

**Occurrence and Utilization of Values
in Online Marketing of a Sports Team
Case Study in FC JJK Football Season 2018**

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Abstract <p>The primary research problem of the study was the occurrence and utilization of human values in online marketing. The purpose of the study was to determine how well the values of the spectators reflected in the online marketing of a local football club, FC JJK. The findings can lead way for possible future research as well as for evaluation of how the results of the study can be used in order to implement more effective online marketing either generally or specifically by the football club in question.</p> <p>The study focused on the online marketing of FC JJK during their football season of 2018 that began on the 28th of April and concluded on the 27th of October. The study was conducted during the season as mostly unobtrusive research by using qualitative and quantitative content analyses. The qualitative content analysis was used in studying the general online marketing presence of the team. The quantitative content analysis was used for further studying the central themes in the online marketing communication messages during the season, as well as for reassuring the findings of the qualitative content analysis. The values studied were based on the basic human values theory of Shalom Schwartz. A theme interview with the CEO of FC JJK at the time was conducted for further certainty of the values.</p> <p>According to the results, there was no significant difference between the values of the spectators and those that were reflected in the online marketing of FC JJK. The study showed that the online marketing of FC JJK was centralized between the same values as those that their spectators appreciated. Further research could prove how the utilization of values could affect the effectiveness of online marketing by either further conforming to or contradicting the values of the spectators.</p>		
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Tiivistelmä <p>Tutkimuksen ensisijainen tutkimusongelma oli inhimillisten arvojen esiintyminen ja hyödyntäminen verkkomarkkinoinnissa. Tutkimuksen tarkoituksena oli selvittää kuinka hyvin katsojien arvot heijastuvat paikallisen jalkapalloseuran FC JJK:n verkkomarkkinoinnissa. Tutkimustulokset voivat luoda tietä mahdollisille tuleville tutkimuksille, kuin myös sille kuinka tutkittua tietoa voi käyttää tehokkaamman verkkomarkkinoinnin toteutamisessa joko yleisesti tai erityisesti mainitun jalkapalloseuran kohdalla.</p> <p>Tutkimus keskittyi FC JJK:n verkkomarkkinointiin heidän 2018 jalkapallokaudellaan, joka alkoi 28. huhtikuuta ja loppui 27. lokakuuta. Tutkimus suoritettiin samana aikana suurimaksi osin unobtrusiivisena tutkimuksena, laadullisena sekä määrällisenä sisällönanalyysina. Kvalitatiivista sisällönanalyysiä käytettiin joukkueen verkkomarkkinoinnin yleiskuvan tutkimiseen. Kvantitatiivista sisällönanalyysiä käytettiin aikajakson verkkomarkkinointiviestinnän pääteemojen edelleen tutkimiseen, sekä kvalitatiivisen tutkimuksen tuloksien vahvistamiseen. Arvot, joita tutkittiin, perustuivat Shalom Schwartzin inhimillisten perusarvojen teoriaan. Teemahaastattelu FC JJK:n tuon aikaisen toimitusjohtajan kanssa toteutettiin arvojen edelleen varmistamiseksi.</p> <p>Tutkimuksen tulokset osoittavat, että merkittävää eroa katsojien arvoissa ja niissä, jotka heijastuvat FC JJK:n verkkomarkkinoinnissa ei ole. Tutkimus todistaa, että FC JJK:n verkkomarkkinointi on keskittynyt samoihin arvoihin, kuin mitä heidän katsojansa arvostavat. Jatkotutkimus voi osoittaa, kuinka arvojen hyödyntäminen voi vaikuttaa verkkomarkkinoinnin tehokkuuteen joko myötäilemällä tai kiistämällä katsojien arvoja.</p>		
Avainsanat (subjects) Arvot, verkkomarkkinointi, markkinointiviestintä, kuluttajakäyttäytyminen, jalkapallo		
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1 Introduction

1.1 Background

More and more of companies' marketing efforts today are focused on online marketing. While bigger companies can still justify their extensive usage of the traditional marketing channels, the online marketing environment provides a relatively easy-to-learn and low-expense alternative for smaller businesses.

As many successful football clubs in Finland rely heavily on volunteer work (Hokkanen, 2016), it makes sense that with a limited budget, their marketing efforts are widely focused on online efforts. Online channels, such as different social media platforms, provide football clubs and other sports clubs with a very low-cost means to reach their fans and spectators easily and consistently.

Volunteer work is based on the devotion of the fans and their commitment to the sport, and especially to their favorite team (Hokkanen, 2016). For this reason, it is important for football clubs to reach their fans and audience effectively. While hard-core fans may support the team no matter what, without properly tailored marketing communication messages it is hard to reach new potential supporters.

As Shank (2009) indicates, sports spectators interact with numerous different factors related to the values that the sport or other spectators affect, reflect or represent. As such, sports can be considered as highly value-driven activity. Therefore, it can be assumed that since most spectators interact with the team online, if the team's marketing communication messages do not represent similar values to those of their spectators, fans and potential supporters, it could be unproductive for the club.

The focus of the study is a local football club FC JJK Jyväskylä. The team has a long history in the Finnish football scene, spanning from 1992 when the club was formed in a merge of two separate local teams. Since then, the team has represented Central Finnish football talent by playing at the highest divisions of Finland throughout the years. Since the early years, FC JJK has also focused on youth activity by running separate companies for their junior-teams.

FC JJK fits the criteria of the study-subject well. They have a strong online marketing presence, as they have been continuously active on social media platforms (Twitter, Instagram, Facebook) for many years. They also have their own website that is tailored according to their image. The site is used to promote information about news, the team and matches among other things. FC JJK has also determined their own core values which give lead to what type of values should be visible in their online marketing communication messages. Furthermore, a study concerning specifically the spectators at Harju Stadium, homefield of FC JJK, was conducted in 2011, which again gives lead to what values their spectators appreciate.

1.2 Purpose of the Research

This research focused on studying the values represented in the marketing efforts of one Finnish football club called FC JJK Jyväskylä, and how well they match with those of their spectators. The goal of this research was to pinpoint the similarities and the differences of these values, and to determine how the club could alter their marketing communication messages in order for them to correspond with the values of their spectators and, thus, possibly reach their audience more effectively.

The research problem for the thesis was: *utilization of human values in online marketing communication*. The values that are illustrated in FC JJK's online marketing have not been studied and thus are not known. The problem underlays a challenge for the club, as if the values of their online marketing do not reflect those of their spectators, it could be unproductive for the team in terms of attracting spectators and customers. The research questions that support the research problem are:

1. *What values did JJK represent in their online marketing communication messages during the season 2018?*
2. *How well did the values of FC JJK's online marketing reflect those of their spectators?*
3. *How well did the values of FC JJK's online marketing match their claimed core values?*

The theoretical framework provides the research with a strong basis for answering these questions, including essential elements for such research: understanding consumer behavior, consumers in sports and marketing communication. Schwartz's ten basic human values theory (Schwartz, 1992, 2006, 2012) was heavily present in the

research as values that are studied are based on the theory. While the values represented in JJK's marketing were studied through different means during research, the football spectator values studied at Harju Stadium were referenced from previous work on the subject done as a bachelor's thesis by Palovaara & Parkkasaari (2011).

1.3 Previous Work

As mentioned, the previous work concerning values that football spectators link with the sport was published in 2011. Palovaara & Parkkasaari (2011) surveyed spectators of two separate matches that were located at the Harju Stadium in Jyväskylä. Their research provides this research with valuable reflective information, giving football spectators specifically at the Harju Stadium, which is the home field of FC JJK, a value structure profile based on Schwartz's ten basic human values theory. The findings of their study also proved that the value structure of football fans is very similar with only minor differences across different countries.

Another similar work was published in 2013 concerning football spectator values and marketing communication with fragmented markets. Koljonen (2013) surveyed the spectators of UEFA Euro Cup 2012, and through the different value structures provided information on how values could be used in assistance of marketing communication and segmenting. Her work is especially important for future research concerning the utilization of human values in online marketing.

Furthermore, a study concerning what values the members of the Finnish Triathlon Association possess, and the differences between different groups of members according to certain attributes was implemented in 2018, also basing on the values provided by Schwartz's value theory. Karjalainen (2018) discovered that all members have mostly similar values and are quite homogenous in terms of their value profiles. She also studied the similarities of values of the Association's brand image and its members' value profiles, proving that there are some differences but not too significant. The study largely possesses similar elements to this research and thus provides important reflective information for the purpose and structure of the research.

2 Theoretical Framework

In this chapter, the theoretical framework of the thesis is introduced. It is a combination of human values, consumer behavior and marketing communications – with an additional focus on sports marketing. Theories that supported the thesis were derived from a literature review done by the author from several different sources such as books, articles and other publications.

2.1 Value Theory

The data collected for Palovaara and Parkkasaari's (2011) research about JJK fan values was based on human values defined by Shalom Schwartz. The values monitored from JJK's marketing were also based on the definitions of Schwartz' theory.

Schwartz' value theory can be assessed as the ground level for understanding consumer behavior. As explained in the theory, values are the core of human beings and thus, they can be treated as the first step into understanding their behavior.

Schwartz (2012) proposes that there is a total of six formal features that all values share. These six features are generated from a number of other writings and studies. They aim to explain the cardinal nature of human values.

- (1) *Values are beliefs.*
- (2) *Values refer to desirable goals.*
- (3) *Values transcend specific actions and situations.*
- (4) *Values serve as standards or criteria.*
- (5) *Values are ordered by importance.*
- (6) *The relative importance of multiple values guides action.*

According to Schwartz (2012), there are ten basic values that are distinguished from each other based on their individual motivational goals. He states that these values are likely shared by all humans irrespective of their cultural background because they are based on three universal requirements for human existence which are: (1) *the needs of individuals as biological organisms*, (2) *the requisites of coordinated social*

interaction and (3) the survival and welfare needs of groups. The ten basic human values defined by Schwartz (2012) are presented in Table 1.

VALUE	DEFINING MOTIVATIONAL GOAL
Self-Direction	<i>independent thought and action; choosing, creating, exploring</i>
Stimulation	<i>excitement, novelty, challenge in life</i>
Hedonism	<i>pleasure or sensuous gratification for oneself</i>
Achievement	<i>personal success through demonstrating competence according to social standards</i>
Power	<i>social status and prestige, control or dominance over people or resources</i>
Security	<i>safety, harmony, and stability of society, of relationships and of self</i>
Conformity	<i>restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms</i>
Tradition	<i>respect, commitment and acceptance of the customs and ideas that one's culture or religion provides</i>
Benevolence	<i>preserving and enhancing the welfare of those with whom one is in frequent personal contact</i>
Universalism	<i>understanding, appreciation, tolerance and protection for the welfare of all people and for nature</i>

Table 1: Ten basic human values (Schwartz 2012)

In addition to defining the individual values that people share, Schwartz' theory also explains the structure of their relations. Many of the values share or partly share

their motivations, but some of them are opposites. The values can be placed in a circular structure that aims to exhibit the dynamics of their affiliations, as seen in Figure 1.

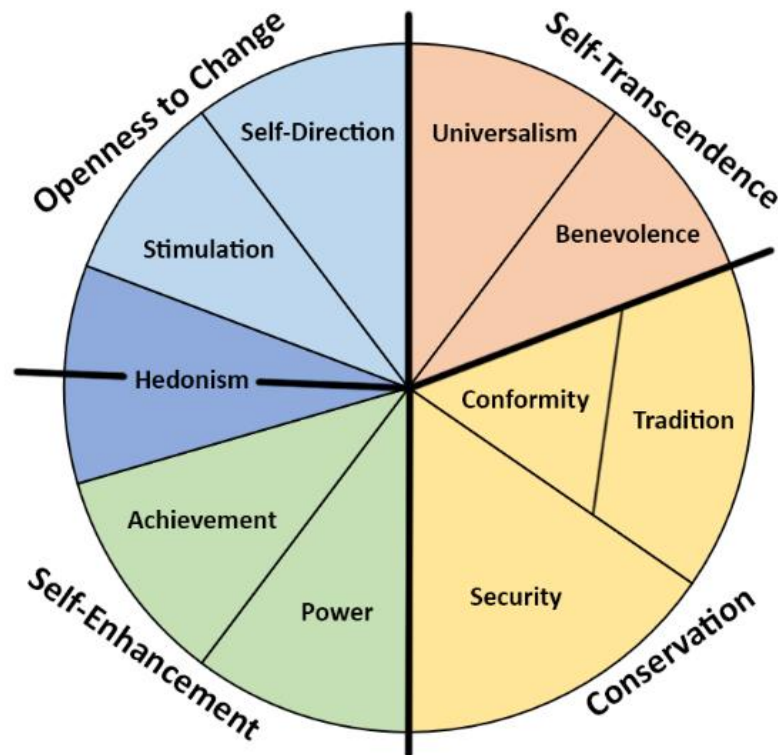


Figure 1: Model of relations between ten basic human values (Schwartz 2006)

Values are not carved in stone as one might think. It is true that values that are derived from culture and social groups are deep-rooted. However, as Schwartz (2006) points out, very often humans can adapt their values according to their life circumstances. People in different positions have different possibilities to pursue or express different values more easily than others.

Adapting values does not mean changing them fully. Adapting simply means that when different opportunities emerge in life, people tend to upgrade those values that are relevant while downgrading those that are conflicting and counteractive to the situation. This often means pursuing values which are readily attainable while ig-

noring those that are blocked. This applies to most values, but some values (e.g. security, material well-being) are the opposite and are pursued when they are blocked. (Schwartz, 2006)

Moreover, when researching human values, it is important to be able to link certain characteristics and adjectives to specific values. They also elaborate on the context of the specific value and its meaning in full. Schwartz (1992, 2006) provides a map of characteristics that links them to each and specific human value that is based on his 68 country-wide value structure research. A reimagination of the map in a clearer model was done by Public Interest Research Center (2011), drawn from Sanderson (2018). (See Figure 2)

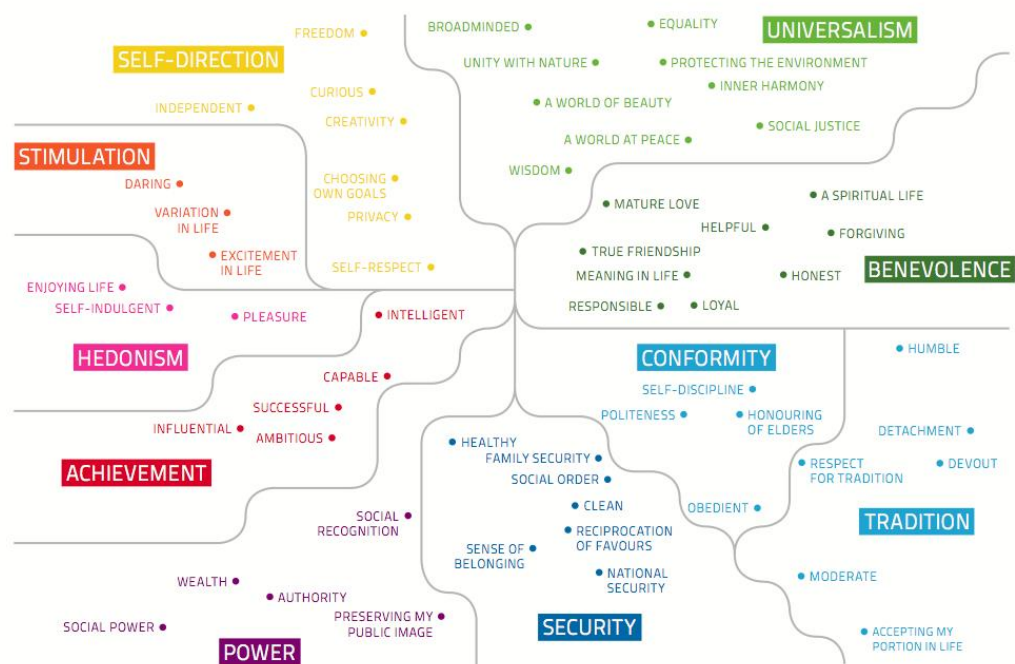


Figure 2: Value structure across 68 countries, Public Interest Research Center (2011), based on Schwartz (1992)

As the research focuses so heavily on studying the values of participants of a competitive sport, it is important to understand the consensus of values surrounding competitive sports. Values presented in competitive sports, such as football, are a complex subject, as there are as many different perspectives to enjoying sports as there

are participants. Therefore, it can be stated that there is no one true set of values that can be applied to sports. However, we can analyze the values on a general level – as what can be applied to the majority of sports participants. Values concerning sports and its consumers specifically are further elaborated in the next chapters.

2.2 Consumer Behavior

The study of consumer behavior aims to explain why consumers take the actions and make the decisions that they do. As defined by Kotler and Keller (2009): “Consumer behaviour is the study of how individuals, groups and organisations select, buy, use and dispose of goods, services, ideas, or experiences to satisfy their needs and wants.” The key elements in this definition are that consumers can have many different forms, and that the process of consuming has multiple steps.

Wells and Prensky (1996) state that to fully understand consumer behavior, we need to comprehend how consumers complete each of the actions in the process of consuming. The steps that they define are as follows: consumers recognize that they have needs, they search for a product that can meet their needs and then use the product to satisfy their needs. Finally, once the product has met their needs, they dispose of it. A very similar process defined by Kotler and Keller (2009) provides some added value to the above-mentioned model: problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior. With the addition of evaluation, it makes the process whole. These two theories complement each other and provide the full spectrum of consumer behavior, as can be seen in Figure 3.



Figure 3: Complete consumer behavior model, based on Wells & Prensky (1996), Kotler & Keller (2009)

Understanding consumer behavior requires understanding of what a consumer is. The concept of a consumer has multiple dimensions. For the sake of simplicity, this research focused on the consumer on a more general level. According to Merriam Webster (2018), the legal definition of a consumer is: “one that utilizes economic goods; specifically: an individual who purchases goods for personal use as distinguished from commercial use.”

As Wells and Prensky state, the consumer can also be not just one individual, but a group of individuals. Moreover, based on whether the consumer is an individual or in a group, the process of decision-making is different. Furthermore, it needs to be stated that it is possible that the purchaser and the consumer of the product may not be the same person. (Wells & Prensky 1996.)

Generally, the study of consumer behavior is split into multiple different perspectives to help gain a better insight into the process. The perspectives are related to different fields of studies. These perspectives are not rivals to each other but complementary – and in combination, they give a better comprehension of the subject matter at hand. (Wells & Prensky 1996.) Within these perspectives, different factors that affect consumer behavior, such as psychological, cultural, social, and personal factors, can be identified.

Anthropology is the study of culture. Each social group that we belong to has its own distinct traditions and values, which consequently affect our consumerist choices. (Wells & Prensky 1996.) Cultural factors, such as the impact of culture and subculture, are some of the most influential factors in human life as they tremendously mold values and behavior. In addition, people tend to practice social stratification

usually in the form of social classes, which, too, offers valuable insight into consumer behavior because of the tendencies to have similar preferences inside a social class. (Kotler & Keller 2009.)

The sociological perspective considers all the different social groups that we belong to as well as general social categories (e.g. age, ethnicity, gender), and the social structures that they form. Sociology examines the impact of these social structures on consumer behavior. (Wells & Prensky 1996) Social factors, such as the preferences of different social groups that we join or want to join, give lead to how a consumer may act. Furthermore, the impact of family and its structure (or the lack of it) is a major motivator in human life. (Kotler & Keller 2009.)

Psychology studies the individual internal processes that we use to interact with the world, such as motivation, perception, learning, attitude formation and decision making. Psychology emphasizes the effect of personal thoughts, feelings and attitudes on how we react to different consumerist situations. (Wells & Prensky 1996.)

Economics focuses on the process of evaluating different alternatives and on the criteria that we use to decide which products we will buy and use. The hypothesis in economics is that we use all the information available to us to make rational choices that will give us maximum satisfaction for our needs. (Wells & Prensky 1996.)

Additionally, *personal factors* such as occupation, lifestyle and income must be taken into consideration as well when studying specific consumer behavior (Kotler & Keller 2009). While cultural, social and psychological factors can explain consumer behavior on a larger scale and of larger groups, personal factors are what often determine our buying behavior on the individual level. Often purchases that seem out of character based on previous factors can be explained through personal factors.

The same principles apply to online consumers, just as they apply to a traditional consumer. However, there is one more element that must be taken into consideration when studying online consumers and that is the *web experience* or *online controllable marketing factors*. The web experience consists of three main elements which Constantinides (2004) describes as:

- **Functionality factors:** usability and interactivity of website; factors enhancing the online experience by presenting the virtual client with well-functioning, easy to explore, fast and interactive website
- **Psychological factors:** customer's trust of website; website should communicate integrity and credibility in order for the customer to be able to overcome fears and doubts concerning fraud or trustworthiness of the website
- **Content factors:** factors referring to creative and marketing mix -related elements of the website; e.g. design and style of website

2.3 Consumers in Sports

In addition to understanding what a consumer is on a general level, it is crucial to also understand what a consumer is specifically in sports for the purpose of research. As Shank (2009) indicates, consumers in sports are an exceptional breed. Consumers in sports can vary tremendously from game to game. Shank splits the consumers in sports into two: participants and spectators. These two different approaches to consumers share many of the factors that affect their decision-making. Most of the factors have been explained in this chapter already. However, there are various factors that affect only the consumer in sports because of the nature of it.

The first set of four factors focuses on the *participant* as a consumer in sports. Shank (2009) wanted to simplify the complex nature of the participant and created a model including these four factors. The focus of the model is on the decision-making process of a participant. With its five steps, it aims to explain how a consumer chooses to participate in sports and in which sports they choose to participate. The model can be seen in Figure 4.

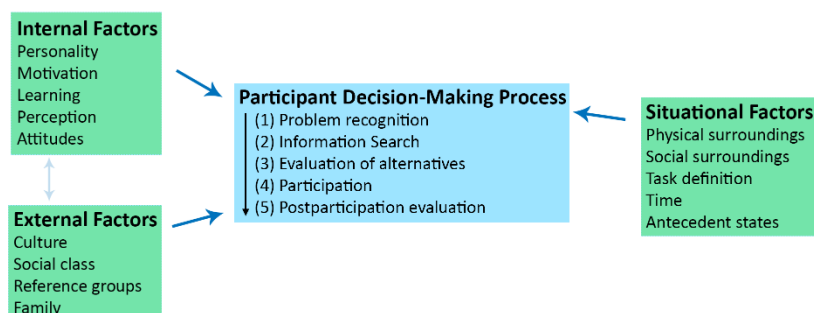


Figure 4: Sports participant decision-making model (Shank 2009)

The second set of factors focuses on the *spectator* as a consumer in sports. Shank (2009) defines nine different factors that affect the spectators' decision-making process and thus game attendance. Furthermore, it needs to be noted that the previous model of the participants' decision-making process can also be applied to the spectator. The factors affecting spectators' decision-making process based on Shank (2009) are:

- **Fan motivation factors:** *nine motives for consumption of sports; vicarious achievement, acquisition of knowledge, aesthetics, social interaction, drama/excitement, escape (relation), family, physical attractiveness of participants, quality of physical skills of participants*
- **Game attractiveness:** *a situational factor that takes into consideration the skill level of the participants (presence of star athletes), team records, league standing and if the game is a special event*
- **Economic factors:** *controllable factors such as price of the ticket, perceived value of the sport product, and uncontrollable factors like the average income of the population, economic health of the country*
- **Competitive factors:** *direct competition with other sports or indirect competition with other forms of entertainment*
- **Demographic factors:** *different variables, such as population, age, gender, education, occupation, ethnicity*
- **Stadium factors:** *variables, such as newness of the stadium, access to the stadium, aesthetics of the stadium, convenience of parking, variety and price of snacks, comfort of the seat*
- **Value of sport to the community:** *eight value dimensions of the beliefs of spectators about the impact of sport on the community: community solidarity, public behavior, pastime ecstasy, excellence pursuit, social equity, health awareness, individual quality, business opportunity*
- **Sports involvement:** *the perceived interest in and personal importance of sports to an individual attending a sports event or consuming sports through other media*
- **Fan identification:** *personal commitment to and emotional involvement in a sports organization*

2.4 Marketing Communication

Kotler and Keller (2009) state that in modern marketing, it is not a question for a company whether to communicate or not but rather what to say, how and when to say it and to whom and how often to say it. Marketing communications can be imagined as the voice of the company. It is everything about how a company creates and builds relationships with their existing and potential stakeholders and the general

public. With the ever-changing environment of new technology and increasing connectivity, marketing communication is becoming simultaneously more complex and more crucial.

Blythe states that the key elements to communication are that (1) it is intentional, so that deliberate effort is made to communicate and to respond, (2) it is a transaction between two or more parties, (3) it is symbolic, so that different means of conveying the message are used. In conclusion, communication is defined as a transactional process between two or more parties whereby meaning is exchanged through the intentional use of symbols. (Blythe 2006; Engel et al. 1994)

The process of communication has been simplified into different kinds of models to make understanding it easier. Even though these models differ from each other, the basic elements are generally the same with the source, the message and the receiver. Egan (2015) raises the Schramm model that has been widely accepted as the basic model for mass communication between people. He states that the Schramm model is so practical because of its simplicity. Yet, it still manages to include all the vital elements of communication and the linkages between them.

Egan (2015) presents a development of the original Schramm model that simplifies the process of communication extraordinarily well (see Figure 5). The model is based on a two-way correspondence as there is both response and feedback built in it. The process starts from the source, which is the participant that has a need to transmit a message (e.g. a company wanting to advertise their services). The message then needs to be encoded into a format of appropriate symbolic expressions. The message (speech, advertisement etc.) is then transmitted through a medium to the receiver who then must decode it. All this would not be possible without the overlapping fields of the perceptions of the sender and the receiver, which is a common language, for instance, but it is also most likely to be much more complex in most marketing communications, such as popular culture references, proverbs and other expressions as Blythe (2006) states.

Within the process of communication, there is always disturbance that can affect how the message is received, and it should be taken into consideration. As Blythe

(2006) states: “noise is the surrounding distractions present during the communications process”. Noise can vary from rain ruining posters to talking on the phone during a commercial break.

The final part of the communication process is the feedback. Egan (2015) states that feedback is the information regarding the receiver’s reaction to a message. He says that the sender must have means of verifying if the message was received and if it was received correctly and if it had the desired effect on the receiver or not. For example, a company without a channel for their customers to express their complaints and suggestions cannot make prompt alterations to their message and the means of delivering it to match how it should be received.

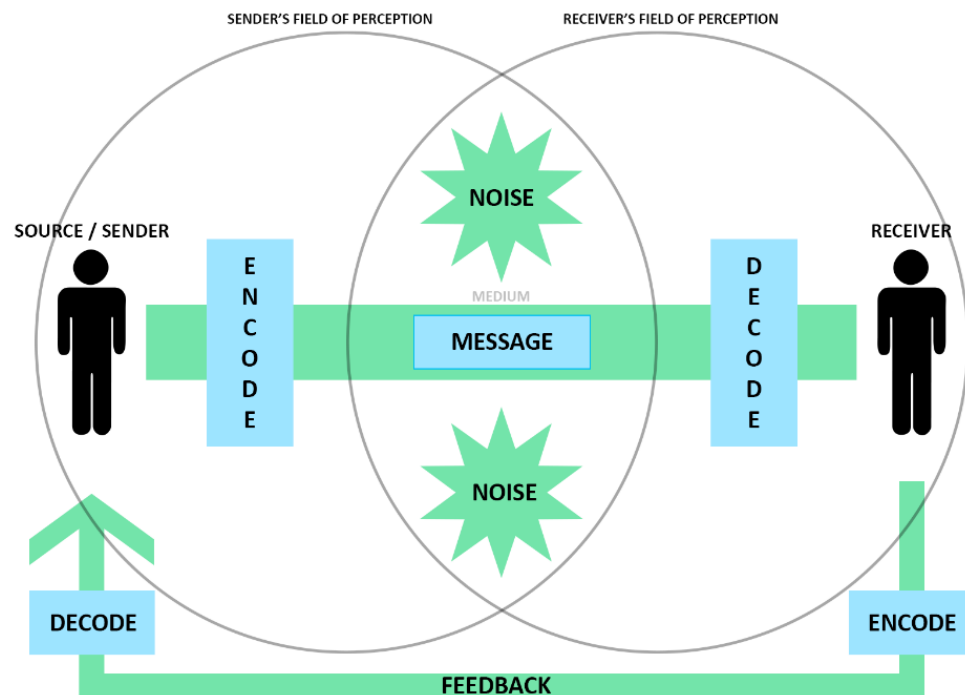


Figure 5: Communication process model (Egan 2015)

In the past it was easier for companies to decide on how to communicate to the public. Because of various factors, such as the constant development in technology, the way in which consumers process communications has changed profoundly (Kotler & Keller, 2009), and it is still changing as time goes on. There is a vast amount of information available to us with just one click away, which has compelled consumers to

form filters favoring certain information while ignoring other. As Kotler and Keller (2009) mention, the power of communicating through television (which used to be the main communication channel for big companies) has plummeted in the past decades. Marketing communication attempts used to be at worst an inconvenient annoyance that still had to be sat through – but it still left an impact. With the recent changes in communications and communication channels, consumers now have the option to ignore these attempts altogether.

While taking into consideration all the changes that are happening to marketing communications, there are some fundamentals and tools that can be utilized for better communication with consumers. A combination of different ways of communicating by a company is called the marketing communications mix. As Egan (2015) states, it is important to distinguish the difference between marketing communication tools and media. He says that tools are “the processes by which marketers develop and present an appropriate set of communications stimuli” and defines media as “channels through which the communications are carried”. Generally, it is recognized that there are at least five main tools that marketers can use to communicate more effectively. Egan (2015) defines them as advertising, sales promotion, personal selling, public relations and direct marketing. As Kotler and Keller (2009) state, in most companies one or two of these tools are utilized much more than the others, but in most cases the rest are used on some levels as well. In addition to these five tools, Kotler and Keller (2009) define three more ways of communicating that are often part of marketing communication mixes: events and experiences, interactive marketing and word-of-mouth marketing. The definitions of all the eight modes of communication can be seen in Table 2.

MODE OF COMMUNICATION	DEFINITION
Advertising	any paid form of nonpersonal mass communication by an identified sponsor
Sales promotion	a variety of short-term incentives to encourage trial or purchase of a product or service
Personal selling	personal (e.g. face-to-face) communication with potential buyer(s) with the intention of making a sale
Public relations (and publicity)	programs designed to promote or protect a company's image or its individual products
Direct marketing	targeting individual customers with personalized messages and building a relationship based on their responses to direct communication
Events and experiences	company-sponsored activities and programs designed to create brand-related interactions
Interactive marketing	online activities and programs designed to engage customers and raise awareness, improve image or elicit sales
Word-of-mouth marketing	people-to-people oral, written or electronic communications that relate to experiences of purchasing or using a product or a service

Table 2: Eight main marketing communication tools based on (Kotler & Keller 2009), (Egan 2015)

Online marketing communication is its own category with its own marketing communication tools and methods. Some of the most usual methods used in online marketing are described by Kaur and Sambyal (2017):

- **Online advertising:** virtual space is used to put marketing messages on websites in order to attract internet users and online consumers
- **E-mail marketing:** using e-mail to send promotional messages to existing and potential customers
- **Search engine marketing:** marketing associated with researching, submitting and positioning of a website within search engines to achieve maximum visibility
- **Affiliate marketing:** the process of gaining a commission by promoting products or services of another company
- **Social media marketing:** the process of gaining traffic or attention through social media sites
- **Digital public relations:** the usage of digital and social technologies to manage the awareness and understanding, reputation and brand of a company through purposeful influence or exposure via digital media; e.g. blogs or websites

- **Sales promotion offers:** short-term incentives that facilitate the movement of producers to end users; e.g. coupons, rebates, samples etc.
- **Personal selling:** real time conversations between a salesperson and a customer through video calling

3 Research Methodology

This chapter explains the process that was undergone in order to find sufficient data for valuable results. This means presenting the research methods as well as showcasing the validity and the reliability of the research. In addition, the aim is to explain the connectivity and relevance of all these elements into creating a bigger picture about the values in JJK's marketing and their possible appealing or unappealing impact on their spectators. The structure and the process of the research is simplified and illustrated in Figure 6.

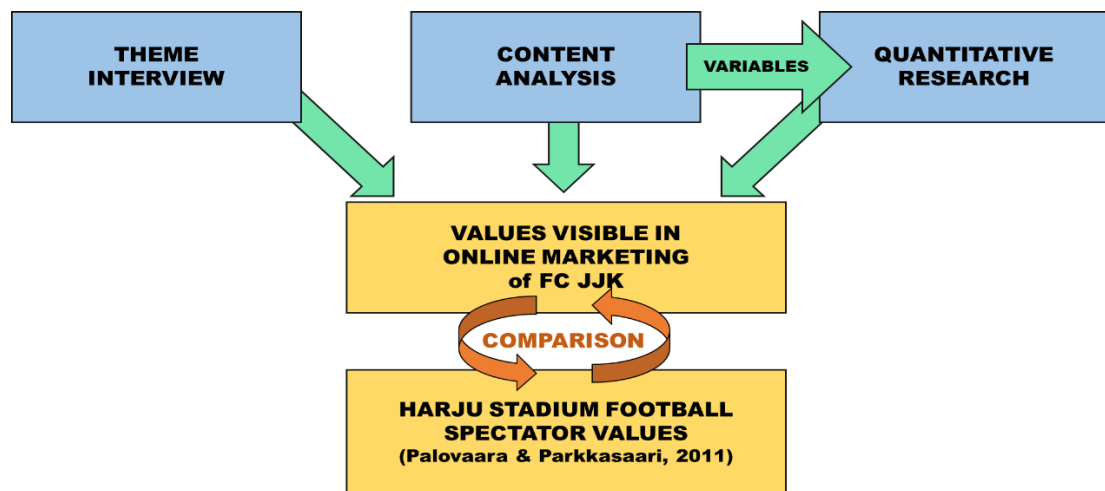


Figure 6: Research process of the thesis

3.1 Methodology

Data gathered for the research was mainly through unobtrusive measures. Unobtrusive measures as referenced by Lee (2000), originally described by Webb et al. (1966), refers to data gathered by means that do not involve direct elicitation of information from research subjects. The data about the insinuated values of the online

marketing, as well as the marketing communication messages of FC JJK was gathered through observation. The online marketing communication messages of FC JJK were analyzed through *quantitative content analysis*, and the general online marketing presence such as the general appearance of their website was analyzed through *qualitative content analysis*. Both processes are explained in detail in the next chapter.

White & Marsh (2006) define content analysis as:

a highly flexible research method that has been widely used with varying research goals and objectives – the research method is applied in qualitative, quantitative and sometimes mixed modes of research frameworks and employs a wide range of analytical techniques to generate findings and put them into context.

White & Marsh (2006) also state that the research approach for quantitative content analysis is deductive, as in based on previous research that allows formulating hypotheses about relationships among variables, while for qualitative content analysis the approach is inductive, as in that the research questions guide data gathering and analysis but potential themes and other questions may arise from careful reading of data.

As White & Marsh (2006) state, the most important factor for the data that constitutes to be used for content analysis is that the data provides useful evidence for testing hypotheses or answering research questions. They also state that another key factor is that the data communicates, as in they convey a message from a sender to a receiver. White & Marsh give an example of such data: “pictures on a web site are used to convey one or more meanings, often in combination with text and, as such, can be subjected to content analysis either by themselves or by looking at the relationships between images and text.”

Furthermore, a small-scale quantitative research based on variables drawn from the content analysis was done concerning the most used keywords in JJK’s marketing communication messages. The research is considered as and parallelized with the attributes of a *quantitative research*, since it is based on variables and numeric data (Kananen, 2011). The variables used in the research were based on the basic human

values determined by Schwartz. The values that were illustrated in JJK's marketing were gathered in quantitative form as numbers. Kananen (2011) says, quantitative research deals with numbers and relationships between them.

To back up and compare the findings of the content analysis done by the researcher about the values illustrated by JJK's online marketing and marketing communication messages, a singular interview was done with the CEO during the 2018 season, Caius Forsberg. The interview was done in the form of a theme interview, consisting of some aiding questions surrounding the theme of the company's marketing and the values it illustrates, which are presented more in detail on page 21. The purpose of the initial questions was to support the interview and direct the conversation towards the theme of values. Otherwise, the aim was to get the interviewee to talk about the theme independently.

3.2 Implementation of the Research

The content analysis of marketing communication messages was implemented by collecting and analyzing data from different publications posted on JJK's various communication platforms, which were published during and regarding their 2018 season, which started on 28th of April and concluded on 27th of October. Some of the data analyzed was also published some days before or after the timeframe and, was it chosen to be analyzed because it contained relevant information regarding the team's values. The observation and collecting of data were implemented during the summer and fall of 2018, starting from 24th of April and ending in 29th of October with the football season coming to an end. Data collecting was implemented on weekly basis during this time. Analyzation of the data was also implemented during the same time, on mostly monthly basis, or according to the amount of relevant data collected.

Content analysis regarding the general marketing online presence of JJK was implemented by gathering and analyzing descriptive and graphical information as opposed to solely focusing on data gathered from their social media posts. This included examining the first impressions that their communication channels gave, such as the layout and appearance of their website, social media platforms and the images they

had chosen to use. The appearance of the website as well as the images analyzed were documented. Attributes that were studied were drawn from Schwartz's model of basic value structure (see page 9). The analyzation of the general image of JJK gave additional support and basis for the research, and insight into which human values are visible at a quick overview of the company.

The structure for the content analysis of marketing communication messages was three-staged. The primary stage was implemented by first analyzing the news-section of JJK's own website, as it contained the themes and events that were most important and publicly marketed, thus being most relevant to their values. Then additional information and support regarding the before mentioned themes and events was drawn from their social media communication platforms (Twitter, Facebook, Instagram) in order to create a bigger picture of them. This way ascertained that the same values were illustrated across all communication platforms.

In addition to the more widely marketed news, some smaller posts and publications were drawn from the club's social media feed as some of them clearly illustrated Schwartz's human values. These were not the main focus of the research as they were not as publicly shared as the main themes and events but were chosen to be analyzed because they filled in the gaps and provided additional support for the bigger picture of JJK's online marketing image.

Some small-scale publications such as JJK's comments on social media and re-shares of posts originally made by other parties were also analyzed for the sake of supporting primary data. These publications may seem insignificant but are still relevant as they are available to all public and thus linked to the image and values that JJK represents.

One could argue that the pictures used in social media posts are even more important than the text, as they are where they eye is drawn at first. It is a major part in addition to the text of a post as they form the entirety of the message. Some consumers may not even read the text but still see the picture when browsing online. For this reason, the pictures used in JJK's marketing communication messages online

were also analyzed overall, but separately from the text and then linked to corresponding human values as according to Schwartz's model of basic human value structure (page 9).

From the findings of the content analysis, variables could be formed in order to implement a small quantitative study regarding the keywords and themes JJK used in their marketing communication messages. The sample size of the quantitative research was as follows; During their season 2018, JJK published a total of 229 posts on Instagram and 234 posts on Facebook, of which most were simply the same post on two different platforms. During the same time, they also published 90 posts on the news-section on their website, which included more extensive and elaborated information mainly concerning the same themes and events as their social media posts. JJK was most active on Twitter and posted 351 tweets during or with regard to their season, also including the same news as on the platforms mentioned previously. From these sources the human values that clearly emerged were documented and summarized in numerical form so that they could be presented and further used as quantitative data.

The values that were claimed by JJK as their core values were drawn from their website. The values were easily accessible and visible to any visitor, as well as explained more in detail than just a few words. The claimed core values and their explanations were then converted into Schwartz's human values in order to be easily comparable later.

Furthermore, a single interview with the CEO of FC JJK was conducted in the form of a theme interview. The interview was done in the Finnish language, but the main points and ideas were translated into English by the author. The initial aiding questions that were determined before the interview were as follows:

1. What kind of values does FC JJK represent?
2. Does your marketing represent these same values?
3. Does the company have a deliberate marketing strategy?
4. How closely have you taken your fans' values into consideration in the company's marketing?

After the implementation of the content analysis, quantitative research and the reassurance of its findings by the results of the theme interview, followed a comparison of the different sets of values of the spectators and those reflecting from FC JJK's

online marketing. While the primary focus of the study was the values of FC JJK's online marketing, the comparison provides further support for possible alterations that the company could make in their online marketing in order to make it more attractive for a wider variety of their spectators.

3.3 Reliability and Validity

As Merriam et. al (2016) point out, all research is concerned with producing valid and reliable knowledge in an ethical manner. One of the most important tasks of a research is to prove its reliability and validity. Without the authentication of the research process and the results, the research may as well be scientifically non-existent. As summarized by Merriam et al. "To have any effect on either the practice or the theory of a field, research studies must be rigorously conducted; they need to present insights and conclusions that ring true to readers, practitioners, and other researchers."

As Lee (2000) indicates, unobtrusive measures are non-reactive, as they are presumed to avoid problems resulted due to the presence of the researcher. This is because the research subject is not aware that he or she is being researched. It eliminates the possibility of the respondents feeling uneasy or astonished which would lead to he or she consciously or unconsciously managing his or her image in the eyes of the interviewer. As Webb et al (1996) point out, typical research methods may prove to be invalid because of this exact reason: "*Interviews and questionnaires intrude as a foreign element into the social setting. They create as well as measure attitudes, they elicit atypical role and response, they are limited to those who are accessible and who will cooperate.*"

Validity of the unobtrusive method content analysis can be tricky to prove, as content analysis relies strongly on the interpretation of the researcher. Although some validity comes from the close apposition with the study of Koljonen (2013), where similar interpretations were used to analyze the research results. This means the usage of similar variables to determine which characteristics in JJK's marketing can be

considered their corresponding human values. Further validity is provided by the assurance of these values by the results of the theme interview.

Kananen (2011) says validity of quantitative research refers to whether we have researched and measured the right things. As determined before the variables of the research were based on Schwartz's human values. The theory was chosen because it was used in the research concerning football spectator values (Palovaara & Parkkasaari, 2011), and thereby the two sets of data would be comparable.

According to Kananen (2011), in qualitative research there are no absolute truths concerning reliability and validity; But to assure reliability and validity of qualitative research, one of the most important actions to take is documentation. During this research, documentation was done every step of the way. The content analysis about the general image of JJK was soundly documented over the several occasions it was done. Also, the theme interview with the CEO of JJK was well-documented in the time of the interview.

The method of interviewing was chosen because it adds validity and reliability to the research by either verifying or contradicting with the findings of the content analysis. If the findings of the research and the outlook of the CEO about their values match, it confirms that the marketing is implemented as it is planned by the company. If the interview was done beforehand, it could have affected the partiality of the researcher, by either consciously or unconsciously searching for these exact values during the content analysis. For this reason, the interview was done after the initial research and content analysis.

“Triangulation is one way of increasing reliability of your work. Triangulation refers to combining several different research methods in one study.” (Kananen, 2011). As inferential from this chapter and the previous, methodological triangulation (Kananen 2011) was used in this research in order to provide more reliable results. The combination of quantitative content analysis supported by the results of the theme interview, and the qualitative content analysis of the general image of the company, provides variety to more support the reliability of the results.

4 Results

This chapter showcases the results discovered through the different methodologies used during the research, which then were compared to the results of the research concerning football spectator values at Harju Stadium. The results of the comparison are also presented at the end of this chapter.

4.1 Central Themes

Through and during the content analysis of JJK's marketing communication messages online, it was discovered that there are three (3) central themes that JJK focused on in their marketing communication efforts during the 2018 season. These themes provided keyword that were most widely used in the text or "description" -part of their posts. The keywords were used as variables for a small-scale quantitative research explained in the next chapter. These keywords were:

- **"äläkiusaa"** and **"älä kiusaa"**, referring to a campaign against bullying implemented by JJK and partner in 2018 season and future 2019 season
- **"ootmunjjk"**, a common phrase and hashtag used extensively by JJK themselves and fans, interpreted as an unofficial slogan
- **"kettu"** and plural **"ketut"**, means fox in English, JJK's mascot is an anthropomorphic fox, which also serves as a team- and fan-identity

Big theme for JJK's marketing during their season of 2018 was the **#ÄLÄKIUSAA-campaign** (See Appendix 4), which translates to "do not bully". The campaign encourages fans and other companies to fight against bullying, as well as to practice equality in schools, the workplace and in general. Additional focus of the campaign was directed towards children. The **#ÄLÄKIUSAA-campaign** illustrates mainly self-transcendent values: *benevolence* which could be described with such adjectives as honest, responsible and forgiving, and universalism, which would include adjectives such as equal, socially just and peaceful. However, also a conservative value can be decoded from the theme, like *security* which includes sense of belonging and social order.

JJK's unofficial **slogan** is "Oot mun JJK", which they also used extensively during the 2018 season. The slogan translates to "You are my JJK". The slogan is not as officially visible as the campaign was (on their website for example) but is even more present in their social media posts. The slogan was also seen to be used by their fans in the comments-section of JJK's posts on numerous occasions during the research. The wide usage and acceptance of it indicates tradition. As its main value the slogan represents benevolence, as it illustrates fan-loyalty, friendship and responsibility between the fans and the team. The slogan has more of a familiar and communal ring with an insinuation of aiming for victory, so it could also be linked with *achievement* but not directly.

The **mascot** of JJK is an anthropomorphic fox (See Appendix 3). It is a major part of their marketing communication and the team identity in general. Fox in Finnish is "kettu", which explains the wide usage of the word in their social media posts, and their marketing in general. The fox has become a referential theme for identifying the team and the fans. In many posts, "kettu" was used as an addition to a word in order to form a compound word with the aim to create new value for the word, and relatability for the team. For example: "kettuperhe", translates to "fox family", which creates sense of community for the team and the fans, and clearly indicates specifically JJK because of the mental connection of the word "kettu" to the team. Therefore, the mascot does not only represent its own values of *hedonism* linked with fun and enjoying life, and benevolence with the communal aspect of the fox bringing the team and the fans together. It also reminds the fans about JJK in general and the values they represent overall – as well as mascots in general, can be treated as a team identity.

4.2 Content Analysis

There are numerous elements on the main page of JJK's website which transmit human values to the customer. There is the background which is divided into two sections: the far-right of the page and the far-left of the page (See Appendix 1). On both

sides at the bottom, approximately one third of the image, there are a group of people cheering in a positive manner, presumably spectators of a match. Such action mainly transmits the excitement of participating in a game which is linked with stimulation, but the cheering also transmits loyalty which links in with benevolence. At the top of the left side there are two younger men together cheering or shouting in a positive, but more earnest manner. This again illustrates the excitement of the sport, which is linked in with stimulation, but could also be linked in with achievement or self-direction because of the more serious expressions on their faces. At the top of the right side there is simply one man smiling very widely, which mainly illustrates the joy and fun that the sport often causes in people, which links in with pleasure and enjoyment in life, or hedonism.

At the center of the page there are various logos of companies that JJK does co-operation with. Centering these logos there is an interactive section with two images that change over-time or by clicking (See Appendix 1). The first in order is about the #ÄLÄKIUSAA-campaign, with a picture of a kid in a victorious or ambitious pose on the left, which could be interpreted as achievement because the pose transmits ambition and confidence in oneself. On the right of the picture there is the same kid with a player of the team with his hand on the shoulder; both are wearing the official team shirt with the campaign name #ÄLÄKIUSAA written in the middle of the chest. The pose of the kid and the player, and the association with the campaign transmit friendship and responsibility, which are linked in with benevolence. The second picture in order is an image of the current team. On the team picture the players are also wearing team shirts with the campaign name. JJK has put a lot of effort in promoting the campaign against bullying during the season 2018. This can be seen very prominently on the graphics of their website too.

Analyzing the pictures used in JJK's posts on their online communication platforms further supported the findings of the study. The #ÄLÄKIUSAA-campaign was very prominently visible on the pictures as well. In Instagram for example, more often than not, the campaign name was included in red letters at the bottom of the picture (see Appendix 2). In addition to this, since the campaign name was written on the game shirts of the players, and many of the pictures were photos of the players in the matches, the campaign was also visible that way. Connected to the #ÄLÄKIUSAA-

campaign and its values' attachment to the team, JJK focuses a lot on promoting childhood. Children are visible in pictures all over their various communication platforms. Since JJK also has teams in football junior-leagues, the promoting is a given and a very central value for them in general. The campaign and the visibility of youth in the marketing communication messages again promote responsibility and equality, which translate mainly into benevolence, but also universalism as analyzed before.

Additional focus on the pictures got the spirit of the sport (see Appendix 2). As mentioned, many pictures were from situations in games, which illustrates the excitement of football which can be decoded into stimulation. Also, the different situations and the expressions on the players' faces show the devotion and the focus that drives them, which can be transcribed into living in the moment and enjoyment in life, or more relevantly put, hedonism. Furthermore, pictures about the results of a game followed every game, as well as the assembly of the team prior to the game (see Appendix 2). This sort of promoting illustrates not only the team's ambition and team-spirit, but also the general values of football as well as the competitiveness of the sport, promoting achievement as a value, but also self-direction on some cases as they show initiative and self-esteem especially when analyzed together with the descriptions of the photos. Also, often visible in FC JJK's marketing communication messages online is the mascot. The mascot is often linked with youth activity that JJK takes part in (see Appendix 2). As analyzed before, the mascot mostly represents hedonism, but linked with the youth activity it also culminates the already prominent values of the team, benevolence and universalism.

4.3 FC JJK Core Values

Values that were chosen by JJK and represented on their website as claimed core values of the company are locality, responsibility and love [of football]. Locality described by JJK refers to the local community that is the "the most important asset and the reason for their existence". Responsibility in JJK's operating refers to the

youth activity that they provide. They say that their most important social responsibility is to provide high quality junior activity, as well as that the operating model of the whole team is built to be sustainable, persistent and not dependable on achievement. Love as JJK's core value refers to the love of football, which should be visible in the daily activities of the team. They also link positivity and communality to the value, and the fact that football is not the only thing in life, but rather one part of it. The core values show mostly benevolence, hedonism and security (see Table 4).

4.4 Frequency of Values in Online Marketing Communication

JJK used three main keywords either as included hashtags or as keywords in their posts across various social media platforms (Twitter, Instagram, Facebook). These keywords were the central themes that were drawn from the content analysis before: *“äläkiusaa”* (and variation *“älä kiusaa”*), *“ootmunjjk”* and *“kettu”* (and plural variation *“ketut”*). They are considered the variables for the quantitative research.

Overall, *“kettu”* was the most used variable in JJK's marketing communication by 650 entries (see Table 3), which was about 36% of the total of the three (see Appendix 7). *“Kettu”* dominated Instagram with 425 entries (see Appendix 6), which was 160 entries more than the second. It was almost the most used keyword in Facebook, but the least used in Twitter.

“Ootmunjjk” was the second most used keyword in JJK's marketing communication messages. There was a total of 640 entries overall of *“ootmunjjk”* (see Table 3), which was only 10 less than *“kettu”*, equaling to about 35% of all entries (see Appendix 7). *“Ootmunjjk”* was the most used keyword in Twitter and second in Instagram but was used in Facebook only five times during the period.

The least used keyword, but still substantial considering the campaign started the same year the study was done was *“äläkiusaa”*, with 520 entries (see Table 3) overall equaling to about 29% of all three keywords (see Appendix 7). It was the second most used keyword in Twitter and Facebook.

	Twitter	Instagram	Facebook	
POSTS	351	234	229	
				TOTAL
äläkiusaa	~ 265	~ 210	~ 45	520
ootmunjjk	~ 370	~ 265	~ 5	640
kettu	~ 95	~ 425	~ 130	650

Table 3: Occurrence of main keywords in JJK's social media marketing communication messages

4.5 Theme Interview

As discovered and confirmed during the interview with the CEO at time, Caius Forsberg, the values that drive FC JJK's operating are precisely as described on their website: locality, responsibility and love [of football]. These values have been the core of the team for a long time.

As described by the former CEO, locality links to the brand image of *oman kylän pojat* (translating into *hometown boys*). The value and the image refer to being a local, specifically a Central Finnish football team. It is emphasized in their marketing communication that instead of focusing on simply being JJK, they focus on locality, i.e. that a lot of the players are from various local football teams.

Whereas responsibility refers to the social responsibility that FC JJK has been promoting and pioneering in Finland for over a decade, even before the team became a limited liability company in 2008. As the former CEO explained, FC JJK aims to be as active as possible at contacting and co-operating with different social responsibility-oriented parties, e.g. Red Cross, which is also visible at the website of JJK (see Appendix 5). The company includes them in their operating and promotes them in their marketing. E.g. when organizing various events, parties that fit the cause and theme of the event are co-operated with and promoted during the event. The responsibility links in with their youth activity as well.

The interviewee also elaborated that over the years the company has implemented surveys for spectators, as well as for cooperation partners concerning what sort of marketing communication messages work, and what sort of messages they want to

see, and what not. Furthermore, since most of the team's funding is received from cooperation partners and independent supporters, marketing strategies are also tailored according to their wishes and needs instead of solely focusing on spectators.

When asked about the marketing strategy, the interviewee told that the latest strategy was done for the year 2018. Values that the strategy concentrated on were mentioned locality and responsibility. Additionally, the interviewee elaborated that love is most likely the least directly-visible value in their marketing. The value refers to the love towards the sport and the passion that drives it. It is also the value that is represented to investors, as in that the team's operating is not driven by money, but passion towards the sport.

5 Discussion

5.1 Content Analysis

The content analysis was supposed to show the general structure of what values were the most visible in FC JJK's online marketing in season 2018. In this task the research was successful. It must be remembered that qualitative research is always highly interpretative and could yield different results with the same circumstances but with a different author. However, I strongly believe that because of the usage of Schwartz' map of the general value structure (Figure 2), the results of a similar content analysis concerning the same subject would result in mostly the same conclusions.

What can be drawn from the content analysis of the marketing communication messages and the general online marketing presence of FC JJK is that the most visible values are benevolence, hedonism, stimulation, universalism, security, tradition and achievement (see Table 4). Rest of the values of self-direction, power and conformity were not noted as they did not show up or showed up in a very insignificant way. The values were then ranked from most significant to least (see Table 5). Universalism and security were placed before achievement and tradition due to the extensive na-

ture of the campaign in JJK's online marketing during the 2018 season, as well as universalism being a supporting value especially in the youth activity implemented and reported by JJK.

	Characteristics		Schwartz values
Campaign	responsibility equality social order	→	Benevolence Security Universalism
Slogan	loyalty friendship	→	Benevolence Tradition
Mascot	loyalty fun	→	Benevolence Hedonism
Website	excitement fun loyalty	→	Benevolence Hedonism Stimulation
Photos	youth competitiveness excitement	→	Achievement Benevolence Stimulation
Team core values	locality responsibility love (of football)	→	Benevolence Hedonism Security

Table 4: Results of content analysis of values visible in JJK's online marketing

5.2 Comparison

The results of the comparison between the most visible values that were researched from the online marketing efforts of FC JJK and those of the previously researched football spectator values at Harju Stadium prove that JJK has mostly successfully captured the same values that their fans and spectators appreciate into their online marketing. As the comparison shows (Table 5), the most prominent value that came up in both researches was benevolence. Furthermore, in both researches the top five most visible values also included universalism, security and hedonism. The only dif-

ferences in the five most visible values were that while spectators valued self-direction as the fifth most, it placed in the bottom-three in JJK's online marketing. Additionally, stimulation was very prominent in JJK's online marketing placing as the third most visible value, while placing only seventh in spectator values.

	Spectator Values in Harju Stadium based on Palovaara & Parkkasaari (2011)	Human Values Visible in FC JJK's Online Marketing
1.	Benevolence	Benevolence
2.	Universalism	Hedonism
3.	Security	Stimulation
4.	Hedonism	Universalism
5.	Self-Direction	Security
6.	Power	Achievement
7.	Stimulation	Tradition
8.	Achievement	Self-Direction
9.	Conformity	Power
10.	Tradition	Conformity

Table 3: Comparison of spectator values and JJK's online marketing values

5.3 Conclusions

Answering the research question of: *What values did JJK represent in their online marketing communication messages during the season 2018?* The content analysis and the subsequent quantitative research show that the most dominant value represented in JJK's marketing communication messages on their various social media channels in the season 2018 was benevolence. Benevolence being the most prominent value makes a lot of sense for a sports team, as the communal aspect and fan culture is so important. As discovered during the interview, a lot of JJK's marketing has been based on valuing locality and social responsibility, which both link into benevolence neatly. It is also a good marketing strategy for any sports team to emphasize benevolence, as it shows a lot about caring for and praising the loyalty and the relationship between the team and the supporters.

Universalism was generally also very prominent and linked to most of JJK's marketing, but more in a supporting manner linking mostly into the campaign. Since the campaign was so emphasized during the 2018 season, universalism was also such a prominent value in their online marketing. Again, universalism is a good value to be associated with since it promotes equality and social justice. The do-not-bully campaign in general promotes the social responsibility that the team has claimed as their core value. It also links into their youth activity and fits the team image extremely well.

Other values prominently visible were hedonism, security and stimulation. Hedonism and stimulation are values that go virtually hand in hand as they collectively represent enjoyment and excitement. Both values are easily linked in with football and sports in general, as for spectators they are past-time activities that are supposed to bring in expressly enjoyment and excitement. Furthermore, the findings of the interview support the realization that these values are on par in JJK's marketing, too. The love and the passion for football is the least directly-visible core value of the three, as according to the former CEO, but is also largely what drives the company's actions. As such it is important and desirable that the value shines through in their marketing. Security on the other hand represents social order and sense of belonging, as well as health, which all bring up again the communal aspect and the locality of FC JJK. Security, just as universalism, goes again extremely well with the image and motifs of JJK.

Moreover, looking at the research question: *How well did the values of FC JJK's online marketing reflect those of their spectators?* The content analysis shows that there is some difference in the values JJK represents online on their website and on their various social media platforms to those of their claimed core values. Although, the difference is not significant with mainly achievement and stimulation not claimed as notably as they show on their website in a general manner and on the major part of the photos used in their marketing communication messages. On the other hand, it could be argued that it is not important or even beneficial to claim these prominent self-enhancement values as core values of the team since they are already associated with the sport itself. It could also come off as arrogant to focus on purely succeeding and winning, when football in general is considered to be about having fun as a com-

munity, especially for the spectators. Then again, a lack of ambition in the core values could indicate some uncertainty relating to the team's potential to succeed, which in turn could cause some spectators to doubt the team and its capabilities.

Finally, *how well did the values of FC JJK's online marketing match their claimed core values?* As can be concluded, all the different sections that combine the online marketing of JJK represent largely the same values, which is positive in terms of continuity of image and relevance to spectators. Moreover, the core values and the general image, as described by the former CEO, also largely match these same values. The entirety of FC JJK's online marketing is clearly well thought-out, and there is not much that needs to be changed. The core values are largely visible in JJK's online marketing, and often reflect the studied human values of their spectators. Although some future alterations concerning the spectator values could be beneficial as described in the next chapter.

5.4 Reliability and Validity

An important factor in the reliability and validity of the comparison and the results of values between JJK's marketing and the spectator values, is to note that Harju Stadium where the spectator values were previously researched is the home stadium of FC JJK. In this manner the spectator values concern specifically the fans and spectators of JJK. Then again some of the respondents could have been fans of the visiting team, but in general it could be argued that most football spectators in Finland share mostly the same values since a big factor for the sport in Finland is volunteer work and the communal aspect (Hokkanen, 2016). On a side note, it is also important to realize that the spectator values were surveyed in 2010, which was 8 years before this research. There is the possibility of spectator values changing over time. However, most likely the values would not have changed too drastically, as the nature and status of the sport in Finland has remained mostly the same for decades.

According to Kananen (2011) reliability of quantitative research refers to the repeatability, consistency and stability of the research results. Consistency means that the

research measures the same thing and stability means that the measures remain stable over time. For the quantitative data of this research, the repeatability is easy to ensure as the data was gathered online and stays there as long as JJK does not specifically delete it. Consistency and stability were also proven to be reliable as the variables that were researched stayed the same throughout the process and were gathered in the quantities of occurrence thus being consistent over time. On the other hand, it is also important to note that unobtrusive methods are largely dependable on the interpretations of the researcher, and while the data studied might stay the same, a similar study could have a different outcome.

Furthermore, the strong theoretical framework and the quality of references that were used in this research add reliability to the study. References that were used were mainly books or scholarly articles published by trustworthy sources. A lot of the authors of these references are well-known experts on their fields of study. Moreover, most of the references that were used are very recent and published in the recent decade.

5.5 Future Propositions

The comparison of the results of this research and those concerning the spectator values in Harju Stadium shows that there is generally a lot of the same values visible, especially with benevolence being the most dominant value in both researches. However also, that there is some room to improve for JJK in the utilization of human values in their marketing. One of the top values illustrated in JJK's online marketing was stimulation, which ranked only seventh in spectator values. While again self-direction was the fifth for spectators and only eighth in JJK's online marketing. Clearly, a transition for these two values is an alteration JJK ought to make.

The reason for stimulation ranking so high in JJK's online marketing lies mostly in the photos they used for their social media posts. A lot of the pictures they used were of situations in game. Combined with the descriptions they used, stimulation and achievement were the main values visible from the messages. Although, this would

most likely vary outside of the football season, as there are no matches going on. Future proposition would not be to tone down stimulation, but rather increase the visibility of self-direction. This could happen through marketing communication messages that present a more creative citations of a theme or situation, rather than just exciting.

5.6 Further Research

More research is needed concerning the utilization of human values in sports marketing and in marketing in general. Further research should concern the effects of various combinations of human values on the efficiency and effectiveness of online marketing. How well can human values be utilized in marketing if campaigns are tailored according to the values of the targeted group? Research on a human value approach on marketing and its real-life functionality could prove or disapprove value orientated marketing as effective or not.

Proposed next step for research about utilizing human values in sports marketing would be to implement possibly two separate strategized marketing campaigns with distinct and specific human values matching and unmatching those of the targeted football spectators in order to see how the campaigns would gain attention among the community. This kind of experiment would most likely prove that a marketing campaign containing and emphasizing the matching human values would receive quantitatively more attention, as well as more positive attention. Alternatively, a comparison of two different football clubs with clearly varying values from each other, and a research concerning the effectiveness of their marketing communication messages would support further findings concerning the utilization of values.

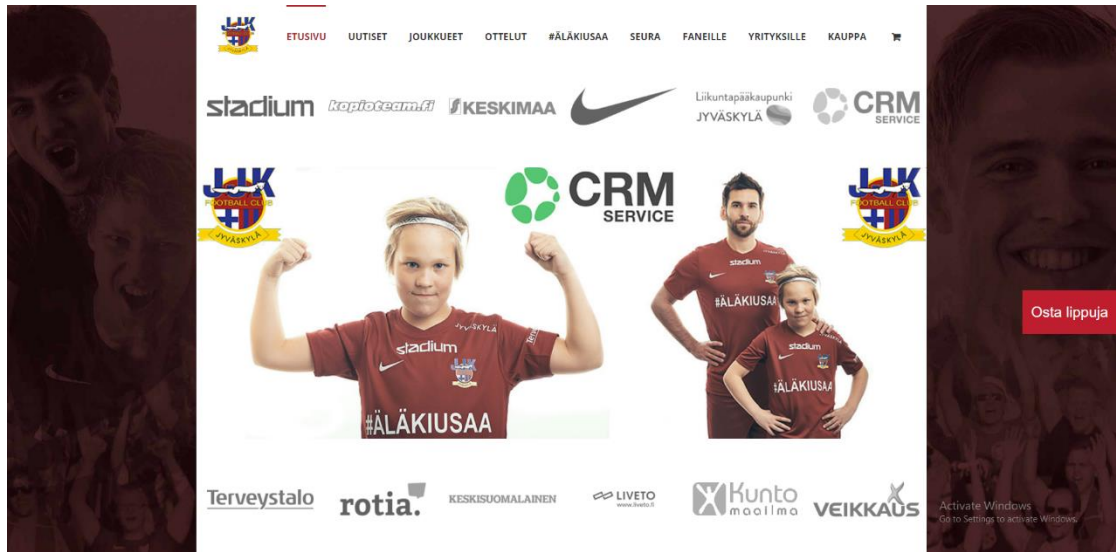
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Appendices

Appendix 1. JJK's website's front page august 2018



Appendix 2. JJK's Instagram post samples May – July 2018



Appendix 3. JJK's mascot



Appendix 4. Announcement of #ÄLÄKIUSAA -theme



Appendix 5. Co-operation with Red Cross

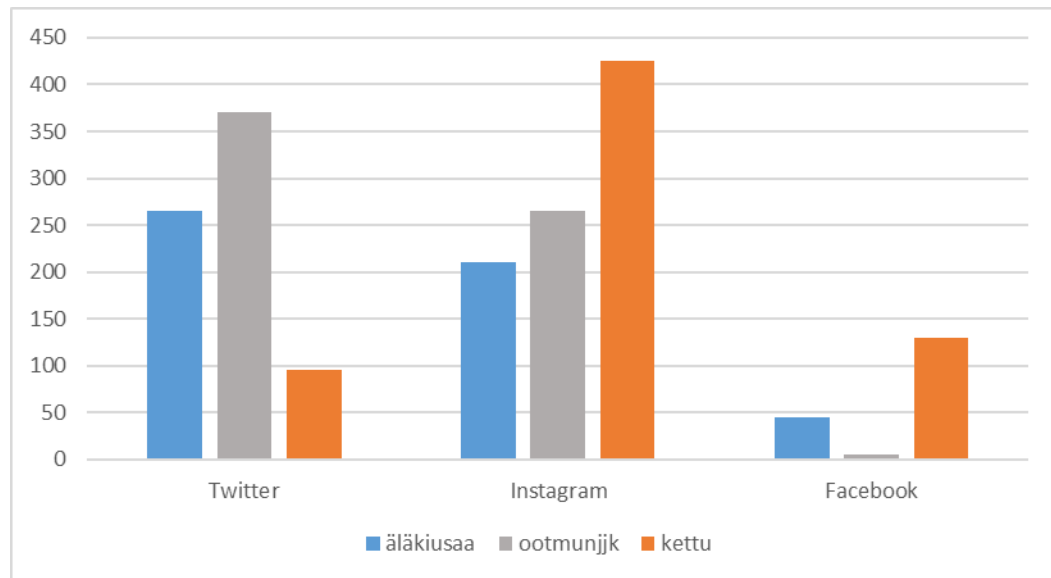
Punainen Risti
Veripalvelu

**JJK ei luovuta
– paitsi verta**

Jyväskylän veripalvelutoimisto, Kalevankatu 8
ma, ti, to klo 12-18, ke, pe klo 11-16

www.veripalvelu.fi

Appendix 6. Occurrence of keywords in JJK's marketing communication



Appendix 7. Partition of total keywords in JJK's marcom messages

