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1. Introduction

In this report, a comprehensive market entry plan for Sports Direct PLC will be provided for the Finland market. It is the core sports retail fascia of Frasers Group. In writing and structuring the report, all necessary requirements will be closely followed in order to incorporate all the requirements effectively. Now, in ever-complex global dynamics, undertaking international business operations is nothing short of challenging. It is important to recognise the importance of having solid plan and proper execution. This report will firstly incorporate the justification for choosing the company and the target market. After that, the comprehensive analyses will be undertaken by applying various frameworks to underpin the researches. In doing so, a PESTEL analysis, Porter's Five Forces analysis, SWOT analysis, Ansoff's Matrix, Porter's Generic Strategies and VRIO framework will be incorporated. Finally, a balanced scorecard in accordance with the given template will be developed to tailor the expansion of the company into the Finnish market alongside a triple bottom line analysis to curate necessary governance mechanisms to oversee the expansion.

2. Section 1 – Chosen Organisation and Selected Target Market

2.1. Sports Direct PLC as the Chosen Organisation

Sports Direct PLC is a flagship sports retail brand, backed by Frasers Group PLC which is also the largest sporting goods retailer in the UK in terms of revenues. The company operates in more than 20 countries with orientation towards value-creation and doing so through discount-led propositions (Frasers Group, 2024). However, in recent times, the company is operating under Frasers Group's elevation strategy to offer premium products and services to the intended audiences, as well (Frasers Group, 2024).

As Sports Direct PLC is a part of the Frasers Group's sports division and it remains to be the most dominating one under the umbrella, the group revenue increasing from 3.96 billion GBP in FY2020 to 5.59 billion GBP in FY2023 showcases the impact of the company in this regard (Statista, 2024). Moreover, profitability in recent years have increased, as well for the group with forecasts being made of increasing EBITDA margins in the coming years.

From a strategic point of view, the group has been shifting its priorities in strategic positioning by shifting from acquiring distressed companies in the UK to expanding internationally as well as some selective M&A. In line with that strategy, Frasers Group wants to gain control of Nordic Sports retailer XXL as the company has stores in the Finnish market (Just-Style, 2024).



Figure: Storefront of Sports Direct PLC (SGB Executive, 2025)

2.2. Finland as the Target Market

Finland is one of the most advanced economies in the Nordic economy which has political stability, strong institutions, high per-capita income and other necessary characteristics to enable companies such as Sports Direct to make an expansionary plan. The economic growth of the company remains to be modest with GDP growth forecasts being around 0.5% in 2024 and 1.2% in 2025 (Bank of Finland, 2024).

One of the most important characteristics of Finland which makes it of greater interest to Sports Direct is that the country has a highly active sporting culture alongside stronger participation in outdoor and winter sports which ultimately results in greater demand for sporting goods, apparel as well as equipment (IBISWorld, 2025). The sporting equivalent retailing industry of Finland has a valuation of 1.6 billion Euro, growing at 0.6% CAGR from 2020 to 2025 (IBISWorld, 2025). Again, the Sports Equipment market alone is valued at 415 million USD as of 2025 (Statista, 2025).



Figure: Sportswear Company in Finland (Wheree, 2024)

2.3. Rationale behind the Choice

Now, the choice of Sports Direct and Finland is quite strategically positioned due to the underlying coherence between the two. The reasons are elaborated below.

Firstly, Sports Direct is aimed towards becoming the leading global sports retailer which directly remains correlated with the Nordic sports ecosystem as well as Finland's active sports culture. Frasers' perception of XXL showcases the increased interest of the group into the Finnish territory.

Secondly, the Finnish Sports and sports' equipment markets are quite sizeable as seen with the valuation, but despite having active sports culture, the markets are fragmented and no single retailer is yet to emerge as the sole dominator (IBISWorld,

2025). There are already existing players in the market such as Intersport, Amer Sports brands, Nike, Adidas and others, they still have not been able to establish themselves as the most dominating brands in the country, leaving a gap for Sports Direct to fulfil.

Lastly, the e-commerce sophistication found in Finland showcases compatibility of Sports Direct's operations with the country's existing logistics infrastructure (Mordor Intelligence, 2025). Based on all of these reasonings, Sports Direct PLC and Finland have been chosen for this report.

3. Section 3 – Comprehensive Strategic Analysis

3.1. PESTEL Analysis of Finland

PESTEL analysis is an established framework used to assess the external environmental factors such as political, economic, social, technological, environmental and legal ones to understand the favourability and unfavorability of a specific region (Buye, 2021). The PESTEL analysis of sports direct is provided below.

Political Factors

Finland runs with a very stable parliamentary democracy and the country is part of the European Union which gives Sports Direct the opportunity to leverage all the predictable regulatory as well as legal associations (Research and Markets, 2023). Again, there are many consumer safety standards maintained in the country legal dispositions, making it more taxing on Sports Direct to ensure of sustained success. Now, for Sports Direct to operate effectively in Finland, the company must be able to incorporate both Finnish laws and the EU guidelines in its operations (Research and Markets, 2023).

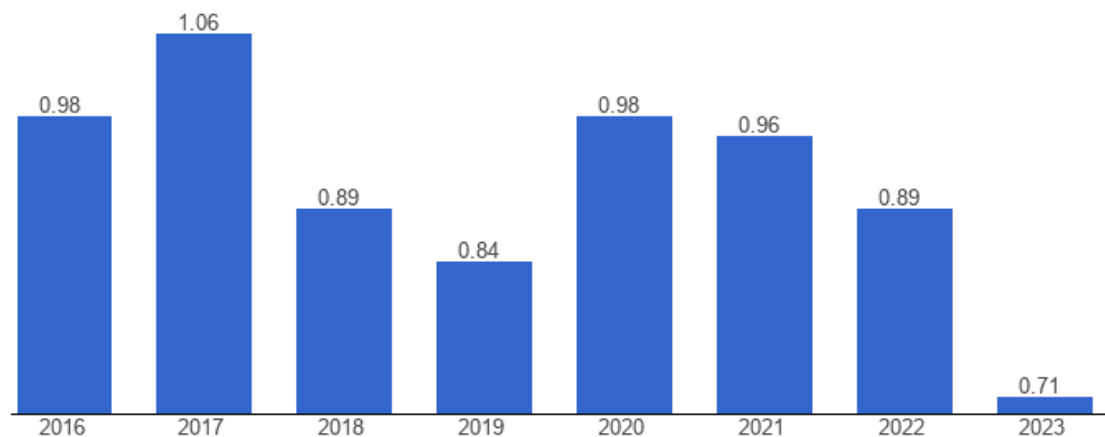


Figure: Data on Political Stability of Finland over the Years (The Global Economy, 2024)

Economic Factors

Finland's economy is already quite established and it has been growing at a modest growth rate. The country has had a forecast of 0.5-1.2% of GDP growth from 2024 to 2025. Now, such a low growth rate may seem unattractive, but when considered from a macroeconomic perspective, the country remains to be very lucrative due to other

areas of interests. For instance, the sporting equipment retail market has a valuation over 1.6 billion Euro as of 2025. Moreover, the sports equipment segment alone has a valuation of over \$450 million in the same time period (Statista, 2025)

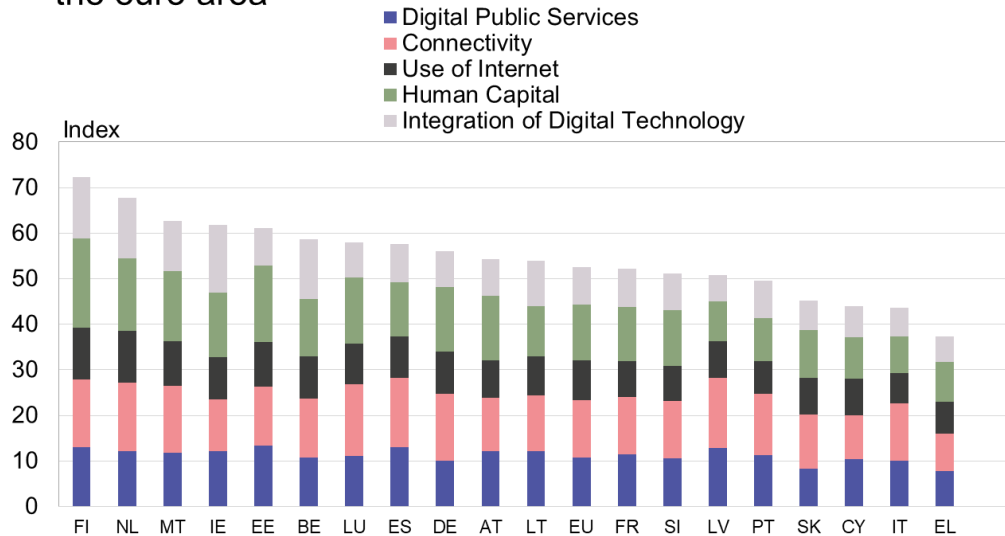
Social Factors

With high sports participation rates in areas such as winter sports, team sports, running, cycling, outdoor activities and others, the country remains to be very strong in societal aspects such as health, well-being of the mass people and population aging. These are all favourable characteristics for Sports Direct PLC to leverage. Moreover, with significantly higher value put on trust, transparency and sustainability in the Finnish market, there are ample opportunities, too, for Sports Direct to differentiate itself from the competition (Research and Markets, 2023).

Technological Factors

Finland is one of the most digitally advanced economies in all of Europe. The country bears a high internet and smartphone penetration alongside very mature 5G infrastructure (Mordor Intelligence, 2025). In 2025, e-commerce is being projected to grow from \$7.7 billion to over \$10.5 billion by 2030 which is being expected to be driven by increased mobile commerce, instant payments with the use of MobilePay and others (Mordor Intelligence, 2025). Ultimately, Finland remains to be a highly compatible environment for omnichannel strategies used by Sports Direct PLC as technological support by the country will be able to support the advanced inventory management and personalized marketing efforts for the company.

Unexploited potential for further digital technology adoption in the euro area



Source: European Commission, Digital Economy and Society Index.

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Figure: Technology Adoption in Finland (Bank of Finland, 2020)

Environmental Factors

In line with general European guidelines and commitments, Finland remains to be one of the major countries driving the environmental changes with strong values as well as policies. The country runs visions of ambitious climate, energy and circular economic agendas. Moreover, the general audiences of the country also expect the retailers to remain environmentally responsible when undertaking operations (Research and Markets, 2023). Again, for a sporting goods retailer, there are ample opportunities as the demands for sustainable materials, eco-labels, second-hand markets are only rising in the country (Mordor Intelligence, 2025). This is why by incorporating environmental KPIs such as emissions per store, share of sustainable products and as such, the company can differentiate itself from the rest of the competition and position itself strongly in the Finnish market.

Legal Factors

The Finnish legal environment is as strict as the UK one with strong consumer protection laws alongside product safety, data protection and employee protectionism acts. As a result, for Sports Direct to make a name for itself in the Finnish market, it must showcase utmost respect for the regulations and legal factors while complying with all the legal implications to enhance its brand image in the new market and consolidate market positioning (IBISWorld, 2025). Moreover, as e-commerce remains

to be one of the most important sectors for the company, there are also EU-wide rules on distance selling, returns as well as digital services with which the company has to comply, as well.

Implications: The overall PESTEL analysis showcases favourability towards the market entry strategy of Sports Direct PLC except for some strict and rigid rules and regulations with which the company has to remain compliant.

3.2. Porter's Five Forces Model for Finland Sports Retail Sector

It is one of the most important frameworks used to underpin extensive market research on the viability of a specific target market and using this particular framework can help understand five different factors (Grundy, 2006). The application of this model to Sports Direct PLC is provided below.

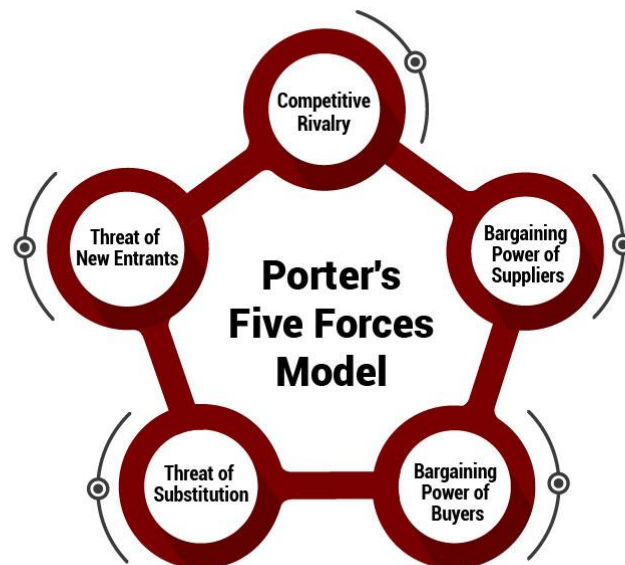


Figure: Porter's Five Forces (The Strategy Institute, 2024)

Competitive Rivalry – High

The Finnish sports retail landscape remains to be very competitive although it is very much fragmented. With competitors such as Intersport, Amer Sports and other international brands, the competitive scenario remains to be quite difficult for Sports Direct PLC to navigate effectively (The Industry Fashion, 2025). Also, there are other international e-commerce players such as Zalando, Nike etc. who serve the Finnish customers, too. As a result, competitive rivalry remains to be very high.

Threat of New Entrants – Moderate

There are many barriers to entry in the Finnish retail market. The first of many is its store acquisition costs and then come the economies of scale, logistics infrastructure, brand relationships etc. All of these barriers contribute directly to the favourability of the established brands (IBISWorld, 2025). However, there are lenient sides to the Finnish market, as well. These mainly encompass the online-only entrants who can operate in the Finnish market with a low-fixed cost by leveraging the established marketplaces. As a result, the threat of new entrants remains to be moderate.

Bargaining Power of Suppliers – High

In sports retail, major names such as Nike, Adidas, Puma and others influence the supply chain greatly by controlling product allocation, pricing and marketing support (SkyQuest, 2023). As a result, smaller brands cannot easily take entry into major markets such as the Finnish one.

Bargaining Power of Buyers – High

Again, there are many established brands available to the customers of the Finnish market who do not bear high switching costs. As a result, the customers can switch from one brand to another without having to lose much value. This is why bargaining power of buyers remains to be very high.

Threat of Substitutes – Moderate

The substitutes of the traditional retail market include general apparel retailers, discount chains, supermarkets and others. Now, because there is rising popularity of e-sports and virtual fitness in the Finnish market, some revenues may get diverted from the traditional sports equipment market (Statista, 2025). But, as the Finnish market is very much catered towards outdoor activities, the threat of substitutes remains to be moderate.

3.3. SWOT Analysis of Sports Direct PLC

SWOT analysis is an extremely important evaluative framework to assess both internal and external factors of an organisation including its strengths, weaknesses, opportunities and threats (Helms and Nixon, 2010). The SWOT analysis of Sports Direct PLC is provided below.

Strengths

The most important strength of Sports Direct PLC is the scale at which it operates. The group revenue of the company exceeds over 5 billion GBP annually and the EBITDA margins remain to be stable (Statista, 2024). Moreover, with a proven multi-

channel model that it uses, the group has been reporting over 1 billion USD in global online sales, too (ECDB, 2025). Frasers' use of elevation strategy has further enhanced the store design and experience for the customers.

Weaknesses

With the brand image of the company being associated with deep discounting as well as crowded stores, the company can face significant challenges in the Finnish market. This is because the market asks for quality in both products and services. Moreover, the company has had faced challenges with labour unrest in the UK market, as well, which can deteriorate the quality of the company's brand image in the new market.

Opportunities

The sporting equipment market of Finland is currently being evaluated at 1.6 billion Euro and the sports equipment segment is being valued at 415 million USD which is only going to go up with a healthy growth rate in the process (IBISWorld, 2025). As a result, by positioning itself as the best-value multi-brand sports facility, Sports Direct can certainly make a spot for itself in the Finnish market. Again, the initial interest of the Frasers Group in acquiring XXL showcases future implications that the company can leverage (The Industry Fashion, 2025).

Threats

The main threats arise from intense competition in the Finnish market coming from competitors such as Intersport, XXL and other international brands for which the customer acquisition cost for Sports Direct will be very high (Nordic Sports Goods Report, 2024). Again, because of the weakening macroeconomic conditions engulfing the entire EU can dampen high estimations of revenue generation by Sports Direct. Lastly, because Finland poses strict regulations that need to be adhered by, the company cannot fumble in complying with the domestic laws and regulations, creating further threats for the company to operate in the new market.

3.4. Insights and Strategic Implication for the Organisation

By synthesizing all the information acquired using PESTEL, Five Forces and SWOT analyses undertaken, the following insights and strategic implications for Sports Direct PLC have been identified.

Firstly, the environment of the Finnish market is favourable towards scale, omnichannel capability as well as strong brand relationships, already maintained by Sports Direct PLC. As a result, Sports Direct already possesses the necessary

comparative strengths to be competitive in the new market (Frasers Group, 2024). As a result, if the company is to follow the market development strategy, the company can certainly leverage on existing product portfolios while partnering up with more strategic brands to create further consolidation of market presence.

Secondly, the Finnish market represents a very digitally matured and sustainability-oriented population which can be greatly leveraged by the company in question. By representing itself as not only a value-oriented company but also a sustainability focused one, Sports Direct can achieve further penetration into the Finnish market. Also, the use of elevation strategy by Frasers Group can enhance the market entry strategy of the company.

Lastly, although the Finnish market is engulfed with severe competition, Sports Direct still has ample opportunities to leverage from by positioning itself as a value-oriented one and by partnering up with major suppliers to gain leverage over the big international names which are already established in the market and pose the most threats to the company's future viability in the Finnish market (Retail Gazette, 2025).

4. Section 3 – Strategy Development and Formulation

4.1. Strategic Direction and Rationale

The proposed strategic direction for Sports Direct PLC to penetrate into Finland will be to establish itself within the Finnish market as an omnichannel sports and athleisure retailer which offers not only best-value products but also cares for the greater audience in the new market. Because the Finnish population is very much environment-conscious, the company is presented with many opportunities to leverage by deploying specific strategies catered towards aligning the values and ethics with that of the Finnish ones.

The direction also aligns with the vision of the Frasers Group to become a leading global sports retailer for which its elevation strategy has been formulated, as well (Frasers Group, 2024). This is why by implementing the elevation strategy in Finland, Sports Direct can effectively create dominance in the very fragmented yet potential market of Finland.

Thus, the rationale to enter into the Finnish market resides in the following ways.

- To capture the growing yet under-consolidated Finnish sports market.
- To leverage the existing group capabilities and resources that Frasers Group can facilitate Sports Direct with.
- To use Finland as its main strategic hub to expand its operations all across the EU and showcase its ESG initiatives to show how social expectations can be effectively captured and leveraged from (Elkington and Rowlands, 1999).

4.2. Ansoff Matrix – Growth Logic

From the above analysis, it is quite clear that Sports Direct needs to deploy multiple strategies to achieve the best possible results from the Finnish sports market. However, there will be certain phases to ensure of maximum optimization. The strategies under the Ansoff Matrix are elaborated below for the company.

- **Market Development (Core Strategy):** Sports Direct will be introducing its existing products' portfolios to the Finnish market directly in order to enter into a new market with proven products for maximum traction in the least possible time period.
- **Selective Product Development (Supporting Strategy):** In order to respond to the climate and sports culture of Finland, Sports Direct will also have to co-

develop Nordic-relevant product line-ups to cater to localized needs and address any and all the gaps underlying the already under-consolidated market. For instance, ice-sport equipment, high-performance winter sports gear etc. could be of considerations for the company to implement in the new market in collaboration with existing brands (AeroLeads, 2025).

- **Limited Diversification (Longer-Term Strategy):** In the longer-term, the company can diversify its products and services in limited capacity to incorporate equipment maintenance, ski workshop services and local events sponsorship to promote its commitment to both ESG and community engagement.

4.3. Market Entry Mode

The importance of an effective market entry mode can significantly determine whether a company will be successful in a new market or not. For Sports Direct, to become successful in the fragmented and competitive Finnish market, it has the following options to choose from.

1. **Wholly Owned Stores:** In order to achieve the most control over operations in the new market and to be able to implement the elevation strategy in the Finnish market, Sports Direct PLC can undertake this strategy, however, doing so can cost the company a lot of money and also has to assume all of the risks.
2. **Acquisition of or Partnership with Existing Brand/s:** Another strategy to enter into the new market is by acquiring existing brands such as XXL or partnering with such brands to establish initial presence in the new market and then subsequently, achieve further growth through other strategies.
3. **E-Commerce-Led Market Entry:** As the Finnish market is a digitally matured one and Sports Direct PLC has cumulative experience in operating digitally, the company can also opt for e-commerce-led market entry strategy and establish its presence through digital channels only. However, this will limit the physical presence of the company in the process.

4.4. Porter's Generic Strategies – Competitive Positioning

According to Porter, there are three generic strategies that a company can choose to operate in a market which are cost leadership, differentiation and focus (Moon et al., 2014). All of the three strategies are of significance in different contexts. The company has been using a cost-leadership approach for a very long-time where it sells its branded sportswear at deep-discounts. Frasers Group has implemented the

elevation strategy in order to work towards capturing the premium segments (Frasers Group, 2024).

In the Finnish market, a cost-leader position can dampen the brand image of the company and demonstrate challenges to capture the wider audiences as they prioritize premiumization. At the same time, by adopting a fully premium strategy will make it difficult for the company to compete with other established brands. As a result, opting for a hybrid strategy can yield the best possible results for the company in both short and long run. The hybrid strategy of value-differentiation is proposed below for Sports Direct.

- **Cost Advantages:** Cost advantages will accumulate from Sports Direct PLC's already established supply chain and global operations which it will implement in the Finnish market, as well. This will drastically increase the consistency in providing attractive price-value for its most popular products across all the line-ups.
- **Differentiation:** The differentiation part will be derived from its elevated store formats to capture greater audience engagement as well as digital convenience. Again, the use of multi-brand assortment to incorporate performance and lifestyle segments will further enhance the company's ability to cater towards Finnish preferences including strong winter and outdoor products. Lastly, the integration of digital services alongside a visible ESG proposition will enable Sports Direct PLC to stand out even in a crowded market such as the Finnish one by differentiating itself from the rest of the competition (Elkington and Rowlands, 1999).

Following this strategy, Sports Direct PLC can establish its brand presence in the new market effectively and create a best value orientation for its own labelled and branded sportswear as well as equipment, facilitated by its omnichannel experience in the process.

4.5. VRIO Framework – Resources and Capabilities

The use of VRIO framework caters towards the use of resources such as valuable, rare, imitable and organised to help sustain competitive advantages in competitive marketplaces (Jugdev, 2005). The VRIO framework is applied to Sports Direct PLC below.

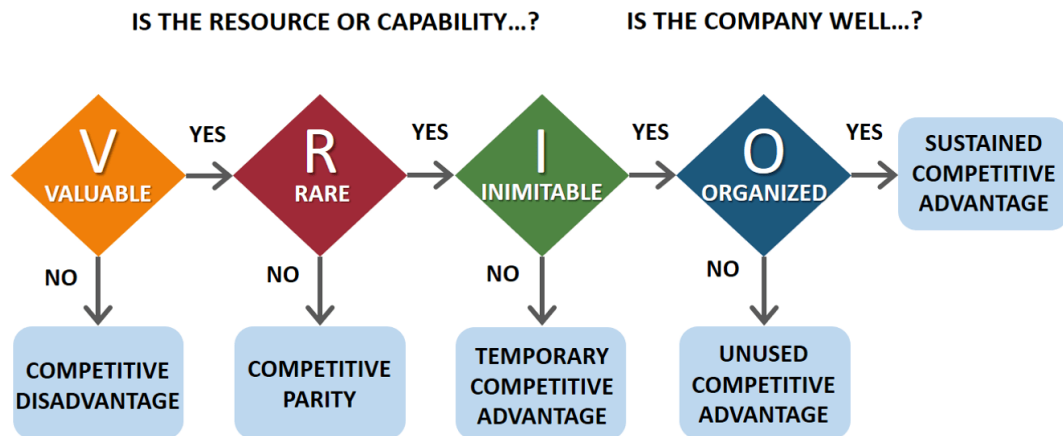


Figure: VRIO Framework (Bruin, 2019)

Valuable Resources

One of the most valuable resources of Sports Direct PLC is its brand portfolio and the supplier relationships it has established throughout the years which it can extend to the Finnish market to overcome many of the major challenges identified in Porter's Five Forces model including high bargaining power of suppliers. Moreover, with its own-label lines, they can be considered to be very valuable items to the company to sustain competitive advantage in the Finnish market (IBISWorld, 2025).

Rare Resources

The rare resources possessed by Sports Direct PLC includes its elevation store concept and the ability to navigate the retail know-how by incorporating its years of experience and knowledge in the Finnish market. From upgraded flagship stores to experiential digital experience, Sports Direct has all of the boxes checked for maximum outcomes.

Inimitable Resources

One such resource that Sports Direct PLC has is its financial strength backed by the Frasers Group. With access to multi-billion-Pound credit facility available to the company, navigating the complex scenarios will not be a major challenge to the company to overcome. Again, Frasers Group has undertaken significant strides to become the leader in the global sports retail market which also includes its internationalization strategies (Fibre2Fashion, 2025).

Organized Resources

The organized resources of Sports Direct PLC include its omni-channel platforms and its ability to process significant amount of data to gather insights about a new market such as the Finnish one and cater to the specific needs posed by the audiences in that market (Mordor Intelligence, 2025). Again, because all of the product lines are own-labelled, the company can incorporate any necessary changes to the products and make them accessible to the Finnish audiences and bring around more engagement for the company. Overall, the ability to bring such changes to the products showcases the possible extent Sports Direct PLC can go to achieve market domination.

Overall, the analysis using the VRIO framework showcases the brand partnerships, omni-channel capabilities as well as its elevation strategy to be of the most important and valuable resources which can significantly enhance the experience of the company in entering into the Finnish market and achieve greater success.

4.6. Components for Strategy Implementation

In order to implement the strategy proposed above successfully in the Finnish market, Sports Direct PLC needs to keep the following components in consideration.

1. **Governance and Structure:** In order to create a Nordic regional unit and add it to the Frasers Group's sports division, the company must incorporate a new governance and structure including a country director to report directly to the sports pillar of the group. This governance board will incorporate any and all partnerships and expand the operations across Finland and other Nordic countries.
2. **Program Management:** By implementing a phased market-entry program as depicted above, the company needs to ensure of effective program management to achieve the best possible localization and undertake all the necessary negotiations to achieve the best possible results.
3. **People and Culture:** By recruiting Finnish retail leaders as well as store teams to furnish the elevations strategy to cater towards more localization, Sports Direct can achieve greater penetration into the market to achieve greater results in the process.
4. **Systems and Processes:** By incorporating the Finnish operations under its own ERP, inventory as well as CRM systems, the company can finalize its entry into the new territory for synchronized and data-driven decisions to achieve greater outcomes.

4.7. Risk Analysis and Mitigation Strategy

There are multiple risks engulfing the market entry into the Finnish territory for the company. These risks are identified below and the possible mitigation strategies are also prescribed.

- **Macroeconomic and Demand Risk:** One of the major risks to assume by Sports Direct to operate in the Finnish market is that the company may not forecast the demand levels and the changing macroeconomic factors properly and rather face a slower growth in its revenue generation. To overcome this risk, the company needs to adopt a flexible cost base so that no matter what the error may be in the forecast of demands, the profits will remain to be maximized.
- **Cultural and ESG Misalignment:** Although the culture between the UK and Finland are quite similar, there are differences in the extent to which the Finnish population requires service, sustainability and labour standards to be. As a result, Sports Direct PLC needs to undertake extensive market research before committing to operations in the market (Elkington and Rowlands, 1999).

5. Section 4 – Performance Evaluation Framework

5.1. The Balanced Scorecard Framework

The Balanced Scorecard translates strategies into actionable measurements to achieve in four different perspectives including financial, customer, internal processes and learning and growth (Nørreklit, 2003). The framework is applied to Sports Direct PLC below.

Financial Perspective

Objectives: Achieve profitable growth and positive net cash flow.

KPIs: Finland revenue, EBITDA margin, ROIC for the Finnish stores.

Targets: Achieve 15% EBITDA margin by year 3 while crossing 5 million GBP of annual revenue in the same time frame.

Initiatives: Implement aggressive cost-saving measures in the beginning years with leniency being shown in the latter stages of operations.

Customer Perspective

Objectives: Become the most preferred value sports retailer in Finland.

KPIs: Customer satisfaction rate, online conversion rate.

Targets: Achieve 80% customer satisfaction rate and 45% online conversion rate by year 3.

Initiatives: Implement full-scale omni-channel strategy in the Finnish market while using the elevation strategy.

Internal Processes Perspective

Objectives: Ensure operational excellence across all operations.

KPIs: On-time delivery rate, stock availability.

Targets: Achieve 95% on-time delivery rate while having 98% stock availability.

Initiatives: Implement extensive inventory management systems incorporated with necessary data analytics.

Learning and Growth Perspective

Objectives: Build capable and engaged teams to carry out operations in the long-run efficiently.

KPIs: Employee engagement score, staff turnover.

Targets: Achieve 85% employee engagement score and below 10% staff turnover by the end of year 5.

Initiatives: Develop Finland-centric training and development programs such as workshops, seminars, skill-building sessions.

5.2. Triple Bottom Line Integration

The Triple Bottom Line framework proposed by Elkington is used to argue that businesses have to deliver value across three regions including economy, environment and society (Adams et al., 2013). The integration of TBL into Sports Direct PLC is provided below.



Figure: TBL Framework (Dalibozhko and Krakovetskaya, 2020)

Economic – Profit Maximization

The implementation of the BSC has showcased the expected revenues to be achieved from the Finnish market. Moreover, the established revenue generation by the company further showcases the ability of the company to generate significant amount of revenues from its operational markets.

Environmental – Planetary Initiatives

Environmental initiatives have already been incorporated into the internal processes as well as learning perspectives. However, the company needs to use specific KPIs

such as carbon emissions per store and per online order to track its carbon footprint and take green initiatives such as energy efficient store designs to reduce it.

Social – People

The social objectives reflect upon how the employees, customers and communities are being treated by the company. To achieve it, the company must achieve metrics such as fair employment, employee well-being and career progress as well as engaging community through various societal events and local event sponsorships to remain in good-spirit with the community.

5.3. Monitoring and Mechanisms of Governance

Lastly, to maintain success in the Finnish market, having robust governance and structure mechanism is not only essential but also a mandate. The necessary mechanisms are outlined below for Sports Direct PLC.

Governance Structure

Because Sports Direct is a part of Frasers Group, the governance structure will be set at group level by incorporating various committees including audit and risk committee, ESG committee etc. to oversee the operations in the Nordic market. Moreover, a Nordic Steering Committee will also be required to ensure of further expansion in the region.

Performance Management

By using the balanced scorecard prescribed, the company has to monitor its performance in the region and address the identified gaps to achieve the maximum performance over the next couple of years.

Risk and Compliance

Developing a risk register for the Finnish market can help the company to cover strategic, operational, financial as well as compliance risks and report the weaknesses back to the group quite efficiently.

6. Conclusion

The expansion plan of Sports Direct PLC into the Finnish market is a lucrative plan for the company due to the underlying benefits and opportunities waiting in the market. However, the opportunity will be an operationally demanding one as per the analysis incorporated in this report. As Sports Direct is backed by Frasers Group, the economies of scale will be easier to achieve due to the elevation strategy, omni-channel capabilities as well as already well-grounded international experience (GMG, 2025). For extensive success and sustainability of operations in the Finnish market, the company will be requiring a sound entry mode by blending both e-commerce and strategic partnerships to expedite the process to consolidate operations in the target market. Moreover, by using the VRIO framework, it has been identified that Sports Direct already has many resources to achieve the necessary sustainable advantages. By embedding the balanced scorecard alongside the triple bottom line principles, necessary governance measures have also been prescribed for optimum performance of the company in a new territory.

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