



The co-operations between Finnish Disc Golf Association and its tours organizing partners.

Researching benefits, disadvantages, and points of improvements from the co-operations

Juuso Mäntykangas

Bachelor's thesis

May 2023

Bachelor of Business Administration

Mäntykangas, Juuso

Suomen Frisbeegolfliiton ja sen alaisten kiertueiden yhteistyökumppaneiden yhteistyöt

Tutkitaan yhteistöiden välisiä hyötyjä, haittoja ja kehityskohteita.

Jyväskylä: Jyväskylän ammattikorkeakoulu. Toukokuu 2023, 58 sivua.

Liiketalouden tutkinto-ohjelma. Opinnäytetyö AMK.

Julkaisun kieli: Englanti

Julkaisulupa avoimessa verkossa: kyllä

Tiivistelmä

Toimeksiantaja oli Suomen Frisbeegolfliitto, joka on frisbee golfin kansallinen pääorganisaatio Suomessa. Heidän tavoitteensa on edistää ja lisätä frisbee golfin harrastamista. Suomen Frisbeegolfliiton alaisuudessa oli neljä kiertuetta, joista kolme organisoitiin ulkopuolisen tahon puolesta.

Frisbee golf on urheilulaji, joka omaa saman perusajatuksen, kuin normaali pallogolf. Sitä pelataan frisbeekiekoilla, jotka on suunniteltu nimenomaan frisbee golfiin ja frisbee golf koreihin.

Tutkimuksen tavoitteena oli lisätä toimeksiantajan tietoa yhteistöiden hyödyistä, haitoista ja kehityskohteista. Näiden saatujen tietojen avulla pyritään kehittämään yhteistöitä tulevaisuudessa. Yhteistyökumppaneiden ja toimeksiantajan tavoitteita kysyttiin eri näkökulmista, koska niiden avulla nähtiin, että mitä kukin organisaatio tavoittelee saavuttavansa yhteistöistä. Yksi tavoite oli myös selvittää, että miten yhteistyö toimeksiantajan kanssa sujui ja että oliko kehityskohteita siinä.

Kvalitatiivinen tutkimus ja puolistrukturoitu teemahaastattelut olivat menetelmät, mitä tässä tutkimuksessa käytettiin, koska ne olivat parhaiten sopivat. Tutkimukseen saatiin toteutettua neljä haastattelua, joista yksi oli toimeksiantajan kanssa ja kolme ulkopuolisten yhteistyökumppaneiden kanssa.

Nämä tulokset auttavat frisbee golfia ja yhteistöitä ottamaan sen tarpeellisen seuraavan askeleen kohti parempaa tulevaisuutta. Yhteistyö toimeksiantajan kanssa koettiin toimivaksi, mutta kehityskohteena olisi lisäresurssien hankkiminen kiertueille, mutta ymmärrettiin, että se ei ole mahdollista nykytilanteen ottaen huomioon

Johtopäätöksenä oli, että mitä enemmän kokemusta organisoinnista ja mitä enemmän omia resursseja yhteistyökumppanilla oli käytössä, sitä enemmän hyötyjä yhteistyöstä oli mahdollisuus saavuttaa. Kaikki osapuolet halusivat kehittää frisbee golfia ja tarjota paras laatuista tapahtumia pelaajilleen, mihin oli mahdollisuus.

Avainsanat (asiasanat)

Yhteistyö, Frisbee golf, Urheilun arvot, Urheiluliigojen organisointi, Suomen Frisbeegolfliitto, Urheilu

Muut tiedot (salassa pidettävät liitteet)

Mäntykangas, Juuso

The co-operations between Finnish Disc Golf Association and its tour's organizing partners.

Researching benefits, disadvantages, and points of improvements from the co-operations

Jyväskylä: Jamk University of Applied Sciences, May 2023, 58 pages

Bachelor of Business Administration.

Permission for open access publication: Yes

Language of publication: English

Abstract

Assignor was the Finnish Disc Golf Association, which is the national head organization of disc golf in Finland. Their goal is to advance and extend the participation of disc golf. There were four different tours under the Finnish Disc Golf Association and three of them was being organized by an external facet.

Disc golf is a sport that shares the same ideology than normal ball golf. It is played with frisbee that is specifically designed for disc golf and has disc golf specified targets.

Goal of this research was to increase the knowledge of the assignor about the co-operation benefits and disadvantages. Also points of improvements of the co-operation was important to improve the co-operation in the future. The goals of the organizers and Finnish Disc Golf Association was asked from different perspectives because they showed the way how the different organizations pursue to gain from the co-operation. One of the goals was to find about how the organizers felt that how easy it was to do the co-operation with the Finnish Disc Golf Association and if there was something to improve on.

Qualitative research and half structured theme interviews were used because they were the most beneficial methods. It was able to conduct four interviews with one being with the assignor and three with the external organizers.

These results help disc golf and the co-operations to take the next necessary step towards the better future. The co-operation with Finnish Disc Golf Association was overall excellent, but the improvement could be the extra resources, but it was understood that with the current resources it is not possible.

In conclusion, the results were that the more experience of organizing the external organizer had, the more benefits they can have from the co-operation. The resources that the external organizer had for organizing also affected the outcome of the result. All the organizers wanted to boost disc golf and offer the best quality events to the players as possible.

Keywords/tags (subjects)

Co-operation, Disc Golf, Sports, Values of sports, Organization of sports leagues, Finnish Disc Golf Association

Miscellaneous (Confidential information)

Contents

1	Introduction	3
1.1	Key terminologies of the study	5
1.2	Motivation for this thesis	6
1.3	Assignor of this thesis.....	6
1.4	Fribastore Masters Tour.....	7
1.5	Prodigy Disc Amateur Tour	8
1.6	Prodigy Disc Pro Tour	9
1.7	Junior Tour	9
1.8	Structure and contents of this thesis	9
2	Research methodology	11
2.1	What is research?.....	11
2.2	Research design.....	11
2.2.1	How the thesis subject was found?.....	12
2.2.2	Potential beneficiaries of this thesis.....	13
2.3	Research problem	13
2.4	Research method	14
2.5	Qualitative research	14
2.6	Data collection method.....	15
2.7	Data analysis methods	16
2.8	Ethics	18
3	Disc Golf	19
3.1	History of Disc Golf.....	19
3.2	Where does professional disc golfers make their income?	20
3.3	Examples of sponsorship deals for the current top professionals.....	21
4	Disc Golf in Finland	23
4.1	Disc Golf history in Finland.....	23
4.2	Statistics from FDGA about the state of disc golf in Finland	23
4.3	Finnish professional disc golfers' commercialism.....	27
5	Organization of sports leagues	29
5.1	Basic ideology of organization of sports leagues	29
5.1.1	Format.....	30
5.1.2	Hierarchy.....	30
5.1.3	Multiplicity.....	30

5.1.4	Membership.....	30
5.1.5	Governance.....	31
6	The values of sports	32
6.1	Management of sports.....	32
6.2	Social value of sports.....	34
6.3	Economic value of sports	35
6.4	Brand value of sports	35
6.5	Disc golf development.....	36
7	Results.....	38
7.1	Benefits of the co-operations.....	38
7.1.1	Social benefits of the co-operations.....	38
7.1.2	Marketing and communicating benefits of the co-operations.	39
7.1.3	Economic benefits of co-operations.....	40
7.1.4	Disc Golf development benefits of co-operations.....	40
7.2	Goals of the co-operations.....	41
7.2.1	Business goals of the co-operations	42
7.2.2	Commercial goals of the co-operations.....	42
7.2.3	Functional goals of the co-operations	42
7.2.4	Disc golf participation goals of the co-operations.....	43
7.3	Have the goals been achieved?.....	43
7.4	Co-operation with FDGA	43
7.5	Improvements for the future	44
8	Conclusion	46
9	Deliberation	47
	References	49
	Appendices	55
	Appendix 1. The half-structured theme interview structure.....	55

Figures

Figure 1. FDGA Member Club Membership 2009-2022..	24
Figure 2. FDGA Membership Growth by Member Type 2019-2021.....	25
Figure 3.FDGA Member Clubs 2009-2022..	26
Figure 4.Finnish PDGA Members 1999-2022.....	27

1 Introduction

Imagine a game that is created by putting together normal ball golf and the throwing of frisbees that are specialized for disc golf. Replacing normal ball equipment with plastic discs and that is disc golf in a nutshell. (Campbell, 2020.)

The basic ideology of disc golf and normal ball golf is that both sports usually have 18 holes in the course, that might differ to 9 or also or even more than 18 holes per course. The biggest difference between them is the equipment and the necessary set of skills required. Golf requires an entire set, golf shoes and clothes and whole host of other gadgets to make you a complete golfer when in disc golf all you need is some discs, usually three. The basket will be in place for you and there is not a dress code in the sport. One major difference in these sports is the cost of it. Depending on where you play, it can cost from 20 to 500 dollars. (KunleHane, 2022.)

Disc golf uses the same style of marking the scores as normal ball golf. The score is counted in the same way, which means that one throw is the same as one stroke. Every hole in disc golf has a par which is connected to the number of strokes it should take to finish the hole. The main goal is to shoot par or less than that. Any strokes more than par increases score, and every stroke under par decreases it. For example, if you throw 5 times in a hole that is Par 4, then the score from that hole is +1. (Campbell, 2020.) If you can complete a hole in disc golf with just one throw, it is called hole in one or an ace. (Marty, N,d).

Disc golf is a simple sport to start. All you need is a disc. Most of the courses are free of charge and there is a great variety of them in Finland. The amount of disc golf courses from year 2000 to 2023 has increased to 60 times bigger. This is based on a website called Frisbeegolfradat and UDisc and they are quite precise on their knowledge. According to this blog post there are over 1000 courses in 2023. (Väyrynen, 2023.)

In disc golf you can keep up the score through your smart phone or just paper and pen also can do that. There are specified applications to keep up the score on the course like UDisc which is the specified for keeping the score cards in disc golf. It can be used as well to measure throws and finding new courses. (The App for Disc Golfers, N,d.)

Disc Golf has been on an incredible raise since Covid-19 entered the world. It was an easy leisure activity to do alone or in a small group while the isolation legislations were present. It has become a global phenomenon. In Finland was made research regarding outdoor activities and disc golf was included in it the first time. The material in the research was collected from years 2019-2021 and the result of the research was that one fifth of adults plays disc golf in Finland. (Neuvonen & Tyrväinen, 2022.)

The growth of the sport has allowed more athletes to do it as a profession, and the numbers are growing all the time. Professionals who had the ability to drop out everything and leave for disc golf tours used to be down in the single digits, but that number has grown exponentially. Players are now able to compete professionally, which means that more people can flock not only to urban regions but to rural courses as well. (Elder, C. 2021). And it is not all about just playing disc golf. It is required to have a certain type of social media presence as well or you cannot reach the highest amounts of earnings. For example, right now the most earning disc golfers earn seven figure numbers. (Hultin & Manner, 2022). In 2020 Jussi Meresmaa, the owner of Discmania, which is a disc golf manufacturing company said that he hasn't seen this kind growth in disc golf in 20 years that he has been a part of the game. (Frisbeegolf kasvaa räjähdysmäisesti Suomessa, 2020). This is a good example of showing how the sport has grown.

Covid-19 crisis was nothing good to the world because it was a worldwide pandemic and did a lot of harm, but disc golf was an exception. In 2020, Jussi Meresmaa said that his company's revenue would be around 14 million euros, almost doubling the last year and the revenue could be even bigger if the production rates would keep up with the demand. (Mäntylä, 2020). In another news article it was said that one shipping container full of discs (approximately around 50 thousand discs) would sell out in 90 minutes. (Karvinen, 2021).

Disc golf has started to make itself a name in media as well. Its biggest asset has been over the years YouTube, where all kinds of disc golf related videos have been available free of charge. Also, the professional disc golfers have seen as a great way of adding popularity among people and a source of income. Sponsorships are also a vital part of the disc golf. It offers the athletes the chance to do it for a living. For example, Paul McBeth marked a 10-year contract expansion with disc golf manufacturer Discraft and the contract is worth 10 million dollars. (Eisenhood, 2021.)

This contract shows how disc golf has become more commercialized and it has more money in the business than ever before.

1.1 Key terminologies of the study

Key terminologies in this study are the ones that is used frequently. This chapter is useful for the reader to understand the abbreviations used in the text and what they mean. Abbreviations helps the text be more fluent.

PDGA = Professional Disc Golf Association is for all disc golfers and the source for disc golf courses, tournament results, and the official rules of disc golf. (Professional Disc Golf Association, N,d).

FDGA = Finnish Disc Golf Association is the national head organization of disc golf in Finland. (Briefly in English, N,d).

PDPT = Prodigy Disc Pro Tour is the premiere Disc Golf Tour in Finland. (Prodigy Disc Pro Tour 2023 Kilpailukalenteri, 2022).

DGPT = It is for the world's best disc golfers and world's biggest stages at the premier venues. The primary goal of DGPT was to create an opportunity to the best disc golfers to showcase their skills and at the same time give fans the possibility to socialize and enjoying together while watching disc golf. (History, N,d.)

DISC GOLF METRIX = It is a software for smartphones and computers, and it allows competitors, media, and fans to look at the scorecards. (News, 2016).

INNOVA, DYNAMIC DISCS, LATITUDE 64, DISCRAFT, DISCMANIA, PRODIGY DISC = All of these are disc golf manufacturing companies. (Best Disc Golf Brands (Manufacturers), N,d).

UDISC = It is the app for disc golfers. With the help of it, it is possible to discover new courses, find next disc golf course to play, score your rounds, measure your throws and much more. (The App for Disc Golfers, N,d).

NBDG = Natural Born Disc Golfer is a disc golf movement from Finland. (Natural Born Disc Golfer, N,d). It is also one of the organizing partners of the FDGA's tours.

1.2 Motivation for this thesis

One of the main purposes of writing a thesis is to enhance the knowledge and academic abilities of the author. Motivation for this subject and research has come from personal preferences regarding Disc Golf and the scene around it. Thesis author has been connected to disc golf around two and a half years now actively and have started to follow the sport thoroughly. In this year the author even purchased a PDGA license that allows the author to compete in the competitions that are under PDGA hosted.

The assignor of this thesis wishes to better identify all the benefits or disadvantages of the co-operation between them and the organizing partner of the tour. It is important to know those both to keep evolving the co-operation between them and when it can evolve that, it is easier to take advantage of the hype around the sport and use it as an advantage towards hosting the tours. We need to realize that all the tours are not similar, but to understand the differences between them and to make the best use out of them, we need to know what they are at first. Also, the most ideal situation would be that this thesis would improve the industry of disc golf and give it the necessary next steps it needs to reach the next level in Finland.

1.3 Assignor of this thesis

Assignor of this thesis is Finnish Disc Golf Association which is the national head organization of official disc golf competitions in Finland. (Briefly in English, N,d). It has been founded in 1998 and since that it has been an active part of Disc golf in Finland (Liiton historiaa, N,d). FDGA is a sport governing body that is focused on the individual sports of frisbee, with disc golf being the most important one. Their tasks are to develop the sport, organize the official competitions and to develop

the co-operations between the disc golf membership clubs and other facets. (Mikä on Suomen Frisbeeliitto ja mitä se tekee, N,d.)

FDGA does not own the rights of disc golf and there are plenty of people who plays disc golf without being in any connection to the FDGA or PDGA. But for those who admire to be more competitive in the sport it is recommendable to be connected into those associations.

All tournaments under FDGA can be found in Disc Golf Metrix which is the official competition system in Finland. FDGA are also a part of the Finnish Olympic Committee. The Sports Community for the first time has created a common sustainability program for the years 2020-2024. This program is done in cooperation with other Finnish sports federations. (Briefly in English, N,d.) FDGA has a vision 2030 and its mission progress and spread the participation of disc golf, improve the physical health of the players of disc golf and wake some real sportsmanship in them. Also, the vision 2030 has four different strategic points which are the following: Childrens and youngsters, club activity, equality, and competitive sports at the highest level and media. (Visio 2030, N,d.)

FDGA is responsible for Finnish Nationals which consists of eight annual competitions held during the period of May until September. (SM-Kilpailut, N,d). The tours that FDGA are hosting also besides the Finnish Nationals, are the ones that is included in this research. Those tours are Prodigy Pro Tour, Fribastore Masters Tour, Prodigy Disc Amateur Tour, and Junior Tour. They will be told more in-depth next.

1.4 Fribastore Masters Tour

Fribastore Masters Tour is meant for over 40-year-old disc golfers. 2022 was the first year when Master age group had their own specific competition tour. The reason for this that the player growth in these age groups have grown in a brief time larger. In February 2022 FDGA did a one-year contract with a disc golf company Fribastore. The contract will allow Fribastore to arrange and organize the tour with the local disc golf clubs. In this tour, there will be five separate events. (Fribastore Masters Tour, 2022.)

The responsible tour manager Lehto Jouni (2022) said that this is done in a way that it takes into consideration of the life situations and schedules of the master aged disc golfers. The executive

manager of the FDGA Tapani Aulu (2022) said that he can't wait how this new tour will turn out to be. He said that it has been coming over the past few years that it is also a fantastic addition to the regular calendar of the FDGA. But he mentions that there might be growing pains, because this is the first time this tour will be held. (Fribastore Masters Tour, 2022.)

The organizing partner Fribastore is a disc golf related company. It is held by Vivosellers. (Myymlät, N.d.) They have three boutiques and they are in Tampere, Jyväskylä, and Lahti. (Fribastore, N.d).

The organizing partner Fribastore is a Finnish disc golf reseller, and it has 3 stores, and they are in Jyväskylä, Lahti, and Tampere. All the stores have a separate store of Vivokauppa which is specialized in barefoot shoes. From Fribastore you can find all the necessary equipment for disc golf.

1.5 Prodigy Disc Amateur Tour

Prodigy Disc Amateur Tour works as qualifying tour for the Amateur Finnish National Championship event. Before this tour was known as Amateur Series and it involved junior classes as well, but now they have their own tour which the author will tell later in the thesis. Prodigy Disc Amateur Tour is being organized by Natural Born Disc Golfer who is called just NBDG with Prodigy Disc and the local disc golf clubs where the event is being held. In this tour, the classes are all amateur classes, and depending on the age and gender, it depends on what class does the player take part of. The responsible tour manager Mikko Wikman (2022) said that this renovation will put this amateur tour in to a new level. And with the head collaboration with Prodigy Disc, it guarantees to the players who participates to this tour that they will make the highest possible amateur tour experience. (Prodigy Disc Amateur Tour – Amatöörien SM-Karsinnat 2022, 2022.)

Natural Born Disc Golfer is a company founded by Juha Kytö. The history of NBDG starts from year 2013. NBDG represents perseverance work for developing disc golf. Countless hours volunteering in the course and events, scenes of the sport and association and in clubs. Their mission is to make world better place with the help of disc golf. While disc golfing, you are mentally and physically in a better shape. Disc golf world is a happy world. Their vision is to fulfill dreams, employ employers in disc golf branch, and offer the best disc golf experiences that you could even imagine on and off the field. Their core values are that they value honest relationship with their customer. They want

to offer more that you could have more. NBDG says that they have all the necessary things what disc golfer needs. (Natural Born Disc Golfer – Unelma, Intohimo ja Yritys, N,d.)

1.6 Prodigy Disc Pro Tour

Prodigy Pro Tour is the main tour for the Finnish Professional Disc golfers. This is the tour where the best players in Finland goes head-to-head. It is provided by FDGA and its member clubs in co-operation with tour sponsor Prodigy Disc Europe. In 2022, there were five events in total in this tour. (Prodigy Disc Pro Tourin aikataulu vuonna 2022, 2022). Prodigy Disc Europe have been organizing this tour since 2018 so it's their fifth year in a row. (Heikkilä, 2022).

Prodigy Disc has been found by Disc Golf World Champions who had the strive to inject innovation towards disc golf. And in 2013 after 2 years of successful testing, they introduced a line of discs. They were evaluated by the highest ranked players in the world at that time and the feedback they received was super positive. Nowadays they produce all type of discs from Putt and Approach to Distance Drivers and they have more than 150 sponsored players. (About us, N,d.)

1.7 Junior Tour

This tour is an exception compared to the others, because the FDGA handled the organizing themselves. Junior tour is meant for minors, girls, and boys. It has the same logic as the Prodigy Disc Amateur Tour so that the events that are in this tour work as qualification events for the Junior Finnish National Championships. There were six events in this tour in total. (Junioreiden SM-Karsinnat: Junioritour 2022, 2022.)

1.8 Structure and contents of this thesis

Next will be explained the structure and contents of this thesis. This is useful for the reader to understand the structure and contents of this thesis and through that it makes easier for the reader to get the most out of its reading.

Chapter 2 consists of research methodologies. It explains that what is research, what is research design, how the thesis subject was found and the potential beneficiaries of the thesis. It goes

through what are the research problems, research method, qualitative research, data collection and data analysis methods, and lastly the ethics.

Chapter 3 discusses about disc golf. It explains that what it is, goes through a little bit of its history, discusses where the professional disc golfers get their income, and highlights some examples of the biggest sponsorship deals made in disc golf.

Chapter 4 discusses about disc golf in Finland. A little information of the history of disc golf in Finland, and after that it discusses about FDGA statistics of disc golf in Finland, and it has different examples shown. It goes through one article where was researched the top 100 most commercially attractive athletes and talks about how the Finnish disc golf professionals involved in it.

Chapter 5 is talking about the organization of sports leagues and what are connected to it. It is important topic for this thesis because it is connected to the organization of the tours.

Chapter 6 talks about the important themes for this research, so it is about the values of sport. It consists of the management of sports, and social, economic, and brand values of sports and lastly about disc golf development.

Chapter 7 consists of the results of the interviews. First it discusses about the benefits of the co-operations, from the perspectives of social, marketing and communications, economic, and disc golf development benefits. Then it is about the goals of the co-operation, and it includes the business, commercial, functional, and related to participation of disc golf goals. It also discusses if the goals have been achieved or not, The overall co-operation with FDGA, and the improvement suggestions for the future.

Chapter 8 includes the conclusions of the research. This is about how the results have affected the original research problem and creating solutions to the research questions.

Chapter 9 is about the deliberation of the research. It includes the evaluation of the reliability of this research, future research suggestions, and overall success of the research and points of improvement in it.

2 Research methodology

This chapter describes different aspects of the research and describes research design, research problem, and methods. Throughout this chapter, the reader should understand what the starting point for this study was and where it is headed. In addition, it describes the various processes during this study to know why this research was necessary and how the selected methods were used. This chapter explains why it is important to do research for the assignor regarding this topic.

2.1 What is research?

Research involves acquiring new knowledge on the subject. Knowledge can be used as the development of new concepts or as an advancement of existing knowledge and theory. This will lead to a new understanding, which was previously unknown. (What is Research? – Purpose of Research, 2020.)

There are few main research methods, qualitative and quantitative research. Qualitative research focuses on non-numerical data collection and for that it is good to use open-ended methods, like interviews, case studies, and focus groups. (What is Research? – Purpose of Research, 2020.) Qualitative research is the right choice to make when the number of interviewees is not big and when the phenomenon hasn't been researched thoroughly and the wideness of knowledge or understanding is on a low side. Quantitative research method is the opposite of qualitative. It focuses on collecting and analyzing numerical data with the help of statistical analysis. (What is Research? – Purpose of Research, 2020.) Quantitative research is the correct method to use when the research aims to gather lots of responses. This can be achieved by using for example questionnaire.

2.2 Research design

Research design is necessary because it provides the tools of the various research procedures. It helps the creation of research maximize its professionalism, using maximum information with a minimum expenditure of effort, time, and money. (Akhtar, I. 2016.) Research design goes hand in hand with the research problem. It is important with research design to ensure that the evidence that have been gathered makes it possible to address the research problem with logic and as unambiguously as it can be. This is important to keep the content of the research useful and so it

does not go to waste. When it comes to research design, it's important that the decisions that are made in the research design will be justified. Also, the researcher needs to think critically about what information is required to address the research problem because if it is not done, it can cause harm to your research. (Types of Research designs, 2023.)

2.2.1 How the thesis subject was found?

Author contacted Finnish Disc Golf Association in the spring of 2022 asking if they had any possible thesis subjects that they would want to be taken a deeper look at. For the author it was clear a long time that the thesis would like to be done relating to disc golf. Then FDGA approached the thesis author with a subject of researching their tours that they are responsible for. It is a subject that FDGA doesn't have any proven facts supporting that what are the main benefits as well as potential areas to develop in the collaboration between FDGA and the tour organizers.

Through these co-operations between FDGA and the disc golf companies the aim is to find advantages of the sport in general also. For example, through these co-operations the goal is to increase the attractiveness of disc golf from the perspective of the people in general because more people we can engage to the sport, the more it will keep growing and the more financially stable it becomes. Other goal of this thesis is also to find ways to increase the business side of disc golf and the attractiveness of it. Find more ways to use other methods for others benefit as well. Also, the need of increase in the active disc golfers and the need of evolving the professional tours is necessary to keep up with the growth of the sport. These things would be the ideal outcome of this thesis and if it is able to offer tools to other similar type of tours the tools how to evolve their own co-operations.

In sports there are a lot of co-operations between parties, and they produce different kind of benefits, regarding the type of the co-operation and the sport. But there are the usual types of benefits that the co-operation produces, like social, economic, brand image, or the development of the sport, also the league management or improvement. All these benefits are connected to this research because from these perspectives the research tries to look the outcomes. These benefits can also be looked from the other side as disadvantages but in that case the important part is to look the opportunities to improve and change the disadvantage to benefit the best as possible.

These matters are central in this research because the goal is to find the benefits and the challenges what to improve in this co-operation.

2.2.2 Potential beneficiaries of this thesis

Furthermore, when the thesis is written in English, it can have potential recipients of all the benefits and disadvantages the research provides around the world and will show a way how the same kind of tours in sports can benefit from the co-operation between the association and organizing partners. This is a vital thing to show why disc golf partnerships can be crucial to a disc golf related company and why it could be beneficial to apply into an organizer role.

This research is aiming to find the benefits of the disc golf interest and the improvement of the business economics of disc golf. The goal is to find the avenues how to develop tours and the collaboration to a direction which would assist in developing the economic, social, brand image, and value of disc golf and how it is possible to develop the series to be valued as a professional series in the perspective of everyone. All these point of views makes the big picture more valid.

2.3 Research problem

The research problem for this study is that the FDGA doesn't know that how the co-operation benefits them or the organizing partner of the tour in any detailed way. The disadvantages of the collaboration are not well recognized by neither one of the cooperation parties. Without the knowledge of those, they can do some wrong decisions if they do not know their full potential where they can reach at its maximum. Disc golf being a quite an old sport it still has quite little existing literature which makes it a bit more challenging to find reliable sources of information. The reason for this is that disc golf popularity started to grow massively in 2010 century. It complicates this study is all about and the author is forced to rely on the sources found.

The study was divided into two main research questions:

What management benefits and disadvantages the current collaboration format aims to and produces?

How the organizing partner and FDGA view the co-operation could further develop social, economic, brand, and disc golf development value from their cooperation model?

2.4 Research method

As mentioned, disc golf is a fairly old sport, but it has emerged in recent years as it has never really emerged. But little is known about this beneficial topic for the FDGA and the organizing partners of the tours. This is why this study uses qualitative research method, since according to Kananen (2008,32) qualitative research as a method is preferred when the study is researching phenomena that do not have enough information and literature. This is also the best choice for this thesis also because qualitative research often answers the questions: how, what, in what ways, and why for different actions or phenomena, all of which are important questions while solving the research problem (Saldana, Leavy & Beretvas 2011, 30).

2.5 Qualitative research

In qualitative research, opinions and expectations can remain independent during the research process and its purpose is to come up with new solutions and ideas on how to evolve the collaboration between the parties of this thesis. This method is the best solution for this thesis because it allows researchers more flexibility in planning and executing the procedure. (Eskola 1988, 14-16.) It is important factor of the research method because it is impossible to see the outcome of the research with this topic. Disc golf has emerged in the recent years, so we are ahead of something new with it. The FDGA having so few people to interview because there are only four tours they are conducting; it is important for the researcher to being able to improvise and have ability to ask the necessary things while interviewing the leaders of the touring organizers. Also, flexiblenss allows that during the study to show the way for the research to be in the direction needed and to fill in some gaps in the literature review if the information provided by the interviews was not as expected.

Most qualitative research studies use some form of interview since it allows the interviewed individual to express themselves easily and provides the opportunity to say it using their own words, but it offers a possibility to have spontaneous answers or conversations regarding the subject (Saldana, Leavy & Beretvas 2011, 33).

2.6 Data collection method

As a method of a data collection, this study uses semi-structured interviews, ensuring that there is some structure in the form of pre-decided topics and questions to be discussed in each interview. The difference between this data collection method and the structured interview is that there are no predefined answers, which allows the respondents to construct their responses as they wish. This is a way to ensure that the interview has some structure to ensure that the research gets the valuable information it needs but leaves some liberty to discuss those important topics. (Eskola 1998, 63-64.) This qualitative research data collection methods may involve many different tools, for example notebooks, computers, or audio recorders, but the most important data collection tool is the researcher itself, because they are the ones making the observation and are an active part of the actual data collection. (Saldana, Leavy & Beretvas 2011, 32.)

In this research the author will interview the head people of the organizing companies of the series who has been responsible for them to find the answers that will benefit both parties. Also, the FDGA representative will be interviewed to see their perspective regarding the co-operations. It is also important to see which are the goals for the FDGA to find development solutions that can be realized by both parties.

This research is aiming to find the benefits of the co-operation between FDGA and the organizing company of the tour. It will be looked from the perspectives of social, economic, brand image, and disc golf development. This research will try to show the lacking parts of this co-operation. There are four tours and author will reach out to three of them, because three of the four tours are being organized by external organizer. The more interviewees this research would have, the more reliable the outcome of this research is and the more the parties will benefit from these most likely. The disc golf industry is still developing and growing in Finland and are in a developing time era, that's why it is crucially important to interview all of them to seek the biggest benefits from the perspective of disc golf growth. This topic doesn't really have any former database to rely on, so this would be something new, where it could be refined over the years.

2.7 Data analysis methods

Methods of data analysis in qualitative research focus on words, descriptions, concepts, or ideas. Qualitative research investigates the “softer side” of things to discover and characterize research answers and get most out of them. (Warren, 2020).

It is highly recommended to listen to the recording immediately after the interview is over, as the conversations are still relatively fresh in the researcher’s memory. The faster the researcher goes back to the recording and makes a copy of it for security reasons as soon as possible, which also ensures that it is available and will not disappear anywhere. After conducting the interviews, the audio or video recordings are transcribed into a readable document, so the data can be analyzed. There is software available that can record the interviews, but when you do it yourself, it helps to start the data analysis process and ensure the data is as accurate as possible. According to the research itself, it is not always necessary to transcribe the entire interview verbatim, but to include all necessary dialogues related to your research question or problem. (Saldana, Leavy & Beretvas 2011, 39, 45.)

There are two main analysis of material methods, quantitative analysis and qualitative and they involve different kind of methods for different purposes. Quantitative analysis is all about describing the material and interpret the material through statistics and numbers. The goal of qualitative analysis is to parse the quality of the research target, the features, and the meanings comprehensively. But most of the method terms are in the middle of qualitative and quantitative analysis styles. (Aineiston analyysimenetelmät, 2021).

In this research will be used two different methods of analyzing, which are thematic analysis and typification. Thematic analysis is a basic method of qualitative analysis, where in the research material is trying to understand the most crucial subject matters that are in the research material. As thematic analysis can be understood the topics that comes up in the research material one way or another. It as an analysis method proceeds about forming the themes and grouping to their more precise and more detailed checking (Teemoittelu, 2016.) For example, in this research, one of the themes could be the benefits of the co-operation, and when going into more detailed, for example how the co-operation has benefitted the brand image of the organizing company of the tour.

Typification is a basic method of qualitative analysis, in the research material will be encapsulated the most frequently or the most typical attributes, chain of actions or meanings. The material the goal is to simplify and generalize with the help of the analysis to illustrative types. With the help of the material, in the analysis we can form descriptions of typification. So that it would be worth it, the analyzing material needs to be adaptable to typification and it needs to be wide enough. (Tyypittely, 2016.)

Conversations that impact research will not be transcribed entirely, because it is not the most efficient way to recognize the vital parts for this research. Also, there won't be mentioned any names to keep it impossible to identify the interviewee or the organization represented. Placing some of the answers in different categories will help the researcher to analyze and compare the different data received from the conversations (Saldana, Leavy & Beretvas 2011, 92). Once transcription is documented, responses are divided into different categories based specific topics or questions that appear among all the interviewees.

This study was able to gather 4 interviews with 3 different organizing companies of the tours and one member of the FDGA. The interviewees from the organizing companies are employees who are in a leading role of organizing the tour behalf of the company. All the interviewees received the themes of the interview at least 24 hours before the interview took place so that they would be a prepared and they know the topics of the interview. All topics are related research problem solving. These interviews will be conducted through Microsoft Teams. They will be performed, transcribed, and analyzed in Finnish but translated into English in the thesis. The interviews will include audio, but also video if the interviewee consents, although this is not an important part of data collection. All interviews are recorded via video recording via Microsoft Teams and to ensure that if something goes wrong with Teams, the author used a mobile phone app called Voice Recorder App- VRA to ensure that the interview remains secure and can be listened again after the interview has taken place. The Microsoft Teams recording will be downloaded to the author' computer and the Voice Recorder Application recording will be saved to the researcher's phone; however; the recordings will be deleted once the study is published to ensure the anonymity of the participants.

2.8 Ethics

The researcher must also ensure that the results gathered from the interviews and documents will be reliable, which will require the author to plan and focus on quality control. In qualitative research, it is difficult to guarantee absolute reliability because research is based on people and their opinions, which can change within a day for example, are highly case-dependent.

The metrics used to evaluate the research quality are reliability and validity. Reliability focuses on the research process itself, and its primary goal is to establish a procedure that would yield similar research results if repeated by others. Validity, on the other hand, is concerned with research planning and design, where its objective is to ensure that research focuses on the right factors to achieve successful research which is the goal of the study. Although these concepts are useful and require constant monitoring by the researcher, in qualitative research it is not possible to accurately measure success or reliability of the study. Finally, the researcher is the one who assesses the reliability of the study. (Kananen 2014, 145-147.)

3 Disc Golf

DGA First in Disc Golf (N,d.) explains disc golf as:

“Disc golf is like traditional golf, however, instead of using golf clubs and balls aiming for a hole, disc golf players use disc golf discs and aim for a disc golf basket which is a pole extending up from the ground with chains and a basket where the disc lands. The object of the game is to complete each hole in the fewest number of throws, starting from a tee area and finishing with the disc coming to rest in the basket. Generally, a course is made up of 9 or 18 holes. Players start at hole one and complete the course in order, playing through to the last hole. The player with the lowest total cumulative throw’s wins. “ (How to play disc golf, N.d.)

Disc Golf stems from golf but it has differences when it comes to using hands and the equipment. The basic ideology of the sports is that both sports usually have 18 holes in the course, that might differ to 9 or also or even more than 18 holes per course. The biggest difference between them is the equipment and the necessary set of skills required. Golf requires an entire set, golf shoes and clothes and whole host of other gadgets to make you a complete golfer when in disc golf all you need is some discs, usually three. The basket will be in place for you and there is not a dress code in the sport. One major difference in these sports is the cost of it. Depending on where you play, it can cost from 20 to 500 dollars. (KunleHane, 2022.) In disc golf you can basically survive with the cost of one disc which is usually around 15-20 dollars, but as you play more disc golf, you want to expand your discs to more because different discs have different use causes. So, the starting doesn’t cost much but when you get to the point you want to get better all the time, it is the point when the disc golf starts to cost more.

3.1 History of Disc Golf

The modern disc golf has been making its history since the late 1960s. The first frisbee golf courses were “object courses”, using all available on-course any objects such as trees, light poles, chicken wire baskets etc. The sport’s origins go back to when a man named Ed Headrick designed the modern Frisbee while he was working for Wham-O Toys in the 60’s. Headrick was captivated by flight and the feel of control of the frisbee. He saw the potential of the record far beyond what anyone

could envision or imagine for disc golf. Headrick was one of the main driving forces of early Frisbee sports and he founded the International Frisbee Association, established the Junior Frisbee Championships, established, and organized the World Frisbee Championship and was the key to the creation and normalization of disc golf in general. (Orzech, 2001.)

Disc golf was officially recognized when Hendrick invented the first Disc Pole Hole catching device, essential part of Disc Golf's creation. The Disc Pole Hole consisted of 10 chains suspended parabolic above an upward opening basket. The Disc Pole Hole became like the "hole" in a ball golf in disc golf and it was installed for the first standardized target course. Hendrick said that one of his many inspirations when inventing the basket was so he and his friends could keep playing instead of arguing over whether the result he threw hit the intended target or not but with the Disc Pole Hole target the disc needed to stay in the basket for the hole to end. The first official disc golf course was built at Oak Grove Park in Pasadena, California by Headrick in 1975 and it was an instant success. (Orzech, 2001.)

3.2 Where does professional disc golfers make their income?

Professional disc golfers have several income sources nowadays and it is not concentrated only of playing disc golf and winning. It is also about social media presence, sponsorships, etc. They will be discussed more in-depth in the coming chapters.

When becoming a disc golf professional, most likely you will make a sponsorship deal with some disc golf manufacturing company. Their incomes come from a variety of tournament payments and sponsorship deals. In the case of many professional disc golfers, most of their income comes from the sale of fundraiser and signature discs. Professional disc golfers typically get 2-5 dollars for every signature disc sold. These discs are a bit more expensive than the normal stock of the same mold. By buying these fundraiser or tour series discs, you can support those players. (Miller, 2022.)

Disc golf manufacturing companies like for example Innova pay their professional players bonuses for winning tournaments while they represent their brand. And the bigger the event, the more money they make. For example, a sponsored professional disc golfer may get an additional 500 dollars of their prize money for winning a PDGA sanctioned B-tier event, 1000 dollars for winning

an A tier sanctioned event, and up to 10,000 dollars for winning a National Tour event. (Miller, 2022.)

Wages for their team members are paid by some companies like Latitude 64 and Dynamic Discs. It is dependable on their skill and value to the company. Lower tier sponsored players receive between 1000-5000 dollars per month. Some sponsored pros just get tournament registration fees paid for or gas reimbursements as their sponsorship's deals. (Miller, 2022.)

In most disc golf tournaments, the top 40% of the players receive a payout. Some sponsors will pay competition fees to professional players, but for the most disc golfers, if you don't finish in the top 40% of the recipients, you could lose money when playing professional disc golf tournaments. (Miller, 2022.)

Self-promotion is a vital skill for disc golf pros. Nowadays when social media is such a key part of disc golf, they can boost their knowledge among people. For example, one of the most recognizable disc golf professional, Eagle McMahon is known for his successful YouTube channel, it helps to complement his professional income. (Cambpell, 2022.)

3.3 Examples of sponsorship deals for the current top professionals.

Like mentioned earlier in this thesis, in 2021 Paul McBeth signed a 10-year contract extension with disc golf manufacturer Discraft and the contract is worth 10 million dollars. (Eisenhood, 2021).

That was the base for bigger contracts and a lot of contracts have not brought out to publicity with detailed information. After McBeth, the biggest name in disc golf is Ricky Wysocki. In 2022 Wysocki signed a 4-year, 4 million endorsement deal with Dynamic Discs, matching McBeth's 1-million-dollar average annual contract value the highest in disc golf history. Wysocki also received a 250 thousand dollar signing bonus paid in bitcoins, the first such arrangement in disc golf. (Eisenhood, 2022.)

In women disc golf the biggest contracts announced are made for Kona Panis and Kristin Tattar. Tattar signed a 4-year contract extension worth 500,000 dollars with Latitude 64 which will keep her with the Swedish manufacturer through 2025. She has been a part of Latitude 64 since 2017 and she was the second highest rated FPO player in October 2021. (Wineka, 2021.)

Panis signed a 4-year deal worth 500,000 dollars with Dynamic Discs. It ties the biggest ever announced FPO sponsorship deal which is the Tattar's contract. These contracts were a milestone for the female disc golf and it's going to be a goal to worth achieving because it is possible that you can do this sport professionally and really make money out of this. Panis has spectacular social media game presence, which is an important aspect of being a pro nowadays. (Eisenhood, 2021.)

4 Disc Golf in Finland

Nowadays the state of disc golf has changed in Finland. The amount of people that participates in disc golf has increased in Finland since 2011 rapidly. Good example of showing the state of disc golf in Finland is according to UDisc (2022) in Finland is played most disc golf in the whole world. (Williamson, 2022).

Next chapters talk about the state of disc golf in Finland now, little basic background of the history of disc golf in Finland, and how disc golf has reached a commercial spot among other sports in Finland.

4.1 Disc Golf history in Finland

First frisbee's are known that are brought to Finland in the late 1960s and they were brought by travelers and exchange students from United States and Canada. First Finnish Championship were held in Helsinki and to be precise in Tali disc golf course in 1978. (Poimala, N,d.)

Finnish Frisbee Association was founded in 16th of May 1978 in an event where they showed for example videos of the Disc Golf World Championships from the United States. Event was held in Helsinki by Amexpo's minority stakeholders Jukka Porko and Leo Luoti. Quite soon they changed the name to Finnish Frisbee Golf Association. Significance worldwide visibility frisbee got in Finland in 1979 when Finnish Disc golf Championships were held in Helsinki Olympiastadium almost 10000 people watching it there live. (Poimala, N,d.)

4.2 Statistics from FDGA about the state of disc golf in Finland

Disc golf has increased its popularity rapidly over the past years. In this chapter are going to be showed and discussed about the popularity of the sport in Finland, course amounts, the FDGA.

FDGA Member Club Memberships 2009-

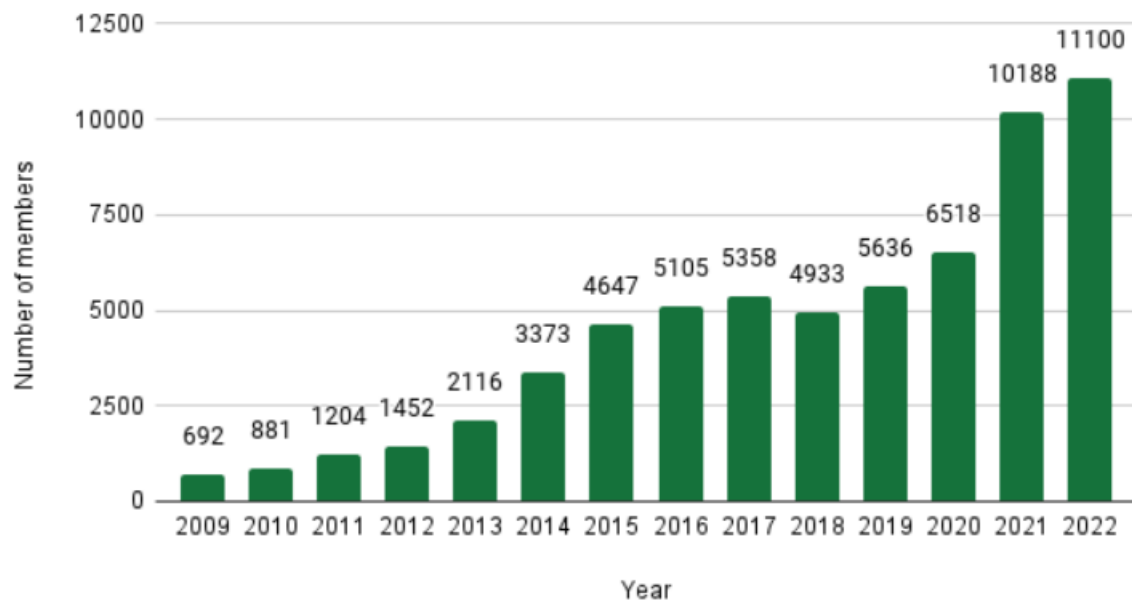


Figure 1. FDGA Member Club Membership 2009-2022. (Tilastoja ja lukuja, 2022).

In the FDGA Member Club Membership chart, the growth of them has been huge over the past 13 years which the chart is showing. The growth has been on a steady rise with the exception from 2017 to 2018 when it collapsed little bit because the membership service was switched to a new one, but after 2018 it got back on the right track. The most rapid growth part is from 2020 to 2022 because it was Covid-19 time and disc golf's popularity increased rapidly at that time.

FDGA MEMBERSHIP GROWTH BY MEMBER TYPE 2019-2021

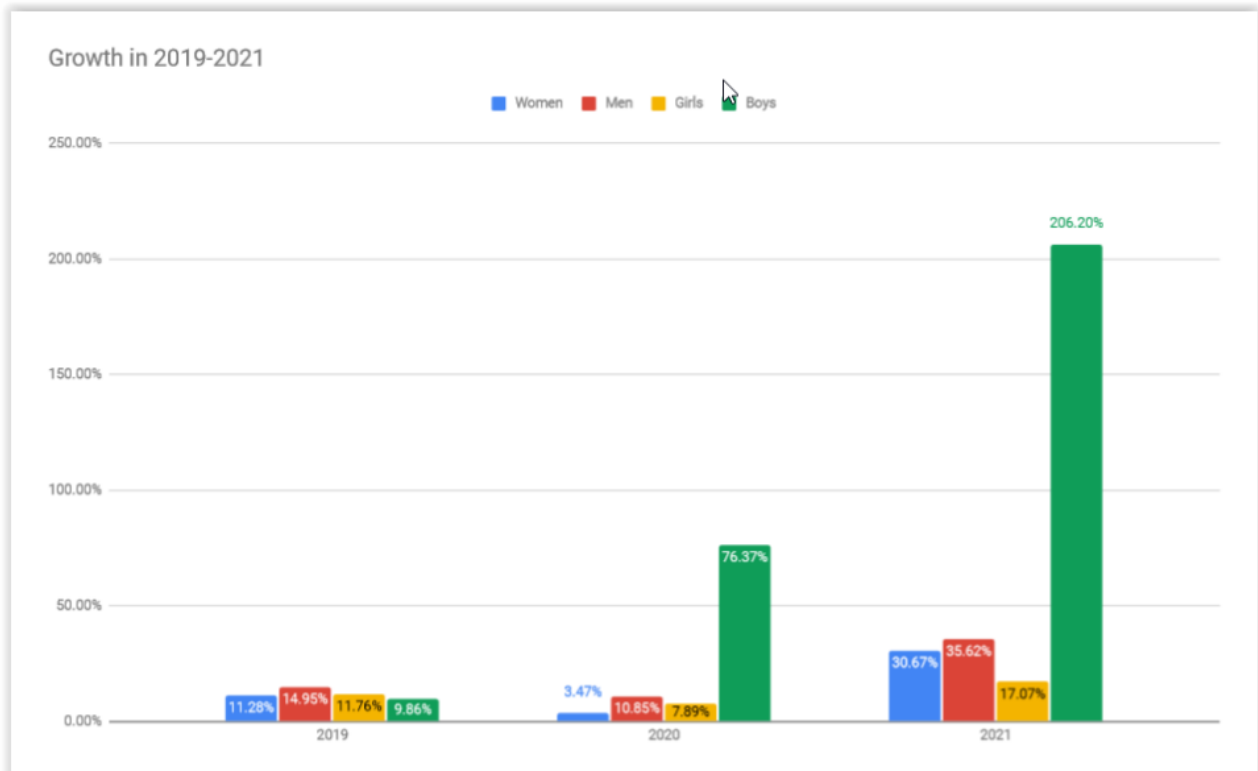


Figure 2. FDGA Membership Growth by Member Type 2019-2021. (Tilastoja ja lukuja, 2022).

In the FDGA Membership Growth by Member type 2019-2021 chart is measuring the growth by different member types which are women, men, girls, and boys. Women and girls' growth was bigger in 2019 than in 2020, but it grew for the 2021 measurement. Also, in the men part the percentage got lower from 2019 to 2020, but it grew as well for the 2021 measurement. The biggest growth in this figure happened with boys, the growth was rapid and on a rise all the time. The biggest growth in the chart happened with boys from 2020 to 2021.

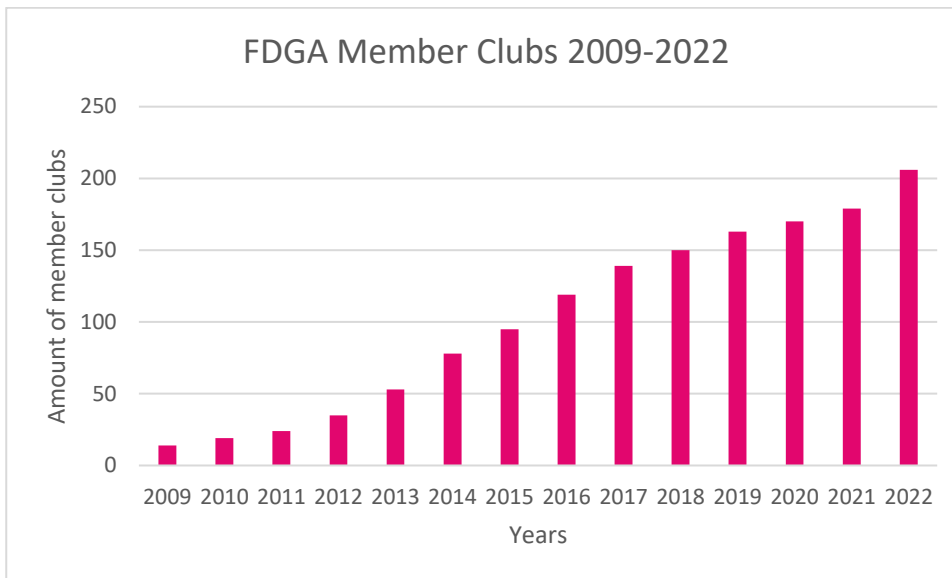


Figure 3. FDGA Member Clubs 2009-2022. (Tilastoja ja lukuja, 2022).

As the FDGA Members clubs figure shows, it has been on a steady rise since it has been measured. The measuring started at 2009 with 14 member clubs and in 2022 it was 206 in total. This shows how big the sport of disc golf has evolved to be in Finland. Through the evolution, it has gained more interest among people and have been able to gather more people to form more member clubs and in Finland there are a lot of voluntary people to maintain membership clubs. These are vital points of the steady growth.

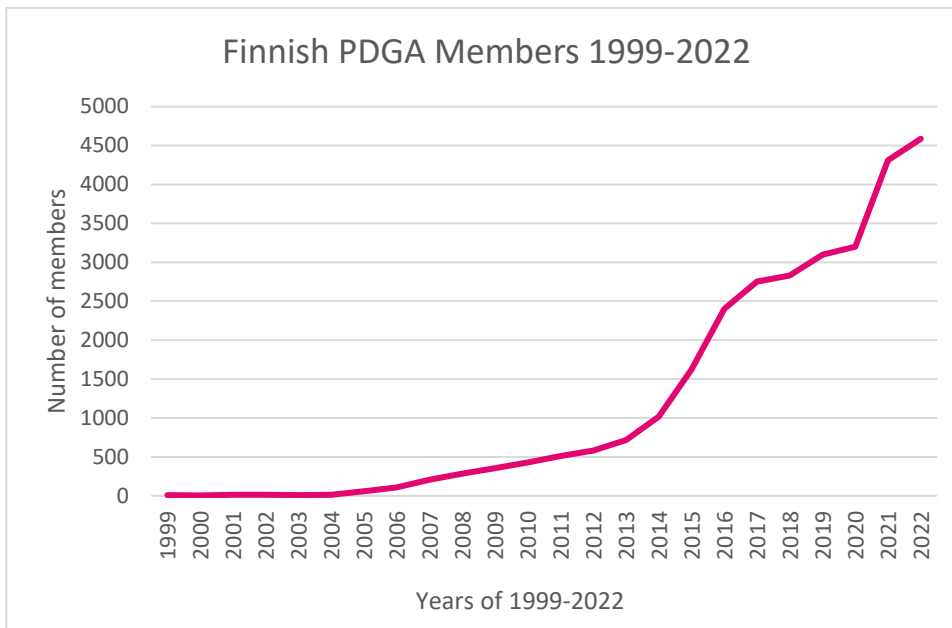


Figure 4. Finnish PDGA Members 1999-2022. (Tilastoja ja lukuja, 2022).

This figure represents Finnish PDGA members from 1999 to 2022 (5.12.2022). In 1999 there was 8 members, and in the end of 2022, there was 4587 members. In 2014 the measurement reached 1000 members and after that year, the growth was more rapid than earlier. The biggest growth came in between 2020 and 2021 when the membership grew with almost 1000 new members. Like earlier said in the chapter and thesis, it has a lot to do with Covid-19 crisis and the hype the sport received that time.

4.3 Finnish professional disc golfers' commercialism.

Finnish website called 10.fi did research regarding Finnish professional athletes. Their research's goal was about finding the top 100 most commercially interested athletes in Finland. The research researched almost 300 active athletes in Finland. This was first if its kind done in Finland. The base ground of the points was divided into four parts which were social media, the state of the sport, state of athlete, and the brand of the athlete. (Simsiö, 2023.)

The result of this research shows the real state of disc golf in Finland. In the top 100 list was listed three professional disc golfers. Väinö Mäkelä, Niklas Anttila, and Eveliina Salonen. Mäkelä was ranked 11th, Anttila 16th, and Salonen 68th. Mäkelä and Anttila are the most popular disc golfers

in Finland and Salonen is the most famous women disc golfer in Finland. To put this into perspective if we compare how golf did in the same rank. Golf has four people in the list in total, but the ranks are much worse. The best is 66th and the worst is 94th. (Simsiö, 2023). This shows the state of disc golf in Finland, how popular it has become and the commercial state it has as well.

5 Organization of sports leagues

In theoretical background it's important to go through the main aspects of the research and organization of sports leagues is connected to it in a super important way. FDGA tours are all about the organization of the leagues with the help of the external facets. In this chapter the basic topics in organization of sports leagues will be told. This topic is vital for this research because it helps to understand the basics of what is needed in organizing the sports leagues. This chapter will be talked from a perspective of team sports, but this includes disc golf tour organizing even though the players are not a team, but a one athlete.

5.1 Basic ideology of organization of sports leagues

Noll (2003) explains organization of sports leagues shortly as following:

“Team sports require coordination among contesting teams because the main product, a game, involves at least two distinct entities. Teams must agree on the rules of the game, the time and venue at which it will be played, the identity of the officials who will enforce the rules and keep the score, the responsibility for marketing the contest if one objective is to collect revenue, and the procedures for dividing the revenues and costs of the contest. These decisions sometimes are made between contesting teams on a game-by-game basis. But if several teams regularly play each other, this approach is highly inefficient, and provides an incentive to create a league – a group of teams that schedule games and develop other policies and rules for for the purpose of determining a champion.”

As for team sports, the most normal organizing is that they are organized into leagues. Sports teams has to make at least five types of decisions about the league structure, and they are as follows: Format, Hierarchy, Multiplicity, Membership, and Governance. (Noll, 2003.) They will be discussed more in-depth next.

5.1.1 Format

Format is a method of determining a champion by scheduling matches. There are two different types of fixtures to which a tournament can apply and that is a round robin or a knockout. Single round robin competition is when a federation creates a schedule for a season for each team and all teams play a predetermined number of matches against other members of the league and the champion is decided by how to aggregate the results of all matches. A knockout tournament on the other hand, involves removing teams from the schedule after losing a certain number of matches. (Noll, 2003.)

The advantage of tournaments has over round robins is economic. Tournaments greatly increases the importance of each game played and thus create a higher demand for game. (Noll, 2003.)

5.1.2 Hierarchy

Hierarchy is the lower and higher quality of the relationship between leagues. And most of the teams are being organized into a hierarchy of leagues. Good example of high level of hierarchy are premier league and minor leagues.(Noll, 2003.)

It is attractive to the nature of demand that sports organize themselves into hierarchies of leagues. The league hierarchy allows weaker teams to gain other types of advantages. (Noll, 2003.)

5.1.3 Multiplicity

Multiplicity is the number of leagues at the same level of the hierarchy. Sports vary to the extent that the level type in the hierarchy is divided into divisions or into several leagues. The term “multiplicity” is better than “competition” because several leagues at the same level of hierarchy may or may not compete, and it depends on the league’s membership rules and operating procedures. (Noll, 2003.) This forms the entity for the multiplicity of the organization of sports leagues.

5.1.4 Membership

Noll (2003) says that “Membership refers to the conditions in which a team enters or/and leaves a league.” The procedure for identifying its members is an important part of the organization of

league. All leagues have the possibility to expel a team if they are unable to attend to match, can't field a team of appropriate quality, do not follow the rules of the leagues in purchasing and paying players, plays in a facility that is substandard or discredits the sport. Although evictions are rare, they are not unheard of. (Noll, 2003.)

It is said that the most crucial choice concerning league membership is the decision whether to adopt promotion and relegation. In addition, an important difference between fixed-membership and promotion-relegation leagues is that the former can only effectively prevent local competition between the participating teams in the league by creating exclusive territorial rights. (Noll, 2003.)

5.1.5 Governance

Governance is the method used to apply and determine the rules and policies of the tournament. Two radical issues regarding the governance of sports leagues are to pertain to the ownership structure of leagues and teams. Also, the extent to which an independent body can play a role in league operations. (Noll, 2003.)

Most professional leagues are held roughly in the same way. And the most important difference between confederations of joint ventures and single-entity leagues is the degree to which their decisions are concentrated on matters of resource allocation and league memberships. (Noll, 2003.)

6 The values of sports

In the theoretical background it is important to go through the themes of research questions, so that the reader has more in-depth vision of them. Here are the research questions and the themes that they bring up:

What management benefits and disadvantages the current collaboration format aims to and produces?

How the organizing partner and FDGA view the co-operation could further develop social, economic, brand, and disc golf development value from their cooperation model?

This research is focused on specific sport management topics such as economical value of sports, social value of sports, brand value of sports as well as sport development. In the research questions pops up themes like social, economic, brand image, and disc golf development value. The management of sports is a vital one in this research as well. In the following chapters they will be discussed more in depth.

6.1 Management of sports

Management of sports is a wide topic. But when it comes to the management, a professionally managed sport relies on strategic management which is the following: lean and flexible structure, selected investments, focusing on results, training talents, developing the sport massification and internalization programs and projects. It talks about the stellar performance of its athletes and teams, its champions, its professional managers, its marketing structure, its balance sheet, and its financial report. (Importance of Sports Management, 2020.)

Sports management includes terms such as athletes and teams, champions, professional managers, marketing structures, balance sheets, and financial statements. The basic definition of an athlete is one who regularly engages in physical activity and exercise. (Adami & Garza, 2020). A team in sports is considered to a team that has individuals in it. Champion and winner doesn't qualify for the same meaning. Everyone can be a winner but not everyone can be a champion. Champion is

someone who takes others into consideration as well and tries to improve others too. (Englehart, 1995.)

A manager is not a person who is able to do all the work for his team, but a manager can influence the team's overall performance and enhance it. (Tasks and Responsibilities of Professional Managers, N.d). In sports, the sports manager is someone who organizes and can oversee the activities of sports teams and can work for any level of sports, whether it is professional or recreational. (Learn about being a sports manager (with duties and salary), 2023). Market structure shows how different industries are classified and differentiated based on the business they are a part of. (Market Structure, 2023). Balance sheet is all about financial statement. It reports a company's assets, shareholder equity, and liabilities at a certain time of the year. (Fernando, 2022.) At its base level, financial management is about practicing the making of business plan and ensuring that all departments stay on track. (Strutner, 2022). These parts form the sports management entity, that is necessary for it.

First step concerns strategic planning, which is characterized by a series of actions to be taken over a period to achieve all the objectives of the formulated plan. This first step is in amateurishness in the base structures of current sport institutions, whether they are clubs, federations etc. In many cases "sport companies" only make short-term plans for survival rather than development and growth. (Importance of Sports Management, 2020.)

The second step in sports management is about the organization and how to plan the overall structure for successful strategic planning. To make this a success, it is necessary to develop an organizational chart for the entire company, select investments, develop programs, take measures to popularize and internalize the sport, and develop a marketing system. In so-called "sports company" organizations, it has been observed that the same person is responsible for multiple positions, and sometimes even all positions, reducing the likelihood of realizing the full marketing potential of sports and it shows amateurism. (Importance of Sports Management, 2020.)

The third and the fourth step are about implementation and accommodation. These steps are taken after all the planning and organization has been done to see if anything goes as planned. Successful implementation and execution of a strategic sports plan requires leveraging the full

marketing potential of each sports product, and professional training by qualified professionals to ensure that the product is a success for the company. Regarding this, management is required to achieve these. Considering all sectors of the industry, the sports sector has the lowest number of qualified personnel. (Importance of Sports Management, 2020.)

All these steps mentioned are vital to have a beneficial sports management. Even though we must take into consideration that disc golf in the world of sports is still quite small, but we can still take notes from these steps how to implement the necessary things to reach the result that is desired.

6.2 Social value of sports

The social value that sports provides is huge. It offers different perspectives to different people. The main values it offers are that you can experience it together with family, friends, and over all people. It increases your social capital and maintains the relationships you have from sports. There are more dimensions to this topic such as participation to sports, being part of a community, learning and growing of the social and sport skills, and personal well-being. After all, when thinking about a sports club, it offers people with similar mindset a platform to interact in a sports activity they enjoy. (Laitila, 2023).

There are also more in-detailed social benefits of the sport. There are social benefits like reduced risk of chronic disease, dementia, and falls. It improves mental health and wellbeing and volunteering benefits and improves education and employment outcomes. (Gardiner, Murray-Douglass & Zubrik, 2020). These factors are the ones included in the research, but they mentioned other factors that needed more research to quantify them.

Disc Golf is connected to social values because it is a sport, which is available for all. Disc golfing can be done alone or in groups, and it provides the possibility of getting social benefits. The disc golf players in Finland are a community and they share the same passion and love for the sport and that helps to achieve the social benefits of the sports.

6.3 Economic value of sports

Sports wouldn't be able to operate without the economic side. Everything needs money to work. For example, sports contribute to the economy with supporting employment, adding to the economic output through commercial activities, contributing towards increasing expected life span of the population, facilitating better lifestyles that has the possibility to lead to increased income levels, it also helps to avoid healthcare costs, and there are more social benefits as well. (Nelson, 2020). These are as well values because the economic word includes quite of variety of different meanings and there are even more values to come from the perspective of economic.

Sport is now becoming an important part of the countries of socio-economic development, and if actively participated and practiced, it will bring certain economic benefits. Examples include improving community health, reducing healthcare costs, introducing character discipline, producing better leaders, and strengthening social cohesion. The holding of large-scale sporting events contributes positively to the economic development of the country by contributing to various economic aspects, such as job creation, infrastructure development, securing the inflow of foreign capital, and the production of players and athletes. Putting all these facts together, we can conclude that the impact of sport on the economy and society is multifaceted. (Aggarwal, 2014.)

The economic value for disc golf is that it is dependent about good economic situation to keep up the growth. For the people that participates in disc golf and starting the sport it is quite cheap but for the organizations it requires a stable economic balance to reach for the next necessary steps. The sport is growing all the time but the more the sport growths the more economic stability it receives but it increases expenses at the same time.

6.4 Brand value of sports

Brand is the first thing recognized when seeing something and connecting the brand to some product. And the main goal is to make the brand recognized as a top brand. Sadman (2022) says that a strong brand image is the thing that allows you to get the respect and love from your fans

that the brand deserves. It is about creating a story for the brand and creating emotion around the brand that people want to participate.

In the same article it is mentioned that in sports branding there are many factors that comes to play. Sports venue is a tricky branding branch because there comes some uncertainty with it. But still it is a wonderful opportunity to become the unit that your fans can truly rely on. (Sadman, 2022.)

From the perspective of disc golf, the brand value is in a vital position while reaching for the stable position that disc golf is being considered as a top professional sport rather than some non-sense hobby. That is something that disc golf has been perceived in the past and that is something that the disc golf world is trying to get rid of. Also, other brand distraction for disc golf is that if it is even considered as a real sport because for some people it is just walking and throwing some plastic in the forest. These factors are some that are distracting people for perceiving disc golf as a professional sport.

6.5 Disc golf development

Participation and the promotion of opportunities and benefits of participation are central to the development of sport. Participation in sport and physical activity spans a wide range of contexts, for example from the health associated with children's freedom to play to the transformation of sport. As a result, children simply stay as a child longer. (Shilbury, 2008.)

The term "Sport and development" often refers to the use of sport as a tool for development and peace. We find that this offers the greatest benefits in the following subject areas: Personal development, health promotion and disease prevention, promotion of gender equality, social inclusion and social capital development, peacebuilding, and conflict prevention/resolution. (Sport & Development, N,d.)

Disc golf development generally is one of the key parts of this research. And the development term is all about growing the amount of disc golf players and adding the knowledge of the sport amongst people about the sport generally. Because everything is connected to the development part when trying to maximize the benefits of the co-operations as well. Through them, the goal is

to develop the sport at the same time as the co-operation. The more we can develop the sport, the more we can engage people towards it and the more we can engage people, the more successful and more money runs to the business. These tours are trying to work for better and more professional future for disc golf.

Aiming for better and more efficient organizing in these tours also benefits the sport as it does for the co-operation. The better the assignments are done the more visibility it gets amongst people and from that the more money it will have in the business of disc golf to seek for the future improvements.

7 Results

In this chapter will be shown the main results of the research, which was about the co-operation benefits and improvements between FDGA and the organizing partners. Interviews was held with all three organizing companies and with FDGA separately. The interviews were half-structured theme interviews. Interviews were held in a timeline of month, and immediately after the interview it was listened again to get the most out of them. This research was able to conduct interviews from both side of the table, meaning that all the organizers and the FDGA was able to take part in the interviews. All the headlines are part of thematic analysis and in the chapters are used typification because they are relevant qualitative analysis methods in this research.

7.1 Benefits of the co-operations

Next will be discussed about the benefits of the co-operations. They are divided into four categories which are social, marketing and communications, economic, and disc golf development benefits.

7.1.1 Social benefits of the co-operations

Person 1 said that it brang the players together and their events had a good sport spirit amongst players. Doing sports in a group is best.

Person 2 said that the evolution of the number of people that plays disc golf and adding the knowledge amounts people. They have been able to gather from social side of networking an amazing network of partners which they value highly. Through this disc golf have benefitted with the way that new disc golf manufacturers have been able to step into the disc golf scene.

Person 3 mentioned that they organize the events under one same line. All the announcements, looks, materials, etc. This makes it easier for the player to come and just play. They can have the same level at every event and that is made sure by the fact that they have educated employees. Their goal is to do persistent work and it is not about just one event, but it is about the whole picture and aiming towards future.

7.1.2 Marketing and communicating benefits of the co-operations.

Person 1 told that there wasn't as much benefits as it was expected. A good example of this was that when trying to attain sponsors for the tour, it was harder because their tour wasn't commercially the most attractive product. Person 1 also wanted to give praise to the FDGA for their marketing in this tour, it was well done.

Person 2 said that with the help of this tour, their brand has been able to raise interest towards it, and that people are willing to follow their actions and that they are willing to pay for their brand's products. For them this is a commercial product, and they want to be connected to the values of competitive sports and that the imagination of the brand is that the best players play disc golf at the highest level and that their brand is connected to that. They have been able to produce a flagship product from the tour, which has been their goal since the beginning of the co-operation. They have been able to get some positive image in the disc golf scene. From their image side, they feel like this is a big marketing effort for the growth of disc golf and they believe that crowd sees and appreciates the efforts done.

Person 3 said that they feel like they are supposed to be responsible for some of the FDGA's tours, because they are a big operator at disc golf in Finland. This co-operation gives good publicity because they are visible in the channels of FDGA. Person 3 wanted to highlight an example that their most liked picture in Instagram and Facebook is the one where they published their schedule for the tour. This shows how well this co-operation provides publicity for the organizing partner.

Person 4 mentioned that these are good opportunity for the players to get recognition. Through the co-operations the profiles and visibility of the tours has been improved, and also inside the disc golf scene, locally, and even nationally.

From typification, everyone felt like it had a positive effect of being seen in the channels of FDGA, so that is a boost for their brand image. FDGA is respected facet in the disc golf in Finland and it is good publicity for the organizing partners to be seen in co-operation with them. With that, their brand awareness has been able to rise.

7.1.3 Economic benefits of co-operations

Person 1 said that they invested money to this tour. It was said as well for them this co-operation was more like +-0 result financially.

Person 2 mentioned that from the co-operation they have been able to gain interest from companies that are not disc golf related. With the help of this, they have been able to gain new resources for disc golf's use. As a marketing procedure it is an expense for the company, and if it is looked only from financial perspective, the result is negative. But the effect it has had for the brand impact, growth, and co-operations with players, it becomes one of the most important procedures that has helped the growth of the brand. Their growth can be seen as well in the sales.

Person 3 said that they were able to gain profits from these events if it is looked from financial perspective only. But it was said that it involves more topics as well. They were not obligated to pay as much payout to the players, so they were able to pay more to the disc golf clubs that helped with organizing. This factor helps to create more jobs generally.

When measuring the benefits only from financial perspective which is money, most of the tours ended up with a negative result. But the effect that the tour has for the company is mostly positive

From typification one common fact from these interviews was that either financial results were hard to measure overall, or the results were not public information. This is the reason why there won't be any specific numbers mentioned in the results, even though that would help to bring the examples alive.

Person 2 and 3 mentioned that organizing these tours are a little financial backbone for their companies. It has so much more than just financial numbers specified, and that's why these tours are so important for them from a economical perspective.

7.1.4 Disc Golf development benefits of co-operations

Person 1 said that they tried to give the best possible experience they had the possibility to offer. This was a favor towards the target group of the tour they were arranging. Person 2 said that this

tour has provided new disc golf facets to disc golf's use from achieving interest from companies that are not disc golf related.

Person 3 said that it raises the interest towards the sport in newer disc golf players and because the company pays the extra costs that comes from organizing the events. The reason why it increases the interest is because it doesn't increase the player's participant costs. Good example of this is that if they need to rent portable toilets, they cost extra, and the organization company deals the cost of them even though it reduces the profit they gain from the events. They feel like as an organizer they can improve on organizing the tour and improve towards the next following steps.

Person 4 highlighted the increase of disc golf visibility. These brings continuance, the same disc golf clubs are in charge mostly of the bigger events and can evolve them on a yearly basis. Tours brings interest and the most attractive events are being held in the highest populated cities which makes it easier for the for-example audience to arrive. Letting the external facets handle the organizing allows them to make it as good as possible because they have better resources and more time.

From typification it was seen that all these organizing tours were focused to give the best possible experience for the players who participates in their events. Second fact was that all the organizers felt that these tours are taking disc golf towards a more professional sport.

They felt that tours are an excellent path of proceeding forward in disc golf. The skill level of the players, it is not important in this case, because it was made for all level of players that are seeking the next step.

7.2 Goals of the co-operations

Next will be talked about the different goals of theses co-operations. They are divided into four categories which are business, commercial, functional, and participation of disc golf related benefit.

7.2.1 Business goals of the co-operations

Person 1 said that they didn't have any specific business goals. This is connected to the fact that it was being organized the first time by an external facet. Person 2 said that their business goals are updated on a yearly basis. Person 3 told that their goal was to make profit to keep the business progressing.

7.2.2 Commercial goals of the co-operations

Person 2 told that it was about creating a flagship product, and with the help of that to create positive image of disc golf. Also bringing their brand up and towards more positive day light.

Person 1 and 3 said that they didn't have any specific commercial goals, but the reasons differ from each other. Because the other tour is usually full even without any extra commercial actions, because there are so many players wanting to participate in these events.

7.2.3 Functional goals of the co-operations

Person 1 said that they didn't have really goals, but it was a favor towards the people that participated to their tour. Person 2 was mentioning about offering as whole package as possible, considering the audience and local market as well as the players. Person 3 mentioned that they are seeking towards that no matter which of the event the player participates, they want them to have the same experience. Also being talked about events instead of competitions. Person 4 highlighted that the sport side is the most important factor for them.

From typification the goals were to create quality events for the players. This is an important functional goal for all of them to keep the participants satisfied and helps the organizers to improve on their weaknesses.

7.2.4 Disc golf participation goals of the co-operations

Person 1 said that this was a favor towards the disc golf community. Person 2 mentioned that they want to grow the follower base and disc golf player amounts. Also, it was about bringing disc golf more societal to day light among people.

From typification point of view there was similarity in the interviews. Person 3 and person 4 had the similar idea of offering the best possible quality tour for the players.

7.3 Have the goals been achieved?

Person 1 says that the little goals they set, wasn't achieved. When done with entrepreneurial resources the outcomes became quite low as well. But this experience is valuable that can be cherished in the future.

Person 2 felt like on a regular basis the goals have been achieved. They have been able to create a phenomenon in the disc golf scene and their value brand has increased high.

Person 3 said as well that goals have been achieved. Expectations of players and the expectations of the tour has been able to set higher.

Person 4 mentioned that the goals have been achieved. The interest is high towards the competitions and the more experience the organizers have the more it improves the co-operations. These arrangements have also decreased their amount of work.

7.4 Co-operation with FDGA

Typification is that the overall image from the interviews was that the co-operation with the FDGA was done in a correct way. Organizing companies felt that the personnel from FDGA was helpful and that they felt trusted on the behalf of the FDGA. These were vital parts of making the co-operation work. Person 2 added some valuable facts as well that there are visible improvements seen in FDGA actions. Also, that FDGA trusts the co-operation partners and they allow them to organize

the tour in the way the organizing partner wants, and if help is needed, is easy to ask and receive help.

7.5 Improvements for the future

When a new tour begins, it would be quite useful to have more resources to boost the beginning of the tour. And if FDGA would have more resources they could have someone to take more responsibility towards the tours to avoid the last-minute hassles and because the level of skill is very variable between different disc golf clubs that is a part of organizing the tours. Resources generally was the main area of improvement in FDGA, but the organizing companies understand that it is not possible to do with the resources the FDGA has right now.

Person 3 said that they were only responsible for the qualification events of the series, and that they were contrasted to organizing the final event as well. They felt that the final wasn't as smoothly organized as they did and this might reflect to their brand, because the players doesn't differentiate their brand away from the final, even though they are not responsible for it. This would need improving, even though they know that FDGA has a limited resource capability.

Person 3 also mentioned when FDGA started contacting organizations about organizing the tours and schedules, they were left last because FDGA new that they could trust them that they can organize it properly without problems. This is a great show of trust, but at the same time it brings up a problem of fitting the events to the calendar because everything begins to be quite occupied. This would need some kind of adjustment for not to make any of the organizing partners occupied.

Person 3 mentioned as well that in the requirement definitions is mentioned about publishing handouts regarding the tour. They felt that FDGA was lacking a little bit in this section and would suggest of trying to improve it, and keep it more steady in the future to achieve the requirement definitions.

Now when tours are mostly organized with voluntary people, they are lacking the professionalism they could have if they wouldn't have the burden of voluntaries. This is not a blame towards voluntary workers, but with educated employees the quality would be better. But in the future when disc golf hopefully has more money to invest in, the tours can be organized in a way that there

aren't just voluntary people, but paid employees as well. This would move disc golf towards more professional level and help achieve more quality in general.

At some point the tours might be totally owned by the organizer so it wouldn't even include FDGA. FDGA doesn't feel like they must own any tours, but in order this to happen, the knowledge and level of skill needs to be high, and the organizer needs to be highly experienced in organizing the events.

8 Conclusion

This thesis work researched the co-operation between the Finnish Disc Golf Association and its organizing partners in FDGA's owned series. The goal of this research was to find the benefits, disadvantages, and goals of the co-operation facets and to figure out what could be improved for the future.

The research problem was that the FDGA didn't have the knowledge that how the co-operations benefit them or the organizing partner of the tour. The same concerned the disadvantages of the co-operations.

After this research is done, it gives valuable information regarding the benefits and disadvantages of the co-operation for both parties involved. Now they can make decisions for the future improvements when they have the knowledge that they desired.

Conclusion of the results were that the more experience the external facet had of arranging it, the more benefits it can have from the co-operation and the more detailed goals it had for it. All the organizers shared a same goal for the disc golf sport, and it was that they wanted to improve its visibility and increase the number of players in it. Also, they wanted to offer the players the highest quality tour they were able to organize at its moment. The external facets were satisfied with the way FDGA was there to support the external organizers, and they agreed that it would benefit the future of the tours and the sport generally if the FDGA would have more resources, even though they understand the situation of FDGA that they are not able to have more resources now.

9 Deliberation

This chapter will be about evaluating the reliability of the research, going through some of the possible research topics in the future that would progress the co-operation. And overall, how successful this research was and what there is to be improved.

This research was able to remain good level of reliability. It was able to remain the anonymity of the interviewees and still go through the results without exposing them. After the thesis is published, the recordings will be taken care of with a way it is being told in the thesis.

While making theoretical background and searching for references, this thesis was able to remain a reliable level in those. Also from an ethical perspective, it was able to follow the standards it had put.

During the interviews there were some ideas that popped up to the mind of the thesis author. All these suggestions have the same goal after all, and that is to improve the co-operation between the FDGA and the external organizers. The future research suggestions regarding this topic could be the following:

- How to develop the level of knowledge in the voluntaries the most efficient way from the perspective of developing the tours towards more professional direction
- How it could benefit or disadvantage the organizer if it could organize the tour as its own rather than when it is owned by the Finnish Disc Golf Association
- What ways there could be to increase the interest of sponsors towards the less interesting tours

The overall feeling of this research is that it was a success. This will give important detailed information to FDGA, and the external organizers how does others feel the co-operation working. Also, the results show the overall feeling of the co-operation to the public. It has the possibility of giving valuable information for new possible external organizers. The interviews gave new and valuable information and strengthening some of the thoughts the thesis author had earlier. They were in a super valuable spot for this thesis, because without them the results would have been very thin.

Points of improvement for this thesis would be that it could have been possible to get more valuable information from the interviews if the author would have researched and written down the organization of sports leagues and the values of sport before the interviews were held. Other is that the theoretical background is now relying more on sources found on internet than found in published books. It might affect the reliability of the thesis, but while using the sources from internet, they are looked from critical point of view.

References

About us. 2022. Prodigy Disc. Accessed on 1 December 2022. Retrieved from <https://www.prodigydisc.com/pages/about-us>

Adami, P & Sanza de la Garza, M. 2020. Definition of athletes and classification of sports. Springer Link. Accessed on April 28, 2023. Retrieved from https://link.springer.com/chapter/10.1007/978-3-030-35374-2_1

Aggarwal, A. 2014. Importance of Sports for Economy. LinkedIn. Accessed on 1 May 2023. Retrieved from <https://www.linkedin.com/pulse/20141125180125-161464176-importance-of-sports-for-economy#:~:text=Today%20sport%20emerges%20as%20an%20important%20component%20of,character%2C%20generates%20great%20leaders%2C%20and%20enhances%20social%20cohesion.>

Aineiston analyysimenetelmät. 2021. Jyväskylän yliopisto. Koppa. Accessed on 7 April 2023. Retrieved from <https://koppa.jyu.fi/avoimet/hum/menetelmapolkuja/menetelmapolku/aineiston-analyysimenetelmat>

Akhtar, I. 2016. Research design. Research gate. Accessed on 22 February 2023. Retrieved from https://www.researchgate.net/publication/308915548_Research_Design

Best Disc Golf Brands (Manufacturers). N,d. Disc Bee. Accessed on 15 May 2023. Retrieved from <https://discbee.com/disc-golf-manufacturer-reviews/>

Briefly in English. 2023. Suomen Frisbeegolfliitto. Accessed on 27 April 2023. Retrieved from <https://frisbeegolfliitto.fi/english/#:~:text=Briefly%20in%20English%20Finnish%20Disc%20Golf%20Association%20%28FDGA%2C,Finland%20together%20with%20its%20approximately%20200%20member%20organizations.>

Briefly in English. N,d. Suomen Frisbeegolfliitto. Accessed on 30 November 2022. Retrieved from <https://frisbeegolfliitto.fi/english/#:~:text=Finnish%20Disc%20Golf%20Association%20%28FDGA%2C%20in%20Finnish%3A%20Suomen,200%20member%20organizations.%20Tournaments%20and%20competitions%20in%20Finland>

Campbell, J. 2020. Ultimate beginner's guide to disc golf – Instructions, Pictures, & Tips! Disc Golf Mentor. Accessed on 15 May 2023. Retrieved from https://discgolfmentor.com/ultimate-beginners-guide-to-disc-golf-instructions-pictures-tips/?utm_content=cmp-true

Cleghorn, I. 2021. Money talks: Disc Golf's All-Time Top Earners & More. UDisc. Accessed on 10 November 2022. Retrieved from <https://udisc.com/blog/post/money-talks-disc-golfs-all-time-top-earners-more>

Eisenhood, C. 2021. Paul McBeth signs a 10-year, 10 million contract extension with Discraft. Utiworld Disc Golf. Accessed on 17 November 2022. Retrieved from <https://discgolf.utiworld.com/2021/02/24/paul-mcbeth-signs-10-year-10-million-contract-extension-with-discraft/>

- Eisenhood, C. 2022. 2022 DGPT Championship Payout to Exceed 300k, Break its own Record for Largest Purse. Ultiworld Disc Golf. Accessed on 10 November 2022. Retrieved from <https://discgolf.ultiworld.com/2022/10/04/2022-dgpt-championship-payout-to-exceed-300k-break-its-own-record-for-largest-purse/>
- Eisenhood, C. 2022. Kona Panis signs 4 year, 500k deal with Dynamic Discs. Ultiworld Disc Golf. accessed on 17 November 2022. Retrieved from <https://discgolf.ultiworld.com/2022/01/03/kona-panis-signs-4-year-500k-deal-with-dynamic-discs/>
- Eisenhood, C. 2022. Ricky Wysocki signs 4 year, 4 million contract with Dynamic Discs. Ultiworld Disc Golf. Accessed on 17 November 2022. Retrieved from <https://discgolf.ultiworld.com/2022/01/04/ricky-wysocki-signs-4-year-4-million-contract-with-dynamic-discs/>
- Elder, C. N,d. RAD. Disc Golf a global phenomenon. Accessed on 24 October 2022. Retrieved from <https://rad-creations.com/disc-golf-a-global-phenomenon/>
- Englehart, C. 1995. Winner vs Champion. Team Unify. Accessed on 28 April 2023. Retrieved from https://www.teamunify.com/oscpsc/UserFiles/Image/QuickUpload/winner-vs-champion_008903.pdf
- Eskola, J., Suoranta, J. 1998. Johdatus laadulliseen tutkimukseen. Tampere: Vastapaino. Accessed on 12 February 2023. Retrieved from <https://jyu.finna.fi/Record/jykdok.747009>
- Fernando, J. 2022. Balance sheet: explanation, components, and examples. Investopedia. Accessed on 28 April 2023. Retrieved from <https://www.investopedia.com/terms/b/balancesheet.asp>
- Fribastore Masters Tour. 2022. Suomen Frisbeegolfliitto. Accessed on 30 November 2022. Retrieved from https://frisbeegolfliitto.fi/2022/02/26/fribastore-masters-tour/?sf_action=get_data&sf_data=all&sf_s=Masters+tour&sf_paged=3
- Fribastore. N,d. Fribastore. Accessed on 15 May 2023. Retrieved from <https://www.fribastore.fi/fi>
- Frisbeegolf kasvaa räjähdysmäisesti Suomessa. 2020. Frisbeegolfradat. Accessed on 6 April 2023. Retrieved from <https://frisbeegolfradat.fi/2020/05/11/frisbeegolf-kasvaa-ennatysmaisesti-suomessa/>
- Gardiner, C, Murray-Douglass M & Zubrik, R. 2020. Social value of sport. KPMG. Accessed on 28 April 2023. Retrieved from <https://assets.kpmg.com/content/dam/kpmg/au/pdf/2021/social-value-of-sport.pdf>
- Heikkilä, L. 2022. Oppari. Email 9.11.2022. Receiver J. Mäntykangas. Normal email conversation. Accessed on 14 February 2023.
- History. N,d. Disc Golf Pro Tour. Accessed on 15 May 2023. Retrieved from <https://www.dgpt.com/about/history/>
- How to play disc golf. N,d. DGA First in Disc Golf. Accessed on 24 October 2022. Retrieved from <https://discgolf.com/disc-golf-education-development/how-to-play-disc-golf/>
- Hultin, J & Manner, S. 2022. Suomessa suosittu laji kasvaa räjähdysmäistä vauhtia – huipuille maksetaan jo poskettomia summia. Mtv Uutiset. Accessed on 6 April 2023. Retrieved from

<https://www.mtvuutiset.fi/artikkeli/suomessa-suositu-laji-kasvaa-rajahdysmaista-vauhtia-huipulle-maksetaan-jo-poskettomia-summia/8461728#gs.u2svdq>

Junioreiden SM-Karsinnat: Junioritour 2022. 2022. Suomen Frisbeegolfliitto. Accessed on 13 May 2023. Retrieved from <https://frisbeegolfliitto.fi/2022/03/09/junioreiden-sm-karsinnat-junioritour-2022/>

Junioritour. N,d. Suomen Frisbeegolfliitto. Accessed on 1 December 2022. Retrieved from <https://frisbeegolfliitto.fi/junioritour/>

Kananen, J. 2008. Kvali: kvalitatiivisen tutkimuksen teoria ja käytänteet. Jyväskylä: Jyväskylän ammattikorkeakoulu.

Kananen, J. 2014. Laadullinen tutkimus opinnäytetyönä: miten kirjoitan kvalitatiivisen opinnäytetyön vaihe vaiheelta. Jyväskylä: Jyväskylän ammattikorkeakoulu.

Karvinen, P. 2021. Frisbeegolf-kiekkojen kysyntä räjähti, uudet yritykset pyrkivät markkinoille vauhdilla – lajiliitto: merikontillinen myydään 1,5 tunnissa. Yle. Accessed on 8 November 2022. Retrieved from <https://yle.fi/uutiset/3-12192344>

KunLehane, M. N,d. Golf vs Disc Golf What's the better sport Ultimate guide. Accessed on 24 October 2022. Retrieved from <https://southamptongolfclub.com/golf-vs-disc-golf/>

Lacroix, A. 2022. The 2021 PDGA Year End Demographics Report. Accessed on 26 October 2022. Retrieved from <https://www.pdga.com/news/2021-pdga-year-end-demographics-report>

Laitila, O. 2023. Oppariasioista. Email 28.3.2023. Receiver J.Mäntykangas. Email conversation regarding the thesis.

Learn about being a sports manager (with duties and salary). 2023. Indeed. Accessed on 28 April 2023. Retrieved from <https://www.indeed.com/career-advice/finding-a-job/what-does-sports-manager-do>

Liiton historiaa. N,d. Suomen Frisbeegolfliitto. Accessed on 8 May 2023. Retrieved from <https://frisbeegolfliitto.fi/liiton-historiaa/>

Mäntylä, J-M. 2020. Karmean koronavuoden yllätysmenestyjät Suomessa: Frisbeegolf-kiekkojen ja terveyteknologian kysyntä räjähti. Yle. Accessed on 8 November 2022. Retrieved from <https://yle.fi/uutiset/3-11698144>

Market Structure. 2023. CFI. Accessed on 28 April 2023. Retrieved from <https://corporatefinanceinstitute.com/resources/economics/market-structure/>

Marty. N,d. Hole-In-One shot: Easier in Disc Golf or Ball Golf? Sporting Disc. Accessed on 15 May 2023. Retrieved from https://sportingdisc.com/disc-golf-hole-in-one/?utm_content=cmp-true

Miller, 2022. How much do pro disc golfers make? Cypress point golf. Accessed on 17 November 2022. Retrieved from <https://www.cypresspointgolf.com/how-much-disc-golfers-make/>

Mitä on Suomen Frisbeeliitto ja mitä se tekee. N,d. Suomen Frisbeegolfliitto. Accessed on 13 May 2023. Retrieved from <https://frisbeegolfliitto.fi/2010/05/09/mika-on-suomen-frisbeeliitto-ja-mitase-tekee/>

Myymälät. N,d. Vivokauppa. Accessed on 15 May 2023. Retrieved from <https://www.vivokauppa.fi/fi/category/myymalat/207#:~:text=Samassa%20osoitteessa%20meill%C3%A4%20on%20my%C3%B6s%20Vivokauppa%20Lahti%2C%20sek%C3%A4,kaupungin%20keskustaan.%20Samassa%20osoitteessa%20on%20my%C3%B6s%20Jyv%C3%A4skyl%C3%A4n%20Fribastore>

Natural Born Disc Golfer – Unelma, Intohimo ja Yritys. N,d. NBDG. Accessed on 1 December 2022. Retrieved from <https://nbdg.fi/fi/pages/natural-born-disc-golfer-company-passion-and-a-dream>

Natural Born Disc Golfer. 2023. TriFly. Accessed on 27 April 2023. Retrieved from <https://trifly.com/collections/nbdg#:~:text=Natural%20Born%20Disc%20Golfer%20is%20a%20disc%20golf,a%20world%20a%20better%20place%20with%20disc%20golf.>

Nelson, S. 2020. The economic impact of sport. National alliance of sport. Accessed on 16 April 2023. Retrieved from <https://nasdc.org/case-studies/the-economic-impact-of-sport/>

Neuvonen, M & Tyrväinen, L. 2022. Suomalaisten ulkoiluaktiivisuus säilynyt korkeana- luontoalueet entistä aktiivisemmassa ja monipuolisemmassa käytössä. Luonnonvarakeskus. Accessed on 16 April 2023. Retrieved from https://www.luke.fi/fi/seurannat/luonnon-virkistyskayton-valtakunnallinen-inventointi-lvvi/suomalaisten-ulkoiluaktiivisuus-sailynt-korkeana-luontoalueet-entista-aktiivisemmassa-ja-monipuolisemmassa-kaytossa?fbclid=IwAR2_sovKb3Bv5HciqG-Bt_Xb6szVEkrUDgF4FUZgR488YHvaChhSRQjLBdA

News. 2016. Disc Golf World Tour. Accessed on 27 April 2023. Retrieved from <https://www.discgolfworldtour.com/what-is-the-disc-golf-metrix/#:~:text=One%20of%20the%20most%20important%20parts%20of%20the,longer%20will%20you%20see%20just%20a%20hole-by-hole%20score.>

Noll, R. 2003. The organization of sports leagues. ResearchGate. Accessed on 12 May 2023. Retrieved from https://www.researchgate.net/publication/5216213_The_Organization_of_Sports_Leagues

Orzech, J. 2001. Disc Golf History. Accessed on 25 October 2022. Retrieved from <https://discgolf.com/disc-golf-education-development/disc-golf-history/>

Poimala, S. N,d. Historia. Fribakaveri. Accessed on 26 October 2022. Retrieved from <https://fribakaveri.fi/frisbeegolf/historia/>

Prodigy Disc Amateur Tour – Amatöörien SM-Karsinnat 2022. 2022. Suomen Frisbeegolfliitto. Accessed on 30 November 2022. Retrieved from https://frisbeegolfliitto.fi/2022/02/15/prodigy-disc-amateur-tour-amatoorien-sm-karsinnat-2022/?sf_action=get_data&sf_data=all&sf_s=Prodigy+disc+amateu&sf_paged=3

Prodigy Disc Pro Tour 2023 Kilpailukalenteri. 2022. Suomen Frisbeegolfliitto. Accessed on 27 April 2023. Retrieved from <https://frisbeegolfliitto.fi/2022/12/08/prodigy-disc-pro-tour-2023-kilpailukalenteri/>

Prodigy Disc Pro Tourin aikataulu vuonna 2022. 2022. Suomen Frisbeegolfliitto. Accessed on 13 May 2023. Retrieved from <https://frisbeegolfliitto.fi/2022/01/17/prodigy-disc-pro-tourin-aikataulu-vuonna-2022/>

Professional Disc Golf Association. N,d. Professional Disc Golf Association. Accessed on 22 April 2023. Retrieved from <https://www.pdga.com/>

Riihentupa, T. 2021. Suomalaiset löysivät räjähdysmäisesti kasvavan uuden hittilajin – kaikki halukkaat eivät mahdu edes kentille. Iltasanomat. Accessed on 13 March 2023. Retrieved from <https://www.is.fi/urheilulehti/parhaat/art-2000008075967.html>

Sadman, B. 2022. Branding in sports: Creating an impact among millions. Bbf Digital. Accessed on 15 April 2023. Retrieved from <https://bbf.digital/branding-in-sports-creating-an-impact-among-millions#:~:text=A%20strong%20brand%20image%20allows%20you%20to%20get,meaning%20there%E2%80%99s%20plenty%20of%20fish%20in%20the%20sea.>

Saldana, J., Leavy, P., Beretvas, N. 2011. Fundamentals of Qualitative Research. New York: Oxford University Press. ProQuest Ebook Central.

Shilbury, D. 2008. Sport development: Systems, policies, and pathways: An introduction to the special issue. Sciencedirect. Accessed on 1 May 2023. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S1441352308701104>

Simsiö, E. 2023. He ovat sata Suomen kaupallisesti kiinnostavinta urheilijaa. 10.fi. Accessed on 11 April 2023. Retrieved from <https://10.fi/suomen-kaupallisesti-kiinnostavimmat-urheilijat/>

SM-Kilpailut. N,d. Suomen Frisbeegolfliitto. Accessed on 13 May 2023. Retrieved from <https://frisbeegolfliitto.fi/sm-kilpailut/>

Sport & Development. N,d. Sportanddev.org. Accessed on 1 May 2023. Retrieved from <https://www.sportanddev.org/sport-and-development>

Strutner, S. 2022. Financial management explained: Scope, objectives, and importance. Oracle netsuite. Accessed on 28 April 2023. Retrieved from <https://www.netsuite.com/portal/resource/articles/financial-management/financial-management.shtml>

Suomen Frisbeegolfliitto RY. N,d. Suomen Frisbeegolfliitto. Accessed on 30 November 2022. Retrieved from <https://frisbeegolfliitto.fi/suomen-frisbeegolfliitto-ry/>

Tasks and Responsibilities of Professional Managers. N,d. Toppr. Accessed on 28 April 2023. Retrieved from <https://www.toppr.com/guides/business-management-and-entrepreneurship/nature-of-management-and-its-process/tasks-and-responsibilities-of-professional-managers/>

Teemoittelu. 2016. Jyväskylän yliopisto. Koppa. Accessed on 11 April 2023. Retrieved from <https://koppa.jyu.fi/avoimet/hum/menetelmapolkuja/menetelmapolku/aineiston-analyysimenetelmat/teemoittelu>

The App for Disc Golfers. 2023. UDisc. Accessed on 27 April 2023. Retrieved from <https://udisc.com/#!>

The Importance of Sport. 2020. El Arte Del Futbol. Accessed 16 April 2023. Retrieved from <https://www.elartedf.com/importance-of-sport-management/>

Tilastoja ja lukuja. N,d. Suomen Frisbeegolfliitto. Accessed on 14 February 2023. Retrieved from <https://frisbeegolfliitto.fi/tilastoja-ja-lukuja/>

Types of research designs. 2023. USC Libraries. USC University of Southern California. Accessed on 6 April 2023. Retrieved from <https://libguides.usc.edu/writingguide/researchdesigns>

Tyypittely. 2016. Jyväskylän yliopisto. Koppa. Accessed on 11 April 2023. Retrieved from <https://koppa.jyu.fi/avoimet/hum/menetelmapolkuja/menetelmapolku/aineiston-analyysimenetelmat/tyypittely>

Väyrynen, E. 2023. Suomessa on yli 1000 Frisbeegoflrataa. Powergrip. Accessed on 15 April 2023. Retrieved from <https://powergrip.fi/blog/suomessa-on-yli-1000-frisbeegoflrataa>

Visio 2030. N,d. Suomen Frisbeegolfliitto. Accessed on 13 May 2023. Retrieved from <https://frisbeegolfliitto.fi/visio-2030/>

Warren, K. 2020. Qualitative data analysis methods 101. Gradcoach. Accessed on 22 February 2023. Retrieved from <https://gradcoach.com/qualitative-data-analysis-methods/>

What is Research? – Purpose of Research. 2020. Discover PHDS. Accessed on 15 December 2022. Retrieved from <https://www.discoverphds.com/blog/what-is-research-purpose-of-research>

Williamson, A. 2022. Where is Disc Golf most popular in the world? UDisc. Accessed on 16 April 2023. Retrieved from https://udisc.com/blog/post/where-is-disc-golf-most-popular-world?fbclid=IwAR2p4_5xwljv35e0AC_Jq9htNM3cf4rU-8FcLsIM6tLAlgfD5AQhbTQJdCQ

Wineka, B. 2021. Kristin Tattar signs 4-year, 500k extension with Latitude 64. Ultiworld Disc Golf. Accessed on 17 November 2022. Retrieved from <https://discgolf.ultiworld.com/livewire/kristin-tattar-signs-4-year-500k-extension-with-latitude-64/>

Appendices

Appendix 1. The half-structured theme interview structure.

TEEMA 1: TAUSTAT JA YLEINEN TIETO, KUINKA YHTEISTYÖ ON SAANUT ALKUNSA, HYÖTYJÄ

- Kuka olet ja mikä on sinun taustasi frisbee golfin parissa
- Kerro vähän yrityksestä missä olet töissä
- Kuinka yhteistyö teidän organisoiman kiertueen kanssa sai alkunsa
- Millaista sosiaalista eli harrastamiseen liittyvää hyötyä tämä yhteistyö tuo
- Millaista Imagollista eli markkinointiin ja viestintään liittyvää hyötyä tämä yhteistyö tuo
- Millaista taloudellista hyötyä tämä yhteistyö tuottaa?
- Millaista hyötyä lajikehitykselle tämä yhteistyö tuottaa?

TEEMA 2: TAVOITTEET, niiden saavuttaneisuus ja kehityskohteet

- Minkälaisia tavoitteita teillä oli teidän organisaationne liiketoiminnalle ja toiminnalle (kaupallisissa, toiminnallisissa, harrastamisen liittyvissä sekä markkinointiin) tässä yhteistyössä
- Miten koette, että tavoitteet on saavutettu?
- Missä kaupallisissa, toiminnallisissa, harrastamiseen liittyvissä sekä markkinointiin liittyvissä asioissa tulisi kehittää yhteistyötä
- Yhteistyö liiton kanssa?
- Tuleeko mieleen jotain mitä haluaisitte lisätä aiempiin kysymyksiin liittyen tai lisätä jotain muuta?