secondary and primary data have been used, for investigating the current digital marketing strategy of INWA.

4.1 Choice of method

There are two different types of research methods, quantitative and qualitative research methods. This thesis used both quantitative or qualitative methods, which are the most used research methods in marketing studies. According to Jacobsen, D. I., Sandin, G., and Hellström, C. (2002), if the aim of the survey is to go into the depths and examine an object in its context, a qualitative method approach is used, and the investigator provides data on how the respondent interprets reality. Jacobsen et al. (2002) points out that a quantitative method is instead a numerical method where data is collected via surveys or standardized visits interviews.

The main method that I mainly used in the theoretical part was the analysis. The analysis helped me to divide the theme into smaller parts and to make it more transparent and understand the topic of the bachelor thesis. Secondary data have been collected primarily through scientific articles and literature studies. The choice to primarily choose scientific and academical articles for the secondary data is explained by the fact that the digital marketing field is constantly evolving and changing. All the acquired findings I gathered from synthesis and incorporated into the bachelor thesis.

As primarily data I chose surveys to investigate and provide evidence about what the social media channels INWA uses and what is their digital marketing strategy in INWA's country members. The surveys were written according to the most important theoretical framework of the thesis.

The thesis concludes a theoretical background of digital marketing and its digital marketing methods. The thesis concludes also a short introduction about Nordic Walking as a sport and about the Nordic Walking federation. What makes this a bachelor thesis work is that all the association's marketing takes place in several different languages because of INWA's international country members, the association must target international corporate culture in its marketing strategy. This

will mean that the strategy includes factors that should be considered when marketing for several different cultures. Base on the information's that I have evaluated, I have been able to clarify theory, basics and trends of digital marketing, especially for organization and companies., and this way achieved the goals of my case study.

4.2 Surveys

I used two types of pre-structured questionnaires, to investigate the importance of digital marketing platforms of the different country members of INWA and the overall digital marketing strategy of those countries. Nine country members of Nordic Walking organization completed the forms, countries Finland, Estonia, Latvia, Spain, Italy, China, Japan, Australia, New Zealand and Iran. The first questioner was an open -ended questioner contained 8 opened questions about the overall digital marketing strategy of INWAs member organizations. Second questioner was a scaled questioner which contained importance questions were the respondent needed to rate the importance of digital marketing platforms form scale 1 to 5.

The surveys were distributed to the respondents via the International Nordic Walking Federations president Mr. Aki Karihtala. He distributed the surveys via email to all 10 countries from whom 10 country members responded to the survey. I evaluated the information I received and pointed out the positive points that the company should maintain and the negative, which should be taken in to consideration, changed and implemented.

5. Analyses

In this chapter will all the primary data be analyzed. In this chapter I will closely analyze both the surveys in detail to get a full picture of the current digital marketing situation of INWA and its strengths and weaknesses for improvement. The analyses aim to create a full picture of current digital marketing strategy of the whole organization based on the results and data collected from scientific articles, different studies both domestic and foreign.

5.1 INWA – Digital marketing strategy

More and more companies start to use digital marketing instead of traditional marketing. There is a clear discussion in studies that the transition to digital marketing has created a great need to establish a better framework for how businesses will work with marketing due to the lack of traditional marketing mixes (Constantinides, 2002; Jain, 2013 & Goi, 2009). INWA has mostly experience in the traditional marketing and its tools. However, INWA and its country members are active mostly on their own web pages and as social media mostly using Facebook. Companies own websites characterize the company, and gives the first impression about the company, to someone who has not yet heard about the company before. Therefore, the websites should be well planned and designed. Which is really good is that INWAs main home page works in mobile form. INWAs web sites are rich in content but do still have some deficiencies what comes to linking their own web sites to their social media platforms as Facebook, the links should be easily accessible.

INWA is not yet a really experienced user of digital marketing methods and tools. Biggest obstacle is the budget, which also the outcome of the questionnaires confirms. Most of the country members are using for their digital marketing organic digital marketing services. In the long run it is important to include in your digital marketing strategy paid advertisement to build a strong customer base.

INWA is mainly active on its main homepage and on the individual home pages of its member organizations. On the web pages they are sharing newest news of the organization and mainly about upcoming sport events and instructor courses.

INWA is still using a lot traditional marketing methods as direct mail marketing where INWA is sending out brochures, catalogs, newsletters and other emails directly to client's mailboxes. Printed advertisements like magazines or posters belongs also to the traditional marketing methods that INWA uses. INWA is not doing any paid digital advertising witch also comes up from the results of the questionnaire.

5.2 Questionnaire results

In this part of my Bachelor Thesis, I conducted two questionnaires for INWAs country member organizations employees, focusing on INWA's digital marketing. The purpose of the questionnaires was to find out how employees perceive their overall digital marketing strategy of the overall organization and in their individual countries. In the second scaled questionnaire I asked the respondents to express which digital platforms they consider to be very important and less important.

5.2.1 Digital marketing open – ended questionnaire

This questionnaire contained 8 opened questions about the overall digital marketing role of the organization. One respondent from each country responded to these questions.

Question number 1 I asked: *“What social media platforms are you active on?”* The most frequently mentioned social platforms were Facebook and Instagram.

Question number 2: *“What digital methods were most affective for your association?”* Question number two had the same results as in question number one, where most of the respondents mentioned Facebook, but most respondents mentioned their web sites to be their most affective digital method.

In Question number 3, I asked *“What paid digital advertising are you doing?”* where the majority of correspondents confirmed that INWA is not doing any paid digital advertising and most are organic advertising. As previously mentioned biggest obstacle is that there is not enough budget to have paid advertising. With organic advertising companies and organizations are able to advertise

a lot via social media platforms, which provides a lot benefits for low costs. In the long run it is good that INWA starts to have also paid advertising as this way they will be able to better control and to reach protentional audience.

Question number 4, was a more opened question where I asked, *“What are your primary goals of your digital marketing efforts?”* The majority also agreed on this question, where the respondents confirmed that the primary goal is to inform, involve and let more people now about INWA and Nordic Walking as such. Couple of the respondents also mentioned the importance of increasing and attracting qualified persons and instructors for promoting Nordic Walking.

Question number 5, concerned question: *“What are your biggest challenges in digital marketing?”* Most respondents mentioned again the budget to be the biggest challenge and then reach and target the audience. Also, this was mentioned by Galina Gorbatenkova from Latvia: *“To create the engaging content, that will be interesting to my audience. Audience has different layers: instructors, Nordic walking enthusiasts, beginners – different information should be designed for each of this groups to make the content engaging for each of them”*.

Question number 6, was mainly focusing on the activity of each country members, *“How often are you updating content on your website?”* Most countries are updating their content monthly and couple of them respondent that even weekly, especially when they have upcoming events, such as competitions, courses etc. Second last question number 7, is a more subjective question where the respondents can take a stand on *“How do you see the performance of INWA in digital marketing?”* this question contained variety of responses. Couple of countries said that they see the performance as good but then also that it could be better. Galina Gorbatenkova from Latvia expressed this question really detailed and good *“INWA is currently performing ok in terms of the number of followers on Facebook: 4099 follows; however, INWA should post more frequently on Facebook. In addition to posts with upcoming events there should be posts with engaging content (the posts should either provide information or entertain; more video content).”* Based on the answers we can evaluate that INWA has space for improvement.

The final **question number 8** gives an opportunity for the respondents to provide suggestions for improvement. Question was: *“Do you have any suggestion show INWA could improve digital marketing?”*. As the question gave the respondents an opportunity to give their own opinion, the results where diverse. Kristin Prangel from Estonia mentioned *“INWA should support its member’s*

digital marketing budget”, which I think is one of the key issues. Galina Gorbatenkova from Latvia gave 3 examples.

1. Explore what is the current audience of e.g. Facebook page.
2. What is the typical profile of a person that is following INWA, that is engaged in the information INWA shares. There may be several profiles.
3. What could be this engaging content for each of such profiles: e.g. the beginner who just started practicing Nordic walking needs more information about the poles, the technique. The professional needs more information about the upcoming events; possibly some research data (if a person wants to get deeper in the subject).

As mentioned already previously one of the most important business goals of digital marketing is to get as much traffic as possible on companies’ website and to increase the number of visitors to the right audience. It is important that each company or organization knows who their current audience are, how to reach them and mainly how to maintain their interest.

5.2.2 The importance of Digital Marketing Platforms - scaled questionnaire

The second questionnaire was an opened scaled questionnaire where I wanted to find out how do they evaluate the importance of each social media platforms. This scaled questioner contained importance questions were the respondents needed to rate the importance of digital marketing platforms form scale 1 to 5. The questionnaire contained 11 digital marketing platforms, social networks, micro – blogs, creativity-sharing sites etc. All ten countries filled out the questionnaire and evaluate each platform from the scale 1 to 5, from Not at all important till very important.

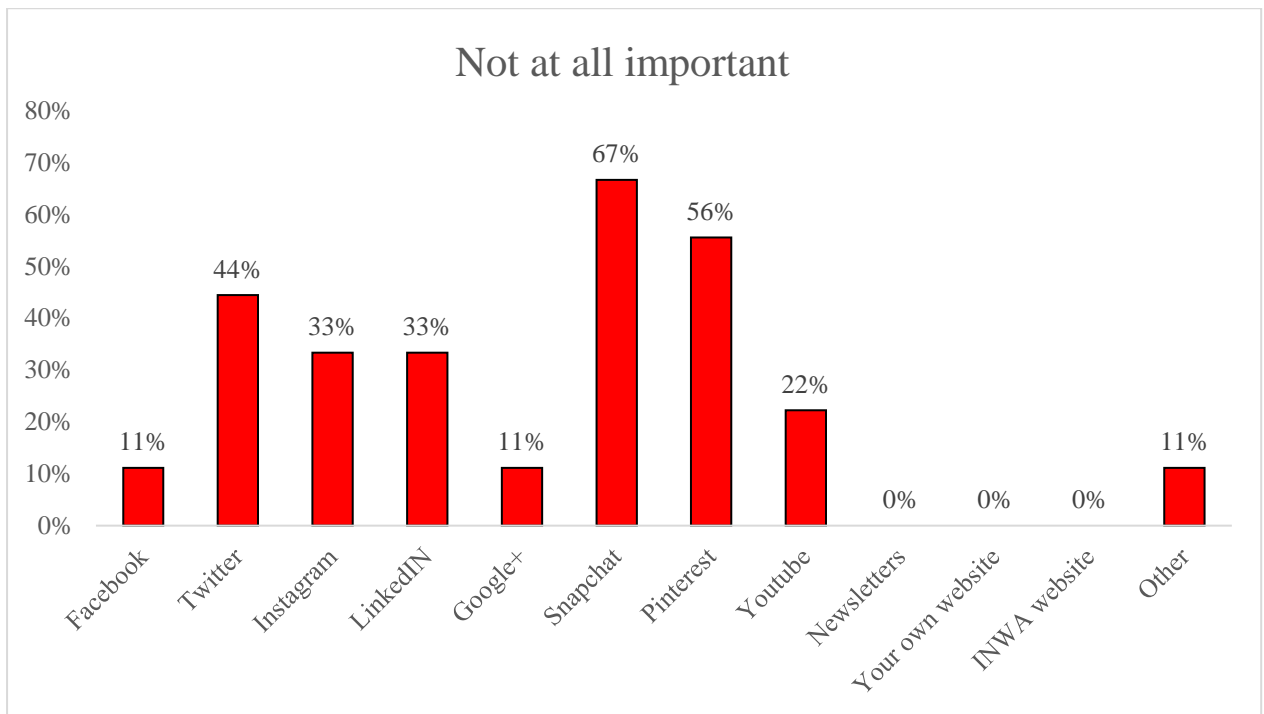
Below table demonstrates the questionnaire with the results in percentages.

DIGITAL MARKETING PLATFORMS	IMPORTANCE				
	Not at all important	Not that important	No opinion	Quite important	Very Important
	1	2	3	4	5
Facebook	11%	22%	0%	11%	67%
Twitter	44%	0%	22%	33%	11%
Instagram	33%	0%	0%	44%	33%
LinkedIN	33%	0%	33%	44%	0%
Google+	11%	22%	33%	33%	11%
Snapchat	67%	11%	33%	0%	0%
Pinterest	56%	11%	22%	11%	11%
Youtube	22%	22%	0%	44%	22%
Newsletters	0%	0%	11%	67%	33%
Your own website	0%	0%	0%	33%	78%
INWA website	0%	0%	11%	44%	56%
Other	11%	0%	0%	0%	22%

Table 1. Digital Marketing Platforms

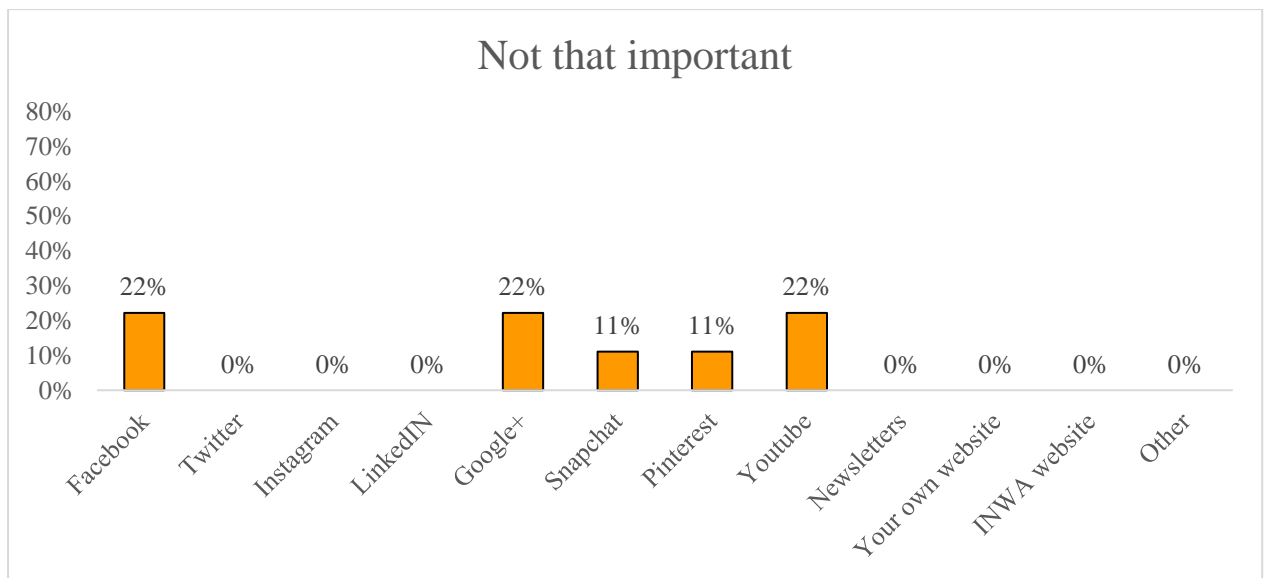
Each result options are described in below graphs.

As we can see Snapchat and Pinterest are not at all important digital marketing platforms for more than 50% of respondents. Snapchat with 67% and Pinterest 56% respondents marked not at all important option. Twitter with 44% could also be considered as not important. According to the sample of correspondents we can see that the results correlates with the statistics from © Statista mentioned in the theoretical part of the thesis, where © Statista was analyzing the most popular social networks worldwide as of April 2018. According to the statistics by © Statista Snapchat is one of the four most unpopular platforms with only 255 million users. Pinterest is ranked as second most unpopular social platform, with 200 million users.



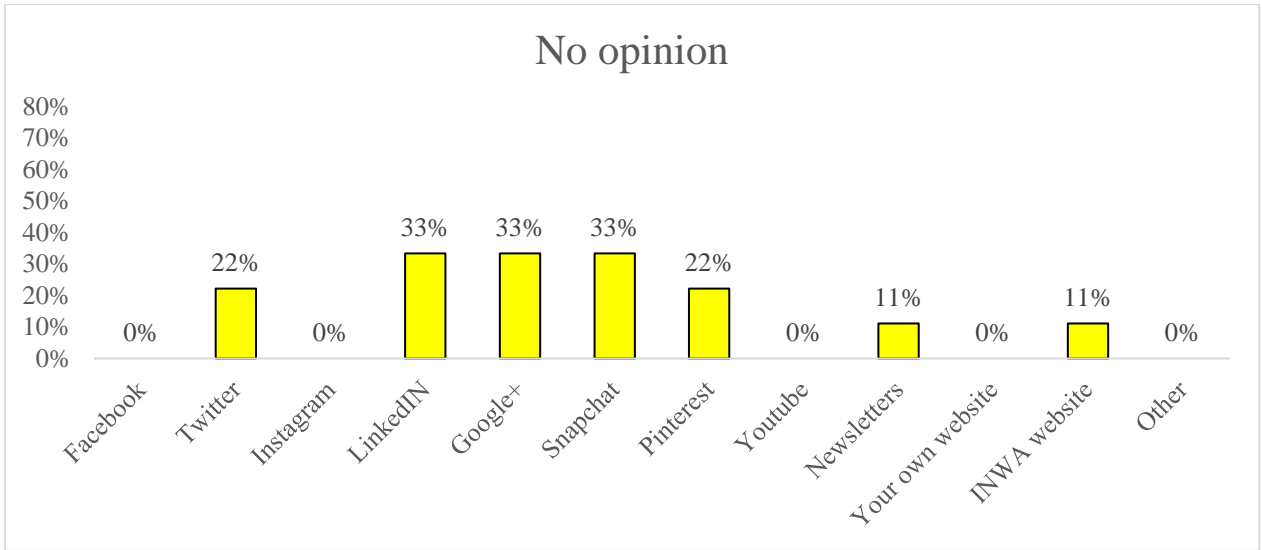
Graph 1 – “Not at all important” ranking

In below graph the respondents had options “Not that important” to choose from. The answers to this option were quite neutral, some platforms did not get a single mark. Maximum marks that a platform received where two, Google+ and only YouTube received two marks. Otherwise only 1 mark was given for Snapchat and Pinterest, all the rest platforms did not receive a single one mark. Main reason why this option had so few marks is because this option does not express a specific opinion.



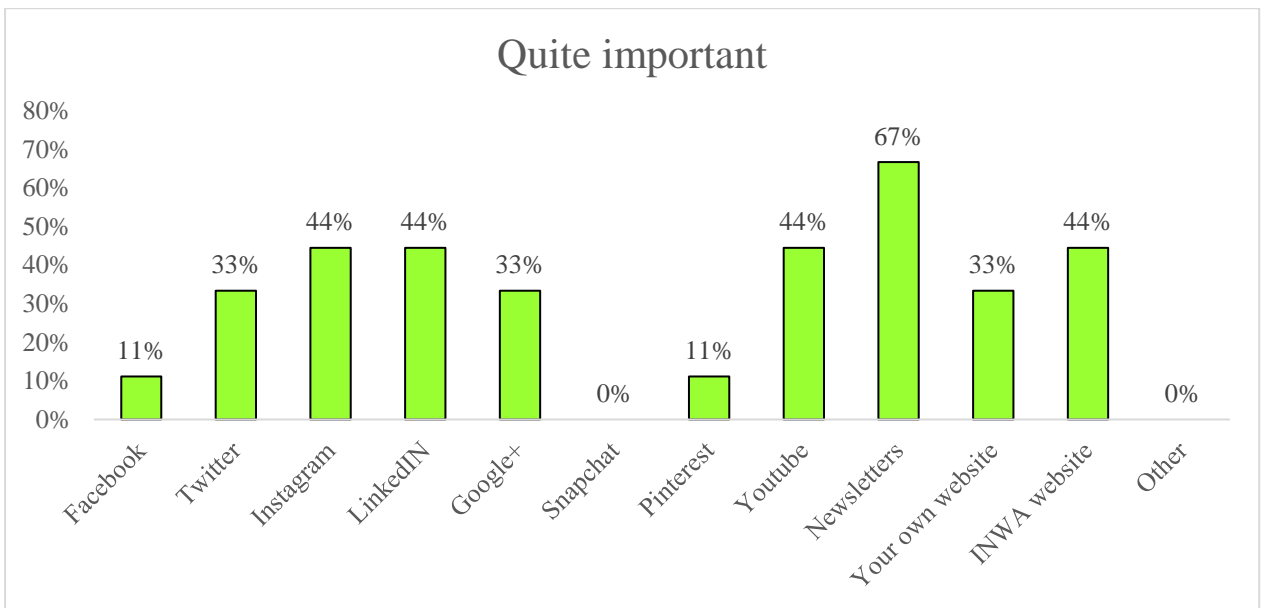
Graph 2 – “Not that important” ranking

Third option that the respondents could choose to mark was “No opinion”. This is an option which give the respondents room to abstain from marking a platform. In below graph we can see that maximum votes for one platform were 3 marks, LinkedIn, Google+ and Snapchat received 33%. From this result we can see that most respondents that voted for “Non-opinion” where platforms which are less know and less used in daily business. Platforms that are well known and most used by the organization had no marks, as Facebook, Instagram, Own web page and YouTube.



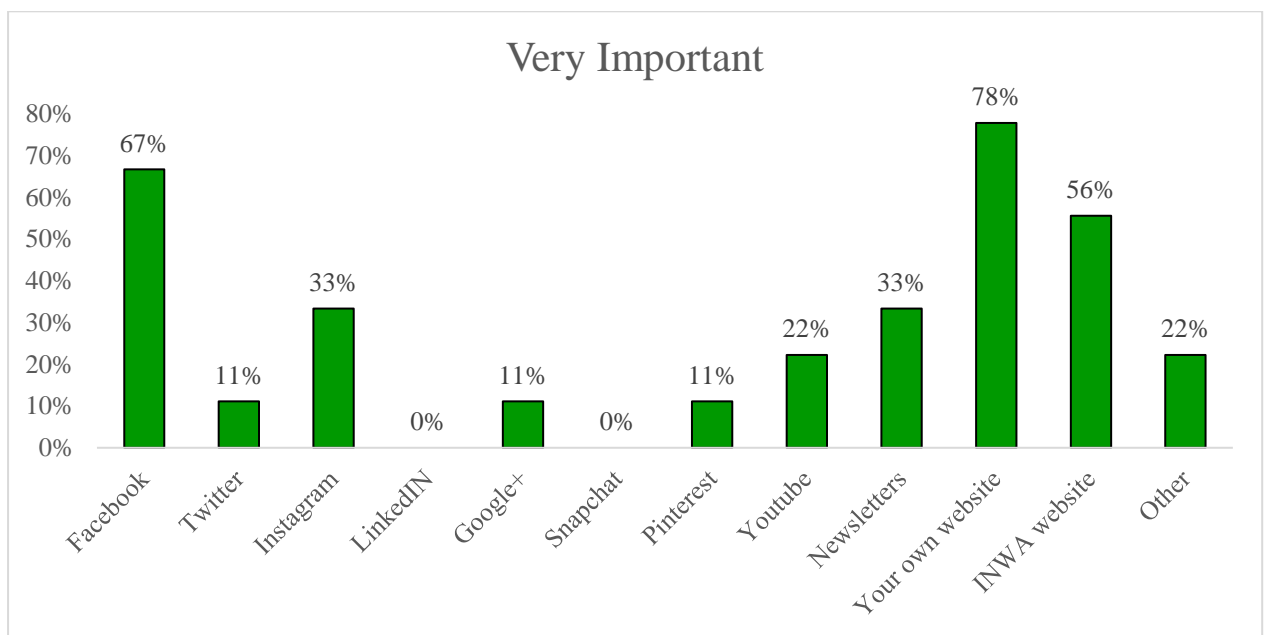
Graph 3 – “Not opinion” ranking

Forth option was also a quite unspecific and neutral option, where the respondents could choose option “Quite important”. This option had many marks, only Snapchat did not receive a single mark, 0%. Platform that did receive most marks was the Newsletter, with 67%.



Graph 4 – “Quite important” ranking

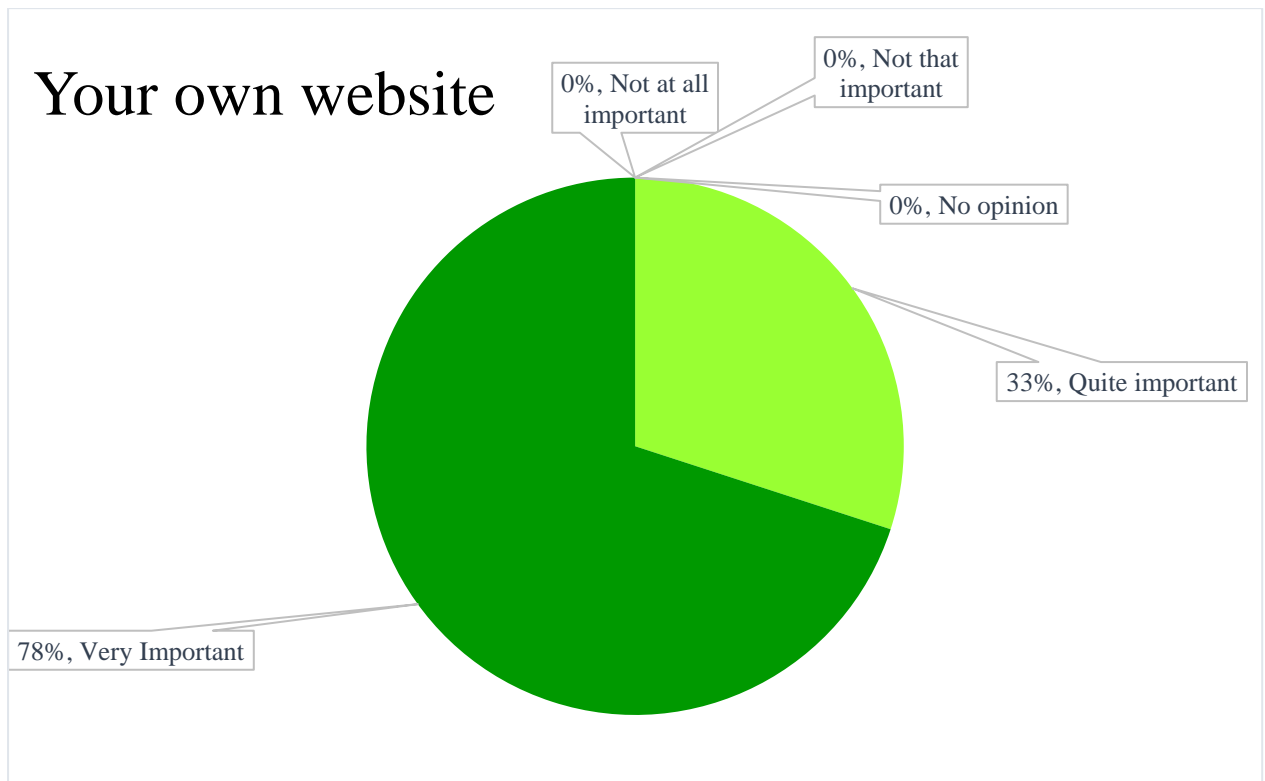
Last option on the scale was “Very important” option. This option had diverse marks from 1 mark up to 7 marks. 78% of the respondents do see their own web page as the most important digital marketing platform. We all know that own web page is the most important marketing tool. Own web site is the main source for all audience to reach you and connect with you, that is why it is the most important platform with the questionnaire also confirms. Facebook is the second most important platform according to the respondents, with 67%. According to © Statista, Facebook is also ranked as the most popular network worldwide with 2,234 million users.



Graph 5 – “Very important” ranking

According to the results from the Questionnaire we can confirm that among the most important platforms belongs each country's own home page, Facebook as second and INWA's website as third most important digital marketing platform.

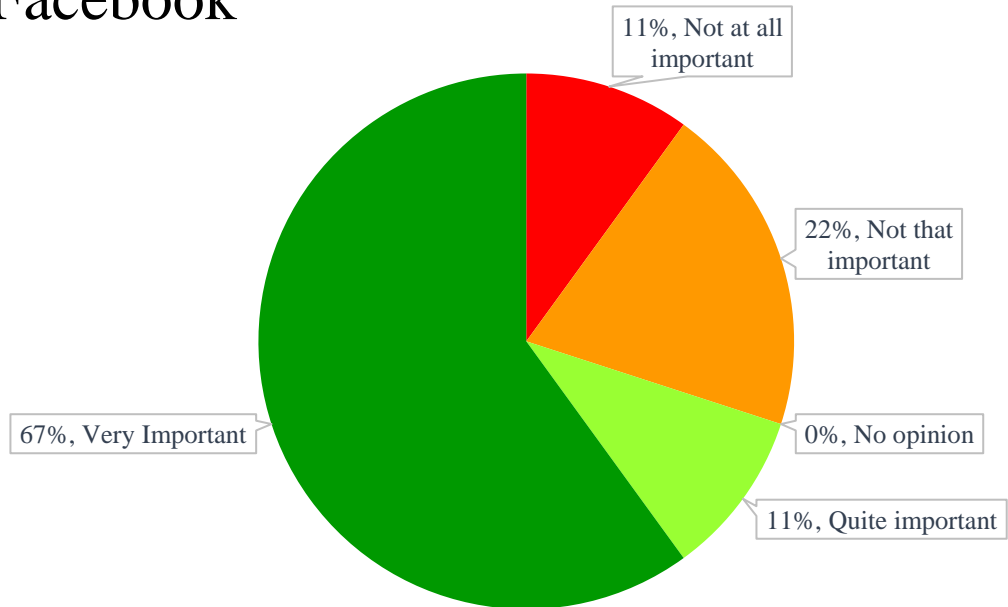
In below graphs I will be analyzing in more detail the top three most important platforms.



Graph 6 – “Your own website” ranking

In above graph we can see that own page of each country is the most important digital marketing platform ranked by the respondents. 78% of all respondents consider own web site as very important platform, the rest, as “quite important”. Nobody marked options “Not at all important”, “Not that important” and “No opinion”. According to these results of the questionnaire we can see that own web site of each country is the most important marketing platform. What makes each country own web page so important, is that each country is free to individually post and promote events that are planned specifically for each country. It allows to target the local market of each country, as the web pages are in local language.

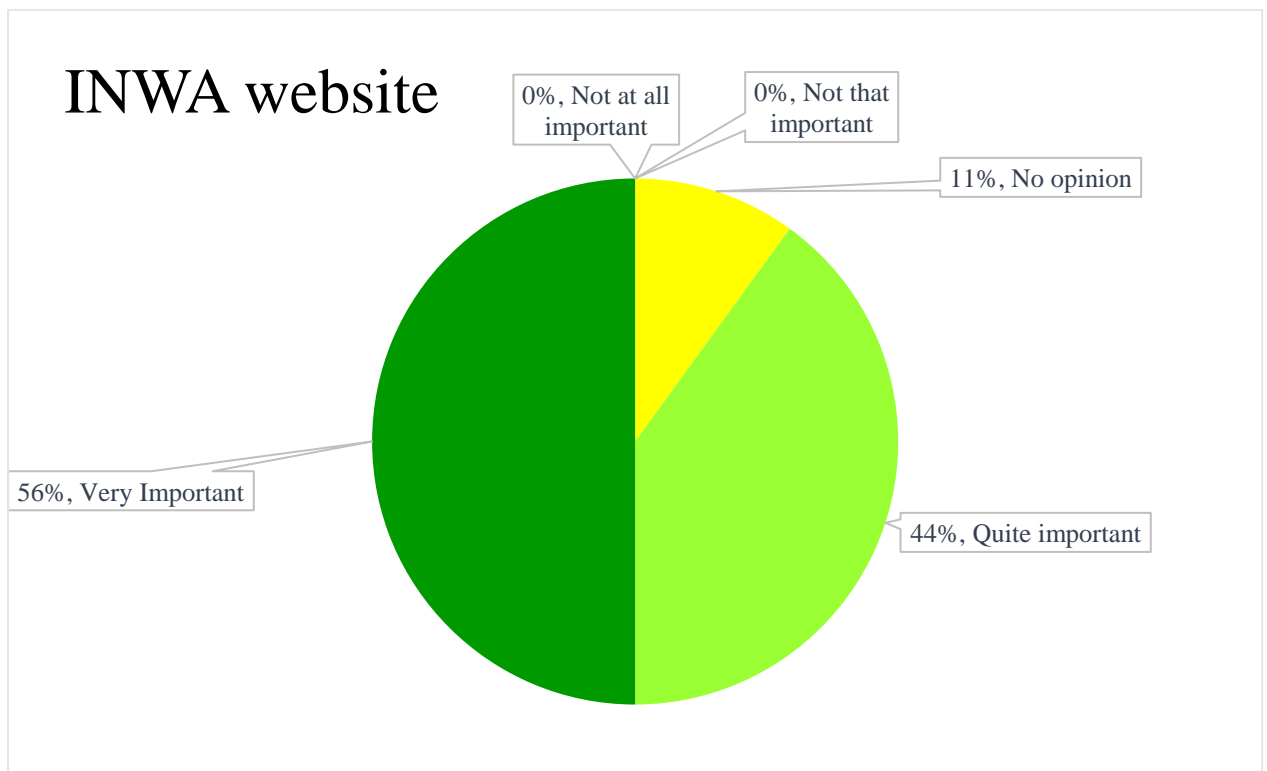
Facebook



Graph 7 – “Facebook” ranking

Facebook is ranked as second most important digital marketing platform, 67% of all respondents consider Facebook as a very important platform. From worldwide rankings and analysis, we can also see that Facebook is the most used social network, with 2,234 million users. Facebook is also one of the best social media platforms to be active on when doing business. Facebook is a great place to personally share news and events about the organization. Facebook's users are used to personal status updates from friends and acquaintances, so it's also true that you as a company or organization have a similar tone. By sharing this kind of information, your followers get a sense of community and that they get to know you and your business. Organizations work on Facebook and social media has become a very important part of the organization, INWA's main Facebook home page has 4,124 likes and 4,111 followers. From the results of the opened questionnaire we can see that most of countries are sharing weekly post about events and competitions of Facebook. INWA

is on the right track, but still has place for improvement what comes to be even more active on Facebook.



Graph 8 – “INWA website” ranking

Third most important digital marketing platform is INWAs home web site. 56% of all respondents consider INWAs web page as very important digital marketing platform, and 44% considers it as “quite important”. The results show that INWAs main homepage is important when planning and digital marketing strategy. The homepage gives the first impression for a new visitor and receives the most traffic as it pops up among the first pages when searching in google for” Nordic Walking”.

6. Conclusion

The purpose of this study is to analyze what kind of digital marketing strategy INWA has and what digital marketing platforms INWAs country members are using. After analyzing the collected empirical literature, we can state what are the current trends of digital marketing and if INWA is following and applying these trends in to their daily business.

The challenge with especially social media is that it is difficult to apply one strict manual as the trends of social media are changing quickly, a part form that social media is all about new thinking at the right time and at the right place. As mentioned earlier, it is important to clarify the objective and aims of the digital marketing strategy, so that it goes hand in hand with your organization's purpose. It can be for example that you want to increase followers or then promote your organization's purpose. It is very possible that you need two goals one overall and one measurable, for example, an increase in the number of followers. Although social media marketing is very cost effective, the planning and maintenance of digital channels is very time consuming and should therefore be carefully planned if a company decides to be on social media.

As we can see from the results of the questionnaire and based on the collected scientific articles and literature, Facebook as a social media platform is concurring the digital marketing platforms together with web site of the organization. From worldwide statics point of view, we can also see that Facebook is the leading social network platform. The findings give us a clear picture that Facebook is worth investing time to, when building the brand, increasing followers and promote the organization. It is important to know well your tools, understand the basics why you promote and mainly listen to your audience.

Thanks to the possibilities that internet is providing us we have access to a lot of information, such as articles, frameworks, blogs etc. that we can find useful when planning our own digital marketing strategy.

In below picture, created by Dave Chaffey and Danyl Bosomworth, from “Smart Insights.” We can see how to create a digital marketing strategy, the key measures to set targets for and evaluate at each stage of the tunnel, as the authors are describing.



Picture 8. The Smart Insights RACE Planning System for Digital Marketing (Chaffey, D., & Bosomworth, D, 2013)

Finally, I would like to say that my thesis has given me a deeper understanding of digital marketing, and specifically how it works and should be implemented to organizations and companies' overall strategies. Thus, I understand how to implement the different digital marketing tools, how to analyze the business and mainly how to plan a digital marketing strategy.

7. References

- AUTORŮ, K. (2014). Online marketing: Současné trendy očima předních expertů.
- Bergström, S., & Leppänen, A. (2015). Yrityksen asiakasmarkkinointi.[Verkkokirja]. *Helsinki: Edita Oy.[Viitattu 20.1. 2016]. Saatavana Ellibs-e-kirjakokoelmasta. Vaatii käyttöoikeuden.*
- Berthon, P., Pitt, L., & Campbell, C. (2008). Ad lib: When customers create the ad. *California management review, 50(4)*, 6-30.
- Branthwaite, A., & Patterson, S. (2011). The power of qualitative research in the era of social media. *Qualitative Market Research: An International Journal, 14(4)*, 430-440.
- Chaffey, D., & Ellis-Chadwick, F. (2012). Digital marketing (ed.). *Edinburgh Gate, Harlow: Pearson Education.*
- Clapperton, G. (2010). *This is Social Media: Tweet, blog, link and post your way to business success.* John Wiley & Sons.
- Constantinides, E. (2002). The 4S web-marketing mix model. *Electronic commerce research and applications, 1(1)*, 57-76.
- Davis, H., & Niemi, M. (2007). *Google: Kuinka varmistat verkkonäkyvyytesi.* Readme. fi.
- Harden, L., & Heyman, B. (2009). *Digital engagement: Internet marketing that captures customers and builds intense brand loyalty.* AMACOM Div American Mgmt Assn.
- Haydon, J., Dunay, P., & Krueger, R. (2012). *Facebook marketing for dummies.* John Wiley & Sons.
- Jacobsen, D. I., Sandin, G., & Hellström, C. (2002). *Vad, hur och varför: om metodval i företagsekonomi och andra samhällsvetenskapliga ämnen.* Studentlitteratur
- Jefferson, S., & Tanton, S. (2015). *Valuable content marketing: how to make quality content your key to success.* Kogan Page Publishers.
- Jonash, R., Koehler, H., & Onassis, I. (2007). The power of platforms. *Business Strategy Series, 8(1)*, 26-34.
- Juslén, J. (2011). *Nettimarkkinoinnin karttakirja.* Helsinki: Tietosykli Oy.
- Kananen, J. (2013). *Digimarkkinointi ja sosiaalinen media liiketoiminnassa.* Jyväskylä: Jyväskylän ammattikorkeakoulu.

- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons*, 53(1), 59-68.
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business horizons*, 54(3), 241-251.
- Klie, L. (2015). Firms should embrace Instagram. *Customer Relationship Management*, 19(3), 15.
- Lahtinen, T. (2013). Verkkokaupan käsikirja. *Helsinki: Suomen Yrityskirjat Oy*
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.
- Miles, J. (2014). *Instagram power: Build your brand and reach more customers with the power of pictures*. New York, NY: McGraw-Hill Education.
- Neher, K. (2013). *Visual social media marketing: Harnessing images, Instagram, Infographics and Pinterest to grow your business online*. Boot Camp Pub.
- Osatuyi, B. (2013). Information sharing on social media sites. *Computers in Human Behavior*, 29(6), 2622-2631.
- Postman, J. (2009). *SocialCorp: Social media goes corporate*. Peachpit Press.
- Pyyhtiä, T., Roponen, S., Seppä, M., Relander, T., Vastamäki, R., Korpi, J., ... & Engberg, J. (2013). Digin mitalla: Verkkomarkkinoinnin ja-myynnin mittaamisen käsikirja. *Helsinki: Mainostajien Liitto*.
- Rahimnia, F., & Hassanzadeh, J. F. (2013). The impact of website content dimension and e-trust on e-marketing effectiveness: The case of Iranian commercial saffron corporations. *Information & Management*, 50(5), 240-247.
- Ryan, D. (2016). *Understanding digital marketing: marketing strategies for engaging the digital generation*. Kogan Page Publishers.
- Safko, L. (2010). *The social media bible: tactics, tools, and strategies for business success*. John Wiley & Sons.
- Safko, L., & Brake, D. (2009). *The social media bible*. ExecuGo media.
- Teo, T. S. (2005). Usage and effectiveness of online marketing tools among Business-to-Consumer (B2C) firms in Singapore. *International journal of information management*, 25(3), 203-213.

Stelzner, M. (2016). 2016 Social Media Marketing Industry Report. *Social media examiner*.

Van Dijk, J. (2006). *The network society*.

Wsi, 2013. *Digital Minds: 12 Things Every Business Needs to Know about Digital Marketing*.

Victoria: Friesen Press, p. 7.

Young, A. (2014). *Brand media strategy: Integrated communications planning in the digital era*. Springer.

Zeng, D., Chen, H., Lusch, R., & Li, S. H. (2010). Social media analytics and intelligence. *IEEE Intelligent Systems*, 25(6), 13-16.

Electronic publications and other Internet resources

Chaffey, D., & Bosomworth, D. (2013). Digital marketing strategy Planning Template. *Smart Insights (Marketing Intelligence) Ltd., Jan*.

<http://www.supref.fr/blog/wp-content/uploads/2015/03/digital-marketing-plan-template-smart-insights.pdf>

Dunér, H. (2011). Sociala medier kan slå tillbaka. Svenska Dagbladet. 2 mars.

http://www.svd.se/naringsliv/sociala-medier-kan-sla-tillbaka_5978207.svd [2012-03-29]

Institute/MarketingProfs. (2018). *2018 B2B Content Marketing Trends—North America: Content*

https://contentmarketinginstitute.com/wp-content/uploads/2017/09/2018_B2B_Research_FINAL.pdf

Jones, R. (2011). *Keyword intelligence: keyword research for search, social, and beyond*. John Wiley & Sons.

https://www.slideshare.net/mediabistro/ron-jones-keyword-intelligence-keyword-research-for-search-social-and-beyond/11-KeyWord_Research_Processbr

Logo of INWA

<http://www.inwa-nordicwalking.com/>

TechCrunch, Josh Constine. (2017). *Monthly users of social media*.

<https://techcrunch.com/2017/06/27/facebook-2-billion-users/?guccounter=1>

© Statista (2018). Most popular social networks worldwide as of April 2018, ranked by number of active users (in millions).

<https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>

© Statista (2018). Most popular mobile and music video apps in the United States as of February 2018, by monthly users (in millions).

<https://www.statista.com/statistics/579479/most-popular-us-music-video-apps-ranked-by-audience/>

© Statista (2018). Number of monthly active Instagram users from January 2013 to June 2018 (in millions).

<https://www.statista.com/statistics/253577/number-of-monthly-active-instagram-users/>

Westander (2014) *Westanders pr- handbok 2014*. [Elektronisk]. Stockholm: Westander Publicitet& Påverkan

Attachments

Attachment 1. Digital marketing open – ended questionnaire

Attachment 2. The importance of Digital Marketing Platforms - scaled questionnaire

DIGITAL MARKETING QUESTIONNAIRE TO INWA MEMBER ORGANIZATIONS

COUNTRY	Country name	ORGANIZATION	Organization name
NAME	Name of the person in charge	INWA MEMBER SINCE	Give a date
DATE	Date of reply		

This is a survey of how and which digital marketing methods are used to promote Nordic Walking worldwide.

1. What social media platforms are you active on?

Your reply

2. What digital methods were most effective for your association?

Your reply

3. What paid digital advertising are you doing?

Your reply

4. What are the primary goals of your digital marketing efforts?

Your reply

5. What are your biggest challenges in digital marketing?

Your reply

6. How often are you updating content on your website?

Your reply

7. How do you see the performance of INWA in digital marketing?

Your reply

8. Do you have any suggestion show INWA could improve digital marketing?

Your reply

THE IMPORTANCE OF DIGITAL MARKETING PLATFORMS

COUNTRY:
ORGANIZATION:
NAME:

Choose the number that number best suits your opinion of the importance of the matter.
Use the scale on the top row of the table.

DIGITAL MARKETING PLATFORMS	IMPORTANCE				
	Not at all important	Not that important	No opinion	Quite important	Verry Important
Facebook	1	2	3	4	5
Twitter	1	2	3	4	5
Instagram	1	2	3	4	5
LinkedIN	1	2	3	4	5
Google+	1	2	3	4	5
Snapchat	1	2	3	4	5
Pinterest	1	2	3	4	5
Youtube	1	2	3	4	5
Newsletters	1	2	3	4	5
Your own website	1	2	3	4	5
INWA website	1	2	3	4	5
Other: What	1	2	3	4	5