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# Operation of Sports Complex "Yubileyny" during the Off-Season Period



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## **Abstract**

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The aim of this thesis was to identify possible ways to improve the operations of the Yubileyny sports complex during the off-season (June-July). The thesis raised questions of increasing the number of visitors as well as the possibility of increasing the base of regular customers, and improving the image of the complex and the profitability of its operation in the first summer months .

The research method was a qualitative method - collecting secondary information from sources such as books, web pages, articles related to marketing, branding and the sports palace itself, as well as using information from a free conversation with the general director of the complex,.

The quantitative method was a questionnaire, but in the thesis it was not used as a research method, it served as an example of possible areas that are worth paying attention to.

The main conclusions are the use of new technologies for collecting data about visitors and improving online and offline advertising of the complex, as well as the promotion of Yubileyny events and an increase in their number in the summer period. The results of the thesis are the improvement of the promotion activities of the complex and its services and the establishment of a feedback system.

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## 1 Introduction

Sports complex Yubileynyy is a popular complex in St. Petersburg. The Yubileynyy is located close to the city center and the palace is a venue for various group events such as hockey matches of various levels, ice shows and concerts by famous performers. The capacity of all of the arenas is 14,000 people. The complex has several competitors such as the Ice Complex, which hosts both ice shows / hockey and concerts, as well as St. Petersburg Sports and Concert Complex.

Yubileynyy is looking for new ways to organize its activities during the off-season. The main problem is that organizing the operation of the complex is not profitable during the first two summer months, since at that time everyone goes on vacation and does not organize competitions that could be held in this arena, nor do concerts and other events. That is why during this period the organization does not receive profit, and a small number of people visit the complex / or do not know about its possibilities at all. It is important to develop a system that will attract new customers and retain the existing ones, both the fans and spectators, as well as the tenants and people who training at the complex.

The purposes of the thesis are to instruct how to organize the work of the complex in the summer, how to increase the customer base; moreover to convince why it is necessary to develop advertising offline and online, why to strengthen the loyalty of the visitors and why to improve the work of the complex during the off-season.

The materials for this work are taken from the literature in the Kajaani University of Applied sciences in English or in the university's online library on such topics as marketing, HRM, branding. Basic information about the complex and its functions was taken from the official website of the company and from a free conversation with a company representative. This work used articles, including information on marketing and research methods, as well as videos from Instagram.

In the work, it is planned to use the method of collecting and analyzing information, mainly secondary information. Free conversations with representatives of this company are used when collecting information and a questionnaire is used as an example to have additional materials that are relevant to the complex.

Application of the results of the work is possible both in the following off-season and in the subsequent ones, depending on many factors of the organization.

The first part is an introductory section describing the operations of the Sports complex as well as its main functions and features.

The analysis shows how much the complex is used in each time period. The study then shows how this indicator can be improved. It explains how complex can gain new customers and make them permanent. The following part presents ways to improve facility maintenance during the off-season (June-August).

Various tools are involved in the work, to help find new ways to solve problems. The conclusion summarizes the new ways and means to make the organization of the Yubileynyy better for all parties (employees, superiors, visitors and lessees).

## 2 Sports complex Yubileynyy

### 2.1 Basic information about the complex

The Yubileynyy Sports Palace was erected in honor of the 50th anniversary of the October Revolution in Russia in 1967. It took only one year to design and build the complex requiring a tremendous amount of work by the author of the project, I. P. Suslikov and workers. The government intended to build not one such a palace in St. Petersburg, but several in different parts of the city, but later it was decided that one complex would be enough. During the construction of the complex, new technologies were used in the same way: the use of steel cables that are the support-base of the roof, as well as the lack of intermediate supports. The design of the complex was standard for those times and the palace consisted of three sections - Round - the central arena, as well as two small arenas in the form of rectangles. The height of the building was specially limited and is 22 meters, so as not to stand out from the historical district of the city. (SPBHLmedia, 2019)(Picture 1)

The Sports complex had two reconstructions in its history - both of them were timed to coincide with the world hockey championships of 2000 and 2016. (SPBHLmedia, 2019)

The stadium has well-equipped arenas, the main of which accommodates from 6,000 people to 10,000 people, venues that can be transformed into various events, such as changing rooms, parking. (SPBHLmedia, 2019)



Picture 1 (Yubileyny, n.d.)

The partners of the complex are Dynamo St. Petersburg Hockey Club and St. Petersburg Hockey Federation. In addition, the hockey club Dynamo VHL and MHL constantly train and host games at Yubileyny and have sponsors such as Gazprom Export, SMP Bank, Record Dance Radio, Pizza Mafia, Pantry Health and Expoforum. (Yubileyny, 2020; Dynamo, 2020)

The Yubileyny complex has its main rival in St. Petersburg - the Ice Palace. This complex was opened in the spring of 2000 and hosts on its territory many sporting events such as winter (hockey) and summer sports (basketball, gymnastics), performances and shows of various sizes, as well as concerts of Russian artists and international stars. The Ice Palace hosts many events from World championships to concerts of large stars, which are attended by a large number of people. (Ледовый дворец/ Ice palace, 2020)

At the moment, the Ice Palace is the main rival in the city for the Yubileyny Sports Palace. The Ice Palace has a large arena that can be transformed into various events, as well as medium and small arenas, the ability to have places in VIP lodges of different capacities, as well as go ice skating round the year. (Ледовый дворец/Ice palace, 2020)

## 2.2 Features of the Sports complex

The complex has many events, as the object has several venues, some of which are transformable, as well as various rooms for certain kinds of events. (Yubileyny, 2020)

Since the Yubileyny is a sports complex, most often sporting events are held in it. One of the most popular ones are the hockey matches of the VHL and MHL of the hockey club Dynamo St. Petersburg (Appendix 3), which are held both on the main arena and on the small arena. These clubs train at this complex, thereby making this arena their home. Sometimes it is possible to come to see the VTB League basketball game of the Zenit team, as well as volleyball and futsal competitions, and martial arts competitions are held there too. Moreover, figure skating has a place to be in this complex and training in this sport is very popular. Very often, on the basis of the Yubileyny trainings are held not only for hockey teams, as well as for other sports teams. This expands the possibilities of the complex and the choice for visitors interested in doing it

themselves if they meet the requirements of the trainer or send their children to a particular sport. (Yubileyny, 2020)

Another big plus is that the complex has a mass skating service where visitor can rent skates. This service can be used by skates in the daytime at certain times, and at night when the night skiing campaign is in force, as it is an excellent pastime with family, friends or alone. For beginners in ice skating, there are instructors in the arena who will always glad to help clients. For professionals in skating and not only for them, the best offer is sharpening skates. The complex offers an hour of hockey - this is mass skating when anyone can come in full hockey equipment, regardless of the preparation to play hockey with the same fans of this entertaining sport. After all the skating the cafe in the complex can be used. Esports is another sport that takes place at the complex, but so far it is gaining popularity slowly. (Yubileyny, 2020)

Yubileyny is a venue for concerts of various sizes and genres. Concerts are held in the main arena, which quickly and easily turns into an event. Various shows and performances of both Russian theater-goers and famous athletes and foreign representatives are held, various performances will be held that will be interesting not only for children but for adults as well. Concerts are held in the evenings and are usually performed by large Russian stars or even world-class stars, as well as the Foucault Pendulum music festival, which hosts many artists. In addition, there are sometimes held exhibitions on various topics. (Yubileyny, 2020)

Sometimes special events take place in the complex, for example, at the time of writing the diploma (winter 2020), the complex hosts a master class, a professional trainer from Canada, a finalist of the Gagarin Cup, Repeated Swiss Champion and head coach of Dynamo St. Petersburg hockey club Ivan Zanatta. This event will be very useful if person wants to improve some throwing skills in hockey or just work with a highly qualified coach. Likewise, one of the services of the complex is hockey uniform ozonization and a laundry room where athletes can dry the uniform after active training and clear off the difficult relieve unpleasant odor. (Yubileyny, 2020; Yubileyny, 2020)

The complex is multifunctional and that is why it is possible to hold banquets and receptions for 150 and 300 people, respectively, since there is a large banquet room that can be transformed by connecting to the main arena and then the capacity will increase to 1,500 people. This hall is perfect for holding a variety of celebrations such as graduation, corporate parties and even weddings, since the complex has a good location in the city; this is a very profitable option. If person decides to organize an unforgettable children's holiday or just a buffet customer can do

it in the Lobby Bar, which has a convenient entrance to the small arena. This space is perfect for small events, and serves as a resting place after mass skating where one can enjoy a spacious bright and green place complementing any celebration with positive emotions from the venue. If client decides to hold a status event, then the VIP room which is decorated with calm colors, has a bar and a billiard table, is perfect for customers. This room moreover has an exit to the VIP box in the main arena where visitor can enjoy sporting events or other concerts. (Yubileyny, 2020)

When making a decision to hold an event at the complex, an excellent option would be to try the banquet menu, combining the best of European and Russian cuisine, just as if the client wishes; there is the possibility of ordering confectionery prepared by the Best Chefs of the Yubileyny. In addition, the complex has a cozy dining room with delicious breakfasts and dinners. (Yubileyny, 2020)

Since the complex cooperates with specialists in various fields (floristry, photo and videography, design), the customer should not worry about anything, because the complex will take care of everything. (Yubileyny, 2020)

The sports complex is equipped with the latest trends and uses only the best technologies and equipment and performs many functions, such as increasing the mass of physical culture and sports movement through training and competitive processes. The entertainment is an important function due to holding exhibitions, performances, concerts and competitions. The complex plays a role of a cultural and historical monument in St. Petersburg since its construction was dedicated to the historical day - the 50th anniversary of the revolution.

### 3 Research Methodology

#### 3.1 Research problem

The subject of discussion in this study is the low demand at the sports palace during the first two summer months, as well as increasing the regularity of the regular customers of the Sports palace and attracting new ones. This problem is examined in this thesis from different points of view and is solved with the help of various methods and tools, namely, the method of analysis and collection of secondary and primary information, the use of questionnaires, as well as identifying the measures the complex can use to solve the problems posed. Representatives of Yubileynyy are extremely interested in learning new ways of organizing the operations of the complex during the period when the number of events held in the palace is lowest, as well as increasing the number of new regular customers in the future.

The aim of the thesis is to identify new optimal ways of organizing the operations of the Yubileynyy Sports Complex in June-July.

Three objectives of the thesis were highlighted. The first one is to study the literature related to research (marketing, branding, personnel management, as well as data on the organization of a Sports complex). The other objective is to analyze the workload of the complex and the need of the work force in the off-season and, in conclusion, to study all possible options for events, how to organize them and highlight the most profitable events, as well as develop new methods to attract customers for this complex.

#### 3.2 Selection of research methodology

Qualitative method was chosen as a method for searching for information and finding results. Primary data was collected from a free conversation with company representatives. To obtain quantitative information, the use of questionnaire, a research tool containing various questions, was chosen. Nevertheless, in this work, the questionnaire acts as a tool to identify approximate weaknesses of the complex, thereby being an example, and not a research method. The questions are compiled in large volumes and the responses are given on a 10-point scale from 1 to 10, where 1 is terrible and 10 is excellent extremes written at the end of the scale. (Brace, 2008,

pp. 78-79) This scale is used to measure customer satisfaction with the brand both from visitors and from athletes who train and perform on the complex. The evaluation system of the results is effective and allows to clearly understanding the disadvantages and advantages of the company. Considering the use of the rating system, where 0-6 points indicate dissatisfaction with the desires and needs of customers, which is why brand can develop at a low speed. Points from 7 to 8 indicate that customer needs are satisfied, but they are in a borderline state and can easily cross over to competitors. Points 9 and 10 indicate that the client is completely satisfied and trusts the brand and will be loyal to this. (Satmetrix, n.d.)

The questionnaire may be aimed at collecting both qualitative and quantitative information, depending on the objectives of the study. (Bhat, n.d.) To collect information on examples, two groups of respondents were selected with 20 people in each - athletes involved in and performing at the facilities of the Complex, as well as potential or regular visitors to the Yubileyny. The results of the questionnaire show possible areas that should be addressed and improved.

### 3.3 Data collection

Having studied various sources of information, no works were found that study this problem. However, having studied the question posed the main topics research was identified, such as marketing and branding. The materials for this work were taken from the literature provided at the Kajaani University of Applied sciences in English or in the university's online library. Information was freely available on the official website of the complex, as well as from documents that will be provided for the research upon request by the complex. In addition, other sources of information were free conversations with the representatives of the organization and online and offline articles related to the topic of the thesis. Moreover, in order to collect information, customers were interviewed by using a questionnaire, which is described in more detail in the section 3.2.

## 4 Organization of the complex

### 4.1 Organization during the season

The Yubileynyy is a complex consisting of three arenas and hosting various events at its base, which require a clear, correct and profitable operation.

The operation of the complex during the season is well-coordinated and clearly organized work of the staff that includes 43 employees in the administration and 127 people in the technical and service personnel. In the area of the complex there are held year-round events of different character and level. For example, there are international, all-Russian, regional and city competitions. There are held the following sports events: ice hockey, figure skating, basketball, judo, short track, sambo, volleyball, futsal, Greco-Roman wrestling, boxing, mixed martial arts, the possibility of training in the studio and in the gym; and events not related to sports - exhibitions, concerts, events held in the banquet hall, lecture hall, recreation for sportsmen and artists. (Yubileynyy, 2019)

The complex hosts competitions of various levels (Table 1.)

The most significant events for the period from March 1, 2018 to February 28, 2019 are International ALROSA Cup ice hockey competitions - about 5,000 spectators, Championship of the Higher Hockey League of the season 2018-2019 (35 games of 5000 people each) - about 175,000 spectators, the European Judo Cup - about 3,000 spectators. (Yubileynyy, 2019)

37	International
115	All-Russian
8	Regional
7	City

Table 1. Levels of competitions (Yubileynyy, 2019)

During the year, several non-sporting events are held in Yubileynyy (Table 2.):

17	International
47	All-Russian
4	Regional
6	City

Table 2. Levels of competitions (Yubileynyy, 2019)

This included events such as the Foucault Pendulum Music Festival with about 8,000 spectators and the Musical from March 1, 2018 to February 28, 2019. Notre Dame de Paris (4 events of 5500 each) – had about 22,000 spectators, Conference of the Siberian Health Corporation (2 days of 5500 people) – had about 11,000 spectators. (Yubileynyy, 2019) These tables show that the complex can transform into events of various natures and accept not only local events, but world-class events as well.

Yubileynyy has a one-time throughput per shift of 1890 people and the actual workload of the complex during the period of events (in percent) is 76 and during the training process 83.5. This shows that during the training process, the workload of the complex is higher. (Yubileynyy, 2019)

During the season, the complex hosts many events and training processes that organically fit into the calendar of events and bring profit from this, the only task remains to increase visitors to the complex, which in the future will become regular consumers of the complex's services. (Yubileynyy, 2019)

#### 4.2 Organization during the off-season

The operation of the Complex in the first two summer months is not profitable since during these months most employees go on their summer vacation, many artists relax or write new compositions, athletes (depending on the sport) recover after a long season or just begin their

gradual preparatory process for the upcoming competition season, artists performing with various shows on tours in open areas or on vacations. Likewise, another reason for the unpopularity of using the complex during the off-season is that people have a desire to attend festivals that take place outdoors. But however, the complex can hold events in an open area of 9,000 square meters located in front of the main arena (Appendix 5). On the territory under the open sky fairs, various festivals, test drives, exhibitions and competitions are held. To create such an extensive selection of events, the complex provides the ability to set up a stage and connect to the mains and Wi-Fi. One of the most ambitious events that took place in the Complex was the creation of a fan zone for the 2018 FIFA World Cup, with about 70,000 people visiting it in a month, which is a very good indicator. Due to this event, a lot of people learned about the Sports Complex; these were both citizens of St. Petersburg and Russia, as well as foreign tourists who came to watch the competitions. (Yubileynyy, n.d.)

During this period, the complex holds some concerts, for example, from the famous for the summer of 2020, a concert of Judas Priest and a concert of the Korn group will be held. (Yubileynyy, 2020) In addition, various types of exhibitions, events such as banquets, graduations and schools or universities, weddings or business meetings will possibly be held on the territory of the sports palace. (Yubileynyy, 2020) In the sports field in Yubileynyy, during the first summer months, training is held in various sports, including figure skating, freestyle wrestling, and boxing. Moreover a popular event in the complex in the summer is the holding of summer sports camps for hockey players, when hockey coaches rent an ice rink or a hall and other services for holding training sessions to prepare athletes for the new season, as well as to develop other skills.

Holding summer sports camps at the Sports palace is a common event. Since the hockey season usually ends in mid-February-mid-April, depending on whether the team reached the playoffs and what place it took and the new competition season begins in early September, it is important for athletes to start preparing for the new season after a period of recovery and rest. Hockey players choose a coach and conduct trainings aimed at developing new skills or improving existing ones, either on ice in the gym or on the ground.

Not only hockey players from St. Petersburg choose a camp in Yubileynyy, but world hockey stars such as Artemy Panarin, who is currently playing at the National Hockey League in New York, America and Sergey Bobrovskiy, who is playing in NHL League in Florida, America are conducting their summer camp at the Sports palace in St. Petersburg. (artemiypanarin, artemiypanarin, 2018; Artemiypanarin.video, 2020; artemiypanarin, artemiypanarin, 2019)

## 5 Creating a permanent customer base

For Yubileyny, as for any other organization, the number of customers, especially regular ones, is important, since contacting and promoting services for existing customers is cheaper than attracting new ones, the approach to regular customers has already been studied. Regular customers often attend events held in the complex, as they already know the infrastructure and services, and it is easier for them to navigate, come and try new events and services provided by the complex. Having already a certain base of regular customers, Yubileyny attracts even more new visitors through word of mouth through existing customers, because the complex is confident in the quality of the services provided and is confident that after visiting the complex that will satisfy their needs and desires, they will tell their friends, relatives and colleagues about the possibilities of the Sports palace, thereby attracting new customers. (Kalin, 2018)

### 5.1 Offline tools and methods

Each company should have its own tools and strategies to promote its brand, product or service, since so much will depend on it. Initially, a company should have a history of its brand that will win over customers and establish trusting relationships, because it is with a good true story that the path to creating and promoting a brand begins. The organization should have strong core values that in short will show the client what they trust. The SWOT analysis is an important tool, which will help to reveal strengths and weaknesses that are influenced by external and internal factors. (Sheninger & Rubin, 2017)

The presence of history and an understanding of its pros and cons lead to an understanding of what strategy and tactics a company should choose to promote its brand. (Sheninger & Rubin, 2017) A brand should be friendly and attractive. (Baron, 1997, pp. 4-6) Listening to customers is very important, the complex should create a special feedback system that will help to better understand the needs and desires of visitors, as well as listening to the opinions of customers brings company closer. A trusting relationship is built between customer and the brand, because the client understands that his opinion is important. Customers should be given time to think about their answers. Do not take the whole initiative on yourself, the company needs to learn to listen to its visitors and only then express its opinion on this or that offer. (Baron, 1997, pp. 15-27) The complex can solve this problem by creating questionnaires that will be attached

to brochures of various events that can be purchased on the territory of the complex, as well as creating information points in the arena, where during the holding of concerts, concerts and other events, everyone could find out the information he needs, as well as leave a review about Yubileyny. Creating these points is a simple but necessary step, they can work with volunteers who are present at every event held in the complex. This innovation will improve the buyer's experience, as he will be provided with information that interests him and his opinion will be heard. (Baron, 1997, pp. 137-165)

In order for the campaign to promote the Complex and customer growth to work, there must be awareness and understanding of client wants and what the complex needs, by combining the answers to these two questions, the organizations will really be able to improve their work.

Using creativity will help increase sales and attract visitors. The use of new technologies in ads can help stand out from the competition, but do not forget that it is better to be simple and relevant, do not abandon new channels for promoting the complex. (Mulin & Cummins, 2008, стр. 92)

Using a promotion complex consisting of 4 points can increase activity both online and offline promotions and sales. (Mulin & Cummins, 2008) The complex can use the following tools, such as outdoor advertising, which is a common tool for promoting events or organizations. The complex has the ability to advertise on the windows of the spans of the complex, the front door of the building, and the doors of the main arena (Appendix 4) in food courts and columns of the main arena. In the premises used for sports purposes, there is the possibility of advertising in the side sections of small and training sites. Likewise, the use of a video screen located on the street, on the building of a small arena, is a very effective place for advertising. Throughout the territory, the Yubileyny has TV panels and screens, as well as a media file, cubes in arenas, which are constantly used for advertising. (Yubileyny, n.d.) The Sports Palace uses city billboards as a place for advertising, public transport, on which a special advertisement with information about a particular event in the complex is pasted, as well as small banners and public transport stops as well serve as a place for advertising events. The following tool is the promotion of sales by creating an offer that meets the demand of consumers, it can be various contests on the territory of Faye during breaks or intermissions, depending on the event, as well as various offers, promotions and coupons from partners of the complex which are listed in the second chapter. All this helps to stimulate consumers and their satisfaction, as well as providing subscribers with a discount on several events can increase customer satisfaction and ticket sales.

The third point is popularity or fame due to reviews about the complex, which can lead to a greater number of people coming to watch hockey or a concert, or to hold an event or join sports teams whose training is held at the Sports complex. The more famous people or friends of visitors will mention events or the complex, and in general the more visitors will be at the complex.

The last point is direct contact with visitors, which can be expressed in the form of direct communication between the representatives of the complex and potential clients during various events. (Mulin & Cummins, 2008, pp. 36-37; Shantyr, 2020)

The use of advertising on television is possible, but in our time it is not in great demand, since airtime is expensive and few people watch television, and in return for this, radio advertising is an effective tool, since St. Petersburg is a metropolis with a population of 5,383,890 in which it lives a large number of motorists who spend a certain amount of time every day driving on the way to work, to the store or just on business listen to the radio, that is why radio is a good channel for promoting the complex's advertising as has many listeners. (Beth, n.d.)

Another way of promotion is the distribution of brochures or leaflets in different areas of the city with posters of events taking place in the complex. (Beth, n.d.)

With the active use of social networks these days, it has become easier to find out the opinions of consumers and communicate with them. In order to create a base of regular customers, correctly use Internet resources through various targeted mailings, including information about events, promotions, congratulations on various holidays and reminders. In order to maintain better contact, the brand should not be limited only to advertising mailings, because the client is tired of this and may refuse to communicate and cease to be a regular customer. For the oldest and most loyal subscribers on social networks, complex can develop a system of bonuses or give a personal discount on attending certain events. (Ripton, n.d.)

An important factor in creating a permanent customer base is the quality of their service. Consumers always pay great attention to the quality of their service. In order to maintain a good image, Yubileyny should continue to maintain the service at a good level in order to constantly replenish the life of the doubling clients who will bring their relatives, friends and colleagues to experience the enjoyment of the event and remain satisfied. (Ripton, n.d.)

In the age of technological discoveries and breakthroughs, most of the functions depend on technology and are automated, thereby facilitating human work. But sometimes it's easier to

share an opinion or solve a problem with a person, rather than artificial intelligence, therefore the availability of service phones and e-mail are important channels of communication with by buyers. (Ripton, n.d.)

The complex cooperates with some universities in St. Petersburg and for some events students of these universities receive a free ticket, thereby attracting young people to the complex, which can make them regular visitors to the Yubileynyy in the future. (Shantyr, 2020)

## 5.2 Online tools and methods

Nowadays, people spend a lot of time on social networks or simply on the expanses of a boarding school, every day they see hundreds of advertisements about various places, goods, services and organizations. The use of internet space is far from being a novelty, but an everyday tool for promoting each company. Trends in the use of various digital tools are changing very quickly as the sphere of social networks and online advertising is developing every day, some of them are becoming obsolete and no longer have value in their use, and new trends are coming in that make it easier to promote your brand. One of the most popular for 2020 are AI which helps to build more accurate algorithms and create better content; personalization of content is a very useful tool, because it is due to this that the information that interests the consumer is displayed, and he remains with this brand that attracts his attention; Email newsletters are a sophisticated brand promotion tool that is as effective as everyone else's; Video hosting services are gaining momentum with great speed as the quality of video and photo equipment and the number of application users are growing. (Debnath, 2020)

One of the first tools the Sports Complex should use is Artificial Intelligent on its main site in the form of a bot that appears in the corner of the site so that the user can quickly ask questions and find the information he/she needs. There are several types of chat bots that can be used by the bot. The first option may be the interpersonal service provider bot - this type of bot provides a service for consumers in the form of providing the required information or aiding, they can store information about a particular user. Likewise, the use of a chat bot aimed at informa-

tional purpose is what Yubileynyy needs for the main site for the FAQ section. (Nimavat & Champaneria, 2017, p. 1020)

It will be useful to use such a trend as sending information by e-mail. When a site visitor decides to purchase a product on the organization's website, customer is prompted to quickly register on the site where the client enters his email address. After purchasing the product, visitor receives tickets / checks to his personal account. An option may be added to receive newsletters during registration. During the registration process by e-mail, if the user agrees to receive newsletters, then various offers to purchase tickets can come to his e-mail, the news of the complex or the poster are not future events that will be held in Yubileynyy. When using this tool, it is worth considering the personalization of content for each client, thereby safeguarding strong trusting relationships.

One of the most popular ways to collect customer information is Wi-Fi marketing. The way this tool works is extremely simple - the visitor can use the free Wi-Fi after authorization by entering his phone number or email address. (Wi-Fino, 2019) The registration home page should have a design that will attract the buyer and locate him and will contain the following information: name of the organization that owns this service, presentation of the functions of this tool, information about the support service, as well as various recommendations for visiting certain events and locations in the complex. (Muna, Fatamasari, & Murti, 2018) From now on, this contact information will be stored in the client database. With the help of this tool, the Organization can send out personalized information and news, which may contain any unique offers, discounts, reminders of upcoming events. (Wi-Fino, 2019)

Using advertising on the Internet can help significantly attract visitors to the complex. The complex has accounts in social networks such as Instagram (1702 subscribers), a YouTube channel that posted only one video 4 years ago (12 subscribers), a Facebook page (70 subscribers), a telegram account (31 subscribers), a social group in the application for Russia and the CIS countries (VK) (6012 subscribers), Yubileynyy has its own hashtag - # win with Yubi under which people post photos or videos of their emotions and experience while visiting the Complex. (Yubileynyy, 2020)

Having carried out a simple and quick analysis of the social networks of the Palace, it was revealed that a lot of money and effort was not spent on this aspect, one of the reasons for this may be that the Dynamo hockey club has a well-developed social media section and often their posts have a Yubileynyy mark to the venue of the event and attracting visitors to the visited

hockey matches, but hockey is not the only event taking place on the territory of the Complex, therefore it is important to fully develop the aspect of the social networks of the Sports Palace itself. The development of social networks will help the complex strengthen its position in the city among other complexes where similar events are held, increase recognition among potential visitors by creating high-quality content that will satisfy the needs and desires of consumers, and will increase confidence and loyalty to Yubileyny through the use of a convenient platform where there is the ability to listen to the client and contact with him. (NasCode, 2018) The Yubileyny has employees - SMM managers who are involved in the development of social networks, communities and their promotion through social networks, assistance in organizing events on the territory of the complex, as well as other duties that are part of the profession. It is these people who are engaged in promoting the complex and events through the Internet platform, but judging by the statistics provided in the document, they should change the promotion strategy,

As mentioned earlier in chapter 5.1, the use of 4 points of the advertising complex can help to promote the complex and attract customers and increase sales. (Mulin & Cummins, 2008) The first and most basic advertising is the creation of various banners or targeted advertising on various sites or on social networks. The second is sales promotion by creating various offers and promotions presented on the Yubileyny online platforms. The third point is the use of reviews and cooperation with famous people and brands to form a good opinion about the company and promote it, this can be done using social networks, forming high-quality content and developing comments under posts / publications. And the fourth is direct marketing, which is used as a direct relationship between the brand and the consumer by directly answering questions in personal messages / comments, conducting live broadcasts on various topics of interest to the consumer, as well as constant contact by phone or via email. (Mulin & Cummins, 2008)

By creating competent high-quality content that will meet the requirements of the site where it will be placed, as well as the desires and needs of customers, it will be possible to increase the base of potential and regular customers. For example, the Complex needs to renew its YouTube channel, where high-quality videos will be regularly posted that will satisfy the audience. Today it is much easier for people to perceive material in the form of video or audio, which is why it is important to develop this aspect at a good level. Another photo / video platform is Instagram, nowadays it is a basic application that is used by most people everywhere, many brands start their business path with this application. Here, again, the emphasis should be on the visual, but valuable information must be present for the sake of which the visitor will go to the Yubileyny

page on Instagram, announcements or reports on events can be uploaded, conduct various draws. It is important to use the necessary tools to promote the profile in the Instagram and not to resort to such fraud as buying likes and subscribers.

Telegram channeling is a popular activity in our time in Russia, a schedule of events taking place to be in the complex, during competitions or concerts can be added, as well as various interesting facts about the artist, athletes or teams.

Likewise, the use of the VK application, popular in Russia, gives a plus to the Complex, because there complex can attract new customers and create permanent ones; it is more difficult with a Facebook because this application is not particularly popular at the moment in the territory of the country where Yubileynyy is located.

By using social networks, the complex can help strengthen the brand of the Sports Complex, establish stronger relationships with visitors through continuous contact, increase the attendance of the complex by attracting customers to various events. (NasCode, 2018)

Another online method of attracting customers can be the creation of the official website in English. Since St. Petersburg is a tourist city and tourists like to go to various events, for their convenience and to improve the customer experience it would be worth creating a version of the site for English-speaking people. This will help to raise attendance of the complex during the tourist period and improve the opinion of the Palace and create a strong relationship between the brand and the visitor by creating caring relationships.

To increase the base of regular customers, more attention should be paid to feedback from visitors in order to find out their opinions and correct existing shortcomings and add new features and services. (Kalin, 2018)

Successfully combining online and offline tools for advertising and promoting the complex and then expanding and strengthening the loyal customer base, Yubileynyy will achieve such goals as increasing sales, increasing visitors over different periods (season and off-season), improving the image, increasing awareness, attracting new partners and famous people for further cooperation, strengthening the leading position in the city and country among multifunctional sports complexes, increasing the likelihood of major events both sports and non-sports with the sphere.

## 6 Ways to improve operation of the complex during the off-season period

### 6.1 Sports area

The operation of sports facilities is a complex process that requires large expenditures and efforts to increase the benefits of use. Detecting weak zones and solving problems both in the short and long term can improve the situation in the complex.

For an example showing the possible flaws of the complex, a questionnaire was used. After a survey of twenty coaches and athletes involved and performing in the complex, average results were obtained on fifteen questions. (Table 3)(Appendix 2) (Appendix 2.2)

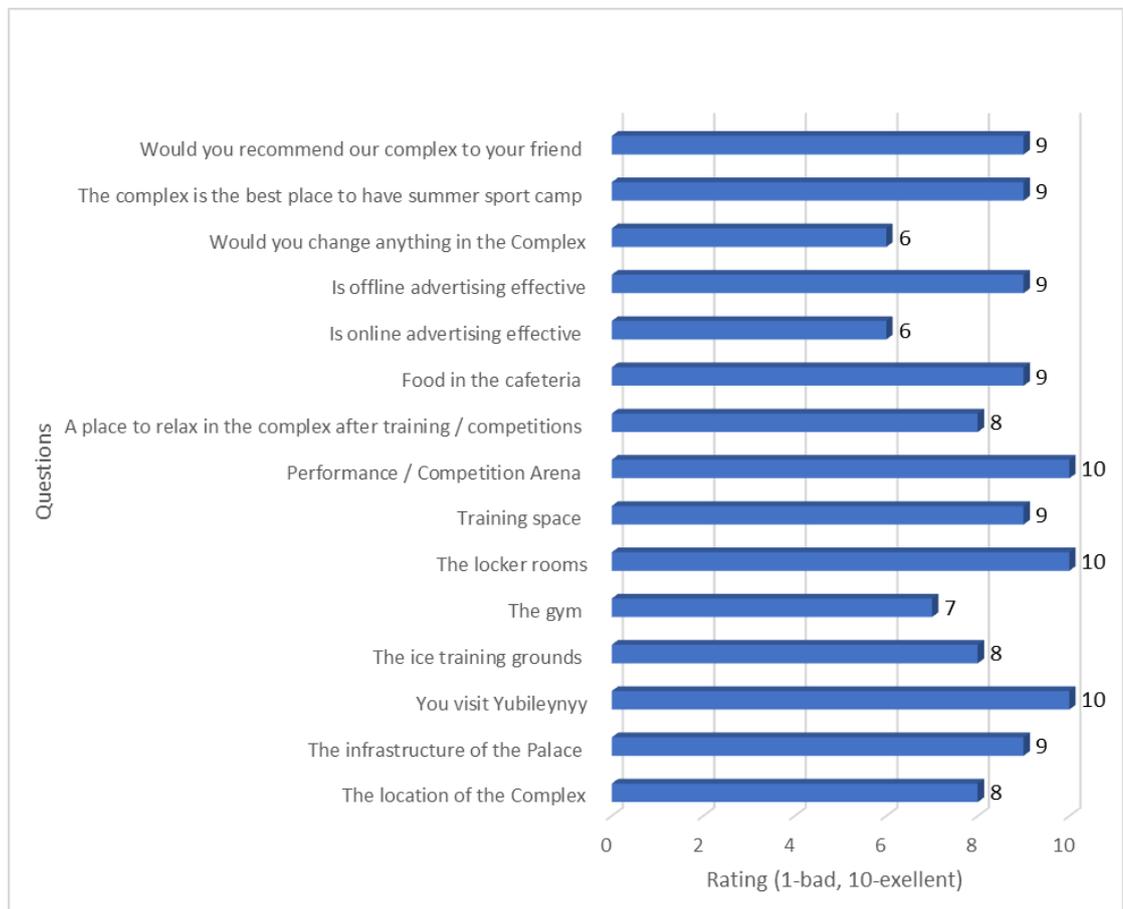


Table 3. Athletes questionnaire answers

Starting from the very first question about the location of the complex, the majority of respondents were satisfied with the location and rated 8 out of 10, thereby showing that getting to the training arena is convenient and does not make much effort only if the athlete is not traveling from the Leningrad region, which can make his journey several times longer. Further, the athletes evaluated the infrastructure of the palace by giving it a good rating of 9, thereby suggesting that the complex meets their everyday needs during the training and competition processes in terms of maintaining the complex with all the necessary premises, equipment and functions. Absolutely every respondent answered the question about the frequency of visiting Yubileynyy very often thereby showing that people related to sports regularly use the services of the Sports Complex. This was followed by the question of ice rinks since hockey is held more often than other competitions on the basis of the complex, it is important to find out if the ice satisfies the speakers. As the answers showed, most consider the quality of the ice arenas good and satisfying most of the needs and desires. But the visitors are less satisfied with the gym. This indicator can be improved by conducting additional surveys of athletes and coaches who are often engaged in the gym, as well as adding new equipment and replacing old equipment that meets the needs of the teams. The dressing room area, as the survey showed, satisfies athletes one hundred percent, since it meets all the requirements and it has a comfortable structure.

The complex has a fairly wide range of rooms where the training process can be carried out, which coincides with the desires of the trainers and participants in the training and competitive processes, as well as the arena for the competition that fully meets expectations.

In terms of the resting place for athletes, respondents noted a slight dissatisfaction with this question can be resolved as well as the issue of dissatisfaction with the gym - through a survey of what should be changed, added or removed. Likewise, in the questionnaire there was a question about the quality of food in the local cafeteria, to which most responded well. To increase the score, complex should regularly review the menu and create a new one that will not only be tasty, but nutritious and useful for actively training athletes.

Another important point raised in the questionnaires was online and offline advertising of events held in Yubileynyy. Athletes rated offline advertising as more satisfactory compared to online advertising. The issue of the effectiveness of online advertising was discussed in the previous chapter, where it was shown that advertising on the Internet is ineffective and how to improve the effectiveness of advertising. In the age of technology, it is easier for people to perceive information visually, for this the SMM manager should focus on creating high-quality content that will attract visitors. Due to the use of advertising both offline and on the Internet,

people will be able to learn more about the capabilities of the complex, including in the sports field, such as conducting trainings on the basis of Yubileynyy in various sports from hockey to martial arts, as well as organizing various competitions and hockey camps.

During the off-season, the complex is very popular for such an event as sports camps with the participation of various coaches, where athletes can improve their skills, learn new tricks, as well as recover from the past long season or prepare for a new one. The questionnaire showed that most athletes will choose Yubileynyy Sports Complex as a venue for summer gatherings.

One of the final questions was asked about the desire to change something in the complex and the average answer was 6, which shows that most of the mentioned topics and functions of the complex should be paid attention to and listen to visitors and their opinion in order to improve the complex's work thereby Satisfying the needs of existing customers and attracting new ones. And the final question was the question of whether the athletes would recommend this complex to their colleagues and friends, which was given a positive rating of -9, thereby indicating that even having some flaws that the complex could work out and eliminate, athletes would recommend the Sports Palace as a venue coaches and competitions.

To improve the operation of the complex in the first summer months, it is necessary to improve the feedback system to collect information regularly to track as many functions of the complex as possible and how much they satisfy visitors, as well as a number of other ways, for example conducting a larger number of sports camps and children's competitions, advertising these functions through athletes already training in the arena, as well as well-known athletes who spend the off-season period on the territory of the Yubileynyy

Yubileynyy now has a sports store located in the small arena. It offers items such as hockey equipment and related products. An option to improve the work of this store is to add goods for other sports like figure skating or different types of wrestling. This action can allow complex to sell a larger number of items by increasing the number of customers due to the expansion of the product line in which visitors may be interested.

The use of improved online advertising by creating high-quality content that meets the needs of the buyer, as well as improving offline advertising, which will show not only hockey events, but information about other sporting events taking place on the territory of the Sports Palace can increase the number of complex's clients.

The questionnaire showed the possible areas of work of the complex in need of improvement. By gradually improving the above points and applying new and effective methods of advertising, the Sports Complex will improve the quality of its work, get many new customers who will be satisfied with their choice, the Yubileynyy Complex will improve its image and increase its profits due to the influx of new consumers.

## 6.2 Non-sport area

Non-sporting events and facilities play an important role in the operation of the complex. Therefore, it is very important to pay special attention to this section and improve various items in order to increase the image of the complex and attract new customers, which later become permanent.

Twenty people participated in the survey - residents of St. Petersburg, who answered 15 questions about the Yubileynyy complex on a scale of one to ten, where one is bad and ten is wonderful, thereby showing approximate areas of the complex that are worth paying attention to. (Table 4) (Appendix 1) (Appendix 1.1)

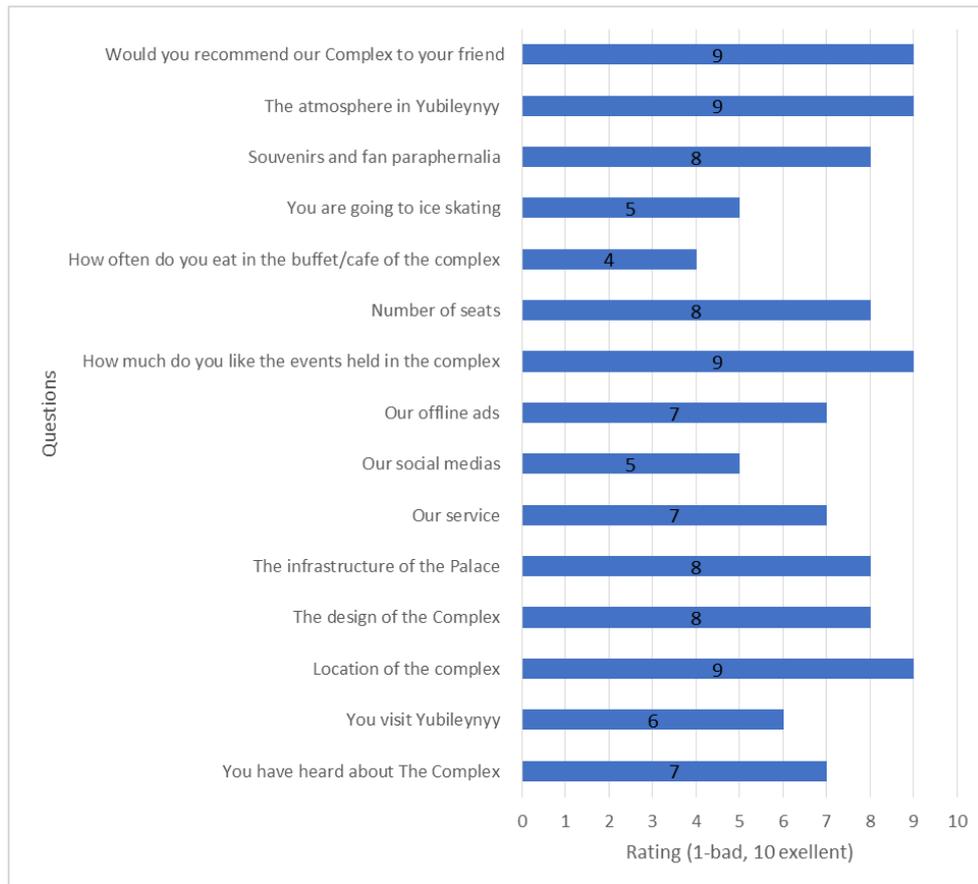


Table 4 Customer questionnaire answers

On average, 70% (14 people) of the respondents heard about the Yubileyny Sports Complex, which suggests that the residents of the city are not sufficiently aware of the Sports Palace, its functions and events held there, which indicates the inefficiency of the advertising complex. Even fewer people visit the complex on a regular basis, which indicates the dissatisfaction of all the needs and desires of visitors. To find the exact results of what and why does not satisfy the client, brand need to regularly conduct surveys, as well as have a well-established feedback system. A rare visit to the complex may be due to the lack of information from consumers about the events taking place in the complex, so the use of tools such as Wi-Fi marketing, newsletters and an improved news feed on Internet platforms and social networks, as well as targeted advertising using electronic means mail. All this can help inform visitors about events to the same extent as offline advertising.

However, visitors mark satisfactory infrastructure and design of the complex (rating 7), but the service was rated as not very satisfactory (rating 6), which means that visitors are not satisfied with the quality of service, nor are they satisfied with the sufficient number of volunteers who can be contacted for help or for information that interests them. the number of seats in the

arenas is worth paying attention to, during large hockey meetings in the small arena due to concerts at the main arena, visitors do not have enough seats that can be evaporated by adding portable seats on the sides of the arena in the upper tier.

Likewise, in this questionnaire, the topic of advertising effectiveness was raised. According to the results of the respondents, it can be concluded that offline advertising is a little more effective than online advertising, but still it remains only at a satisfactory level, insufficient for the active development of the complex and attracting consumers.

The almost absolute majority noted that they like the events held in Yubileynyy, as well as the atmosphere during the presence at concerts, competitions and other kinds of events, which shows that the program of events is based on the interests of the residents of the city and the atmosphere created helps almost every visitor to enjoy this and spend your time with pleasure.

Another weak link is the cafe. Few people in the city know about the possibility of having breakfast or lunch. By advertising the cafe, Yubileynyy can get new customers, and due to the already existing delicious cuisine, make them regular customers. One of the methods to attract new customers is to develop a new menu or add new positions to an existing one.

In the complex, amateurs and professionals can skate at a certain time, but as the questionnaire showed, people both do not know about this service or is not sufficiently satisfied with it and therefore rarely visit the skiing hours.

Using this questionnaire as an example, possible problems that occur in the complex are noticed. New events can be added to existing ones, subject to the satisfaction of consumer needs and desires, thus making events profitable for the complex. In addition to the planned concerts, if it is possible to conduct events such as a tattoo show festival or stereo summer this year in Sevcable Port, (Allfest.ru, n.d.) it is worth attracting the organizers to the complex, as there is an opportunity to conduct these events.

Following the example of the 2018 FIFA World Cup, held in Russia, including St. Petersburg, fans can meet in the open air and watch the games of the 2020 European Football Championship, which will be held from June 12 to July. 12 in different cities of Europe, as well as 4 games will be held in St. Petersburg. (UEFA, 2020)

Conducting scientific conferences and exhibitions of various nature can increase the attendance and profits of the complex in the summer months. Distribution of advertising about the possibil-

ities of a complex of events of this type will help attract new visitors and event organizers with whom the complex may cooperate in the future.

One of the most popular services in the period June-July is the holding of private events. This period is popular for weddings, since this summer many people prefer to celebrate the wedding process at this time. The Yubileyny is an ideal venue for this event, as the complex has amenities for accommodating a different number of people, depending on your desire, and the complex is located in a picturesque location near the city center, which makes it accessible for guests as comfortable as possible and satisfies certain visual desires.

In June, the city hosts the graduation season of schools and universities, which is another reason for the events in the palace. In order to popularize this feature of the complex, it is worth developing an advertising layout that can appear in such forms as a presentation or brochures / leaflets that will be sent to the educational institutions of the complex in the winter months. In order for people to find out about weddings in the complex, there is such an option as advertising on the basis of social networks, as well as another opportunity - concluding agreements with wedding solons and agencies to provide customers with information about the opportunity to celebrate this event in Yubileyny.

Celebrating birthdays and various corporate parties is an excellent option for using the complex. To conduct these events, the complex must advertise these opportunities, for example, in posts on social networks, as well as in the newsletter.

Proper promotion through the competent use and promotion of online and offline advertising will bring new customers to the complex, as well as the use of electronic mailing and the use of Wi-Fi marketing will help to build a large customer base. The provision of quality services is an important factor, the improvement of which will help to make customers permanent, which will subsequently allow the dissemination of information about the quality of their time in the Sports Complex, which will increase the profit of the complex in the future.

## 7 Conclusion

Speaking about the Sports multifunctional complex Yubileynyy, its special features and functions should be emphasized. It is worth noting that the Sports Palace hosts various sports and non-sports events of an international and national character. Since there are similar complexes in the city, it is important for Yubileynyy to take a leading position among other complexes of the same type. For the complex, it is important to improve the organization of the complex in the first months of summer to receive profit, as well as improve the image using various tools. Each organization wants to be profitable all year round, but it can be difficult due to a number of factors such as the vacation season of the employees or the high relevance of outdoor events, rather than indoors, as well as a break between the competitive seasons. The solution in the work is the methods of exploitation of the complex during the off-season and attracting customers.

A theoretical analysis of the problem showed that the complex is not popular during the summer months, not only because of holidays, but moreover because of the lack of competent advertising of available opportunities. As part of the study, many approaches to creating the right kind of brand and ways to create and promote advertising about the complex and its service were used using offline marketing and online marketing tools. The algorithm for creating and promoting a brand is a clear history of the importance of the brand and its core value, as well as an analysis of the new ways of advertising Yubileynyy using both new technologies and basic techniques.

Analysis of the promotion campaign of the complex revealed the weaknesses - the lack of competent and high-quality content that interests and satisfies the needs of visitors. As the leading stimulating methods for attracting new customers are targeted newsletter, the creation of the desired and desired content, the provision of bonuses and discounts to regular visitors to the complex, as well as increasing the number of events such as non-sports festivals, banquets attracting new customers and exhibitions, sports events such as summer camps of hockey players..

In conclusion, it is worth noting that all the methods and tools listed in the text can be used in the complex to increase the number of new and regular customers, thereby improving the operation of the complex and making a profit.

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Appendix 1.1 The answers for the questionnaire of visitors to the Sports Complex is Yubileyny.

Questions/rating	1	2	3	4	5	6	7	8	9	10
1	0	0	0	0	0	3	5	5	0	7
2	0	0	0	0	0	0	0	0	1	19
3	0	0	0	0	0	0	4	0	16	0
4	0	0	0	0	0	0	4	6	1	9
5	0	0	0	0	0	4	10	2	1	3
6	0	0	0	0	0	0	0	0	0	20
7	0	0	0	0	0	0	1	4	7	8
8	0	0	0	0	0	0	0	0	1	19
9	0	0	0	0	0	0	4	7	6	3
10	0	0	0	0	0	0	0	3	7	10
11	0	0	1	4	0	9	6	0	0	0
12	0	0	0	0	0	0	2	3	7	8
13	0	0	0	0	9	1	8	2	0	0
14	0	0	0	0	0	0	0	3	5	12
15	0	0	0	0	0	0	0	5	6	11



## Appendix 2.1

The questionnaire of athletes and trainers involved in and performing at competitions in the territory of the Sports Complex is Yubileyny

Questions/rating	1	2	3	4	5	6	7	8	9	10
1	0	0	0	0	0	6	7	3	0	2
2	0	0	0	0	5	0	9	1	0	1
3	0	0	0	0	0	0	0	2	8	10
4	0	0	0	0	0	1	4	9	3	3
5	0	0	0	0	0	3	12	0	5	0
6	0	0	0	0	0	16	0	0	2	3
7	0	0	2	6	8	3	1	0	0	0
8	0	0	0	0	0	6	8	0	4	2
9	0	0	0	0	0	0	0	2	12	6
10	0	0	0	0	0	0	3	10	5	2
11	0	2	4	7	4	3	0	0	0	0
12	0	0	4	5	6	4	0	1	0	0
13	0	0	0	0	0	1	5	6	2	6
14	0	0	0	0	0	0	0	3	7	9
15	0	0	0	0	0	0	0	3	5	12

Appendix 3

Logo of the hockey club Dynamo St. Petersburg (Wikipedia, 2020)



Appendix 4

Entrance of the main arena with examples of advertising (Yubileyny, n.d.)



Appendix 5

Outdoor venue during the 2018 FIFA World Cup and during the competition (Yubileyny, n.d.)

