

A Foresight and Strategic Development Proposals for Sport Business in Finland by 2025

Roosa Lundén

Bachelor's thesis

June 2019

Sports Business/Futures Research

Degree Programme in International Business

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| Author(s) Lundén, Roosa | Type of publication Bachelor's thesis | Date June 2019 |
| | Number of pages 79 | Language of publication: English Permission for web publication: x |
| Title of publication A Foresight and Strategic Development Proposals for Sport Business in Finland by 2025 | | |
| Degree programme Degree Programme of International Business | | |
| Supervisor(s) Saukkonen, Juha | | |
| Assigned by | | |
| <p>Abstract</p> <p>Foresight aims to detect upcoming change drivers and directions and prepare organizations to protect and develop their businesses. The objective of this research was to find out sports business stakeholders' opinions about the future of their business environment in Finland by year 2025. The goal was to find trends that could have significant effects on sport business and also to give proposals to sports organizations about how to prepare for them.</p> <p>The study was performed using the Delphi method and applying both quantitative and qualitative approaches. The results were analyzed using the Multiple Perspective Concept (technological, organizational and personal focused changes). The data was collected in Future of Sport Marketing seminars in Helsinki 2015 and 2016 and via Webropol online survey tool. The first phase of the research was participated by 40 respondents and the consecutive phases by 20 and 15 respondents. The results were presented with the Future Radar tool developed by combining existing models of futures research.</p> <p>In the first phase potential trends of change were sourced from the respondent pool. Next, participants assessed these trends based on their perceived probability, impact and plausibility. Six trends with the highest assumed impact to sport business were chosen for further elaboration. The last survey stage consisted of assessing the impacts of these trends on two layers (direct and indirect impacts). A Future Radar for each trend was then formed based on those assessments.</p> <p>The results indicate that the perceived changes in sport business are numerous and trends have a multifaceted impact. The results concerned the general operating environment of sports organizations. Individual sports business practitioners can utilize the outcomes of the research process by considering the relevance of the Future Radars to their own operations. They can also apply themselves the foresight process created in the research.</p> | | |
| Keywords/tags (subjects) Sports Business, futures research, trends, foresight, business environment | | |
| Miscellaneous | | |

| | | |
|--|-------------------------------------|------------------------------------|
| Tekijä(t) Lundén, Roosa | Julkaisun laji Opinnäytetyö, AMK | Päivämäärä Kesäkuu 2019 |
| | | Julkaisun kieli Englanti |
| | Sivumäärä 79 | Verkkojulkaisulupa myönnetty: x |
| Työn nimi A Foresight and Strategic Development Proposals for Sport Business in Finland by 2025 | | |
| Tutukinto-ohjelma Degree Programme of International Business | | |
| Työn ohjaaja(t) Saukkonen, Juha | | |
| Toimeksiantaja(t) | | |
| <p>Tiivistelmä</p> <p>Ennakointi pyrkii havaitsemaan tulevia muutosvoimia ja -suuntia ja auttaa organisaatioita liiketoimintansa turvaamisessa ja kehittämisessä. Tämän tutkimuksen tavoitteena oli selvittää urheiluliiketoiminnan sidosryhmien mielipiteitä toimintaympäristönsä tulevaisuudesta Suomessa vuoteen 2025 mennessä. Tavoitteena oli löytää trendejä, joilla voi olla merkittäviä vaikutuksia urheiluliiketoimintaan, sekä antaa ehdotuksia organisaatioille millä tavoin tulevaan voisi valmistautua.</p> <p>Tutkimuksessa käytettiin Delfoi-menetelmää sekä kvantitatiivisin että kvalitatiivisin menetelmin. Tuloksia analysoitiin moniperspektiivisen (teknologiset, organisatoriset ja yksilölliset muutokset) lähestymistavan avulla. Aineistoa kerättiin Helsingissä järjestetyssä Future of Sport Marketing -seminaarissa vuosina 2015 ja 2016 sekä Webropol-alustan avulla. Tutkimuksen ensimmäiseen vaiheeseen osallistui 40 ja jatkovaiheisiin 20 ja 15 vastaajaa. Tuloksien esittämiseen käytettiin tulevaisuudentutkimuksen aiemmista malleista yhdistettyä Future Radar eli Tulevaisuustutka-mallia.</p> <p>Tutkimuksen alussa vastaajajoukolta kerättiin potentiaalisia muutostrendejä. Seuraavalla kierroksella osallistujat arvioivat trendejä niiden todennäköisyyden, vaikutuksen ja toivottavuuden suhteen. Tästä valikoitui jatkoon kuusi trendiä, joilla arvioitiin olevan suuri vaikutus urheiluliiketoimintaan. Viimeisellä kyselykierroksella arvioitiin näiden trendien mahdollisia seurauksia kahdella tasolla (välittömät ja välilliset vaikutukset). Vastauksista muodostettiin jokaiselle trendille oma tulevaisuustutka.</p> <p>Tulokset osoittavat, että tulevaisuuden uskotaan tuovan urheiluliiketoimintaan monia muutoksia ja trendien vaikutukset ovat monitahoisia. Tutkimuksen tulokset koskivat urheiluorganisaatioiden yleistä toimintaympäristöä. Yksittäiset toimijat voivat hyötyä tutkimuksesta joko pohtimalla luotujen tulevaisuustutkien antia omaan toimintaansa tai soveltamalla itse tutkimuksessa luotua ennakointiprosessia.</p> | | |
| Avainsanat (asiasanat) Urheiluliiketoiminta, tulevaisuudentutkimus, trendit, ennakointi, liiketoimintaympäristö | | |
| Muut tiedot | | |

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1 Introduction

No business can work by only seeing the past and present. Futures foresight can be challenging but it is most probably giving important methods and tools for societal and business development. The use of future foresight can help nearly any business to enhance understanding of the future markets. Futures methods can be used to develop and test both desirable and possible visions of the future. Those visions can then help generating long-term policies, strategies and plans.

The author's motivation to this topic comes from her sporting background and the studies in Jyväskylä University of Applied Sciences' Sports Business specialization track. The author started her studies of International Business and after the first year studies the possibility of sports business studies opened and it was a very interesting option. The author has already gained working experience from few different kind of sports-related companies and it was really natural and interesting to conduct a research and this thesis related to sport business and future studies.

The author hopes to find her future work in the field of sports business so it was a pleasure to do this research and foresee some possible outcomes of the future working environment in Finland. She had no previous experience about futures research. No one can predict the future and none of these assumptions may really happen in the real future but in business we must not only look back to the past but also think about the possible future scenarios and prepare for tomorrow.

This research is hoped to help the sport business itself by not only giving suggestions and strategic proposals for the possible future but also providing a tool that sport business organizations could use in their daily lives. There is quite little amount of previous research on the future of sports business so the author thinks that this could help and improve the industry to prepare for the future.

This research project conducted between November 2015 and May 2017 and its main interest was to envision some of the key drivers that may affect the future of sports business up to year 2025. The research applied some of the futures research

methodology and tools. The research project had three main goals: 1) With the help of (Finnish) sports business community, to source and assess trends with strong assumed effect to sport business 2) To envision the consequences these trends may pose to sports business management 3) To combine the consequences and creating some strategic proposals to the sport business environment to prepare for the possible future. The target of this research was of course this thesis but it also was part of a larger project that aims at publishing a conference paper at some near future. The basis and the data of the thesis and the conference paper are the same but the focus on each one is different.

The participants of the study were stakeholders in Finnish sports business field such as practitioners, researchers and educators and they were allowed to invite relevant (to the topic) people from their networks to join the research process. The respondent group was likely to give a cross-sectional and multiple-angle view of a Finnish sports community to the issues elaborated in the research process as there was not any pre-selection of experts made by the researchers.

This thesis is structured in the following way: after this introduction part the reader will find the literature review that focuses on sport business, futures studies, trends, scenarios and strategy issues. Next the author will open up the research process followed by results and discussion chapters.

This research aimed at following research questions:

1. What are the key drivers of change/trends that are likely to change the context of sports business in near future (by 2025), as assessed by different stakeholders in the Finnish sports business community?
2. How are these trends identified impacting the operating environment of Sports Business industry in Finland?
3. What strategic moves and business model changes can be proposed to enhance future success of Finnish Sport Business organizations?

2 Literature Review

This chapter will dive into the theory of sport business, foresight, trends, scenarios and strategy, all issues that are important regarding this research and the thesis. The chapter will be concluded by a synthesis part with the purpose of clearing all the theory for the author and hopefully for the reader as well.

2.1 Sports Business – overall view and Finnish context

Definition

The relationship between sports and business is relatively new and it is considered as not an easy one. Sport fascinates people not only by its athletic excellence but also by the lack of predictability and the excitement of many possible outcomes. Business, however is all about risk control, avoiding uncertainty and trying to turn investment into profit. That is quite a contradiction to combine those two, right? But the common values both share are quite important: teamwork, talent, competitiveness, commitment and focus. All of those attributes can be related to a successful athlete or business. (Westerbeek and Smith, 2002)

The relationship of sport and business can be cut down to two main issues: the passion of fans and the accessibility of the sport made possible by technology. One of the main goals of the sport business is to make sport accessible and reachable and make it exciting and addictive. (ibid.)

Sports business includes a great amount of different concepts and areas of business functions. A sport organization needs knowledge in human resource management, branding and marketing, finance, strategy and environmental analysis, operative management, social media issues, media and sponsorship issues and legal issues, just to mention few. Sport business has become more professionalized during years and the field of sport and sport business evolves all the time. Sport management has to take into account new skillsets, opportunities and also threats it may face. (Beech and Chadwick, 2013)

One major issue that differs sports business from “regular” businesses is that sport has a great amount of non-profit organizations The main focus of the non-profit

organizations is usually providing services or events to members and developing the sport. A non-profit organization can generate a surplus but different to a more business-like organization, the surplus is often reinvested to the organization for example the facilities or member services. Also a huge asset of non-profit organizations is volunteering. Many events would not run without volunteers and that requires good management knowledge from the organizations. (Trenberth and Hassan, 2013)

History

The sports business is relatively younger than sport itself. The birth of first sports date back to thousands of years ago and the business aspect of sport has existed a lot less. John Beech and Simon Chadwick (2013, 5) present this figure about the development of sport as a business in their book *Business of Sport Management* (Figure 1.).

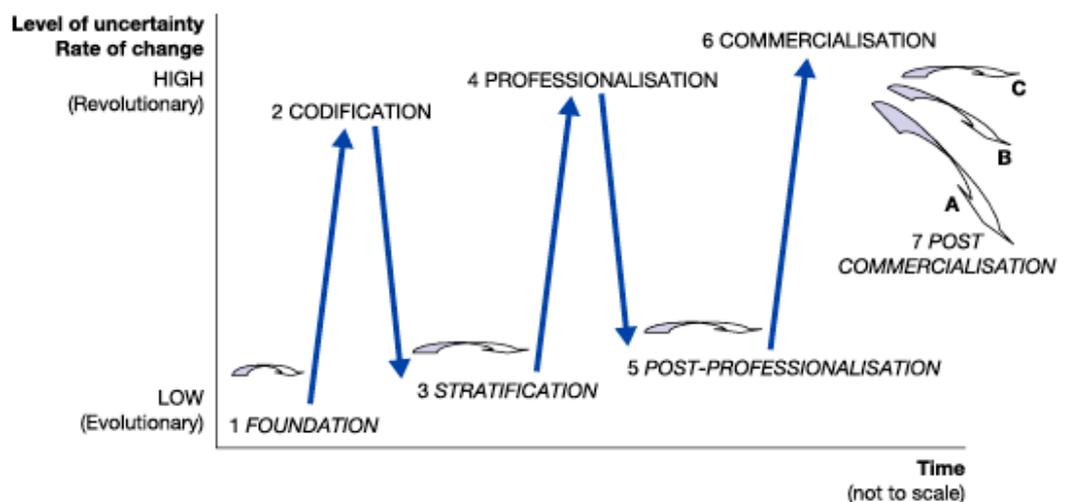


Figure 1. Development of a Sport as a Business by John Beech and Simon Chadwick

The 7 phases of the development process are seen above. Evolutionary phases take often a longer time and the changes are slow and incremental whereas the revolutionary phases can be highly uncertain and the changes are rapid. In the foundation phase the sport develops in the known form from folk traditions. Codification formalizes the sport and it defines the governing body of that sport. The sport may get more standardized. The stratification is the part where sport emerges as organization. First business operations occur but the sport is still amateur as there are no professional players. The business aspect of sport gets a greater significance in

the phase of professionalization as the sport gains popularity and paying spectators and fans. First professional players also enter the game and the clubs have become more business-like. In the next phase, post-professionalization, the sport is quite stable and it may build different levels of sport such as leagues where there are professional levels and amateur levels. Commercialization phase involve basically all business contexts into the sport. Marketing, sponsorship, endorsement, broadcasting, betting and the whole scale of management issues are really important and the business becomes competitive. Weaker organizations are pressured under the bigger ones. The final phase, post-commercialization really concerns few major sports. The sports have become worldwide and a large part of revenue comes from outside the sport. As the business aspect of sport is still relatively young, the experiences from post-commercial phase are quite short. The post-commercial phase can be analyzed more thoroughly only after many more years. (Beech and Chadwick, 2013, 5-7)

We must remember after all that sports are unique and this process can be very different between sports. The big picture remains the same but all sports have their own path of development. The evolutionary and revolutionary phases can be temporally different between sports. Some evolutionary phases can take many decades in some sports whereas it can be really rapid in others.

Sport Business in Finland

Finland is a country of sports and exercise. According to a survey by the European Commission done in 2010, Finnish people does most physical activities in Europe and Finland is one of the most active countries in the World. Sports hobbies are very popular among Finnish youth and also adults are very active in their daily lives. This active populations enables good circumstances for the business of sport. (Sahala and Koskela, 2011)

Finnish sports clubs are mainly run by volunteers and that is important and honorable in the Finnish culture. In the article about Finnish sports, Katriina Sahala and Soile Koskela (2011) estimate that more than 10% of the whole Finnish population, as many as 600 000 people volunteer in sports clubs. Sporting events are also organized with the help or a big number of volunteers. And it is true that the

Finnish sports community would not run without volunteering. Most sports clubs are non-profit organizations but the most professional sports clubs and teams are run with a very business-like environments. Finnish Sports Federation (FSF) is the roof-top organization having a total of 130 member organizations under it. Finnish sports are financed by municipalities, athletes, members of the clubs, sponsors and also from the private sector. The Finnish National Lottery is the largest individual financer of Finnish sports and physical activities. (Sahala and Koskela, 2011)

If the volunteering part of Finnish sports is important and working well, so does the business aspect of it. In 2011, Finland had 13 sports institutes that specializes in different sports. Finland has many options at secondary and university levels to either develop as competitive athletes or as experts in the field of sport business. Finland has leading expertise in areas such as testing and sports technology, thanks to the university of Jyväskylä and the Research Institute for Olympic Sports (KIHU). Foundation for Sport and Health Sciences (LIKES) and UKK Institute are also important to sports business in Finland (Sahala and Koskela, 2011). We must not forget Jyväskylä University of Applied Sciences where it is possible to study sport business management studies. The studies include a broad entity of topics from marketing to leadership and event management. The studies can be combined with a competitive sporting career. (JAMK website, 2019)

Finland is a very active event organizer. Many sports federations host national and international competitions and congresses on a yearly basis and the events are usually very well organized. However, the competition between countries to organize big international events is tight and Finland needs to refine their strategies and resources in order to win the possibility to organize the higher-level international events. The organizing process of such events need a good cooperation between the sports associations and organizations, the cities, international associations, and of course some non-sport businesses as partners. (Leskinen, J., 2018)

2.2 Foresight and Anticipation

This part will go through some methods or concepts from futures research. The purpose of foresight is not to know exactly the upcoming future but to help us make

better decisions with the different methods that lead us to anticipate opportunities and threats and think about how to face them. It is wiser to anticipate than react only when the change has begun. The knowledge of dealing with change and to prepare for it is what differentiates the best companies from the regular ones.

(Glenn, 2003. Volume 1)

2.2.1 Delphi Method

The Delphi method was founded at RAND, California in the early 1960s. Since then it has been a significant method used in futures research. The method has been used in many layers and aspects of society and it has been improved over the years but some main constituents still remain the same such as the anonymity and feedback. These two elements are the most irreducible elements of the Delphi Method. A third constituent that can be seen important in the Delphi method is iteration. The researcher that developed the Delphi method found out that expert panels are beneficial in forecasting issues but there were also challenges. Many experts in the same room may lead attention away from the issue at hand, the loudest voice may overcome the best arguments and some attendants may not desire to state their opinions in front of his peers. The Delphi method was invented to encourage a true debate but without the factor of personalities (Gordon, 2003).

Anonymity in a Delphi research is important in order to the participant to state their own opinions without any fear of losing their face or without any expectations of opinion if being a high-status person. Anonymity also lets the participants to change their mind freely and new ideas may come from organization's lower-status member that probably would not have the possibility to express their ideas (Kuusi, 1999). The Delphi method's multiple rounds leads to the possibility of feedback. The participants are informed about others' perspectives and they are given an opportunity in the following rounds to clarify or change their views (Skulmoski et al. 2007, 3).

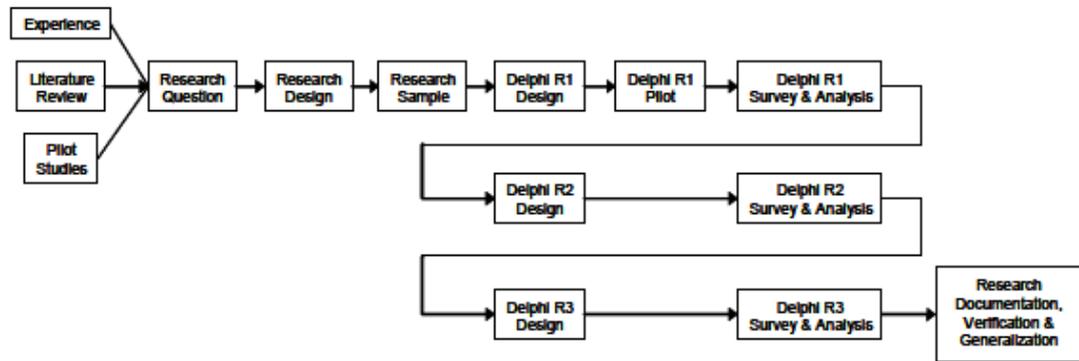


Figure 2. A Three Round Delphi Process by Skulmoski et al.

The Delphi process involves multiple stages from start to beginning (Figure 2.). The example here has three rounds but the research can have a different number of rounds, typically from two to four. The research question(s) are derived from previous experiences, literature and pilot studies. The research question(s) are the base for the research design and research sample. Research participants are important in a Delphi research as their opinions matter in the research. The participants need to have knowledge and experience from the topic, willingness and time to participate and communication skills. After these steps the first round questionnaire is developed and tested in a pilot study. The pilot is not always necessary but it can be helpful to test the understandability of the questions and also adjusting the questionnaire. When the questionnaire is ready it is launched and the answers are analyzed. The answers can be distributed to the participants for helping them to generate ideas for next rounds. The second round questionnaire is built based on the first round answers. The questionnaire is released and analyzed and the following steps can be different from research to research. There can be few more Delphi rounds or if there are no more than two rounds, it is time to verify, generalize and document the research results. The Delphi process can be very different depending on the research topic, research team or for example participants. It is important to follow the research goals and direct the focus of the research and the questionnaires to the right direction. (Skulmoski et al. 2007, 3-5)

Delphi method is a controlled debate. The outcome of s Delphi research is quite often consensus but sometimes not. The situation of disparate position is also a pleasant one because the opinions are clearly reasoned. It is also important to remember that Delphi researches do not provide statistically significant results

because of the usual small number of participants. A Delphi panel opinion does not predict any response of a larger population or even another panel. (Gordon, 2003)

2.2.2 Multiple Perspective Concept – TOP-analysis

The first ideas of Multiple Perspective Concept can be traced back to Graham Allison's book about a missile crisis where the issue was examined from three different points of view, rational actor, organizational process and bureaucratic politics. Harold Linstone, the father of the concept had seen that his analysis an modeling for corporate decision making was too simple in the corporate decision process taking into account only some of the vital factors. From his own experiences and the impact of Allison's work Linstone's book *Multiple Perspectives for Decision Making* was published in 1984. (Linstone 2003, volume 24, 2)

The Multiple Perspectives Concept is more of an approach than a method and it is also referred as Multiple Perspectives Approach (Turpin, Phahlamohlaka and Marais, 2009). The approach addresses scientific issues with three types of perspectives: technical (T), organizational (O) and personal (P) perspectives. The technical perspective represent the world of science and technology. The organizational perspective is focusing on human beings, and their organisation into social groups and societies. Human beings make exchange of their rights and responsibilities with benefits offered by membership of a group or and organization. When the T-perspective may focus more on the product and problem-solving, the O-perspective is more about the process and action. The P-perspective deals with issues that relate individuals to the world or to the system and it uses the view of an unique person. The concept is pragmatig, non-terminating and explicitly concerned with the nature. As a weakness, Linstone has stated the possibility lack of some relevant perspectives, different time horizons of the perspectives and the individual's background that may affect the processing of the perspectives. (ibid., 2003, 2-12)

The different characteristics and differences of these perspectives are explained in detail in the Table 1.

Table 1. Characteristics of Multiple Perspectives by *Harold Linstone (2003)*

| | Technical (T) | Organizational (O) | Personal (P) |
|---------------------------------------|---|--|--|
| World view | Science-technology | Unique group or institutional view | Individual, the self |
| Objective | Problem solving, product | Action, process, stability | Power, influence, prestige |
| System focus | Artificial construct | Social | Genetic, psychological |
| Mode of inquiry | Observation, analysis, data and models | Consensual, adversary, bargaining and compromise | Intuition, learning, experience |
| Ethical basis | Logic, rationality | Justice, fairness | Morality |
| Planning horizon | Far (low discounting) | Intermediate (moderate discounting) | Short for most (high discounting for most) |
| Other descriptors | Cause and effect | Agenda (problem of the moment) | Challenge and response, leaders and followers |
| | Optimization, cost-benefit analysis | Satisfying | Ability to cope with only a few alternatives |
| | Quantification, trade-offs | Incremental change | Fear of change |
| | Use of probabilities, averages, statistical, analysis, expected value | Reliance on experts, internal training of practitioners | Need for beliefs, illusions, misperception of probabilities |
| | Problem simplified, idealized | Problem delegated and issues and crisis management factored | Hierarchy of individual needs (survival to self-fulfillment) |
| | Need for validation replicability | Need for standard operating procedures, routinization | Need to filter out inconsistent images |
| | Conceptualization, theories | Reasonableness | Creativity and vision by the few, improvisation |
| | Uncertainties noted | Uncertainty used for organizational self-preservation | Need for certainty |
| Criteria for "acceptable risk" | Logical soundness, openness to evaluation | Institutional compatibility, political acceptability, practicality | Conduciveness to learning, time-space distance to event |
| Scenario types | Probable | Preferable | Possible |
| Criterion | analytic (reproducible) | value | image |
| Orientation | exploratory (extrapolative) | normative (prescriptive) | visionary |
| Mode | structural | participatory | perceptual |
| Creator | think-tank teams | stakeholders | Individuals |
| Communications | Technical report, briefing | Insider language | Personality, charisma desirable |

2.2.3 Scenarios

The word “scenario” is probably known best from the world of dramatic arts. It is a written plan of the characters and events in a theater play or a film. But scenarios are

used also in the futures research. The father of scenario construction is Herman Kahn. The term was introduced already in the 1950s and the concept was popularized in the 1960s. The first issues related to scenario-making were such as U.S. public policy, international development and defense. Later on scenarios have been used for example to anticipate the rise and subsequent fall of oil prices. Nowadays both public and private sectors use scenario planning as part of their businesses. (Glenn 2003, volume 13)

A scenario is not a forecast or prediction but it is a description about what may happen. It is an explanation of trends or events as they could develop. A scenario should be focused on a specific year and a subject. This research is dealing with scenarios subject to sports business in 2025. Scenarios are not true stories to happen, they are narrative descriptions of a possible future. They can be wrong as probably as right. The main idea of scenarios is to explore, create and test both desirable and possible future conditions. Scenarios can help organizations build long-term policies, strategies and plans. Scenarios are also one way to show that it is impossible to get to a specific future and that there are many moving parts that can affect the future. A good scenario is plausible, internally consistent and sufficiently interesting and exciting. (Glenn 2003, volume 13)

The scenario-making process according to Jerome Glenn and The Futures Group (2003, volume 13, 9-10) contains three steps: preparation, development and reporting and utilization. The first step, preparation defines the scenario space. The domain of interest is defined with the key driving forces that are thought to be important to the domain. The second step is development. This step defines the key measures, such as economic growth, technology diffusion or competitive capability. This step includes also defining the possible events, projecting the key measures and preparing descriptions. The reporting and utilization part of the process includes documenting, contrasting the implications of the alternative worlds and testing policies.

Another scenario-making process the author has found has six steps and focuses more in the whole organizational process. This is written by Anita Rubin (2004). The first step is critical examination of present. For example a SWOT-analysis can be useful in this process. The resources are also assessed and weak signals monitored. In

the next step the scenarios are made. A good number of scenarios are between three and five. Too little number can be seen as a good and bad option and there are no options and too many scenarios complicate the control and processing of those. Based on the scenarios the vision and mission are composed (steps 3 and 4). Vision is a big picture of a desired future and mission can be seen as a path towards the big goal, vision. Mission can include actions and plans to achieve the goals together with smaller targets along the way. The fifth step is the dialogue between vision and mission as they are not static and permanent. They can be adjusted and changed if needed. The last step goes back to start. It is important to remember that the scenarios are part of a process. The world and business environments change all the time so the scenarios should be refined from time to time. Are new scenarios needed? Are the existing scenarios extensive enough or has there occurred some new elements that should be taken into account? If the scenarios are not up to date, there is a chance that they actually prevent the organization to see the societal changes and increase the preparedness. (Rubin, 2004)

2.2.4 The Futures Wheel

The Futures Wheel method was invented by Jerome C. Glenn in 1971. According to Glenn (2003), it is a “method of identifying and packaging secondary and tertiary consequences of trends and events”. The Futures Wheel is a simple but very effective method for future exploration. It can help identify potential problems and opportunities, services, products and new markets. It is also useful in planning tactics and strategies.

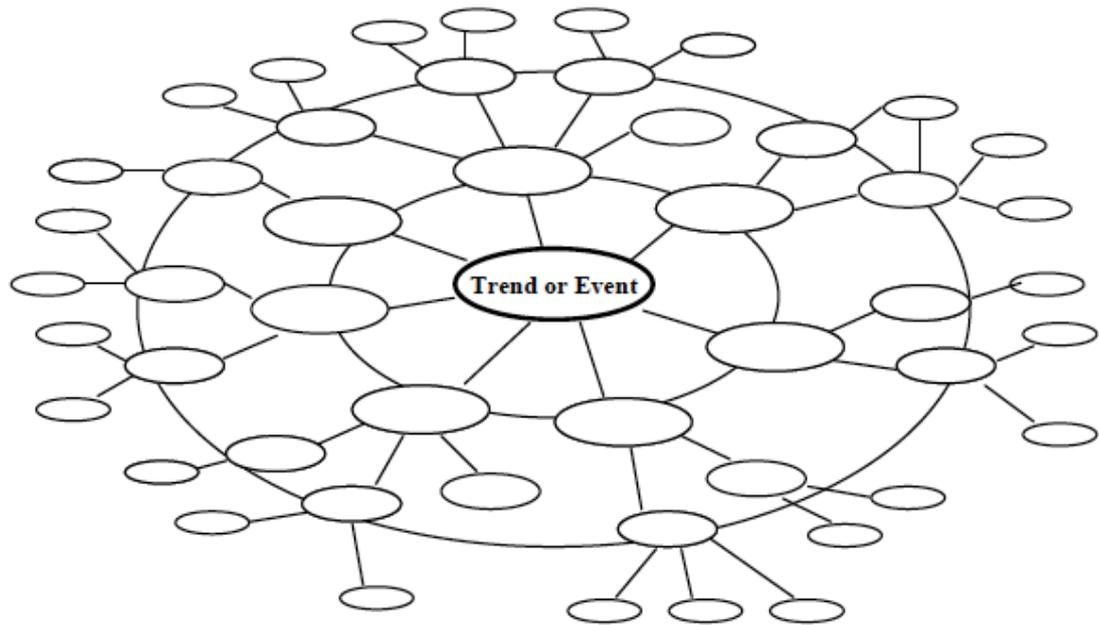


Figure 3. A Basic Futures Wheel by Jerome C. Glenn

The Future Wheel (Figure 3.) is created by writing the trend or event in the middle. The primary impacts are written in the first layer or ring of the wheel. Next, the secondary impacts of the primary impacts are placed in the second ring. Additional impacts can be added until the picture is ready and clear (Glenn, 2003).

The Futures Wheel is commonly used in the futures research as it is an easy way to engage people to think about the future. It is a very simple technique needing only pen and paper. Glenn (2003) writes that the Future Radar is most common used to:

- think through possible impacts of current trends or potential future events
- organize thoughts about future events or trends
- create forecasts within alternative scenarios
- show complex interrelationships
- display other futures research
- develop multi-concepts
- nurture a futures-conscious perspective
- aid a group in brainstorming

However, we must remember here again that this method is only an opinion or collective judgement of a group of people similarly to the Delphi method. The possible impacts or consequences are only estimates or ideas about the future. The Futures Wheel is a great basis for further thinking and exploration of future. (ibid.)

2.3 Trends

What is a trend? According to the Market Business News, “a trend is a general direction into which something is changing, developing, or veering toward”. In the business world, the word trend is used to explain tendencies towards something or changes in a process, output or condition. (Market Business News, 2019)

Frost & Sullivan, a research and consulting company has published a report called ‘World’s Top Global Mega Trends To 2025 and Implications to Business, Society and Culture’ (2014). The report states that “Mega Trends are transformative, global forces that define the future world with their far reaching impacts on businesses, societies, economies, cultures, and personal lives”. The mega trends are perceived to be bigger trends that are affecting globally and they have significant consequences to the whole world. Frost & Sullivan have come up with 12 mega trends that are thought having the statuses of mega trends by 2025. The mega trends are:

- Urbanization – City as a Customer
- Bricks and Clicks
- Future Infrastructure Development
- Smart is the New Green
- Innovating to Zero
- Health, Wellness and Well Being
- Social Trends: Gen Y, Middle Bulge, She-economy, Geosocialization
- Future of Mobility
- Connectivity and Convergence
- Economy: Beyond BRIC: The Next Game Changers
- New Business Models: Value for Many

Some of those trends may not be that well applicable with the sports business but many of them could have impact to the sports business environment. The obvious trend that most probably affect also the sports business is the trend of health, wellness and well-being. Innovating to Zero could affect the sports facilities as they usually are big and energy-consuming buildings. The “zero” means also zero breaches of security, zero accidents and zero fatalities. Lots of importance is put also to the development of technology and security. According to the report, much development will also be happening among the topics such as connectivity, mobility, big data, sensorization and robots. It is interesting to see how those concepts for instance will affect the sports business. (Menon, 2014)

Talking about sports business, the author could not find such a comprehensive report about the future of sports business. An article was found by Deloitte (2019) that covers sports industry game changers today, year 2019. From those concepts we can see what is trending now and by combining them to the Mega Trend report, they can give us information about the development of sports business environment. The article provides us eight trends about sports industry in 2019

- Athletes as content creators
- Augmented and virtual reality
- The offensive revolution
- Sports gambling trends
- Tackling mental health
- European soccer reaches America
- eSports
- Personalizing fan engagement

(Deloitte, 2019)

Already now, some mega trends can be seen raising their heads and we can confirm that the world is going towards the mega trends proposed by the company Frost & Sullivan (2014). The augmented and virtual reality and eSports are related tightly to the concept of connectivity and mental health is an important issue about human well-being.

2.4 Strategy

The literature has plenty of strategy and business models that have been invented to boost business environments. Strategy in the simplest way is a combination of vision, analysis, planning and implementation, and it has elements of creativity and practice. Strategy is never about individual elements but how they all are linked together (Beech and Chadwick, 2013). Another description found is that strategy is “a fundamental pattern of present and planned objectives, resource deployments, and interactions of an organization with markets, competitors, and other environmental forces” (Kerin et al., 1990).

Organizations need strategies to basically every move they make. Strategy can be seen as a linear process that has clearly and logically defined steps and that is moving towards previously set goals (Beech and Chadwick, 2013). This is why organizations require futures studies. They need to have some idea of the possible future in order

to make their strategies for the future. It is obvious that the future is unsure and therefore the strategies can change.

Strategies can be either deliberate or emergent. In a most desirable case, the organization and its working environment is analyzed strategically and as the outcome the strategy is built. Deliberate strategies are linear and have a clear starting and finishing points. The strategy is about how and where the organization is competing. Next step is to put the strategy into practice and that will guide the organization until the strategy will need to change. At this point futures studies are needed. If some possible market changes are seen, it is important to prepare to that. If the strategy is refined at the point the market is already changing, it is already too late. (ibid., 2013)

But what if something unexpected will happen? Then the organization needs to build an emergent strategy. It has no clear patterns or plans to be done. Usually emergent strategies have elements of improvisation, creativity, adoptive actions and constant change. It can be based around trials and errors. An emergent strategy is different from deliberate as it does not have any clear beginning or end and it can sometimes be chaotic. An organization cannot decide whether they want to use deliberate or emergent strategies in their businesses and strategy making but they usually have elements of both. Organizations may need to shift from deliberate to emergent and other way around over time and for example the growth of an organization can affect to the strategy changes. The challenge is to find a perfect balance between these strategies and when the changes are needed to do. (Beech and Chadwick, 2013)

A business model example

The author has decided to focus on one strategy or business model that she found interesting. This business model is created by Gary Hamel and it is quite simple yet really useful and comprehensive.

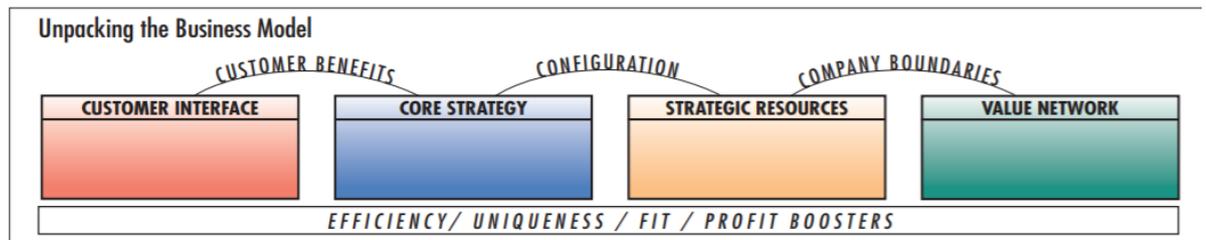


Figure 4. A Business Model *by Gary Hamel*

Gary Hamel's Business Model (Figure 4.) is divided into four major components: core strategy, strategic resources, customer interface and value network. Core strategy is about the organization's objectives and competition decisions. How and where we compete, what is the objectives of the strategy and how we differentiate our business from the competitors? It is important to assess for example the current mission and offered products if they still are relevant and the best possible compared to competitor's ones.

Strategic resources include the organization's core competencies, strategic assets and core processes. These resources can be explained by answering to questions such as: what we know, what we own and what we actually do. By challenging and changing these resources it is possible to come up with new innovations and boost the business.

Customer interface is really significant since it is the bridge between the business and its customers. The customer interface includes questions like: how we reach the potential customers, what kind of information is provided to them, how the customer relationships are handled, how we interact with each other and how the pricing system is built. The customer interface can be improved by evaluating these issues and by thinking if the customer's purchasing or engaging decisions could be more enjoyable and fulfilling for them.

The last major component is the value network. This component includes the suppliers, partners and coalitions that somehow complement and amplify the organization's resources. The value network can be innovated by thinking if we are using all the possible network relations as efficiently as possible or if there are still some assets or competencies that could be borrowed from some possible partnership.

There are also three “bridge” components that link those four major components: configuration, customer benefits and company boundaries. Configuration is the link between the business’s core strategy and strategic resources. The strategic decisions and goals are combined with the existing resources. Customer benefits brings together the core strategy and the customer interface. Here the main issue is how the business is satisfying customer’s needs and if all the benefits are those that the customer really needs and wants. Lastly, the company boundaries connects the strategic resources and the value network. What is the right ratio of work done by the organization itself and what can be shared to the value network?

Finally, the business model includes four factors (efficiency, uniqueness, fit and profit boosters) that support the business and increase the potential profit. Efficiency means that the value of the benefit provided to customers is greater than the cost to produce it. There is no sense of providing a service or product that costs more than its value is. Uniqueness gives more value to the product and it is more difficult to the competitors to copy. It is also important that all elements of a business concept are consistent and that everything has the same goal. Incoherence can confuse customers. Profit boosters are methods that help the business model be more profitable and successful. (Hamel, 2001)

Strategy in sport business

The previous business model can be used also in the field of sport business. The core product of a sport business organization or company is quite similar to any other business organizations but there are few issues that are affecting the business operations and therefore also strategy. Like mentioned in the earlier part of this literature review, sport organizations are often not-for-profit organizations.

According to Beech and Chadwick (2013, 240-241), the non-for-profit sport organizations can be divided into two types of organizations: ‘Kitchen table’ organizations and ‘executive office’ organizations. The ‘kitchen table’ organizations are often quite small with no central office, paid staff or real strategic plans. The volunteers have an important and big role with many different roles in the organization. The organization’s structure has few hierarchical levels and few formal rules. The decisions are often made by few volunteers. These organizations often are

small sports clubs or similar. Then the 'executive office' organizations are very contradict from the previous one. They have clearly defined organizational design with structures and systems, a number of professional staff with specialized roles and also specialized roles for volunteers. The organizations also have comprehensive plans, policies and programs, and the decision-making processes are decentralized to professional staff. The role of volunteers in the decision-making processes is reduced.

According to the author's opinion, all sport organizations – even the smallest 'kitchen table' ones should have strategies. In the smallest organizations the strategy does not need to be very defined, but at least a simple SWOT-analysis could be done and some idea about who our customers, fans and other stakeholders are, what are our resources are and what do we do. Larger organizations should really think more thoroughly about the strategy as the organizations are more business-like and more people are involved to the operations.

2.5 Synthesis of Knowledge Base

This literature review has covered quite different concepts. The first sub-chapter deals with sports business: what it is about, how it has developed and what it is like in Finland. Next the thesis focuses on futures research with issues such as the Delphi Method, the Multiple Perspective Concept, Scenarios and the Futures Wheel. The final sub-chapters introduces the concepts of Trends and Strategy.

To synthesize the concepts and views of earlier research, the framework of this study is made of following assumptions. Sports business is a relatively young field of business even though sports itself is an old concept. One main goal of sports business is to make sports accessible and reachable. Sports business in Finland is very largely run by volunteers and by not-for-profit organizations. Futures research is a science that focuses on finding possible future trends to help businesses to react to change drivers. Strategy is a combination of vision, analysis, planning and implementation. All kinds of organizations should have some kind of strategical plans so that the goals are reached efficiently.

3 Research Design and Implementation

The research in hand is a clear foresight process of the potential futures of and for sports business. This chapter will go through the research process.

3.1 Research Approach and Methodology

After formulating the research problems and research questions a researcher has to figure out what is the best way to conduct the actual research process. In order to find out the right research design for the study, some facts must be clear: what the study is about, why the study is done, what type of data is needed, what techniques of data collection is needed and how the data will be analyzed, just to mention few. It is important to carefully prepare the research design as it helps the researcher to proceed with the research and organize ideas and take care of not forgetting anything crucial. The careful preparation of the research design also has an influence for the reliability of the final results (Kothari, C.R, 2004).

Researches can be divided into multiple types of research, of which two are qualitative and quantitative research. Quantitative research focuses on quantity and measurable information and the data can be transformed into clear and usable statistics. Quantitative research is used to generalize results from a sample population. Qualitative research, on the other hand, is giving answers for understanding reasons, opinions and motivations and they are involving quality or kind. Qualitative research is targeting to find answers to human behavior. Quantitative data collection methods are usually clearly structured surveys questionnaires or interviews as qualitative data collection are semi-structured or unstructured. Common data collection methods for qualitative research are focus groups, interviews and observation. The sample size is usually bigger in quantitative research as the data is easier and faster to process. (Kothari, C.R., 2004, 3 and DeFranzo, S., 2011)

It is possible to use both methods if the research design that demands. In that case, the mixed methods research comes into question. That method combines both quantitative and qualitative methods. (Creswell and Plano Clark, 2018)

The research approach of this study clearly falls under the categories of mixed method as having both qualitative and quantitative elements. The research can also be classified as an exploratory research. Hossler and Vesper defined the mixed method approach (1993) as it indicates triangulation in data collection, separate data analysis and the analysis phase of the research that integrates different data sets. The mixed method is approaching the research problem from different angles and therefore can be seen as a very informative source of answers.

The research was conducted using the Delphi Method. The first round survey was a quantitative type of survey and the second round survey used the qualitative research method. All the results were analyzed through the Multiple Perspective Approach.

3.2 Research Process

The research quality was controlled by triangulation both in mixed methods as an approach as well as researcher triangulation. The research was conducted by more than one researcher so not only one person was analyzing the collected data, reflecting the findings and planning the road ahead, so personal biases were avoided. Concerning other ethical viewpoints, the author had no dependency to any of the respondents and thus could approach the results from a neutral point of view. The data was not filtered to serve any pre-decided aim, the only reason for squeezing the data gathered was combining the findings that were fundamentally same in their meaning.

Research Stages and Timeline

The main steps of the research project are explained in the Table 2 and in the Figure 5. below:

Table 2. Research process description by steps

| STAGE | PURPOSE | ACTION | NR OF PARTICIPANTS | NR OF RESEARCHERS INVOLVED | DURATION IN MONTHS |
|--------------|----------------------|---|---------------------------|-----------------------------------|---------------------------|
| 1 | Trend identification | Collecting of potential trends for evaluation | 40+ | 1 | 1 |

| | | | | | |
|---|--------------------------------------|--|----|---|-----|
| 2 | Trend combination and formulation | Creating the impact assessment tool/survey | | 3 | 2,5 |
| 3 | Trend assessment | Assessing the probability/impact potential/plausibility of trends | 20 | | 2,5 |
| 4 | Trend selection for further analysis | Analysis of assessments, selection of Top 6 trends (on impact potential) | | 3 | 1 |
| 5 | Screening potential trend impacts | Ideation of trend impacts (1 st and 2 nd order consequences) | 15 | | 2,5 |
| 6 | Results compilation | Creating illustrations of data obtained into Future Radars | | 3 | 1 |
| 7 | Reporting | Bachelor's Thesis | | 1 | 5 |

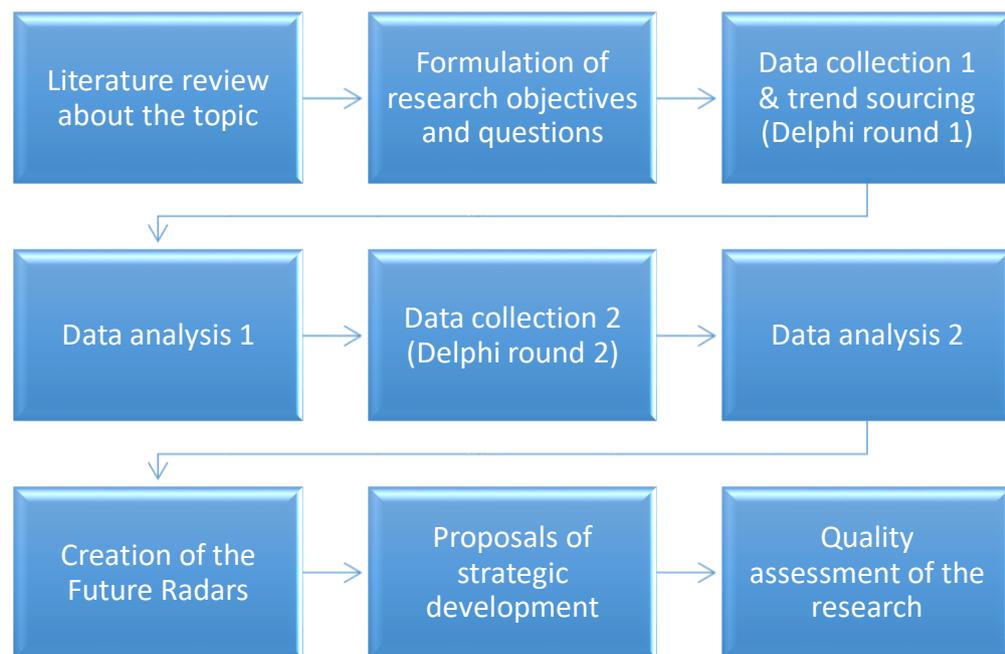


Figure 5. Research Process explained in flowchart

The flowchart in the Figure 3 shows the research process in a visual way.

The research started by the project leader during the Future of Sport Marketing seminar that was held in Helsinki in November 2015. 40 participants of the seminar answered to a question that is basically the foundation of this whole research: how will sport business change during the 10 following years? (2015-2025). The answers were recorded at site and then transcribed and combined into 20 statements that

were used in the research's following steps. The statements were used to create the questionnaire for the first round (Appendix 1.). The participants were to assess each 20 statements based on their perceived probability, impact and plausibility in a scale of 1-6. The questionnaire was created by the research group and it was tested by some lecturers and members of JAMK and Sport Business School Finland. Some changes and additions were done according to the advice given and finally the first round was about to begin. Both rounds' surveys were produced and the answers were gathered with the Webropol platform. The link to both first and second round questionnaires were sent to the participants with the help of a lecturer of sport business in Jyväskylä University of Applied Sciences. He had contact details for the appropriate participant candidates. The research group prepared the information message about the research that was sent to the network together with the questionnaire link.

The round 1 questionnaire got 20 answers that were analyzed. The results can be seen in the Appendix 2. From the results we could find six statements that were estimated having a big effect on sport business if happened. Examples of the trends and their assessed probabilities, effect intensity and plausibility can be seen in Figures 6 and 7, the first on showing a trend that made its way to further analysis and latter one was dropped off from following rounds.

15. More extra activities are included in the sports competitions and events in order to attract people to the event location.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 0 | 0 | 2 | 11 | 7 | Sure thing | 20 | 5,25 |
| | 0% | 0% | 0% | 10% | 55% | 35% | | | |
| No effect | 0 | 1 | 0 | 7 | 9 | 3 | Extremely strong | 20 | 4,65 |
| | 0% | 5% | 0% | 35% | 45% | 15% | | | |
| Not at all desirable | 0 | 0 | 3 | 3 | 10 | 4 | Very desirable | 20 | 4,75 |
| | 0% | 0% | 15% | 15% | 50% | 20% | | | |
| Total | 0 | 1 | 3 | 12 | 30 | 14 | | 60 | 4,88 |

Figure 6. An example of a trend that was chosen to further research due to its high impact potential

23. Due to the increase in consuming eSports, people's physical activities will decrease.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|-----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 1 | 1 | 6 | 4 | 5 | 3 | Sure thing | 20 | 4 |
| | 5% | 5% | 30% | 20% | 25% | 15% | | | |
| No effect | 1 | 1 | 4 | 7 | 6 | 1 | Extremely strong | 20 | 3,95 |
| | 5% | 5% | 20% | 35% | 30% | 5% | | | |
| Not at all desirable | 4 | 6 | 6 | 3 | 1 | 0 | Very desirable | 20 | 2,55 |
| | 20% | 30% | 30% | 15% | 5% | 0% | | | |
| Total | 6 | 8 | 16 | 14 | 12 | 4 | | 60 | 3,5 |

Figure 7. An example of a trend disregarded from further analysis due to (relatively) low impact potential

The following stage included the creation of the next round survey which was based on the six statements chosen. The participants were to analyze each of the statements by writing down 1-2 direct consequences and the same amount of indirect consequences. The questionnaire was done so that there were not any insinuation about either negative or positive consequences. The participants had the possibility to come up with either positive or negative consequences, or both. That was meant to lead to a most self-reliant answers without any presumption about what kind of answer should be written. The 2nd round survey (Appendix 3.) was published in the Webropol-platform and when there were not quite enough answers, the research group decided to come up with another plan. In November 2016, the Future of Sport Marketing Seminar was held in Helsinki and the research team thought that it would be a great opportunity to collect answers from. The Webropol-survey was modified into a paper version (see Appendix 4.) and that was distributed to the seminar audience in the hopes of some more answers from the Finnish sports business network.

The second round survey finally got a total of 15 answers (9 from Webropol and 6 from the seminar) that were then analyzed. All the consequences were put in an Excel-sheet and the formulation of Future Radars started. As seen in the Appendix 5, there were quite many consequences – long and short, so the amount needed to be reduced by combining and classifying them before putting into the radars. As already mentioned, the research used the Multiple Perspective Concept, therefore the

consequences also had to be classified according to the technological, operational and personal focused changes. The reducing process was done by the research team by going through all the consequences written in the Excel-sheet and all similar ones were combined into a slightly more general one and finally there were an appropriate amount of consequences in each statement. In the Figure 8 you can find an excerpt of an Excel-sheet where the consequences were written down and then combined and put into the radars. All statements had their own tabs and

| | A | B | C |
|----|---|--|--|
| 1 | Sport business management will grow in professionalism via education and research. | | |
| 2 | | | |
| 3 | 1st order consequence | 2nd order consequence | 2nd order consequence |
| 4 | More research data available for the industry | Faster professionalization | Lack of data in practise |
| 5 | More professionals to run businesses in sport | Professionalization in management & marketing | Development from non-profit to profit-seeking businesses |
| 6 | Higher level of expertise on a variety of levels (marketing, sales etc.) | Higher competition density on the job market | Increased sales pressure on existing employers in the field |
| 7 | Greater insights into existing or future collected data | Data overload and "what to do to it" to gain effective input | Growth possibilities for data analysis + research publications |
| 8 | Companies start to understand sports as a part of their business | Sports sponsorships are taken to company strategies | Education is rising in universities |
| 9 | Data driven decision-making | Reliance on the figures of (short term) past | Danger of innovativeness loss |
| 10 | New schools providing sport education | not only athletes can become coaches. | quality of the players improve, new records will be made. |
| 11 | More professionals in the field will contribute local teams to grow and increase the popularity of certain sport activities, like soccer in finland | More kids would enroll to soccer schools | Parents would spend more on attending games with their families |
| 12 | Professionalism through early age | small needs in the market / niche market | |
| 13 | Increase health quality | Fewer diseases | |
| 14 | new accreditation systems for professionals | generic sports management capabilities need to be defined | competing standards of different market areas/disciplines/sports |

Figure 8. An Excerpt of Answers from Delphi Round 2

3.3 Creation of a new tool for data presentation: Future Radar

The research team found out that actually any existing tool or model was not quite suitable for our data presentation. The team was familiar with the Future Wheel and from that tool the idea of different layers was something the team wanted to use. But otherwise the Future Wheel was slightly too complicated-looking and the team wanted also to showcase the multiple perspective approach so something else had to be discovered. The amount of data received from the research was quite large and therefore the Future Wheel's structure was technically impossible to combine with all the data or the outcome would have been too complicated to a reader to understand.

The final tool also got some influence from the Technology Radar (see Figure 9. below). Shortly, the radar is built to show the possible and coming changes in the

field of technology and help the organizations to decide which new innovations should be paid attention to or considered using in the business. The radar is divided into 4 quadrants that are different categories or topic areas. The quadrants are also divided into 4 rings that explains how close to a business a certain technology or innovation is. (Ford, 2016)

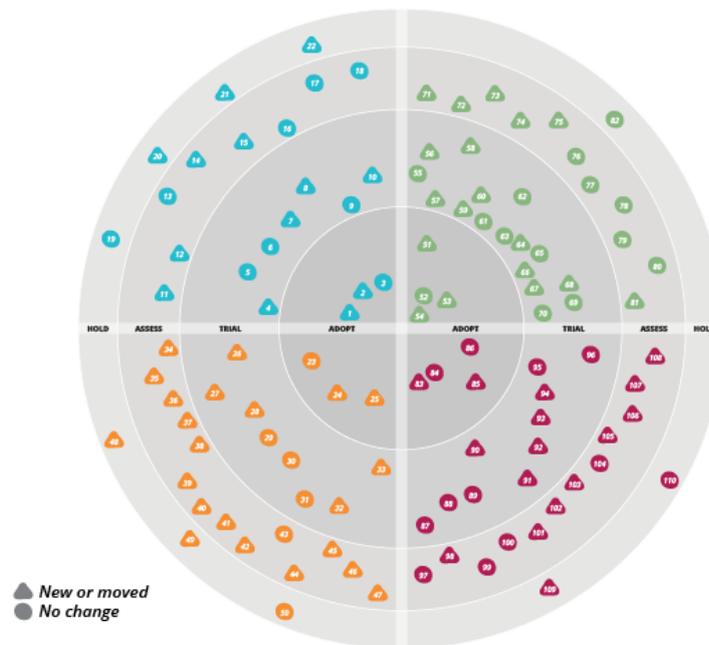


Figure 9. Technology Radar *by ThoughtWorks*

The Future Radar was created by combining these three existing methods or tools. The Future Wheel gave the Radar its layers and the idea of consequences, the Technology Radar its outlook with the divided quadrants and the TOP-perspectives were added to the Future Radar in the way the quadrants were in the Technology Radar.

A change was made from the Multiple Perspective Concept concerning one of the perspectives. The T-perspective of the concept has the meaning of technical perspectives, according to Harold Linstone (2003). When asking the Cambridge Dictionary about the meaning of the word 'technical', one answer is that it is "related to the knowledge, machines, or methods used in science and industry" (Cambridge Dictionary, 2019). Another finding from the Internet, a Quora website proposes to use the word technical when craft, technique and complexity issues are concerned. The word technology, on the other hand, should be used when the

application of scientific knowledge for practical purposes is related. (Quora website, 2019). Concluding these findings and studying the qualitative answers from the research, the author found more reasonable to use the word 'technological' in the Future Radars instead of 'technical'.

The layout of the Future Radar was finalized and the outcome is shown in the Figure 10. Next the radars were filled with the statements and the consequences.

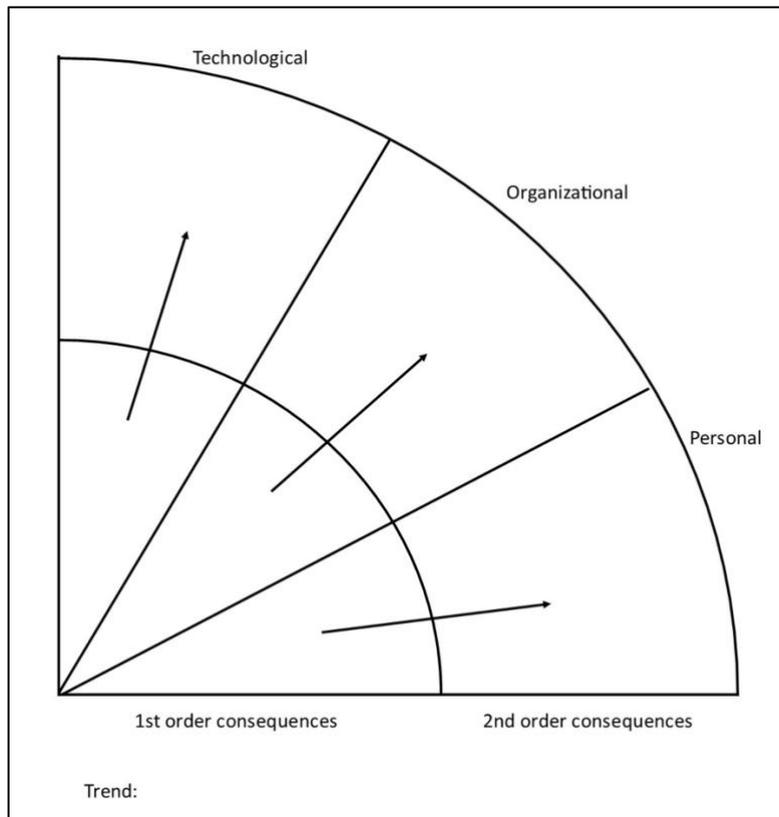


Figure 10. An Empty Future Radar

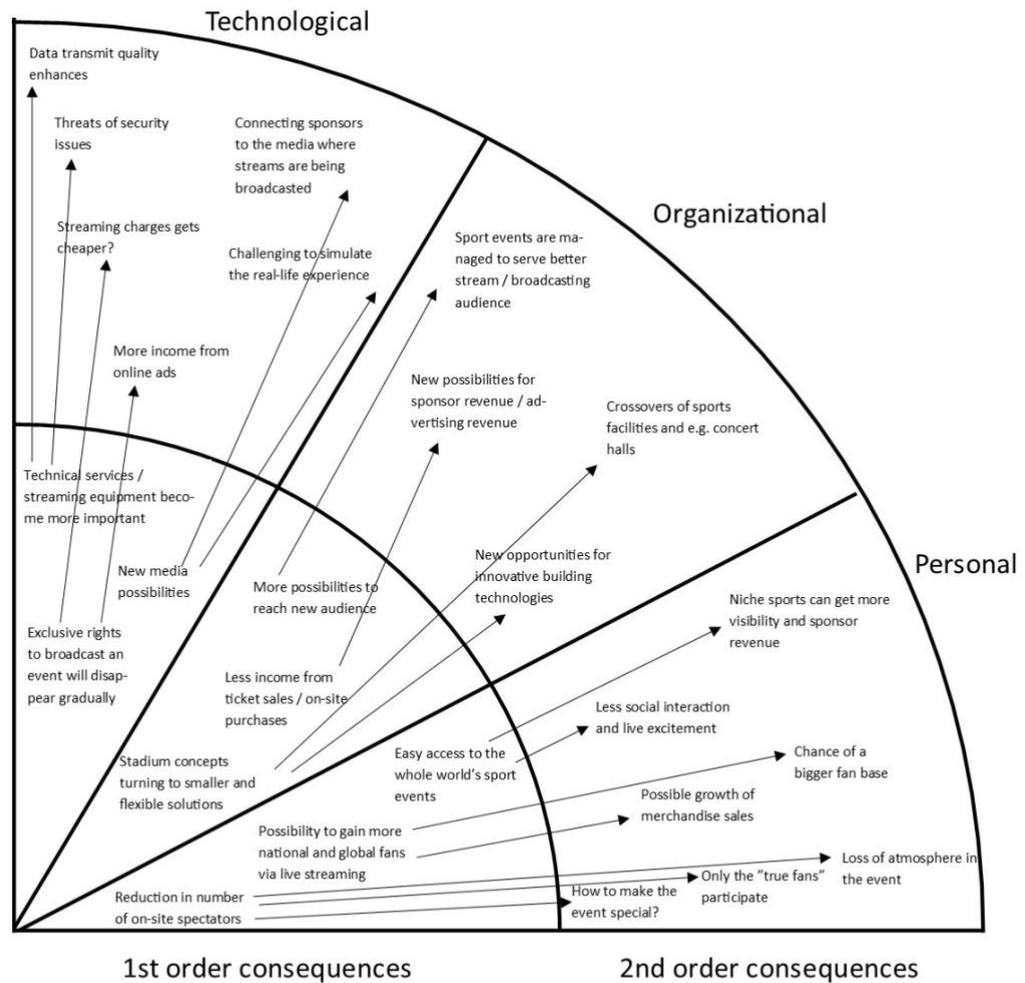
4 Results

The 20 statements sourced from the Future of Sport Marketing seminar was reduced to six after the first Delphi round. The six trends that found their way to the following round with their perceived high impact potential were:

- Less people will be coming to the events because of live straming, broadcasting etc.
- The development of technology leads to more active spectator experience during the sport event
- Sport business management will grow in professionalism via education and research
- More extra activities are included in the sport events in order to attract people to the event location

- The role of sponsors and merchandising will increase in revenue as the income from the live events will not grow
- Value of experiences offered by sport business will grow as the consumers have more power to choose what to do and where to go

In this chapter the Future Radars and their outcomes are explained.



Trend: Less people will be coming to the events because of live streaming, broadcasting etc.

Figure 11. Radar 1: Less people will be coming to the events because of live streaming, broadcasting etc.

The first trend deals with the issue of live streaming and broadcasting services that may affect the actual events and their number of visitors. The answers are divided into three categories, technological, organizational and personal.

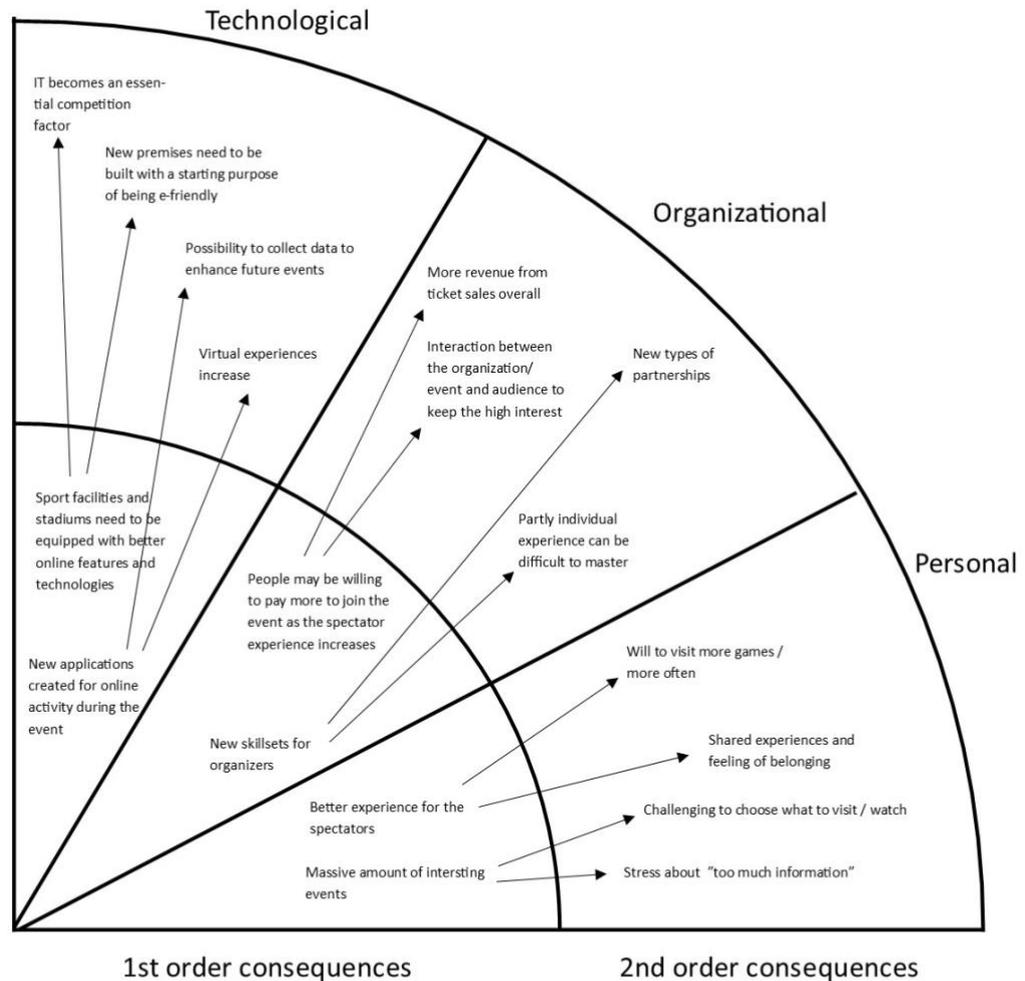
The technological part or radar consists of media, broadcast rights and streaming services. It is assumed that the technical services and streaming equipment becomes more important and also probably more efficient. That may lead to the enhancement of data transmit quality as there are the need for fast and powerful way to stream the event to the world. As a danger, there can be a threat of security issues as the online services can be threatened by attacks via Internet. The media is assumed having new possibilities by connecting the sponsors to the streaming and broadcasting platforms. However, it can be challenging to simulate the real-life experience only via live streaming. About broadcasting rights, the exclusive rights may disappear gradually and that can lead to more income from online ads and also to the reduced streaming charges.

As the organizational consequences, one idea was that the stadium concepts may change to smaller and more flexible solutions to serve better different kinds of events. The change in event participation numbers may lead to crossovers of sports facilities and for example concert halls. New innovative building technologies are welcomed as it is more efficient to combine different kind of events in one facility. Reduced ticket sales income or on-site purchases force the organizations to think about new possibilities for sponsor and advertising revenue. Finally, the change in customer behavior gives the organizations a chance to reach new audience. The sport events management will focus more on serving better the streaming and broadcasting audience.

Regarding the personal issues, the streaming and broadcasting will provide an easy access to whole world's sport events. It can give niche sports more visibility and sponsor revenue from all over the world. However, when the action happens online, there is less social interaction and live excitement between the fans. Of course, there can be all kinds of chat rooms but it is difficult to beat the live action and atmosphere from the live site. Live streaming can give a possibility to gain more national and global fans as the event can be seen all over the world. The chance to get a bigger fan base and the possible growth of merchandise sales increases. The reduction in number of on-site spectators can lead to the loss of atmosphere in the event. There is also a possibility that only the "true fans" participate to the events. The event

management team must think how to make the event special in order to attract people to visit the event.

To conclude this radar, the growth of live streaming and broadcasting is seen as an opportunity as well as a threat.



Trend: The development of technology leads to more active spectator experience during the sport event

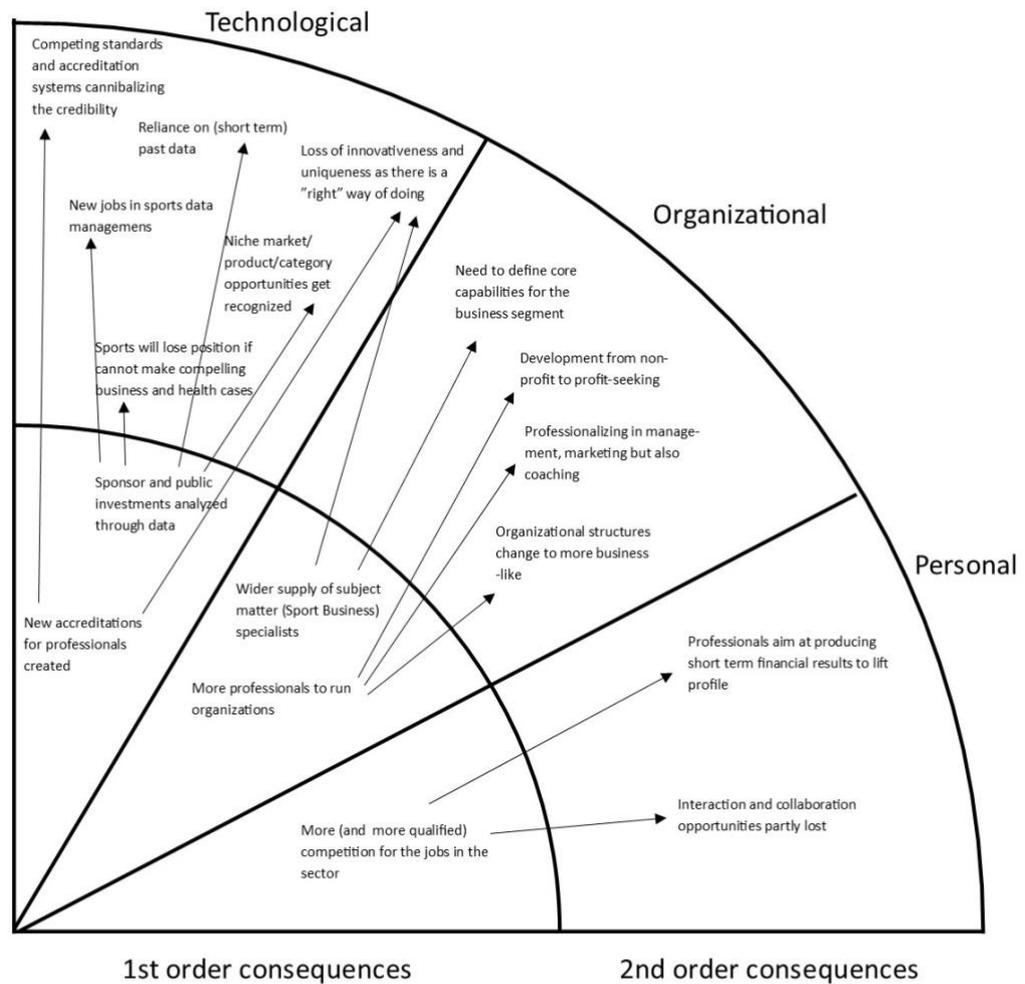
Figure 12. Radar 2: The development of technology leads to more active spectator experience during the sport event.

This second radar focuses on the development of technology and how it affects the spectator experience during an event. First, let's go through the technological consequences. The participants of the research assume that new applications are created for more online activity during the event. As consequences, the virtual experiences increase and there is a possibility for data collection to enhance future

events. The virtual experiences are already existing but it seems that the use of them are increasing in the near future. The importance of the equipment of sport facilities and stadiums is also mentioned here. The premises need to be updated with better online features and technologies. Indirectly, the knowledge and use of IT becomes an essential competition factor and the new premises need to be built with a starting purpose of being e-friendly.

Organizationally, this development of technology may require new skillsets for organizers. Also new types of partnerships are warmly welcomed. However, the development may lead to a partly individual experience and that can be difficult to master as the spectators may want different services or activities. If the spectator experience becomes more attractive, people may be willing to pay even more to join the events. That can of course lead to higher revenue in ticket sales. The higher interest requires good interaction between the event and the audience.

With the personal view, this trend could lead to a better spectator experience and indirectly to the spectators' will to visit more events more often and finally the feeling of belonging increases and the concept of shared experiences becomes more important. The development of technology and the active spectator experience can lead also to the oversupply of interesting events. That may cause challenges to people with too much information and too many interesting events to visit or to watch.



Trend: Sport business management will grow in professionalism via education and research

Figure 13. Radar 3: Sport business management will grow in professionalism via education and research.

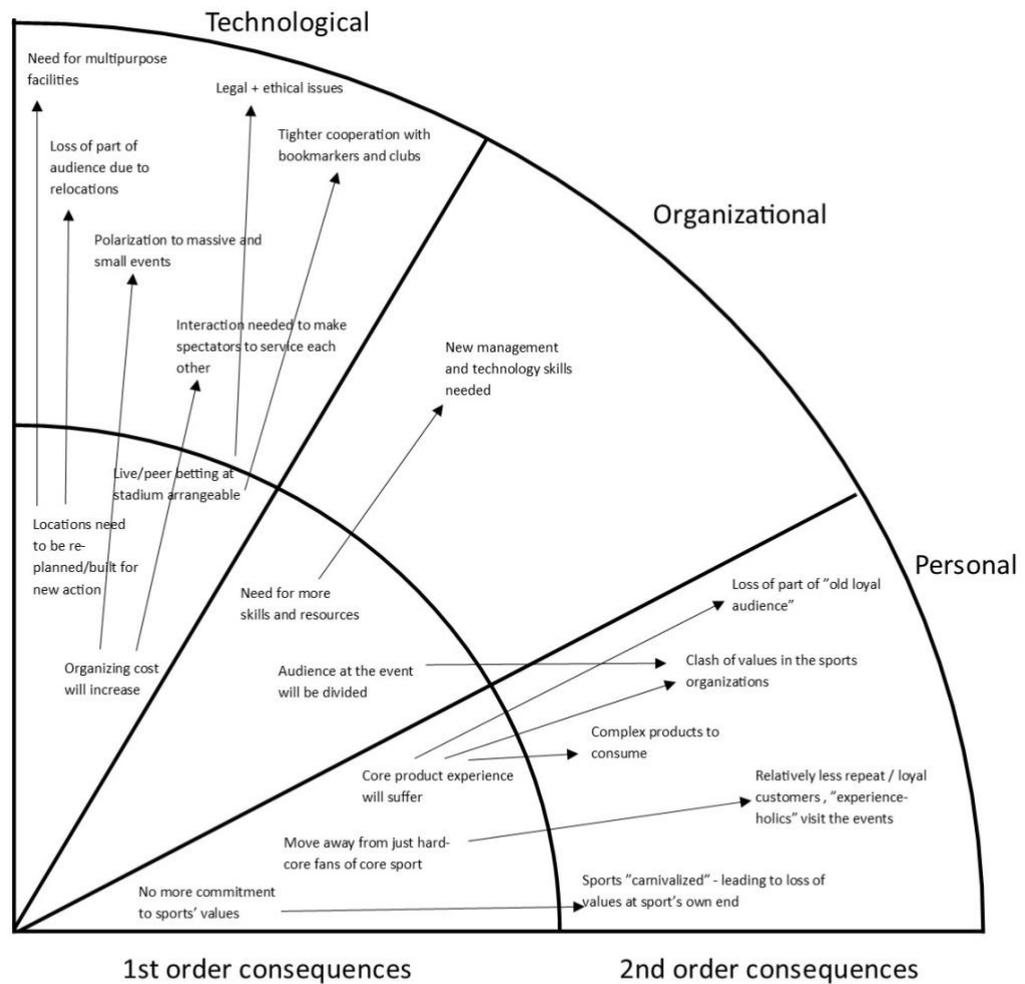
This radar focuses on the education and research possibilities that may have an effect to the sports business management.

As the sports business management studies become more popular and more common, that may have a great effect on the sports business at whole. The participants assumed that sponsors and public investments and probably the whole business sector will be analyzed through data. The development in technology will create new jobs in sports data management. Research will give credibility to the organizations and different kinds of niche opportunities may be recognized if managed well. One participant thinks that sports will lose position if cannot make

compelling business and health cases. The need for data and research can increase the reliance on past data, which can be also quite short-term related. The development may lead to new accreditations for professionals. Despite the positive impact, competing standards and accreditation systems may cannibalize the credibility, answers one participant. Too much developed systems can also generate loss of innovativeness and uniqueness as there are a “right” way of doing.

From the organizational aspect, the sports organizations may be run by more professionals. That can lead to organizational structure changes to a more business-like environment. The professionalizing concern not only management and marketing departments but also coaching. More paid professionals may lead to the development from not-for-profit to profit-seeking organizations. The wider supply of sports business specialists may lead to the need of defining the core capabilities for the business segment.

In the personal point of view, the development of education and research will probably produce more competition and more qualified one for the jobs in the sector. It can affect the interaction and collaboration opportunities negatively. The competition can lead to professionals aiming at producing short term financial results to lift profile.



Trend: More extra activities are included in the sport events in order to attract people to the event location

Figure 14. Radar 4: More extra activities are included in the sport events in order to attract people to the event location.

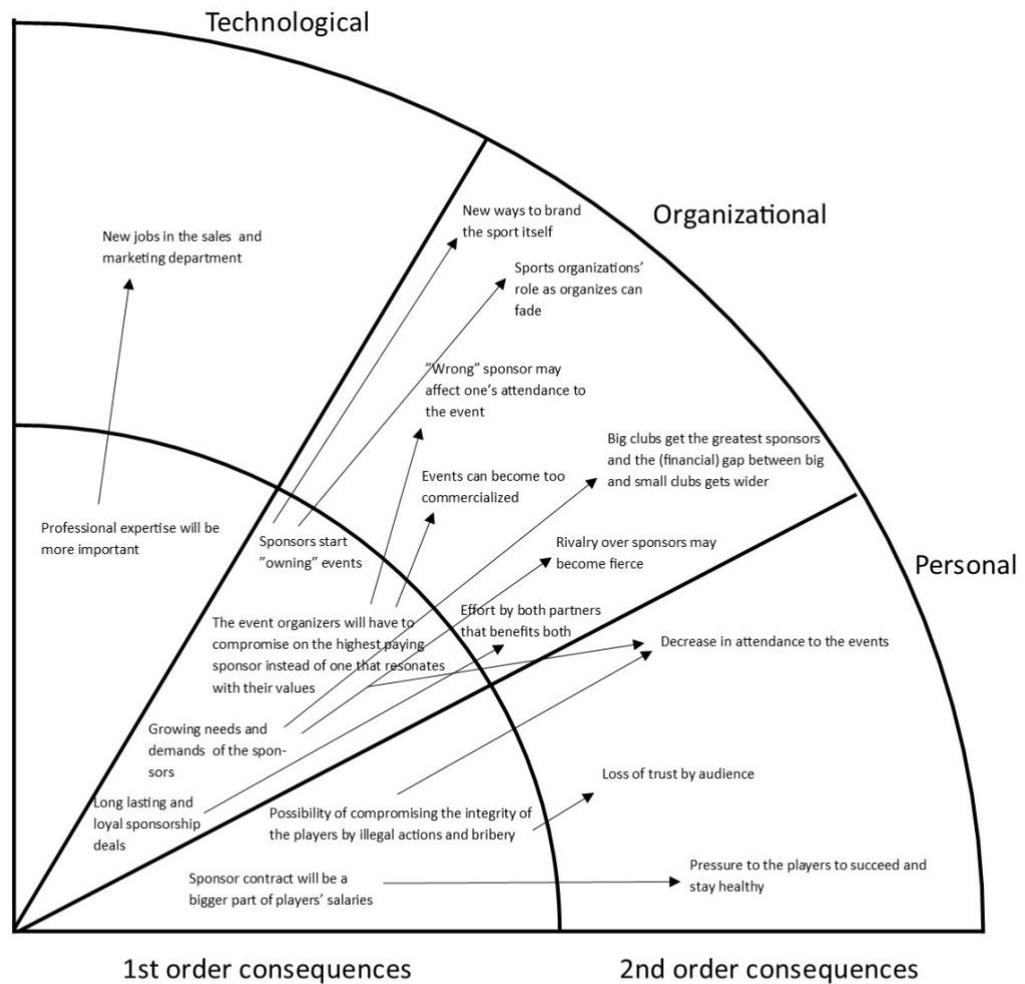
The issues in the fourth radar are activities that are added to the events to attract people attending more events.

One technological consequence that was found from the answers was the possibility of live or peer betting arrangeable in the stadium during an event. In order to make that happen, there are some legal boundaries that may have to be released. Also the question of ethicalness needs to be solved. The event locations need to be re-planned or built for all the new action. Relocations to new areas can lead to loss of part of audience. Here we could again find the idea of multipurpose facilities that could help different kind of events and organizers to cut with the costs of facilities.

One direct consequence was actually that the organizing costs would increase due to the extra activities. That can lead to a polarization to massive and small events. One consequence concerning the organizing cost was the possibility of interaction between spectators, could they service each other?

A clear consequence for organizations is the need for new skills and resources. If the events start expanding with different kind of activities, they need to be managed well as well as technological skills may play a bigger role. There is also a risk that the audience will be divided to the sports fanatics and the experience and activity seekers.

From the personal point of view, the core product experience can suffer. The extra activities can also affect the participation of the “old loyal” audience but at the same time new participants may become interested of the sport with the help of other activities. The main purpose of the events can move away from the “hard-core fans following the core sport” to the “experience-holics” visiting the events. The bigger the events become, the more complex they are to consume. The sports’ values can be diminished and they can be carnivalized and leading to loss of values at sport’s own end, answers one research participant.



Trend: The role of sponsors and merchandising will increase in revenue as the income from the live events will not grow

Figure 15. Radar 5: The role of sponsors and merchandising will increase in revenue as the income from the live events will not grow.

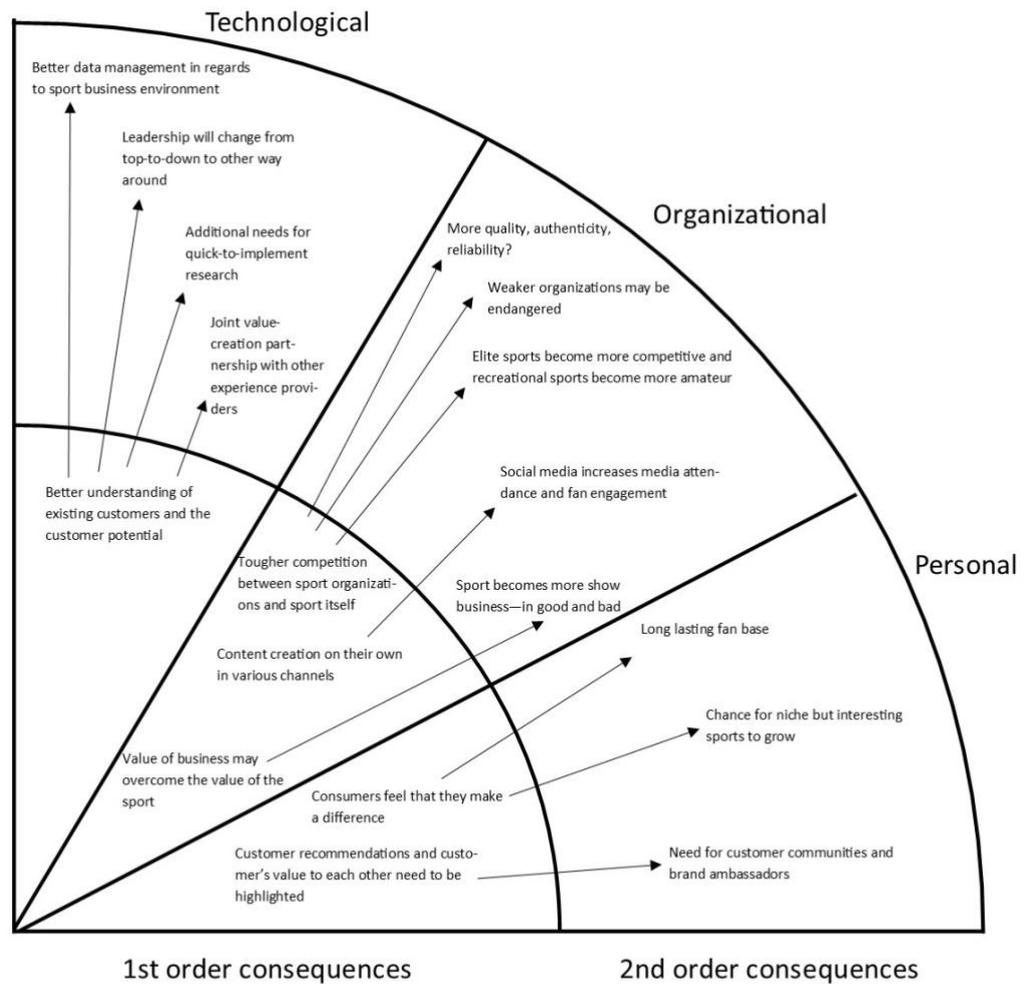
The role of sponsors and merchandizing is important already today. What have the participants thought about the future?

The importance of professional expertise in sales and talent to gain sponsors and partners has been perceived to be highlighted in the future. That may open new jobs for sales and marketing departments.

A participant wrote about the possibility of long lasting and loyal sponsorship deals. It is important to both partnership sides to put effort to the deal that it benefits both. It is assumed that sponsors' needs and demands could be growing in the future. That can lead to a financial gap between big and small organizations where the big

organizations get the greatest sponsors. The rivalry over sponsors can become fierce. There is a chance that event organizers would have to compromise with their values in order to get the highest paying sponsor. As effects here, the events may become more commercialized and the “wrong” sponsor may affect one’s attendance to an event. As an extremity, the sponsors start owning events. That can be a good and new way to brand the sport itself but it can cause the sports organizations’ role as organizers to fade.

Too big role of sponsors can affect not only the spectators but also the actual players. According to one answer, there is a possibility of compromising the integrity of players by illegal actions and bribery. This is an extremity but it can cause a loss of trust by audience. Another answers proposes that sponsor contracts would be a bigger part of players’ salaries. That seems a great thing for the players but on the other hand, it can put pressure to the players to succeed and stay healthy.



Trend: Value of experiences offered by sport businesses will grow as the consumers have more power to choose what to do and where to go

Figure 16. Radar 6: Value of experiences offered by sports businesses will grow as the consumers have more power to choose what to do and where to go.

The last trend emphasizes the power of consumers as value creators as they are the ones deciding what events they attend.

Technology can help sports organizations to find information about existing customers and the customer potential. The research participants presume that sport business environment will have better data management, probably with the better knowledge of the customers. Also there will be a bigger need for quick-to-implement researches to keep up with the changing environment and customer needs. According to the answers, it could be possible and recommendable to make joint

value-creation with other experience providers. The leadership may change from top-to-down to other way around.

Organizationally, the competition is perceived to become tougher between sports organizations and the sport itself. Will it lead to more quality, authenticity and reliability? The future will tell that. Tougher competition may endanger weaker organizations and that can also augment the difference between elite and recreational sports. The participants think that the value of business may overcome the value of the sport. Sport can then become more show business – in good and bad.

Personally, the participants found out quite positive outcomes for this trend. The consumers may feel that they make a difference with their decisions. This can generate a long lasting fan base and also the chance for niche sports to grow if they make themselves interesting enough. The organizations should highlight the value of customer recommendations and customer's value to each other. Building customer communities or having brand ambassadors can help with that.

The author's reflections and few scenarios

The radars found out to be quite full of information and ideas for the future. The authors first opinion is that in the development of sports business, more negative outcomes were perceived in the minds of the research participants. In this following part, the author will present three scenarios or mindsets that are expressing the outcomes of the radars added with the authors own opinions.

The technology-driven scenario

In this scenario, that author will focus on the consequences that may happen if the development of technology is continuing to be rapid.

The technology has almost unlimited possibilities due to its nature. By the opinion of the author, technology has the biggest potential to change the sports business. First of all, the awareness of people of their health and well-being will lead to the rapid growth of all kinds of health tracking and monitoring services. The well-being are monitored 24/7 with sensors on or even under the skin level. This kind of data is also available from different professional athletes and in the sporting events, the

athletes' health and power data are reflected in screens. The possibilities of robotics cannot be underestimated. Today the world of robot technology is probably not that big yet but a rapid development is possible and there is a chance that in 2025 robots are helping our lives importantly. Finland will be in the world's top countries in technological innovations regarding sports business and events.

The development of technology facilitates many changes in the event organization process. Live streaming has become more common and the technology enables the connectivity to the events even if the spectator is located elsewhere than the actual event. The data communications will take a big leap towards faster and the amount of usable and gathered data is great. The sports business will need new professionals in the field of data management.

The events have become bigger and full of different kinds of activities to serve as many consumers as possible. The facilities have become big multi-sport centers and the buildings are highly convertible to serve many kinds of events and they are of course very e-friendly. The events will include aspects of virtual and augmented reality and with virtual reality people can attend the events from their home couches.

The organization-driven scenario

The sports organizations will face some changes in the near future. Sports becomes more professional all the time and the development of education and research gives birth to new professionals to run the organizations and do the coaching. Small organization could be endangered because they cannot reach financially to the same level as bigger organizations and therefore they are not that business-like. However, good business concepts of even smaller organizations can be recognized by sponsors and they can help the organizations to grow and succeed.

The role of sponsors are seen becoming more important. The companies have money to spend on sports organizations and sports itself and the competition on the best and biggest sponsors can get rival. The most optimal situation is a good symbiosis of a sport and a congenial sponsor. Sometimes the situation can get to the point that the best paying sponsor may not be quite right for the organization's and sport's values but the money is needed. In addition to the sponsors, the role of media will

become significant. Visibility in media is an important issue and for example sponsors are more interested in organization with which they can get the most visibility.

Media is already today cruel, especially for niche sports so we can only imagine what that will be in few years and in the future.

A neutral scenario

The last scenario is meant to be quite realistic and possible. It is starting to be obvious that the technology develops fast and it will affect sports business already in the very near future. Technology will be used to measure the athlete's performance in new ways and very profoundly. The audience can follow the results and the athletic performance from screens or straight from their mobile phones. Thanks to the generalization of live streaming and broadcasting services, niche sports can get visibility and fans all over the world, if the marketing is done correctly. The streaming enables also the fading of country boundaries as practically any sport and can be followed globally. Live betting will be existing in the events at some form.

Small scale data collection and researches are going to be more popular in sports organizations and the consumers are voice is important in the event organizing process. The loyal fans are satisfied with the core sport but the events will be boosted with other activities and sponsor information and material. The existing facilities are tried to update to reply to the changing world's needs but also new premises need to be build. A lot of cooperation is done between sports organizations and other arts organizations to share the facilities and develop them to benefit both. The importance of social media is still increasing and the content creation and storytelling is what makes the difference.

The chance to get big international sports events is reduced. The development of technology and sports management education and research combined with the professionalized management of sports organizations and sports events will lead to a more important international awareness and the possibility to organize big events.

5 Conclusions and Discussion

5.1 Conclusions: answers to the research questions

The purpose of this research was to find some change drivers and directions for sports business in the near future. The research process started already in 2015 so some perceived changes can already be seen coming.

The research questions were introduced in the Introduction-chapter. The previous work gives answers to the questions but some conclusive answers are formulated here. The questions were the following:

1. What are the key drivers of change/trends that are likely to change the context of sports business in near future (by 2025), as assessed by different stakeholders in the Finnish sports business community?

In the second phase of the research, the participants assessed the potential trends sourced in the first phase on their perceived probability, impact and plausibility. The six trends that fought their way to the following round are explained in the previous results-chapter. The trends are concerning the following issues: the development of technology, growth of online services and applications, sports business management education and research, the expansion of the sports events and their activities, the role of sponsors and merchandising (can be expanded to partnerships as whole) and sports business as experience offeror.

2. How are these trends identified impacting the operating environment of Sports Business industry in Finland?

The changes the trends may cause and their effects are likely to take place in all three perspectives: technological, organizational and personal perspectives. In addition, the consequences of the trends can be numerous and versatile. The consequences may be clearly positive, such as the development of sports business management education and research, or that they can develop either positively or negatively. As an example of that, the development of technology can help us connect globally and share our lives and businesses with people that are actually far away but it may bring threats to security issues or it can affect the atmosphere of

sports events by a lack of audience. Another example is the role of sponsorship and partnership. It can help events to grow and give publicity outside the sports business. But here again, this development can have an effect to an excessive commercialization of sports events.

3. What strategic moves and business model changes can be proposed to enhance future success of Finnish Sport Business organizations?

The author recommends Finnish sports business organizations to study the trends and consequences and select an appropriate amount of them for their own strategy formulation and discussion. It can be seen that for example the technology develops quite quickly so that is a thing that needs to be considered strategically in the organizations. The customer relationships are perceived to play an important role and sports organizations need to consider how to balance with the “old loyal” customers and the newer customer type that needs activities and experiences added to the core sport.

The author also emphasizes that even if this research would not give straight answers to the business organizations, the concept of futures studies should be taken into consideration. Even though futures research may feel useless because of its speculating nature, the author has been convinced herself that it is reasonable to envision some possible future trends and prepare in advance.

5.2 Theoretical Implications

The author thinks that this research has given new perspective and ideas to the field of science and research. First of all, the sports business environment could really benefit from futures research as there has not been done much previous research from the topic. This research concerned the future of sport business in its whole and the research team did not make any narrowing of topics. Different topics of sports business could be used to narrow the area of research.

This research generated a new business tool that can be used in the futures studies, the Future Radar. The Future Radar was developed by combining characteristics from the Futures Wheel, the Multiple Perspective Concept and the Technology Radar. The main purpose of the radar is mind mapping possible consequences of trends. The

radar has almost unlimited implementation opportunities. For example, instead of the perspectives, the radar segments could include different sports or different business functions.

5.3 Assessment of Research Process and Quality

One important part of research is to assess the research quality. Quantitative research is often judged by its measurability, generalizability, validity and reliability. Qualitative study evaluation standards can depend on researcher's own perceived position in the study. Creswell and Plano Clark (2018, 279) suggest that a qualitative research criteria include following checkpoints: "using an accepted approach to inquiry (e.g., ethnography, case study), focusing on a single phenomenon, emphasizing rigorous data collection, using validity strategies to confirm the accuracy of the account, conducting multiple levels of data analysis and writing a study that is persuasive and engages the reader". Another qualitative study judging method has been developed by Guba and Lincoln with the concept of "trustworthiness", which consists the main criteria of dependability, credibility, transferability and confirmability (Eriksson & Kovalainen, 2008, 294).

However, this study used both quantitative and qualitative methods by being a mixed methods research. A mixed methods research can be evaluated by judging separately the quantitative and qualitative components of a mixed methods study. But there is also an alternative framework by O'Cathain that considers quality issues in a mixed method research. According to O'Cathain, the amount of criteria can be too wide and the set of criteria needed can be customized to be suitable to the research as well as to the researcher's skill level of mixed method studies. The framework includes the following considerations:

- Planning quality (e.g., the extent that the initial study plan is feasible, transparent, and situated in existing literature)
- Design quality (e.g., the extent that the study design is described in detail, suitable for the study purpose, and employs methods that complement each other)
- Data quality (e.g., the extent that the methods of sampling, data collection, analysis, and integration are appropriate, adequate and rigorous)
- Interpretive rigor (e.g., the extent that the findings emerge from the methods, the inferences align with the findings, inconsistencies are explained, and others could reach the same conclusion)

- Inference transferability (e.g., the extent that conclusions can be applied to other settings, groups, and times)
- Reporting quality (e.g., the extent to which the study is successfully completed, clearly reported, and yields understandings more than the separate parts)
- Synthesizability (e.g., the extent that the study is worthy of inclusion in a synthesis of evidence)
- Utility (e.g., the extent to which the results are usable by consumers)

(Creswell and Plano Clark, 2018, 280-281)

The author found this framework suitable for the assessment of this research. Even though the author is only in the beginning of her researcher career, she aims to find answers to all of the bullet points. The steps are covered in the following text.

Let's start with the planning and design qualities. The research plan was planned in detail prior to the beginning of the study. As the research was already started by the project leader, the major plan was done by him before rest of the project group came along. Every member of the research group was familiar with the plan and the methodology that the research followed. The author aimed to describe the study design as thoroughly and clearly as possible in this thesis. The research methods are all complementing each other and they are all concerning futures studies.

In this part the author will discuss about the data quality, interpretive rigor and inference transferability. The research was conducted with the Delphi Method. The method was honored and all the necessary steps were carefully executed. Like mentioned in the literature review about the Delphi Method, the method's characteristics include a relatively small number of participants. All participants were stakeholders of sports business and therefore related to the research subject. Despite the sample size, there were not any pre-selection of participants. That leads to the purpose that the sample would give a cross-sectional view of Finnish sports business sector. The challenge with interpreting the Delphi research's results is that they represent only the opinions of that particular panel. The research was done anonymously so the participants opinions could not affect other's ones. There were also some challenges with this particular research. The Delphi rounds were done with the Webropol-platform and with paper forms. At least a clear majority of participants were Finnish-speaking and the surveys were all to be answered in English. There is always the possibility without focus-group interviews and with the non-native English-speakers that either the written answers were interpreted wrongly by the

research group or the participant was not able to express themselves correctly in the foreign language. But the research group tried to minimize the risk of false interpreting by working together and avoiding the possible personal biases of only one researcher analyzed the data. The data analysis process was not affected by the researchers' own personal views, and all opinions were taken into further examination. Only narrowing process of the qualitative answers that was done in order to combine the answers with similar meanings.

This last part focuses on the issues of reporting quality, synthesizability and utility. The author has done her best to report the research process and its results in a clear and comprehensive way without missing any important information. She has worked towards an understandable and coherent thesis. The outcome of this research is targeted to be used in the field of sport business. One must remember that the results are an opinion of a certain Delphi panel group but the themes and the consequences found in the research are quite logical and possible to happen. The other outcome of this research, the Future Radar, is also meant to be used in future researches. It can be refined to serve different kinds of organizations and studies.

5.4 Ideas for future research

The author learned a lot from herself and the research process while doing the research and this thesis. Even though this research was successful and hopefully gives important information to the sports business environment, there were some challenges and issues that need to be considered when conducting this kind of research.

This type of research has most likely never been done before in the field of sport business and the methodology was new for most of the research group. The Delphi method and its multi-stage research process is challenging concerning the amount of data gathered. Even though the amount of respondents was relatively small, the number of qualitative answers in the third phase seemed to be big enough for our purpose. With a bigger amount of participants, the number of consequences can increase fast. The amount and quality of data could be managed in this kind of research by combining the identified trends that have the same essential meaning,

by deleting clear overlaps from the data presentation, by limiting the number of respondents and accepting drop-offs and by limiting the number of impact options.

This research's topic was actually the whole picture about the future of sports business environment, which is a very broad topic. If the research is conducted later on by some organizations, the topic can be more narrow and selective. If narrowing the topic, carefulness is needed so that the research quality does not suffer from any biased interpretations. The selection criteria should be transparent and it could be desirable to publish the data in full for public to see and study.

The data collecting process was more time consuming and tougher than the research group expected. The quantitative questionnaire did not generate any problems, at least not that the research team heard any feedback about it. The qualitative questionnaire in turn seemed to be quite slow to answer and challenging as there were six trends to be assessed and each trend could be answered with two direct consequences and both of those with two indirect consequences. The participant did not have to come up with answers to all consequences. In order to speed up the research process, the author suggests that the data collection and ideation could be done in focus group interviews or workshops. As Osmo Kuusi (1999) mentions, that the anonymity of a Delphi research concerns only the argumentation part of the research. When the ideas and opinions are collected, the participants can be even more motivated to take part in the discussion if they know who they are discussing with.

The author enjoyed this research a lot even though parts of it were a bit challenging and there were sometimes need for plan B's. Like already mentioned, the sports business environment could really use futures research. This research can be used in two ways. The results could be reviewed from their own personal angle and start thinking how the trends and the future foresights could be moved to their working environment. The other way is to use the process and tools to do another data collection and a view of future. The tools could be used not only sports business organizations but also on different levels of umbrella organizations, different associations, leagues and so on.

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Appendices

Appendix 1.

Future of Sport Business 2025 round 1 -survey (Webropol)

jamk.fi

Game Changers for Sport Business to 2025

To the following statements, please give your points to the probability, effect, desirability of each statement, regardless whether you agree or disagree with it! Please note that these statements are concerning the **sport business**, so your answers should be made from that perspective.

Also, you **should not** link the probability to effect. So even if you think the probability is low, you should think what is the effect if it anyway happens.

1. Age *

20-24

2. Gender *

Female

3. Home continent *

Europe

4. Professional profile *

Choose the most convenient option

Professional in For-Profit Sports Organization



Game Changers for Sport Business to 2025

5. The distance between eSports and “normal” sports will decrease. For instance, online gaming with motion sensors enable competing virtually but with own movements *

| | 1 | 2 | 3 | 4 | 5 | 6 | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------|
| How probable | | | | | | | |
| Not at all | <input type="checkbox"/> | Sure thing |
| How big effect to sport business | | | | | | | |
| No effect | <input type="checkbox"/> | Extremely strong |
| How positive to sport business | | | | | | | |
| Not at all desirable | <input type="checkbox"/> | Very desirable |

6. There will be less people coming to the events because of livestream, broadcasting etc. *

| | 1 | 2 | 3 | 4 | 5 | 6 | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------|
| How probable | | | | | | | |
| Not at all | <input type="checkbox"/> | Sure thing |
| How big effect to sport business | | | | | | | |
| No effect | <input type="checkbox"/> | Extremely strong |
| How positive to sport business | | | | | | | |
| Not at all desirable | <input type="checkbox"/> | Very desirable |

7. The digitalization leads sport marketing towards more online-based activity. *

| | 1 | 2 | 3 | 4 | 5 | 6 | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------|
| How probable | | | | | | | |
| Not at all | <input type="checkbox"/> | Sure thing |
| How big effect to sport business | | | | | | | |
| No effect | <input type="checkbox"/> | Extremely strong |
| How positive to sport business | | | | | | | |
| Not at all desirable | <input type="checkbox"/> | Very desirable |

8. Individual spectators will be able and allowed to send a high quality video on-time from sports events. *

| | 1 | 2 | 3 | 4 | 5 | 6 |
|---------------------|---|---|---|---|---|---|
| How probable | | | | | | |

| | | | | | | | | |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |

9. The development of technology leads to more active spectator experience during the game. *

| | | | | | | | | |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | |
| How probable | | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |

10. Sports business management will grow in professionalism via education and research. *

| | | | | | | | | |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | |
| How probable | | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |

11. The non-profit organizations will change to profit organizations and they become more business-oriented. *

| | | | | | | | | |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | |
| How probable | | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |

12. The sport will get even more commercialized – all that is possible to sell to public and/or sponsors will be sold. *

| | | | | | | | | |
|---|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | |
| How probable | | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | | |

| | Not at all desirable | <input type="radio"/> | Very desirable |
|--|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------|
| 13. The sport organizations become more transparent. Their actions are more visible in the eyes of other organizations and the consumers. * | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| How probable | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |
| 14. The sport organizations are cooperating more with each other. * | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| How probable | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |
| 15. More extra activities are included in the sports competitions and events in order to attract people to the event location. * | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| How probable | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |
| 16. From competitive sport, there will be created a commercialized "hobby version" for the ones that do not want to compete for a reason or another * | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 |
| How probable | | | | | | | |
| | Not at all | <input type="radio"/> | Sure thing |
| How big effect to sport business | | | | | | | |
| | No effect | <input type="radio"/> | Extremely strong |
| How positive to sport business | | | | | | | |
| | Not at all desirable | <input type="radio"/> | Very desirable |
| 17. The role of sponsors and merchandising will increase in revenue as the income from live events will not grow. * | | | | | | | |

Not at all desirable Very desirable

22. People will spend more time playing eSports (online gaming). *

1 2 3 4 5 6

How probable

Not at all Sure thing

How big effect to sport business

No effect Extremely strong

How positive to sport business

Not at all desirable Very desirable

23. Due to the increase in consuming eSports, people's physical activities will decrease. *

1 2 3 4 5 6

How probable

Not at all Sure thing

How big effect to sport business

No effect Extremely strong

How positive to sport business

Not at all desirable Very desirable

24. People will be more attracted to events in which there is a great diversity of nationality, races, genders etc. *

1 2 3 4 5 6

How probable

Not at all Sure thing

How big effect to sport business

No effect Extremely strong

How positive to sport business

Not at all desirable Very desirable

25. Is there a statement that you would like to add? If yes, please write it down:

Survey name: Future of Sport Business 2025 -survey

Report name: Perusraportti

Report title: Game Changers for Sport Business to 2025

Total number of respondents: 20

1. Age

Number of respondents: 20

| | n | Percent |
|---------------|---|---------|
| - Choose one- | 0 | 0% |
| Under 20 | 0 | 0% |
| 20-24 | 1 | 5% |
| 25-29 | 2 | 10% |
| 30-34 | 4 | 20% |
| 35-39 | 4 | 20% |
| 40-44 | 4 | 20% |
| 45-49 | 2 | 10% |
| 50-54 | 2 | 10% |
| 55-59 | 0 | 0% |
| 60-64 | 1 | 5% |
| 65-69 | 0 | 0% |
| 70+ | 0 | 0% |

| Average |
|---------|
| 6,4 |

2. Gender

Number of respondents: 20

| | n | Percent |
|----------------|----|---------|
| - Choose one - | 0 | 0% |
| Female | 5 | 25% |
| Male | 15 | 75% |

| Average |
|---------|
| 2,75 |

3. Home continent

Number of respondents: 20

| | n | Percent |
|-------------------|----|---------|
| - Choose one - | 0 | 0% |
| Africa | 0 | 0% |
| Antarctica | 0 | 0% |
| Asia | 0 | 0% |
| Australia/Oceania | 0 | 0% |
| Europe | 20 | 100% |
| North America | 0 | 0% |
| South America | 0 | 0% |

| Average |
|---------|
| 6 |

4. Professional profile

Number of respondents: 20

| | n | Percent |
|--|----|---------|
| - Choose one- | 0 | 0% |
| Professional in For-Profit Sports Organization | 3 | 15% |
| Professional in Non-Profit Sport Organization | 10 | 50% |
| Sports Business Researcher / Student | 7 | 35% |

| Average |
|---------|
| 3.2 |

5. The distance between eSports and "normal" sports will decrease. For instance, online gaming with motion sensors enable competing virtually but with own movements

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 2 | 1 | 7 | 7 | 3 | Sure thing | 20 | 4,4 |
| | 0% | 10% | 5% | 35% | 35% | 15% | | | |
| No effect | 0 | 1 | 2 | 4 | 11 | 2 | Extremely strong | 20 | 4,55 |
| | 0% | 5% | 10% | 20% | 55% | 10% | | | |
| Not at all desirable | 0 | 1 | 5 | 7 | 6 | 1 | Very desirable | 20 | 4,05 |
| | 0% | 5% | 25% | 35% | 30% | 5% | | | |
| Total | 0 | 4 | 8 | 18 | 24 | 6 | | 60 | 4,33 |

6. There will be less people coming to the events because of livestream, broadcasting etc.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 5 | 4 | 3 | 6 | 2 | Sure thing | 20 | 3,6 |
| | 0% | 25% | 20% | 15% | 30% | 10% | | | |
| No effect | 0 | 1 | 1 | 7 | 8 | 3 | Extremely strong | 20 | 4,55 |
| | 0% | 5% | 5% | 35% | 40% | 15% | | | |
| Not at all desirable | 1 | 6 | 4 | 4 | 5 | 0 | Very desirable | 20 | 3,3 |
| | 5% | 30% | 20% | 20% | 25% | 0% | | | |
| Total | 1 | 12 | 9 | 14 | 19 | 5 | | 60 | 3,88 |

7. The digitalization leads sport marketing towards more online-based activity.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 1 | 2 | 1 | 7 | 9 | Sure thing | 20 | 5,05 |
| | 0% | 5% | 10% | 5% | 35% | 45% | | | |
| No effect | 0 | 1 | 2 | 4 | 9 | 4 | Extremely strong | 20 | 4,65 |
| | 0% | 5% | 10% | 20% | 45% | 20% | | | |
| Not at all desirable | 0 | 1 | 7 | 5 | 7 | 0 | Very desirable | 20 | 3,9 |
| | 0% | 5% | 35% | 25% | 35% | 0% | | | |
| Total | 0 | 3 | 11 | 10 | 23 | 13 | | 60 | 4,53 |

8. Individual spectators will be able and allowed to send a high quality video on-time from sports events.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 3 | 4 | 6 | 4 | 3 | Sure thing | 20 | 4 |
| | 0% | 15% | 20% | 30% | 20% | 15% | | | |
| No effect | 0 | 4 | 4 | 5 | 4 | 3 | Extremely strong | 20 | 3,9 |
| | 0% | 20% | 20% | 25% | 20% | 15% | | | |
| Not at all desirable | 1 | 3 | 5 | 7 | 4 | 0 | Very desirable | 20 | 3,5 |
| | 5% | 15% | 25% | 35% | 20% | 0% | | | |
| Total | 1 | 10 | 13 | 18 | 12 | 6 | | 60 | 3,6 |

9. The development of technology leads to more active spectator experience during the game.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 0 | 1 | 5 | 7 | 7 | Sure thing | 20 | 5 |
| | 0% | 0% | 5% | 25% | 35% | 35% | | | |
| No effect | 0 | 0 | 2 | 4 | 11 | 3 | Extremely strong | 20 | 4,75 |
| | 0% | 0% | 10% | 20% | 55% | 15% | | | |
| Not at all desirable | 0 | 0 | 2 | 5 | 7 | 6 | Very desirable | 20 | 4,85 |
| | 0% | 0% | 10% | 25% | 35% | 30% | | | |
| Total | 0 | 0 | 5 | 14 | 25 | 18 | | 60 | 4,67 |

10. Sports business management will grow in professionalism via education and research.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|----|----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 0 | 0 | 4 | 9 | 7 | Sure thing | 20 | 5,15 |
| | 0% | 0% | 0% | 20% | 45% | 35% | | | |
| No effect | 0 | 0 | 0 | 3 | 10 | 7 | Extremely strong | 20 | 5,2 |
| | 0% | 0% | 0% | 15% | 50% | 35% | | | |
| Not at all desirable | 0 | 0 | 0 | 2 | 6 | 12 | Very desirable | 20 | 5,5 |
| | 0% | 0% | 0% | 10% | 30% | 60% | | | |
| Total | 0 | 0 | 0 | 9 | 25 | 26 | | 60 | 5,28 |

11. The non-profit organizations will change to profit organizations and they become more business-oriented.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|-----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 2 | 2 | 2 | 8 | 3 | 3 | Sure thing | 20 | 3,85 |
| | 10% | 10% | 10% | 40% | 15% | 15% | | | |
| No effect | 0 | 1 | 3 | 9 | 4 | 3 | Extremely strong | 20 | 4,25 |
| | 0% | 5% | 15% | 45% | 20% | 15% | | | |
| Not at all desirable | 2 | 3 | 1 | 7 | 4 | 3 | Very desirable | 20 | 3,85 |
| | 10% | 15% | 5% | 35% | 20% | 15% | | | |
| Total | 4 | 6 | 6 | 24 | 11 | 9 | | 60 | 3,96 |

12. The sport will get even more commercialized – all that is possible to sell to public and/or sponsors will be sold.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|-----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 1 | 3 | 3 | 9 | 4 | Sure thing | 20 | 4,6 |
| | 0% | 5% | 15% | 15% | 45% | 20% | | | |
| No effect | 1 | 1 | 2 | 6 | 7 | 3 | Extremely strong | 20 | 4,3 |
| | 5% | 5% | 10% | 30% | 35% | 15% | | | |
| Not at all desirable | 2 | 2 | 5 | 7 | 2 | 2 | Very desirable | 20 | 3,55 |
| | 10% | 10% | 25% | 35% | 10% | 10% | | | |
| Total | 3 | 4 | 10 | 16 | 18 | 9 | | 60 | 4,15 |

13. The sport organizations become more transparent. Their actions are more visible in the eyes of other organizations and the consumers.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 2 | 4 | 6 | 6 | 2 | Sure thing | 20 | 4,1 |
| | 0% | 10% | 20% | 30% | 30% | 10% | | | |
| No effect | 0 | 0 | 6 | 5 | 9 | 0 | Extremely strong | 20 | 4,15 |
| | 0% | 0% | 30% | 25% | 45% | 0% | | | |
| Not at all desirable | 0 | 0 | 2 | 3 | 7 | 8 | Very desirable | 20 | 5,05 |
| | 0% | 0% | 10% | 15% | 35% | 40% | | | |
| Total | 0 | 2 | 12 | 14 | 22 | 10 | | 60 | 4,43 |

14. The sport organizations are cooperating more with each other.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 1 | 3 | 10 | 3 | 3 | Sure thing | 20 | 4,2 |
| | 0% | 5% | 15% | 50% | 15% | 15% | | | |
| No effect | 0 | 0 | 4 | 7 | 5 | 4 | Extremely strong | 20 | 4,45 |
| | 0% | 0% | 20% | 35% | 25% | 20% | | | |
| Not at all desirable | 0 | 0 | 1 | 2 | 8 | 9 | Very desirable | 20 | 5,25 |
| | 0% | 0% | 5% | 10% | 40% | 45% | | | |
| Total | 0 | 1 | 8 | 19 | 16 | 16 | | 60 | 4,63 |

15. More extra activities are included in the sports competitions and events in order to attract people to the event location.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 0 | 0 | 2 | 11 | 7 | Sure thing | 20 | 5,25 |
| | 0% | 0% | 0% | 10% | 55% | 35% | | | |
| No effect | 0 | 1 | 0 | 7 | 9 | 3 | Extremely strong | 20 | 4,65 |
| | 0% | 5% | 0% | 35% | 45% | 15% | | | |
| Not at all desirable | 0 | 0 | 3 | 3 | 10 | 4 | Very desirable | 20 | 4,75 |
| | 0% | 0% | 15% | 15% | 50% | 20% | | | |
| Total | 0 | 1 | 3 | 12 | 30 | 14 | | 60 | 4,88 |

16. From competitive sport, there will be created a commercialized "hobby version" for the ones that do not want to compete for a reason or another

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|-------|-----|--------|--------|--------|--------|------------------|-------|---------|
| Not at all | 0 | 3 | 3 | 4 | 6 | 4 | Sure thing | 20 | 4,25 |
| | 0% | 15% | 15% | 20% | 30% | 20% | | | |
| No effect | 0 | 2 | 5 | 5 | 4 | 4 | Extremely strong | 20 | 4,15 |
| | 0% | 10% | 25% | 25% | 20% | 20% | | | |
| Not at all desirable | 1 | 0 | 4 | 4 | 6 | 4 | Very desirable | 19 | 4,37 |
| | 5,27% | 0% | 21,05% | 21,05% | 31,58% | 21,05% | | | |
| Total | 1 | 5 | 12 | 13 | 16 | 12 | | 59 | 4,25 |

17. The role of sponsors and merchandising will increase in revenue as the income from live events will not grow.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 1 | 3 | 9 | 4 | 3 | Sure thing | 20 | 4,25 |
| | 0% | 5% | 15% | 45% | 20% | 15% | | | |
| No effect | 0 | 1 | 2 | 5 | 8 | 4 | Extremely strong | 20 | 4,6 |
| | 0% | 5% | 10% | 25% | 40% | 20% | | | |
| Not at all desirable | 0 | 4 | 5 | 8 | 1 | 2 | Very desirable | 20 | 3,6 |
| | 0% | 20% | 25% | 40% | 5% | 10% | | | |
| Total | 0 | 6 | 10 | 22 | 13 | 9 | | 60 | 4,15 |

18. Value of experiences offered by sports businesses to consumers will grow as they have more power to choose what to do and where to go.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|----|----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 0 | 1 | 7 | 7 | 5 | Sure thing | 20 | 4,8 |
| | 0% | 0% | 5% | 35% | 35% | 25% | | | |
| No effect | 0 | 0 | 1 | 6 | 8 | 5 | Extremely strong | 20 | 4,85 |
| | 0% | 0% | 5% | 30% | 40% | 25% | | | |
| Not at all desirable | 1 | 1 | 0 | 8 | 8 | 2 | Very desirable | 20 | 4,35 |
| | 5% | 5% | 0% | 40% | 40% | 10% | | | |
| Total | 1 | 1 | 2 | 21 | 23 | 12 | | 60 | 4,67 |

19. People will have more free time in 2025.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 5 | 7 | 3 | 3 | 2 | Sure thing | 20 | 3,5 |
| | 0% | 25% | 35% | 15% | 15% | 10% | | | |
| No effect | 0 | 0 | 5 | 7 | 4 | 4 | Extremely strong | 20 | 4,35 |
| | 0% | 0% | 25% | 35% | 20% | 20% | | | |
| Not at all desirable | 0 | 1 | 6 | 6 | 4 | 3 | Very desirable | 20 | 4,1 |
| | 0% | 5% | 30% | 30% | 20% | 15% | | | |
| Total | 0 | 6 | 18 | 16 | 11 | 9 | | 60 | 3,98 |

20. The share of people's free time dedicated to follow sports will increase.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 6 | 6 | 6 | 2 | 0 | Sure thing | 20 | 3,2 |
| | 0% | 30% | 30% | 30% | 10% | 0% | | | |
| No effect | 0 | 1 | 5 | 6 | 5 | 3 | Extremely strong | 20 | 4,2 |
| | 0% | 5% | 25% | 30% | 25% | 15% | | | |
| Not at all desirable | 1 | 2 | 3 | 5 | 8 | 1 | Very desirable | 20 | 4 |
| | 5% | 10% | 15% | 25% | 40% | 5% | | | |
| Total | 1 | 9 | 14 | 17 | 15 | 4 | | 60 | 3,6 |

21. The share of people's free time dedicated to do/practice sports will increase.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 5 | 5 | 4 | 5 | 1 | Sure thing | 20 | 3,6 |
| | 0% | 25% | 25% | 20% | 25% | 5% | | | |
| No effect | 0 | 1 | 4 | 7 | 6 | 2 | Extremely strong | 20 | 4,2 |
| | 0% | 5% | 20% | 35% | 30% | 10% | | | |
| Not at all desirable | 0 | 1 | 6 | 4 | 5 | 4 | Very desirable | 20 | 4,25 |
| | 0% | 5% | 30% | 20% | 25% | 20% | | | |
| Total | 0 | 7 | 15 | 15 | 16 | 7 | | 60 | 4,02 |

22. People will spend more time playing eSports (online gaming).

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|-----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 1 | 0 | 1 | 3 | 11 | 4 | Sure thing | 20 | 4,75 |
| | 5% | 0% | 5% | 15% | 55% | 20% | | | |
| No effect | 0 | 2 | 2 | 5 | 7 | 4 | Extremely strong | 20 | 4,45 |
| | 0% | 10% | 10% | 25% | 35% | 20% | | | |
| Not at all desirable | 2 | 4 | 6 | 5 | 2 | 1 | Very desirable | 20 | 3,2 |
| | 10% | 20% | 30% | 25% | 10% | 5% | | | |
| Total | 3 | 6 | 9 | 13 | 20 | 9 | | 60 | 4,13 |

23. Due to the increase in consuming eSports, people's physical activities will decrease.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|-----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 1 | 1 | 6 | 4 | 5 | 3 | Sure thing | 20 | 4 |
| | 5% | 5% | 30% | 20% | 25% | 15% | | | |
| No effect | 1 | 1 | 4 | 7 | 6 | 1 | Extremely strong | 20 | 3,95 |
| | 5% | 5% | 20% | 35% | 30% | 5% | | | |
| Not at all desirable | 4 | 6 | 6 | 3 | 1 | 0 | Very desirable | 20 | 2,55 |
| | 20% | 30% | 30% | 15% | 5% | 0% | | | |
| Total | 6 | 8 | 16 | 14 | 12 | 4 | | 60 | 3,5 |

24. People will be more attracted to events in which there is a great diversity of nationality, races, genders etc.

Number of respondents: 20

| | 1 | 2 | 3 | 4 | 5 | 6 | | Total | Average |
|----------------------|----|-----|-----|-----|-----|-----|------------------|-------|---------|
| Not at all | 0 | 1 | 4 | 5 | 8 | 2 | Sure thing | 20 | 4,3 |
| | 0% | 5% | 20% | 25% | 40% | 10% | | | |
| No effect | 0 | 2 | 3 | 7 | 6 | 2 | Extremely strong | 20 | 4,15 |
| | 0% | 10% | 15% | 35% | 30% | 10% | | | |
| Not at all desirable | 0 | 0 | 1 | 8 | 7 | 4 | Very desirable | 20 | 4,7 |
| | 0% | 0% | 5% | 40% | 35% | 20% | | | |
| Total | 0 | 3 | 8 | 20 | 21 | 8 | | 60 | 4,38 |

25. Is there a statement that you would like to add? If yes, please write it down:

Number of respondents: 1

| Responses |
|--|
| The significance of business intelligence methods and tools for sport organizations' financial performance will increase by 2025? Probable 4 Effect 4 Positiveness 5 |



Future of Sport Business 2025-Round 2

This survey is studying the impact of 6 trends which seem to have a big effect to Sport Business according to the results of this study's first round.

For each statement, please give two 1st-order (direct) consequences of it. Then, think about two possible 2nd order (indirect) consequences of each of the 1st-order (direct) consequences that you wrote down. The consequences can be either positive or negative.

Please try to come up with an answer no matter how unlikely you think these statements will happen.

Here is an example of a trend and its 1st and 2nd order consequences:

The trend: **Development of education technology**

->1st order consequence: **More online courses**

->2nd order consequences: **Equal opportunity for everyone to study / Less social interaction**

1. Less people will be coming to the events because of live streaming, broadcasting etc.

1) First-Order Consequence

2) First-Order Consequence

1) Second-Order Consequence

2) Second-Order Consequence

1) Second-Order Consequence

2) Second-Order Consequence

2. The development of technology leads to more active spectator experience during the sport event.

1) First-Order Consequence

2) First-Order Consequence

1) Second-Order Consequence

2) Second-Order Consequence

| | |
|-----------------------------|-----------------------------|
| | |
| 1) Second-Order Consequence | 2) Second-Order Consequence |
| | |

3. Sport business management will grow in professionalism via education and research.

| | |
|-----------------------------------|-----------------------------------|
| 1) First-Order Consequence | 2) First-Order Consequence |
| | |
| 1) Second-Order Consequence | 2) Second-Order Consequence |
| | |
| 1) Second-Order Consequence | 2) Second-Order Consequence |
| | |

4. More extra activities are included in the sport events in order to attract people to the event location.

| | |
|-----------------------------------|-----------------------------------|
| 1) First-Order Consequence | 2) First-Order Consequence |
| | |
| 1) Second-Order Consequence | 2) Second-Order Consequence |
| | |
| 1) Second-Order Consequence | 2) Second-Order Consequence |
| | |

5. The role of sponsors and merchandising will increase in revenue as the income from live events will not grow.

| | |
|-----------------------------------|-----------------------------------|
| 1) First-Order Consequence | 2) First-Order Consequence |
| | |
| 1) Second-Order Consequence | 2) Second-Order Consequence |

1) Second-Order Consequence

2) Second-Order Consequence

6. The value of experiences offered by sports businesses to consumers will grow as they have more power to choose what to do and where to go.

1) First-Order Consequence

1) Second-Order Consequence

1) Second-Order Consequence

2) First-Order Consequence

2) Second-Order Consequence

2) Second-Order Consequence

7. If you are willing to hear about the results of the study among the first, please fill your email address below

jamk.fi

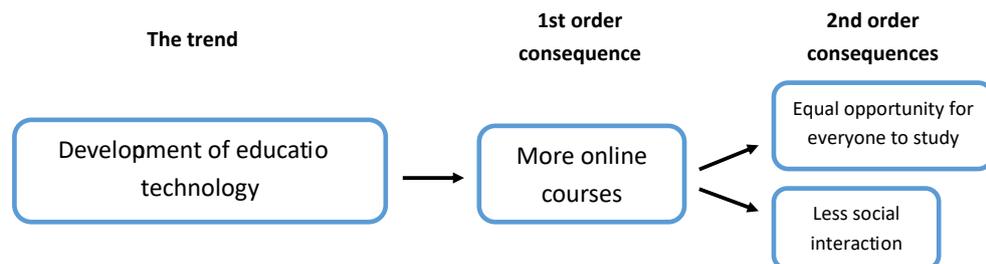
JAMK University of Applied Sciences

Future change drivers in Sports Business to 2025 — Round 2

This survey is studying the consequences of 6 trends which seem to have a big effect to Sport Business according to the results of this study's first round. You have been given two of those six trends that we would like you to answer to.

For each trend, please give two 1st-order (direct) consequences of it. Then, think about two possible 2nd order (indirect) consequences of each of the 1st-order (direct) consequences that you wrote down. The consequences can be either positive or negative. Please try to come up with an answer no matter how unlikely you think these trends will happen.

Example:



Future change drivers in Sports Business to 2025 –research, what is it?

The research project started in March 2016 by a Senior Lecturer of JAMK and two International Business students, Roosaa Lundén and Doan Thanh. The main goal of the research is to find the key trends and factors that seem to have the biggest effect to Sports Business in 10 years. The first round consisted of 20 statements/trends about the future of sport business that were collected in the Future of Sport Marketing seminar 2015. The trends were analyzed by sports business professionals around Finland according to their probability, positivity and how big effect they would have to sports business. 6 trends that were graded having the biggest effect to sports business were chosen to this second round.

Should you have any questions about the research or this survey questionnaire, please contact us.

Roosa Lundén, H7433@student.jamk.fi, +358 50 560 4312

Doan Thanh, H2281@student.jamk.fi

Trend: The role of sponsors and merchandising will increase in revenue as the income from live events will not grow.

1st order consequence: _____

1st order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

Trend: The development of technology leads to more active spectator experience during the sport event.

1st order consequence: _____

1st order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

I would like to be among the first to hear about the results of the study.
If so, please fill your email here: _____

Thank you very much for your time and answers!

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Trend: Less people will be coming to the events because of live streaming, broadcasting etc.

1st order consequence: _____

1st order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

Trend: Value of experiences offered by sports businesses to consumers will grow as consumers have more power to choose what to do and where to go.

1st order consequence: _____

1st order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

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Trend: Sport business management will grow in professionalism via education and research.

1st order consequence: _____

1st order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

Trend: More extra activities are included in the sport events in order to attract people to the event location.

1st order consequence: _____

1st order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

2nd order consequence: _____

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Thank you very much for your time and answers!

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Appendix 5. Future of Sport Business 2025 round 2 answers in Excel

| | A | B | C |
|----|--|---|--|
| 1 | Less people will be coming to the events because of live streaming, broadcasting etc. | | |
| 2 | | | |
| 3 | 1st order consequence | 2nd order consequence | 2nd order consequence |
| 4 | Less spectators at the stands / less participants to sports event | Financial: less sponsoring at the stadia | Emotional: Less atmosphere and less appealing |
| 5 | New media possibilities | Financial: connect sponsors to the media where streams are being broadcasted | Emotional: Challenging to simulate the real-life experience |
| 6 | Less time | Only the true fans participate | How to make the event more special? |
| 7 | Money; people think more carefully where they put their money | Clubs and events receive less money | Hard to compete with other events |
| 8 | Reduction in number of onsite spectators | Drop in ticket sales | Not so good atmosphere on stadium |
| 9 | Possibility to gain more national and global fans | Bigger fan base | More merchandise sales |
| 10 | More sponsors are interested in smaller sports. | Small sports get more people to play | People who did not athlete before start to do it, when finding suitable sport for himself |
| 11 | Lowering ticket prices to fill the event | More fair opportunities to social classes to join | More pressure to earn online revenue |
| 12 | Exclusive rights to broadcast a competition or games will disappear gradually. | Charges on options to watch the games. but these charges will be cheaper. | Many people can pay to broadcast the games from home or stadium and gain the money from advertisement. |
| 13 | Sales of goods sold on sight will decrease, for example pizza slices | Business owners will have to adjust their business models, for example more online orders & home deliveries | Growth in mobile apps that provide food delivery services, like Foodora |
| 14 | Easy access of the world. | Less social interaction | |
| 15 | More online streaming services | Data transmit quality gets better | Live shows improve the interaction methods with users using streaming services |
| 16 | People come to see only interesting events | Quality of all events will rise | Marketing is in great impact, to get people involved |
| 17 | Stadium concepts turning to smaller and flexible solutions | Crossovers of sports facilities and e.g. concert halls | New opportunities for innovative building technologies |
| 18 | Appearance of online streaming social networks just for the purpose of live streaming. | Advertising will be focused on these live streaming bases. | Securities firewall to prevent illegal broadcast appear. |
| 19 | Decrease in traditional advertising in favor of digital advertising | More targeted and personalized commercial content during live streams | Increase in business opportunities for online advertisers |
| 20 | Global information alarm all the time. | Less live excitement | |
| 21 | Broadcasting costs on traditional big channels face competition | Higher costs for TV advertisements | |
| 22 | Less income of ticket sales | | |
| 23 | Challenge to develop more tempting events | | |
| 24 | More technical assistance is needed | Many different aspects to prepare the event | Many possibilities to go wrong |
| 25 | In case of problems, loss of time | Loss of experiences | Less to know |
| 26 | The logic of buying and sales sports event product changes dramatically due to the shifts in consumer behaviour. | Management of sport events need to reform. | New information needed concerning customer management |
| 27 | Possibilities to reach new audiences increase | Sport events are managed to better serve stream / broadcasting audiences | |

| | A | B | C |
|----|---|--|---|
| 1 | The development of technology leads to more active spectator experience during the sport event. | | |
| 2 | | | |
| 3 | 1st order consequence | 2nd order consequence | 2nd order consequence |
| 4 | Twitter, social media, mobile apps etc. are more used while the event. | New way to get sponsors | Pre knowledge about new sport is not needed, people go to events they have never been |
| 5 | Need for advances in stadium infrastructures | Networks, screens etc. are a key part of a facility | New premises are built with a starting purpose of being e-friendly |
| 6 | Technology allows spectators at the stadium to make quick poll deciding situations on the pitch. | Rules change accordingly. | protection firewall to prevent changing the results |
| 7 | Online chatting of groups during the game with comments about the game developments | The teams can collect the data generated from the discussions and is it as ideas for performance improvement | The club owners can offer more incentives to the spectators, such as gifts to increase their participation online |
| 8 | Personal interaction during the event/ superior feeling for spectators | | |
| 9 | More user interaction | Big corporations can advertise their products as sponsors | |
| 10 | People are willing to pay/ pay more to join the event | Prices go high | Discussion goes viral about the event |
| 11 | Need for new skillsets for organisers | Need to partner with new type of suppliers | Difficult to master the experience since it will be partly individual |
| 12 | Spectators can loose interest fast and switch to another game easily if they get bored | Performance must be high otherwise less and less spectators would tune in | The club must interact with the audience via social media to keep high interest |
| 13 | Replication of those spectator experiences for fun, or to sell them in form of goodwill for health improvement, tourism, entertainment... | | |
| 14 | Better experience of the event for the spectators | | |
| 15 | The applications will be developed | | |
| 16 | More people can be involved | More shared experiences | Increase of the feeling of belonging together |
| 17 | Ethically wrong or less nice events can be recorded (for example) | Loss of "face" or fame of those people who has been treated like this | Bullying |
| 18 | Stadiums and sports facilities are equipped with better online features and technologies | IT becomes essential competition factor | |
| 19 | Online gamification sees new opportunities in stadiums | The amount of people looking for onsite virtual experiences increases | |

| | A | B | C |
|----|---|---|--|
| 1 | Sport business management will grow in professionalism via education and research. | | |
| 2 | | | |
| 3 | 1st order consequence | 2nd order consequence | 2nd order consequence |
| 4 | More research data available for the industry | Faster professionalization | Lack of data in practise |
| 5 | More professionals to run businesses in sport | Professionalization in management & marketing | Development from non-profit to profit-seeking businesses |
| 6 | Higher level of expertise on a variety of levels (marketing, sales etc.) | Higher competition density on the job market | Increased sales pressure on existing employers in the field |
| 7 | Greater insights into existing or future collected data | Data overload and "what to do to it" to gain effective input | Growth possibilities for data analysis + research publications |
| 8 | Companies start to understand sports as a part of their business | Sports sponsorships are taken to company strategies | Education is rising in universities |
| 9 | Data driven decision-making | Reliance on the figures of (short term) past | Danger of innovativeness loss |
| 10 | New schools providing sport education | not only athletes can become coaches. | quality of the players improve, new records will be made. |
| 11 | More professionals in the field will contribute local teams to grow and increase the popularity of certain sport activities, like soccer in finland | More kids would enroll to soccer schools | Parents would spend more on attending games with their families |
| 12 | Professionalism through early age | small needs in the market / niche market | |
| 13 | Increase health quality | Fewer diseases | |
| 14 | new accreditation systems for professionals | generic sports management capabilities need to be defined | competing standards of different market areas/disciplines/sports |
| 15 | Data about different kinds of sport will be more available in more details | some sports changes into data-driven direction | roles of coaches will be less |
| 16 | Efficiency of funds invested must be tested over a period of time, if they do not increase local sports activities, then funding should stop | Researchers will leave the city and move to other locations (brain drain) | Other hobbies among children will rise such as reading, arts and dancing |
| 17 | Assist health studies | Better treatment not using drugs | |
| 18 | Sport business will grow rapidly | | |
| 19 | More people will be educated to sport business | | |
| 20 | Better facilities | More effective results/outcomes | Wider audience, specialized groups behind each project/event/sport |
| 21 | Need to educate people involved with sport | Lack of human resources | Co-operation with other disciplines |
| 22 | Sport managers start to run organizations as businesses rather than "just" sport institutions | Foundation of organizational structures need to change | May lead to inequality between "commercialized sports" and "recreational sports" |
| 23 | There will be more and more business oriented sports-specific education programs available | Future sport organizations are self-educated units that are willing to learn new all the time | |

| | A | B | C |
|----|---|--|--|
| 1 | More extra activities are included in the sport events in order to attract people to the event location. | | |
| 2 | | | |
| 3 | 1st order consequence | 2nd order consequence | 2nd order consequence |
| 4 | Reaching bigger audience | Difficulty to satisfy segmented audience + therefore returning visitors | Greater opportunity to bring products/services to "audience" -> prospects -> suspects |
| 5 | Logistical constraints to certain event locations (changes to "old" locations needed) | New opportunities for location scouting | Shift to new locations may cause losing previous visitors |
| 6 | Possibility to attract also non-interested spectators | More spectators on-site | Requirement for event quality will raise |
| 7 | Requires more staff and resources from the event organiser | Lack of resources might prevent this | More social interaction among spectators |
| 8 | Events start to be very big | Cost of the event rise | Small events dies |
| 9 | Event organising cost will increase | Profitability issues arising for events | Need to partner with 3rd parties (sponsors/other organisations) to engage them into making the event content |
| 10 | Betting at the stadium | Co-operation between clubs and gambling sites be more common | Legal issues |
| 11 | Should increase amount of participants in the events | More funds must be invested to keep order during the even | More sophisticated management approach must be implemented to keep it a pleasant experience for the attendents |
| 12 | More interaction with people. | Distraction on the other hand | |
| 13 | Promote jobs in and studies of sports management | More budget to be allocated | |
| 14 | The core product experience in danger to suffer | Need to segment the event participants | Tailored experience products to different customer groups |
| 15 | Advertising will become more part of players role | Players need to interact with spectators more. | |
| 16 | Participants will have more options to choose from variety of activities | Participants may not be able to attend all activities and may miss out on the ones that would actually attract them the most | May be confusing to some and too complex so they rather stay home |
| 17 | More market for sport or nutrition companies | Sell more products | |
| 18 | Arranging a sport event will be more difficult | | |
| 19 | The costs of arranging a sport event will grow | Prices of tickets and additional services will grow | Economical risks will grow |
| 20 | Need of more people to take care of these extra activities | Need to find those people, need to find appropriate strategies for it | Lots of organising |
| 21 | All people has not commitment with the values of sport or their targets are somewhere else | All people do not trust sport values anymore | Sport or physical activities are not attractive anymore |
| 22 | This creates new markets and indepth integration of entertainment industry to sports | Show aspect of sports will increase in importance | |
| 23 | People are not that keen on the actual sports itself and start to demand comprehensive content from the sports events | Sports professionals need to be able to understand how to facilitate different elements in a sports events | |

| | A | B | C |
|----|---|---|--|
| 1 | The role of sponsors and merchandising will increase in revenue as the income from live events will not grow. | | |
| 2 | | | |
| 3 | 1st order consequence | 2nd order consequence | 2nd order consequence |
| 4 | Sponsors start to develop and put effort to their sponsors. | Sponsorships goes long relationship | Companies will have new ideas to spread their brand |
| 5 | Sponsors start "owning" events | Sports organisations' role as organizers will fade | Need for new ways to brand the sport itself |
| 6 | More money comes to big clubs | Financial gap between big clubs and small clubs wider | |
| 7 | The event organizers will have to compromise on the highest paying sponsors instead of a sponsor they resonate with their values | Some may not like the sponsor and not attend the event | Some would criticise that it is too commercialized and not feel convinient |
| 8 | Less sponsors | More advertisements for stream / broadcast | |
| 9 | Like music business story but reverse = an event is the way to make money to organiser elsewhere (e-commerce, online special content) | Need for active and time- and location-aware solutions | Maximizing the attendees more important than maximizing the entrance revenue |
| 10 | Sponsor contract will be a bigger part of players salary | More pressure on players | |
| 11 | A possibility for compromising the intergrity of the players may happen since sponsors may act illegally and bribe some players | Loss of trust by audiance | Decrease in attendance to games |
| 12 | Professional sales expertise will be needed | | |
| 13 | Small athletics teams will be suffering of decreasing income | | |
| 14 | More talent and effort to receive sponsors are needed | The core activities have less time (to take care of those activities or contents) | Frustration may appear in case appropriate sponsors are not available or appropriate human resources are not available |
| 15 | Stress | Less enjoyment | |
| 16 | New businesses need to be attracted to the sports | Sports must renew and use its social power to offer more options for new sponsors | |
| 17 | Sports organizations need to be aware of how to fulfill the growing needs and demands of the sponsors | Rivalry over sponsors gets more fierce | |