

Sustainable and Attractive Youth Academy of the Nokian Krp



Bachelor's thesis

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Klavs Ozolins

This commissioning company of this thesis is the floorball club called Nokian Krp. The purpose of this study is to help this club to establish and maintain a sustainable and attractive youth academy. This study provides a theoretical background, research of the current satisfaction level of the main stakeholders and suggestions.

The theoretical background was provided using two different theories. The Theory of Stakeholder Identification and Salience by K. Mitchell, Bradley R. Agle and Donna J. Wood and Fundamentals of Sports Marketing by Brenda G. Pitts and David K. Stotlar. The stakeholders of the company were identified based on the used theory and consists of information for the manager of company of how to interact with them and how important they are.

Two questionnaires were used in this study. They were sent to the players of the youth academy and to the parents of the players. The questionnaires were used to receive an information about the current satisfaction level of these stakeholders and to identify the problems between company and them.

Based on the results of this study, the youth academy of Nokian Krp is going towards the right direction. In the last few years a great amount of players and members have joined the club, which requires the company to use new methods, more planning and setting new objectives.

Keywords Stakeholder, manager, players, parents, marketing

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1 Introduction

1.1 Background and company

Floorball is one of the most popular sports in Finland and today it is the number one indoor sport based on the amount of registered players. (Siltanen, 2018) It has developed dramatically in this century, which leads to the point that clubs have to concentrate more on developing and organizing their own society.

One of the clubs, which has advanced rapidly in the last 10 years is Nokian Krp (Nokian Kristityt Palloilijat). Nokian Krp is from Nokia and was established in 1997. Nowadays this club has proved to the Finnish floorball society its potential to become one of the fastest-growing companies in this field. The Men's team has been playing in the highest league from 2008 and won a bronze medal in the 2017-2018 season. (Kittilä, 2018) Today this team is considered to be one of the main contenders for the gold medal. As being one of the top teams nowadays, the club has gained popularity in Finland and also internationally. (Myllyniemi, interview 10 February 2021).

Like every other club, Nokian Krp is having a youth academy, by definition youth academy is a program for children age 5-21 of attending the practices of a specific sport, which could last years, which involves receiving a help and guidance from coaches in addition to fulfilling skills and preparations for the big club. (Sports Lingo, n.d.) Having a sustainable and attractive youth academy for the floorball clubs is extremely important, because this is not a professional sport and most of the teams get their new players from their own academy, which leads to the point that clubs must put in effort, resources and funds to survive in the competition for the long-term. Creating, having and maintaining a youth academy is the same as having a company- It requires having marketing, logistics, finance, HR, sales and development teams. In order to succeed, an academy has to pay attention in all directions. (Myllyniemi, interview 10 February 2021).

The Floorball youth academy for the Nokian Krp is precisely new part of the club and the company has to pay attention to the development of this area. It is still in its early stages as a fully operating academy, which means to have a junior teams in most of the age groups. Starting with a team with seven year old players leading to 20 years old. In 2021 there are total of 500 members in the youth`s system and 270 players. Members are considered to be players, coaches, team managers, team caretakers and parents which are helping voluntary in order to ensure the well-being of the teams. In the last five years the total amount of members has increased by 200 and players by 140. From the 2018 academy has a A-junior (18-21 years old) team in the SM-League (highest level), which is the main league for the young players. Having a team in this league gives a boost of recognition in the Finnish floorball society and advance to attract new players to join the team. (Myllyniemi, interview 10 February 2021).

As a load of players have joined the academy and many youngsters have chosen their first hobby in Nokian krp, the number of players has almost doubled in the last few years, which requires the club management to evolve day by day. For the youth academy to operate and survive in the long term, it stands in the need of a lot of organizing, planning and having new principles and methods to be successful, recognizable, sustainable and attractive, which leads to the research question- How can Nokian Krp establish a sustainable and attractive youth academy?

1.2 Purpose and objectives

The purpose of this study is to help Nokian Krp to establish and maintain sustainable and attractive youth academy. This study will provide theoretical information, which would help the company to reach their goals in a systematic and organized environment. Research of the current situation of the company in order to identify the problems and create improvement opportunities.

The author has worked for three years in this company and has knowledge of the company from the inside. The author has seen that there is a lack of communication and organizational environment structure. The opinion of the author is that, even employees of the company have as good a relationship as friends, there still needs to be some boundaries in order to maintain a professional environment and move towards success.

1.3 Research methods

This study is based on desk and field research. Desk research is used to collect information from books and online articles to provide this study with the theoretical background. Field research is used to receive a clear image about the situation of the company and future plans by interviewing employees of the company.

Questionnaire was sent to the specific stakeholders of the company to receive their feedback and opinion about the sustainability and attractiveness of the company. This study includes both quantitative and qualitative research methods.

2 Theories

In this study two different theories are used, which will be introduced in this chapter. The first is about the identification of the stakeholders, managers importance and interaction with them. The second is about marketing in the sports industry.

2.1 Ronald K. Mitchell`s, Bradley R. Agle`s and Donna J. Wood`s theory of stakeholder identification and salience

Ronald K. Mitchell`s, Bradley R. Agle`s and Donna J. Wood`s theory of stakeholder identification and salience: Defining the principles of who and what really counts, states that to identify stakeholders, managers have to know what kind of types of stakeholders exist, how much attention has to be paid to them and why they respond to them the way they do. Based on this theory to identify the stakeholders, there has to be made 3 steps: first is to use the 3 key attributes – power, legitimacy, urgency – as identifiers of stakeholder classes. Second step is the analysis of stakeholder classes to clarify, which of the attributes they have and how to respond to each one of the classes. The final step is based on dynamic qualities to see how stakeholders can switch from one class to another, leaving managers to use a different approach towards them. (Agle, Mitchell & Wood, 1997, p. 853, 854)

By definition stakeholder is a person or a group who owns a share of the business. Employee or a customer, who is has responsibilities within an organization or is interested in success of the company. (Cambridge Dictionary n.d.)

2.1.1 Power

Power may be difficult to describe, but it is easy to recognize it. In this theory there are used such as examples as person x can get person y to do what it desires, one person is capable of making the outcome despite resistance. For creating more clear vision of what power is, it

could be categorized based on the resource of usage: coercive power- physical resources; utilitarian power- material resources. Power is not a reliable state, it can be earned and lost. (Agle et al., 1997, p. 865.)

2.1.2 Legitimacy

“The assumption of who or what really counts” are legitimacy positioned. As in several definitions in this theory they all come to one point, that legitimacy is found, when something is at stake, in rights or claims. Combining legitimacy and power creates authority. If the stakeholder has a legitimate claim on the firm, but it does not have a power or urgency on the claim, it is not going to reach managers attention. (Agle et al., 1997, p. 866.)

2.1.3 Urgency

Urgency exists when the following conditions are met: when the claim is time sensitive and when the claim crucial and demanding for the stakeholder. Also, urgency is based on the two attributes: time sensitivity- delay by the managers for the claim is undesirable for the stakeholder. Criticality- cruciality of the claim or relationship to the stakeholder. In this theory urgency is defined as the “degree to which stakeholder claims call for immediate attention.” (Agle et al., 1997, p. 867.)

2.1.4 Stakeholder classes

After identifying the stakeholders attributes, they are divided in 7 different classes based on the attributes they own. Altogether there are seven types- three of owning one attribute, three owning two attributes and one having all of the attributes in possession. Analysis of the stakeholder classes proves identity of entity that should be considered as the stakeholder of the firm, and it justifies the managers decision to whom pay the attention. (Agle et al., 1997, p. 872, 873.)

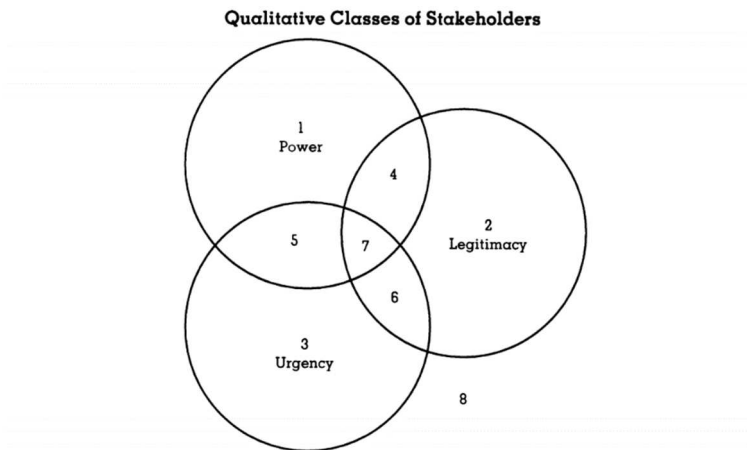


Figure 1. Stakeholder Typology: One, Two, or Three Attributes Present. (Academy of Management 1997, 872).

2.1.5 Latent stakeholders (1 attribute)

By having possession only of one of the attributes, managers are likely to do nothing about this class of stakeholders and even may not recognize them. Also, the stakeholders are more likely to not give any attention to the firm. (Agle et al., 1997, p. 874, 875.)

Dormant stakeholders are the ones who have a possession of power. By not having legitimacy or urgency, their power remains untouched. This class does not have a lot of connection with the firm, but they are capable of acquiring the second attribute, which puts the managers in the position to not leave them from the sight completely. (Agle et al., 1997, p. 874, 875.)

Discretionary stakeholders have a possession of legitimacy. Without any power or urgent claims, managers are not pushing into this relationship. Influence to the firm is almost impossible by the discretionary stakeholders. (Agle et al., 1997, p. 874, 875.)

Having only urgency, this stakeholder class is described as "mosquitoes". Disturbing, not dangerous and passing manager attention. If not available of acquiring the second attribute, this class remains not interesting in the managers eyes. They are called demanding stakeholders. (Agle et al., 1997, p. 874, 875.)

2.1.6 Expectant stakeholders (2 attributes)

This class of stakeholders have a possession of 2 attributes, which naturally leads to different zone of salience. Two-attribute stakeholders are having expectations, because combination of two attributes generates to an active stance instead of passive. The relationship and salience between this group and managers is expected to be higher. (Agle et al., 1997, p. 876.)

Stakeholders of this class can assure to have an influence to the firm by having power with legitimacy. These stakeholders are important to managers and they have to live up to their expectations. Many scholars are trying to put these stakeholders into a position as the only stakeholders, but in this theory dominant stakeholders expect and receive managers attention, but they are not the whole package of stakeholders to whom managers should engage. (Agle et al., 1997, p. 876, 877.)

Lack of the power, but possession of the urgent legitimate claims describes this stakeholder class. In order to receive their claims or get noticed, these stakeholders have to rely on the other groups, for example, through advocacy or guardianship. This group is called dependent stakeholders. (Agle et al., 1997, p. 877.)

Class of dangerous stakeholders has possession of power and urgency. The activities by these stakeholders are outside of the borders of legitimacy and threatening to the stakeholder-manager relationship and everyone else who has been involved. (Agle et al., 1997, p. 877, 878.)

2.1.7 Definitive stakeholders (3 attributes)

Stakeholders who have power and legitimacy, already will get attention from managers as important part of the firm. When urgency is added next to these two attributes, this group of having all three attributes, becomes a priority for the managers. Managers have to keep good relationship and pay attention to them at all cost, because having problems in this relationship can cause serious damage for the firm. It is likely that any expectant stakeholder

can become a definitive stakeholder by acquiring the last attribute. (Agle et al., 1997, p. 878, 879.)

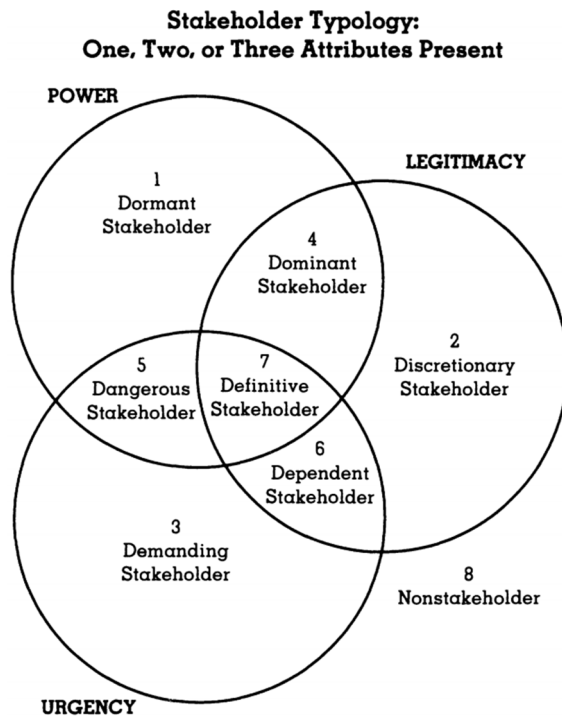


Figure 2. Stakeholder Typology: One, Two, or Three Attributes Present. (Academy of Management 1997, 874).

2.1.8 Dynamic

Managers should not forget that stakeholders change in salience. If stakeholder is smart, it is likely to build its way up from latent stakeholder to expectant stakeholder and in the end into definitive stakeholder. Every stakeholder requires different kind of attention based on their attributes and possessions, managers have to know and identify specific approach for each individual in order to keep company from issues and problems. If manager is not able to provide stakeholder with the needed salience, it is likely for the stakeholder to raise the dynamics in the relationship and cause damage for the company. (Agle et al., 1997, p. 879, 880.)

2.2 Fundamentals of sport marketing by Brenda G. Pitts and David K. Stotlar

Second theory used in this thesis is a "Fundamentals of sport marketing" by Brenda G. Pitts and David K. Stotlar. Sport marketing is a process of constructing and realizing activities for production, setting a price and promotion in order to satisfy the needs of customers and fulfil goals of company. This theory consists of marketing management models and components of it, which include mission and objectives, company by itself, climate, competitor, consumer, product, price, place, promotion.

According to Kanishk Rana sports marketing can be defined as marketing strategy designed at promoting services, equipment, sports tournament or products operating with an athlete or a team. (Rana, 2021)

2.2.1 Mission and objectives

Every company has a mission and objectives and without them it has no purpose to exist. All marketing activities have to start with a clear understanding of company`s mission, current situation and direction where it wants to go. Objectives of the company`s mission provide more specific direction with concrete details for the management. (Pitts & Stotlar, 2007, p. 77)

2.2.2 Company

Study of the own company is important to succeed. One example used in this theory is SWOT analysis of the company, which includes strengths, weaknesses, opportunities and threats. Studying own company and seeing the current situation, gives advance to make a better decisions and to see possibilities to go in the right direction. For example, company would not enter a new market, if the financial situation is bad. (Pitts & Stotlar, 2007, p. 80)

2.2.3 Climate

One of the main tasks for the management is to analyse the climate. Climate connects with the current situational factors, that can affect company. It includes economic, social and cultural, ethical, political, technological, trends, community, corporate and legal condition of the society. By analysing each one of the factors, management/marketer has to decide how these factors can influence the business. (Pitts & Stotlar, 2007, p. 80)

Economic climate: Position of the economy could have an impact on the company. Sports marketer must be aware of the current economic situation and figure the effect on the company. Based on the situation, it could resolve in a big opportunities and success or a failure and disaster. (Pitts & Stotlar, 2007, p. 81)

Social and cultural climate: Traditions could have an impact on the company. Marketer has to analyse the cultural and social structures around and inside company, which have or may have an effect on the company or society around it. For example, having only men`s team in a specific sport could affect your company traditions and social status. (Pitts & Stotlar, 2007, p. 81)

Political climate: In this climate individuals of the company or organization as one aims for the tolerance or intolerance for specific business purposes. (Pitts & Stotlar, 2007, p. 82)

Legal climate: It is important for the company to know the law in the area, which it operates. Knowing how to take care of the specific products and how to use legislation for the opportunities and possible failures. (Pitts & Stotlar, 2007, p. 82)

Ethical climate: Society and culture develop specific attitudes that has influence on the business. Sports marketer has to know, what are the current standards and situation in order to create or change a strategy and direction, where company is going. (Pitts & Stotlar, 2007, p. 82)

Technological climate: Technology has a huge impact in a sports marketing industry. The sports marketer has to learn how to work with these new tools coming from technological

advancement and utilize them as an opportunity for the company to reach their goals. (Pitts & Stotlar, 2007, p. 82)

Educational climate: Having a sports marketer without an education could be dangerous for the business. Education is important to prepare individuals for the specific challenges and in this case specifically the sports marketer, which has to find and execute strategy for the business to develop, survive or reach their goals. (Pitts & Stotlar, 2007, p. 82)

Community climate: Local community around the company has an important role influencing the company. Every climate has a different relationship with the community and vice versa. Company has to make an educational decisions in order to satisfy both sides and positively influence the business. (Pitts & Stotlar, 2007, p. 83)

2.2.4 Marketing Mix

Strategic decision-making involving elements of the product, price, place and promotion. These sections are called four Ps of marketing. Studying these elements gives the marketer the right information about possible next strategic moves and decisions. The marketing research for these elements comes from consumer, competitor, company and climate. One of the most important and critical tasks for the sport business is to combine these sections in order to strengthen position of the company, increase satisfaction of the consumer and build up competitive advantages. (Pitts & Stotlar, 2007, p. 86)

Positioning includes in a way of interception between company and marketing mix to establish beliefs for the consumer with the product. This may change or strengthen consumer thoughts of the product in overall and what consumer receives for the money that has been used to buy the product. (Pitts & Stotlar, 2007, p. 86)

The main part of the marketing mix is the product. The product may be service, person, place or beliefs or benefits that gives satisfaction to the consumer in their needs and desires. Price, place and promotion strategies are made to for the product in order to increase or start sales, make profit and survive in the business. (Pitts & Stotlar, 2007, p. 86, 87)

It is critical that company studies the consumer day by day in order to discover the needs or wants for the consumer. These actions could result in developing the new product or making any upgrades or changes to the existing one. (Pitts & Stotlar, 2007, p. 87)

For example, if development team of the product informs marketer, that there is a problem with the one of the parts of the product and customers are not interested in it and searches for other options. In this case marketer needs to solve this problem by researching the needs and wants from the customers and should consider, what is the strategy in order to gain the trust of the customer. (Pitts & Stotlar, 2007, p. 87)

Decisions about the product are the most critical ones in the company. Any upgrades, changes or additions are going to have a major impact on the company. The job for the marketer is to show these elements as a positive improvements and would give a boost for the goals of the company. (Pitts & Stotlar, 2007, p. 87)

Price is a trade between something for something. The price has a critical effect on the consumer. There are many elements, which could have an impact on the consumer`s decision. These elements include, that if the consumer is able to pay for the product, what it gets for the money and is it getting a good deal, comparing what it gets from this specific company`s product and what could it get for the similar product, but from different company. (Pitts & Stotlar, 2007, p. 87, 88)

Setting price for the product is an important task for the company. Business has to include in this decision many factors before setting the final price. These factors are costs for the company, basic knowledge of the consumer and how ready it is to pay for the product, profit, prices of the competitors and the current situation in the market. (Pitts & Stotlar, 2007, p. 87, 88)

How to get a product from company to the consumer in a specific point. Several factors are included in this industry regarding to the place, people, equipment services etc. Products, which are manufactured in the factory have to be delivered to the specific place, where consumers are able to buy it, in the sports activities business the situation is different, person has to create it. (Pitts & Stotlar, 2007, p. 88)

In a sports activity the consumer is the part of the event. But it cannot participate until the company has provided the consumer with all the necessary factors, for example, if the consumer plays in the basketball team, the company has to provide the consumer with the training hall, equipment, coaches and specific timetable. (Pitts & Stotlar, 2007, p. 89)

Promotion in the eyes of the society is marketing, because promotion is what they see. Usually, promotions are created to lure attention of the people. One of the stages is advertising, which includes TV, radio and magazine commercials, flyers, billboards and signs. In a way it could be everywhere, and people are surrounded by it. (Pitts & Stotlar, 2007, p. 89)

Promotion is the process of raising awareness. A definition is: "the process of making people aware of something." In this process there could be used many methods to get the attention of the possible consumer, when it is done, the marketer has to know a way, how to get the consumer on their side. The very purpose of the promotion is to inspire the consumer to buy the product from the company. (Pitts & Stotlar, 2007, p. 89)

The message of the promotion has to be created in a three-stage function. First is to gain the attention, second is to spread the message, which could educate the possible consumer and third is to gain their trust in order to buy the product. (Pitts & Stotlar, 2007, p. 90)

2.2.5 Consumer

Marketer has to have a knowledge of a consumer, who needs or wants the company's product. With the knowledge marketer could result in making the right decisions for the success. Making right decisions, changing the product or upgrade the existing one, marketer has to study existing and potential customers continuously. (Pitts & Stotlar, 2007, p. 79)

2.2.6 Competitor

Studying competitors also includes the study of the specific industry. It is important to study the companies, which are selling the same product and at the same time studying the industry to gain help in decision making. Information about competitor and consumer must

be analysed together. Decisions made by other companies can affect the business and marketer has to study the capabilities of competitors, what they are doing and with this information marketer is able to form a new strategy or change the direction of the company completely based on the study. (Pitts & Stotlar, 2007, p. 79, 80)

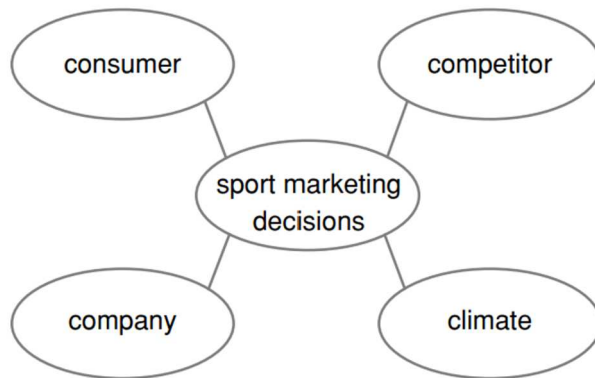


Figure 3. The 4Cs: affecting sport marketing strategies. Fitness Information Technology 2007, 79).

3 Methodology

In this chapter desk and field research methods are used. Desk research is used by collecting and gathering materials from the internet and theory of stakeholder identification, which was described in the chapter number two, is used as a theoretical background.

Field research is connecting with the author's own knowledge and experience in the company, as the author has been already working for the company for several years and has seen and experienced interactions between stakeholders and managers and vice versa.

3.1 Stakeholders

Stakeholders play big role for the Nokian Krp and without them survival for the company would not be possible. For the company stakeholders are considered to be players, parents of the players, city, sponsors, coaches, Finnish floorball federation and government. All of

them can have a big influence on the firm and it is critical for the managers to know, how to approach them and meet their demands. This chapter tells more about specific stakeholders of the company and their interaction with it based on the theory in the chapter number two.

Having good relationship with the stakeholders also provides the company with the great, new opportunities, benefits, higher quality decision making, increases sustainability and decreases the risk to engage in dangerous situations for the company. (Early Childhood Training and Technical Assistance System, n.d.)

3.1.1 City of Nokia

City has a crucial role in the youth academy. All of the junior teams are not able to have practices in the same arena, if that would happen, then each of the teams would have approximately one practice per week. In this situation city comes with a big help with their resources. They are able to provide teams with training facilities.

Based on the used theory, city is a part of expectant stakeholders. It always has power and legitimacy, which would make it a dominant stakeholder. Being part of such a dangerous group, managers definitely have to keep in touch and meet their demands. Usually demands are more like a given instructions for the team, for example, take a good care of the equipment, use only given wardrobe, entrance into the training facility is allowed starting from 15 minutes before practice and team has to leave latest 15 minutes after the practice.

During pandemic time city has proved to become a definitive stakeholder by acquiring urgency. Already several times in the 2020-2021 season training facilities have been shut down and when they are open, there are list of rules how to act, for example, the team enters the facility only when the team, who is having practice before them has left the building. Practise has to end 5 minutes before agreed time to avoid any contact risk with other team. No more than 10 players are allowed to be on the field at the same time. In this situation it is extremely important for the managers to fulfil their demands and give instructions to the team. If the rules are not obeyed, it could increase dynamics dramatically and lead to lose the right for the team to train in the specific facility and seriously damage relationship between the club and the stakeholder. (Nokian Kaupunki, 2021)

3.1.2 Players

Players are the most important part of the whole club and without them the existence of the firm would not be possible. Top manager is not in a much of a contact with them, but team managers and coaches are. Regarding this stakeholder, manager has to be continuously in contact with coaches and team managers to make sure, that players are receiving their demands and are satisfied.

Based on the theory player as an individual would be considered to be demanding stakeholder, having possession of urgency. Only one player could not make any changes and would not even get managers attention. It is highly common, that there always is a player, who is not satisfied with something specific going on in the team, but without any help it can do no effect or disturb the manager.

If 10 players are working as one, then it becomes more dangerous and is considered to be dependent stakeholder. To receive their claims, they still need help from other group and for the players the help comes from parents. Combining these two groups together, becomes immediately a dangerous threat for the company. For example, if one part of the team does not get enough playing time for some time, parents are going to complain to the coach. If coach is not going to take this complain seriously and does not give more playing time for the players, it could end with the worst scenario, which is quitting the team for the player and unsatisfied parents. Word of mouth spreads fast resulting in serious reputation damage for the company and increase unattractiveness for the new possible players to join the club.

Starting from this season, Nokian Krp has joined the "National team road", which is a project coming from Finnish Floorball Federation offering the chance for the biggest floorball clubs in Finland to participate in junior national team camps with the whole team. (Suomen Salibandyliitto, n.d.) Previously only chosen players could participate in national team camps, but from now every player in Nokian Krp system has a chance to be in these camps, because Nokian Krp has joined this project. Having chance to be a part of the national team camp, gives significant boost for the players to work harder and increases motivation. This project also works as an attractiveness boost for the new players, who wish to join the team.

3.1.3 Parents

Parents are definitely the main stakeholder for the Nokian Krp youth academy. They are paying to the club for their children to play in the team, doing voluntary work for the firm, majority of the coaches and team managers are parents. Main concern for the parent is for their child to have fun, be safe, have a good environment around and develop. Being the main stakeholder means that this group belongs to definitive stakeholders in possession of all 3 attributes.

One of the manager`s main task is to put effort in the relationship with this group. Parents always have many concerns, especially about their children safety and well-being. Important task for the manager is to choose the right coaches and team managers, who can ensure not only development for the players, but also pleasure of being part of the team, safety and passion to come to the practises to do the best.

Dynamics in this relationship can raise quickly and cause a major damage for the company. For example, if player gets hurt or is being abused, parents most likely are going to get aggressive. In this situation there are several institutes, where they can get help from and also parents by themselves can have powerful occupations to cause the damage to the firm and gain their claims.

Manager, coaches and team managers has to work together in order to satisfy parents and show, that players are in a good hands. Pleased parents can work as a marketing tool for the firm, for example, they can easily spread information to the other parents about great possibilities for the hobby to play for the Nokian Krp, which would attract others attention to consider to join the club, knowing that children would be in good hands.

3.1.4 Finnish Floorball Federation

Finnish floorball federation as a stakeholder to the firm is in possession of power and legitimacy, which makes it dominant stakeholder. Every club in the Finland participates in the floorball leagues created by this federation, which gives them full power and legitimacy about every part of the junior leagues.

There are big set of rules given by federation to the clubs, for example, how to attend the games, how to behave at the tournaments, insurance for the players, payment for the participation, organizing home tournament etc. If the rules are not obeyed, Finnish floorball federation has power and legitimacy to cause damage to the firm. It can be a fine for the team, specific players or coaches can be disqualified for the certain time or the worse scenario is that whole team gets disqualified for the whole season. (Suomen Salibandyliitto, n.d.)

If the rules are obeyed, this stakeholder is not in a lot of contact with the firm and manager also does not have to push into this relationship. It leaves with a simple principles in this relationship- company has to obey given rules about participating in the junior leagues and dynamics are low in this relationship. If rules are broken, dynamics can raise quickly and damage the company and also lose the reputation in the floorball society. During pandemic Finnish Floorball Federation has created the specific page about the rules, which has to be obeyed. (Suomen Salibandyliitto, n.d.)

3.1.5 Government

Government is a latent stakeholder. It does not have any connection with the firm and manager has no need to build the relationship. This stakeholder has given a set of rules, which have to be followed by any company in the country. If the company breaks the rules, then government can gain any attribute to cause damage for the firm.

During pandemic government has shown it power in this industry. There are many regulations how teams can practise and how many can be together in one place. In this situation manager has to be serious and follow the regulations. Dynamics can raise as high as possible in this relationship, if the company have problems to follow the rules and damage the firm more than any other stakeholder. (Lempinen, 2021)

In this relationship manager has only one simple task to follow the given regulations. If that has been done, it gives satisfaction to other stakeholder- parents, knowing that company cares about the situation and provides everyone around with the safe environment, especially for the players.

3.1.6 Coaches

According to Hannah Ellerton: " The role of sport coaches isn't just to coach. Coaches are well placed to help athletes reach their potentials. They also play a key part in getting children and teenagers to engage in sport and physical activity. Sport coaches are in a great position to promote the active lifestyles, inclusion and engagement in physical activity. However, this promotion doesn't happen overnight. It takes guidance and an understanding of the power of sport. Coaches should be equipped to deliver on these expectations and unlock athletes' potential." (Ellerton, 2018)

Coaches are important part of the youth academy and for the manager it means to keep this relationship in good condition. Every team in the academy has different coaches and biggest part of them are parents. Based on the used theory coaches are dependent stakeholders, in possession of urgency and legitimacy.

Coaches usually have many demands in their job, for example, practises being in specific days and lasting for a specific time, getting proper education to do their job better, equal benefits for every team. Because of no power, they are not able to get these demands noticed by the manager and to get attention of manager they require power combining with the other stakeholder. In order to get a specific education about the floorball coaching, demand can come from the players, who are in a need of a better coaching qualities or parents, who want for the players to receive the best possible coaching.

Satisfied and qualified coach definitely is a big part of the youth academy, this relationship for the manager and the company is one of the priorities. It increases sustainability inside the company and attractiveness for the players and parents to stay in the club or join.

Floorball clubs in Finland have an opportunity to pay for the coaching courses. These courses are designed by the Finnish floorball federation and they are welcoming all the coaches and clubs to take a part in these courses in order to develop the coaching level for each coach individually and for the club. (Suomen Salibandyliitto, n.d.) Main manager of the club has to know, which of the coaches are in need of the coaching courses in order to maintain a qualitative working environment with the junior teams.

3.1.7 Sponsors

Sponsors are not considered to be one of the main stakeholders for the company. This stakeholder is in possession of legitimacy, which makes it discretionary stakeholder.

Sponsors pay someone to do something for something to happen. (Cambridge Dictionary, n.d.) Usually sponsors give something for the company, which could be money, equipment or help in a specific field and in return they get awareness of them distributed by company. Nowadays in the sports industry the most common way is to do it through social media.

If the company play by the rules and uses, for example, the provided equipment given by the sponsors and shows that in their social media channels, then interaction between the company and the sponsor is very little.

4 Satisfaction level of the main stakeholders

This chapter examines current satisfaction level of the main stakeholders of the case company. As mentioned earlier, the main stakeholders are considered to be parents and players. Identifying the current level of their satisfaction helps fulfill the objectives and purposes of this particular study.

4.1 Procedure

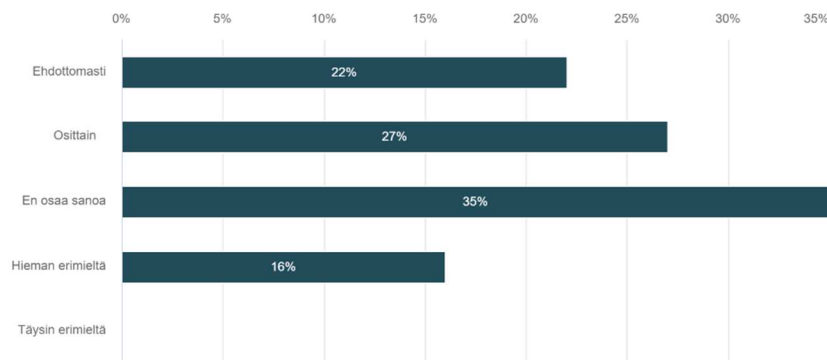
There were designed two surveys, one for the players and one for the parents of the players. The author sent the surveys to every team manager and by them it was delivered to parents and players. The questionnaires were created and published in the Webropol, which is tool provided by HAMK. Data was collected from 17th of August till 30th of August 2021.

Together there were 86 respondents, 50 of them were players and 36 were parents. The questionnaires were formulated in Finnish. The purposes of the questionnaires were explained in the cover letter and also, that all the answers are anonymous and confidential. Cover letter underlined to answer honestly in order to receive best possible answers to identify the current situation of their satisfaction level.

4.2 Questionnaire for the parents

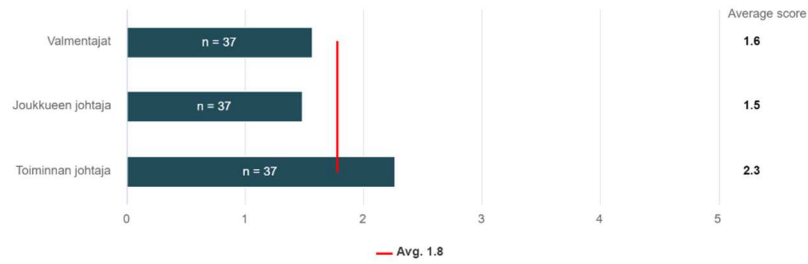
Questionnaire for the parents included 8 questions. There were single choice questions and multiple choice questions. For one of the questions, if the answer was "other" by respondent, then it was provided to answer the open box comment. The last question of the questionnaire was open box comment, where respondent could write anything that came up in their thoughts about the case company in overall.

First question was asked, do respondents find youth academy of the company attractive and sustainable. There were 5 possible options for the answer, according to the results 22% totally agree (Ehdottomasti), 28% partly agree (Osittain), 14% somewhat disagree (Hieman erimieltä) and 36% do not know (En osaa sanoa). Nobody answered, that they totally disagree.



The second question was asked, are the parents satisfied, that their child is part of the Nokian Krp team. Answer options were the same as in the first question, starting from satisfied and ending with unsatisfied. 64% of the respondents answered, that they are satisfied, 28% are partly satisfied and partly unsatisfied were answered by 8%.

Third question was asked about the satisfaction level of specific parts of the team. These parts are coaches, team management and main management. Respondents were available to answer each particular part separately with the possible answers starting from satisfied and ending with unsatisfied. About the coaches of the team 63.9% are satisfied, 30.5% are partly satisfied, 5.4% answered, that they are partly unsatisfied and 2.7% of the respondents are totally unsatisfied. Regarding the team management 69.4% are satisfied, 22.2% answered partly satisfied, 5.6% do not know and 2.8% are partly unsatisfied. Satisfied with the main management is 27.8% and also partly satisfied with this party is the same amount. 5.3% are partly unsatisfied and 36.1% do not know.



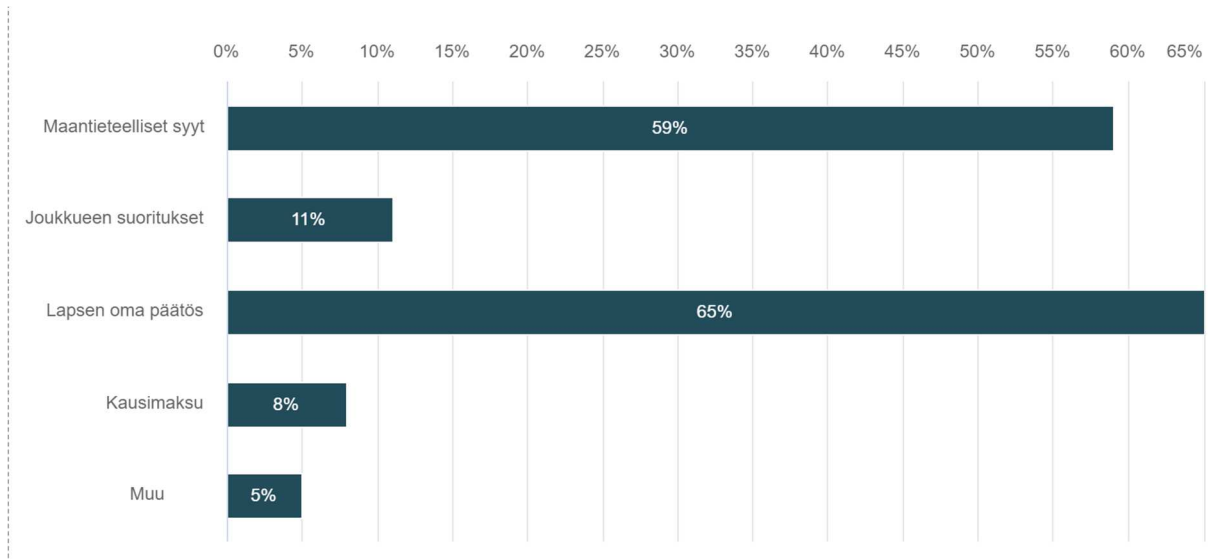
	Tyytyväinen	Osittain tyytyväinen	En osaa sanoa	Osin tyytymätön	Tyytymätön	Average	Median
Valmentajat	62.2%	29.7%	0.0%	5.4%	2.7%	1.6	1.0
Joukkueen johtaja	67.6%	21.6%	5.4%	5.4%	0.0%	1.5	1.0
Toiminnan johtaja	27.0%	27.0%	37.9%	8.1%	0.0%	2.3	2.0

Fourth question was asked, that are the parents satisfied with their demands concerning their child is part of the team and training process. More than a half or 52% are totally satisfied, 24% are partly satisfied, 8% answered partly unsatisfied and 16% do not know.

Question number five was asked about, that would parents be willing to recommend Nokian Krp to other parents if their child is in the search for the new team. 81% of the respondents answered yes, 14% does not know and 5% answered no.

Do parents want that their child would stay in long-term in the team was the sixth question. Majority of the respondents or 87% answered positively, only 5% said, that they do not want that their child would be in a team for a long time and 8% does not know.

Question number seven was multiple choice question, respondents were able to choose multiple options. In this question it was asked that what are the main reasons of your child playing in Nokian Krp. Options for the answers were geographical reasons, performance of the team, decision of the player, season fee and other. Answers provided two main reasons why player is in the Nokian Krp team, 59% of the respondents selected geographical reasons and 65% chose that reason is the player's own decision. Team performance was selected by 11%, season fee was selected by 8% of the respondents and 5% chose other reasons.



In the next question respondents who chose option other in question 7 were able to provide more specific reason in the open comment box. Only one of the respondents filled this box and answered that they were hoping for a team were playing could develop their skills and find new challenges.

4.2.1 Open comment section

The last question in the questionnaire for the parents was an open box comment, where respondents could say everything what is on their mind about the club, youth academy or players. Together there were 15 comments.

Three of the comments were about season fee. As the children grow older, it is common, that season fee is also getting higher. Some of the parents thinks, that season fee is too high and concerning how much training hours team has in one week, in their opinions other sports are a cheaper option.

Few of the comments were positive. Mostly it was about, that team has developed a lot, team spirit is in a good shape and players are enjoying their time in the team.

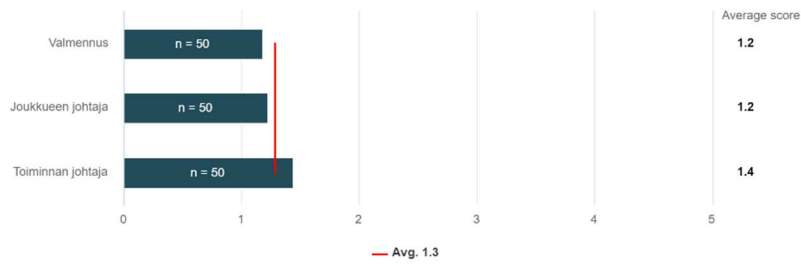
Rest of the comments were from unsatisfied or partly unsatisfied parents. Part of them are not pleased with the work how coach is doing. In their opinion, child of their own has to play more, coach needs to support player more and has to get a chance to play in more competitive games. Rest of the issues brought up in these comments were about communication channels, that parents are not receiving all the information that they want.

4.3 Questionnaire for the players

Second questionnaire included in this study was for players. Designed with 5 questions, which includes single choice questions, also multiple choice question and an open comment section. Together there were 50 respondents.

In the first questions respondents were asked that do they like to be a part of the Nokian Krp. 48 out of 50 answered yes, which is 96% and only two answered do not know. None of the respondents do not feel dissatisfaction being part of the club.

In the second question respondents needed to rate their satisfaction about coaches, team management and main management of the club. None of the respondents are unsatisfied with the specific parts of the team. 84% are satisfied with the coaches, 14% are partly satisfied and 2% do not know. Regarding the team management, 82% of the respondents are satisfied, 12% are partly satisfied and 4% do not know. In the last section in this question, 72% are satisfied with the main management, 12% are partly satisfied and 16% do not know. In the next question respondents were asked, if they are satisfied with their own development in the training process. Only one respondent answered that, he is partly unsatisfied. 10% do not know, 28% are partly satisfied with their development and 60% are satisfied.



	Tyytyväinen	Osittain tyytyväinen	En osaa sanoa	Osin tyytymätön	Täysin tyytymätön	Average	Median
Valmennus	84.0%	14.0%	2.0%	0.0%	0.0%	1.2	1.0
Joukkueen johtaja	82.0%	14.0%	4.0%	0.0%	0.0%	1.2	1.0
Toiminnan johtaja	72.0%	12.0%	16.0%	0.0%	0.0%	1.4	1.0

Majority of the respondents or 90% would recommend Nokian Krp for their friend, if it was searching for a new team. 10% of the respondents did not have an answer for this question.

In the fifth question respondents were asked about the main reasons why they are playing in Nokian Krp. Here they had the possibility to choose multiple answers. 52% of the respondents chose an option team performance, 64% answered friends, for the 46% the reason is that it is close to home, and 18% chose an option other.

5 Suggestions, recommendations

This chapter will provide recommendations and improvement opportunities for the company. These recommendations and improvement opportunities are based on the theories introduced earlier in this work, results from the questionnaires and experience of the author as being part of the company for several years.

5.1 Feedback

According to the results of the both questionnaires, part of the respondents were dissatisfied with the coaching plan, information flow, season fees and attitude towards players. These problems could be solved or at least getting attention of the manager to notice that possible changes have to be done. Effective way how to hear the thoughts of the stakeholders and their opinion of the possible improvements is through feedback.

“The term ‘feedback’ is used to describe the helpful information or criticism about prior action or behavior from an individual, communicated to another individual (or a group) who can use that information to adjust and improve current and future actions and behaviors.” (DeFranzo, n.d.)

Company has to establish an option for the stakeholders to submit feedback easily and ability to do it anytime. Simple way to do it would be through internet link, which has to be shared to everyone. Creating different feedback links for every stakeholder group would help managers and the company to have a more clear vision from which part of the company the criticism is coming or feedback overall.

Feedback sessions could be arranged for the stakeholders, who are working for the company, which is coaches and team managers. These sessions could take place every two or three months. These sessions would help the main manager to see the current situation in the team, could identify the problems and later have a solution. Also coaches and team managers would meet each other and in these sessions they could help each other, for example, one coach has more experience than the other, so he or she could give some tips about the coaching guidelines. The same applies for the team managers, who are mostly dealing with the parents, sharing different methods how to approach parents and, which one of the methods is the most effective.

5.2 Communication

At the moment communication inside the company mostly happens in Whatsapp. According to the questionnaire, some of the respondents mentioned about the flow of information. Oftenly information is recieved too late or not getting enough information about certain events or happenings, which could lead to misundenrstandings.

Monthly announcement or letter via email could be used in this situation. Monthly letter would consist of main future plans of the company, news about new employees in the company or achievements of the teams. Also in this letter junior teams could publish announcements, for example, if the team is in a need for the new players, then parents of the players or other stakeholders by seeing this letter could ask their friends, if their child is looking for a team or wants to change to another team.

Whatsapp works fine, when it comes to small changes, for example, in training schedule and the parent wants to speak privately with the coaches or team manager. But company is in a need to have a new, more formal communication channel, when it comes to a bigger and more important announcements. Most of the parents are interested in the direction where club intends to go and by receiving a monthly letter with all the main news about the club, it could raise satisfaction level.

5.3 Marketing

Most of the floorball clubs in Finland uses social media as their main marketing tool. Nokian Krp is not an exception. Facebook or Instagram page of the company mostly consists of the news and results about the men`s team and there is very little information about the junior teams and their achievements.

The company needs to put more effort in the junior teams marketing. One way to do it is through promotion of the product, which was in the theory introduced in the chapter 2. Creating a video interview with a player, for example, once a month the company chooses one player from the junior system and have an interview. Player has a chance to tell about

his or hers own success, team achievements, how grateful the player is to have an opportunity to be a part of this organization, own development in the training process and welcoming other players to join the club or start their new hobby here. These interviews would also show, that the company greatly cares about their juniors, their success and well-being. These actions could increase the satisfaction level of the parents, seeing that their child is happy and enjoying time in the training process. The interview could be added to the monthly newsletter.

Overall the main Instagram and Facebook accounts of the company should promote more of the junior teams activities and events. Almost every junior team has their own instagram account, but their followers mostly consists of own players and parents. Main account of the company could promote all of the junior teams accounts to increase the followers and help the people, who are interested in the activities of the team, to find them online.

Several players from the Nokian Krp, have been part of the Finnish junior national team in the last years. Being part of this team is a huge achievement as it usually is the main contender for the gold medal in the world`s championship. The company could promote journey of these players through social media, starting from the first practice leading to be the player of the national team. Many players starting from young age are dreaming to be a part of the national team. This would boost the motivation and confidence for the players to reach their goals, as it is shown, that the players coming from this junior system are available to play and compete in the best level of this sport.

6 Conclusion

The purpose of this study was to help Nokian Krp to establish and maintain a sustainable and attractive youth academy. Provided with two different theories, one about the stakeholders and the importance of them, the second one about the marketing. Research about the current satisfaction level of the players and parents. Suggestions and recommendations for the company to improve.

Floorball is one of the most popular sports in Finland and in order for the clubs to compete in highest level or to improve, they have to establish a long-term plan. This leads to the importance of the youth academy in the clubs. As this is not the professional sport, which makes it harder for the men`s team to get a new players from different cities, most of the clubs receive their players from their own youth academy. In order for the new players to be ready to play in the highest level, the youth academy has to provide the player with the best possible training conditions, help and motivate player to reach their goals and make sure that he or she is here for a long time.

As for Nokian Krp to establish and maintain a sustainable and attractive youth academy, it requires never stopping planning for the future, taking care that the needs and wants of their stakeholders are fulfilled and their satisfaction level is in order. Having a clear vision of their objectives and knowing the strategy how to get there.

First theory introduced this study was "Stakeholder identification and salience" by K. Mitchell, Bradley R. Agle and Donna J. Wood. The manager of the company is always dealing with the stakeholders. In order to satisfy the stakeholders, manager has to know with what he is dealing. Knowledge of the stakeholder and to which of the stakeholder groups it belongs. The author provided with the information of the stakeholders. Which of the attributes each of the stakeholder has, to which group it belongs, importance of each specific stakeholder and the possible dynamics interacting with it.

According to the results of the questionnaires. Almost all of the players are satisfied with being part of the club and what it has provided for them. Satisfaction level of the parents is high, but still there is a part, which is partly satisfied or not satisfied at all. Open comment

box section in the questionnaire provided with the more specific results of the satisfaction level. Some of the parents are not satisfied with the coaches and how they have worked with the team, other part of the respondents is not fully satisfied with the work of the team managers. The author provided information with the possible solutions for the company in order to improve the skills of the coaches and team managers to satisfy the needs and wants for the parents and players.

Overall, the youth academy of the Nokian Krp is slowly going on the right path. But with the massive increase of the players and members of the club in the last few years, the company is in a need of setting new objectives, choosing different strategies, work in a more professional environment and put more effort in to the development of the youth academy.

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INTERVIEWS

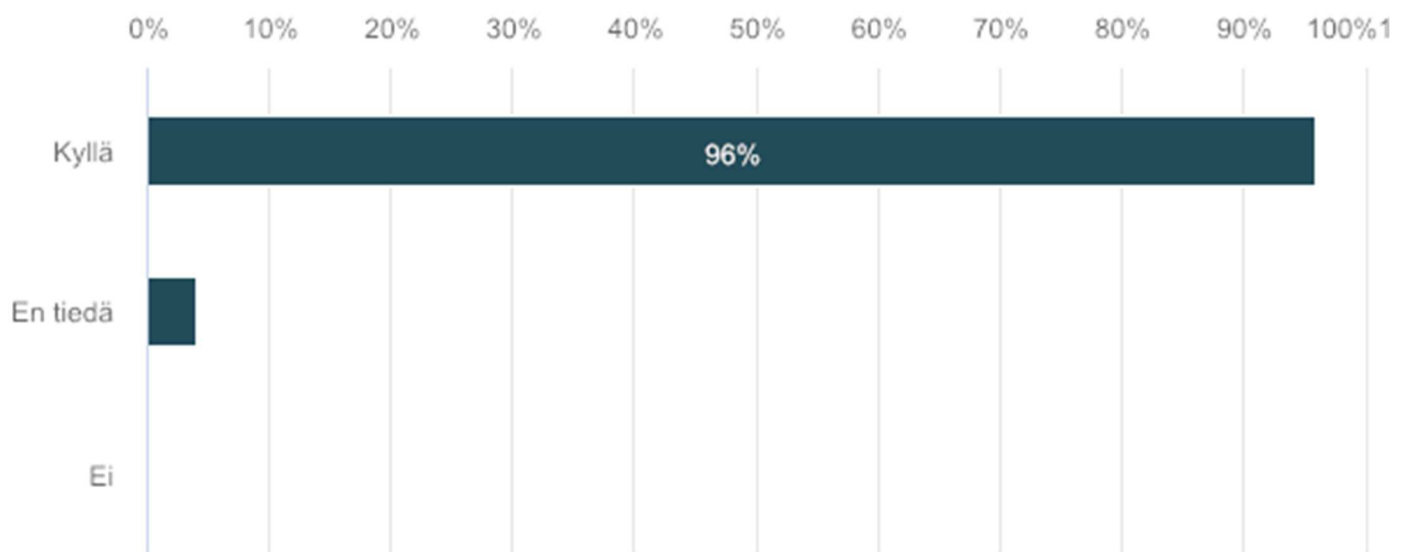
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Appendix 1: Questionnaire for the players**Basic report****Nokian Krp Pelaajille**

Total number of respondents: 50

1. Tykkäätkö olla osa Nokian Krp:tä?

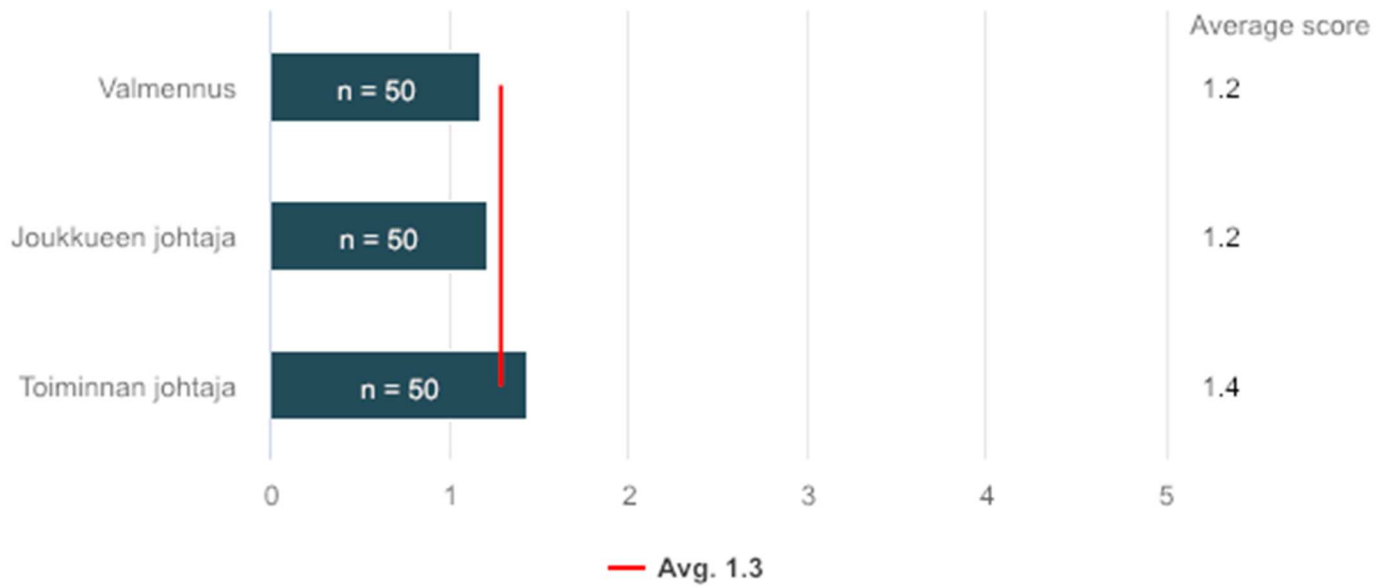
Number of respondents: 50



	n	Percent
Kyllä	48	96.0%
En tiedä	2	4.0%
Ei	0	0.0%

2. Kuinka tyytyväinen olet seuraaviin asioihin joukkueessa?

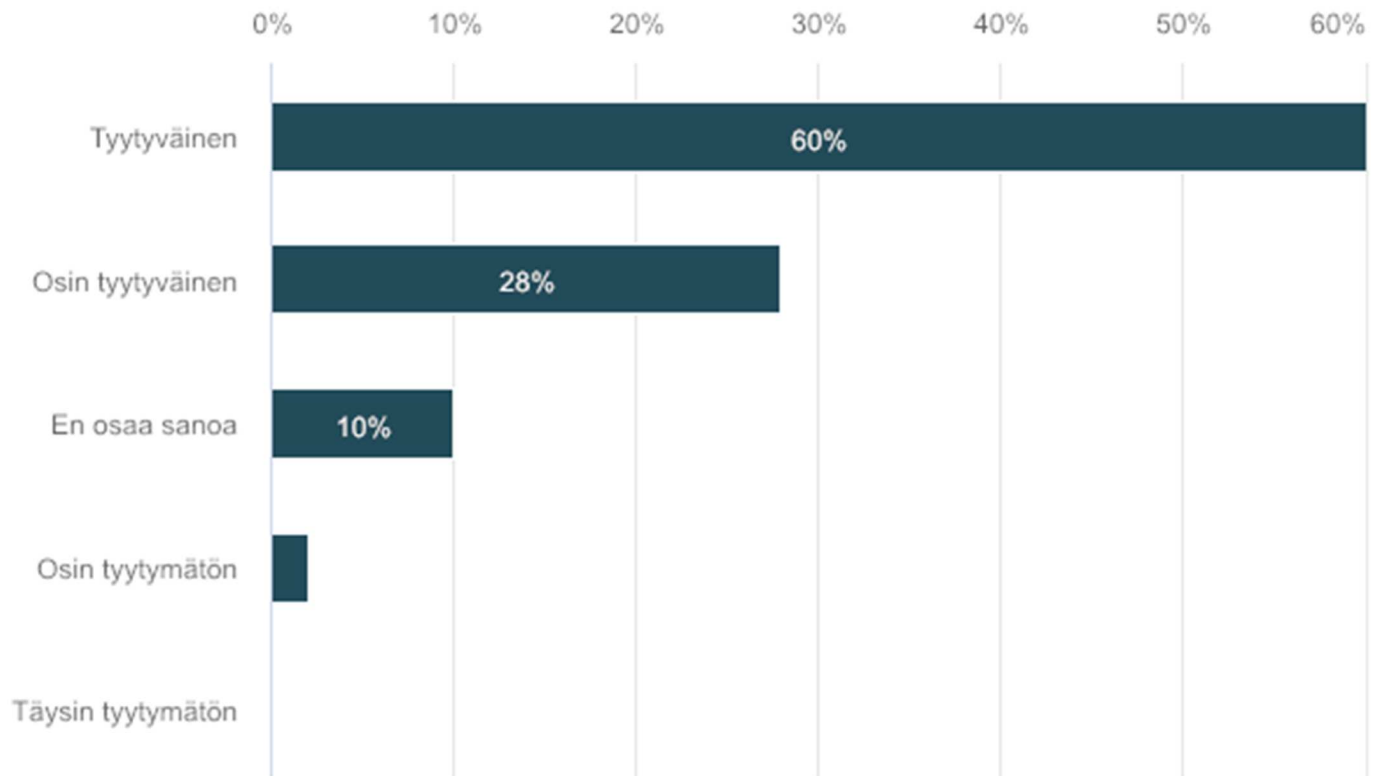
Number of respondents: 50



	Tyytyväinen	Osittain tyytyväinen	En osaa sanoa	Osin tyytymätön	Täysin tyytymätön	Average	Median
Valmennus	84.0%	14.0%	2.0%	0.0%	0.0%	1.2	1.0
Joukkueen johtaja	82.0%	14.0%	4.0%	0.0%	0.0%	1.2	1.0
Toiminnan johtaja	72.0%	12.0%	16.0%	0.0%	0.0%	1.4	1.0

3. Oletko tyytyväinen kehittymiseesi treeneissä?

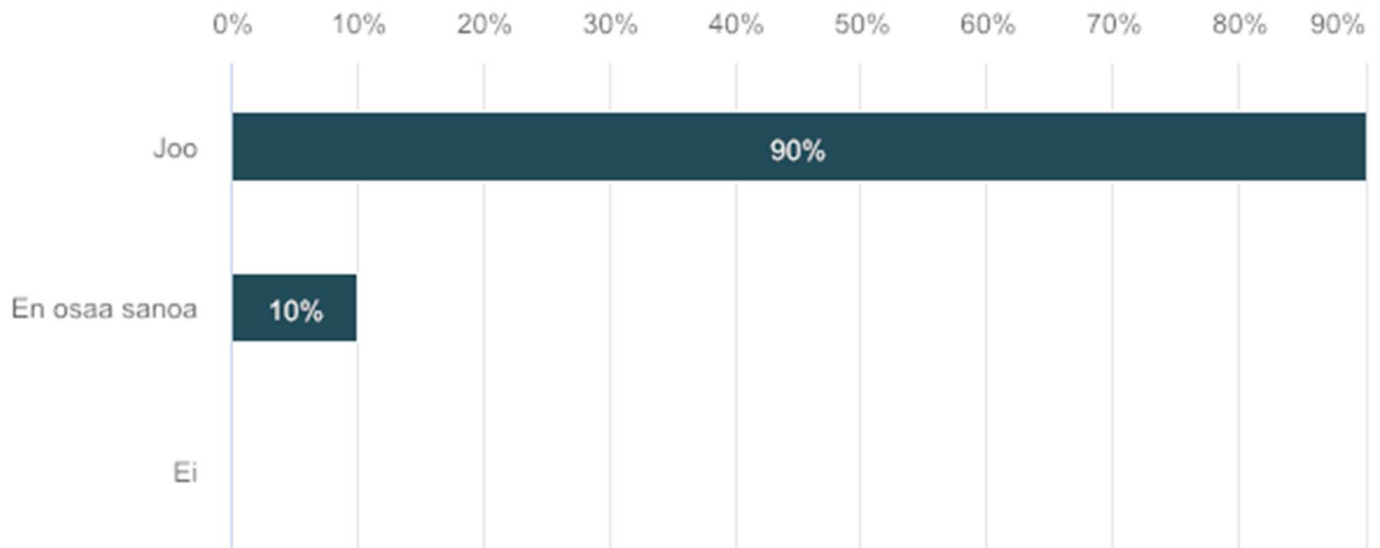
Number of respondents: 50



	n	Percent
Tyytyväinen	30	60.0%
Osin tyytyväinen	14	28.0%
En osaa sanoa	5	10.0%
Osin tyytymätön	1	2.0%
Täysin tyytymätön	0	0.0%

4. Suositteletko joukkuetta kavereillesi, jos he etsivät joukkuetta?

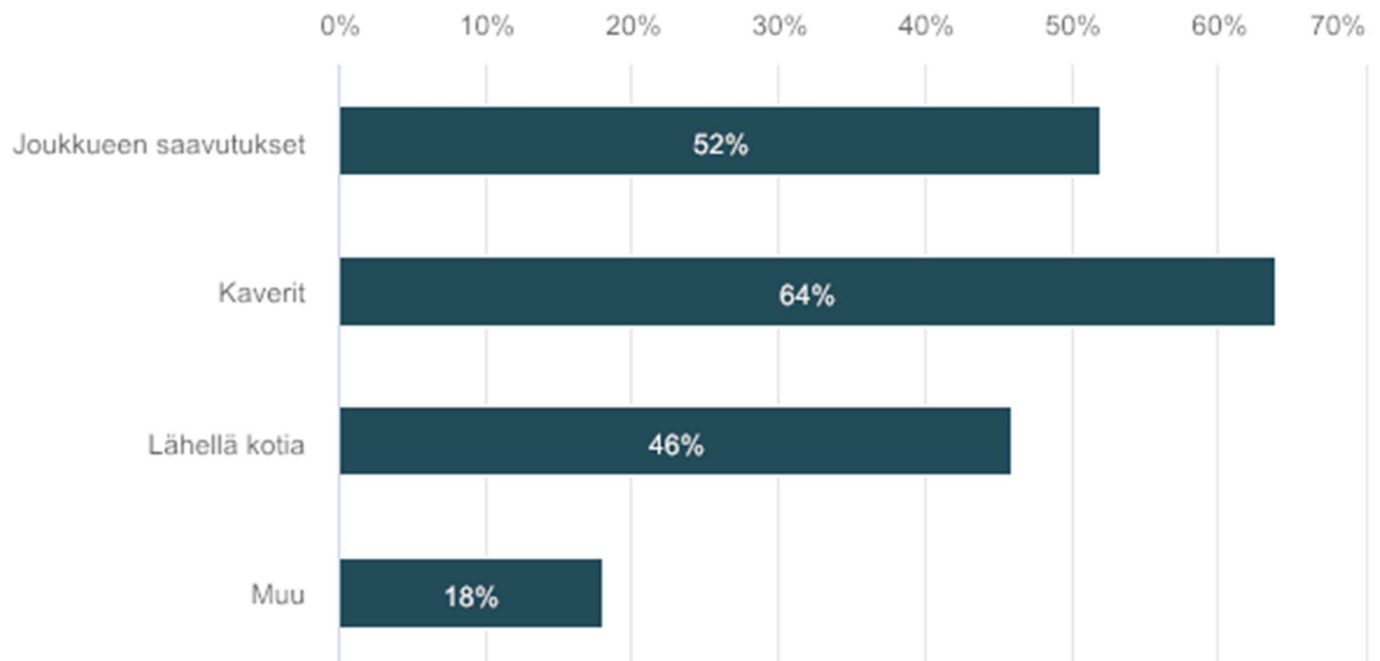
Number of respondents: 50



	n	Percent
Joo	45	90.0%
En osaa sanoa	5	10.0%
Ei	0	0.0%

5. Mitkä ovat pääasialliset syyt siihen, että pelaat Nokian Krp:ssä?

Number of respondents: 50, selected answers: 90



	n	Percent
Joukkueen saavutukset	26	52.0%

Kaverit	32	64.0%
Lähellä kotia	23	46.0%
Muu	9	18.0%

6. Jos vastasit muu, kirjoita tähän muita syitä!

Number of respondents: 6

Responses
Tuntuu oikealta seuralta tulevaisuuden ja kehittymisen kannalta
Krp tuli ensimmäisenä vastaan, kun aloin pelaamaan.
Olin jo pienestä tykännyt Salibandydystä ja sitten siinä eskarin aikoihin halusin alkaa harrastamaan joukkueessa
Koska krp on paras ja haluan kehittyä
Aikanaan haettiin joukkuetta, missä harrastaa, ja sattumusten kautta löytyi KrP. Tyytyväisiä ollaan oltu.
Hyvä ryhmähenki

7. Voit kirjoittaa tähän kommenttisi siitä, missä seura voisi kehittyä, mikä siinä on hyvää tai muuta mieleesi tulevaa seuran toimintaa koskevaa asiaa.

Number of respondents: 12

Responses
Selkeä kartoitus pelaajien poluissa että ei pomputella ikäryhmien välillä
Ei mitään
Parempi joukkuehenki ja reeneissä ei puhuta muista pahaa tai mitään muuta tämmöstä
Ei mitään
No voisi olla enemmän treenejä
Jatketaan vain samaan malliin!
Seuran brändi ei ole alueellisesti houkutteleva, ainoastaan yksittäiset ikäluokat kiinnostavat pelaajia vaihtamaan seuraa vaikka nykyisessä olisi puutteita
Ei tule mieleen
Olisi jos hyvä saataisiin lisää tietoa vastustajista peleissä
Seuran junioritoiminta on erittäin hyvää!! Juniorit otetaan hienosti huomioon!
Joukkue voisi keskittyä enemmän esim. Alkulämmöillä, syötöissä ja kuunnella mitä valmentaja sanoo. Koskee kaikkia joukkueen pelaajia.
Liitolle lapselta terveisiä, että 5v5 pelit jo nuorempaan ikäryhmään

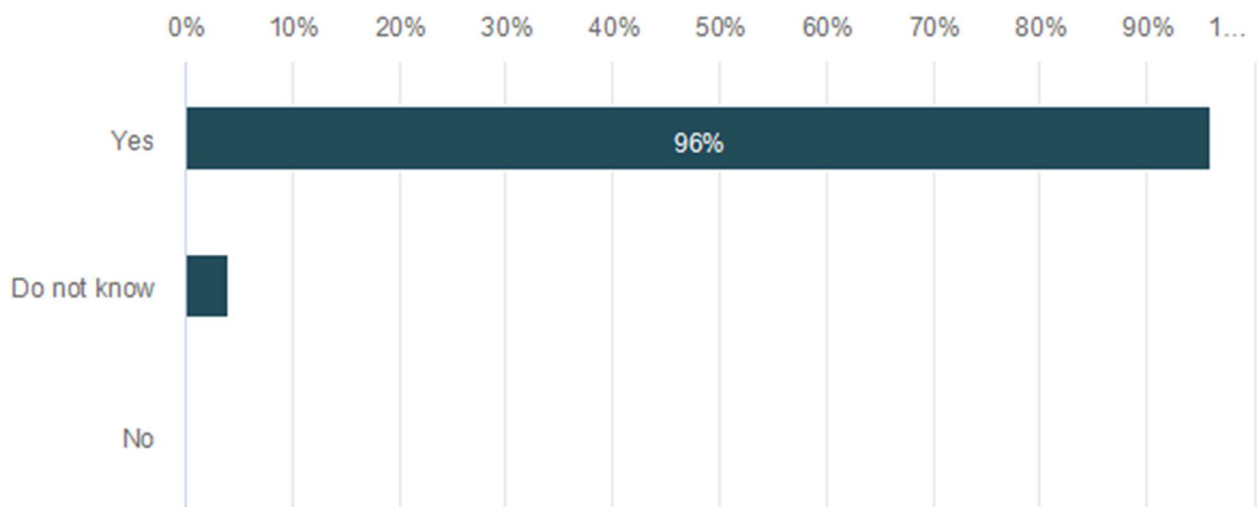
Basic report

Nokian Krp Pelaajille

Total number of respondents: 50

1. Do you like to be a part of Nokian Krp?

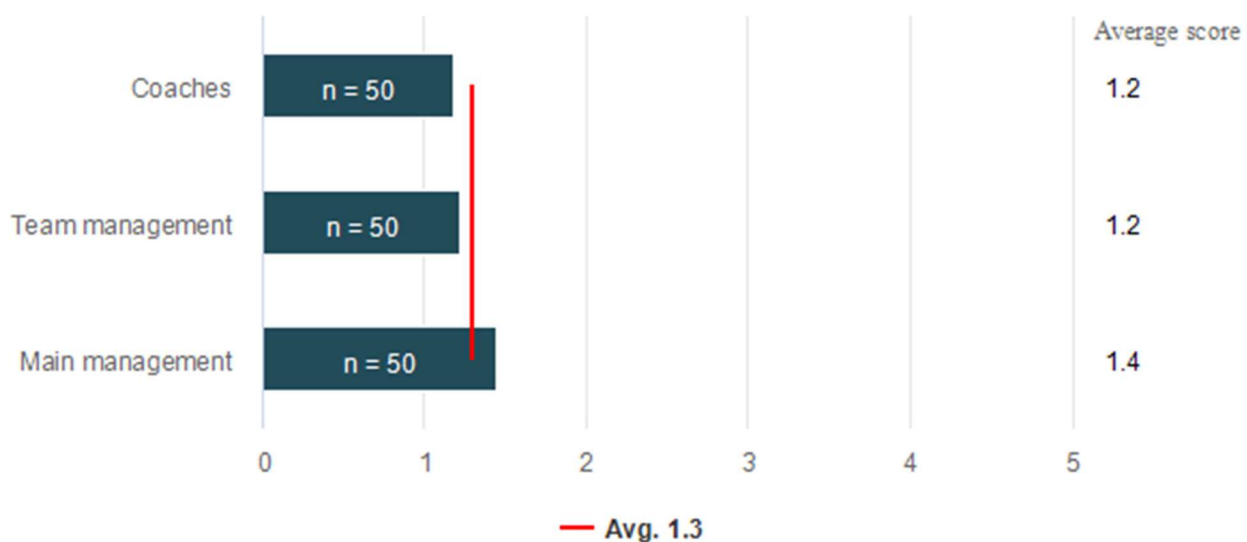
Number of respondents: 50



	n	Percent
Yes	48	96.0%
Do not know	2	4.0%
No	0	0.0%

2. How satisfied are you with these parts of the team?

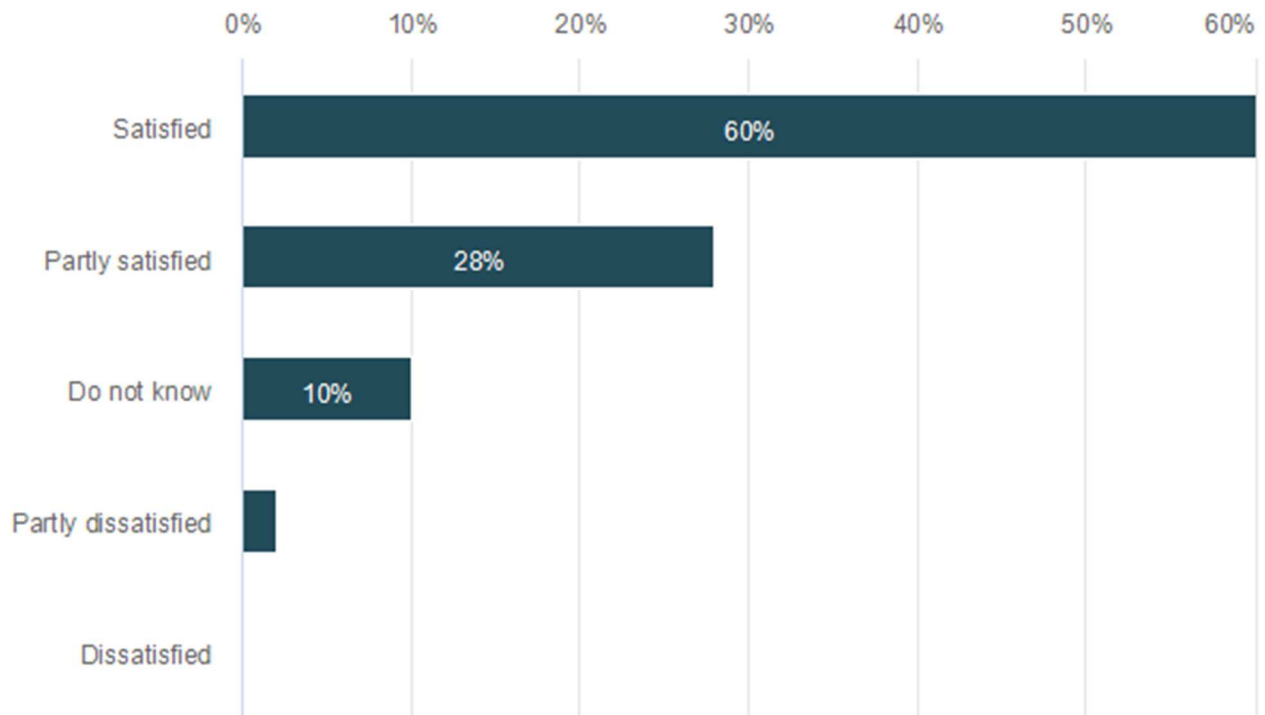
Number of respondents: 50



	Satisfied	Partly satisfied	Do not know	Partly dissatisfied	Dissatisfied	Average	Median
Coaches	84.0%	14.0%	2.0%	0.0%	0.0%	1.2	1.0
Team management	82.0%	14.0%	4.0%	0.0%	0.0%	1.2	1.0
Main management	72.0%	12.0%	16.0%	0.0%	0.0%	1.4	1.0

3. Are you satisfied with your development in the training process?

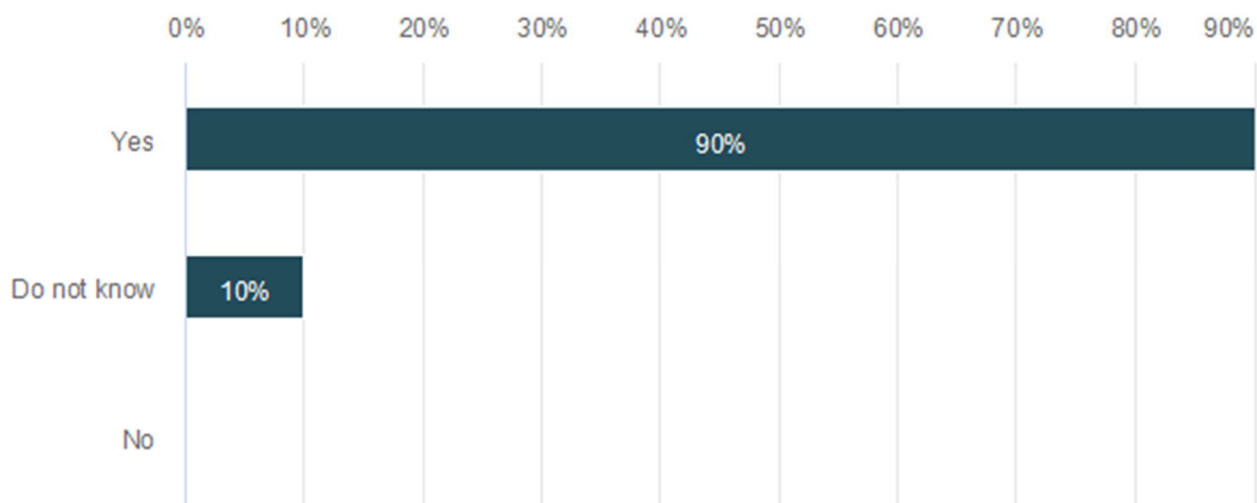
Number of respondents: 50



	n	Percent
Satisfied	30	60.0%
Partly satisfied	14	28.0%
Do not know	5	10.0%
Partly dissatisfied	1	2.0%
Dissatisfied	0	0.0%

4. Would you recommend your friends to join the team, if they are looking for one?

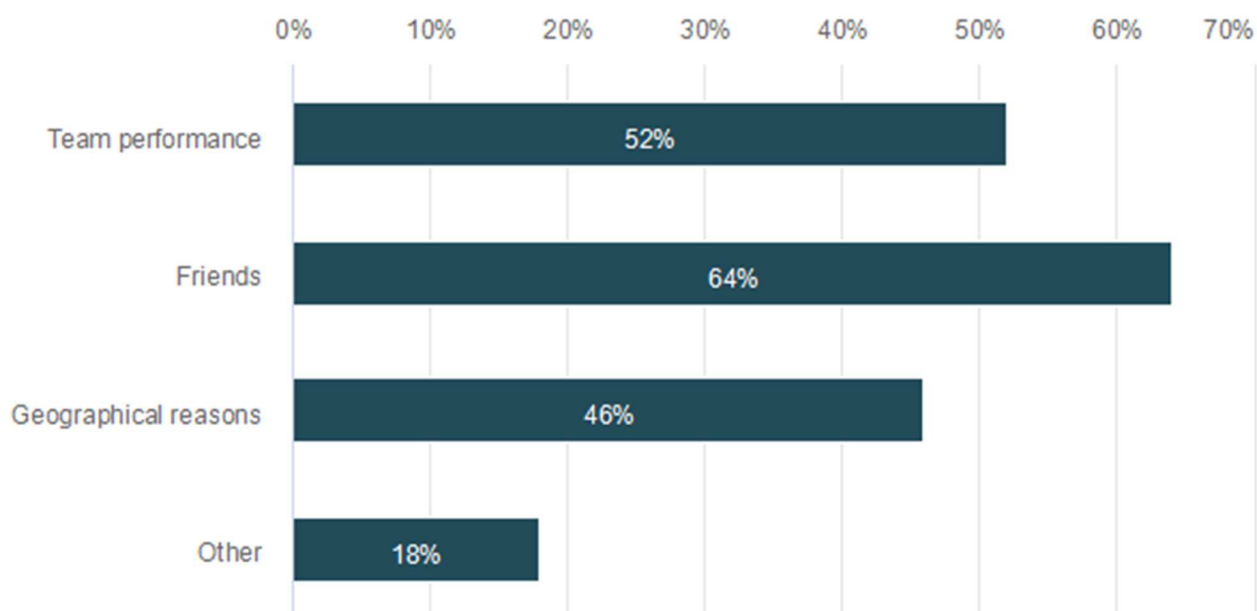
Number of respondents: 50



	n	Percent
Yes	45	90.0%
Do not know	5	10.0%
No	0	0.0%

5. What are the main reasons that you play for Nokian Krp?

Number of respondents: 50, selected answers: 90



	n	Percent
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Team performance	26	52.0%
Friends	32	64.0%
Geographical reasons	23	46.0%
Other	9	18.0%

6. If you answered "other", write the reason here!

Number of respondents: 6

Responses
Tuntuu oikealta seuralta tulevaisuuden ja kehittymisen kannalta
Krp tuli ensimmäisenä vastaan, kun aloin pelaamaan.
Olin jo pienestä tykännyt Salibandydystä ja sitten siinä eskarin aikoihin halusin alkaa harrastamaan joukkueessa
Koska krp on paras ja haluan kehittyä
Aikanaan haettiin joukkuetta, missä harrastaa, ja sattumusten kautta löytyi KrP. Tyytyväisiä ollaan oltu.
Hyvä ryhmähenki

7. Open comment!

Number of respondents: 12

Responses
Selkeä kartoitus pelaajien poluissa että ei pomputella ikäryhmien välillä
Ei mitää
Parempi joukkuehenki ja reeneissä ei puhuta muista pahaa tai mitään muuta tämmöstä
Ei mitää
No voisi olla enemmän treenejä
Jatketaan vain samaan malliin!
Seuran brändi ei ole alueellisesti houkutteleva, ainoastaan yksittäiset ikäluokat kiinnostavat pelaajia vaihtamaan seuraa vaikka nykyisessä olisi puutteita
Ei tule mieleen
Olisi jos hyvä saataisiin lisää tietoa vastustajista peleissä
Seuran junioritoiminta on erittäin hyvää!! Juniorit otetaan hienosti huomioon!
Joukkue voisi keskittyä enemmän esim. Alkulämmöillä, syötöissä ja kuunnella mitä valmentaja sanoo. Koskee kaikkia joukkueen pelaajia.

Liitolle lapselta terveisiä, että 5v5 pelit jo nuorempaan ikäryhmään

Appendix 2: Questionnaire for the parents

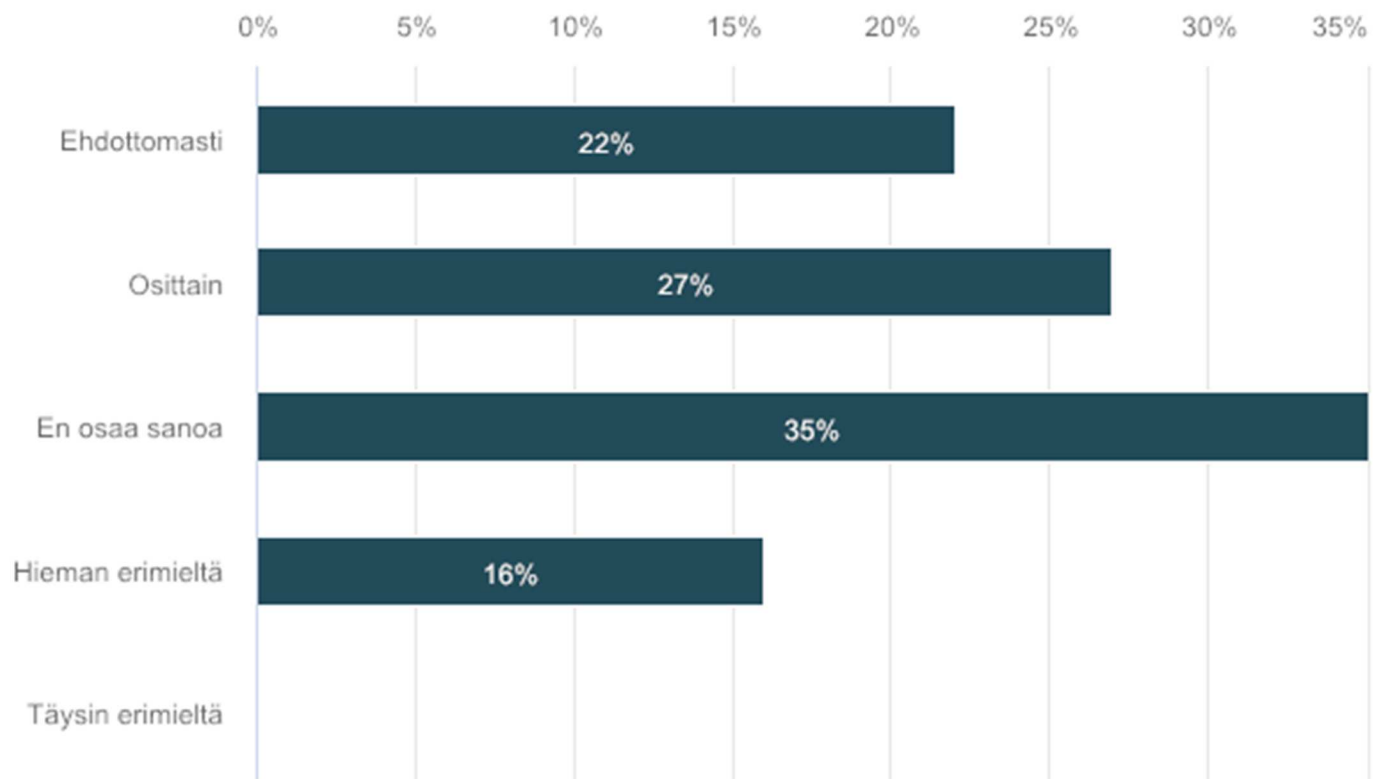
Basic report

Nokian Krp Vanhemmat

Total number of respondents: 37

1. Onko Nokian Krp:n nuorten akatemia mielestäsi pitkäjänteinen ja houkutteleva?

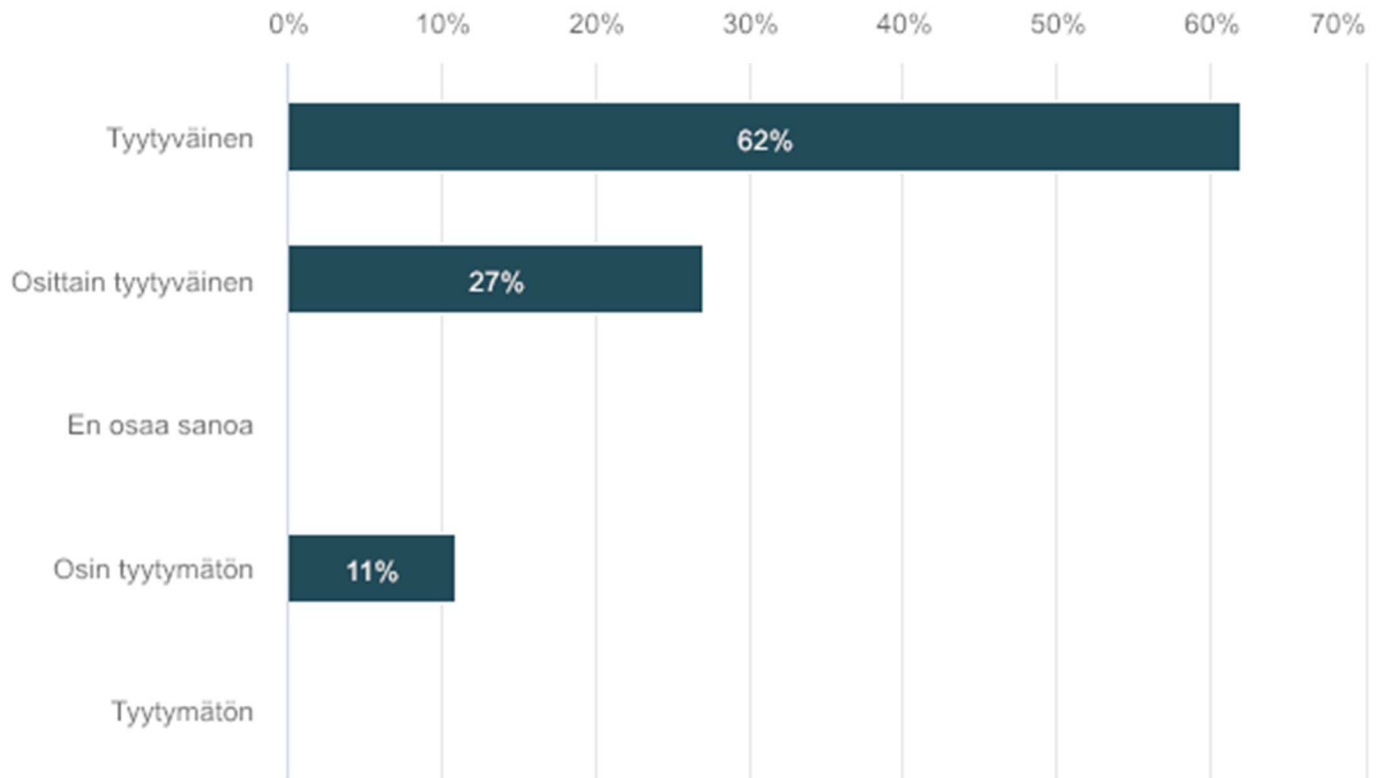
Number of respondents: 37



	n	Percent
Ehdottomasti	8	21.6%
Osittain	10	27.0%
En osaa sanoa	13	35.2%
Hieman erimieltä	6	16.2%
Täysin erimieltä	0	0.0%

2. Oletko tyytyväinen, että lapsesi on Nokian Krp:n joukkueessa?

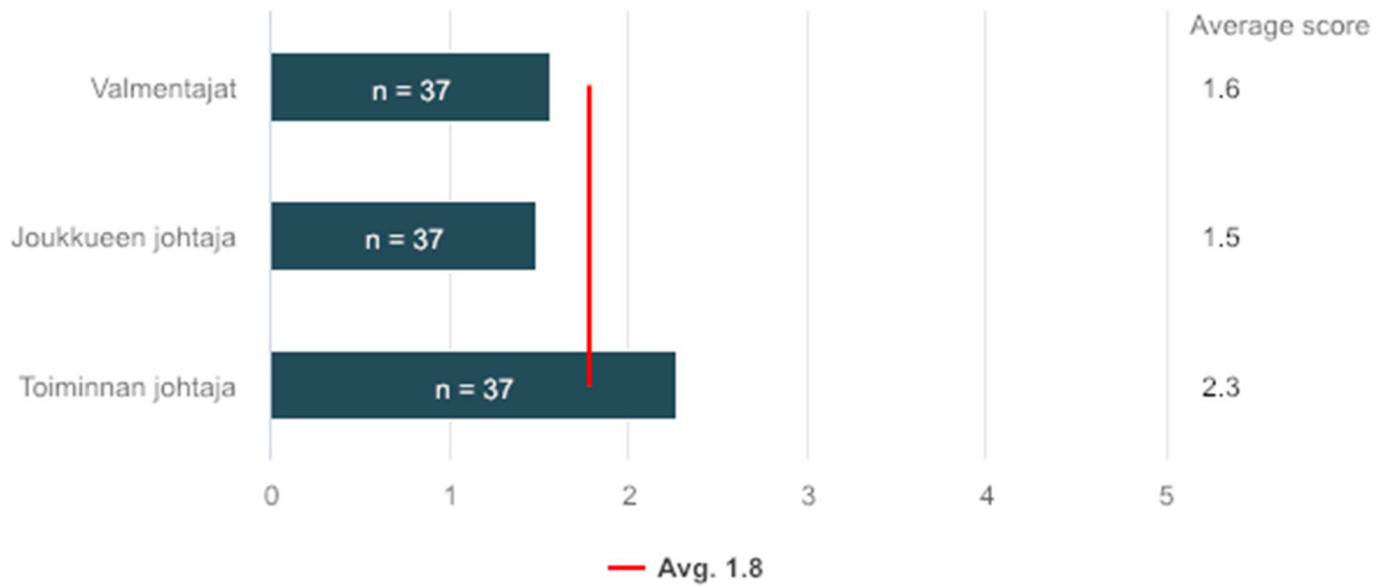
Number of respondents: 37



	n	Percent
Tyytyväinen	23	62.2%
Osittain tyytyväinen	10	27.0%
En osaa sanoa	0	0.0%
Osin tyytymätön	4	10.8%
Tyytymätön	0	0.0%

3. Oletko tyytyväinen joukkueen seuraaviin osa-alueisiin?

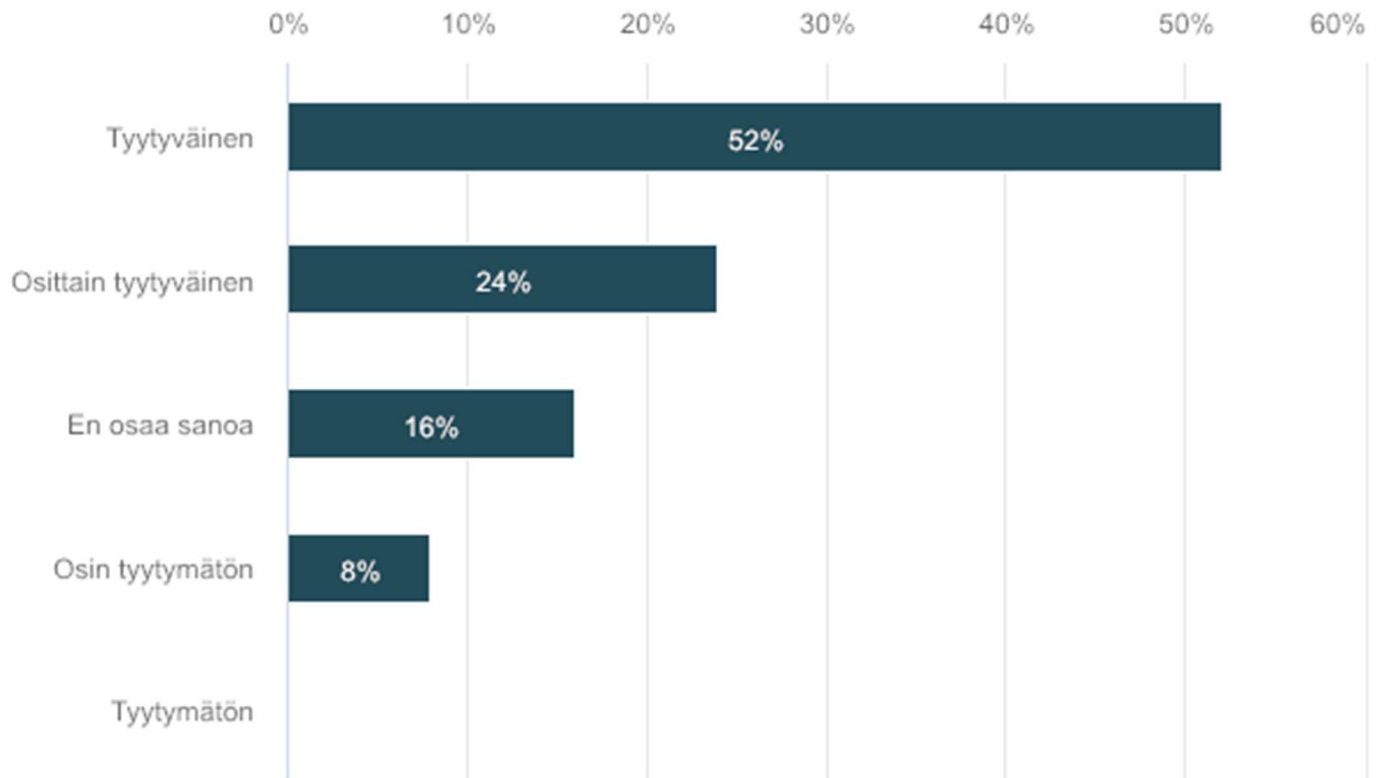
Number of respondents: 37



	Tyytyväinen	Osittain tyytyväinen	En osaa sanoa	Osin tyytymätön	Tyytymätön	Average	Median
Valmentajat	62.2%	29.7%	0.0%	5.4%	2.7%	1.6	1.0
Joukkueen johtaja	67.6%	21.6%	5.4%	5.4%	0.0%	1.5	1.0
Toiminnan johtaja	27.0%	27.0%	37.9%	8.1%	0.0%	2.3	2.0

4. Onko tyytyväinen vaatimuksiesi täyttymiseen lapsesi ollessa osana joukkuetta?

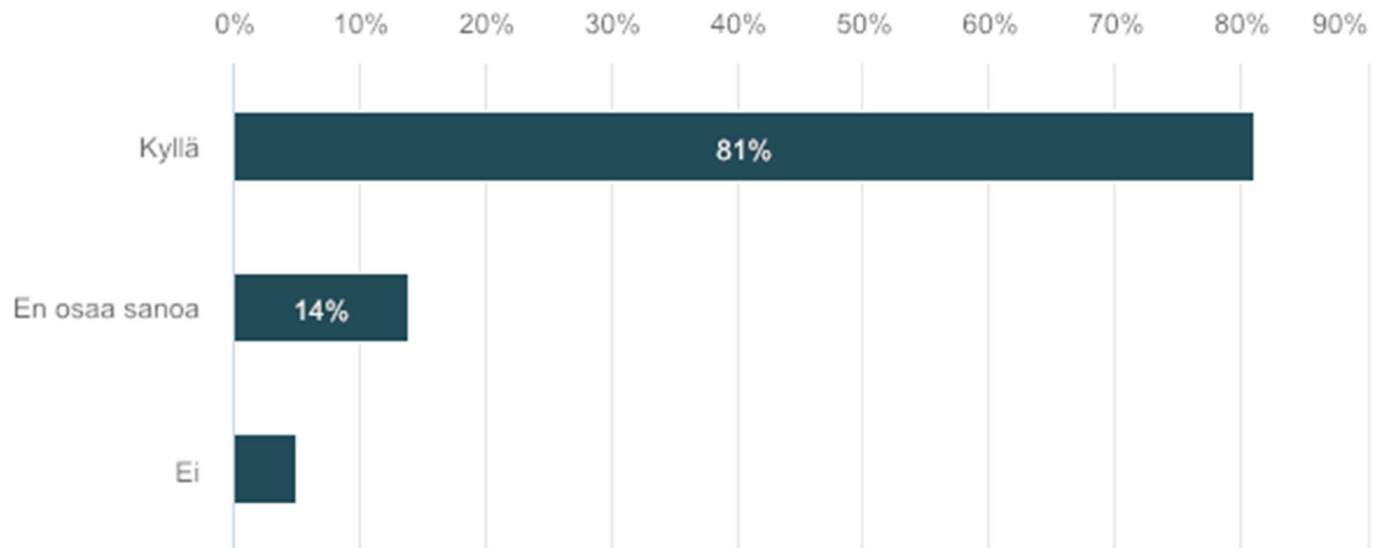
Number of respondents: 37



	n	Percent
Tyytyväinen	19	51.4%
Osittain tyytyväinen	9	24.3%
En osaa sanoa	6	16.2%
Osin tyytymätön	3	8.1%
Tyytymätön	0	0.0%

5. Suositteletko muille vanhemmille lapsen siirtymistä Nokian Krp:hen tämän etsiessä uutta joukkuetta?

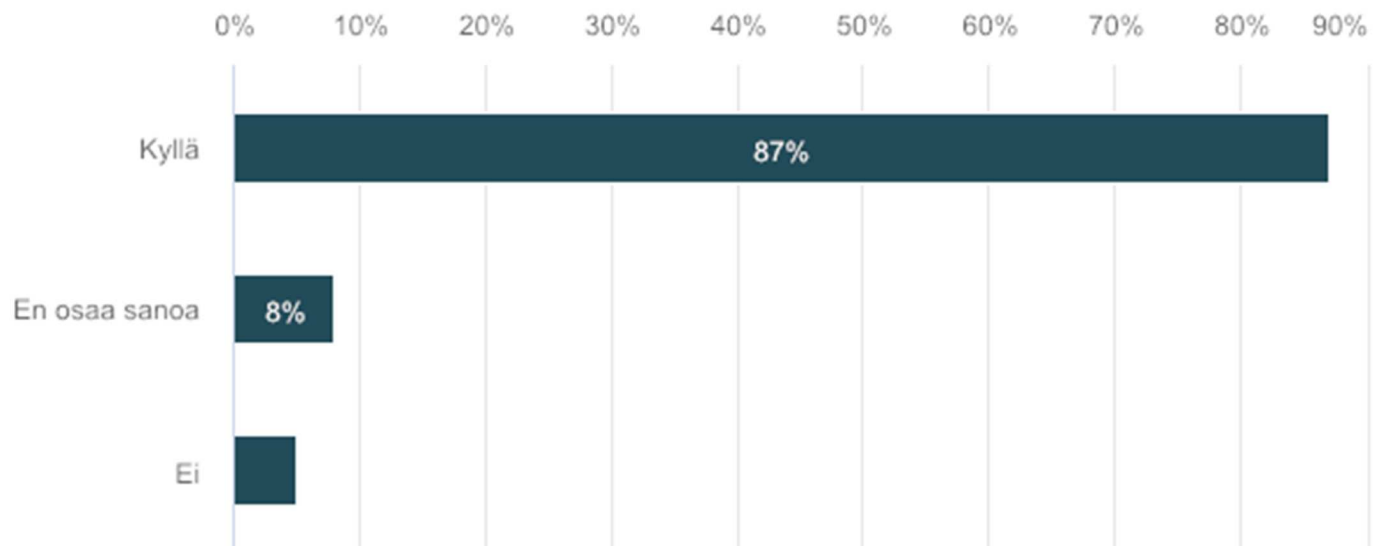
Number of respondents: 37



	n	Percent
Kyllä	30	81.1%
En osaa sanoa	5	13.5%
Ei	2	5.4%

6. Haluaisitko, että lapsesi pysyisi pitkään mukana Nokian Krp:n junioritoiminnassa?

Number of respondents: 37

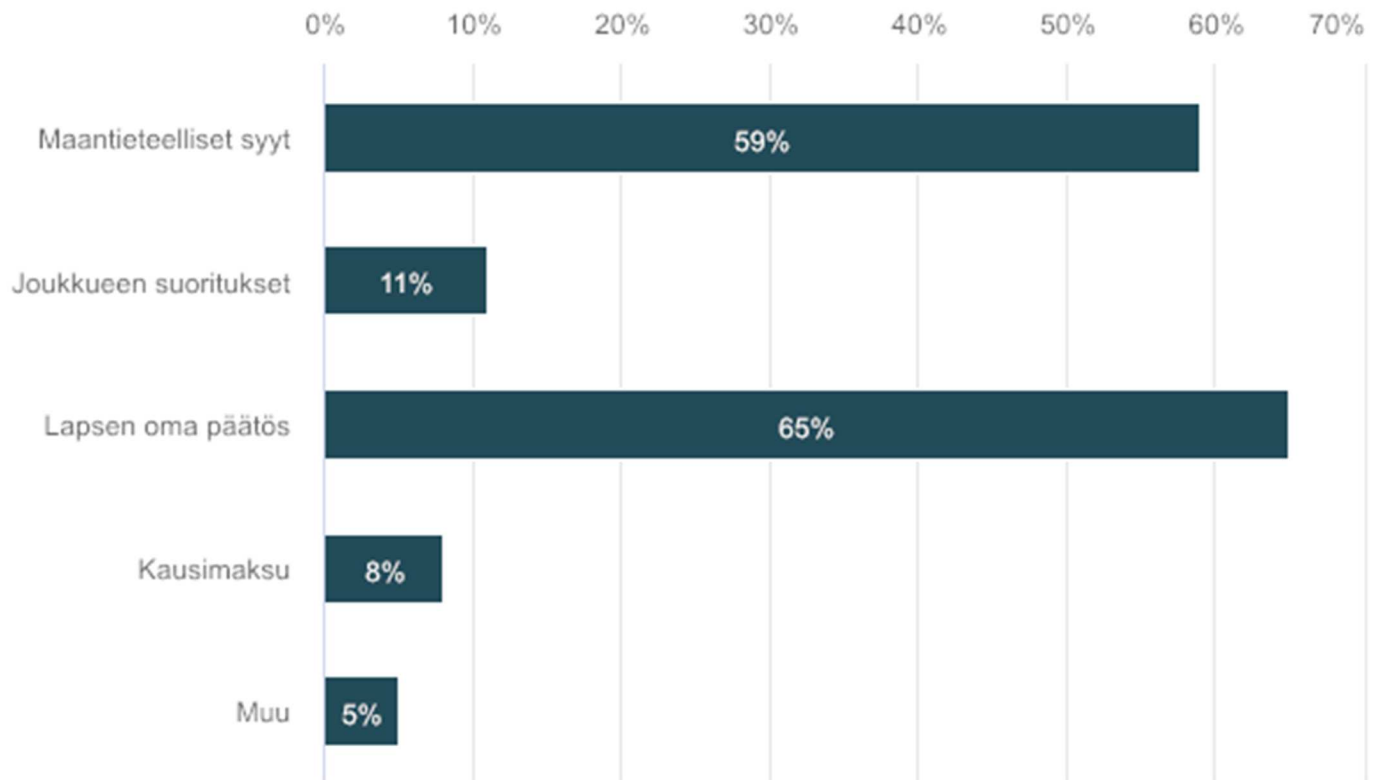


	n	Percent
Kyllä	32	86.5%
En osaa sanoa	3	8.1%

Ei	2	5.4%
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7. Mitkä ovat pääasialliset syyt siihen, että lapsesi pelaa Nokian Krp:ssä?

Number of respondents: 37, selected answers: 55



	n	Percent
Maantieteelliset syyt	22	59.5%
Joukkueen suoritukset	4	10.8%
Lapsen oma päätös	24	64.9%
Kausimaksu	3	8.1%
Muu	2	5.4%

8. Jos vastasit muu, kirjoita tähän muita syitä!

Number of respondents: 1

Responses
Toivottiin joukkuetta, jossa nuori kehittyisi ja pystyisi haastamaan itseään

9. Voit kirjoittaa tähän kommenttisi siitä, missä seura voisi kehittyä, mikä siinä on hyvää tai muuta mieleesi tulevaa seuran toimintaa koskevaa asiaa.

Number of respondents: 15

Responses
Tiedottaminen vanhempien suuntaan
Kysely tuli mielestäni hieman liian aikaisin koska kausi on vasta alkamassa ja on erittäin vaikeaa sanoa omaa tyytyväisyyttä/tyytymättömyyttä seuran toimintaan. Kysely kannattaisi tehdä kun kausi on päättymässä.
Joukkueen toimihenkilöt jääneet hyvin etäisiksi. Mutta pääasia, että poika viihtyy
Hienoa, että juniori työhön on vihdoin alettu panostaa.
Seuramaksua voisi miettiä. Pitemmän päälle moni lapsisessa perheessä saattaa harrastaminen jäädä kyseisessä joukkueessa maksujen vuoksi ja puntaroidaan että kaikki perheen lapset voivat harrastaa. Sisältö ei mielestäni kata tarpeeksi junioreiden tarpeita ja vaatteetkin maksavat erikseen. Valmennukseen myös voisi panostaa ja kouluttaa jos vanhempia valmentajana ja jojoina joilla lähtökohta nolla. Valmentajat ovat myös osa joukkuetta ja jos yhteistyö ei pelaa ja kukaan ei tiedä tai kanna vastuuta se näkyy myös joukkueen ilmapiirissä ja junnuissa. Positiivinen ja motivoiva ja yhteishenkeä puhaltava valmentaja saa junnut syttymään lajista ja kantaa seuralle hedelmää. Seura voisi myös vetää linjan että junnuillakin Valmentajat ovat joukkueen pää ja vetävät toiminnan ja tietävät mitä tekevät vanhemmat katsomon puolella kannustamassa mut ei puutu joukkueen valmennukseen tai säädä kaikkea joukkueen sisällä ja ei puutu joka asiaan.
Valmennukseen, siis junioreiden luvattu tietääkseni mentorointia, mitä ei ole näkynyt. Samoin tukea valmentajille voisi lisätä.
2-3 kertaa tunnin koulun salissa harjoittelevalle joukkueelle kausimaksu on hurjan kallis verrattuna useisiin muihin lajeihin. Jos lapsen palo lajiin hiipuu, on helppo tehdä päätös lajin vaihdosta.
Seuralta tuntuu myös puuttuvan yhteiset tavat toimia monissa asioissa. Eri ikäkausien joukkueet puuhastelevat kovin erilaisin käytännöin. Itsenäisyys on ehkä joissakin asioissa hyvä, mutta tässä tapauksessa se on antanut kuvan, että homma ei ole kokonaisuudessaan oikein kenenkään hallussa.
Kausimaksut alkaa olla aika kovat kun lapsi vähän kasvanut. Toki liitto vie omansa ja niihin ei taida seura voida vaikuttaa. Hienoa, että järjestetään junnuille toimintaa, jossa on mukana edustuksen pelaajia.
Harjoittelu aika monipuolista, ei pelkää säbää. Joukkueessa pelaajien kesken kuulemma hyvä henki. Tiedotus asioista toimii vanhempien suuntaan.
Nokian KrP on erinomainen urheiluseura lasten/nuorten/aikuisten salibandyn harrastamiseen ja kilpaurheilemiseen. Seuran nuorten kasvatustoiminta on korkealla tasolla salibandyn kilpailumenestyksellä mitaten. Mutta mitä toivoisin, että muistetaan lasten eri aikainen kehittyminen, tällä tarkoitan sitä, että keskellä seurojen kovassa kilpailussa ja tavoitteissa muistetaan kuljettaa ja tukea kaikkia harrastajia kehityksen eri vaiheissa. Sillä varmistetaan harrastajien runsas lukumäärä ja hyvä tsemppi ja koko kansan liikuttaminen, vaikka tavoitteet ovat korkealla niinkuin pitääkin. Korostan, että 13-vuotiaasta ei voi tietää tukeeko siitä maajoukkuepelaaja, mutta sen voi aiheuttaa, että ei tule, koska mennään harjoituksissa ja peleissä liian ehdottomasti liian aikaisin unohtaen lasten erilaisen kehityksen aikajanan. Ja lopuksi pitää muistaa tärkein: pelaaminen on hauskaa ja tietenkin yhdessä pelaaminen. Nokian KrP on kovassa nosteessa ja tekee huiketta juniorityötä! Siis muistamme kaikki myös täällä kotona kannustamisen merkityksen. Good spirit makes us winners!
Tiedotus.
Joukkueiden tukeminen.

<p>Joukkue kehittynyt paljon, se on hyvä juttu. Samoin monipuoliset harjoitukset. Vanhempana arvostaisin toimintaa enemmän, jos joukkue voittaisi tai häviäisi omana porukkana ilman lainapelaajia.</p>
<p>On selvää, että lapset ovat eri tasoisia ja, että heitä peluutetaan tasojen mukaan. Ikävää on se, että jaot ovat melko jyrkät ja syntyy selkeä kahtiajako.</p> <p>Useampi pelaaja olisi kuitenkin tasoltaan molemmille puolille sopiva ja saisi positiivista kannustusta, jos pääsisi välillä kilparyhmän peleihin. Kovemmissa peleissä myös kehittyisi paremmin. Ryhmien välillä voisi kierrättää huomattavasti isompaa porukkaa ja siten kehittää koko joukkuetta. Nyt jako vaikuttaa negatiivisesti poikien itsetuntoon ja motivaatioon, kun jako on näin räikeä. Käsitykseni mukaan päävalmentaja keskittyy harjoituksissa vain kilparyhmän valmennukseen. Haastajassa pelaaville tämä näyttäytyy siltä, että päävalmentajaa ei kiinnosta heidän ohjaamisensa.</p> <p>Lapsia tulisi kannustaa kehittymään ja ponnistelemaan omien tavoitteidensa eteen. Sen pitäisi koskea jokaista poikaa joukkueessa.</p>
<p>Pelaaja tulisi kierrättää joukkueen sisällä enemmän ja kohdella sekä valmentaa tasapuolisesti eikä olla niin jyrkkää kilpa-haastajaporukka-asetelmaa. Harrastamisen tulisi olla mukavaa, motivoivaa, kannustavaa, rohkaisevaa, kehittävä, ei lannistaa. Olisi reilua, että kaikilla pelaajilla olisi mahdollisuus päästä maajoukkueleirille kehittämään taitojaan ja itseään, varsinkin, jos paikkoja/tilaa on.</p>
<p>Seuralta kaikkiin juniorijoukkueisiin panostusta ja huolehtimista. Aktiivista yhteydenpitoa.</p>

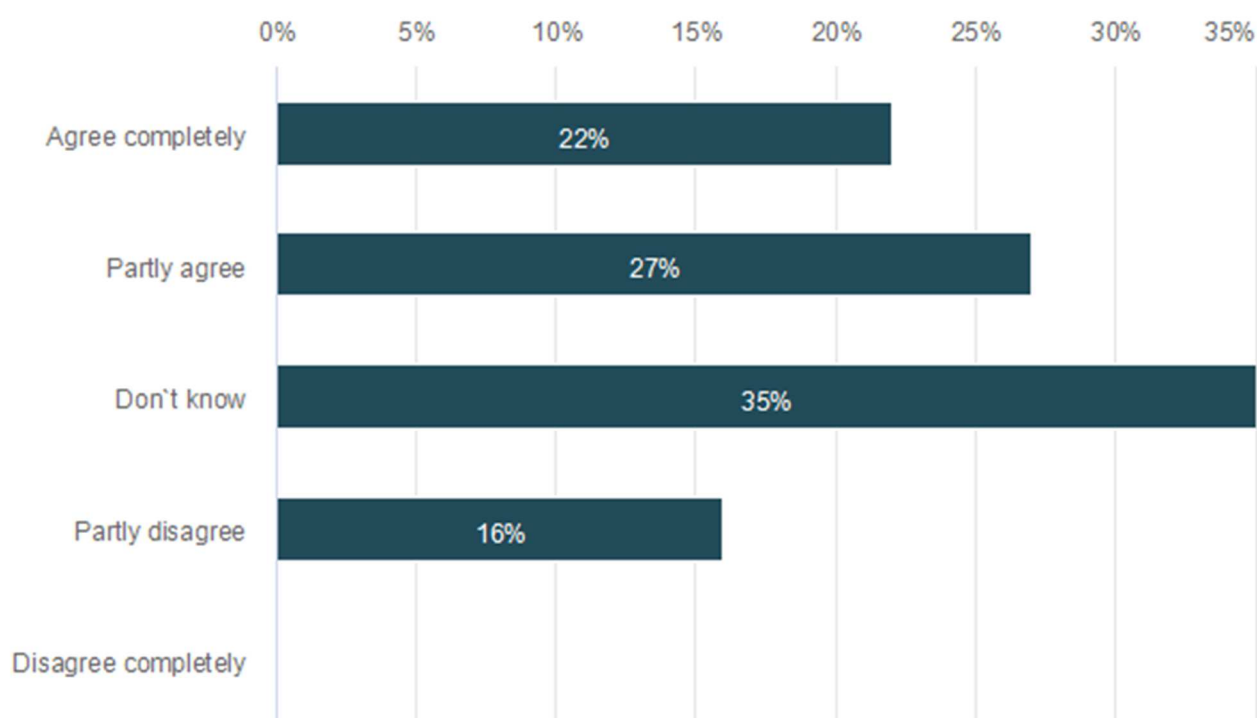
Basic report

Nokian Krp Vanhemmat

Total number of respondents: 37

1. Do you see Nokian Krp youth academy as sustainable and attractive?

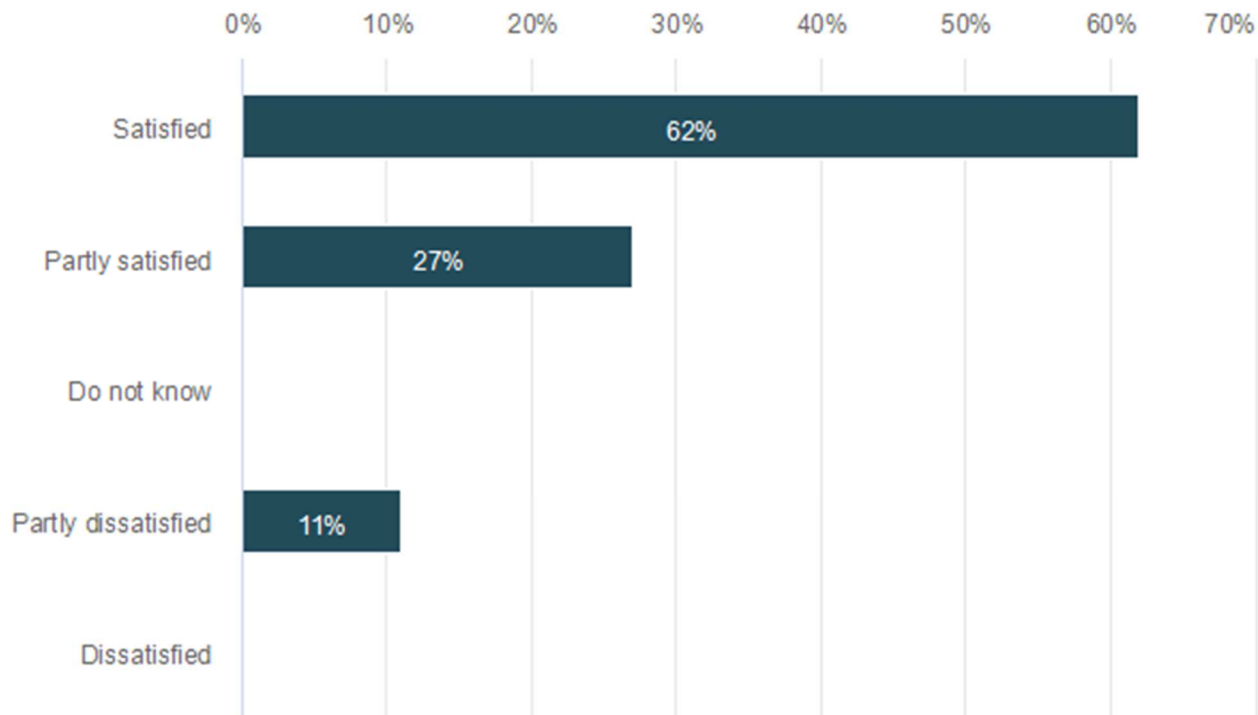
Number of respondents: 37



	n	Percent
Agree completely	8	21.6%
Partly agree	10	27.0%
Don't know	13	35.2%
Partly disagree	6	16.2%
Disagree completely	0	0.0%

2. Are you satisfied that your child plays for Nokian Krp?

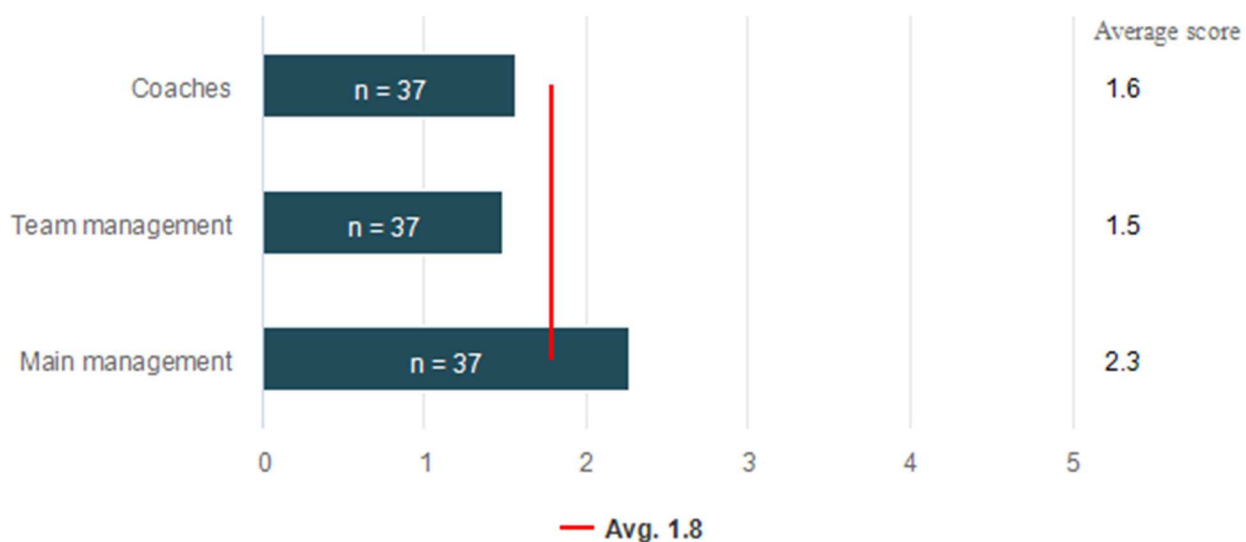
Number of respondents: 37



	n	Percent
Satisfied	23	62.2%
Partly satisfied	10	27.0%
Do not know	0	0.0%
Partly dissatisfied	4	10.8%
Dissatisfied	0	0.0%

3. Are you satisfied with these specific parts of the team?

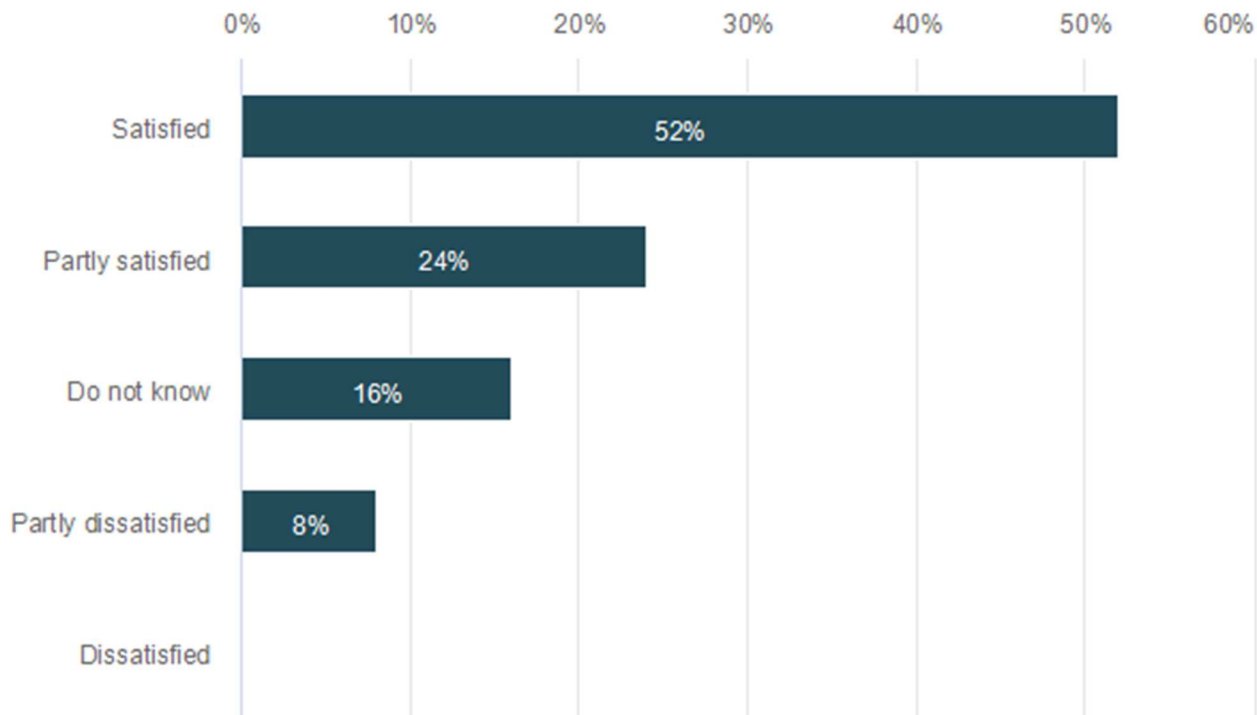
Number of respondents: 37



	Satisfied	Partly satisfied	Do not know	Partly dissatisfied	Dissatisfied	Average	Median
Coaches	62.2%	29.7%	0.0%	5.4%	2.7%	1.6	1.0
Team management	67.6%	21.6%	5.4%	5.4%	0.0%	1.5	1.0
Main management	27.0%	27.0%	37.9%	8.1%	0.0%	2.3	2.0

4. Are you satisfied with your demands concerning your child being part of the team?

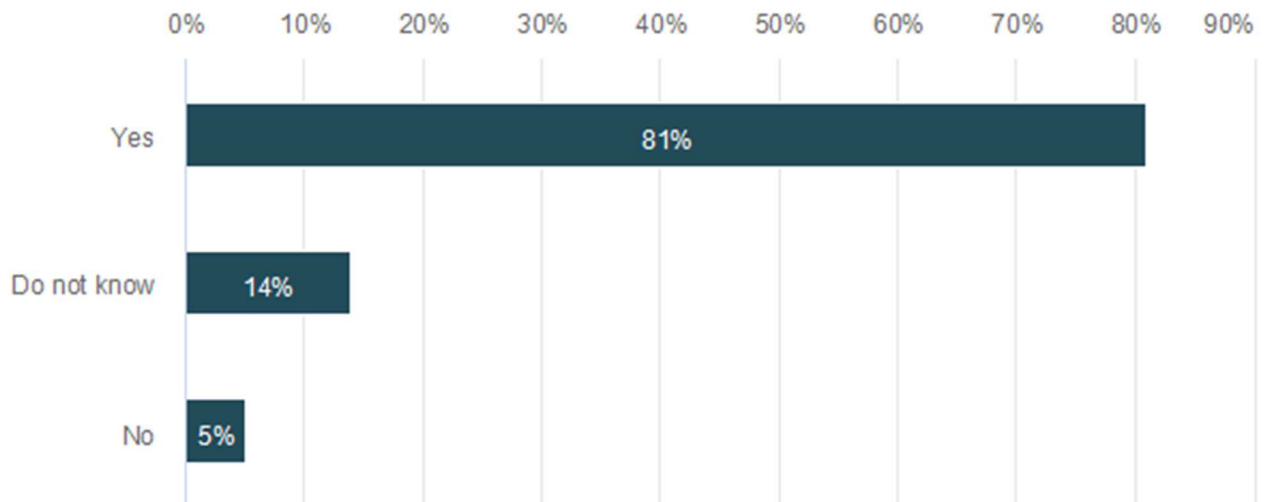
Number of respondents: 37



	n	Percent
Satisfied	19	51.4%
Partly satisfied	9	24.3%
Do not know	6	16.2%
Partly dissatisfied	3	8.1%
Dissatisfied	0	0.0%

5. Would you recommend others parents to join Nokian Krp if their child is looking for a new team?

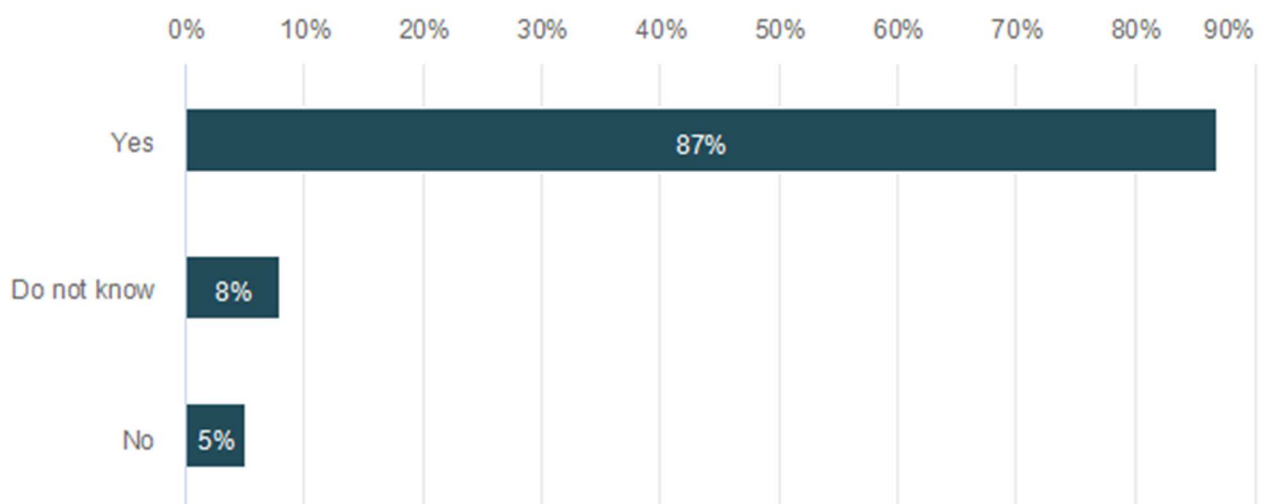
Number of respondents: 37



	n	Percent
Yes	30	81.1%
Do not know	5	13.5%
No	2	5.4%

6. Would you want that your child would play for Nokian Krp for a long time?

Number of respondents: 37

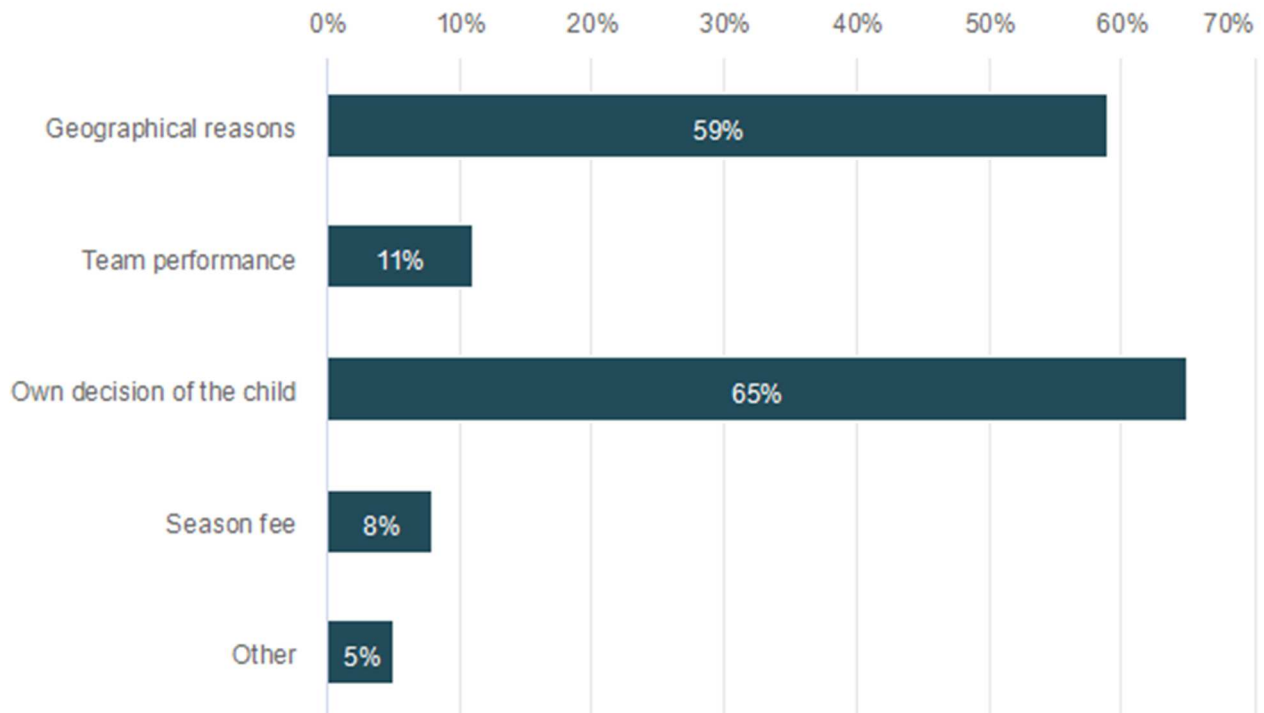


	n	Percent
Yes	32	86.5%

Do not know	3	8.1%
No	2	5.4%

7. What are the main reasons that your child plays for the Nokian Krp?

Number of respondents: 37, selected answers: 55



	n	Percent
Geographical reasons	22	59.5%
Team performance	4	10.8%
Own decision of the child	24	64.9%
Season fee	3	8.1%
Other	2	5.4%

8. If you answered "other", write here what is the reason.

Number of respondents: 1

Responses
Toivottiin joukkuetta, jossa nuori kehittyisi ja pystyisi haastamaan itseään

9. Open comment.

Number of respondents: 15

Responses
Tiedottaminen vanhempien suuntaan
Kysely tuli mielestäni hieman liian aikaisin koska kausi on vasta alkamassa ja on erittäin vaikeaa sanoa omaa tyytyväisyyttä/tyytymättömyyttä seuran toimintaan. Kysely kannattaisi tehdä kun kausi on päättymässä.
Joukkueen toimihenkilöt jääneet hyvin etäisiksi. Mutta pääasia, että poika viihtyy
Hienoa, että juniori työhön on vihdoinkin alettu panostaa.
Seuramaksua voisi miettiä. Pitemmän päälle moni lapsisessa perheessä saattaa harrastaminen jäädä kyseisessä joukkueessa maksujen vuoksi ja puntaroidaan että kaikki perheen lapset voivat harrastaa. Sisältö ei mielestäni kata tarpeeksi junioreiden tarpeita ja vaatteetkin maksavat erikseen. Valmennukseen myös voisi panostaa ja kouluttaa jos vanhempia valmentajana ja jojoina joilla lähtökohta nolla. Valmentajat ovat myös osa joukkuetta ja jos yhteistyö ei pelaa ja kukaan ei tiedä tai kanna vastuuta se näkyy myös joukkueen ilmapiirissä ja junnuissa. Positiivinen ja motivoiva ja yhteishenkeä puhaltava valmentaja saa junnut syttymään lajista ja kantaa seuralle hedelmää. Seura voisi myös vetää linjan että junnuillakin Valmentajat ovat joukkueen pää ja vetävät toiminnan ja tietävät mitä tekevät vanhemmat katsomon puolella kannustamassa mut ei puutu joukkueen valmennukseen tai säädä kaikkea joukkueen sisällä ja ei puutu joka asiaan.
Valmennukseen, siis junioreiden luvattu tietääkseni mentorointia, mitä ei ole näkynyt. Samoin tukea valmentajille voisi lisätä.
2-3 kertaa tunnin koulun salissa harjoittelevalle joukkueelle kausimaksu on hurjan kallis verrattuna useisiin muihin lajeihin. Jos lapsen palo lajiin hiipuu, on helppo tehdä päätös lajin vaihdosta. Seuralta tuntuu myös puuttuvan yhteiset tavat toimia monissa asioissa. Eri ikäkausien joukkueet puuhastelevat kovin erilaisin käytännöin. Itsenäisyys on ehkä joissakin asioissa hyvä, mutta tässä tapauksessa se on antanut kuvan, että homma ei ole kokonaisuudessaan oikein kenenkään hallussa.
Kausimaksut alkaa olla aika kovat kun lapsi vähän kasvanut. Toki liitto vie omansa ja niihin ei taida seura voida vaikuttaa. Hienoa, että järjestetään junnuille toimintaa, jossa on mukana edustuksen pelaajia.

<p>Harjoittelu aika monipuolista, ei pelkää säbää. Joukkueessa pelaajien kesken kuulemma hyvä henki. Tiedotus asioista toimii vanhempien suuntaan.</p>
<p>Nokian KrP on erinomainen urheiluseura lasten/nuorten/aikuisten salibandyn harrastamiseen ja kilpaurheilumiseen. Seuran nuorten kasvatustoiminta on korkealla tasolla salibandyn kilpailumenestyksellä mitaten. Mutta mitä toivoisin, että muistetaan lasten eri aikainen kehittyminen, tällä tarkoitan sitä, että keskellä seurojen kovassa kilpailussa ja tavoitteissa muistetaan kuljettaa ja tukea kaikkia harrastajia kehityksen eri vaiheissa. Sillä varmistetaan harrastajien runsas lukumäärä ja hyvä tsemppi ja koko kansan liikuttaminen, vaikka tavoitteet ovat korkealla niinkuin pitääkin. Korostan, että 13-vuotiaasta ei voi tietää tukeeko siitä maajoukkuepelaaja, mutta sen voi aiheuttaa, että ei tule, koska mennään harjoituksissa ja peleissä liian ehdottomasti liian aikaisin unohtaen lasten erilaisen kehityksen aikajanan. Ja lopuksi pitää muistaa tärkein: pelaaminen on hauskaa ja tietenkin yhdessä pelaaminen. Nokian KrP on kovassa nosteessa ja tekee huikeaa juniorityötä! Siis muistamme kaikki myös täällä kotona kannustamisen merkityksen. Good spirit makes us winners!</p>
<p>Tiedotus. Joukkueiden tukeminen.</p>
<p>Joukkue kehittynyt paljon, se on hyvä juttu. Samoin monipuoliset harjoitukset. Vanhempana arvostaisin toimintaa enemmän, jos joukkue voittaisi tai häviäisi omana porukkana ilman lainapelaajia.</p>
<p>On selvää, että lapset ovat eri tasoisia ja, että heitä peluutetaan tasojen mukaan. Ikävää on se, että jaot ovat melko jyrkät ja syntyy selkeä kahtiajako.</p> <p>Useampi pelaaja olisi kuitenkin tasoltaan molemmille puolille sopiva ja saisi positiivista kannustusta, jos pääsisi välillä kilparyhmän peleihin. Kovemmissa peleissä myös kehittyisi paremmin. Ryhmien välillä voisi kierrättää huomattavasti isompaa porukkaa ja siten kehittää koko joukkuetta. Nyt jako vaikuttaa negatiivisesti poikien itsetuntoon ja motivaatioon, kun jako on näin räikeä. Käsitykseni mukaan päävalmentaja keskittyy harjoituksissa vain kilparyhmän valmennukseen. Haastajassa pelaaville tämä näyttäytyy siltä, että päävalmentajaa ei kiinnosta heidän ohjaamisensa.</p> <p>Lapsia tulisi kannustaa kehittymään ja ponnistelemaan omien tavoitteidensa eteen. Sen pitäisi koskea jokaista poikaa joukkueessa.</p>

Pelaaja tulisi kierrättää joukkueen sisällä enemmän ja kohdella sekä valmentaa tasapuolisesti eikä olla niin jyrkkää kilpa-haastajaporukka-asetelmaa. Harrastamisen tulisi olla mukavaa, motivoivaa, kannustavaa, rohkaisevaa, kehittävää, ei lannistaa. Olisi reilua, että kaikilla pelaajilla olisi mahdollisuus päästä maajoukkueleirille kehittämään taitojaan ja itseään, varsinkin, jos paikkoja/tilaa on.

Seuralta kaikkiin juniorijoukkueisiin panostusta ja huolehtimista. Aktiivista yhteydenpitoa.