



A MARKET RESEARCH INTO THE FRENCH
CONSUMERS PERCEPTION OF NORWEGIAN
TRADITION AND DESIGN

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“This paper is done as a part of the undergraduate program at BI Norwegian Business School. This does not entail that BI Norwegian Business School has cleared the methods applied, the results presented, or the conclusion drawn.”

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Executive summary

We, the authors, has the last six months conducted a research study for Amundsen Sports AS. This is study focus on their operations and activities towards the French market.

Amundsen Sports is a Norwegian outdoor and ski apparel brand, founded in 2009. The founders of this company were Jørgen Amundsen and Erik Friis, the first one a relative of the legendary Norwegian explorer Roald Amundsen. The company's identity reflects its heritage of Roald Amundsen and Norway as a winter sports nation. Their products are based on their own principle; innovation through tradition, providing clothing with modern usability with a traditional look.

Today, Amundsen Sports has sales in France through a handful of distributors located near the ski resorts of the alpine region. The aim of this research study is to analyse the French market in favour of Amundsen Sports, and the authors has therefore formulated the following problem definition:

“Can Amundsen Sports increase their brand awareness by innovate in old traditions and by that strengthen their market position in France?”

Amundsen Sports faces some challenges in the French market, compared with their other export markets. They experience low sales, low brand awareness, and distributors that does not meet their expectations.

To develop a proper strategy for Amundsen Sports in the French market, and finally with a recommendation, the authors has conducted a methodology research, external analysis and internal analysis. The analysis and research covers the micro- and macro environment of Amundsen Sports, as well as competition and barriers such as cultural differences.

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Literature review

To cover the main topics regarding B2C marketing, we have used “Consumer Behaviour” by Schiffman, Kanuk and Hansen (Schiffman, 2012) to apply theory to our research. This book is the syllabus for the class “Consumer Behaviour” at BI Norwegian Business School.

The evoked set (Schiffman, 2012, p. 74), is a theory used to map the consumer’s selection process. In this theory Schiffman states that a consumer has knowledge of some brands that later become the ones a consumer considers, and finally choose. He claims that brand knowledge is important for a consumer’s decision making. This theory is of importance to our research, as we are writing about outdoor and skiing apparel within the clothing industry, an industry where brand knowledge is crucial for decision making. In addition to this theory, information given in a Social Media Marketing class (2016), at Grenoble École de Management by Guillaume Hervet, argues that the recent years, social media and internet has a huge impact on consumer’s decision making as well.

To apply theory on the topics of both internal and external analysis we used Ghemawat, a global professor of management and strategy as well as the director of the Center for the Globalization of Education and Management at the Stern School of Business at New York University. For internal we used the AAA model. The AAA model was crucial to our research as it provided theory on how Amundsen Sports can expand their business through diversification. We wanted to implement the differences of France and Norway in our thesis, as the company is Norwegian and is targeting the French market. To implement an analysis on this topic for our external analysis we used Ghemawat’s CAGE framework.

In terms of the problem definition, we want to research if Amundsen Sport can strengthen their strategic position in the French market. For this, we have used argues, theories and models provided by Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin and Patrick Regnér through their book “Exploring Strategy (Johnson, et al. 2014). The strategic position is concerned with the impact on strategy of the external environment, the organisation’s strategic capability (resources and competences), the organisation’s goals and the organisation’s culture (Johnson, et al. 2014). In order to do so we also need an understanding of the strategic position the company is currently in. Conducting a proper analysis of the environment is essential because it can enable us to present opportunities and threats. The environment is what gives organisations their means of survival. Although you

cannot predict the future, it is still important for companies to try to analyse their environments carefully in order to anticipate or influence environmental change (Johnson, et al. 2014).

The PESTEL framework is one of several frameworks, which categorises environmental factors into key types (Johnson et al. 2014), analyse and monitor the macroenvironmental factors that have an impact on an organisation. It highlights six environmental factors: political, economic, social, technological, environmental and legal. However, throughout the course of Introduction to Global Strategy our professors emphasized that this framework is rather outdated and wanted us to use the STEEPLE framework, which is an updated version of the PESTEL, only it also highlights the competitive and ethical factors. It underpins the main deliverables the PESTEL framework provides and therefore enables us to use the same theories provided in the booklet, but we will also use the information provided to us by the teachers in order to conduct a thorough STEEPLE analysis. We have used both the STEEPLE analysis and the CAGE framework as they supplement each other in the external analysis. Identifying cultural differences is also a topic that needed to be covered in our research, as Amundsen Sports has operations in a foreign market. To categorize cultural differences, we applied the cultural dimensions of Geert Hofstede, he has done research on cultural differences that are useful from a business point of view.

1. Introduction

The project is about Amundsen Sport, a Norwegian sportswear brand with focus on outdoor garments. They are offering traditional skiing outfits based on, and inspired by the adventures and explorations by Roald Amundsen. Roald Amundsen, a Norwegian adventurer and explorer, especially known for being the first man to set his foot on the South Pole, and for being the first man to reach both the North Pole and the South Pole. Today, Amundsen Sports produce skiing and outdoor apparel in the spirit of Roald Amundsen.

“We develop smart products inspired by the past and built for the future with advanced technical features and state-of-the-art materials.”

Jørgen Amundsen, a relative of the late Roald Amundsen, founded the Amundsen Sports AS in 2009. He is also the current CEO of the company. Amundsen Sports is a young company; however, they have enjoyed an increase in their revenue over the last five years (H.O, 2015, Dagbladet).

In this paper, the authors will focus on Amundsen Sports operations in the French market. The company has an agent, as well as a small showroom located in Annecy, a small city nearby the Alps. France is an important market as some of the most popular skiing resorts is to find in the French Alps. Amundsen Sports has retailers located among the most popular skiing areas in the region, respectively Val d’Isere, Morzine, Mègeve, Alpe d’Huez, Ski Center Sarl in Isola, Tignes Val-Claret and 1 retailer is to find in the French capitol, Paris.

1.1 Company Profile

Roald Amundsen in his time chose to learn from the best possible source, the Inuit. He studied their knowledge on survival during extreme weather. At the same time, he was exploring the state-of-the-arts technology of his time. Some of the reasons the explorer Roald Amundsen succeeded where others failed, was his ability to look back in time while leaping forward, his urge to explore the unexplored, his accuracy and above all his refusal to accept the status quo.

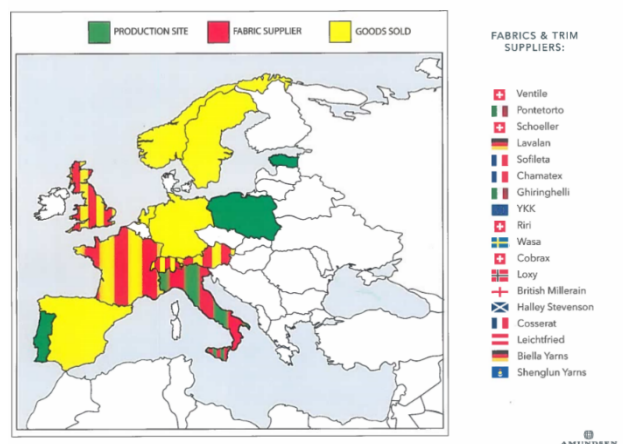


*J. Amundsen
Founder of Amundsen Sports*

“Amundsen Sports was founded on these standards set by Roald Amundsen and his spirit of adventure. His successful combination of tradition with innovation strongly inspire us on our mission to enhance and simplify the everyday life for outdoor enthusiasts.”

Amundsen Sports sell their products mostly through retailers. In Norway, its home market, it has its products sold in the largest cities, common tourist destinations, and with a high concentration of retailers in the Oslo area. In addition to Norway, Amundsen Sports also has retailers in Sweden, France, Austria, Switzerland, Slovakia, Slovenia, United Kingdom, Germany, The Netherlands, Australia, Luxembourg, and Spain.

Amundsen Sports fabrics and trims suppliers comes from Europe with one exception, Mongolia. Their production sites can be found in Estonia, Poland, Italy, and Portugal. Whereas their fabric suppliers can be found in United Kingdom, France, Italy, Switzerland, and Austria.



The branding, which is strongly related to Roald Amundsen, is considered the company's heritage. The style of Amundsen Sports' sportswear combine tradition and heritage with modern applications, reflected through their slogan: "Innovation through tradition". With a traditional look, made with technical and quality materials, they produce skiing apparel perfect for downhill, off-piste, hiking and cross-country skiing. Amundsen Sports clothing concept is a three-part formula, which consists of jackets, technical knickerbockers and gaiters. The three-part formula copes with the quick weather changes in mountainous areas, which is beneficial for both hikers and ski enthusiasts. As previously mentioned the apparel by Amundsen Sports come in a traditional nostalgic fashion that reflects the heritage of the explorer Roald Amundsen, as well as traditions and values of a Norwegian way of living; as Norwegians tend to embrace skiing and an outdoor life.

1.2 Company Vision

A vision statement is concerned with the future the organizations seeks to create. The vision statement emphasises what the company want to achieve (Johnson et al. 2014). The vision statement of Amundsen Sports is:

"Smart products inspired by the past and built for the future".

Clearly, Amundsen Sports communicate that their vision is to produce for the future with the respect for tradition and the past. This means they want to make smart products for the future with innovative solutions made possible through tradition and field testing adventure, and give the end-product a traditional and timeless design.

1.3 Product Information

Amundsen Sports has a wide product range within outdoor and ski apparel. Offering apparel and accessories for both women and men within these categories: Summer, Jacket & Anoraks, Men's/Women's Knickerbockers, Gaiters, Men's/Women's Sweaters, and Accessories. Their Summer campaign is new for this year (Summer Season 2017), and it will be the first time they will offer summer clothing. In addition to this Amundsen Sports also has a campaign focusing mainly on cross-country skiing called "5 mila".

As mentioned, Amundsen Sports offer a wide product range, but they have two main categories that we have chosen to focus on, which is indeed representative and characteristic for Amundsen Sports. In the product categories of Anoraks and Knickerbockers, which we consider as their main categories, you find products that really reflects Amundsen Sports history, tradition, values, and vision.

1.3.1 Product Design Attitudes

At Amundsen Sports, they do not believe in the ever-growing fabricated need of micro-specialised clothing for each of your outdoor activities. As long as your products are adoptable, versatile, stylish and long lasting, there is no need for a big outdoor wardrobe. These attitudes are naturally also a benefit for the environment with Amundsen Sports also focusing on short-travelled products. They sew their garments in Europe with solely European fabrics for the European market.

Adoptable	Versatile	Stylish	Long Lasting
Darwin once said; “It is not the strongest of the species that survives but the most adaptable.” As we all know only too well, the weather changes fast, especially in the mountains. To stay comfortable, you must be able to adapt to the conditions.	Outdoor enthusiasts are usually not just climbers, just free skiers or just campers. They tend to explore a multitude of activities in the wilderness. It is the nature that drives them – not just the activity. It is therefore vital that your outdoor garments are versatile enough to be used across most activities, conditions and situations.	We do not think you need clothing just because a new color or fit is trending, or because you plan to undertake a new type of activity. We strive to design simple, honest, and back to basics product with a timeless design and color palette.	Through the quality of material use, technology and craftsmanship we continuously make sure your timeless and versatile garments lasts for generations.

THE AMUNDSEN JOURNAL, first edition.

1.3.2 Knickerbockers

Amundsen Sports states that there are two main reasons one should choose knickerbockers; they are both adaptable and versatile.

Adapt to all conditions. The weather changes quickly, so should your clothing. To stay warm and dry is everything. Knickerbockers let you adopt to the environment.

Ready for all situations. Knickerbockers are the most versatile garment covering all your outdoor activities and when you get back, whether it is your tent or cabin, the wet part stays with your boots and you are comfortable indoors too.

1.3.3 Anoraks

One reason to have an anorak, according to Amundsen Sports, is obviously the large easy access front pocket. When eliminating the standard jacket-zipper, they managed to open up a new range of possibilities and comfort. The large chest pocket on the anorak is unparalleled when used with a backpack or a pulk. The most critical tools, according to the managers of Amundsen Sports, such as maps, compass, GPS, food, skins, wax, gaiters etc. all fits into these pockets, easily accessed during activity.

1.3.4 3-Part Line-Up

The Amundsen 3-Part Line-Up is the most versatile outdoor clothing concept. Just as the name mentions, it comes in 3 parts (jacket/anorak, knickerbockers and gaiters) instead of the ordinary 2 parts (jacket and trousers). The 3-Part Line-Up is made to cope with the quickly weather changes that usually occur in mountainous environments. With the 3-Part Line-Up you will have the flexibility to:

- Remove your gaiters and roll down your socks while skiing uphill or during hard work – supposedly providing ventilation no regular trouser can compare with.
- Enables the consumers to fix their gaiters back on while skiing down in powder in order to keep snow out.



- When the outdoor day is over, consumers are often likely to enter a cabin, tent, hotel or a hotel, instead of having the dilemma of either walking around in their potentially wet and dirty trousers; they can simply unbutton the gaiters and remains dressed for the rest of the evening.

1.4 Challenges in the French Market

After meeting with Trygve Markset, sales manager at Amundsen Sports, conducting in-depth interviews and a questionnaire, the authors managed to identify several challenges that Amundsen Sports faces whilst operating in the French market.

The first issue that made itself clear was that Amundsen Sports have limited information and knowledge about the French market, except from financial numbers. Today the sales aimed at the French market is through the agent in Annecy. Unfortunately, there is a lack of knowledge of French consumers' preferences and cultural barriers related to this. A challenge Amundsen Sports faces, is that the average French consumer has a lack of understanding of the 3-Part Line-Up and the use of knickerbockers. They have also noticed that they have a lower number of sales in France compared to another alpine country, Switzerland.

Another challenge is the in-store experience Amundsen Sports want exposed to the potential customers. They are aware of the fact that they have little influence or control over how their products are promoted in the stores located in the various French areas.

The main problem regarding this issue is that their products is not properly organized in the stores, resulting in less exposure of the products when they are among other brands. The problem is that their products is not organized in the stores, this leads to that the customers are only exposed for Amundsen Sports products separately and in between clothes from other brands, and therefore loses the impression and understanding of the brand's history and concept. This is again related to the challenge concerning that French consumer does not get the understanding of the 3-Part Line-Up. The in-store experience is different through Norwegian distributors compared with the French distributors. In the pictures below one can see the difference between Amundsen Sports' stand in Anton Sport CC Vest, a distributor in a Norwegian shopping centre located in the outskirts of Oslo, and a French distributor located in Val d'Isere. In the Norwegian store their products are organized and the customer is

exposed for their brand's history and concept, which is unfortunately not the case in the French store.



Personal photos taken in Val d'Isere, France



Personal photo taken at Anton Sport CC Vest, Norway

Another challenge was identified during our in-depth interviews. The participant in the in-depth interviews were French and between 20- 40 years. Participants with no or low knowledge of the brand was exposed for Amundsen Sports web site and product range. A common feedback was that there was little or no differences between the male and female clothing. And to our French participants this was not a good thing. Through the interviews, we perceived that there was another attitude towards “men” and “women” clothing, and that there should be a significant difference between them. Especially female participants thought that the women products were not feminine enough. As Amundsen Sports is a Norwegian company, it was founded in an environment where clothing is something practical due to the Norwegian weather conditions, and is therefore more “unisex” as it has a function rather than a trendy approach. We perceived that French women wanted more feminine clothes than what seems to work out well for Norwegian women.

1.5 Problem Definition

As Amundsen Sports' sales is low in France compared to other alpine markets the authors wanted to research what the reason behind low sales could be, and how Amundsen Sports can increase their sales in France in the future. Are their products traditional look an obstacle? Alternatively, it could actually be a way to differentiate themselves and build a greater brand awareness? Based on this, our problem definition is therefore as follows:

Can Amundsen Sport increase their brand awareness by innovate in old traditions and by that strengthen their market position in France?

1.6 Research Aim

The aim of this research is to get information and knowledge of French consumers preferences and attitude towards outdoor garments and skiing apparel.

1.7 Research Questions

We conducted four research questions based upon the problems identified and perceived during the in-depth interviews, as well as questions regarding Amundsen Sports strong characteristics regarding brand, tradition and concept.

RQ 1 - Can history and tradition compete with the modern design and style in present skiing apparel?

RQ 2 - Does the quality of skiing apparel influence the overall design?

RQ 3 - How important is price to the customer when purchasing skiing apparel?

RQ 4 - Is brand an important factor when purchasing skiing apparel?

2. Methodology and Data Collection

2.1 Purpose and Objectives

Every culture is in nature difficult to understand without being familiar or having experience of the culture as a whole. The tendencies this paper will aim towards is according to Theory of Social constructionism called subjective reasoning - a result of nature of perceiving the reality. The research perspectives used in this paper is a combination of positivistic and social constructivist, and are also defined as pragmatic.

2.2 Collection of data

To reach the desired audience the authors published a market survey on social media and conducted various field studies in the Rhône-Alpes area. The criteria for participation in the

survey was described, whereas the target group was categorized as *young adults*. The authors implemented a question on the participant's age in the survey to exclude respondents that were not in the particular target group. This contributed to strengthen the validity of gathered data. .

This way of researching our audience becomes a convenience sample of the population, mainly because it was conducted a place where the sample group was. Thus, the sample is not representative to the population by being more unequally distributed. However, the authors chose this method for a pragmatic approach in order to carry out the study (Triola 2015).

2.2.1 Sampling Procedures

The target population for our questionnaire were French residents from 20 to 40 years old. We published the questionnaire on various channels e.g. Facebook, and various relevant skiing apparel groups on the Internet. The final numbers of respondent were 140, however nine answer were deleted because of extreme values, errors regarding wrong age etc. (Gripsrud, 2011).

2.2.2 Primary data

When moving forward in this paper, the authors will demonstrate both a qualitative angle to correspond with the explorative design and descriptive design to correspond with the quantitative design. Furthermore, using causal design, we will conduct an experiment to research the effect on how different types of marketing can attract consumers. There are different ways to collected primary data (Appendix 1), hence both communication with target groups and observation of people. These methods can provide both qualitative and quantitative data (Gripsrud, 2012, P. 58).

Several in-depth interviews (15) with persons in the target group (Young adults) and focus groups (2) have been carried out over the last couple of months, for the purpose of exploring the French market and the potential for Amundsen Sport and its products. Furthermore, an online questionnaire have been made and been active for two months to collect enriching and relevant data from the target group.

2.2.3 Evaluation of Primary Data

A crucial part of collecting primary data and which direction and outcome of it, is how one interact with the respondents in the interviews. In some cases, the respondents might be affected by the personality of the moderator. For example, how the moderator asks questions and how the questions is presented and structured can all have an impact on the data, (Gripsrud, 2012, P.43).

2.2.4 Secondary data

Naresh K. Malhotra (2010, p. 132) defines secondary data as *“data that have already been collected for purpose other than the problem at hand.”* The advantages with secondary data is that the process of finding necessary data can be located quickly and inexpensively, and is a natural place to start for a starting point to get a brief introduction and data about the problem one want to research further (Gripsrud et al, 2012)

The secondary data can be divided into internal- and external sources, the different approaches is defined by whether they have derived from the company itself or from sources outside the company ([Appendix 1](#)). Internal data can be categorized as sales numbers, reports, customer review, complaints and information about profit and costs activities etc. On the other hand, the external data can be separated into three groups; the public sources, literature sources and standardized surveys ([Appendix 1](#)). The first public sources are everything that is available for the public to search for, the second one is sources found in academic literature, while the standardized surveys are gathered by professional marketing research agencies for groups with common needs (Gripsrud, 2012,P. 58-67).

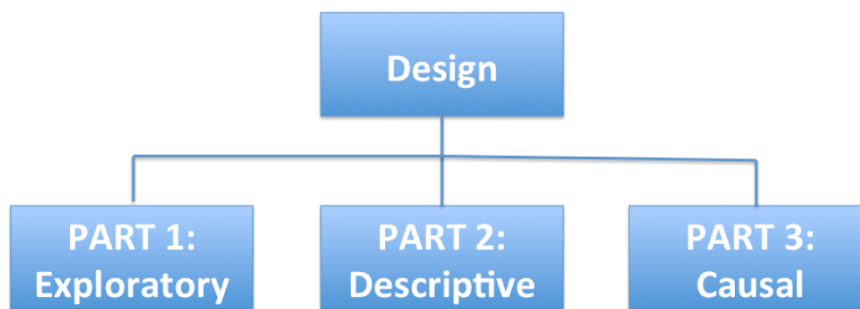
2.2.5 Evaluation of Secondary Data

According to Gripsrud in some cases, secondary data is somewhat lower in regarding to validity compared to primary research. Validity is further elaborated later in this paper, but can be defined as the extent the test or survey measures what it claims to measure (Gripsrud, 2004, P. 80-81). The justification for the statement above is the fact that the data gathered is not collected one's own purpose and may not contain the research one is looking for. Thus, this data should be used with the intent of increasing insight in an area or field (Gripsrud, 2012).

Moreover, there is also a chance of problems regarding to sampling errors that may occur, because as one may operate with a sample rather than the whole population. Further, for instance if not all the respondents from the sample are taken into account, some are may counted double and the questionnaire will be imprecise. In addition, if questions is unclear and not focused it could influence the responses, data and the analysis of the data and the validity will be decreased (Gripsrud, 2004, P. 79)

2.3 Research design

The research design this thesis is based up on is three different designs: explorative, descriptive and causal design (Gripsrud, 2011 P. 38).

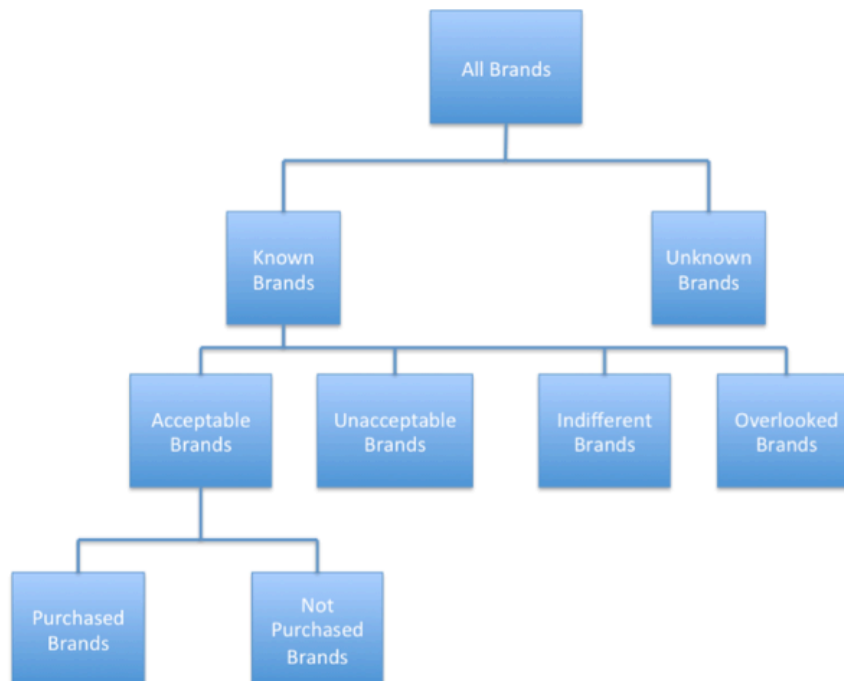


The first part in the research design is exploratory design, used when firms has little to no knowledge or understanding in the area or research that is to be analysed (Gripsrud, 2011. P. 39). According to Gripsrud (2011), the most appropriate and accurate research bases for explorative design are focus group and in-depth interviews. These methods gives enriching primary data that can be used to strengthen the validity and reliability in the further process (part 2 and part 3) regarding descriptive- and causal analysis and the concepts that are going to be analysed. This is the most strategic method (Kotabe & Helsen, 2014, P. 174-204) that states the importance of valid and right data when conducting research in a foreign environment and market – to minimize the chance of wrong assumptions, and ultimately, misleading conclusions about the foreign markets.

2.4 Qualitative Analysis – Exploratory design

The qualitative analysis will be based on exploratory design, to research and explore the subject further in detail. According to Alan Wilson (Wilson, 2006, P.33) the aim of exploratory design “*is to develop initial ideas or insights and to provide direction for any further research*”. More specific it means we go in and find out what is important to the audience, and what the impact in their selection process is. This method can either be divided into primary research, secondary research or a combination of both. However, since there is limited data of previous research the exploratory research it will be based on primary research. The justification for choosing both focus group and in-depth interview in the qualitative analysis is the fact that the two methods is different and in that way gives us various types of data that will strengthen the analysis and concepts in the paper.

The Evoked Set



This model shows the consumer’s selection process and takes into account all the specific brands within a product category. One element that is a bit special for this process is that the consumers, in some cases, choose brands that they have no knowledge of. If various factors have influenced the consumers e.g. advertising, word-of-mouth, recommendation etc. In other

cases also when the consumer's attitude towards brands awareness, price, quality etc. are important factors. We have taken these factors into consideration when we have operationalized the interview guide for the focus groups ([Appendix 2](#)), in-depth interviews ([Appendix 3](#)) and questionnaire ([Appendix 4](#)) (Schiffman, 2012).

2.4.1 Focus Group

The qualitative research involved two focus group with three parts i.e. general questions, main questions and ending phase questions ([Appendix 2](#)). The respondents were positive to join the qualitative research and got little information on what the research involved beforehand. The data from the focus group will also help implement the questions for the in-depth interviews. The reason why we choose the following order is to understand which aspects or factors that are more important for the respondents in the individual interviews. Further this will help us specify the development of the interview guide. This will strengthen the qualitative part of the analysis by implementing the two research methods. When using the focus group method our goals was to uncover and explore unreached areas and achieve more detailed discussions and diverse answers for further analysis.

2.4.2 Data obtained throughout the Focus Group

We used the guidelines presented by Gripsrud when we decided to conduct two focus groups that contained 8 to 10 people each group. Furthermore, each focus group lasted about one hour. The justification of choosing two focus groups is because Calder (Calder, 1977) recommended this approach and in addition that one should not conduct more focus group when the moderator can predict the potential outcome, hence the reason why we conducted two focus groups.

The first of the two focus groups was conducted face to face with eight respondents with different professions, gender, salary and age ([Appendix 5 and Appendix 6](#)). The reason behind this approach is to gather information and data from various people in the target group (*Young adults*). Furthermore, by doing so we were able to determine some general habits, behaviour and attitude towards key elements that we could operationalize further in the analysis and use both in the creation of the in-depth questions and the quantitative analysis (Gripsrud, 2011).

In the first interview (Appendix 5) there were five out of eight that stated that trends was important when they purchased a product. Respondent 4 stated it in this sentence *“I follow the latest trends because I feel it is important to look fresh and the fact that you can express your identity through it”*. This answer states both that trend and looking good is important, regarding to question 2 and 3. This is something that is discussed in the book *“Consumer Behaviors by Salomon”* (Salomon, 2006) related to reference group and what values, behavior and attitude various people compare itself to. Further, this is related to the term that *“people's need to be accepted”* which is stated by Eriksen in *“Flerkulturell forståelse”* (Eriksen, 2011).

Furthermore, eight out of eight stated they own and wear skiing apparel, more specifically skiing trousers, jackets and accessories from various brands such as FusAlp, Rossignol, Burton and Norrøna. The moderator asked them to elaborate on *“which channels or arenas that influenced them the most, when they were in the process of purchasing a product”*. Seven out of eight stated that family, friends and colleagues had the biggest influence, second came social media and internet and by that commercials and advertising and thirdly came in-store expertise. These answers conclude the fact that humans interact and asks other reliable sources about their opinion about different products. This can according to Schiffman be categorized as *limited problem solving* (2006). This category means that one is in the middle of two other problem solving types - routine response behaviour, where one do not use much time, usually low-cost product and low involvement and conversely Extensive problem solving, where this more time used, usually infrequent purchase and high involvement from the consumer before deciding (Schiffman, 2006).

The second focus group (Appendix 7) was containing of eight respondents with the same structure as the first focus group. Interesting statements and discussions were present in this group with regards to the second question: *“is it important to look good when wearing skiing clothes?”*. Seven out of eight agreed and argued that clothes were important because it was a way to express themselves and their identity. This is something Smith (1956) noted in his research of consumer behaviour and their attitude towards a product. He further emphasized the importance of self-other relations and to establish one's identity through consumption and physical products (social-adjustment function). Moreover, Katz (1960) also suggested that attitude towards a product in the term of *“to look good”* is to symbolize the consumers central values and self-concept, or as Katz called it *“value-expressive function.”*

“To look good or to fit into a group is very important I think for everybody. Especially in the group I hang out in, we know unconsciously which clothes that fits in or not. I will say this way is a form we use to express who we are, how we will be identified by others and as a way to unite all of us as a group”.

This is a quote from one of the respondents in the focus group. He is using interesting wordings such as *“unite all of us as a group”*, and *“express how we are as a group”* and *“fit in or not”*. This is some of the terms Eriksen (2001) wrote about in his book *“Kulturforståelse”* (Norwegian title of the book. Direct translated to *“Cultural Understanding”*). He said it to be a relation with common- and group identity and defined as *“a group identity is dependent on external pressure and internal resources, and the way identity is build up by relations that is build up around borders and contrasts.”*

Furthermore, the group that the particular respondent refers to can further relate to the model from Eriksen called identity as interest-community ([Appendix 8](#)) where people of an category of humans think they have common interest in a case, interest, hobby, thoughts etc. will their similar identities be relevant (Eriksen, 2001).

In the main question phase, we have included some of the interesting answers to emphasize the important wordings, which is related and states relevant data and information to the research. In the focus group five out of eight said they already own or had own an anorak or a knickerbocker. The moderator wanted to elaborate more and therefore asked: *“what was the reasons you bought it?”*. Respondent number 2 replied: *“An anorak is very functional and you can bring much with you, and it is very trendy to wear either an anorak or knickerbocker these days.”* The moderator replied: *“so you would say that anorak and knickerbocker has become trendy and with a greater amount of people wanting to use it now?”* Respondent 2 replied: *“Yes absolutely, I am from La Clusaz where it is becoming more normal to see people wearing anorak and knickerbocker. It is mainly used in the alpine part, but also in cross-country.”*

The moderator further asked the group: *“What type of person is it that wears anorak and knickerbocker?”* Respondent number 5 answered: *“I would say everyone, because it is so functional, the usability is big, the quality is generally good. Furthermore, I have seen mostly*

young adults wearing anorak and knickerbocker. I think it is because they follow the trends but also appreciate products with a sense of added value in relation with history or tradition behind the product or brand”

The whole main question phase part is related to Fishbein and the attributes that people values the most before they purchase or why they purchase a product. Words like “*quality*”, “*design*”, “*functional*” and “*history*” was mentioned. The Fishbein analysis with a multi attribute model will be more elaborated in the section Multi attribute model.

Question five, what is your favourite ski-clothing brand. In this question, there was many different answers from Helly Hansen because it is very good quality, Rossignol because it was very good price, quality and design. Further, respondent eighth stated that she did not have a favourite brand but mainly used: Burton, Norrøna, Swag and Rossignol.

2.4.3 In-depth Interviews

The purpose of the in-depth interviews is to collect data from individual subjects without any other influences. This method will benefit the analysis by collecting personal experiences, opinions and other potential information that can be relevant for further research. The interviews will also be more under control and on topic with less distraction than with other methods. However, a weakness that can accrue during the in-depth interview method could be the interpretations of the questions or time issues. The respondent can misunderstand a topic or question and be more time consuming than expected. Therefore, an observation method during the in-depth interview can be an important approach to understand how the respondent reacts or behaves during the in-depth interview. In all, the in-depth interview method collects important research materials towards the personal and individual aspect of how each respondent thinks when purchasing or in buying behaviour (Gripsrud, 2011).

Further in the qualitative research it was conducted fifteen in-depth interviews with an introduction-, demographic-, observation-, attitude, experience and behaviour-, competitors and last an ending phase (**Appendix 3**). The interviewees are all willingly to join the qualitative research and are open and have experience, information etc. about the research question and further enriching and strengthen our further process in the paper. The in-depth interviews will be 60 to 120 minutes long interview one-to-one communication with subjects

from the target audience with different perspectives, experience and behaviour background (Gripsrud, 2011). The interviewer also has more control and focus on the topics while keeping the red thread. A weakness of this method is that it is resource- and time-consuming (Gripsrud, 2011). In some cases, there may also be problems with follow-up questions that can go beyond the red thread and provide incorrect information about what you initially want to answer.

In the depth interviews we will also use the observation method. This will happen in the form that we will ask the respondent to fill out a compensatory decision model paper where the interviewees gives four attributes (Price, usability, quality and design) a value from 1 to 10. Further, each of the interviewee's values of the attributes was added together and further divided by the number of respondents (15) (Appendix 9, Appendix 10 , Appendix 11).

2.4.4 Data obtained throughout In-depth Interviews

We used guidelines presented by Gripsrud when we conducted fifteen in-depth interviews that generally lasts 60 to 120 minutes and to get valid and reliable data fifteen interviews had to be conducted (Gripsrud, 2011, P. 40).

Respondent one in the conducted interview by Torstein Nilsen Guddal, he stated some relevant content and information in question eight *“Is there something special you look for when you purchasing ski clothes? Is something more important than other?”*

He stated: *“ What I look for when I purchase ski clothes is firstly the price in the combination with quality and design. What I mean by that is the quality and design you get for a specific price. Some brands take a higher value for its products because of the brand name, but they also tend to use low quality materials. This is something that I am looking for and think it is wrong by the known brands, but it is also a huge possibility for the not known brands to shine and provide good quality products.*

“Furthermore, I value that a product has a history or a special identity behind its product or brand. I feel if the brand has a history it gives the products an added value and generally one can see the history through its design and functionality.

This section can be justified by using the consumer cognitive term found in the Salomon book (2006, P. 93) where advertisement and brands focus on these cognitive factors towards the process of purchase. This can also be supported by the expectancy theory, which suggest that behaviour is largely pulled by expectations of achieving desirable outcome – that the product gives an added value and an felt identity with the brand (Salomon, 2006).

In the second in-depth interviews conducted by Michelle Langnæs with regards to respondent three was very enthusiastic and had a strong opinion about question seven *“Is there something you like/dislike with Amundsen Sport?”*

The respondent had is one of the five out of the fifteen in-depth interviews who have heard of or had experience with Amundsen Sport. The respondent started answer the question by explaining how well produced the Amundsen Sport products is made and the materials used. *“I can not complain about all factors and value you get in the products of Amundsen Sport – quality product and materials, design that appeals to history and the fact that it is a Norwegian company.” What I mean by it is a Norwegian company is that Norway is known to produce good products when it comes to winter clothing and skiing apparel. This is something I have heard from others as well, also from my own experience by having one of their anoraks (Skauen Anorak).*

The interviewer further elaborated about this question by asking, *“what will you say is the negative or you dislike with Amundsen Sport?”* The respondent first expressed the way they promote themselves, and the fact that the respondent had never seen any form of advertisement or promotion of the brand in France. *“I think it is negative that they may not think it is necessary to promote and have advertisement here, in my opinion that is a huge mistake. Frenchmen from my personal view finds much information from advertisement and is also a tool to get a broader audience and spread of people that may talk about it (Word of mouth).*

Furthermore, I have not seen Amundsen Sports in retail stores in the skiing resorts that I have been to. This is also negative for Amundsen Sport because all the other well-known brands have a store at these places, because they know at these places the main group of customers will be located. I found my Amundsen Sport Anorak in a wholesale with many other brands,

and the brand and product can very easily lose its visibility by using this method to sell Amundsen Sport products.

2.4.5 Multi-Attribute Model

To research and gather attitude data we decided to conduct an analysis to measure people's attitude towards various brands that is in the same market and category as Amundsen Sport. To examine this term we can discover and gather enriching data about peoples attitude towards various brands and behaviours. With this data companies can adapt to these attitudes and may got some answers towards why in particular the companies may have a no growing market share, less sales and ultimately ended up either in the overlooked-, indifferent- or unacceptable brands with regards to the evoked set model by Schiffman (2012, P.74)

The analysis conducted to discover data was through the Fishbein Multi-attribute model. This model measures three components of attitude; *Salient beliefs, Object-attribute linkages and Evaluations*. The model further assumes that the consumer is going through a process of identifying a set of relevant attributes, weighting them and summing them. (Salomon, 2006, P. 153). To examine and get the most valid and reliable attributes, we used market and product data (e.g. QYResearch Group and Technavio - As well as and information from Amundsen Sport to discover the attributes that the consumers values the most and have the hugest impact on their thoughts, attitude and ultimately their attitude to act – and purchase brand products (Salomon, 2006, p:182). The attributes discovered had the hugest impact was: *Price, quality, history/tradition, usability, design and brand visibility*.

By combining these three attitude elements, one can get an overall attitude from the consumer towards a product – and be computed (Salomon, 2006, P. 155)

$$A_{ijk} = \sum B_{ijk} I_{ik}$$

I= attribute; j= brand; k= consumer; I = the importance weight given attribute I by consumer k; B = Consumer k's belief regarding the extent to which brand j possesses attribute I; A= a particular consumer's k's attitude score for brand j.

Furthermore, throughout in-depth interviews (Appendix 9 ,Appendix 10 and Appendix 11) we determined the value of the attributes (Appendix 12) In the appendix 12, the attributes with the highest value have the highest importance and impact in the consumer's minds and thoughts.

We generalized these data and values to the model when we conducted the two focus groups with the amount of 8-10 people in each group (Appendix 5 and Appendix 7). We shared a paper with the multi-attribute model during the observation phase with the concepts discovered through market data and our coordinator in Amundsen Sport. The importance through in-depth interviews and the various brands through market share and consulting with the market coordinator and his analysis of their biggest competitors- and brands with highest market share in the French market (Appendix 12). The justification by doing this early in the focus group, is recommended by Gripsrud in his book "*Metode and Dataanalyse*" (Norwegian title, translates to *Method and Data Analysis*) to get as honest and enriching data as possible with only the respondents thoughts (Gripsrud, 2011, P.40)

2.4.6 Data gathered throughout Multi-Attribute Model

We got 16 answers to this multi-attribute research, 8 from each of the two focus groups. We used the method recommended by Salomon to give the respondents the possibility to give each of the attributes a score from 1-10, where one is the lowest and ten the highest value. Moreover, he also recommended to use compensatory method and multiply the score the respondents gave the attribute with the importance determined by the in-depth interviews e.g Price was the highest and the score will then be multiplied by 10 etc. (Example: Appendix 13).

During the process illustrated in (appendix 13) we further added the scores from the attributes from each single of the brand to get a weighted score (Fishbein & Ajzen, 1975). We did that by adding each of the eight respondents score of each of the attributes e.g. addition every respondent's score on Price. By doing this we can determine which brand has the highest score of each particular attribute. Where each particular brand is placed compared to the rest related to single attributes, and lastly to get a weighted score to find each of the brands final score compared to each other. By doing this, the companies and we can discover by using the

data where the brand is placed in the market (compared to their competitors), score of each attribute and which of the attributes that the French consumer value the most.

To get an even better and clearer data to analyse, we made a model that combined the various respondent (n=16) scores on the attributes (appendix 14) and then summed brands scores on the different attributes and finally divided the summed score with 16 to get a more clearer number and overview of the different brands scores.

2.4.6.1 Price

Price was according to the research regarding compensatory decision (Appendix 15) ranked as the most important. This means that Price as an attribute have a huge influence in the decision making process and what consumer tends to pay the most attention to. As one can discover in the model regarding to price both Swix and Rossignol got the same score, which indicating the respondents is most satisfied with these brands in relation to their products. Conversely, both Norrøna and Helly Hansen is according to the respondents the worst in this research when it comes to price, with scores of 960 and 965.

2.4.6.2 Usability

Usability is the many functions, features and use the products have. If one look at the scores in this attribute one can discover huge spread in the scores from the highest of 1241 (Napapijiri) to the lowest 673 (Arc' Teryx).

2.4.6.3 Design

This attribute is how the product is formed and produced how it is presented in terms of colour, specifications, symbols, logo, functions etc. According to the compulsory decision design is the third place of the importance. Fus Alp had the highest score with 953 and Helly Hansen the lowest with 427. The spread of these scores is very high that indication the difference in perception of the two brands and their products.

2.4.6.4 Quality

The experiences quality of the product and the product material that are used to make skiing apparel is according to the compulsory decision at fourth of the importance. This will indicate that quality has an influence when purchasing a skiing product. In the Fishbein multi-attribute research Rossignol had the highest score of 640 and Arc'Teryx the lowest with 411.

2.4.6.5 Brand Visibility

With the attribute brand visibility it means the method or ways the brands use to promote, marketing or spread the brand name and products to the consumers. According to the research and data Amundsen Sport have the lowest score with 141, which is very low and may indicate that not many know the brand or have not heard about them. The brand with the highest score is Oakley with 319. Oakley is known in the whole world by its advertisement and promotion, so it was not a surprise that Oakley came high in the term of brand visibility.

2.4.6.6 History/Tradition

This attribute is focused on the values of the firm and the history and tradition behind the product and brand. As one can see analysing these scores Amundsen Sport scores the highest score among the brands with a score of 339. This however is not a high score that indicates that the various brands do not use enough resources or strategy towards this attribute. The lowest was Swix with 135.

2.4.6.7 Overall Score

In the overall score mode (Appendix 14), the scores from each attribute are added together to get a summed score. Moreover, to get a more clearer and focused score the summed scores were divided by the number of respondents who answered the Fishbein multi-attribute research. If one looks at the scores one can discover that a local competitor of Amundsen Sport, Helly Hansen, got the lowest score with 196,25. Helly Hansen got in general very low scores which indicate that it does not have a good reputation in the French market and by the French consumers. In addition, Amundsen Sport got a higher score than Helly Hansen that could give an indication that Amundsen Sport has a strategic opportunity to invest more in this market. In fact, Helly Hansen has been in the market for a long time (hellyhansen.com).

On the other hand, the brand with the highest score summed up were Napapijiri with 274,87. This brand had very high scores in most of the attributes that indicating good satisfaction with the brand and the products the company provides. In a further research and analysis this method and model (Fishbein) can be used to determine the potential competition in the French market by looking at these scores and the possible influence these attributes have in the purchasing process.

2.4.6.8 Limitations

The numbers and data collected from this research are in regards to Fishbein's multi-attribute model is a method to get an indication of consumers behaviour and what they value the most of different attributes. However, we will emphasize the fact that the sample of 16 respondents is not valid sample of the population and therefore just an indication.

2.4.7 Observation Method

While collecting primary data such as in-depth interviews and focus groups, observation has become an additional substantial primary research method to collect relevant data from different participants. Observation can be discovered both covert and undisclosed and either through technological observation or human observation. However, the different observation method that were relevant for our primary research were naturalistic observation and participant observation, which are methods inclusive to human observation. (Observation Methods ,2015) The understandings of observations are to discover respondent's behaviour, interests and reactions of different topics and subjects during the interviews. The Naturalistic observation involves researching behaviours in natural surroundings, by recording what the researcher see and detect. While Participant observations, involves the researcher to participate and become a part of the interview, to deeply study participants views and insights to discover the reason of their behaviours. (Gripsrud, 2010)

Many of the participants that were conducted in the primary research, were learning about the topic for the first time. Therefore, most reactions were built on learning new knowledge and discovering new insights. During the Naturalistic observation, the participants were relaxed, open to communicate and showing emotions. More participants felt safe and a sense of belonging because of their familiar surroundings and attachments. However, by building a bond and a relationship through participant observation the researcher got to relate and

understand how the participants reacted. Most reactions were positive, however, there were some differences in culture and traditional behaviour. The French participants behaved as the topic was a regular item and did not understand the traditional and cultural values of the topic. Some participants were sceptic about the topic and didn't understand the practical values or quality. However, even though some participants were critical many were open to understand and gain new insights. (Observation Methods, 2015)

The body language was an important part of the observation; there was a difference between participants that had an interest and other which were calmer. The participants that had an interest were showing more enthusiasm, they were more cooperative to participate, and were most knowledgeable. While other participants that where not that enthusiastic were more laid back, calm and relaxed. However, the different behaviours taught us the different views and perspectives French people have towards the topic. (Metode og dataanalyse, 2010)

2.4.8 Limitations regarding to Qualitative method

During the qualitative research the language barriers often led to misunderstandings during the focus group and interviews. Thus, leading questions were used in order to give the respondents the information needed to understand the question. Another problem that may affect the enriching data is towards the poor language skills and by those problems to fully expressing themselves and their thoughts and opinions.

Respondents to both the focus group and the depth interviews will be selected from the convenience committee, but we want respondents who have purchased skiing apparels in the time period up to 3 months. This to increase our chance for more thorough responses to participants' process of the purchasing process.

2.5 Qualitative to Quantitative

Through the qualitative part of the assignment we will try to determine what are the most important factors for the target audience when purchasing skiing apparels. We will transfer the data from the qualitative part of the quantitative part by emphasizing the factors that the respondents consider most important (Price, Usability, Design and Quality). We will use the method by Kotabe (2014) when we retrieve quantitative data to support the qualitative

findings. We will achieve this by formulating the questionnaire out of the qualitative data. These consist of attitudes and behaviours that were drawn from the interview objects.

2.6 Quantitative Analysis – Descriptive Design

Quantitative method includes formalizing principles which lays the foundation for a rigorous research process from problem formulation, research design, data selection and data analysis to interpretation and conclusions. (Befring, 2015)

This quantitative part is build up from generalized enriching data and information that is completed throughout the qualitative analysis part, thereof various focus groups, interviews, semi-structured interviews and an experiment. By that data that is valid in form of selection, is reliable and pre-tested variable that addresses the research questions and what the respondents mentioned was important. (Gripsrud, 2010)

By applying expressions, knowledge and enriching data from our exploratory research, we are able to generate replicable knowledge about the consumer and the market through the descriptive research. When descriptive design is used, the analyst has a basic understanding of the problem area. According to Gripsrud (2012) the purpose with descriptive design is to describe the situation on a specific area, and acquire thorough understanding of the research field . The design is based on numbers, statistics and various variables one will map/measure. Further, with descriptive design there is non-basis to assert any form of causal context, only say that it is present covariance (Gripsrud, 2010 P.42)

2.6.1 Questionnaire and Process

To examine the data and get numbers and statistics to test the research questions and hypothesis that is written, we have chosen to use questionnaire. A questionnaire instrument is a tool to gather data and information in a way that transform the communication between the respondents and the interviewer to standardized figures and further be able to identify covariance. (Gripsrud, 2010 P.94)

When creating and conducting a questionnaire the core is to get valid and reliable values to those variables and concepts that are related to the problem statement, research question and further the hypothesis. To get valid a reliable data the questionnaire have to contain various analyses to maintain strong and focused to analyse the values that is important. (Gripsrud, 2010 P.94)

The process of determining the design of the questionnaire is important as “*Questionnaire is all about effective two-way communication*” (Wilson, 2006, P. 263). The process is to aim to minimize noise as Wilson defines as “*incomplete and or not understandable answers, perception and complicated questions*” (Wilson, 2006). Moreover, also to facilitate an understanding between the researchers conducted, researcher and the respondent. Our goals were to get 100 to 150 respondents of the questionnaire. This is however a relatively small sample, but it is prevailing for this type of study. In addition, we are aware that small samples increase the likelihood of sample errors. However, we have balances the sample size with available resources and time constraints. We used the *research model* presented in the book “Metode og Dataanalyse” by Gripsrud (Page 95) to structure the concept process and further the development of the questionnaire.

2.6.2 Research Model

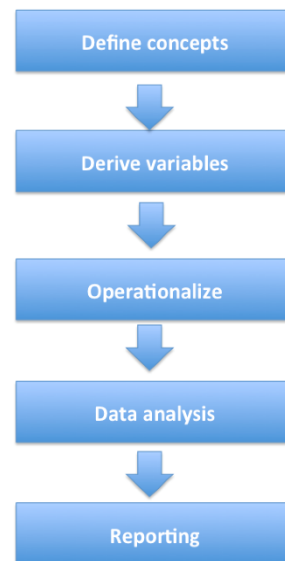
1. The first phase contain to define concepts, the main variables we are going to formulate attitudes from.
2. Then we must derive variables that go deeper into the main variables described in the first phase.
3. Operationalization is the part where we can actually measure the concept empirically, by retrieving data.
4. The figures that are collected under the operationalized variables are further analysed in terms of data analysis. This takes place by using SPSS, which are offering more analysis techniques.
5. Finally, it is reporting that remains in the research model. Here we look at an overall assessment to the data on the basis of the analyses that we have conducted ourselves.

2.6.3 Define Concepts

Based on the conducted focus groups and in-depth interviews, we have concluded with a variety of concepts that recur with the respondents. These are concepts that respondents have indicated are important in their selection process.

Through the qualitative analysis, it revealed that price is clearly among the most important for the respondents. The justification for this was throughout respondents said it was the main factor of purchase a product because of their economy, spending etc.

This was a word that was repeated many times during the qualitative analysis regarding how one can use the products and how its fits the body etc.



Source: Gripsrud, 2010, Page 95

Amundsen Sports designs ski clothes inspired by old traditions, and the majority of respondents said design was important even though old traditional clothes were attractive.

The use of material in the product regarding how long it could be used before its not usable was important because the majority of respondents tends to purchase products which they can use in many years to ahead.

2.6.4 Deriver Variables

Behavioural variables:

Question one to nine was defined to consist of the behaviour the respondents have. In the questionnaire, we used the concepts Price, usability, design and quality.

Attitude questions:

Question ten to thirteen in the questionnaire is based on different approaches and assertions that we have been illuminated through the qualitative part. Furthermore, it contains question measuring the respondent's factors, importance and attitude regarding which method and brands that is preferential in the purchasing process of a product.

Demographic variables:

Question fourteen to eighteen is defined to discover respondent's different characteristics, gender, age and income. The advantage of using these variables in the questionnaires is to illuminate the "common data" that recur, which is used to form a common feature of groups of respondents.

2.6.5 Operationalization of the Questionnaire

In the operationalization the questionnaire, we chose to use "Likert scale" (Likert, 1932) with values from one to seven (1-5). We selected this method because it provides more useful data relate to the analysis. By using "Likert Scale", it's given us more possibilities to rank values/data and apply them to several tests. This would be more difficult if we were using questions like "Don't know" type of questions. The weakness with this method is that we forces respondents to reply either positive or negative, because we believe the respondents have an opinion of this. (Gripsrud, 2010)

Furthermore, by using such a pre-test of the questionnaire we secured the best possible concepts and content validity of the questionnaire (Gripsrud, 2010), and we got insight into whether we got the desired answers. It emerged through the pre-test conducted that the terms were appropriately operationalizes in the questionnaire, and there was a great similarity between conceptual questions.

2.6.6 Questionnaire Samples

The results of the survey are based on 131 respondents from our target audience. 45.04% (N = 59) were male and 54.96% (N = 72) were female and were all are French citizens. The average age was M= 26.09, which corresponds to our target audience (aged between 20 and 40 years old). The professions of the respondent variates between students (N = 51) and different jobs (N = 80), and they have a monthly average income M= 539.30 €. Since the survey is based on Amundsen Sport, we were targeting French citizens that were interesting in skiing, which accounted 84,73% of the respondents, that were on the scale of 4 and 5, where 5 was like skiing a lot. The survey also identified what kind of skiing the respondents preferred; the results showed that most respondent liked Alpine/Downhill 42.15% and

Snowboard 28.10% the most. Therefore, our description of the respondent samples match our target audience as mentioned in the segmentation.

2.6.7 Questionnaire Key Variables

We defined the key variables of the survey based on our problem definition (“Can Amundsen Sport increase their brand awareness by innovate in old traditions and by that strengthen their market position in France? “) and research questions:

RQ 1 - Can history and tradition compete with the modern design and style in present skiing apparel?

RQ 2 - Does the quality of skiing apparel influence the overall design?

RQ 3 - How important is price to the customer when purchasing skiing apparel?

RQ 4 - Is brand an important factor when purchasing skiing apparel?

Furthermore, the key variable findings will help us answer the research question and further help to answer the problem definition. By dividing each research question, it will be simpler to identify and understand the different results. Furthermore, we get an understanding on how they affect the different hypotheses related to the research questions. The hypothesis will be tested by different statistic tests such as t-tests, ANNOVA, correlation tests and Means.

2.6.7.1 Research Question 1

Can history and tradition compete with the modern design and style in present skiing apparel?

Hypothesis: Individuals perceive that design, quality and usability are more important than history and tradition to influence ski appeal.

The four attributes are measured through a descriptive test (Means and Standard Deviation) in a 5-point important scale, where 1 is not at all important and 5 is extremely important. When measuring the attributes Mean with the 5-points scale, it's clear that History/Tradition score the lowest with an average $M = 2.82$ and Usability score the highest with $M = 4.26$. Even though design and quality do not score as high as Usability they are still more than one point in average higher than History/Tradition with $M = 3.85$ (Quality) and $M = 3.99$ (Design).

Meaning that there are a difference between design, quality and usability compared to History and Tradition

Report				
	History/Tradition (1= not at all important, 5= Extremely important)	Quality (1= not at all important, 5= Extremely important)	Design (1= not at all important, 5= Extremely important)	Usability (1= not at all important, 5= Extremely important)
Mean	2.82	3.85	3.99	4.26
N	131	131	131	131
Std. Deviation	1.482	.948	.864	.675

Table 1: Descriptive test between the four attributes Design, Quality, Usability and History/Traditions.

Furthermore, when conducting a One-Sample Test between the four attributes we can discover if there are any significant differences between the respondents. In the table below, we can see that there are significant differences between all respondents for the four attributes. Meaning all the 131 respondents have different opinions of each attribute from lower to upper confidence interval of differences. When measuring the middle point of the scale (2,5), we can see that all attributes score a higher Mean compared to the middle point of the scale. Resolving that all attributes are important factors of purchasing a product.

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
History/Tradition (1= not at all important, 5= Extremely important)	21.751	130	.000	2.817	2.56	3.07
Design (1= not at all important, 5= Extremely important)	52.902	130	.000	3.992	3.84	4.14
Quality (1= not at all important, 5= Extremely important)	46.427	130	.000	3.847	3.68	4.01
Usability (1= not at all important, 5= Extremely important)	72.260	130	.000	4.260	4.14	4.38

Table 2: One-Sample test between the four attributes Design, Quality, Usability and History/Traditions.

Following the hypothesis, that Individuals perceive design, quality and usability than history and tradition of ski apparel. We measured with a paired sample test and a paired sample

correlations, to discover if there are differences between History/Traditions compared to the other attributes. The paired sample test statistics say that History/Tradition are considered significantly less important than all the other attributes

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	History/Tradition (1= not at all important, 5= Extremely important) – Quality (1= not at all important, 5= Extremely important)	-1.031	1.789	.156	-1.340	-.721	-6.595	130	.000
Pair 2	History/Tradition (1= not at all important, 5= Extremely important) – Design (1= not at all important, 5= Extremely important)	-1.176	1.791	.156	-1.485	-.866	-7.513	130	.000
Pair 3	History/Tradition (1= not at all important, 5= Extremely important) – Usability (1= not at all important, 5= Extremely important)	-1.443	1.627	.142	-1.724	-1.161	-10.147	130	.000

Table 3: Paired Sample Test between History/traditions and Quality, Usability and Design.

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	History/Tradition (1= not at all important, 5= Extremely important) & Quality (1= not at all important, 5= Extremely important)	131	-.036	.679
Pair 2	History/Tradition (1= not at all important, 5= Extremely important) & Design (1= not at all important, 5= Extremely important)	131	-.103	.241
Pair 3	History/Tradition (1= not at all important, 5= Extremely important) & Usability (1= not at all important, 5= Extremely important)	131	.002	.984

Table 4: Paired Sample Correlations between History/traditions and Quality, Usability and Design.

Overall, when conducting the different test and analysis of the relevant variables towards the first research questions, there is a significant difference between History and Traditions

compared to Design, Quality and Usability. Especially, the combination of the two variables History and Usability showed a bigger difference than Quality and Design. Meaning individuals perceive Usability before Design and Quality and the conducted hypothesis is true. Therefore, if History and Traditions can compete with the more perceived variables it needs to increase its modernity in order to increase value of ski apparel.

2.6.7.2 Research Question 2

Does the quality of skiing apparel influence the overall design?

Hypothesis: Individuals value quality more than design.

To answer the second research question, we will identify the importance of quality compared to other attributes and if consumers use ski apparel in other occasions. As well, we will also do several tests on the difference influences before purchasing to see if quality has an impact of the overall design and purchase.

As mentioned before from measuring the four attributes in the first research question, Quality and Design measured almost the same Means in the 5-point scale $M = 3.85$ (Quality) and $M = 3.99$ (Design).

When measuring if respondent use ski apparel for other occasions we investigate the importance of quality. In this test, we will analyze a nominal/categorical variable if individuals use ski apparel in other occasions than skiing. In the frequency test of the two variables yes and no, are analyzed by two variables 1 and 2. The result of the Statistics, relay a big significant difference between the two variables. The Frequency Table also describes the two variables 1 ($n = 4, 3.1 \%$) and 2 ($n = 127, 96.9 \%$), which resolves that most people don't use their ski clothes in other occasions.

Are you using skiing apparel in other occasions than skiing? – Selected Choice

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes (Please specify in which occasions you use skiing clothes other than while skiing)	4	3.1	3.1	3.1
No	127	96.9	96.9	100.0
Total	131	100.0	100.0	

Table 5: Frequency test of skiing apparel in other occasions.

Furthermore, in another test including the influence factors when purchasing ski clothing (Price, Brand, Design and Family/Friends), Design is the strongest influence variable ($M=3.924$, $SD=0.810$). This also specifies that most individuals value design more than price, brand, and friends/family when purchasing ski clothes. However, since quality was not a part of the influence factors the validity of this test isn't as strong. Therefore, when analyzing the hypothesis, do individuals value quality more than design and compare it to the test, we can assume that the hypothesis is wrong. That quality is not the most important value and doesn't influence the value of the design towards individuals.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
price is the most important factor to me (1= Strongly disagree, 5= Strongly agree)	131	3.73	.851	.074
knowing the brand beforehand is the most important factor to me (1= Strongly disagree, 5= Strongly agree)	131	3.61	.997	.087
the design of the clothes is very important. (1= Strongly disagree, 5= Strongly agree)	131	3.92	.810	.071
I am influenced by the clothes my friends wear (1= Strongly disagree, 5= Strongly agree)	131	2.66	1.345	.118

Table 6: One-Sample statistic of the four statements price, knowledge, design and social influences as the important factors before purchasing.

2.6.7.3 Research Question 3

How important is price to the customer when purchasing skiing apparel?

Hypothesis: Individuals prioritize price when buying ski apparel.

To analyze this hypothesis, we will test how price influence buying behavior, where most consumers consider buying ski apparel and the average amount of money consumers are willing to spend for ski apparel. Furthermore, we want to discover if there are any correlations between the variable price, and where consumers purchase their skiing apparel.

Continuing the analysis of the One-Sample Test from research question 2, of the different influences when purchasing ski clothing price ($M = 3.73$, $SD = 0.851$) is the second highest influence after design. Furthermore, the Sample Test between price is the most important factor, $t(130) = 50.112$, $p < .001$, which measures a significant difference between amount of respondent values of influences. In another Sample Test of the Attributes (Brand Visibility, Usability, Design, Quality, price and History/Tradition), Price ($M = 3.84$, $SD = 0.901$) has a stronger value than the previous test. However, when analyzing the highest values between the attributes Price scores fourth after Usability, Design and Quality, which concludes that the overall product is more important than the price. Furthermore, in the second test there is also a significant difference between the respondents opinions $t(130) = 48.753$, $p < .001$. When comparing both tests the first t is higher than the second, which means that there is a difference between how many respondents answered both tests.

Furthermore, when conducting a correlation test between the attributes, price shows a positive correlation with Usability ($r(131) = 0.056$), Design ($r(131) = 0.068$) and Quality ($r(131) = 0.052$) and a negative correlation with History/Tradition ($r(131) = -0.149$) and Brand Visibility ($r(131) = -0.292^{**}$, $p < 0.01$). The positive correlations mean that if there is a higher demand for Usability, Design and Quality, price will also increase with the influences of those attributes. However, in the negative correlation Brand Visibility and History/Traditions can affects the opposite change of the attribute Price in a decreasing direction. Even though, Brand Visibility and History/Tradition score lower and has a negative correlation towards

price it's clear that the value of the product is more important, but the Brand and History creates the identity and the loyalty of it.

		Correlations					
		History/Tradition (1= not at all important, 5= Extremely important)	Quality (1= not at all important, 5= Extremely important)	Design (1= not at all important, 5= Extremely important)	Usability (1= not at all important, 5= Extremely important)	Price (1= not at all important, 5= Extremely important)	Brand visibility (1= not at all important, 5= Extremely important)
History/Tradition (1= not at all important, 5= Extremely important)	Pearson Correlation	1	-.036	-.103	.002	-.149	.162
	Sig. (2-tailed)		.679	.241	.984	.090	.064
	N	131	131	131	131	131	131
Quality (1= not at all important, 5= Extremely important)	Pearson Correlation	-.036	1	.017	.171	.052	-.122
	Sig. (2-tailed)	.679		.844	.051	.554	.163
	N	131	131	131	131	131	131
Design (1= not at all important, 5= Extremely important)	Pearson Correlation	-.103	.017	1	.083	.068	-.006
	Sig. (2-tailed)	.241	.844		.348	.443	.944
	N	131	131	131	131	131	131
Usability (1= not at all important, 5= Extremely important)	Pearson Correlation	.002	.171	.083	1	.056	-.011
	Sig. (2-tailed)	.984	.051	.348		.523	.900
	N	131	131	131	131	131	131
Price (1= not at all important, 5= Extremely important)	Pearson Correlation	-.149	.052	.068	.056	1	-.292**
	Sig. (2-tailed)	.090	.554	.443	.523		.001
	N	131	131	131	131	131	131
Brand visibility (1= not at all important, 5= Extremely important)	Pearson Correlation	.162	-.122	-.006	-.011	-.292**	1
	Sig. (2-tailed)	.064	.163	.944	.900	.001	
	N	131	131	131	131	131	131

Table 7: correlation statistics between the different variables History/Tradition, Quality, Design, Usability, Price, Brand Visibility.

Related to individual's perception of price, is the purchasing methods. Therefore, it's also important to analyze the consumer's opinion of the best method when purchasing a product. The different alternatives mentioned as a purchasing method are Local Store, Application, Website and Other (respondents can specify). In the Descriptive Statistics, Frequencies and Descriptives the nominal alternatives are described as, Local Store (n = 90, 42.65%), Application (n = 34, 16.11%), Website (N = 86, 40.76%) and Other (n = 1, 0.47%), which explain Local store and Website as the most common purchasing method. However, Local Store is still more preferred than Website with 1.89% advantage. Compared to the previous tests, it also explains that consumers prefer to see and feel the quality, usability and design of the product in local stores, then the lack of product performance on websites.

Furthermore, we have also researched how much money consumers are willing to spend on ski apparel and their monthly income in euros. This will help us to understand how much consumers values ski apparel compared to their income. When including the perceived values, we can identify how much ski apparel value consist in euros. In the descriptive analysis, Likely to spend (M = 576.236, SD = 188.175) and Average monthly income in Euros (M = 539.297, SD = 206.451). It's surprising that the respondents are willing to spend more on ski

apparel than their average monthly income. This leads us to believe that there was an error in the measurement of this variable and/or that respondents were not being serious when answering. However, when analyzing the Minimum and Maximum variables, the minimum variables are very different. Since many of the respondents are students ($n = 51$) and applied Minimum = .00 average income, it's understandable that the Mean goes down. Therefore, we must consider that some of the respondents also have loans or other types of income to understand the reliability of the analysis.

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
likely to spend (In Euros)	131	58.00	879.00	576.2366	188.17581
What is your average monthly income (In Euros) – Average monthly income In Euros	131	.00	1000.00	539.2977	206.45110
Valid N (listwise)	131				

Table 8: Descriptive statistics of likely to spend (in Euros) and average monthly income.

To understand if there are any significant differences or correlations between Likely to spend and Average income, we have tested Paired-Samples T-Test. The results show in the Paired Samples Correlations that the two variables are positive correlated $r(131) = 0.303$, $p < .01$. Which means, if people earn more money they are more likely to spend more on ski apparel or the value of ski apparel increases. Furthermore, the Paired Sample Test describe paired $M = 36.938$, paired $SD = 233.48$, $t(130) = 1.811$, $p < 0.072$, which identifies that there is a significant difference between both variables. However, if we multiply the average monthly income with 12 and get the yearly income we can understand why the value is so high because most consumers purchase ski apparel for more than one year of usability. Therefore, when including and underlying the importance of usability as mentioned, we can understand the value of price.

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	likely to spend (In Euros) & What is your average monthly income (In Euros) – Average monthly income In Euros	131	.303	.000

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	likely to spend (In Euros) – What is your average monthly income (In Euros) – Average monthly income In Euros	36.93893	233.48153	20.39938	-3.41880	77.29666	1.811	130	.072

Table 9: Paired Samples Correlations and Paired Sample test between the two variables likely to spend and average monthly income.

To conclude with the hypothesis, individuals prioritize price when buying ski apparel, we believe that our hypothesis is right. Even though, Price is not the most important factor of the several attributes, it still scores high. Furthermore, consumers are willing to pay more for a high-performance product, meaning the price correlates with Quality, Usability and Design. The average price consumers spend on ski apparel is approximately one monthly income, due to the value and quality of the clothing, consumer purchase for a longer durability, which means the price increases.

2.6.7.4 Research Question 4

Is brand an important factor when purchasing skiing apparel?

Hypothesis: Consumers value the brand before purchasing

We will test added brand value and the distribution abilities to search if brand influences purchasing. Furthermore, analyze different brand variables to test if consumers get influenced by brands and to detect loyalty towards how consumers find brand information and knowledge. This will help us specify if consumers are highly effected by brands and if they think brand value and awareness is important.

The analysis of “do you consider brand value when purchasing a product” is divided in two variables yes (1) and no (2). The frequencies tests discover that yes (n = 109, 83.2%) and no

(n = 22, 16.8%). While the Descriptives which combines the two variables together (M = 1.17, SD = 0.375). The results explain that the majority of respondents are influenced by brand before buying skiing apparel.

Do you consider brand value when purchasing a product?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	109	83.2	83.2	83.2
	No	22	16.8	16.8	100.0
	Total	131	100.0	100.0	

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Do you consider brand value when purchasing a product?	131	1	2	1.17	.375
Valid N (listwise)	131				

Table 10: The frequency and Descriptive statistics of considering brand value before purchasing.

However, it would also be interesting to discover if having own stores or retail stores can also influence the brand and its availability. Therefore, we have conducted a one-way between-subject's ANOVA test to discover the difference between "Own brand stores" (yes = 92.4%, no = 7.6%) and "Retail stores with several brands" (yes = 71%, no = 29%). The Own brand stores were better perceived than Retail stores $F(1, 130) = 22.639$, $p < 0.001$. Because p-value was less than the significant 0.05, there is a significant difference between Own brand stores and Retail stores with several brands, which specifies that brand stores are more valuable. Furthermore, the comparison of Mean through the ANOVA shows that the Means are also different between Own stores and Retail stores.

ANOVA					
Should ski clothing brands have own stores?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.379	1	1.379	22.639	.000
Within Groups	7.858	129	.061		
Total	9.237	130			

Table 11: ANOVA test of retail stores and brands with own stores.

Another important factor to identify "brand value influencing purchasing" is how brand awareness is built. When studying how people gain new knowledge, it can help increase the

brand value and visibility. In this conducted research, we will therefore, study how consumer use different tools to discover information. With a frequency analysis of the different nominal variables we can discover that most consumers gather information by Friends, family or colleagues (F=86, 20.62%), In-store expertise (n = 79, 18.94%) and Social Media (n = 72, 17.27%). While Press (n = 42, 10.07%) score the lowest. The results tell us that more consumers still valid face to face information rather than information connected to the internet.

Internet	17.03%	71
Social Media	17.27%	72
Press	10.07%	42
Friends, family or colleagues	20.62%	86
Advertisement	16.07%	67
In-store expertise	18.94%	79
Other	0.00%	0
Total	100%	131

Table 12: Frequency statistics of how people seek information of a product.

We have also researched different international brands to analyze which brands the respondents have had previous experience with. This will help us understand which brands relay in the French market and can also identify which brands may influence consumer to purchasing ski clothing. Therefore, it can also be useful when conducting the Porter five forces, to learn which are the biggest brand competitors. The descriptive statistics of the nominal variables of brands, relay that Rossignol (M = 3.80), Napapijri (M = 3.40), Helly Hansen (M = 3.07), FusAlp (M = 2.97) and Arc’Teryx (M = 2.95) are the biggest competitors, since they have the highest Mean from the 5-point scale. Of these competitors, there are only one Norwegian ski clothing company (Helly Hansen), which might be the biggest threat to Amundsen Sport.

After analyzing the different tests and analysis we believe that the fourth hypothesis based on the research question is true. Most consumer are influenced by brand before purchasing ski apparel, due to gain knowledge and store appearance.

2.6.7.5 Questionnaire Conclusion

After testing all 4 hypotheses we discovered that not all hypothesis were as we assumed. All hypothesis except one were correct especially 1, 3 and 4. Resulting that hypothesis 2 was wrong meaning quality does not influence the overall design of a product. Therefore, by understanding the different perceptions of the French respondents we can identify Amundsen Sports potential consumer's values.

Research Questions	1	2	3	4
Hypothesis	YES	NO	YES	YES

Table 13: The results of each hypothesis based on the four research questions.

2.6.8 Validity of the Questionnaire

The validity of a scale relate to whether the differences in the scores on the scale reflect true differences in what is being measured (Wilson, 2006). In order to get the most correct and valuable data one have to test the validity and reliability of the measurable instrument one have chosen and that up against the question in the questionnaire. To examine the validity and reliability there is various forms of validity that can be used e.g. Content validity, construct validity and face validity (Gripsrud, 2010).

Content validity includes the correlation between the concept definition and operationalization. Some problems related to this are regards to the questionnaire and the fact that respondents may have other thoughts of what the concepts include, what factors influencing and what it means (Gripsrud, 2012, P. 100). To strengthen our content validity we have included another option/alternative in the questionnaire called “*other*”, where respondents can print their personal opinion, if the proposed alternatives in the questionnaire are not the same as the respondents.

Furthermore, Construct validity is according to Carmine and Zeller defined as “*something that are concerned with the extent to which a particular measure relates to other measured consistent with theoretically derived hypotheses concerning the concepts (or constructs) that are being measured*” (Carmines & Zeller, 1979). Moreover, it is also proposed that it tests whether the indicators that are believed to measure the same theoretical variables are high (convergent) or low (divergent) correlated with each other (Gripsrud, 2012, P.100)

In addition, a well-structured questionnaire needs to have a strong face validity and the concepts needs to measure and provide data/values. One can do face validity analysis by sending the questionnaire to a researcher or professor in the field one are doing research - the person are going through the questions in the questionnaire and measure if it match with their perception of the concept We did this by sending a word document to our coordinator Carolina Werle, where she gave us feedback on the questionnaire, goals with the questions and in the same time measured if our questions matched her perception of the concepts.

2.6.9 Pre –Test of the Questionnaire

Moreover, it was conducted a pre-test of the questionnaire with five people within the target audience before it was published. A Pre-test are conducted to ensure that the questionnaire structure was understandable and that the layout in Qualtrics worked. The Pre-test gave us feedback on the wording of the questionnaire and how the respondents perceived the questions in the desired way. We also got estimated the time spent on the questionnaire. (Gripsrud, 2010, Page 120)

The pre-test conducted discovered some misunderstanding with some concepts and question formulations that we then reformulated so the respondents understand the question and what the meaning of the question is. We further also excluded some questions that we first had in the questionnaire, because it either measured some of the same as other questions or had two questions in one.

2.6.10 Use of Sale

When one is measuring questions in a questionnaire there is different alternatives that can be used to transform the answers to various values and data in the analysis throughout SPSS.

In this case, we have organized questions in both nominal-, interval-, ordinal- and ratio level. (Appendix 16)

In the questionnaire, there is organized four questions in regards to ordinal variable where the scale is from 1 to 5, where 1 is the lowest and 5 the highest. The justification of using ordinal questions is to get an effective process and get data that have a value and by that more strategic when transferring the data from the questionnaire to the SPSS.

There are thirteen questions based on nominal variables where the respondents can choose from the various alternatives and it is not ordered. There are two questions that are ratio level, these questions measures salaries and how much that is used on purchasing skiing apparel.

2.6.11 Data cleaning and sorting

Before we could start with the data analysis we had to conduct a data cleansing and sorting of the data. This because it is necessary to identify and minimize the chance of inconsistent data collected by the survey and check if there are any missing respondent that need to be clarified. The purpose is to reduce the possibility of data errors, and remove “Missing values”, “Extreme values” and quirky values and fail coding (Gripsrud, 2012, P 145).

We used two methods to eliminate both extreme value and the quirky values. We firstly removed the respondent that was not under our specified age and thereby not in our target group.

2.6.12 Reliability

If you want a strong, valid and trustworthy questionnaire it generally needs to be reliable. Gripsrud defines reliability as “*the measurement of a questionnaire where the trustworthiness and validity of the concepts is high and when it is measured it should show the same results repeatedly*” (2012) We stated in the introductory text to the questionnaire (Appendix 4) that the questionnaire was anonymous, and therefore the authors believe that the respondents would feel free to answer the question in the questionnaire honestly. We have taken into consideration the fact that it could be questionable how accurate the data are since this was conducted by using a Not probability selection or more specific, convenience selection, where we published the questionnaire where we was sure there was respondents in our target group and on the internet. This resulting that only peoples either on the internet or places where we was, got the opportunity to answer (Gripsrud, 2012). On the other hand, we will support this method by gathering data and observations that will gather enriching data from the target group from various geographical areas related to Amundsen Sports operations and product e.g. Val d’Isère, Grenoble, Annecy, Albertville, Alpe d’ Huez, Chamonix and La Clusaz.

2.6.13 Measurement error

This type of error is defined as “*error that occurs associated with a respondent's answer in a questionnaire*” (Gripsrud, 2011, P. 146). The purpose of the questionnaire is to find the relevant and enriching data e.g. background, age, gender, salary, profession, attitude, behaviour and perception. The basis of this is a way of communication between the interviewer (made the questionnaire) and the interviewee (respondent) (Gripsrud, 2011, P. 146), but as in every communication there is a possibility of error and misunderstandings.

2.7 Quantitative Analysis – Causal Design

The causal research design seeks to explain the correlation between event (x) and event (y) under certain conditions (z). In the causal design, we will execute a real field experiment. A field experiment is executed in a natural environment, it makes it difficult to isolate the effect of researchers stimuli and other influences, and it will provide results that are easy to transfer into similar situations. The real experiment has to be, according to Gripsrud (2012, P.46) randomized distribution of the respondents in a control- and test group. The process to get randomized participant we used a method in SPSS, setting that we added two blocks in the questionnaire with the different advertisement (Quality and History), and further “edit survey” and “survey flow” and added used the feature “randomizer” so the participant will be randomized to one of the advertisements (test group). The real experiment also needs to be a manipulation of the independent variables and the test group. Thirdly, it has to be conducted post-test of the groups (T1). Lastly, it must be conducted a pre-test before stimuli (independent variable) are used ([Appendix 19](#)).

Since we are studying Amundsen Sports operations in France we will have the opportunity to do an experiment in the environment of Amundsen Sport attractiveness, cause - effect and the added value perceived in advertisement. In this experiment we will look at the correlation between the two factors, an independent and an dependent variable. The variables we will use in this experiment is the content of the advertisement and selection and how the actual content in the advertisement, here X, affect the choice of the different advertisement, here Y.

The authors further created a hypothesis, “ *history and tradition is relevant in the customer choice of offers*”. With the content we emphasize the possibility of the customer’s thoughts and importance of tradition and history behind the brands and products.

The arguments that are discussed and relevant in this experiment is the Utilitarian products focused argument and the role of attitude functions by Shavitt (1989). Utilitarian can be defined as “ *areones whose consumption is more cognitively driven, instrumental, and goal-oriented and accomplished a functional or practical task*” (Strahilevitz and Myers 1998)

Further, according to Shavitt that personality and attitude have influence on the value and attribute one like the most. This will also influence the way one's preference is towards advertisements as well.

We propose that the efficacy of advertisements for Amundsen Sports will vary depending on the argument that will be used. Based on the Shavitt argument we propose that:

H1: An advertisement highlighting tradition and history will be more effective than an advertisement highlighting functional features to influence attitudes towards the brand.

We believe that the type of argument will influence attitudes towards the brand because it will lead to more positive attitudes towards the advertisement. Thus, we propose that:

H2: An argument highlighting tradition and history will be more effective than an argument highlighting functional features to influence attitudes towards the advertisement.

The control group with no manipulation will be shown an advertisement with a stimulus towards quality - showing the features the product contains (Appendix 20). The test group will be manipulated in that manner that they will be faced with a different advertisement with another content and stimuli - showing the history and tradition behind the product (Appendix 21).

2.7.1 Experiment results

40 anonymous French citizens participated in the experimental study of Amundsen Sport advertisement (Appendix 22). The average age was $M = 27.05$, were 47.5 % female and 52.5 % male. The goal was to conduct an experiment of how French consumers get influences by different types of advertisement and which attributes such as, content, message, color, pictures, logo and layout influences the most. Furthermore, we wanted to discover what French consumer value in advertisements and how it affects their needs and demands. After revealing the experiment of different advertisements, the participants answered through a 5-point scale how much they liked the advertisement ($M = 3.32$, $SD = 3.32$) and how much they are influenced by trends ($M = 4.23$, $SD = 0.480$). Resulting that most French consumers follow trends and are affected by different advertisements.

When conducting a correlation test between the different attributes with a 5-point scale where 1 is the least and 5 is the most important, the results relay that all the attributes were strongly and positively correlated with each other, where all the attributes had a significant difference $p < 0.001$ and had correlations over $r(40) = 0.879$. Which means that all correlations are almost the same. The highest correlation $r(39) = 0.962$ between colors and content, relay that most participants needs color connected with the content to increase their attention and influences. Furthermore, the test also revolve that most experimental participants value the logo ($M = 3.32$, $SD = 1.591$) and the pictures ($M = 3.30$, $SD = 1.604$) in an advertisement.

		Advertisement - Content	Advertisement - Message	Advertisement - Colors	Advertisement - Pictures	Advertisement - Logo	Advertisement - Layout
Advertisement - Content	Pearson Correlation	1	.939**	.962**	.924**	.921**	.907**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	39	39	39	39	39	39
Advertisement - Message	Pearson Correlation	.939**	1	.899**	.912**	.928**	.903**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	39	40	40	40	40	40
Advertisement - Colors	Pearson Correlation	.962**	.899**	1	.910**	.914**	.901**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	39	40	40	40	40	40
Advertisement - Pictures	Pearson Correlation	.924**	.912**	.910**	1	.915**	.879**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	39	40	40	40	40	40
Advertisement - Logo	Pearson Correlation	.921**	.928**	.914**	.915**	1	.895**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	39	40	40	40	40	40
Advertisement - Layout	Pearson Correlation	.907**	.903**	.901**	.879**	.895**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	39	40	40	40	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation test between the different attributes

With a One-Sample test of the indications of the following statements below, most participants of the experiment agree with “I like when a brand have a history and tradition behind the product” ($M = 4.475$, $SD = .751$). Furthermore, there are also a significant difference between participants views of the different statements $p < 0.001$. Meaning that the French participants in the experiments have different values and perception when it comes to advertisement.

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
I like when a brand have a history and tradition behind the products.	37.704	39	.000	4.475	4.23	4.72
I wear skiing apparels similar to those in the advertisement	51.569	39	.000	4.350	4.18	4.52
I like the way the advertisement describes the value and information behind the product	21.162	39	.000	3.550	3.21	3.89
I like the way the advertisement describes the functionality of the product	20.125	39	.000	2.250	2.02	2.48
I like this type of advertisement	10.743	39	.000	3.200	2.60	3.80
The content and message of the advertisement appeals to my personal values	19.464	39	.000	3.400	3.05	3.75
The content and message of the advertisement appeals to attributes I value the most	20.566	39	.000	3.450	3.11	3.79

One-Sample test of the different statements of advertisement

When conducting a One-Sample Test analysis between the messages of advertisement should be long or short we can identify which advertisement, the participants are more influenced by. The descriptive statistics describes long ($N = 34$, 85%) and short ($N = 6$, 15%) and a $M = 1.15$ and $SD = 0.362$. In addition, the sample test between short and long messages resolves a significant difference between $t(39) = 20.113$, $p < 0.001$. Concluding, that most participants are more influenced by long messages in specific types of advertisement.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
The message of the advertisement should be:	40	1.15	.362	.057

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The message of the advertisement should be:	20.113	39	.000	1.150	1.03	1.27

One-Sample Statistics and test about the advertisements message, long or short

3. External

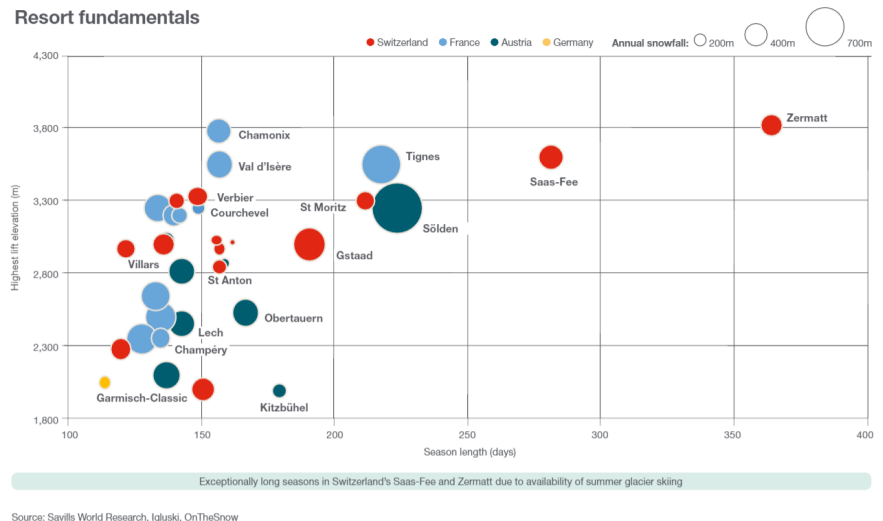
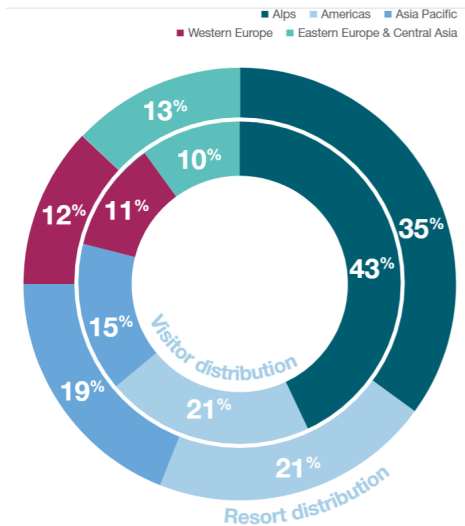
3.1 Trend Analysis

The French alpine market is considered one of the biggest ski resort markets in Europe. In the French region, there are over 357 resorts, which is the fourth largest resort market after Austria, Switzerland and the United States. These resorts are categorized in three different resort types, large high-altitude resorts, medium and small resorts and local resorts.

Furthermore with 18% share of all skiing lifts, France is number one in resort transportation and has a global market share of 8.9 %. (Franco British Chamber of Commerce, 2015) The French variety of skiing resorts also attracts millions of tourists every year, especially from England, Italy and Russia. (Franco British Chamber of Commerce, 2015) Many of the largest French resorts have a strong reputation of being family friendly. Therefore, the trend and demand of French skiing resort properties has also increased. (Savills, 2016).

Furthermore, global skiing visitors and resort distribution in the Alps consist of 43% and 35%, which is the leading destination and market in the world. The trends rely on the Alps strong reputation in the worldwide skiing market and its potential for growth. However, considering the French alpine market there is also an increasing profitability in the skiing and outdoor markets. The French resort fundamentals describe the seasonal trends accounts for the third longest season, after Switzerland and Austria. However, considering environmental factors the seasonal condition variates, however, the longest skiing season in France can last

more than 250 days. (Savills, 2016). Overall, the trend analysis in the French alpine market has an increasing profitability and potential.



3.2 STEEPLE-C

3.2.1 Socio-cultural

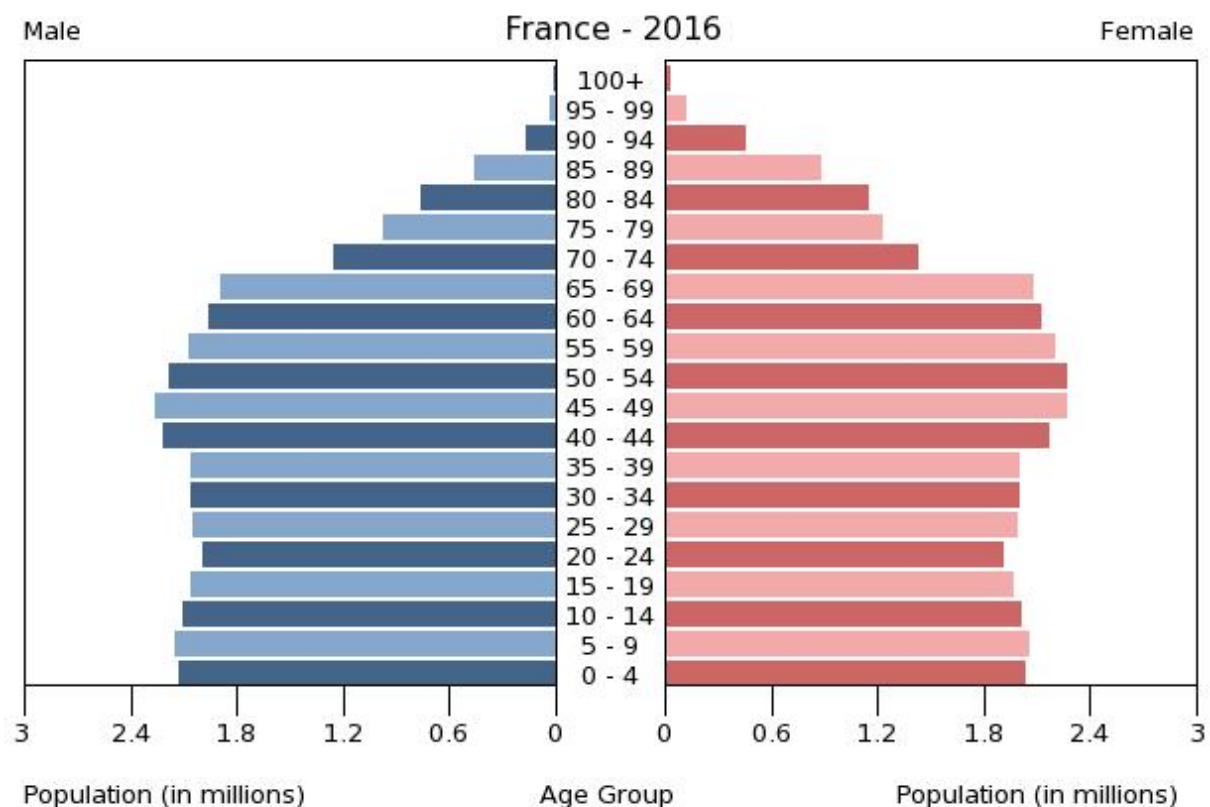
The population of metropolitan France is 62 814 233 as of 2016, metropolitan France is the mainland located in Europe without the count of its five overseas regions.

The official language in France is French, but there also exists regional languages and dialects just as Provençal, Breton, Alsatian, Corsican, Catalan, Basque, Flemish, Occitan, and Picard.

The population growth rate of France per 2016, is 0,41%. The urban population of France is 79,5% of total population (Cia.gov, 2016).

Age structure	Percentage	Male	Female	Sex ratio
0 -14 years	18,59%	6 354 241	6 070 971	1,05 M/F
15 – 24 years	11,8%	4 035 407	3 853 153	1,05 M/F
25 – 54 years	38,04%	12 799 923	12 625 781	1,01 M/F
55 – 64 years	12,44%	4 011 853	4 303 261	0,93 M/F
65 years <	19,12%	5 510 337	7 271 227	0,75 M/F

Population Pyramid



Population Pyramid: France 2016 (Source: Cia.gov, 2016)

Education expenditures:	5,5% of GDP (2013)
Health expenditures:	11,5 of GDP (2014)
School life expectancy:	16 years
Unemployment, youth ages 15-24:	23,2%
Sanitation facility access (improved):	98,7%
Sanitation facility access (unimproved):	1,3%

3.2.2 Technological

The technological e-commerce market is rapidly growing, especially the access to the internet and the broad reach across borders. Internet is becoming more available not only through a desktop but also digital TV, mobile phones, apps, planes, trains and other automobiles. More people can transfer data and use wireless technology such as 3G, 4G and Bluetooth. Therefore, more businesses are turning to the web for more growth and availability. France is the sixth biggest e-commerce market worldwide and the third biggest in Europa after Germany and the UK. There are more than 120 000 active ecommerce sites in France. Whereas 50 % of the French consumers purchase more than one product a year, which is a turnover with more than €65 billion. In addition, more than 68 % of the population of France

(66 million people) have access to the internet. However, the average age of French e-commerce consumers is 25-34. The most paid method in France online are credit cards and debit cards, such as Carte-Blue, Visa and MasterCard. However, France is also the third European country with the most PayPal accounts with over 8 million accounts. Other paid methods such as bank transfers, cash, Allopas, CM-CIC Paiement, Hipay, Moneo and Paysafecard are not as popular compared to regular credit cards and PayPal. Overall, the online preferred payment in France is credit cards and debit cards 57%, PayPal 25% and other 18%, according to Payvision. Furthermore, it's clear that the e-commerce shopping market is expanding. Specifically, the fashion industry is the most popular product category and with the highest turnover. Trends are always shifting and with the world-wide web, consumers can easily discover new fashion trends much rapidly. The table below summon the different product categories French consumers purchase the most during 6 months.

Product Categorize	% Purchases (6 months)
Fashion	44%
Travel/tourism	38%
Cultural products	35%
Beauty/health	28%
Electronics	28%
Children's clothing	24%
Home/interior	24%
Toys	22%
Electrical appliances	22%
Car parts/equipment	18%
Food/groceries	17%
Sports	17%
Music/VOD	13%

3.2.3 Economic

France as an economy is one of the world largest, and one of the most modern. They are both members of the G-7, and obviously of the G-20. Alongside with Germany, France has proved to be central in the economic integration of Europe, and then especially regarding the

European Union. As part of the EU it has access to the European single market, and it uses the common currency of euro. The fact that France is using the euro, offers advantages such as eliminating fluctuating exchange rates and exchange costs. It makes it easier for companies to conduct cross-border trade and the economy is more stable (European Union – European Commission, n.d.).

In 2015, the most important sectors of France's economy were public administration, defence, education, human health, and social work activities (23%), wholesale and retail trade, transport, accommodation and food services (17,7%) and industry (14,1%). Tourism is also very important to the French economy as it is the most visited country in the world, and has the third largest income from tourism in the world even though the tourism sector has had a slightly decrease as a consequence of the recent terrorist attacks that France has suffered. The main export partners of France are Germany, Spain, and the United States. And, the main import partners are Germany, Belgium and Italy (European Union – European Commission, n.d.).

It is also worth mentioning the fact that France brings in more than 1.000 foreign investments every year and is Europe's leading recipients of foreign investment in the manufacturing sector (Business France – Reasons to invest in France, n.d.).

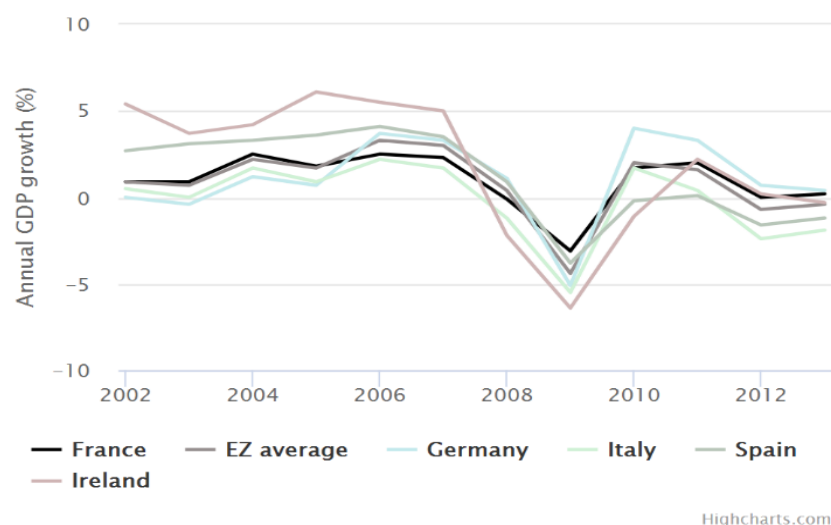
According to the World Bank, France ranks as number 29 worldwide, when it comes to ease of doing business. Relevant data and information can be seen in the table below. The number given in the table shows France's ranking compared with other countries (Doingbusiness.org, 2016).

Economy	Ease of Doing Business Rank	Starting a Business	Paying Taxes	Trading across Borders
France	29	27	63	1*
*This ranking is shared with the other members of the European Union				

Table 3.2.3 Ease of Doing Business (Source: Doingbusiness.org, 2016)

Regarding corruption, data from Transparency International shows that France is ranked as number 23 in the world in 2016. France has a score of 69, where the score of 0 is highly corrupt and the score of 100 is very clean (Transparency International, 2017).

Just like most of the rest of the world, France was heavily affected by the financial crisis of 2008. Even if the crisis hit it, France managed better than its European counterparts, and its hit was less damaging than the eurozone(EZ) average, as can be seen in the graph below. For several years, the recovery of the financial crisis was stalling. According to the International Monetary Fund France registered the weakest growth among the major world economies in the aftermath of 2008. The growth in GDP per capita, the French living standards, was also behind compared within the OECD group (Khan, 2014).



Graph 3,2.3 Annual GDP growth (%) (Source: Khan, 2014).

In the table below one can see that in the recent years, France is getting back on its feet. There has been an increase in the purchasing power parity, the GDP real growth rate, as well as the GDP per capita. The unemployment rate increased from 7.8% from 2008 to 10.1% in 2015, but in 2016 it started to decrease (Cia.gov, 2017).

	2016	2015	2014
GDP (Purchasing power parity)	\$2.737 trillion	\$2.701 trillion	\$2.667 trillion
GDP (Official exchange rate)	\$2.488 trillion		
GDP – Real growth rate	1.3%	1.3%	0.6%
GDP – Per capita (PPP)	\$42.200	\$42.000	\$41.700

Table 3,2.4 France: Economic data and GDP (Source: Cia.gov, 2017)

To conclude, even France has suffered from the financial crisis, numbers tells us that they are recovering. Compared with the rest of the world its GDP is high, but on the other hand the growth is lower.

3.2.4 Environmental/Ecological

This part of the model addresses environmental issues, such as pollution, waste, and climate change. Environmental regulations can impose additional costs., for example with pollution controls (Johnson et al., 2014).

The EU has some of the world's highest environmental standards. Environment policy helps green the EU economy, protect nature, and safeguard the health and quality of life of people living in the EU. "Green growth" entails developing integrated policies that promote a sustainable environmental framework. Environmental innovations can be implemented and exported, making Europe more competitive and improving people's quality of life (Europa.eu, n.d.).

The European Chemicals Agency (ECHA) is the driving force among regulatory authorities in implementing the EU's ground-breaking chemicals legislation for the benefit of human health and the environment as well as for innovation and competitiveness. ECHA helps companies to comply with the legislation, advances the safe use of chemicals, provides information on chemicals and addresses chemicals of concern.

Textiles used for making clothes are sometimes finished by chemical processes to enhance their characteristics. For example, finishing agents are used to strengthen fabrics and make them wrinkle free. During the manufacturing process, a textile may go through a range of chemical and non-chemical treatments. Certain products used in textiles are highly specialised chemicals such as biocides, flame retardants, water repellents and warp sizes. Others are relatively simple chemicals or mixtures such as emulsified oils and greases, starch, sulfonated oils, waxes, and some surfactants.

3.2.5 Political

The government type of the French Republic is a semi-presidential republic (Cia.gov, 2017). The current president of the republic is Emmanuel Macron. He is the leader and founder of the centre party named “En Marche!”, a party that does not consider themselves as left, red, blue, or right. Macron won the presidential election of 2017, and took office the 14th of May. He replaced François Hollande, of the Socialist party, who was in position of presidency the last five years (Sa, 2017).

The recent election was one of the more dramatic in the history of the French republic. In the second round of the election, the two final candidates were obviously Emmanuel Macron, and Marine Le Pen of the right-wing populist party “Front National”. This was the second time Front National reached the second and final round of the election, last time was in 2002, when the party was led by Marine Le Pen’s father, Jean Marie Le Pen. The ideology of Front National is nationalism and populism, in the election of 2017 their main policies included reduction in immigration and hard Euroscepticism. Emmanuel Macron and En Marche! on the other hand wants to reform and strengthen the EU-relations and stands for social-liberal values. Many were surprised that the extreme right under Le Pen managed to gather a high amount of support, and Macron ended up getting votes from both supporters and people who wanted to prevent Marine Le Pen to be president. One of the reasons the extreme right got popular, is because there is scepticism towards the established elite and political system in France. As Emmanuel Macron stated himself (Oterholm and Aartun, 2017):

“I know there are difference of opinion, and that many who voted for me not necessarily share all my perceptions. But, in the following five years I will do everything to make sure that there will be no reason to vote for the extremes.”

- Emmanuel Macron

As mentioned earlier, France is part of the European Union. And, as they are part of the EU it regularly must adapt to their laws and coordinate policies. France is of course part of the decision making regarding EU policies, as they are a member, and representatives from the French government are part of the meetings of the Council of the EU.

Through its history, the European Union has moved from being just an economic union towards being a political union. The spanning policy areas of the organization today touches climate, environment and health to external relations and security, justice and migration. Policies also affects doing business within the European Union and the European Economic Area (EEA). As a result of the European single market, there is free move of people, goods, services and money. The single market is created by removing trade barriers such as technical, legal and bureaucratic barriers. These policies have increased free trade within the EU and the EEA. Because of this, European Businesses selling in the EU have access to potential 500 million of consumers. The policies of EU have made it possible to move people, goods, services, and money freely as it was within a single country.

If Marine Le Pen and Front National should gain more popularity in the future and become the largest party, and then win presidency, it is reasonable to think that they may try to conduct protectionism, increase trade barriers and have a public vote over France's membership of the euro and the European Union.

3.2.6 Legal

The legal system of France is civil law; review of administrative but no legislative acts. The legislative branch is a bicameral Parliament, that consists of the Senate and the National Assembly. The judicial branch of France consists of the highest court; Court of Cassation. Under the Court of Cassation there are judges organized into 6 divisions – 3 civil, 1 commercial, 1 labour, and 1 criminal (Cia.gov).

When it comes to legislation regarding international trade, import and export, France is part of the World Trade Organization and the European Union. This means that France is operating with trade related laws that are conducted by the WTO, GATT, and the EU.

GATT, General Agreement of Tariff and Trade is a multilateral treaty between the member nations. Member states needs to perform accordingly to the articles of the GATT treaty. The target of GATT freer and fairer trade, and to remove trade barriers. A WTO member state, as France, may only protect its domestic industries with tariffs, quotas are generally forbidden, and tariffs may only be collected at the time or point of importation, this implemented by GATT Article 2 – A record of tariff reductions. WTO member states are encouraged to resolve disputes by conciliation.

As France is a member of the EU, they must follow the legislation and policies conducted by it. Some of the policies are already mentioned under the political part of this STEEPLE-C analysis.

The European Union has moved from being a common market/economic community towards being a common market with common currency and policies. The characteristics of the EU law is that it has a direct effect in the member states. EU law supersedes national law, except in case of “subsidiarity” of national law. The EU law is interpreted by the European Court of Justice, and applied by the National Courts. Regulations and decisions become automatically binding throughout the EU on the date they take effect. Directives must be incorporated into national law by EU countries. The Commission monitors whether EU laws are applied correctly and on time takes action if not. The types of EU law are primary legislation, secondary legislation and case law (Europa.eu, n.d.).

EU regulations also cover competition policy. The first competition policy is antitrust. Antitrust is an important tool to protect European firms from practices that adversely competition such as price fixing, patent abuses, capacity hoarding, or the prevention of cross-border activities.

The next competition policy is merger control. Merger control ensures European consumers and businesses are protected against price increases and other anti-competitive effects resulting from mergers, whilst simultaneously helping firms in restructuring and enhancing their global reach through mergers.

The third competition policy is state aid control. State aid control is essential to avoid distortions in the Single Market, whilst also ensuring that subsidies that promote the competitiveness of sectors and companies are allowed. The EU’s State aid regime – a system that is unique in the world – provides a framework that focuses aid on addressing market failures.

In France, there are also advertising regulations re the audience, in other words language laws. In France, foreign languages must be translated into French.

3.2.7 Ethical

The Fair-Trade organization works for equality and human rights in the business environment, such as working conditions, fair terms and pricing. The organization also consists of protecting communities and other environments which are controlled or undermined. Furthermore, they are known for increasing living standards, reducing risks and decreasing vulnerability. With the focus of improving the produce growth and quality, it increases people living standards and the worldwide markets.

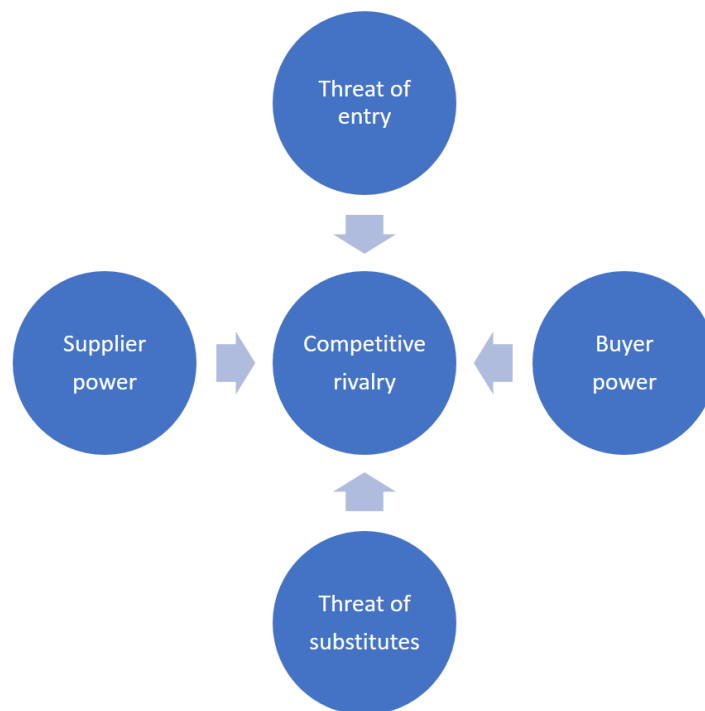
The French Fair Trade Platform (PFCE) is the French leading organization in promoting fair trade. The organization has gathered over 30 different organizations that operates in France to involve in fair trade, which represent over 600 structures in France. In addition, PFCE has developed a clear dialogue to build relations and ties with the north and the south major sectors. With the gained experience, the organization has increase sustainable developments, respect, and equal right towards societies. By leading several events and actions to build awareness among French consumers and authorities the organization has increased the support of fair trade in the French markets. There has also been a focus on raw materials and resources to develop organic and environmentally friendly products, such as organic clothes and foods with high quality and usability.

3.3 Porter's Five Forces

This framework is measurement of the attractiveness of the industry, and how easy it would be for a company to be profitable operating in it. A key determinant of profitability is the extent of competition, actual or potential. The profitability for a company in a certain industry depends on the forces, if the forces are high then the profits will be low. The forces are supplier power, buyer power, threat of new entrants, threat of substitutes, and competitive rivalry. Through our questionnaire and an interview with a distributor of Amundsen Sports ski apparel we have gathered relevant data to identify their competitors. We have gained good knowledge of the market structure as well as the industry (Johnson et al, 2014).

We have defined the industry of Amundsen Sports as both within the outdoor and ski apparel industry.

The Porter's 5 Forces Framework Model



3.3.1 Supplier Power

In this aspect of force, we will measure how much the ski clothing industry are depended on their suppliers. (Johnson et al, 2014). Among suppliers of fabrics and material used for outdoor and ski apparel, one can find a wide range from low quality to high quality suppliers that usually has prices correlated with quality. There are many suppliers within different categories of fabrics, from classic corduroy to more technical materials and different types of resources. Therefore, there are many suppliers to choose from and many suppliers located in every corner of the world. Meaning that different businesses needs to include the export matters and different regulations when discovering supplier opportunities. Several suppliers around the world have also different control and negotiation matter and differentiation in price. Suppliers located in low economic countries such in Asia or Latin America have low price requirements compared to Europa and other high developed countries. This makes it harder for fabrics and suppliers in well developed countries, since many businesses turn to low prices suppliers rather than high priced, to increase their profits.

Another supplier issue is the ethical work conditions. There have been many issues over the past years that the working conditions for many suppliers worldwide has been recognized as bad. Some examples are low pay compared to working hours, low control and dangerous standards.

As there are no sign of oligopoly or few big market players, it is fair to conclude with that the bargaining power of suppliers is low. Furthermore, there are many suppliers to choose from that have expertise in different resources and quality materials worldwide. However, when considering price many businesses turns to low prices suppliers to increase profits, which might not be as ethical due to working conditions. As well as the several options of suppliers and fabrics we will conclude that Amundsen Sports supplier power is low. Amundsen Sport has several of quality resources worldwide, which is an advantage, compared to if they had all resources from one location, depended on one specific suppliers and give them power.

3.3.2 Buyer Power

The most important factor of measuring buyer power of ski apparel is the size of consumers and the concentrations. The customer demands are what controls the business of different companies. Therefore, it is substantial to understand how much buying power consumers have compared to the competition. (Johnson et al, 2014).

Major buyers and consumers of outdoor ski apparel are people that enjoys outdoor life, mountain hiking, alpine- and cross-country skiing, and expeditions. These consumers purchase to benefit their needs of quality, usability or a functional of a product to overcome any barriers within being active out-doors. There are also many people wearing this kind of clothing casually, but it's of course more common for people who is executing outdoor activity.

Buyers have many alternatives to choose from, many brands within the industry diversify themselves focusing on the identity of the product and the brand such as unique segments like cross-country skiing, freestyle competitors or pure outdoor life clothing. Buyers purchase pattern is also effected by seasonal conditions such as weather and environment. Therefore, we can conclude that the buying power of consumers is high due to their pressure and the purchasing power of consumers. If several businesses offer the same type of ski clothing it is

the customer that has the power of which product to purchase, which means that it's low switching cost for changing a product.

3.3.3 Threat of Substitution

Discovers if there are any other related product that can over power or replace the ski apparel industry. Substitutes to outdoor and ski apparel exists to a high extent. Many substitutes related to ski apparel are linked to trends in fashion and environmental changes in weather. Fashion trends and climate change, can be unexpected and have a broad variation in seasons. It's not uncommon to see youth choosing hoodies and sweaters rather than technical outfit while skiing in ski resorts, especially within the freestyle community. Other different ski trends that can substitute ski apparel are tight ski clothing for competitions our regular winter clothes that are not suitable for out-door ski activities.

As well as warm weather conditions can also substitute warm quality ski apparel. Other types of clothing that can substitute ski apparel in special conditions are casual clothing such as sweater, shirts, tops or other wool clothing. Because of the warm weather, consumer don't feel the need of caring extra clothing or material due to good conditions with less weather resistance. However, other substitutes that can replace ski apparel are usually non-technical and less quality products which are cheaper and low-priced products.

Overall, the threat of substitutes of ski apparel in different out-door environments in analysed and concluded as high. Due to the several factors that can replace technical ski apparel influenced by trends and environment.

3.3.4 Threat of new Entry

Business development has a broad growth variation, but could be a big threat in the ski apparel industry and market. Since there are no big players in the industry, more a variation of followers or moderate competitors. There is a potential of new businesses to develop a unique concept and become a part of the market, because they don't feel any threat from large companies with high market shares. Due to the profitability in the ski apparel industry, more new competitors find it as an opportunity. This is also mentioned in the trend analysis.

Considering the high threat of new entrants there are also low barriers to enter in the ski apparel market. More consumers are valuing price over quality and most new business developments are focusing on low prices products, where consumers buy more because of the poor quality. As mentioned, the ski apparel market is built up of the elements price and quality. Therefore, it is easier to succeed in the low-priced apparel market due to less control and time consuming, which is a big threat to the high ski apparel market, where Amundsen Sport are located.

In addition, we can determine the threat of new entrants as high due to the low barrier abilities and the profitability in the ski apparel market. Moreover, the easy access of developing something unique and creating awareness through different promotion channels through the internet and social media.

3.3.5 Competitive Rivalry

Within this industry of outdoor and ski apparel there are many brands and providers. There is no dominant brand at a global scope, and one can consider a competitor balance among the market players. The ski apparel market is influenced by two important factors price and quality, which divides and segments the difference between ski apparel brands, as mentioned in positioning. There are many players in both quality and price and it's very important to build a strong brand association and reputation to increase their market share in specific markets. Quality ski apparel brands, are reflected of their value and product performance involving function, technology, quality materials and durability. The competitors that reflect these standards are brands like FusAlp, Rossignol or Arc'Teryx. While brands that play on price, are controlled by the demand of the market and the value of pricing. Most pricing strategies are influenced by low or high factors of different product categories. However, the ski apparel brands that focus on low price values are mostly reflected with lack of quality functions, while high priced apparel gives more value to the overall product.

Another important factor of considering the competitive rivalry, is the design and image of different ski apparel brands. Building an identity and a relation through the design of products is what differentiates ski apparel brands compared to other competitors. One example is Napapijri, Burton or Swag, that have created a special design and image towards their

products that reflects the brand, considering Napapijri associating towards Norwegian ski culture and Burton and swag reflecting the freestyle community in ski apparel.

Most outdoor and ski apparel brands that competes with Amundsen Sport, are both high on quality and price. Furthermore, they focus on the material and the technical functions of the product due to the knowledge and experience of the benefits of usage and performance. These brands are sold in own brand stores, retail stores such as franchising or distribution like Amundsen Sport. However, it's more challenging to compete with other brands in retail stores of ski apparel compared of owning own brand stores. Therefore, Brands with own stores like Helly Hansen or Napapijri, have a competitive advantage since they are not challenging other brands in specific retail or franchising stores like Amundsen Sport.

To conclude we would identify Amundsen Sports competitive rivalry as high, because of the several amounts of market players which are identified as competitors. We have only identified some competitors from the interviews and survey that we conducted and consider them to be the key competitors of Amundsen Sport. These competitors are a big threat towards Amundsen Sport, because of their knowledge, skills and experience which has increased their brand awareness and identity giving a greater market share in specific markets.

3.3.6 Conclusion of the Competitive Forces

Competitive force	Level of threat
Threat of new entry	High
Buyer power	High
Threat of substitution	High
Supplier power	Low
Competitive rivalry	High

Table describing the competitive forces for Amundsen Sports

As mentioned in the introduction, this framework measures the attractiveness of an industry. If the competitive forces are high, then the difficulties within the industry increases as well. As one can see in the summary table of the five forces, all except of one force is high. According to the theory of competitive forces, the profitability within the industry of outdoor and skiing apparel is low, as a consequence of high forces.

3.4 Cultural Differences

When a company decides to expand its operations and transactions overseas, the importance of awareness and the fact that there are differences in e.g. culture, language, preferences, values, beliefs and it is important to take these factors into consideration in the current- and forward strategy (Hofstede, 2003).

Culture difference can be defined as *"Often a source of conflict than of synergy. Cultural differences are a nuisance at best and often disaster"* Geert Hofstede, Emeritus Professor, Maastricht University.

Hofstede further presented layers of cultures that there are differences with regards to national-, regional-, gender-, generation and social class level (Hofstede, 2003). These levels present some potential factors to take into consideration for Amundsen Sport when doing business and which approach they are going to use when attracting customers.

3.4.1 Cultural Dimensions

There are many researchers in the term cultural differences e.g. Geert Hofstede, Trompenaars, Richard Gesteland, GLOBE and Edward Hall. These researches presents various dimension that may be different from countries, in this case the French and the Norwegian culture. We have used some of the most relevant dimensions from these researches to put the cultural differences between Amundsen Sport home market and France in perspective.

3.4.2 Power Distance – Geert Hofstede

According to Hofstede's research of culture within IBM in the period 1967 to 1973, he concluded that France was among the top in Europe when it comes to Power distance (**Appendix**). In the research, France was top 3 (and 27-29 in the Power Distance Index). On the other hand, if we compare the Norwegian culture and the French culture it is according to figures from geert-hofstede.com (**appendix**) huge differences in power distance. The Norwegian power distance is known to be very flat structured (not a huge gap between the boss and employee), in other words – that bosses can be questioned, may be challenged by subordinates and have a very open relationship with the employees. In addition, in the

Norwegian culture they are more concerned about equality and encourage fairness (Hofstede, 2010).

Regarding to the high-power distance in French, it indicates they are more likely to have a bigger gap between the boss and the employee (Top-down management) that means there is a greater divide between the members in an organization. In his research Gesteland also concluded that the Frenchmen was more likely to accept the fact that the power is distributed unequal, which would not be the case in the Norwegian society because of the high score in egalitarianism according to the GLOBE Study (House, 2004).

3.4.3 Time and Scheduling – Hall/Gesteland

According to Hall and Gesteland, France is known to be moderately polychronic. (Gesteland, 2012). Typical signs of a polychronic country are that lateness is very common, rarely follow agendas and do several things at one time. Regarding to France – time and scheduling are categorized to be very informal and it is common that people come late to meetings and social happenings (Gesteland, 2012).

This is contrast with the monochronic Norwegian culture. Typical signs of a monochronic country are that everybody tends to be punctual and follow agendas. The countries respect time and it is a sign of reliability (Gesteland, 2012).

3.4.4 Formel and Expressive Culture – Gesteland

According to the book “*Cross-cultural Business behaviour*” by Gesteland there is major differences to France and Norway (**Appendix**) when it comes to how the countries express themselves and how formal the culture is built up.

The French culture is defined to be formal (hierarchical) where the culture tends to be organized in hierarchies reflecting major differences in status, respect and power (Gesteland, 2012). This can be shown in the way people talk with each other (formal or informal language) and using courtesy titles like “Monsieur and last name or Madame and last name”, and not so much by first name. In France people with a high position in a company generally will be talked to as “vous” instead of “tu”. This because “vous” are seeing as more respectful,

formal and normal in the French culture. Gesteland further described the French culture to be very expressive – by that speaking loudly, use body language and gesture to express themselves. Moreover, the French are known to have emotional outburst, that people show emotions throughout gesture, verbal communication etc.

On the other hand, the Norwegian culture is defined as the opposite than the French culture – “an informal culture that values egalitarian attitude and smaller differences in status and power” (Gesteland, 2012, P. 27). In informal culture, there is not common to use courtesy titles, only first name. These cultures are categorized to be very relaxed and have a friendly style. The Norwegian culture is also defined according to Gesteland as very reserved, by that not using much of body language, gesture and not displaying emotions.

3.5 Cage Framework

The CAGE framework emphasises the importance of cultural, administrative, geographical, and economic distance. The framework measures the match between countries and companies according to the four dimensions of distance mentioned (Johnson et al., 2014). This CAGE Framework is conducted by following a template by P. Ghemawat.

3.5.1 Cultural Distance

The distance dimension here relates to differences in language, ethnicity, religion, and social norms. Cultural distance is not just a matter of similarity in consumer tastes, but extends to important compatibilities in terms of managerial behaviours (Johnson et al., 2014).

Language:

France

Official	Spoken by >20%	Spoken by 9- 20%
French	French	French

The official language of France, obviously is French. It is a Romance language derived from Latin. The population of France is 62 900 000, and has 60 000 000 users of French (European Commission, 2012). The language of business in France is French, even if there are many

business people that speaks English well. Foreign buyers can get by with English, while export marketers are usually expected to speak French. Written correspondence should likewise be in French and the key parts of your product literature should be translated as well. Marketers who do not speak the language are likely to find themselves at a disadvantage (Gesteland, 2006).

Norway

Official	Spoken by >20%	Spoken by 9- 20%
Norwegian	Norwegian	-
Sami	-	-

In Norway, there is two official languages; Norwegian and Sami. Norwegian is used by the majority in Norway, and Sami is used by ca. 20 000. Norwegian is a North Germanic language that has similarities to the other Scandinavian languages like Danish and Swedish (Vikør, 2015).

Most Norwegians speak and read English fluently; many speaks German or French as well (Gesteland, 2006).

Language match at 20% Threshold? No

Religion (Cia.gov):

Percentage Practicing	Christianity	Islam	Buddhism	Judaism	Other	None
France	63 – 66%	7-9%	0,5- 0,75%	0,5- 0,75%	0,5-1%	23-28%
Norway	88,8%	2.3%	-	-	9,9%	-

Religion Match at 30% Threshold? Yes

Diaspora:

How many migrants from France are in Norway? >5 000 (France.no, n.d.)

3.5.2 Administrative and Political Distance

Here distance is in terms of incompatible administrative, political, or legal traditions (Johnson et al., 2014).

Trade Bloc:		
France: EU	Norway: EFTA	Match? Yes, European Economic Area*
Currency:		
France: Euro	Norway: Norwegian Kr	Match? No
Corruption (closer to 100 means cleaner): (Transparency International, 2017)		
France: 69	Norway: 85	Both countries score relatively high regarding being clean from corruption.
Legal Origin: (Cia.gov, 2016)		
France: Civil law; review of administrative but not legislative acts	Norway: Mixed legal system of civil, common, and customary law; Supreme Court can advise on legislative acts	Match: To a certain extent, yes

*European Economic Area

The EEA consists of 31 countries: The 28 EU member states, plus Norway, Iceland, and Liechtenstein (European Free Trade Association states). Through the EEA agreement, Norway, Iceland, and Liechtenstein are equal partners in the internal market, on the same terms as the EU member states. This includes having access to the internal market's four freedoms which is mentioned under the political part of the STEEPLE-C analysis. In addition, the EEA agreement covers cooperation in areas such as research and development, education, social policy, the environment, consumer protection, tourism, and culture. They are also members of the Schengen cooperation, which abolishes border controls between members. The EEA agreement does not cover the EU common agriculture and fisheries policies, the

custom union, the common trade policy, justice and home affairs or the monetary union (Norgesportalen, n.d.).

3.5.3 Geographical Distance

This is not just a matter of the kilometres separating one country from another, but involves other geographical characteristics of the country such as size, sea access and the quality of communication infrastructure (Johnson et al., 2014).

Distance between Paris (France) and Oslo (Norway): 1708 km

Distance between Annecy (France) and Oslo (Norway): 1915,1 km

(No.avstander.himmera.com, n.d.)

Adjacency

Are France and Norway adjacent? No

Land Area (in square kilometres) (Cia.gov, 2016)	
France metropolitan France): 640 427 sq km	Norway: 304 282 sq km
Time Zone (UTC +/-) (Timeanddate.com, n.d.)	
France: UTC + 2	Norway: UTC + 2
Climate Zone (Kottek, 2010)	
France: Warm oceanic climate/Humid subtropical climate - Generally cool winters and mild summers, but mild winters and hot summers along the Mediterranean; occasional strong, cold, dry, north-to-northwesterly wind known as mistral (Cia.gov, 2016)	Norway: Cool continental climate/Subarctic climate - Temperate along coast, modified by North Atlantic Current; colder interior with increased precipitation and colder summers; rainy year-round on west coast (Cia.gov, 2016)

3.5.4 Economic Distance

The economic distance refers to particularly to wealth distances (Johnson et al., 2014).

GDP Per Capita (in USD) (Cia.gov, 2016)	
France: \$42 400 (2016)	Norway: \$69 300 (2016)
Real GDP Growth Rate (Cia.gov, 2016)	
France: 1,3% (2016)	Norway: 0,8% (2016)
Human Development Index (UNDP, 2016)	
France: 0,897	Norway: 0,949
Internet Penetration (Cia.gov, 2016)	
France: 84,7%	Norway: 96,8%

4. Internal Analysis

4.1 Resource Based View

The purpose of defining Amundsen Sport resource based view is to specify the unique characteristics of the organization. An organization characteristics is revealed by market imperfections, perceptual and emotional perspectives and sociological and cultural views, which also contributes to specify the organizations competitive advantages and disadvantages. Furthermore, the organizations capabilities contribute to the survival and the advantages of the company. To define a company's capabilities, we will explain Amundsen Sports characteristics and components by specifying their resources and competencies. (Johnson et al., 2014).

Resources: Tangible and Intangible assets that Amundsen Sport has or can detect.

Competences: How Amundsen Sport uses their assets effectively.

Resources (tangible and intangible)	Category	Competencies
<ul style="list-style-type: none"> • Strong brand portfolio • Experience in developing smart products inspired by the past and built for the future • Adaptable, versatile, stylish and long lasting products • Raw materials from high reputation suppliers in Europa 	Physical	<ul style="list-style-type: none"> • Strategically leveraging resources through proper allocation and distribution of raw materials. • Testing and experimenting with different raw materials to increase product quality and function.
<ul style="list-style-type: none"> • Publically listed company (equity) • Increasing turnover every year (2016: 18M NOK) 	Financial	<ul style="list-style-type: none"> • Diversified brand portfolio minimizes financial risk • Ability to expand the business to other markets
<ul style="list-style-type: none"> • Corporate culture emphasizing continuous development • High qualified distributors and agents in target markets • Strong relation with quality suppliers in Europe and worldwide 	Human	<ul style="list-style-type: none"> • Ability to perform on an innovative level and build close contacts and relations with potential shareholder's cross borders.

4.1.1 Dynamic Capabilities

The ability Amundsen Sport can recreate capabilities in changing environment:

- Leveraging existing knowledge and expertise of the ski clothing industry
- Supply chain management with high end quality
- Unique performance driven by culture, innovation and testing
- Ability to create a valuable story behind every product.
- Finding new ways to restore the past traditions

4.1.2 Core Competence

Core competencies of Amundsen Sport is developing a high functional product with a cultural brand portfolio.

Ability to innovate through traditions with high quality materials and testing experience. Further, fulfil traditional and cultural aspects for local preferences to makes use of existing expertise to develop a cultural brand. Allocate different resources to provide a long-lasting product that can survive any conditions and create added value with the story about Roald Amundsen. Furthermore, they are also increasing their knowledge of the ski clothing market and suppliers, which will help them grow and perform better in the industry.

4.2 Market Share in Reference market

Amundsen sports market shares in reference market is crucial to analyze and understand the company's capabilities. The business operates in several countries to increase the company effectivity in resources and production. How to define Amundsen Sports market shares in domestic market is by analyzing two dimensions, market share and market growth. Higher market shares resolve to higher profits and revenue and increasing of brand awareness to potential consumers. However, market growth is the outcome of higher market share, meaning the business have more possibilities to grow and expand itself to other domestic markets (Johnson et al., 2014).

Currently Amundsen sports distribution strategies involve establishing good and personal relationships with key personnel, visibility and staff knowledge, encouraging other distributors to present the brand and be loyal and straight forward with existing consumers. With the mission of transforming traditional skiing apparel into smart products the business has managed to export and operate worldwide, especially in Europe. Their market shares dwell on 121 distributors divided into several markets. With production sites in Estonia, Poland, Italy and Portugal and fabric suppliers in UK, France, Switzerland, Austria and Italy, Amundsen Sport has an advantage with their producers being close to any domestic markets. Furthermore, the company is experiencing more customer demand because of their visibility of brand awareness. In 2010 Amundsen Sport sold 100 knickerbockers and in 2015 they sold 4600, which is 46 % increase during 5 years. In total, Amundsen Sports revenue is 18 million

kroners, which also describes a growing revenue compared to their past results. Therefore, Amundsen Sport are acknowledging their capabilities to grow into new domestic markets, which is increasing the companies reach and new possibilities. (Proff.no, 2017)

4.3 ACE model

With research, companies can seek to understand sustainable growth in international markets. Even though it is difficult to define a certain strategy to lead a specific performance, it is an important factor to include market orientation, effectivities, capabilities, proactive attitudes and innovation. With the support of a top management, other departments will actively follow their requests or demands to approach internationally. However, the ability to commit to such standards dwell on three factors, attitudes, competence and embodiment (Solberg, 2014). These factors include the motivational drives, the learnings of new environments and skills to seek and start the exporting circle.

4.3.1 Attitudes

According to Solberg (2014), four groups of mind-sets is what gives important imprint on the attitudes of members of the organization, respectively risk orientation, market orientation, cultural awareness and approach to obstacles that firms inevitably will face while entering new markets. Successful exporters seems to have a lower threshold of entering foreign markets and thus less risk averse. What characterizes them is that they often seek markets further out and with a faster pace than other firms (Gripsrud et al. 2015). Based on this, the authors would categorize Amundsen Sports as risk takers due to them being a relatively new company and already exporting to several countries – France being among these.

4.3.2 Competences

Amundsen Sports are still just a relatively new company, founded not many years ago in 2010. Bearing that in mind, they have not had that much time yet to gain that much experience and knowledge about foreign countries. This of course, also becomes prominent in the French market due to the cultural differences between Norway and France. In order for your foreign operations to succeed, developing an understanding for the other cultures is essential. One could argue however that since they develop their product through field-testing instead of solely sitting behind a designer desk they have managed to obtain an expertise and

knowledge on what is the most functional in practice, which can contribute to give them advantage over competition.

4.3.3 Embodiment

With agents and distributors located in six different countries/markets and retailers spread out in thirteen countries, indicates that the managers of Amundsen Sports are seizing opportunities and believe that they have potential to succeed in foreign markets. This has resulted in the authors being confident that the managerial involvement towards seeking new markets are increasing and that they have a positive attitude towards foreign export.

4.4 Uppsala Model

The Uppsala model, is a model that describes the internationalization process of how businesses and markets experience different information's, insights and operative experiences. Furthermore, focuses on how businesses are cautious in the first step of internationalization through the two most common dimensions, entry of close markets and indirect entry modes. By defining the models six steps of how a business enters the internationalization process, we can define how Amundsen Sport becomes an international business. (Solberg, 2014)

Step 1 – includes how Amundsen Sport are operating and showing results in the local markets. In the beginning, Amundsen Sports were targeting natural markets in Norway such as ski resorts, popular vacation regions and other outdoor markets. However, they were also targeting Norwegian cities with valuable consumers, to establish the brand awareness and brand loyalty. As a result, the company sold multiple products and increased their revenue every year.

Step 2 – The business does not make any efforts of exploring feasibility or sustainability, only to test their exporting goods and availability. Meaning Amundsen Sport does an export package try run to discover the export and distribution options.

Step 3 – The business operates to explore feasibility of exporting. Meaning Amundsen Sport are changing their strategy to discover new markets.

Step 4 – To explore other possibilities in potential markets, Amundsen Sport experiments by exporting to the neighbor countries to discover hidden demands. In this case, the optimal option was to discover Sweden as a market.

Step 5 – After gaining experience and knowledge of exporting to neighbor countries such as Sweden, the business adjusts their strategy to develop exchange rates and other challenges which can optimize their export value. By developing exporting deals and negotiations Amundsen Sport has the potential to discover cost and other opportunities in additional markets.

Step 6 – Lastly, Amundsen Sport continues exploring feasibilities across borders to other countries with the same environment and outdoor cultures to locate consumers demand. This stage is always developing to collect new valuable information and knowledge about other potential markets. Therefore, it is substantial to have a clear export and implementation process to succeed and increase revenue and growth.

4.5 Bakka Model

The Bakka Model describes the global and international position of a business and the different opportunities to export cross borders. The model is also called an internationalization model, because of the five different phases such as trial export, extensive export, intensive export, international marketing and global marketing, which contain factors that describe the decision-making process of becoming an international or global company. Furthermore, when defining the right position in the model by analyzing the six sub-categorize: motives, markets, entry mode, 4 Ps, organization and outcome, it can reveal potential strategies to consolidate their business position. (Solberg, 2014).

The first step of internationalization in the trial export, businesses are often seeking information and knowledge for the potential to export to other markets. However, in this phase it's crucial that the company support every factor for further expansion, because of the risks and threats that can develop. (Solberg, 2014).

The second step the extensive export phase, businesses are depended on building contacts and relations with different agent and distributors to succeed. However, because of the limited resources and learnings the operators are usually acting to establish a foothold in the market and identifying competitors instead of following up on resources. Meaning the cost of knowledge and information is more than international sales. The reasons are usually because of unfamiliar goals, time, lack of information and learnings to build brand and customer loyalty. (Solberg, 2014).

The third stage which is the intensive export consist of businesses gaining more knowledge and experiences within export and other markets. Meaning that the export process has become an important part of the company's income and more people are becoming involved. Because of the market insight and experiences, the businesses are becoming more knowledgeable and can implement relevant strategies and connections to grow their product portfolio. Furthermore, it is easier to move forward to the next step international marketing, which means that the export activities are a regular process and the marketing strategies are becoming global. Since the marketing strategies might be different compared to other markets, businesses must implement different market strategies to several target markets to fulfil consumer's needs. (Solberg, 2014).

The last stage of the internationalization model is global marketing. After companies have developed international skills and experience, they are most likely to grow and expand even farther to increase more profits. This includes expanding the business offices to other markets and global products and production. (Solberg, 2014).

After identifying the five stages on internationalization through the Bakka model, it is easier to define where Amundsen Sport are positioning themselves in the global markets. Therefore, analyzing Amundsen Sports sub-categorize will clarify their position and future possibilities in the global markets. As mention before Amundsen Sports have resources and footprint in several markets cross borders. However, we will focus on their position in the French market to analyze their strategies and export methods.

Amundsen Sports motives are to increase awareness and increase profits in potential markets. By establishing to other markets and increasing their market shares in domestic markets, their business has become proactive. However, their market shares differ, which means that there

are still some experiences to be made. One example is the French market, Amundsen Sport has already exploited to the French market. However, the French sales only consist of 5.2% of the distribution sales. Therefore, there are still some possibilities of learning more about the French market to increase their distribution sales. Furthermore, Amundsen Sport are exporting to other markets such as Switzerland, Spain, Austria, Netherlands, Germany, UK, USA and other countries in Scandinavia. However, their focus and success have been in Switzerland and Scandinavian countries which accounts for 85 out of 121 shops. According to the Bakka Model, Amundsen Sports are currently located between extensive and intensive export, with the ability to grow further.

Amundsen Sport has a strong footprint in the Norwegian and Swiss market as mentioned above. However, in other markets their recognition hasn't been well adapted or established considering the distribution sales and brand loyalty. Therefore, Amundsen Sport has several opportunities to strengthen in their potential markets to increase awareness and brand value. In the internationalization process Amundsen Sport would be places as intensive export, since they are operation in selected few markets.

The company exports to different agents and distributors in the European markets, such as Switzerland, Spain, Austria, The Netherlands, Germany and France. In that sense, they are using the same entry mode strategy to establish into international markets like trial and extension export. When using agents and distributors in existing markets, Amundsen Sport are saving resources by selling to distributors which have the knowledge and experience which they lack. However, Amundsen Sport becomes more dependent on the relation with these agents and distributors, which can be a weakness, especially if there are cultural or language barriers. Therefore, a future strategy might be using less agents to minimize international risks and threats.

The market mix strategy of Amundsen Sport is currently built on the ethnocentric of their products to strengthen their brand awareness and loyalty towards the consumers. The business of Amundsen Sport is built on the value of Norwegian culture and ski clothing traditions which they describe as their vision "Innovation through Traditions". Furthermore, the stories of the famous explorer Roald Amundsen is an important value to the business because of the relation to the founder of Amundsen Sport. Therefore, the famous Norwegian story is a big inspiration for the company and its products. Many of the product of Amundsen Sport are

developed in the past. However, by transforming something old into a smart product built for the future, the business creates additional value of proactivity and a sense of cultural unity. On the other hand, to adapt to other potential markets Amundsen Sport are increasing the product quality by implementing high quality raw materials from reputational countries. More about the business adaptation, is written in the Ghemawat AAA model. Conclusive in the Bakka model Amundsen Sports marketing mix is between trial, extension and intensive export.

The organization structure of Amundsen Sport is a flat organization. However, since they have several agents and distributors worldwide as mentioned, they have an export department which is specialized in communication and understanding the export possibilities of Amundsen Sport. This export department consist of close contacts with potential entry modes, knowledge and experiences from potential markets and implementing of international strategies. Therefore, Amundsen sports has an intensive export view in the organization structure.

Lastly of the sub-categorize in the Bakka model of Amundsen Sport is the financial outcomes exporting internationally or globally. Amundsen Sport has a positive profit income when exporting to other international markets, which means that exporting is increasing their business value and growth. Furthermore, it also creates a broader brand awareness and consumer loyalty internationally, by creating more possibilities to get potential consumers aware of the brand. Therefore, with a healthy positive financially turnover Amundsen Sport are intensive export with the potential of exporting internationally.

To conclude Amundsen Sport in the Bakka and internalization process they are moreover placed in the intensive export. This stage of the process is still a competitive challenge for Amundsen Sport, since they still have advantages and knowledge to gain. Even though they have a strong exporting department and close contact with their distributors, they still lack in implementing their market mix with potential markets to increase consumer awareness and loyalty. To keep up with other international competitor Amundsen Sport must update and develop new trends and style to acknowledge consumer's attention. Many of the existing competitors in target markets may have higher financial scales and longer experiences to attract consumer loyalty than Amundsen Sport. Therefore, Amundsen Sport must identify

different strategies of implementing internationalize to see if their ethnocentric products will succeed in these markets.

	Trial	Extension	Retraction	International	Global
Motives	Reactive	Experimental	Proactive	Committed	Committed
Markets	Coincidental	Neighbours++	Selected few	New expansion	Global
Entry modes	Distributor, agent, trader	Distributor, agent, trader	Sales subsidiaries	Licensing	FDI manufacturing
4 Ps	Ethnocentric	Adaption	Adaption	Standardisation	Global leadership
Organisation	Part time one show	Full time one show	Export department	International division	Global organisation
Outcome	Marginal	Negative	Positive	Mutual dependence	Main source of income

4.6 Ghemawat AAA model

The Ghemawat AAA model describes how a business can manage global difference by using different global strategies. The model consists of three effective ways to respond to different challenges that can exist in the global markets. The first one adaptation is where companies maximize their local relevance to increase market shares and revenue. The second part of the model is aggregation which attempts to create global operations through economies of scale and scope. Lastly, arbitrage exploit the differences between local and global markets. With the strategic balance between these three A's businesses can create global values and better succeed integrating in global markets. (Solberg, 2014)

4.6.1 Adaption

The adaptation abilities and components can increase the potential market shares, revenues and global values of a business by fulfil other local requirements and preferences. (Solberg, 2014). Amundsen Sports primary strength lies in the quality and usability of their products. Especially, that each product is made to last any weather condition and can last for a longer

duration of time. Meaning their business can easily adapt to any market or environment conditions because of their strengths and durability. Their raw materials are sourced from quality production areas worldwide and are tested in extreme weather places such as Antarctic, North Pole and Japan. Therefore, Amundsen Sport has the ability to change and adapt to other potential markets to better appeal the worldwide consumers. Especially, markets which are known for outdoor life and sports environments.

4.6.2 Aggregation

Consist of the economic advantages by analyzing the business economies of scale and scope. The economies of scale, is the cost advantages that emerge when building a relationship with potential suppliers. (Solberg, 2014). As one of Amundsen Sports distribution strategies, establish a good and personal relationship with key producers. They have an advantage to gain fixed costs on different materials and resources. Furthermore, reduce variable costs from different production sites by operational efficiencies and synergies of different products. When capturing economies of scale Amundsen Sport have a bigger advantage towards sustainability of their resources and efficiency towards production. On the other hand, Economies of scope is detected by the sustainable number of production sites. However, since Amundsen sports have high quality resources worldwide, they have expanded their knowledge to only have production in target markets such as Europe. When producing in Europe the business becomes closer to their target markets and a stronger communication platform and bond with their suppliers.

4.6.3 Arbitrage

Defines how a business is exploiting their differences towards other potential markets. (Solberg, 2014). Amundsen Sport are creating arbitrage by creating additional value such as selling a story and a rare cultural product. The anorak and knickerbockers are rare and traditional products, which were more common in sports in the 1900-hundreds. However, by combining the products with a famous cultural story such as Roald Amundsen, the business is exploiting their differences by creating new trends and usability methods. Furthermore, producing their products with specialize raw materials such as cotton ventile, c_chance membrane, corduroy cotton, wool from Mongolia and 18 other materials. Amundsen sport establish and different themselves as comfortable, versatile, fashionable and with high quality.

4.7 The Cultural Web

The Cultural web is a model that describes the organization culture, which are the assumptions and behaviors people share in an organization context. The cultural context of an organization describes the organizations values, purposes and actions. Moreover, the culture of an organization emerges when a new organization startup starts developing an identity or a vision. The culture web defines the different organization elements such as story, symbol, structure, control and routines. Furthermore, when analyzing these cultural elements, the business can relay their strength and weaknesses inside the company and develop an organization picture of how they are cooperating. (Johnson et al., 2014).

4.7.1 Stories

Each company has a story of the past that inspires their abilities and success. What a company immortalize is substantial to understand its values and perceptions. Amundsen Sports founder Jørgen Amundsen is a relative of the famous Norwegian explorer Roald Amundsen (1872-1928). With the background and legacy of the famous explorer and world hero, Amundsen Sport are inspired to develop smart general outdoor products influenced by the past heroes and explores. The legend of Roald Amundsen as a conqueror of the North-West Passage, first man on the South Pole, first to fly across Arctic Ocean and to reach both poles, was what founded the business standards. Roald Amundsen successful combination of tradition with innovation strongly inspire the company on its mission to enhance and simplify the everyday life for outdoor enthusiasts. Especially, the ability to explore the past while leaping forward, the fearless nerve to explore the unexplored and the accuracy, made Amundsen succeed where other failed. This story motivated Amundsen Sport to become a successful company by developing new experiences, knowledge and skills to succeed in the outdoor markets. Furthermore, the business also started developing own inspiring stories, such as testing their own product by achieving different expositions. Like Roald Amundsen learning from the Inuits the business thought from other suppliers, the quality and usability of different raw materials and resources and from their own testing controls. Overall, the story behind Roald Amundsen is what created the business image, through the same learnings, ideal and experiences.

4.7.2 Symbols

The organization culture consists of different symbols and characteristics which visual represent the company. These symbols include company logos, people orientation and corporate culture. Amundsen Sports logo is inspired by exploring the world. It consists of a globe and under, the business name “Amundsen Sport”. The globe as mentioned is inspired by Roald Amundsen with a modern twist of innovating and discovering new resources. The brand Amundsen Sport reflects the legacy and the outdoor sports environment which the products relates to. The same considers the consumer orientation. Amundsen Sport attracts outgoing, active and healthy customers that values the nature and wild life. However, the business also includes ski clothing to capture sporty and athletic consumers. Their orientation towards the target audience are to become active with the nature and helping potential consumers to feel comfort and efficient while exploring and training. To express the vision, the corporate culture of Amundsen Sport, consist of traveling and exploring by wearing their own clothing to work and in outdoor life.

4.7.3 Power Structure

The Power Structure are the people in charge and with authorities towards the company. It is important to consider that with power comes responsibilities, which also includes trust and decision-making. Therefore, a power structure may involve several people with high positions in the company or a department of people. Another important factor including the power structure is the influences in decisions, operations, tactics and strategic directions which can have a great impact on the company. Amundsen Sport includes 6 employees which are divided into different departments. However, the organization also includes one CEO, one chairman and three board members. Together they hold all operations, actions and represent the company’s achievements. Furthermore, the company has several shareholders that also holds power towards the business, the biggest shareholder of Amundsen sport is Amundsen Oslo Holding AS 32.55%, Bronco Trading AS 4.45%, AS Vidsjå 7.56%. These shareholders are substantial for the company and are kept informed regularly compared to the 13 other small shareholders of the company. (Proff.no, 2017).

4.7.4 Organization Structure

A structure of an organization can differ from how the organization is built up. An organization is specifically built to accomplish business goals and the structure is the process of how to succeed these goals. When identifying the organization structure there are three types of structures that stands out, functional, divisional and matrix structure. A functional structure categorizes different department to function its purpose and optimal the knowledge and skills for each group. On the other hand, the divisional structure is built as an umbrella to cover different products and markets which doesn't have the same connections. This structure is more known for bigger companies that operates in large market or product scale. The last structure, the matrix structure, is a mix between functional and divisional structure. It is also called a hybrid structure to benefit both divisional and functional to increase the business efficiently. When analyzing Amundsen Sports organization its simple to conclude their structure as a functional structure, with different department such as marketing, sales, financial and production departments. Furthermore, the company is still a small business with potential of growth abilities. Therefore, the company can capitalize on its knowledge to each department to achieve their goals and experiences. Amundsen sport are also a transparent, ethical and very people based company to achieve their mission of bringing back old cultural traditions with better usability.

4.7.5 Control Systems

The control systems of a company are including the way quality and financials systems are measured and distributed within the organization. These control systems are to increase the values and benefits of an organization and its products. When having different control stages or requirements the company can minimalize risks and strengthen specific elements of the operations. Amundsen Sport control systems are mainly approached within the products, by testing the capabilities and adaptation, so the organization can optimize the product standards. The product control of Amundsen Sport consists of testing in different outdoor environments to experiment with different weather and global conditions. The products must fulfill four different criteria's adaptable, versatile, stylish and long lasting, which means the production and resources has to reaching the companies standards before entering the market. Furthermore, have a high performance while testing outdoors. The control systems of Amundsen Sport are critical, of becoming sustainable and reliable and strengthen the brands reputation.

4.7.6 Rituals and Routines

An organization culture can be detected through characteristic rituals and routines, which relay the identity of a company. Different behaviors, operation methods and actions can differentiate an organization in several ways both negative or positive. Amundsen sports characteristics are based on promoting and increasing brand awareness and become more efficient while working. The business is located in Oslo and operates by communicating and respecting each other as a team. To represent the company, they also wear their own products to work and for daily life. Their rituals are based on knowledge and inspiration of the company to keep them motivated while working. Furthermore, their routines are depended on the seasons. Amundsen Sport routines are more practiced and in place during winter seasons compared to summer seasons. Their campaigns are more popular in the winter compared to the summer due to change in environmental conditions. Therefore, their rituals and routines are built to strengthen their team spirits and motivations to develop excellent campaigns which performs in different seasons.

4.8 Value Chain

To get a better understanding of the activities and potential competitive advantages Amundsen Sport possesses, we will conduct a value chain analysis. Porters Generic Value Chain categorizes different activities within an organization, which combined, describes the entire creation of a product or service. In addition to defining the value chain, we can define a value system. This describes the different inter-organizational links and relationships that are necessary for the value chain of a product or service (Johnson et al. 2014).

Conducting an overview of Amundsen Sports' value chain, we want to identify key resources, capabilities, and competencies. Using the value chain, we will identify where value is gained and where value is lost. Finally, we will figure how best Amundsen Sports can sustain their competitive advantage.

4.8.1 Primary Activities

Inbound Logistics:

This are the activities concerned with receiving, distributing inputs to the product, material handling as well as supplier relations.

The material used by Amundsen Sports originates from suppliers in Europe and one in Mongolia. Amundsen Sports has a close relationship to their suppliers as they use specific suppliers for different products and campaigns. For example, for their Concord Regular knickerbockers their supplier is the French company “Cosserat company – since 1794”, which is the oldest corduroy producer in the world. For more than 200 years they have produced the famous “Corduroy” of Amiens”, a synonym of “authentic corduroy”. Another example is the Fusion Unisex Anorak, which partly consists of wool loden from Austria. The wool loden is produced by Austria’s oldest lode factory – Leichfried – a company that has produced loden since 1884.

These are some examples of that Amundsen Sports has relations to historical and high-quality suppliers. Amundsen Sports suppliers are a key factor in creating value.

Operations:

These are the activities that change inputs into outputs. This includes packaging, assembly, and testing.

One important competence that Amundsen Sports has, are the abilities of product testing in field through expeditions. Their technical knickerbocker, Amundsen Peak, is the world’s first technical knickerbocker. It was tested in high mountain expedition in Antarctica, therefore its name: Amundsen Peak.

“Made with high mountain tours and polar expeditions in mind – Tested for weeks in Antarctica. But works equally well for the shorter and lighter tours in the heights or low-lands all year round.”

Their products are developed through what they call “field testing adventure”. Amundsen Sports develop products in the field already from the prototype stage to clean away all unnecessary stuff from the beginning. Further they add new innovations that would not have arisen in front of the computer in the office. This way, the end-product becomes honest, innovative and smart. When conducting their SS17 campaign employees of Amundsen Sports left their homes with one product development goal; to test, to modify and finalize their SS17 promos in the field in a variety of weather conditions, elements, and activities.

Here, in operations, Amundsen Sports product testing and development is adding value to its products usability and quality.

Outbound Logistics:

This part covers how the company distribute their products to the customers. In this case through distribution.

Under the part “Company Profile” of this paper, it is written about Amundsen Sports distributors, in Norway, Europe, and Australia. In Addition to what has been written in that part, it is worth mentioning that their products in Norway is mainly sold through the sportswear chain Anton Sport, in the other cases it is sold through local sports stores. As this research focus on Amundsen Sports activities in France, we will not go further regarding their distribution outside of Norway other than France.

In the part “Challenges in the French market”, it is written and illustrated with photos how Amundsen Sports promotion and in-store experience has failed in the French stores. As French customers are only exposed for Amundsen Sports products separately and in between clothes from other brands, they are not able to get the concept and history of the brand. Amundsen Sports has an agent in France, and sell through distributors. They do not have control over how their products are organized and promoted in the stores, which is important due to their branding and concept of the 3-Part Line-up.

Under outbound logistics, with focus on the French market only, Amundsen Sports loses value through the usage of their external distribution system.

Marketing and sales:

This part cover whether the processes the company use make consumers aware of their product.

As of today, Amundsen Sports has no direct marketing nor advertising efforts in France. But, through social media marketing they reach an international audience, particularly through Facebook and Instagram. Through social media they provide product information as well as their expeditions in English.

With no direct marketing or advertising towards the French market, it is most likely that Amundsen Sports loses value.

4.8.2 Secondary Activities

Technology development:

All value activities have a “technology”, even if it is just know-how. Technologies may be concerned directly with a product (e.g. R&D, product design), processes or with a particular resource (e.g. raw materials improvements).

Amundsen Sports technology and know-how is obtained, as mentioned through the paper, through in field adventure testing and key suppliers. Their technology is also based on their principle: “Innovation through tradition”. Their technology is a combination of modern technology and materials combined with a traditional approach, just like Roald Amundsen did himself preparing for expeditions. Technology and product design is a pure outcome of testing, in field and through expeditions.

Human Resource Management:

This transcends all primary activities and is concerned with recruiting, managing, training, developing and rewarding people within the organization.

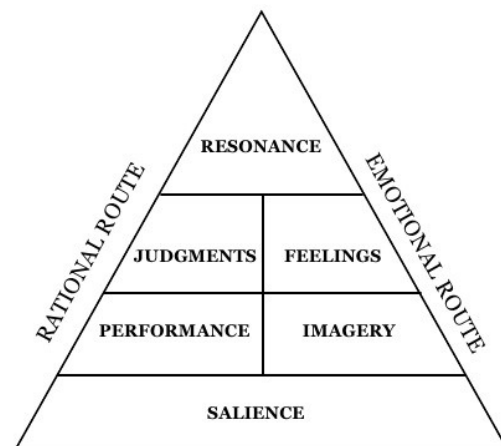
Amundsen Sports consists of six employees in total. The founders of the company Jørgen Amundsen and Erik Friis, has the roles as CEO and leader of the board. The sales manager is Trygve Markset. They are all outdoor and skiing enthusiasts, and Trygve Markset has even background as a semi-professional cross-country skier. Employees of Amundsen Sports are outdoor enthusiasts, and they take part in the infield adventures to develop their company's

products. The enthusiasm shared by the employees of Amundsen Sports, really transfers the spirit of Roald Amundsen in all of the company's activities.

4.9 Customer Based Brand Equity Pyramid

In order to help marketers build and manage their brands in a rapidly changing marketing communication environment they can apply the customer-based brand equity model to emphasize the importance of understanding consumer brand knowledge (Keller, 2009). Building customer-brand relationships can be the foundation brand resonance and building a strong brand and the customer-based brand equity model is a strong tool to put that relationship in front. According to Keller (2009), to understand the important role that is all the different types of marketing communications for brand building, a comprehensive model such as the customer-based brand equity pyramid, also called the CBBE model, is needed. The model views brand building as a series of steps that when enacted, establishing a pyramid of six "brand building blocks" with customers.

We, the authors, thought this model could be useful in terms of analysing the customer-brand relationship for Amundsen Sports and get an understanding of what they could do in order to strengthen this relationship, specifically in the French market. It is important to specify that the CBBE model also emphasize the duality brands where the rational route to brand building is the left-hand side of the pyramid whilst on the right-hand side is the emotional route (Keller, 2009). In order to gain significant brand equity it is required to reach the top pinnacle of the pyramid, which is the brand resonance, and this only occurs if the right building blocks are put into place.



4.9.1 Step 1. Salience

Brand salience is how easily and often customers think of the brand under various purchase or consumption situations. This step is somewhat controlled by the companies through the creation of their brand identity. There are a variety of brand elements to choose from that can

strengthen the brand awareness and facilitate the formation of strong, favourable and unique brand associations. These elements comes in the form of brand names, logos and symbols, slogans, characters and packaging and there are a variety of criteria for choosing these brand elements; memorability, meaningfulness, likability, transferability, adaptability and protect ability (Prinsloo, 2017).

In terms of Amundsen Sport, they have indeed chosen a brand name that is meaningful seeing that it is inspired by the great explorer Roald Amundsen. His name and legacy has manifested itself as an important part of the Norwegian culture and heritage and Norwegians take a lot of pride in this aspect. However, in terms of transferability the questions rises on whether this brand name is relatable to the French. Bearing in mind that the French is a very proud people, and there poses a risk of them not finding the name Amundsen Sport likable nor memorable. It is also quite the unusual name to the French and can be difficult for them to pronounce, reducing the possibility of fulfilling the criteria of memorability.

Furthermore, Amundsen Sport has succeeded to implement quite the range of brand elements – one of them being symbols that the authors have elaborated more on under the cultural web. Moreover, the company has also included a slogan: “Innovation through tradition”. This is a “short and sweet” sentence, which is easy to remember. A great amount of people find tradition as an important aspect to carry on with them further in life, thus making it likable. It is transferable to most countries seeing that it is so short and easy to understand, making language barriers less of a problem.

4.9.2 Step 2. Performance and Imagery

Amundsen Sport has managed to create a quality image for themselves due to their great focus on product design. Their attitude towards product development has resulted in a product portfolio that are adaptable to weather conditions, versatile to use in a multitude of activities and made with quality material and a timeless design. However, since they have managed to establish a solid product portfolio; the authors would suggest shifting some of that focus from product oriented to customer oriented which we believe would increase their overall performance in the French market.

4.9.3 Step 3. Judgment and Feelings

According to the CBBE model, there are six positive brand feelings associated with this particular block: warmth, fun, excitement, social approval, security and self-respect. Looking at Amundsen Sports' marketing strategy the authors would suggest that their focus lies within the excitement, social approval and fun aspects of these feelings due to their excessive promotion of field-testing, stylish product portfolio and "in action" posts on their social media platforms.

4.9.4 Step 4. Brand Resonance

The last "building block" which is brand resonance is final top of the pyramid. This term refers to the nature of the relationship customers have with the brand and the extent to which they feel they are 'in sync' with the brand (Keller, 2009). Brand resonance is at the top of the pyramid due to its difficulty to obtain that level. Only when your customers feel a deep, psychological bond with your brand you have succeeded at that level, which has four dimensions capturing a number of different aspects of brand loyalty. In terms of Amundsen Sports, their brand resonance in the French market is limited due to the lack of customer loyalty compared to what they have in the Norwegian market. This is because the French audience has a different perception on the values that Amundsen Sports holds. Our goal has therefore been to figure out what is lacking in order to increase Amundsen Sports brand awareness in the French market.

4.10 VRIO

There are four key criteria assessing capabilities in terms of their providing a basis for achieving sustainable competitive advantage. The VRIO framework illustrates these four fundamental criteria and the questions they address (Pearson et al. 2014). In this section, we will elaborate on which capabilities Amundsen Sport has that can create a sustainable competitive advantage.

The first criteria is the question of value. Strategic capabilities are valuable when creating a service or product that is of value to the customer and enable the customer to respond to environmental threats. This aspect includes three fundamental components; taking advantage of opportunities and neutralising threats, value to customers and cost. It is important that

managers consider carefully which of their organisational activities are providing value and which are of less value (Johnson et al. 2014).

Even though capabilities are valuable, they are unlikely to be a source of competitive advantage if they are common among competitors. The question of rarity therefore addresses the issues in regards to capabilities and whether only a few, or none competitors possess them. If competitors have similar capabilities, they can respond quickly to the strategic initiative of a rival. Therefore, if a company have rare capabilities, possessed uniquely by them, their competitive advantage will last longer (Johnson et al. 2014).

In order to have sustainable competitive advantage, it is not enough to have only value and rarity. The company must also identify inimitable capabilities and if they are difficult and costly for other companies to obtain. Last, but not least, the organisation's ability to exploit these capabilities fulfils the VRIO framework and if the answer is yes to the questions of value, rarity, inimitability and the firm is appropriately organised to exploit these, the firm can expect sustainable competitive advantage (Johnson et al. 2014).

4.10.1 Value

Value? Does the company have resources/capabilities to exploit an opportunity or block a threat? – **Yes**

Yes, Amundsen Sports capabilities are valuable as they create products that are of value to customers. And, they generate revenue and their activities are profitable. This part is also related to what has been written in the value chain.

4.10.2 Rarity

Rarity? Is what Amundsen Sports producing/doing rare? – **Yes**

Yes, what Amundsen Sports is producing is rare. The ski apparel they produce is in many ways unique, and that makes it rare. None, or few other brands has the same approach to design through tradition. Amundsen Sports is unique in the way they use historical and traditional methods to make innovative and modern ski apparel and to increase its usability and quality. You can find other brands that make outdoor and ski apparel with a timeless and

retro look, just like Fusalp, but it is not possible to compare it with Amundsen Sports' handy and explorer/adventurer look nor field-tested approach.

4.10.3 Imitability

Imitability? Is what they are producing/doing hard to copy? - **Yes**

Yes, what Amundsen Sports producing/doing is hard to copy. Even if Amundsen Sports is a young company, founded in 2009, it is still attached to the history and spirit of Roald Amundsen. Being both a Norwegian company producing outdoor and ski apparel, plus being founded by a relative of Roald Amundsen, it has a heritage that it is not imitable. In other words, it will be difficult to copy both for Norwegian and foreign companies. Cross-country skiing was founded in Norway, and Norway has both enjoyed great success as a skiing and winter sports nation in both world championships and especially in the winter Olympics. This has led to that Norway has gained a reputation of being a skiing nation that is related to cold winters and snow. In addition to this, Norway has given birth to a fistful of famous adventurers and explorers such as Leif Eriksson, Fridtjof Nansen, and of course Roald Amundsen. Amundsen Sports has the possibility to combine these factors, as a Norwegian ski brand and to be the rightful heir of Roald Amundsen. This again, gives synergy which increases their products added value in form of history and tradition, and an authentic brand that is difficult copy.

The design is also developed through field trips, and not behind a designer's desk. The design of Amundsen Sports' products is strongly correlated with usability. As mentioned, this knowledge is gained by the fact that their products have been tested in the field, during expedition and adventures.

Other brand competitors related to outdoor and ski-apparel has in the past and present used the same approach to marketing as Amundsen Sports. Napapijri, an Italian brand, is using the Norwegian flag and the history of Norwegian arctic explorers in their branding, compared with Amundsen Sports they cannot obtain the same authenticity.

Traditional Norwegian ski apparel brands, like Swix and Bjørn Dæhlie, are using the Norwegian cross-country skiing heritage in their marketing and branding, but cannot obtain

the synergy of a skiing nation and heritage of Norway as an Arctic explorer nation in the same fashion as Amundsen Sports.

As one can see, Norwegian brands and even foreign brands, can use the same marketing strategy as Amundsen Sports, using Norway's reputation as a winter and skiing nation. But because of Amundsen Sports' history, tradition, spirit and heritage, described in both introduction and company profile, it is difficult for competitors to obtain or imitate Amundsen Sports capabilities.

4.10.4 Organization

Organization. Is the organization built so that it is able to support the capability? – **Yes**

Yes, Amundsen Sports is built so that it is able to support its capability. Amundsen sports is not taking advantage of being a Norwegian outdoor and ski apparel brand, nor being the heir of Roald Amundsen as a cynical way to promote their brand. Through their field testing and high interest of outdoor life, the spirit of Roald Amundsen is brought to life and they truly respect and honor their heritage to make an authentic and a high-quality product with a piece of history for their customers.

The employees and managers of Amundsen Sports is very much part of every stage of producing and developing the products, to make sure it truly honors the company's heritage. The field testing, expeditions, and adventures to develop the products, is conducted by the employees of Amundsen Sports, from the CEO to sales representatives. More related to this can be read under the part of Cultural Web.

4.10.5 Conclusion

Valuable?	Rare?	Costly to imitate?	Supported by the organization?	Competitive implication
Yes	Yes	Yes	Yes	Sustained competitive advantage

The conclusion of the VRIO, is that Amundsen Sports has sustained competitive advantage.

5. TOWS

Using a SWOT analysis can be useful to summarize the key issues identified in analysis of Amundsen Sports's strategic capabilities and the analysis of the business environment. This to gain an overall picture of the company's strategic position. The SWOT provides a general summary of the Strengths and Weaknesses, that is identified in the internal analysis, and Opportunities and Threats, that is identified in the external analysis. The aim of this summary is to identify which strength and weaknesses are relevant to, or capable of dealing with, the changes that take place in the business environment.

SWOT can also help focus discussion on future choices and the extent to which Amundsen Sports is capable of supporting the strategies. A useful way of doing this, is by conducting a TOWS matrix. Each box of the TOWS matrix can be used to identify options that address a different combination of the internal, and external factors.

The TOWS Matrix	S <ul style="list-style-type: none"> • Strong supplier relationships • Strong ethnocentric brand portfolio • Testing of material resources and products • Growing profits • Dynamic capabilities 	W <ul style="list-style-type: none"> • Depended on seasonal demands • Limited workforce, depend on agent etc. • Low/no control of product display • Low market share
O <ul style="list-style-type: none"> • Growing demands • Increase use of online shopping • Increase of GDP per capita • High tourism • Potential profits in French ski resorts 	SO key issues <i>(Use strengths to take advantage of opportunities)</i> <i>Amundsen Sport can use their strong brand portfolio and resources to capture the opportunity of growth in the French market</i>	WO key issues <i>(Take advantage of opportunities by overcoming weaknesses)</i> <i>Amundsen Sports can customize their online store and web page to the french market, to prevent customers to lose comprehension of their product concepts</i> <i>High tourism and profits in the French ski market can overcome the lack of demand in off season</i>
T <ul style="list-style-type: none"> • Price of raw materials • Currency & market exposure • Cultural & language barriers • Competitors/substitutes 	ST key issues <i>(Use strengths to avoid threats)</i> <i>Amundsen Sport can use their supplier relationships and negotiation power to avoid an increase in raw material price</i> <i>With strong dynamic capabilities Amundsen Sports can decrease the cultural and language barriers</i>	WT key issues <i>(Minimize weaknesses and avoid threats)</i> <i>To prevent lower market share and build control of product display, Amundsen Sports can avoid or overcome threats such as competitors and other substitutes</i>

6. Strategy

6.1 Strategic Problem Definition

The Strategic Problem Definition is formulated and based on the summary of the TOWS analysis. Further on the Strategic Problem definition will be the foundation for Amundsen Sports alternative strategies. It also reflects the research conducted in our methodology part.

The strategic Problem Definition is:

“How can Amundsen Sports use their strong ethnocentric brand portfolio, storytelling and concept related to associations of Norway as a winter and skiing nation, and their heritage of Roald Amundsen, their dynamic capabilities, their unique performance driven by culture, innovation, and testing, to build rapport, increase brand awareness among French consumers and sales in the alpine region of France?”

6.2 Critical Success Factors

Critical Success Factors are the factors that are valued by customers or provides a significant advantage in terms of costs. The following Critical Success Factors are identified through the analysis conducted in this thesis.

6.2.1 Marketing

According to our analysis regarding cultural differences, our in-depth interviews, and the challenges Amundsen Sports faces in the French market, we, the authors, consider more active marketing towards the French market as critical.

Today, Amundsen Sports has no forms of advertising nor promotion in France. At the same time, they experience that the French does not relate to their concept of the 3-Part Line-Up, consisting of anorak, knickerbockers, and gaiters. This is also related to the fact that Amundsen Sports has no control over the product display at their distributors in France. As French consumers are not exposed for the concept of Amundsen Sports product in the stores, it is absolutely crucial that Amundsen Sports inform the French consumers and explain their product line so it makes sense. A sense of the value of its quality, tradition, history, and

value. This will be possible through marketing campaigns that involves both advertising and promotion. Through advertising and promotion, Amundsen Sports could make their products more valuable for their French consumers and this way gain a higher position as well as increased market share in France.

6.2.2 Networking and strong Relationships to Distributors

In the parts of this thesis that is related cultural differences, France is defined as a relationship-focused. It is critical that Amundsen sports builds a strong relationship to their partners and distributors in a culture such as France. Amundsen Sports activities in France today goes through an agent located in Annecy. This leads to the fact that the will have an indirect contact with their distributors, in other words an obstacle to build rapport, to supervise and to have an impact on their product display in the stores.

A stronger relationship with distributors will make the relations more valuable. If Amundsen do not turn the situation around, the lack of relationship to distributors will be a source to a competitive disadvantage. Amundsen Sports should build a stronger relation to current distributors or find new ones.

6.2.3 Technical Quality & Supplier Relations

Amundsen Sports has access to high quality suppliers, that makes their products more valuable to customers. Their prices are related to, and justified through high quality, meaning their customer is not paying for the brand, the customer is paying for a high-quality piece of clothing. Amundsen Sports' products are all made of specified and customized fabrics and materials, from different suppliers specialized in different fields to offer the best product as possible. Amundsen Sports' relations includes both high quality and historical suppliers, which give them a competitive advantage and creates value for their customers.

6.2.4 Economic & Financial factors

When operating in a foreign market, Amundsen Sports should take in consideration the possibility of currency and market exposure. They also have to be aware of the difference in GDP per capita among French consumers compared with Norwegians, which has a relatively

high GDP per capita. In the aftermath of the financial crisis it was more thinkable that French consumers would prefer cheap alternatives. But, in the recent years numbers show that there exists a rapidly increase in purchasing power in France, and according to the responds in our questionnaire it seems like French people are willing to spend an amount of money on ski apparel that makes Amundsen Sports' products affordable. French consumers wants quality and usability when purchasing outdoor and ski apparel, and this is something Amundsen Sports can offer them.

However, since Amundsen Sport are still establishing in the French market, it is an important factor to consider that the beginning face can give economic challenges. Gaining new experiences and knowledge can be expensive and the profits might not be as high as other experiences. Therefore, Amundsen Sport have to consider their international expensive if it turns to negative or positive economic profits.

6.3 The Nine Strategic Windows

The Solberg's nine strategic windows includes different alternatives when entering new international markets. When applying it towards Amundsen Sport, we can identify and apply which strategic entry mode is the most efficient solution. The framework is divided in two different factors Industry globalism and Preparedness for internationalization, when analyzing Amundsen Sports, we can locate how they prepare themselves for internationalization. Furthermore, identify which strategies they should include when entering and penetrating the French market. (Solberg, 2014).

Industry globalism describe in what sector Amundsen Sports are global. The category which is divided into local, potentially global and global, analyses the opportunities to establish and grow to other markets. Furthermore, we consider Amundsen Sport as potentially global, since they have already established themselves to other markets as mentioned. They are based in different geographical environments where they rely on outdoor activities and markets. Meaning global ski resorts and other mountain or outdoor markets are where they are targeting. Therefore, we assume Amundsen Sport of being potentially global since they are only targeting specific markets. (Solberg, 2014).

While Preparedness for Internationalization determine how a business operates to become global and seeks advantages in penetrating markets. By defining of a business is mature, adolescent or immature, we can identify the different views and perceptions Amundsen Sports has to become global. After analyzing their external and internal position we can assume Amundsen Sports as Immature, because of the limitations of management and experience. Therefore, they are more depended on other key shareholder such as agent and distributors to succeed in other specific markets. (Solberg, 2014).

To conclude, when combining Amundsen Sports Industry globalism and Preparedness for Internationalization, they resolve in the fourth window “Seek niches in international markets”. Considering their business being medium global and preparedness for internationalization as low. Amundsen Sport are depended of external environments and other shareholders experience and knowledge to manage internationally. Furthermore, they are vulnerable of change, because of their management limitations and of global competitors becoming more competitive. For growing potential of Amundsen Sport, they should become more independent and strengthen their position in key markets to increase their knowledge, experience and skills in existing locations. This can increase their preparedness for internationalization, which can help Amundsen Sports move forward to the 5th window “Consider expansion in international markets”. This window includes the business tools Amundsen Sports seeks to increase their knowledge to competitive with competitors and other threats. Furthermore, Amundsen Sport has a big potential of growing in international markets if they manage to overcome their challenges.

6.4 International Distribution Partners

After analyzing the nine strategic windows it’s clear that Amundsen Sport are limited in management and are depended on different partnerships to succeed. Even though Amundsen Sport has been very specific in their target markets and partnerships with knowledgeable agents and distributors, they still have some challenges to overcome. To evaluate different potential business partners, Amundsen Sports should consider analyzing the International partner matrix to increase their performances. This evaluation involves two criteria; one, distribution partner performance and two, the attractiveness of the market where the partners operates. The performances and attractiveness can be measured by different achievements such as turnover, networking and profits from manufacturing. (Hollensen, 2014)

As Amundsen Sports has challenges related to product display in the stores that does not meet their criteria, it is fair to consider their distributors/partners performance as low. Amundsen Sports also struggle to establish themselves in the French market regarding market share and sales, in conversations with them we have understood that their attractiveness is not as high in France as they are in other countries, such as Switzerland. But that does not mean that their attractiveness is low, it places them on medium regarding country (market) attractiveness mentioned in the trend analysis. In total that places Amundsen Sports in window 4: Get new partner. Furthermore, If Amundsen Sport considers getting new partnerships, they can better learn from their challenges and be better to control and share their work ethics and goal with new suitable partnerships. Another solution is to better train existing partnerships about Amundsen Sports products, which increases the commitment and effort of selling in existing markets.

Country (market) Attractiveness	High	7. Get new partner	8. Grow partner	9. Consider integration
	Medium	4. Get new partner	5. Grow partner /maintain	6. Maintain position
	Low	1. Consider exit	2. Maintain position	3. Consider alternative mode
International Partner Matrix (Hollensen, 2014)		Low	Medium	High
		Partner performance		

6.5 Segmentation

Segmentation is to find people with the same needs, characteristic and patterns, and further customize the marketing to the respective segment to ensure an effect/purchase (Selnes, 2014). It is important to notice that not all the segments developed can be useful, therefore one need to categorize to measure if the segments provide the appropriate information one is looking for, from the potential customer and market. To have a strong and effective segment, one can use the five criteria that a segment must fulfill by Kotler & Keller (2012):

Measurable	It must be possible to measure the size and purchasing power of the segment.
Substantial	it has to be large and profitable enough, preferable homogeneous groups with the same preferences.
Accessible	It must be able to reach the segment, and operate in an efficient manner.
Differentiable	It can be conceptually distinguished from each other and respond differently to different elements and applications in marketing mix.
Actionable	Effective programs can be formulated to attract and serve the segment.

6.5.1 Segmentation Variables

To determine the target segment for Amundsen Sport, we divided various variables that are related to primary data provided by Amundsen Sport and through internal and external analysis. We found the target group by using demographic-, geographic-, psychographic-, and behavioral segmentation/variables (Schiffman, 2012). Furthermore, the analysis also contributed to discover other interesting factors included to the variables.

6.5.2 Demographic Segmentation

The market is divided into groups on a basis of different variables such as gender, age, income, education, religion, ethnicity, occupation, nationality, social class and family life cycle (Salomon, 2006). The variables mentioned above is the most common to use when separating customer groups, because they are often associated with customer needs and wants. By using demographic variables to determine segments, one gather data that generally is easy to measure (age, gender, income etc.) and by that its very useful when looking for the right segment (Schiffman, 2011).

Amundsen Sports have mostly products that are unisex (both female and male) and limited sizes for only adults. Furthermore, the pricing of their products is high due to their quality of resources and producing, meaning the average customer has a high income and an interest in sports, out-door life and nature activities.

6.5.3 Geographical Segmentation

According to Selnes (2014) variables divide into different geographical parts such as nations, regions, countries and cities. It's possible for a company to operate in one or more areas at the same time, but also the possibility to only pay attention to one specific variation. Using these variables, we narrowed the geographic area to the region Rhône-Alpes in France, because the most transaction and primary target group is located there. Further, by observing and conducting various analysis and test in these areas where Amundsen Sports are retailed in, such as Val d'Isère, Morzine, Megève, Alpe d'Huez, Tignes and Isola, we discovered that the main target group of people are skiers and outdoor enthusiasts. Overall, the target location for Amundsen Sport are areas which are known for out-door activities, such as mountains and French national parks. Basically, some of the French most known geographical areas with spectacular sceneries.

6.5.4 Psychographic Segmentation

Includes a combination of science using psychological and demographics to understand the market consumer. When separating and segmenting different personalities and attitudes, we can understand the different life-style measures and segment different psychographic values. By developing several of different consumer profiles, we can understand their different values, variables such as activities, interest and opinions. The Psychographic measures of Amundsen Sport, are consumers that value the nature and the out-door life-style, such as different activities and sports that relates to the out-doors. While enjoy spending time out-doors, the consumers of Amundsen Sports Psychographics, value quality products that allows them to experience the nature with no worries.

6.5.5 Behavioral Segmentation

The behavioral segmentation involves that consumers are divided into different groups on the base of their attitude and knowledge, which response to a product. The recognition of Amundsen Sport in the French market isn't as strong compared to other competitors. Therefore, the behavior of consumers is critical for Amundsen Sport to achieve a good first impression of their products, so that consumers will have a positive behavior attitude towards their business. Most French consumers will probably associate the company with Norwegian culture and life-style, which has a positive reputation in France. In addition, behavior factors

are important factor when establishing a market segmentation, because it builds on personal and social values.

6.5.6 Conclusion of Segmentation Variables

After analyzing and identifying each segmentation variables, we believe that all variables meet the demands of the five criteria's in order to be valuable. Amundsen Sport has a clear target audience with motive and valuable drive to show interests of their products and a chance for growth.

6.6 Positioning

Identifies how a business can position itself to target the most valuable consumer segmentation. By analyzing the unique selling proposition to further draw a positioning map to understand how different consumer segmentation perceive the products, it will help us to determine the best option of position. Further, clarify the different value proposition through point of difference and point of parity to fulfil how the business can meet consumer demands differently than their competitors. (MindTools, 2017),

“ An effort to influence consumer perception of a brand or product relative to the perception of competing brands or products. Its objectives are to occupy a clear, unique, and advantageous position in the consumer's mind. (Business Dictionary, 2016)

6.6.1 Point of Parity

Point of parity are the elements that are mandatory for a business to be considered a legitimate competitor in its specific category. Meaning that the business has to identify their position in its product market category, to understand which element are important for consumers to consider the business as a brand in specific markets. Amundsen sports benefits are focused on the product, specifically the quality and durability is what keeps them functional compared to their competitors. As well as having a strong history and brand awareness which strengthen their brand loyalty and identity to the past history and traditions. The Business created a strong identity which can give them a strong footprint in the market. While having ski clothes tied to the past functionality, Amundsen Sport has created a business that includes the different elements such as feasibility, communicability and sustainability to compete with competitors in the same markets.

6.6.2 Point of Difference

Point of difference, describes the differentiation factors which gives a business market advantages which can limit other competitors and threats. In addition, the point of difference also includes consumer perspective of the brand, the different associations and power of loyalty that gives the business superior abilities. Amundsen Sport differentiate themselves through culture and tradition of Norway and by representing historical hero's and athletes that inspires consumers and the purpose of the products. Knickerbockers and Anorak are the key products which builds on the identity of Amundsen Sport and increases their differentially. Furthermore, attracting different factors such as the relevance of the business, distinctiveness and believability, Amundsen sport can overcome different threats through their differentiation of brand and products.

6.6.3 Positioning map

After clarifying the point of parity and point of difference its more understandable to acknowledge where Amundsen Sport position itself in the positioning map. When defining the maps horizontal and vertical axis, we can position Amundsen Sport on the right location and further compare it with their competitors. On the horizontal axis, we measure the market price and compare with the vertical axis, the quality of different products that are available on the market. After identifying Amundsen values as mentioned in the analysis, we can describe Amundsen Sport as high on both price and quality compared to other competitors. Furthermore, potential competitors that are also in the same position as Amundsen Sport are for example, Napapijri, FusAlp or Rossignol. Therefore, Amundsen Sport has to use their position to figure how they use different strategic solutions to compete with potential threats.

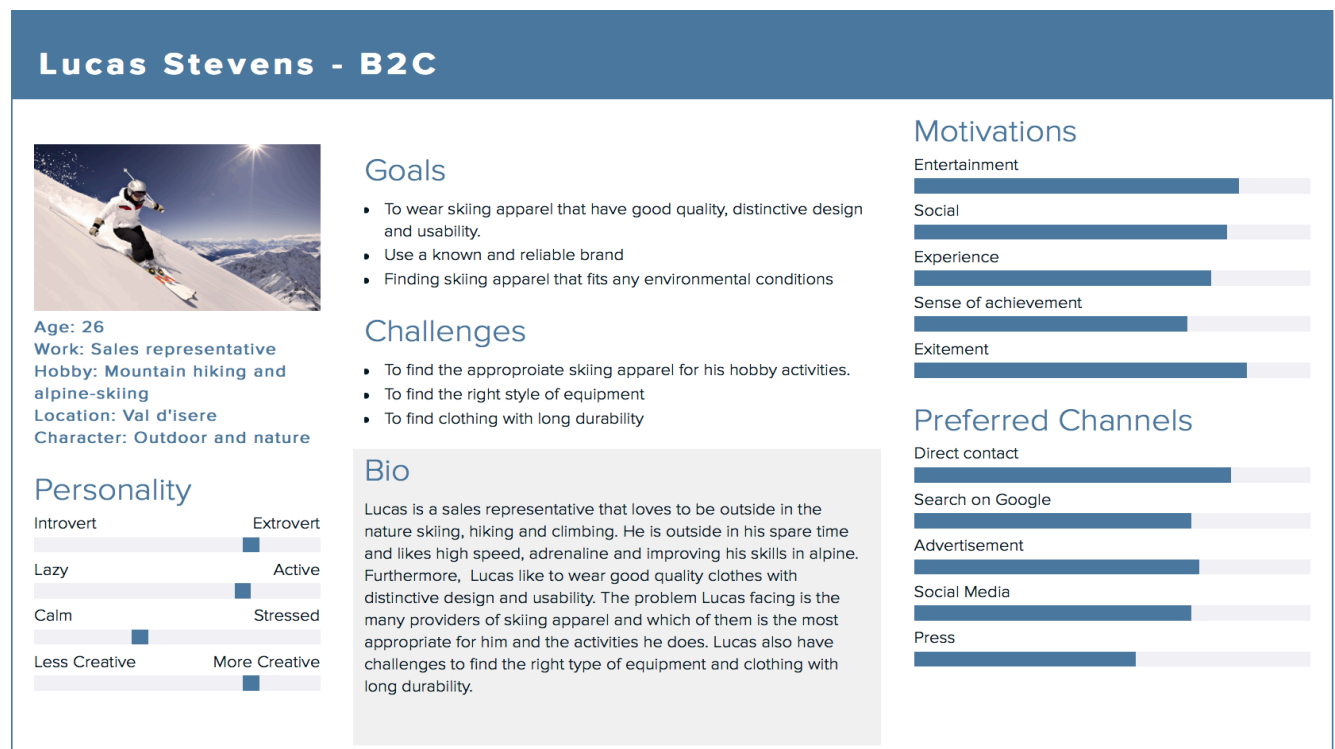
6.7 Buyer Persona

When companies create buyer persona profile it's main goal is to present a semi-fictional representation of their ideal customer, based on real data and some selected parameters.

It's shows primary characteristic of a customer, identified and selected as a key target through use of segmentation data.

To conduct a segmentation and persona analysis one first have to find key parameters that describe ones main audiences. These parameters can be found across different audiences, but the importance is to find pattern that is correlated to other parameters. In our analysis of persona we have chosen these parameters: Demographic, Psychographic (Interest and Behaviour.) and Geographic, The reason behind these parameters is because they measure and finds pattern fingerprint that is correlated to characteristic and values of Amundsen Sport.

The primary persona profile is Lucas Stevens, who is twenty-six years old sales representative lives in Val d'isere. According to consumer data provided by Technavio the skiing segment prefer advertising and campaigns containing entertainment, nature, excitement and adrenaline and experience videos. (Technavio, 2016). Furthermore, according to Pewinterest young adults (20-40) is most likely to use social media. In addition, a survey conducted by Nielsen showed that 48% of young adults segment regarding to skiing find the information through the internet and by in-store expertise. (Nielsen, 2017). By undercover these data, interest and behaviour one can recognize a pattern and correlation of elements of what the persona is most likely to engage with and therefore interact with your brand, posts on social media and your products.



Demonstration of buyer persona

6.8 The Ansoff Matrix

The Ansoff matrix consists of four strategic directions: market penetration, new products and services, market development, and conglomerate diversification. The four strategic directions are related to growth, it is a question whether the company should continue penetrating still within its existing sphere or increasing the diversity of the range of products and/or markets or increasing novelty of products (Johnson et Al., 2014).

<i>Corporate strategy directions:</i> <i>The Ansoff Matrix</i>		Products/services	
		Existing	New
Markets	Existing	A Market penetration	B New products And services
	New	C Market development	D Conglomerate diversification

6.8.1 Market Penetration

Market penetration implies increasing share of current markets with the current product range (Johnson et Al., 2014).

Amundsen Sports has penetrated the existing market with an existing product existing with great success. Since their foundation in 2009, they have provided the Norwegian market with knickerbockers. Knickerbockers has existed for a long time in Norway, and been considered a “snobby” apparel used in ski resorts and for cross-country skiing. When Amundsen Sport offered knickerbockers, they changed the common perception of it. Amundsen Sports promoted it as traditional clothing with high and broad usability. When Amundsen Sports penetrated the existing market with an existing product, there was few brands offering knickerbockers, in other words low competition. Today knickerbockers are considered as

“trendy” but also traditional clothing used by the average man and not only “snobs”. They have made knickerbockers synonymous with Amundsen Sports, and this has increased their brand awareness, and been beneficial when offering a broader product line. Amundsen Sports has changed the perception of knickerbockers as “snobby”, and towards an outdoor and ski apparel with high usability. In seasons with little snow, they have enjoyed higher sales than competitors as their apparel has been considered casual clothing in addition to outdoor and ski apparel.

6.8.2 Product Development

Product development is where companies deliver modified or new products to existing markets (Johnson et al., 2014).

The closest Amundsen Sports has been to offering a new product to an existing market is the fact that they have brought new life back to traditional clothing by giving them a modern appearance. As they say themselves: “Innovation through tradition”. It is fair to say that they deliver modified products to existing markets with new technical improvements and quality standards. Use of technology grows rapidly, therefore Amundsen Sport are using new technology to their advantage benefiting new product and giving higher standards to existing markets.

6.8.3 Market Development

Market development involves offering existing products to new markets, this can be new users and/or new geographies (Johnson et Al., 2014).

Amundsen Sports has been conducting market development through exporting. Today they export their products to a total of twelve countries. They have chosen the entry mode by the use of agents, and the sales goes through local retailers through in these countries. In France Amundsen Sport are using a agent from Annecy which is located in the Alpes. Therefore, the agent has a broader contact and communication with Amundsen Sports retailers and can better control and experience the trend of market demands.

6.8.4 Conglomerate Diversification

Conglomerate diversification takes the organisation beyond both its existing markets and its existing products. This is a question whether the company is offering unrelated diversification or not (Johnson et Al., 2014).

Amundsen offer a lot of accessories that are not clothing, but the accessories relates to their concept of outdoor life. Therefore, we conclude, that Amundsen Sports do not offer unrelated diversification as their entire product line is based on the same concept.

6.9 SFA Analysis

In the SFA analysis we rank the different strategic options from 1 – 5 in the three categories of suitability, feasibility, and acceptability. Suitability measures how suitable the strategy is for the company, feasibility is related to how doable the strategy is regarding resources, risk, and return of investment, whereas acceptability measures how acceptable the strategy will be among stakeholders. The strategic options are chosen on the basis of the key issues of the TOWS analysis.

	Suitability	Feasibility	Acceptability	Score
Strategic Option 1: Customized web page	4	2	3	9
Strategic Option 2: Customized product campaign	5	5	4	14
Strategic Option 3: Increase supervision of agents/retailers	4	2	2	8
Strategic Option 4: Choose a direct export mode	5	4	3	12

6.9.1 Strategic Option 1: Customized Web page

Through their web page, Amundsen Sports can customize their online store towards French consumers. They can have it in French instead of English, to make it more convenient for the

consumers. This way, Amundsen sports can overcome the lingual barrier and at the same time benefit from an increased use of online shopping. They can also emphasize their story, heritage and values that seems to be lost through the French distributors. In addition, Amundsen Sport would also increase their brand awareness through the digital web in the French market.

Suitability

The proposed strategy addresses one of the opportunities in an increased use of online shopping, it also overcomes a threat which is the language barrier.

Feasibility

Employees of Amundsen Sports do not have the language skills to make a customized web page and online store for the French market. A solution could be to hire or rent someone with competence of French to help out.

Acceptability

It is most likely that the French customers will prefer an online store in their own language, and the proposed strategy will meet their expectations. Conducting this strategy is not risky, but on the other hand it is difficult to tell what the impact will be on a potential return. A customized web page in French will enable customers to do more related research regarding Amundsen Sports products and history before purchasing.

6.9.2 Strategic Option 2: Customized Product Campaign

With a customized product campaign aimed at French customers, Amundsen Sports' products could be more relatable. Amundsen Sports' dynamic capabilities can be used to decrease the cultural barrier and with their strong brand portfolio and resource they can capture the opportunity of growth in the French market. Conducting a product line/campaign is something they have experience with through the "5 mila" campaign.

Suitability

This strategic option is suitable for Amundsen Sports as it covers the opportunity of potential profits in ski resorts. It also overcomes the threats of cultural barriers as well as it can compete with Fusalp, a high-end French ski apparel brand. Based on the cultural web with its

organisational culture, stories, symbols, rituals and routine, and the proposed strategy. Advertising and promotion could target ski resorts to exploit opportunity of potential profits.

Feasibility

The employees of Amundsen Sports have the skills to implement this strategy, as they have done so before. The “5 mila” product line is something they are proud of in Amundsen Sports, with the use of Gjermund Eggen, a legendary Norwegian cross-country skier active in the 1960s, they made a traditional product line coherent with their brand identity. Resource can be obtained through Amundsen Sports many suppliers. This is also a strategy that can be financed.

Acceptability

With the proposed strategy will most likely be accepted by the stakeholders, especially the French. This is also a strategy that can be attractive in other markets than France as well. As this campaign will have an historical and traditional approach just like other products of Amundsen Sports, it can combine the Norwegian skiing heritage with the world-famous ski resorts of France.

6.9.3 Strategic Option 3: Increase Supervision of Agent/Retailers

This proposed strategy is basically an option to get more control over product display, and build relation with current partners. How Amundsen Sports’ products are presented and the products knowledge of their partner is substantial for the business to increase sales and awareness.

Suitability

This strategic option copes with the fact that Amundsen Sports has no or low control of product display in the French market. This also involves building a stronger relation to partners in France which is of importance in a relationship-focused, this can be usual to overcome cultural and language barriers.

Feasibility

It is difficult to say if this strategy option would work out in practice. Amundsen Sports has a limited workforce and that is also the reason they operate with agents in their export markets.

This resolves that Amundsen Sports are depended on other agents' knowledge to reach out to suitable distributors that might not have the quality of product training.

Acceptability

It is uncertain to which extent the proposed strategy will be accepted by Amundsen Sports stakeholders, in this case agent and distributors. The reason why the product display executed by French distributors does not meet Amundsen Sports expectations are unknown.

6.9.4 Strategic Option 4: Choose a Direct Export Mode

Choosing a direct export mode, Amundsen Sports could sell directly to distributors in the French market. This can increase their control of product display and build a stronger relation with their distributors, as the communication does not go through an agent. The difference between selling directly to distributors rather than through agents is that distributors take title to the goods, finance the inventories and bear the risk of operations, whereas agents do not.

Suitability

Building relationship with distributors can overcome the threat of cultural barriers as France is a relationship-focused culture. With a stronger relation to distributors Amundsen Sports can gain more control over product display, and have easier access to market feedback. Furthermore, increase the knowledge of how Amundsen Sport wants to present their product in the French market.

Feasibility

This strategy can work in practice. When they entered the French market, Amundsen Sports had low knowledge about the market and potential distributors in addition to limited workforce, these factors made them dependent on an agent. As they have been in the French market for some time Amundsen Sports have now obtained basic knowledge of their market to choose a direct export mode.

Acceptability

A stronger relation to distributors can increase sales, in that case it will be accepted by them. Obviously, the agent will not be satisfied with this option, perhaps the distributor are close

clients of him as well. This opens for a new solution, the option to get new partners as mentioned in the international partner matrix.

6.10 Strategic Marketing Mix

The marketing mix consists of a company's product offerings to consumers and the methods and tools it selects to accomplish the exchange. The marketing mix consists of four elements which is; the product, the price, the place or the distribution, and the promotion (Schiffman, 2012).

The strategic marketing mix will question two alternatives; if Amundsen Sports should standardize or customize their marketing mix towards the French market. But in this case, making a customized marketing mix targeting France does not necessarily exclude attractiveness in other markets.

PRODUCT STRATEGY	COMMUNICATION STRATEGY	
	Standardised Communications	Localised Communications
Standardised Product	Global Strategy: Uniform Product/ Uniform Strategy	Mixed Strategy: Uniform Product/ Customised Message
Localised Product	Mixed Strategy: Customised Product/Uniform Message	Local Strategy: Customised Product/ Customised Message

Table 6.10 A framework for alternative global marketing strategies (Schiffman, 2012)

The framework above consists of alternatives for global marketing strategies. The alternatives for product and communication/promotion is standardization or localisation/customization, a combination of those is a mixed strategy.

6.10.1 Product

The main products of Amundsen Sports are as mentioned before the 3-part line-up that consists of anorak, knickerbocker, and gaiter. It has not been a hit among French consumers. Amundsen Sports could make customized products that meet French consumer's preferences

without excluding their history and tradition. At least a product line that is more modified. With use of their dynamic capabilities, Amundsen Sports has competence to make such a product line. Through our interviews, we received opinions that their products were too unisex, and that the women line were not feminine enough. We perceived that there was a wish for more diversification between the women clothing and the men's clothing. With a modified product line, slightly customized, towards the French market it can also be attractive to other export markets of Amundsen Sports. A slightly customized product line could introduce, and soften up, foreign consumers to the more ethnocentric product lines of Amundsen Sports. Furthermore, after Amundsen Sport has increased their brand awareness and identity they can change their product line from customization for the French market back to the more usual ethnocentric products to restore their true identity in the French market.

Another product strategy is the product display. Amundsen Sport should have the same product display in all retail stores to increase brand recognition and brand awareness towards the product. The products should be nicely folded or presented in a professional way to increase the performance and impressions of the product. As well as categorize different product lines and campaigns to give a red thread of the story behind each product and its description.

6.10.2 Promotion

Today there is no promotion nor advertising efforts towards the French market. Amundsen Sports has a great opportunity in this field to increase brand awareness in France. By law, advertising in France needs to be in French, or at least include a translation on the advertisement. The business should execute full customization strategy of their communication and promotion in France. To cope with law regarding language, Amundsen Sports could focus on non-verbal advertising or obtain the skills to make it in French. A localization/customization strategy gives Amundsen Sports the possibility to exploit national differences and overcome cultural and language barriers, as well as better positioning.

Furthermore, they should focus on their promotion in the Alps, where the distribution takes place today. In this area, there are many well-known ski resorts that attract tourism. Amundsen Sports should take benefits from the high amount of tourism and the potential profits in the French ski resorts.

Regarding e-commerce, offering a full customized web page and online store in French as mentioned under the sector of Strategic Option 1 in the SFA analysis would be a substantial strategy for the company. This way French customers will get to know the story and concept of Amundsen Sports.

Another way to increase brand awareness is through the use of ambassadors and sponsorships. This way their products can increase popularity through promotion on social media. By letting French social media “celebrities”, sport heroes and other ambassadors with high social media activities and followers, use and promote their apparel and share their experience through channels such as Facebook, Instagram or other social media platforms. Another potential is sponsoring bloggers, that writes about outdoor life and exhibitions, Amundsen Sports can potentially increase their brand awareness. An example of a sponsorship opportunity to Amundsen Sport is with the famous sport hero Alexis Pinturault. Who is half French Norwegian Alpine skier that represent France in different ski competitions, this can potentially help Amundsen Sport decrease the cultural differences between the two countries and give the business competitive advantages through sponsorships.

Based on the strategic option 2, Amundsen Sport can customize their product campaign through the next year anniversary. The next year, it is the 50 years’ anniversary of the 1968 winter Olympics in Grenoble. In this occasion, Amundsen Sports should promote and launch the new product line. By using this historic event in France combined with the Norwegian brand identity they can create enthusiasm in the French market. As they did with the “5 mila” campaign they honoured and used the legendary Norwegian skier Gjermund Eggen in the promotion, they should do it with this campaign as well. Gjermund Eggen participated in the 1968 Olympics, but Amundsen Sports should consider to use Ole Ellefsæther as well who had great success that year. Norway was the country who gathered the highest amount of gold medals that year, and became the first country to beat the Soviet Union in a winter Olympics for many years.

6.10.3 Price

When it comes to pricing strategy, Amundsen Sports are today taking use of the same price for their products in every export market. As mentioned in the CAGE framework, there is a

difference in the economic distance between France and Norway. Norway has a relatively higher GDP per capita than France, even if it is increasing more rapidly. This difference in GDP per capita could impact whether the prices of Amundsen Sports is perceived as high or not. Despite this, we discovered through our questionnaire that French consumers are still willing to pay a lot for quality outdoor and ski apparel.

A suitable pricing strategy for Amundsen Sports could be satisfaction-based pricing. The satisfaction-based pricing provides value recognizing and reducing customers' perceptions of uncertainty, which the intangible nature of services magnifies. This strategy is implemented as benefit-driven pricing (Schiffman, 2012). Perceptions of price unfairness affect consumers' perception of product value and, ultimately, their willingness to patronise a shop (Schiffman, 2012). With this pricing strategy, Amundsen should assure their customers that their products value is highly related with its quality in itself, quality of fabrics and material, and quality of suppliers. To emphasize this factors to customers, and to justify the price, Amundsen Sports can remove a buyer's potential cognitive dissonance after purchase.

6.10.4 Place/Distribution

Amundsen Sports should in future use their current distributors without an agent, our get new distributors. It is important that they build a good relation to those, to get more feedback from market and to make sure that they will get the product display they want.

6.11 Strategic Market Goals

The strategic market goals are based on our predictions when Amundsen Sports will fulfil their goals. The goals are based on the TOWS matrix and the strategic problem definition. These goals are crucial for Amundsen Sports performance and future in the French market. The strategic market goals are divided into to two sub categories. The first categories are operative, these are set to be accomplished between 2-5 years. The second is strategic, these are long term goals, that are set to be a period ranging from 5 – 10 years.

Operative (2-5 years)

1. Implement a direct export mode
2. Increase contacts with potential distributors
3. Build strong relations to distributors
4. Increase sales through e-commerce
5. Build customer loyalty

Strategic (5-10 years)

1. Create own stores in specific markets
2. Grow product scale
3. Increase brand awareness and recognition in the French markets
4. Have a stronger market share
5. Become one of the biggest market players in the French ski apparel

7. Recommendation

To conclude, we the authors, strongly believe that Amundsen Sports has possibilities for an increase in sales, brand awareness, and market share. France is a market with potential, and we recommend that Amundsen Sports should continue to focus on distributors in the South-West alpine region with access to the most important ski resorts. This is an attractive area for outdoor and ski apparel as the area is perfect for hiking and free skiing. They should choose a direct export mode, this means excluding the current agent and have direct relation and more control over their distributors, which is more suitable for Amundsen Sports aim in the French market. Amundsen Sports ethnocentric product portfolio, it is critical that the French customer understands their concept, for this reason Amundsen Sports depend on that their distributors is able to retell their story and put up a proper product display, which today is not the case at all.

Amundsen Sports should also launch the campaign suggested in strategic option 2, and described under promotion in the marketing mix. This campaign that is adopted to the French market could teach, and make foreign consumers more acceptable towards the ethnocentric products of Amundsen Sports, without excluding their unique story, tradition and heritage. This campaign can increase French consumers knowledge about Amundsen Sports, just as a

direct export mode can increase Amundsen Sports knowledge of the French market through market feedback. Furthermore, Amundsen Sports can increase their brand loyalty and recognition in France, that can maybe spread the word to other potential markets in France.

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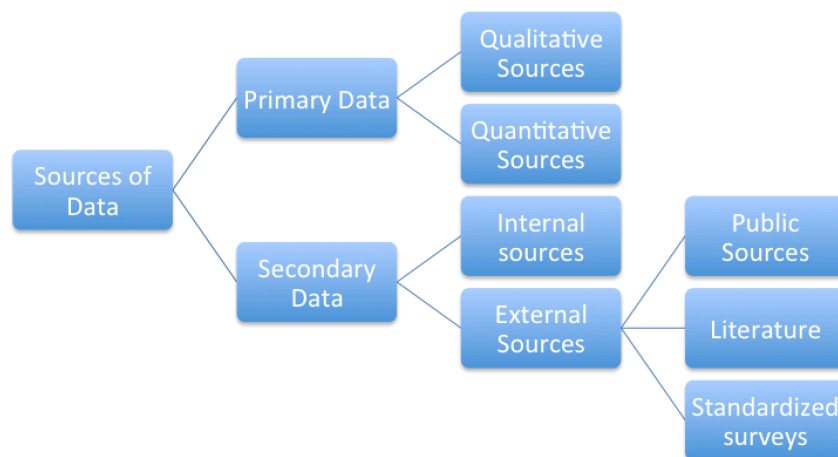
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9. Appendix

Appendix 1:

Main types of sources of data:



Source: Gripsrud et al (2012)

Appendix 2:

Interview-guide, Focus group
Introduction
<p>«Hello, and welcome to the focus group interview. As a part of our Bachelor Thesis through BI Norwegian Business school to conduct a focus group that will give the attitudes, experience and behaviour of <i>young adults</i> has towards Amundsen Sport. We thank you in advance for your time to participate</p> <p>It's important that you know that there are no right or wrong answers. This is for you to speak out freely and to create conversations and discussions about the topic. The answers provided will give us an overview of the attitudes, experience and behaviour that applies towards Amundsen Sport. We choose to do the focus group in this context because we are interested in honest answers as possible.</p> <p>The focus group will last 30 minutes. I will ask you a couple of questions to get the conversation started and take notes while you discuss the subjects. The notes will only be used for further research about the topic. As well you as respondents will be kept anonymous</p>
General questions
<ol style="list-style-type: none">1 What kind of ski clothes do you wear? And why?2 Is it important to look good when wearing ski clothes?3 How important is it to follow trends?4 What kind of quality is important?5 Does the quality of ski clothes affect the design?6 How much do you value the price when buying ski clothes?7 Do you consider added value when buying ski clothes? And can it influence the price?
Main questions
<ol style="list-style-type: none">1 Do you know Amundsen sport?2 Innovation through traditions is their slogan, do you think it is important to hold on to old ski traditions?3 Do you have an anorak or knickerbockers? Why?4 Which ski clothes brands do you know?5 What is your favorite ski-clothing brand? And why?6 Do you know any other brands that use the same attributes as Amundsen Sport?7 Say that the prices are similar on every product, which would you preferred. And why?
Ending phase (Open):
<ol style="list-style-type: none">1 Do you have anything to add to this interview?
« Thank you very much for your contribution to our Bachelor Thesis!»

Appendix 3:

Interview-guide, in-depth interview

Introduction

«Hello. As a part of our Bachelor Thesis through BI Norwegian Business school to conduct an interview that will give the attitudes, experience and behaviour of *young adults* has towards Amundsen Sport. We thank you in advance for your time to answer the questions we have for this interview

We have a combination of open and closed questions, and no answer is right or wrong. This is for you to speak out freely on the subject. The answers provided will give us an overview of the attitudes, experience and behaviour that applies towards Amundsen Sport. We choose to do the interview in this context because we are interested in so honest answers as possible.

The interview will last between 90-95 minutes. I will take notes while the interview is going so that we can use what the person interviewed to respond to our thesis refers. You as respondents will be kept anonymous

Demographic questions (Closed):

1. Gender:
2. Age:
3. Location:
4. Relationship:
5. Income (salary, loan)?

Observation phase:

1. Respondent are shown a compensatory decision paper where they have to rank various attributes (price, usability, quality and design) from a 1 to 10 scale. These values will further be summed up, taking average of each attribute and the highest value will be the most important attribute. (Appendix 3)

Attitudes, experience and behaviour (Open):

1. What is your attitude towards design and quality ski clothes?
2. Do you have much experience with purchasing ski clothes?
3. Is Amundsen Sport a known brand for you in the ski clothes market?
4. Is brand awareness something that you have in mind when you purchase ski clothes?
5. Do you have previous experience with Amundsen Sport?
6. Is there something that you miss (information, general quality etc.) when you purchase ski clothes?
7. Is there something you like/dislike with Amundsen Sport?
8. Is there something special you look for when you purchasing ski clothes? Is something more important than other?
9. Will you say if someone advertise for its product you will be more likely to buy it? If so, where and when?
10. How do you think Amundsen Sport may be even better and more viable/recognized so people will choose their products?

Competitors (Open):

1. Do you know any other brands that use the same attributes as Amundsen Sport?
2. Do you have experience with these before?
3. Say that the prices are similar on every product, which would you preferred. And why?
4. Do you think other ski clothes companies are more attractive and more used than Amundsen sport? Why/why not?

Ending phase (Open):

1. Can you name three positive and three negative factors when you purchase ski clothes? And where do you feel Amundsen Sport is located between these two sides?
2. Do you have anything to add to this interview?

« Thank you very much for your contribution to our Bachelor Thesis! »

Appendix 4: Questionnaire Guide:

Thank you for taking part in this survey as a part of our Bachelor Thesis at Grenoble Ecole De Management. The target audience is individuals with an interest in skiing and outdoor life. The survey should only take 5-7 minutes to complete. There is no right or wrong answers, only your honest opinion counts. Be assured that all answers you provide are confidential. Please click ">>" to begin the survey

Q1 What kind of skiing do you prefer?

- ☐ Alpine/Downhill (1)
- ☐ Cross-Country (2)
- ☐ Telemark (3)
- ☐ Snowboard (4)
- ☐ Other (5) _____

Q2 Do you like skiing? (1= Not like it at all, 5= Like it a lot)

- ☐ 1 (1)
- ☐ 2 (2)
- ☐ 3 (3)
- ☐ 4 (4)
- ☐ 5 (5)

Q3 Please indicate your level of agreement with the following sentences (1= Strongly disagree, 5= Strongly agree)

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
When purchasing clothes for skiing, price is the most important factor to me. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When purchasing clothes for skiing, knowing the brand beforehand is the most important factor to me (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When purchasing clothes for skiing, the design of the clothes is very important. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When purchasing clothes for skiing, I am influenced by the clothes my friends wear (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 Do you consider brand value when purchasing a product?

- ☐ Yes (1)
- ☐ No (2)

Q5 How do you find information about ski apparel?

- ☐ Internet (1)
- ☐ Social Media (2)
- ☐ Press (3)
- ☐ Friends, family or colleagues (4)
- ☐ Advertisement (5)
- ☐ In-store expertise (6)
- ☐ Other (7) _____

Q6 How much experience do you have with these brands? (1= very low experience, 5= very high experience)

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
Norrøna (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FusAlp (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helly Hansen (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swix (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amundsen Sport (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The North Face (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rossignol (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Napapijri (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arc' Teryx (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Burton (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swag (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oakley (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 Are you using skiing apparel in other occasions than skiing?

- ☐ Yes (Please specify in which occasions you use skiing clothes other than while skiing) (1)
- _____
- ☐ No (2)

Q8 How much are you likely to spend (In Euros) on skiing outfit per year? (jacket and pants)

_____ Spend on skiing outfit (1)

Q9 Have you ever heard of Amundsen Sport?

- ☐ Yes (1)
- ☐ No (2)

Q10 What is in your opinion the best method to use when you are purchasing a product ?

- ☐ Local Store (1)
- ☐ Application (2)
- ☐ Website (3)
- ☐ Other (Please specify which methods) (4) _____

Q11 Rank the importance of these attributes related to skiing apparel (1= not at all important, 5= Extremely important)

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
Brand visibility (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usability (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
History/Tradition (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Should ski clothing brands have own stores?

- ☐ Yes (1)
- ☐ No (2)

Q13 Will it confuse the decision-making process if brands distribute through other retail stores? (with many different brands in the same store)

- ☐ Yes (1)
- ☐ No (2)

Q14 What nationality are you ?

Q15 What is your age?

Q16 What is your gender?

- ☐ Male (1)
- ☐ Female (2)

17 What is your profession ?

Q18 What is your average monthly income (In Euros)

_____ Average monthly income In Euros (1)

Appendix5:

Focus Group 1:
Conducted: 10.05-17
Channel: Face-to-Face
Time: 60 Minutes
Moderator: Torstein N. Guddal

	Res. 1	Res.2	Res.3	Res.4	Res.5	Res.6	Res.7	Res.8
Age	22	21	25	25	22	22	20	24
Gender	Male	Female	Female	Male	Male	Female	Male	Female
Profession	Student	Retail	Banking	Sales	Student	Marketing	Student	Student
Salary(Euro)	19.000	30.000	50.000	47.000	25.000	39.000	15.500	19.000

Appendix 6:

Appendix7:

Focus Group 2:
Conducted: 10.05.2017
Channel: Face-to-Face
Time: 60 minutes
Moderator: Michelle Langnæs & Nicolas Conte

	Res.1	Res.2	Res.3	Res.4	Res.5	Res.6	Res.7	Res.8
Age	24	21	35	28	32	23	30	25
Gender	Male	Female	Male	Female	Male	Female	Male	Female
Profession	Student	Sales	Electrician	Retail	Consultant	Banking	Author	Student
Salary (Euro)	10.000	19.000	25.000	22.000	32.000	15.000	17.000	10.000

Appendix 8:

Identity as interest-community



Eriksen, 2004

Appendix9:

Compensatory decision 1:

From the in-depth interviews conducted by: Torstein N. Guddal

	Importance	Price	Usability	Quality	Design
Respondent 1		10	9	8	6
Respondent 2		9	7	4	3
Respondent 3		10	5	7	7
Respondent 4		9	8	8	7
Respondent 5		9	8	6	8
Respondent 6		9	9	8	6
Sum:		56	46	41	37

	Average	Importance
Price	$56/6 = 9,3$	1
Usability	$46/6 = 7,6$	2
Quality	$41/6 = 6,8$	3
Design	$37/6 = 6,1$	4

Source: Schiffman, 2012

Appendix 10:

Compensatory decision 2:

From the in-depth interviews conducted by:
Michelle Langnes and Nicolas Conte

	Importance	Price	Usability	Quality	Design
Respondent 1		10	9	8	6
Respondent 2		9	7	4	3
Respondent 3		10	5	7	7
Respondent 4		9	8	8	7
Respondent 5		10	8	6	8
Sum:		48	37	33	31

	Average	Importance
Price	$48/5 = 9,6$	1
Usability	$37/5 = 7,4$	2
Quality	$33/5 = 6,6$	3
Design	$31/5 = 6,2$	4

Source: Schiffman, 2012

Appendix 11:

Compensatory decision 3:

From in-depth interviews conducted by: Martine Bilstad

	Importance	Price	Usability	Quality	Design
Respondent 1		9	8	5	8
Respondent 2		8	7	7	5
Respondent 3		8	6	6	5
Respondent 4		7	8	6	5
Sum:		32	29	24	23

	Average	Importance
Price	$32/4 = 8$	1
Usability	$29/4 = 7,25$	2
Quality	$24/4 = 6$	3
Design	$23/4 = 5,75$	4

Source: Schiffman, 2012

Appendix12:

Fishbein Multi-attribute model:

Attribute	Importance (1-10)	Norrøna	FusAlp	Helly Hansen	Swix	Arc' Teryx	Rossignol	Amundsen Sport	Napapijri	Burton	Oakley
Price	10										
Usability	8										
Design	7										
Quality	5										
Brand Visibility	3										
History Tradition	3										
Sum:											

Source: Salomon, 2006. P.154

Appendix13:

Fishbein Multi-attribute model

Respondent 1

Focus group 1 - Conducted by: Torstein N. Guddal

Attribute	Importance (1-10)	Norrøna	FusAlp	Helly Hansen	Swix	Arc' Teryx	Rossignol	Amundsen Sport	Napapijri	Burton	Oakley
Price	10	6*10 = 60	7*10 = 70	6*10 = 60	8*10 = 80	6*10 = 60	8*10 = 80	6*10 = 60	7*10 = 70	8*10 = 80	6*10 = 60
Usability	8	7*8 = 56	6*8 = 48	9*8 = 81	9*8 = 81	6*8 = 48	7*8 = 56	7*8 = 56	7*8 = 56	6*8 = 48	7*8 = 56
Design	7	4*7 = 28	8*7 = 56	6*7 = 42	7*7 = 49	7*7 = 49	7*7 = 49	7*7 = 49	6*7 = 42	7*7 = 49	6*7 = 42
Quality	5	5*5 = 25	7*5 = 35	4*5 = 20	6*5 = 30	5*5 = 25	8*5 = 40	6*5 = 30	5*5 = 25	7*5 = 35	6*5 = 30
Brand Visibility	3	4*3 = 12	5*3 = 15	4*3 = 12	3*3 = 9	5*3 = 15	4*3 = 12	3*3 = 9	4*3 = 12	7*3 = 21	5*3 = 15
History Tradition	3	7*3 = 21	4*3 = 12	3*3 = 9	5*3 = 15	3*3 = 9	5*3 = 15	7*3 = 21	5*3 = 15	2*3 = 6	3*3 = 9
Sum:		202	236	224	264	206	252	225	220	239	212

Appendix14:

Fishbein Multi-attribute model:
The two focus group combined score (16 respondent)

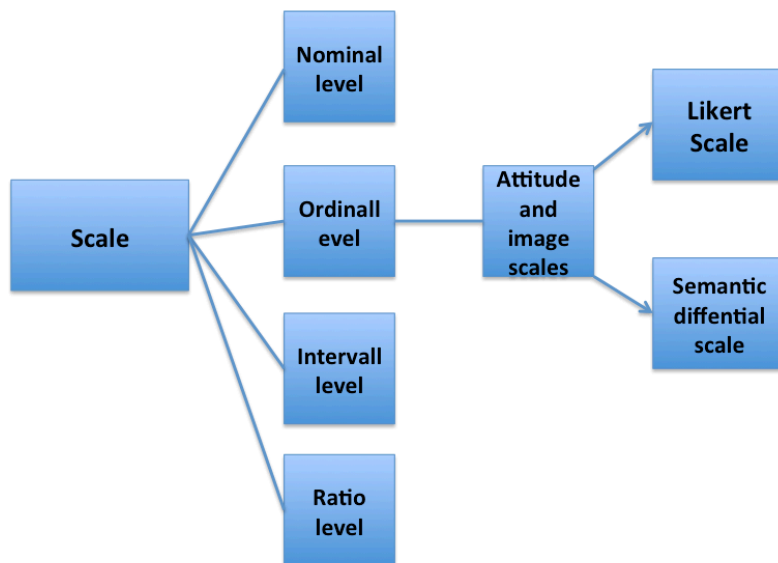
Attribute	Importance (1-10)	Norrøna	FusAlp	Helly Hansen	Swix	Arc' Teryx	Rossignol	Amundsen Sport	Napapijri	Burton	Oakley
Price	10	960	1120	965	1340	1080	1340	980	1244	1043	1229
Usability	8	888	899	928	870	673	942	896	1241	1040	1214
Design	7	570	952	427	799	856	854	680	891	868	668
Quality	5	465	495	455	535	411	640	525	540	495	459
Brand Visibility	3	183	233	205	202	282	251	141	210	266	319
History Tradition	3	314	206	160	135	136	232	339	272	133	150
Sum:		3380/ 16 = 211,25	3905/ 16 = 244,06	3140/16 = 196,25	3881/ 16 = 242,56	3438/ 16 = 214,87	4259/ 16 = 266,18	3561/ 16 = 222,56	4398/ 16 = 274,87	3845/16 = 240, 31	4039/16 =252,43

Appendix15:

Compensatory decision:
Every score summed up

	Average	Importance
Price	$32 + 48 + 56 = 136$ $/ 15 = 9$	1
Usability	$46 + 37 + 29 = 112$ / $15 = 7,4$	2
Quality	$24 + 41 + 33 = 98$ / $15 = 6,5$	3
Design	$31 + 37 + 23 = 91$ / $15 = 6$	4

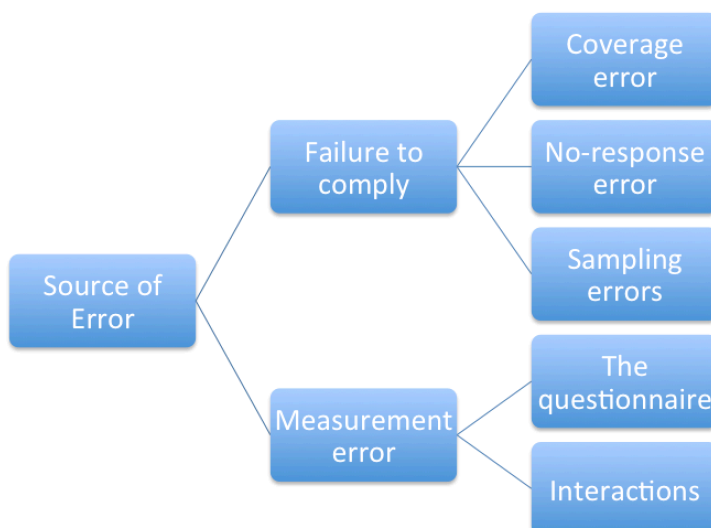
Appendix 16:



Source: Gripsrud, 2010 P. 103

Appendix 17:

Sources of error in a questionnaire:



Henjesand, 1996

Appendix 18:

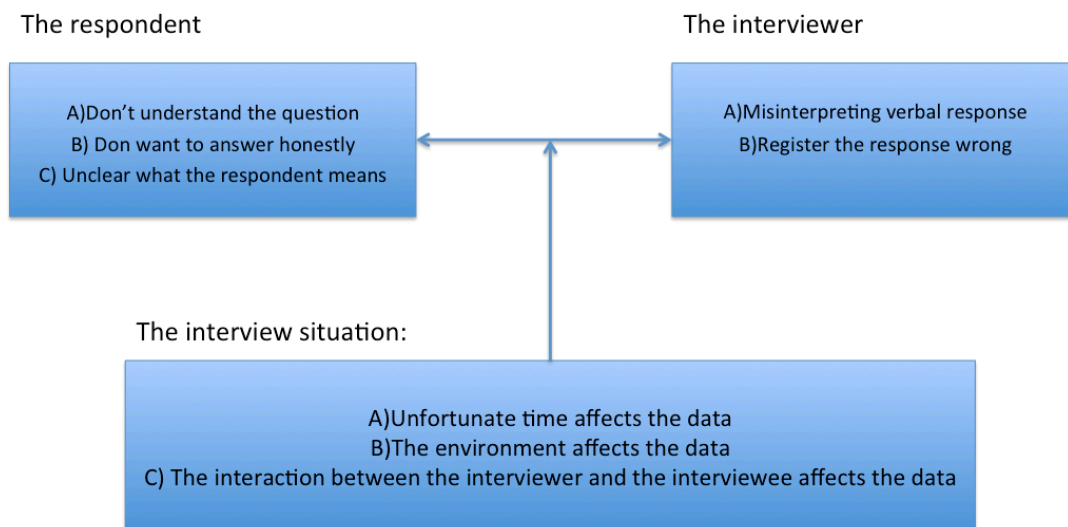
Real experiment:

Time:	T0	Stimuli	T1
Group 1 – control group	Pretest	No manipulation	Posttest
Group 2 – test group	Pretest	Manipulation	Posttest

Source: Gripsrud, 2012, P. 46

Appendix 19:

Sources to measurement error related to interaction between the interviewer and the interviewee:



Source: Gripsrud, 2011, P 147

A full-page photograph of a skier standing in deep snow under a bright, cloudy sky. The skier is wearing a red jacket, white pants, and a fur-lined hood. They are holding ski poles and have a backpack. A small, colorful bag is lying on the snow to their left.



Appendix21:



THE LEGACY
Looking back at our family heritage and outdoor sports in general, we always come back to the same question;

Why did mountain people in the past prefer knickerbockers?

To find out, we developed the first truly technical knickerbockers and took them to Antarctica for testing

Our findings resulted in THE 3-PART FORMULA which we have been perfecting ever since.

J. Amundsen
founder of Amundsen Sports



TABLE 2.1 Power Distance Index (PDI) Values for 76 Countries and Regions based on these items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/W/ANGLO WORLD	EUROPE C/S EX-SOVIET	MUSLIM WORLD M.E. & AFRICA	ASIA EAST ASIA SE	INDEX
1-2							
1-2	Guatemala			Slovakia		Malaysia	104
3-4	Panama						104
5				Russia		Philippines	95
6				Romania			94
7				Serbia			93
8							90
9	Suriname						86
10-11	Mexico						85
12-14	Venezuela						81
15-16							80
17-18	Ecuador				Arab ctra	Bangladesh	80
19						China	80
20						India	78
21							77
22-25				Croatia	Africa W	Singapore	74
26-28				Slovenia			73
29-31				Bulgaria			71
32-35			Switzerland Fr		Monaco		70
36-38							70
39-40						Vietnam	68
41-42							68
43-44						Hong Kong	68
45-46							67
47							66
48-50							64
51							64
52-53							63
54							61
55							60
56							58
57							58
58-61							57
62							56
63							55
64							54
65-67							50
68-70							49
71							47
72							46
73							45
74							44
75							42
76							40
							40
							38
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							36
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							35
							33
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							28
							26
							22
							18
							13
							11

Found in the book: Collection of Articles – Business communication 1, Intercultural and Ethical awareness by Brown, M & Matthews, D. Page: 78 (Accessed 29.05.2017)

hierarchies, and now to show respect to persons of high status. That is why international marketers always should know whether they are dealing with hierarchical or egalitarian cultures. Box 5.1 shows “Who’s Who” in this world of egalitarian and hierarchical cultures.

Box 5.1

INFORMAL, EGALITARIAN CULTURES	
Nordic countries	
Australia/New Zealand	
USA, Canada	
The Netherlands	
FORMAL, HIERARCHICAL CULTURES	
Rest of Europe and Asia	
Mediterranean Region and the Arab World	
Latin America	

Found in the book: Collection of Articles – Business communication 1, Intercultural and Ethical awareness by Brown, M & Matthews, D. Page: 29 (Accessed 29.05.2017)

