Worked example of a digital marketing plan

Example of a Digital Marketing Strategy and Plan

Strava Inc

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**Important note**

This digital marketing plan is an example for use with the textbook *Digital Marketing: Strategic Planning & Integration* only.

This does not form the basis of a commercial plan as the information in this case is based on field research, the company’s own website, analysis of online interviews and online sources as cited in this document.

While this is an example of a digital marketing plan, students are advised to create their own plan for assignments based on the specific assignment questions and using their own materials. This may result in changes to the type of plan as well as variations in their preferred models, structures and frameworks. Students are advised to always read the assignment questions carefully and answer those questions in full.

Company background 4

Digital marketing audit 5

The micro environment 5

Competitors 7

The macro-environment 8

Personas 11

Digital marketing audit conclusions 13

Digital marketing strategy 14

Recommended strategy 14

Recommended objectives to achieve the strategy 14

Digital marketing plan 16

Recommended digital marketing mix and campaign objectives 16

Resources 19

Measurement 22

References 24

# Company background

## Company name

Strava Inc, known as Strava.

## Type and size of company

Strava is a business to consumer (b2c) online app for fitness fans. In 2020 its sales revenue grew to $72 million, it had 76 million active users and at the time of writing was available in 195 countries (Business of Apps, 2021).

## Background

Formed in 2009 by Michael Horvath and Mark Gainey, fellow students from Harvard University with technology experience and expertise who developed a free fitness tracking app that could see where you went, how far, how high and for how long.

## Products offered

In 2009 Strava was a single activity app and a decade later, it became the leading activity tracking app used by athletes globally. Fundamentally, it is a free app with basic functions and a premium app at $50 or £50 for a 12-month subscription to access key features.

## Level of digital marketing adoption

Strava is mature in terms of digital marketing adoption as it started as a mobile first product. Its digital and social media strategy runs across the business, with formalised processes, for example, using Google Analytics to track web statistics, Mailchimp for gathering email data and the Facebook tracking pixel for retargeting paid search (Duane & O’Reilly, 2016).

## Other relevant information

For the first 3 to 4 years Strava only offered cycling as an activity until 2012–13 when they added running as a second fitness activity. Strava’s current product offer includes many sports; running, walking, canoeing, kitesurfing, snowboarding, swimming and rowing. It has since added some accessibility features with wheelchair activities. Strava users are real fans and are known as ‘Stravans’.

With these additional activities Strava collects between 10 to 20 billion pieces of data every day on a global basis. Athletes can opt out of sharing their data, although it is anonymised and aggregated, so in theory single individuals could not be identified. The data includes GPS locations, activity type, duration, speed, popular routes and connected devices.

# Digital marketing audit

## The microenvironment

The plan uses the 7Ps (Booms & Bitner, 1980) to explore the organisation. These are applied in a digital context and an overview is shown in Table 1.

*Table 1 The 7Ps applied in a digital context to Strava*

|  |  |
| --- | --- |
| **7Ps Element** | **Applied to Strava** |
| Place | * Available via the Strava website and all app stores * The app works on smartwatches and fitness trackers |
| People | * The Strava team is said to be passionate about building the world’s most engaged community of athletes – *We are committed to our mission, our athletes, each other and our business* * According to LinkedIn (2021) there are 320 employees working at Strava |
| Processes | * Easy to download, works on desktop and mobile devices |
| Physical evidence | * Had to address issues when they moved from free to premium and now have a dedicated subscription page explaining the difference (Strava, 2021c) |
| Products | * The primary product is a fitness tracking app |
| Pricing | * Two main plans:   + Basic plans are free   + Premium is $50 or £50 for a 12-month subscription to access key features |
| Promotion | * Varied range of ads including socially distanced group challenges * The ads are vivid (Steuer, 1993) and often include their brand colour |

Expanding upon the people working within Strava, Figure 1 shows the Strava organisation chart. This highlights the fact that the company is aiming to grow its business as it has a dedicated growth team. This also demonstrates that the brand marketing team are responsible for content, social media and online ads. The community management team are responsible for technical support as well as trust and safety issues.

*Figure 1 Strava organisation chart*

*Source: Created based on an analysis of job adverts for Strava.*

### Stakeholders

Strava stakeholders include their customers and suppliers. Customers are known as users who have the free or paid-for version of the app. There are said to be ‘76 million users and reportedly (Strava) adds one million every month’ (Business of Apps, 2021, p. 1). Users often share their achievements in Strava communities and most use their real names which means that others do not need to guess or to ‘fill in the gaps’ (Bacev-Giles and Haji, 2017, p. 50) to find other Strava members.

All members need to login at the website strava.com/clubs which enables Strava to track which members are active most frequently, their online behaviour – whether they watch, like or comment and how they react to specific posts.

Suppliers include venture capital organisations (Strava, 2021b) although at this time other data is not available.

### Competitors

This is a competitive field with many other apps in this market, including: Cadence Trainer, Codoon, Couch to 5K, Endomondo, Garmin, miCoach, Nike+, Run with Map My Run, Runkeeper, Runtastic, Sports Tracker and Under Armour.

However, the largest competitor is said to be Runkeeper which was an online-only digital business from the United States. ASICS a traditional company founded in Japan bought Runkeeper in 2016 and aimed to enhance the user’ sports lifestyles with better use of digital technology.

This section uses the 6Cs (Hanlon, 2022) as an assessment framework considering Runkeeper.

#### Culture

Runkeeper was founded in 2008 in Boston and then bought by the Japanese company ASICS in 2016 with a traditional and formal culture, as evidenced by looking at employee reviews online (Glassdoor, 2021). Several staff comment about the micro-management and old-fashioned management approaches at ASICS, yet others love working there, so it is a mixed picture. This may indicate that the company will be slower to embrace change and digital technologies (Ritter & Pedersen, 2020).

#### Convenience

There seem to be more weaknesses in the area of convenience. Although the Runkeeper app is straightforward to download, a robotic woman’s voice loudly confirms when the activity is starting so you would need to remember to wear earbuds before starting an early morning run or it would wake everyone in the household! However the 6Cs model concerns ‘the ease with which a customer can make a purchase’ and Runkeeper does not facilitate any immediate sales, yet this may change in time.

Yet when recording an activity, users are encouraged to add an image and their thoughts about the run, neither of which add convenience, but there is another section which is to note the running shoes worn for the activity – the brand, model and nickname. This is a strength as it enables Runkeeper to notify the user when itis time to buy a new pair of running shoes so potentially adds an area of convenience.

#### Communications

When joining Runkeeper the app provides a message: “Welcome to the team! You’re joining millions of active runners who have chosen Runkeeper™ as their digital coach.” This positions the app as an instructor more than a brand community (Muñiz & O’Guinn, 2001). This is further demonstrated as the app is endorsed by the tennis champion Novak Djokovic, in a coaching role, rather than representing the brand.

Their social media brand communications are strongest on Facebook with nearly 300,000 likes. There is evidence of dialogues and trialogues (Tsimonis & Dimitriadis, 2014), where customers jump into conversations.

The responses on social media have a corporate tone and are signed off by ‘ASICS Runkeeper’ rather than named individuals which is a less personal approach.

#### Consistency

The Runkeeper logo has been adapted to include a stylized ‘A’ from ASICS, but the brand messaging lacks consistency. Although it is known as *Runkeeper*, its social media is named *ASICS Runkeeper* to demonstrate that it is part of a larger brand.

Thus, there is a lack of consistency which is a key feature in digital marketing (Hanlon, 2022).

#### Customisation

The app is customisable. Users can add their profile details: name, date of birth, gender, weight and height. When activities are completed, these show the distance, pace and achievements over the week, month or year. Similar to Strava, there is a social login, enabling users to login via Facebook.

It is concluded that Strava is still a growing business and has decided to retain some key details, such as the exact numbers of staff. This may be as they do not yet wish to share their capability with their competitors.

### The macro-environment

To assess all aspects of the macro-environment a digital PESTLE will be applied to Strava in the following sections. First, we will consider the wider market.

#### The market for cycling worldwide.

The top cycling races take place in Italy, France and Spain and data from the European Cycling Federation (European Cycling Federation, 2021) indicates that around 1% of people cycle in the capital cities of Romania and Portugal, rising to 10% in Ireland and Croatia, and 11% in the United Kingdom. In the Netherlands, known for their cycling culture, cities such as Amsterdam claim 35%, but the leader is Copenhagen in Denmark with 49% of their city population cycling.

The Cycling Action Network in New Zealand (Cycling Action Network NZ, 2021) claims around 30% of people ride bikes, in Australia, the government transport agency Austroads (which also represents New Zealand) suggests it is 13% (Austroads, 2021), with unsurprisingly, greater use in larger cities.

Other countries such as Norway, the Netherlands and China are ahead in another area of cycling with bike sharing schemes, although it may be harder to track this data as it is not about the number of bicycles, but the number of cyclists. Plus in some locations, a bike may simply be a means of transport, rather than a hobby, where there is no requirement for a fitness app.

While there is a lack of consistency in the data because it is country specific, this data provides evidence of opportunities for growth worldwide. One benefit from the health pandemic for Strava is the increase in the number of people cycling instead of using public transport. Some will retain this behaviour for fitness (Brand et al., 2020) and others as it saves money. However, not all of these cyclists will be Strava users.

The next element of the macro-environment considers the staff, stakeholders and suppliers which are considered in the following section.

#### Political

Strava has described itself as anti-racist firm taking a stand against unacceptable behaviour (Strava, 2021b) and will therefore need to carefully manage its social media to ensure it does not get embroiled with comments from trolls those who demonstrate ‘a negative online behaviour intended to disrupt online communications, aggravate internet users and draw individuals into fruitless debate’ (Coles and West, 2016, p. 44).

#### Economic

Strava uses a freemium model - a free and paid for version. Runners claim that: “if it isn’t on Strava, it never happened”, which means once individuals have subscribed, they are likely to continue with their subscription. This may indicate that it is less likely to be impacted in an economic downturn but paying members might downgrade to the free version.

#### Sociological

During a health pandemic, Strava was widely adopted in different sectors and by people of all ages and backgrounds looking to leave their house for exercise. Whilst it is accepted, this may be a trend rather than longer-term reality, more research to explore who uses the platform and why may be needed (Christidis et al., 2021).

#### Technological

As a technology product, Strava needs to regularly update its software and ensure its users can access the app. There may be threats when internet access fails or if updates contain errors.

#### Legal

Legislation varies based on location and for Strava the main factor is the age of those using the services. On the main Strava website this is currently 13+. Therefore the company should gather ages of all new and renewing customers to ensure the legislation is followed.

There is evidence of self-disclosure theory (Bazarova & Choi, 2014) as Stravans use their own names, rather than pseudonyms and can share their running or other exercise routes for others to follow. Within the context of the privacy paradox (Barth & de Jong, 2017), many runners are pleased to share their achievements publicly. However, there have been incidents where security services have accidently shared their running routes which could be useful for terrorists. Furthermore, there have been situations where individuals could be stalked for running the same route every day and Strava has had to address some of the publicly available data by creating privacy zones, ensuring users can manage the data they disclose.

Therefore Strava needs to meet data privacy laws, protecting customers’ data online.

#### Environmental

Strava has adopted a data sharing approach through a system known as Strava Metro to better understand cycling usage (Sun et al., 2017) and enable urban planners to offer more environmentally friendly ways for people to travel to work (Lin & Fan, 2020).

### Personas

The next step is considering the personas which are discussed in this section. Strava conducted in-depth research into its users to understand why people run and they found five different types of runners: passionate, invested, fitness, mindful and invested.

from ‘reluctant runners’ who run alone for health reasons, to ‘invested runners’ who love running and prefer to be in groups. The challenge with the Strava groups is that there are five sets of people, the names describe the behaviour rather than the people and the research aimed to understand why people run, rather than create personas (Evans, 2020).

Therefore this section will consider two of these groups as athletes, rather than specific runners and from this develop outline personas.

#### Persona 1 – Piper the Passionate athlete

A picture containing person, person, sport, female

Description automatically generated

Image source: Thanks to Image Keith Johnston from Pixabay

https://pixabay.com/photos/athletes-runners-action-female-1544445/

##### Demographics

Evans suggests these runners and cyclists are more likely to be female (34%) and on average run 17 miles per week.

##### Webographics

They use Strava daily following up to 77 other Stravans. They also read running blogs and in these communities they are Socializers (Akar et al., 2019), frequent visitors who add new content such as photos at the end of a run.

##### Psychographics

According to Evans (2020, p. 2) these people are involved with ‘many social settings and the most likely type to say that exercise helps them feel connected to others. They show a particular interest in psychosocial benefits of running like accomplishment and happiness.’

Therefore Persona 1, Piper the Passionate athlete, enjoys the sense of belonging from a community (Muñiz & O’Guinn, 2001) and sharing their achievements with others.

These personas will respond to content such as:

* The perfect playlist for the team run
* The best locations for a group run or cycle
* Grow the group and grow the fun

#### Persona 2 – Mackenzie the Mindful athlete

**A picture containing outdoor, green, helmet

Description automatically generated**

Image source: Fabricio Macedo FGMsp from Pixabay

https://pixabay.com/photos/cycling-bike-trail-sport-sol-1533268/

##### Demographics

Happy exercising alone for up to 14 miles per week and enjoy participating in races for personal motivation. They have a busy family life and enjoy time on their own, away from screens and their day-to-day environment.

##### Webographics

While they read online content about exercise they are lurkers rather than contributors (Mathwick, 2002). This persona could be described as a passive community member (Akar et al., 2019) as they stay in the background and visit less frequently than others. Although they are following up to 42 other Stravans (Evans, 2020) and consume the content passively.

##### Psychographics

Evans (2020, p. 2) suggested that mindful athletes ‘tend to be alone, although more than 50% participate in races. They mirror the health and body-related motives of other types, although they resemble Passionate athletes by highly valuing psychosocial benefits of running like happiness’.

These personas will respond to content such as:

* How to set the ‘beacon’ to show friends and family where you are – just in case.
* Discover the latest monthly challenge
* The goal of a lifetime is waiting for you

### Digital marketing audit conclusions

With 76 million members in 195 countries, Strava is a growing business even though its members represent just less than 1% of the world’s population. With approximately 225 countries in the world, having an active membership within 195 is very strong. This is similar to the networks of well-established social media platforms such as LinkedIn which is present in about 200 countries. Thus there is already awareness of the brand.

Additionally, there appear to be opportunities for exercise and fitness in a post-pandemic world, more people seek to cycle to work (Brand et al., 2020).

Runkeeper should be monitored as the company may make changes under its ASICS ownership. Moreover, the venture capital firms who are stakeholders may seek ways to gain a return on their investment which may mean that Strava seeks public shareholders. This would change the nature of their stakeholders and would require additional consideration and a stakeholder map would be useful at this time.

Finally, there are no major external threats to Strava other than loss of internet, which would impact many organisations.

# Digital marketing strategy

This section will recommend the **strategy** and develop **objectives** to achieve the strategy.

### Recommended strategy

As background, Strava’s website explains their mission (Strava, 2020, p. 1) ‘We’re a passionate and committed team, unified by our mission to build the most engaged community of athletes in the world’.

The company already has awareness across most countries in the world and thus a growth strategy is recommended which meets Strava’s capabilities as the organisation chart (see Figure 1) shows the company has a dedicated growth team. Therefore, applying the digital marketing strategy framework, the recommended strategy is focused on ***conversion***.

The business strategy is to build the community using the Strava app and therefore the digital marketing strategy (Hanlon, 2022) can be defined as:

* Strava is adopting a **conversion** strategy to grow the number of premium Strava members.

Based on this strategy, the digital marketing objectives will be created.

### Recommended objectives to achieve the strategy

Figure 2 shows the hierarchy of objectives applied to Strava based on the recommended business strategy. This includes two SMART digital marketing objectives shown in Figure 2.

*Figure 2 The hierarchy of objectives applied to Strava*

Based on these objectives, the digital marketing plan will be created.

# Digital marketing plan

This plan will justify the resources and build the plan, based on the first objective: ‘to gain 20 million new members by December’.

While this is ambitious it is achievable. Although the company is gaining new members as word of mouth is spreading, the new members are mainly in the United States, which is where the company started.

### Recommended digital marketing mix and campaign objectives

To identify the resources required, it is easier to break the objective into specific elements, by using the 7Ps (Booms & Bitner, 1980). Thus the digital marketing objective and supporting marketing mix objectives and a single campaign objective are summarised in Figure 3.

*Figure 3 Strava’s* *digital marketing objective, supporting marketing mix and campaign objectives*

Considering the product and price, this objective is connected to the free version of the app. As the app works for Persona 1 – Piper the Passionate runner and Persona 2 – Mackenzie the Mindful runner, this plan will target both groups.

In terms of their location, most of the current Strava members are based in the United States and the United Kingdom. Having conducted market research in the digital marketing audit, two countries open to cyclists are Australia and New Zealand (Austroads, 2021; Cycling Action Network NZ, 2021), whose populations are 25 million and 5 million, a total of 30 million. The data indicates around 15% are cyclists, meaning if they all subscribed there would be 4.5 million new members, but this is unlikely. It is assumed 25% could subscribe which is 1 million, so a further 3 million will be required from other sports groups in this location. Overall, in order to reach the 20 million objective some additional sports and markets need to be considered.

When the competition was evaluated, this showed that Runkeeper has 50 million users. Other competitors have closed in the last few years including Runtastic (which was morphed into adidas® Running) and Endomondo with 20 million users. It may be wise to target these users too and encourage them to switch as gaining 20% from these competitors would potentially provide a further 14 million and a total of 18 million. For the remaining 2 million, it is necessary to target other geographic locations. The digital marketing audit indicated that the top races take place in Italy, France and Spain and thus these counties should be considered. With this combined approach the target numbers should be achieved. Table 2 shows the target areas to achieve the objective.

|  |  |  |
| --- | --- | --- |
| **Target number of users (Million)** | **From** | **Rationale** |
| 1 | Australia and New Zealand | 15% of the population cyclists |
| 3 | Australia and New Zealand | Other athletes |
| 14 | Runkeeper | 20% of Runkeeper users switching |
| 2 | Italy, France and Spain | top races take place in these countries |
| **20** | **TOTAL NUMBER OF NEW MEMBERS DESIRED** | |

*Table 2 Target areas to achieve the objective and rationale*

Other elements of the 7Ps to consider are:

* **Place**: Access to the product which is the app which is available in all app marketplaces.
* **Processes**: The advertising messages should have a one-click to download.
* **Physical evidence**: The website is up to date with recent content and no changes are needed here.
* **People**: Additional team members may be required as well as briefing the local country teams.

The largest piece of work is promotion as many of the other elements are in place. Therefore the best approach will be online advertising (paid search) direct to people using Runkeeper, Runtastic and Endomondo in the target locations (Australia, New Zealand, Italy, France and Spain). There will be two advertisement types, one aimed at cyclists and another for runners. The campaign should be linked to other local activities to gain greater attention and an example is shown in Figure 4 which links back to one of the earlier recommended personas.

*Figure 4 Campaign example*

At the same time, blogs and other local material would help support the campaign, combined with an email campaign to local members to recommend a friend and in return gain one month’s free premium membership.

To summarise the work to be done, Table 3 shows a summary of digital marketing promotional tactics required.

|  |  |  |
| --- | --- | --- |
| **Action** | **Detail** | **Note** |
| Create adverts | Aimed at people using Runkeeper, Runtastic, Endomondo and matching the personas created earlier | Two ad types, one aimed at cyclists and another for runners  Ads should work on social media and ad networks too  Ads focused on target audience in Australia and New Zealand, Italy, France and Spain |
| Plan advert schedule | Ensure the ads are timed to coincide with other local activities | Speak to local managers for more background |
| Local blog articles | Identify local KoMs and QoMs to see if they will participate in the campaign | Contact local managers for help |
| Manage the ad campaign | Once live, the ads need to be managed daily to review progress and make any amendments that may be needed | Consider when planning resources |
| Email marketing | Recommend a friend campaign | Understand who is managing the data and how this would work  Would also need additional email creative input |

*Table 3 Summary of Digital marketing promotional tactics required*

### Resources

This section looks at the resources required to deliver the campaigns, using the 9Ms model (Hanlon, 2022).

#### Manpower

There are nearly 300 staff with nearly 30 managing Facebook and Instagram. This is part of the social media team who are based mostly in the United States and the United Kingdom, but also in Indonesia, Austria, France and Japan. These teams need to be skilled in social listening and using social care software, including Khoros and Sprout Social. These tools provide digital customer care, community engagement and social media management, ensuring that Strava responds to any issues that may arise.

To deliver the objectives will require working with the Country teams as well as the social media and Online ads teams identified in the organisation chart (see Figure 1). The country teams will be able to advise about local relevant content for the online ads as researchers have noted that translating content and meaning from one country to another can fail due to lack of local understanding (Belk, 2017). Other job roles may be required as it would be useful to have a coordinator to liaise between the teams, so the first new role is country team coordinator. The graphics teams may be busy creating ongoing content, so the second role will be an online content designer who can create ads and emails. The Human Resources team will advise about salaries as this is outside the scope of the marketing budget.

#### Method

In addition to the internal marketing team, Strava outsources activities and uses several external agencies including Seven Hills for PR support, creating awareness and raising the profile in new countries (previously it was Fusion Media who now manage RunFestRun). While they are not directly responsible for the campaign, it will be important to ensure they are kept informed (Project Management Institute, 2013) when they are preparing the advertisements, so they could support local PR, for which they are accountable.

#### Mother nature

The global pandemic demonstrated the impact of Mother Nature. With local lockdowns and people unable to exercise, it is understood that the development team are working on more indoor activities for the future, although this is outside the scope of this plan, it is an area to be monitored.

#### Machines

No additional computer equipment or devices are needed as Strava has a positive approach with supporting any additional tech requirements, such as employees are granted a one-time reimbursement of $160 to be used for the purchase of new headphones and an additional working from home allowance (Strava, 2021a). However, their MarTech needs reviewing.

#### Materials

The main materials will be images, text and video. Some local photo shoots will be needed to ensure the imagery is relevant for the specific countries so that there is no cultural appropriation (Belk, 2017). Other graphics will be needed for the email campaign to show how to find and download the app and get started.

#### Money

As the company’s turnover is $72 million, as a percentage of turnover, the total marketing budget would be $7.2 million which is 10%. However, this will cover all marketing plans and programmes, in addition to this proposal. Therefore, a budget of $200,000 for this part of the plan is proposed, adopting an objective and task method of budgeting. Staffing will be outside the marketing budget, so the spending will involve the items shown in Table 4.

|  |  |  |
| --- | --- | --- |
| **Item** | **Note** | **Budget** |
| Online ads | Target people in multiple countries including Australia and New Zealand, Italy, France and Spain | 100,000 |
| Graphics | Development of ideas and creation of materials for use across the whole campaign | 20,000 |
| Images | Local photo shoots | 15,000 |
| Email marketing | Recommend a friend campaign and email data | 15,000 |
| Agency contribution | Local PR campaigns | 25,000 |
| Landing page creation | Local landing pages to track new members | 5,000 |
| Country managers | Local support which may be needed | 15,000 |
| Contingency | For unforeseen items | 5,000 |
| **Total** | | **200,000** |

*Table 4 Strava budget to achieve the objectives*

This includes $5,000 contingency for other items that might arise but have not yet been identified.

#### Management

The communications manager is a supporter of these projects, although this plan will require approval before commencement.

#### Minutes

The timescales are fixed as the objective must be completed by December which is in 6 months. It may be sensible to organise monthly updates for the communications manager to ensure the plan stays on schedule. Table 5 shows a summary timeline in the form of a Gantt chart with the earlier tasks at the start. The budget has already been provided in Table 4 and is therefore not repeated in Table 5.

| **9Ms** | **Detail** | **Action** | **Who** | **Jul** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Manpower | Team coordinator | Recruitment | Human Resources |  |  |  |  |  |  |
| Manpower | Online content designer | Recruitment | Human Resources |  |  |  |  |  |  |
| Method | Seven Hills agency | Share brief | Digital Marketing Executive |  |  |  |  |  |  |
| Materials | Graphics | Development of ideas and creation of materials for campaign | Digital Marketing Executive |  |  |  |  |  |  |
| Materials | Images | Local photo shoots | Country managers |  |  |  |  |  |  |
| Materials | Email marketing | Recommend a friend campaign and email data | Digital Marketing Executive |  |  |  |  |  |  |
| Materials | Landing page creation | Local landing pages to track new members | Digital Marketing Executive |  |  |  |  |  |  |
| Materials | Country managers | Local support which may be needed | Digital Marketing Executive |  |  |  |  |  |  |
| Materials | Agency contribution | Local PR campaigns | Seven Hills agency |  |  |  |  |  |  |
| Materials | Online ads | Target people in Australia and New Zealand, Italy, France and Spain | Digital Marketing Executive |  |  |  |  |  |  |
| Machines | Review MarTech | Seek external guidance and speak to IT | Digital Marketing Executive, IT team |  |  |  |  |  |  |
| Mother nature | working on more indoor activities | Ask for updates from the development team | Digital Marketing Executive |  |  |  |  |  |  |

*Table 5 Summary timeline*

### Measurement

As the objective includes a measurement, 20 million new members by December, it will be easier to assess how well the campaigns are working based on the number of new members gained. It will be important at the start to take a snapshot of the exact number of members before the campaign starts. Plus the new landing pages will enable more accurate reporting of the results. However, support from the analytics team will be needed, who will be able to share the marketing metrics. Therefore, the key metrics that will be used to measure the effectiveness of the plan are outlined in this section.

It is recognised that the exact attribution or source of new premium members may be inaccurate (Buhalis & Volchek, 2021) and a range of touchpoints should be considered (Cambra-Fierro et al., 2021).

The objective in this digital marketing plan is ‘To gain 20 million new members by December’ and using the customer journey (Lemon & Verhoef, 2016) as a framework, the different parts of the campaign can be considered as follows:

* The social media adverts are designed as a pre-purchase stage to encourage viewers to clickthrough to the landing page
* The landing pages are designed to convert to purchase
* The email campaigns to recommend a friend are aimed at the post-purchase stage.

These stages, the primary and secondary metrics along with the analytic tools to capture the data are shown in Table 6.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Customer journey stage** | **Content** | **Primary metric** | **Secondary metric** | **Analytic tool to capture the data** |
| Pre-purchase | Social media adverts | Number of views | Number of clickthroughs | Facebook Pixel |
| Purchase | Landing page | Number of visitors to owned media | Conversion rate | Google Analytics or Snowplow |
| Post-purchase | Email | Total opens | Recipients who clicked | Mailchimp |

*Table 6 Customer journey stages, the metrics and analytic tools*

A dashboard using Google data studio will be created to report the results as this is a helpful way to share complex content with team members (Vázquez-Ingelmo et al., 2021). The dashboard will also ensure the plan is on track to achieve its objective.

Finally this plan, once approved will require further evaluation as the campaign continues to assess how well the tactics are meeting the objective and agreed strategy.

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