

FAN VALUES AND PERCEIVED IMAGE PROFILE OF ICE HOCKEY

Case: IIHF Ice Hockey World Championships
2012 & 2013

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Tiivistelmä Jääkiekon MM-kisoissa Helsingissä vuonna 2012 ja Tukholmassa vuonna 2013 tehdyssä tutkimuksessa oli tarkoituksena selvittää jääkiekkofanien arvoja ja heidän mielikuvaansa jääkiekosta. Tutkimus tehtiin Sport Business School Finlandin toimeksiantona. Opinnäytetyössä tutkittiin myös, onko suomalaisten ja ulkomaalaisten, sekä suomalaisten ja ruotsalaisten arvoissa ja jääkiekkoon liitettävissä ominaisuuksissa eroja tai samankaltaisuuksia. Tutkimusmenetelmänä käytettiin kvantitatiivista ja kvalitatiivista tutkimusmenetelmää. Opinnäytetyössä keskityttiin tutkimuksen kvantitatiiviseen osioon. Tutkimuslomake pohjautui Shalom Schwartzin kehittämään teoriaan ihmisarvoista. Jääkiekkofaneja haastateltiin fanialueilla areenoiden välittömässä läheisyydessä. Kaiken kaikkiaan vastauksia saatiin 762 kappaletta. Tulokset osoittivat, että jännittävä, kansainvälinen, kunnianhimoinen, vahva ja hauska ovat keskeisiä ominaisuuksia, joita fanit liittävät jääkiekkoon. Fanien tärkeimpiä arvoja ovat hyväntahtoisuus, hedonismi ja turvallisuus. Suomalaisten ja ruotsalaisten fanien arvot ja näkemys jääkiekosta vastaavat suuresti toisiaan. Suurin ero suomalaisten ja muiden vastaajien välillä on heidän näkemyksessään jääkiekosta vakavana, empaattisena ja hauskana lajina. Tulevaisuudessa tutkimusta pystytään hyödyntämään esimerkiksi urheilu- ja tapahtumamarkkinoinnin suunnittelussa, tulevissa tutkimuksissa, markkinointiyhteistyön suunnittelussa ja jääkiekon brändi-imagon kehittämisessä. Tutkimus tarjoaa uutta tietoa jääkiekkofaneista ja mielikuvista, jotka liitetään jääkiekkobrändiin.		
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<p>Abstract</p> <p>The purpose of the research conducted at the World Championships in Helsinki 2012 and in Stockholm 2013 was to explore the values of ice hockey fans and their image of ice hockey. This thesis was assigned by the Sport Business School Finland. Another purpose was to find out if there are differences or similarities between the values and ice hockey image of the Finnish and foreign respondents, and between the Finnish and Swedish respondents.</p> <p>Quantitative and qualitative research methods were used in the survey whereas the thesis made use of a quantitative method. The questionnaire was based on the theory of human values developed by Shalom Schwartz. The ice hockey fans were interviewed in the fan zones next to the Hartwall Arena and Globe Arena. The number of responses received was 762.</p> <p>The results show that exciting, international, ambitious, strong, and fun are the most important attributes fans relate to ice hockey. The most important values of fans are benevolence, hedonism, and security. The values and the image of ice hockey of the Finnish and Swedish respondents are very similar. The biggest difference between the Finnish and other respondents is in their image of ice hockey as a serious, emphatic, and fun sport.</p> <p>In the future, the research can be exploited, for example, in planning sport and event marketing, in researches, in planning marketing cooperation, and in developing the brand image of ice hockey. The research offers new information about ice hockey fans and the images that are connected to the ice hockey brand.</p>		
Keywords sport marketing, brand image, values, ice hockey, consumer behavior, fan		
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1 Introduction

1.1 Reasons and motivators behind the thesis

Ice hockey is a popular sport in Finland. The topic of the thesis is very current because Finland hosted the IIHF Ice Hockey World Championships 2012 and 2013 with Sweden. This bachelor's thesis is based on the researches that were conducted in Helsinki and in Stockholm during these Championships. The researches were assigned by the Sport Business School Finland. As sport business students of JAMK University of applied sciences, the authors got an opportunity to take part in those Championships and study the values of ice hockey fans and their image of ice hockey. These expeditions were part of the project studies in JAMK.

The concept of this kind of fan value survey about football was used in Cape Town, South Africa during the FIFA World Cup 2010 and in UEFA European Championships 2012 in Poland. The same questionnaire was also used at the Neste Oil Rally- events 2011, 2012 and 2013 in Finland. The concept will also be used at the football FIFA World Cup in Rio de Janeiro. Using the same questionnaire in many different sport events makes it possible to compare the results between different sport fans. It also makes the questionnaire more reliable because it has been tested so many times. Via this value research on ice hockey, it is possible to get a lot of new information about ice hockey fans; what they are like and how do they see ice hockey as a brand.

The basic idea of the thesis as well as the motivators, the purposes, and the goal are explained in the introductory chapter. The second chapter introduces the background of the research and the most important concepts. The third chapter illustrates the theories about sport marketing, consumer behavior, human values, and co-branding. The fourth chapter introduces the research implementation and methods. Also the validity and reliability of the research are evaluated in the fourth chapter. After that, the results are illustrated and

analyzed in the sixth chapter. The last chapter concentrates on the conclusions drawn during the thesis process. The theories are also applied to the results in this chapter.

1.2 Purpose of the thesis

Even though ice hockey is so popular in Finland, ice hockey fans' values and image of the game have been little studied earlier. The same unique data this thesis is based on has also been used as a base for a few bachelors' theses. For example, sport business students Anne Harimo and Karoliina Laine wrote their thesis about "The brand image of ice hockey" and compared it to the football brand. Anne Meuronen studied "Female spectators at international sport events". There will also be more theses to come based on the same data. However, all these theses are counterpointed by each other through their different approaches to analyzing the data.

The research was implemented both at the Helsinki IIHF World Championships Hockey Garden and the Stockholm IIHF World Championships fan zone. The target group of the research was the ice hockey fans older than eighteen years and who arrived to the fan zone to join the ice hockey event. The method used in the research was quantitative. The methods and structure of the research are introduced in the chapter on research implementation.

The research offers information about ice hockey fans and the images that are connected to the ice hockey brand. The purpose of the thesis is to produce useful information for the event organizers, sport marketers, marketing cooperation, and sport business students about the brand image of ice hockey and ice hockey fans. With the help of this thesis, it will be easier to understand the relation between fans and ice hockey. The material makes it possible for the organizers to develop and improve the quality of ice hockey events. The results of the research and the theories presented in this study give good advice for organizations about cooperating with ice hockey. They can, for example, compare if their brand image is similar to the ice hockey brand image or do their customers share same values with ice hockey fans. The purpose is also

to study the similarities and differences between Finnish ice hockey fans and ice hockey fans from other countries. The Finnish and Swedish respondents are also compared because of the interest in the differences between these two hosting countries.

1.3 Goals of the study

The goal of the research is to describe the values of ice hockey fans and illustrate the fan perception of the brand of ice hockey in international context. The research problem of the thesis hereby is “What kind of brand image ice hockey has in the minds of its fans and what are their values?” Unraveling the research problem starts with defining study questions:

1. What attributes are the strongest and least related to ice hockey from a fan perspective?
2. Which values are important to ice hockey fans?
3. Do Finnish ice hockey fans share same values with Swedish ice hockey fans and fans from visiting countries and have the same kind of images about ice hockey or not?

The goal of this thesis is to give new insight for marketing efforts in relation to sport fan behavior based on the personal values and perceptions of a specific sport as brand. By answering the research questions it is possible to further develop marketing operations with ice hockey as a sport and also understand an international ice hockey fan in a new way.

2 The background of the study

All the important concepts are introduced at the beginning of this chapter. This chapter also presents the phenomenon of Ice Hockey World Championships, history of ice hockey and ice hockey in Finland. It is important to understand the basic ideas behind the phenomenon.

2.1 The key concepts

Brand image: Brand image is organization's "personality". It reflects the things a brand stands for and it could be defined as consumers' perception about the product. (Brand image – meaning and concept of brand image 2013.) Brand image is consumers' set of beliefs of the brand that shapes their attitudes (Shank 2009, 210).

Co-branding: Co-branding is an agreement between two brands to work together in marketing a new product (Solomon, Marshall & Stuart 2008, 292). It means utilizing two or more companies helping each other to reach their aims. (Co-branding – meaning, types and advantages and disadvantages 2013.) In this connection, co-branding means more cooperation between an organization and sports, the two of them marketing together.

Consumer behavior: Consumer behavior means all the activities people undertake when they obtain, consume, and dispose of products and services. (Blythe 2008, 5.) It is a complex, multidimensional process. Decisions that consumers make involve a lot of steps and are influenced by many factors including lifestyle, demographics, and cultural values. The individual's needs and wants play a big role in consumer behavior. (Hawkins & Mothersbaugh 2013, 6.)

IIHF: IIHF, International Ice Hockey Federation, is the governing body of international ice hockey. The tasks of IIHF are, for example, controlling the international rulebook, processing international player transfers, and running numer-

ous development programs designed to bring hockey to a broader population. (The IIHF n.d.)

Marketing: Marketing is about identifying human and social needs. It can be defined as an organizational function and set of processes for communicating, creating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. (Kotler & Keller 2009b, 45.)

Marketing cooperation: Marketing cooperation means the responsible cooperation between two parts, an organization and a sport. Only via strong cooperation both parties can reach their own goals by offering benefits and possibilities for the other part at the same time. (Sponsorintiyhteistyö – Huippu-uurheilija.fi 2013.) In this connection, marketing cooperation is used as an alternative for sponsorship because it also includes all the advantages, means, and purposes both the organization and the sport are trying to achieve via the cooperation.

Sports fan: A sports fan is a person who is interested in sports or some special sport or team. He or she can also be defined as a person who has a strong psychological commitment to a specific sport, league, team, player, or coach and who engages in special sport-related behaviors such as buying tickets and sport-related products over an extended time period. (Jones 2003, 8.)

Sports marketing: Sports marketing is a specific application of marketing principles and processes to sport products and to the marketing of non-sports products through association with sport (Shank 2009, 3).

Sports marketing mix: Sports marketing mix is the coordinated set of product and service strategies, pricing decisions, and distribution issues that sports organizations use to meet marketing objectives and satisfy consumers' needs (Shank 2009, 27).

Value: Values are beliefs strongly tied to emotions. They refer to the attractive goals people want to achieve and they have a motivational construct. Values define the character of an individual via the ordered system of his or her value priorities. Values transcend special situations and actions. (Schwartz 2007, 1.)

2.2 Ice hockey as a sport

Ice hockey is a worldwide winter sport. In 2013, there were more than 1.64 million registered ice hockey players in the world and the number is growing all the time. When comparing to the year 2012, there are almost 40,000 registered players more in 2013. (Greatest Hockey Legends.com: Hockey Growing Worldwide According To Interesting IIHF Numbers 2013.)

The history of ice hockey

As a structured game, ice hockey was originated in the eastern parts of Canada in the mid-1800s. James G. Creighton was the man who is considered to be a developer of the first organized game of ice hockey. In 1877, the first organized ice hockey team was arranged by the McGill University in Montreal. Montreal Gazette also published the first proper hockey rules. (Tervetuloa 2012.)

Ice hockey is a popular sport in Canada, Russia, Sweden, Finland, the US, the Czech Republic, and Germany. It is a game that is played between two teams. Both teams have six players at the same time on ice and one of them is a goal keeper. Five skating members of a team are trying to score a goal against the opposing team. (Arzhilovskiy & Priyatel 2012, 2.)

Ice Hockey World Championships tournament is organized yearly but the hosting country changes every year. The first official tournament was played in Antwerp, Belgium, in 1920. At first, the tournaments were meant to be played as exhibition games before Olympic Games. Canada won all the first six tournaments and still has a strong position in ice hockey today. (Szemberg & Podnieks 2011, 12.) All in all, Ice Hockey World Championships is the world's largest annual sporting event organized during winter time (Jääkiekon

MM-kisat jälleen Suomessa – Suomen suurlähetystö, Ateena: Ajankohtaista 2013).

To realize the whole phenomenon of ice hockey and the important position it has around the world as a sport, it is important to understand the most important leagues of ice hockey. Ice hockey's toughest league is considered to be NHL (National Hockey League). Currently, thirty teams are participating in NHL. There are players from many different nationalities in NHL: Canadians, Americans, Swedes, Finns, Russians, Slovaks, and Czechs, for example. (NHL Nationality Breakdown –QuantHockey.com n.d.) Jari Kurri, Esa Tikkanen, and Reijo Ruotsalainen are Finnish NHL stars from 1980-century. Today, Teemu Selänne is probably the most famous Finnish NHL star. (Szemberg & Podnieks 2011, 212.)

The Kontinental Hockey League (KHL) is an International League which is considered to be the second toughest league in the world right after NHL. The best Swedish players are nowadays choosing KHL in order for getting higher salaries. (Abrahamsson & Persson 2009.) KHL was founded in 2008 to promote the development of Ice hockey in Russia and other countries in Europe and Asia. The Russian team that is ranked as highest in KHL will be the Champion of Russia. (Kontinental Hockey league – Official website – KHL.RU – official site - About the KHL 2013.)

Ice hockey in Finland

In Finland, the traditional winter sport ice hockey became known later than in other European countries. Yrjö Salminen and Walter Jakobsson, chairmen of the Finnish Skating Association, introduced ice hockey in Finland in the winter of 1927. It took more than twenty years for ice hockey to challenge the most popular winter team sport bandy in Finland. Finland's first artificial ice rink was built in Tampere in 1956. After that it was possible to provide better facilities for players and spectators. Ice hockey made its final breakthrough when it was started to be played indoors. The first indoor ice arena was opened in 1965 in Tampere, just in time for hosting the first World Ice Hockey Championships in Finland. (Finnish Ice Hockey History; Permanent Exhibition 2011.)

The Finnish Ice Hockey Association was established in 1929 and the first Finnish league season was played in 1933-1934. (Podnieks & Szemberg 2011, 23.) The Finnish national ice hockey team known as “Leijonat” made its debut in the Olympic tournament in Oslo in 1952, where they finished seventh. Since 1960, Finland has taken part in all national team tournaments. In 1995, Finland won its first World Championships gold medal and the second gold medal was won in 2011. (Jääkiekko – Suomen Olympiakomitea 2013.) By the year 2013, Finland has won gold twice, silver six times, and bronze three times at the World Championships (MM-historian kaikki mitalistit 2013).

The first genuine Finnish ice hockey world star is Jari Kurri who won the five Stanley Cups between the years 1984 and 1990 with the Edmonton Oilers. Kurri ended his NHL career as the NHL’s highest-scoring European player in 1998. Teemu Selänne has been playing in the NHL since season 1992-1993. He is the all-time highest scoring Finnish player in the NHL and also one of the three Europeans who have reached the 600-goal mark in the NHL. (Szemberg & Podnieks 2011, 212; Selänne 2013.)

The World Championships 2012 in Helsinki

The Ice hockey World Championships 2012 were organized in Helsinki on May 4th- 20th. Finland and Sweden acted as pioneers sharing the arrangements of the Championships for the first time in the history of the Ice Hockey World Championships. (Tervetuloa 2012.) Russia won gold in 2012, Slovakia silver and Czechs bronze (One Final, two winners 2012).

The financial results for the 2012 Championships were an income of 27 293 166 € yielding a profit of 8 238 000 € after the expenses had been deducted 19 055 000 €. The Secretary General of the Championships 2012, Mikka Sulin, said that records were broken in the TV broadcast’s cumulative amounts of time and the number of the audience. (2012 Jääkiekon MM-kisat 2012 tuottivat 8,2 miljoonan euron tuloksen – rahat ohjataan lasten ja nuorten kiekkoilun tukemiseen 2012.) The Championships 2012 attracted 937.52 million television viewers, which is over 70 million more compared to the previous years. The biggest number of viewers was reached in Russia (289 million). In

Finland, the Championships got the most broadcasting time (571 hours). On-site at the Helsinki Hartwall Arena, the matches were viewed by 301 000 spectators. As a hosting country, Finland got a lot of positive feedback from the IIHF, spectators and from the teams. According to Mika Sulin, Finland succeeded well as an organizer and reached its goals. (Op. cit.)

The World Championships 2013 in Stockholm

The Ice hockey World Championships 2013 were hosted again by both Sweden and Finland on May 3rd- 19th. The main venue was the Globe Arena in Stockholm. There were 16 countries playing in the tournament and 64 games were played altogether. (Jääkiekon MM-kisat jälleen Suomessa – Suomen suurlähetystö, Ateena: Ajankohtaista 2013; STATISTICS 2013.) The amount of spectators in 2013 was more than 400 000 in both of the countries (MM-kisat ohi – Jääkiekkoliitto tyytyväinen katsojamääriin 2013).

Sweden won the Championships after beating Switzerland 5-1 and the bronze medalist was USA (STATISTICS 2013). There is very little information about the economic results of the World Championships 2013. One reason might be that even though Sweden won the Championships 2013, the economical result of the Championships was a big loss for Sweden (Hakola 2013; Ek 2013). Another reason is that it has only been a few months after the Championships so the process of calculating the final results might still be unfinished.

The Championships 2012 was a big financial loss for Sweden and the country was not able to make up those losses at the Championships 2013. Finland, on the other hand, got eight million as a return from the 2012 World Championships. (Hakola 2013; Ek 2013.) The reason for the economic loss of the Championships was relatively visible. The researchers in Globe Arena witnessed the problem that the number of people in the fan zone and inside the Arena watching the games was small. Researchers also noticed that as a whole the Championships was poorly portrayed in the city. In Helsinki, the situation was totally different. The whole city was involved in organizing the Championships and people were excited about Finland being a host country. On the other hand, the prices of the tickets became a problem in Finland.

3 Theoretical framework

The industry of sport marketing is introduced first in this chapter as a base for the whole research. The theories of sport consumer behavior are introduced for understanding what kind of personalities the fans are. Human value theories are presented for understanding the idea behind the questionnaire used in the research and for analyzing the results. The co-branding chapter presents branding process and the basis of effective marketing cooperation.

3.1 Sports marketing

To succeed in sports marketing, people need to understand both the basics of marketing and the sports industry. The idea and purpose of sport marketing is to meet the demand of the sports fans. (Shank 2009, 31.) Milne and McDonald (1999, 2) state that according to Mullin, Hardy, and Sutton, (1993) sport marketing includes all the activities of meeting the needs and wants of sport consumers through exchange processes. Mullin and his colleagues divide sport marketing into two types: marketing through sports and marketing within sports. Marketing through sports means non-sport organizations marketing non-sport products and services using sport as a platform. Marketing within sports is about sport organizations marketing their own sport products.

The basics of marketing

There are ten different categories of things that can be marketed: goods, services, organizations, events, places, experiences, persons, properties, information, and ideas. Goods are tangible, physical products that offer benefits to consumers. Goods constitute the biggest part of most countries' production and marketing efforts. They are, for example, food products, cars, and electronics. Services are intangible acts and performances an enterprise can offer. Events and experiences are based on time and orchestrating several services and goods that companies can promote to the people, such as Olympic Games and Disney theme park. Marketing people and places are necessary in the branding process. Good examples of sport legends that have become

brands are the former British football player David Beckham (Kotler & Keller 2009b, 47) and the Finnish ice hockey player Teemu Selänne (Selänne 2013). In all of the categories, the most important part is to identify the target group carefully and allocate the marketing process for them. (Kotler & Keller 2009b, 46-47.)

According to Kotler and Keller, marketers are people that seek purchases, donations, attentions, or votes from the other party called prospects. They are also responsible for demand management that means seeking to influence the timing, level, and composition of demand to match with the organization's objectives. (Op. cit. p. 47-48.)

Traditionally, the physical place for marketing was called a market, but, today, the word for that is a marketplace. Market space means digital market places when shopping online. Nowadays, a market is more like a collection of sellers and buyers who transact over a specific product or product class. It is also used in the connection with covering various groupings of marketing. (Op. cit. p. 48-50.) A market consists of all the consumers who share a common need which can be satisfied by a specific product and who have the resources, willingness, and authority to make the purchase (Solomon et al. 2008, 10).

All in all, marketing needs to affect all the aspects of the customer's experience, which means that marketers need to manage all the steps from packaging the product to choosing the proper logistic methods. Marketers need to consider the competition, marketing environment, and channels not forgetting the productivity and development to position the products better and develop the brand. (Op. cit. p. 50-54.)

The sports marketing mix

Sports marketing is often associated with promotional activities like advertising, public relations, personal selling, and marketing cooperation. Sports marketers have to deal with product and service strategies, pricing decisions, and distribution issues. These components are referred to as the sports marketing mix. (Shank 2009, 27.) The marketing mix is a recipe for creating a successful

marketing campaign. The basic marketing mix elements (four P:s) are sports product, price, promotion, and place. (Masteralexis, Barr & Hums 2009, 48.)

In product and service strategies, aspects such as licensing, merchandising, branding, and packaging are under consideration. Sports marketing managers are also responsible for new product development, maintaining products that already exist, and eliminating weak products. Services cover a large part of sport products so sport marketers need to understand the nature of services marketing. It includes pricing of services, evaluating the quality, and managing the demand for services. (Shank 2009, 27-28.)

In distribution strategies, the most important decision is to find the best way to get the sports products to the consumers. Inventory management, transportation, warehousing, wholesaling, and retailing are the main issues a distribution manager controls. For example, important decisions have to be made when choosing the best place for a new stadium or thinking of what would be the best way to distribute tickets to the game. A big question in sports distribution strategy is how to deliver sports to the spectators in the most efficient and effective way. (Op. cit. p. 28.)

Pricing is one of the most critical and difficult issues facing sports marketing managers. The pricing strategy consists of choosing a technique of pricing, setting pricing goals, and making adjustments to pricing over time. Advertising is the most important part of a sports promotion strategy. The promoting mix consists of four promotional elements: communicating with the sports consumers via marketing cooperation, public relations, personal selling, and sales promotion. (Op. cit. p. 28.)

Sport industry

Sport is a growing and rapidly developing industry (Milne & McDonald 1999, ix). According to Shank, sport can be easily defined as “*a source of diversion or a physical activity engaged in for pleasure*” (Shank 2009, 4). Sport gives us pleasure and takes us away from our daily routines. The word entertainment is defined quite the same way. There is one big difference between sport and

other entertainment: sport is spontaneous. There is no script or a program for the athletes participating in an event. Nonetheless, successful sport organizations have realized that they have to create entertainment that attracts spectators. They have to understand the competition between the other forms of entertainment. (Op. cit. p. 4.)

Sport industry is one of the most universal and important institutions in our society. As a universal phenomenon, sport crosses all religious, social, and language barriers. Sport appeals to the masses and it is a very competitive and attractive industry. Therefore, there are lots of people working in the sports industry. Based on diverse areas within sport industry (like marketing cooperation, advertising, and gambling), it has been estimated that the industry generates over 200 billion dollars a year. (Op. cit. p. 7.)

Sport products

Selling sports products is based on sport marketers' benefits the products offer to the consumers. It means that sport products are purchased based on the benefits consumers derive. Sports products are divided in four categories: sporting events, sporting goods, sports training, and sports information. (Op. cit. p. 14-16.)

According to Shank, sporting events are the primary products of sports industry because of the competition which is needed to produce all the related products. There are three kinds of sports events: unorganized sports like teenagers skateboarding, organized sporting events that refer to sporting competition controlled by an authority, and amateur sporting events that refer to the sporting competitions for athletes who don't receive compensation for playing. The most important components for organizing a sporting event are athletes who play, sport consumers, and a site. Athletes are participants who engage to train to develop their skills in particular sports. The site of the event is typically an arena or a stadium. Nowadays, the stadium is much more than just a place to watch a game; it is an entertainment complex. (Op. cit. p. 16-18.)

Sporting goods include equipment, apparel, and shoes. They are tangible products that are marketed, manufactured, and distributed within the sports industry. Also, licensed merchandise, collectibles, and memorabilia are included to sporting goods. Licensing means a practice whereby a sports marketer contracts some other companies to use symbol, logo, characters or brand name. Memorabilia and collectibles have been more popular before the television and Internet were invented, because player cards, for example, might have been the only chance to see what players looked like. (Op. cit. p. 18-19.)

The last sporting product category, sports information products, provides consumers with news, schedules, statistics, and stories about sports. Radio, specific sports newspapers (e.g., *The Sporting News*), magazines, television, and the fastest growing source World Wide Web are all considered as sports information products. The number of different kind of sport products shows how big the industry really is. (Op. cit. p. 20; 22.)

Sport marketing and traditional marketing have many differences. The biggest differences are that the sport marketer has little or no control over the core product and he or she often has limited control over the product extensions. The sport product (game) is simultaneously produced and consumed and there is no inventory. They are also subjective and experiential. Purchases are based on intangibles, such as image and emotion rather than easily identifiable and comparable attributes like price and delivery time. In traditional marketing, mainstream products have an inventory and shelf life. The mainstream marketers work with research and design to create the perceived perfect product. Sport marketers have to take these unique differences into account. For example, for the reason that they do not have a lot of control over the core product, he or she has to focus on the extensions to the core product that can be managed. (Masteralexis et al. 2009, 48-49; Milne & McDonald 1999, 4.)

Sport consumers

According to Milne and McDonald (1999, 2-3), sport consumers can be divided into two groups, sport spectators and sport participants. The group of sport

spectators includes event attendees, radio listeners, television viewers, and people that follow the sport media. Sport participants are those who play sports. Milne and McDonald state that sport spectators and participants have different kind of needs and wants. Participants want, for example, to improve health and fitness, develop their motor skills, and manage stress. For the spectators, similar needs could be entertainment, belonging, and sociability through sports.

Being a fan is a passionate mode of consume sport. The difference between a fan and spectator is seen to be based on their passion. A fanship is often related to the knowledge of teams, players, and matches; active and participate game attendance; and emotional responsiveness of matches' results. Fans can also been described as consumers of organized sports. (Agas, Georgakarakou, Mylonakis, Arsenos 2012.)

Heinonen (2005, 28-29) says that the term fan is short for the word fanatic, which means an eager admirer or enthusiast. The root word for the fanatic is the word "fanaticus" that comes from the Latin language. It means a frantic or an ardently exalted person. That theory has brought a negative point of view for a word fan because it was used for worship, excessive form of religion, politics, and even for social deviation and psychological instability in history. According to later interpretation, the word fan comes from the Latin word "fanum", which means holy, healing, or favorable place or temple. This interpretation has made the phenomenon of fans more positive.

There are some contradictions related to the word fan. It can only refer to liking some special part of sport but it can also change the whole personality and identity of a person. For example, somebody can say that he was born as a "Tapparann mies" which means that the Finnish League team, Tappara, means very much to him. On the other hand, the word fan includes some frivolity because it can be referred to the audience in general. For example, in Finnish language the word fan is a synonym for a spectator and hobbyist. (Op. cit. p. 29.)

3.2 Sport consumer behavior

The values of a person form a base for consumer's behavior. The values that are important to a person can be deduced by his or her behavior. Therefore, it is necessary to explore the behavior of the consumers for understanding their values and also to explore underlying values for understanding current and future behavior. (Hawkins & Mothersbaugh 2013, 78.) To understand the behavior of an ice hockey fan one should examine what kind of personalities they are. Companies could get more out of marketing cooperation if they knew the motivators and values of fans and thereby understand their behavior. For example, if a company knows what kind of people are the ones that want to eat something during the games, they can offer right kind of food in an appropriate way for them. They can also compare their consumers to the ice hockey consumers to find out if they are similar.

The basis of consumer behavior

The way a consumer thinks and behaves is the base for the marketing process. The customer should be the center of everything that companies do. It is very important for the marketers to understand how consumers react to the changes of the products or prices, or why do they buy some specific products. In the past, researching the consumer behavior has mainly concentrated on the part why people buy things. Nowadays, it has been understood that it is also important to find out why and how people consume. (Blythe 2008, 8-9.)

The seven P:s are strongly related to consumer behavior. Contrary to the four P:s there has also been taken into account the consumers' side. In addition to the traditional P:s (product, price, place, and promotion), it also includes people, process, and physical evidence. In the seven-P model the concept people means that business is not all about money, it is also about people. Somehow, the products become persons and customers become loyal to specific products. The process means the way services are delivered and that all processes are different. The last one, physical evidence, is about the pleasure one feels from receiving the service rather than practical aspects of the service. (Op. cit. p. 10; 14.)



Figure 1. Consumer behavior contributions from psychology (Blythe 2008, 19)

Consumer behavior has a lot of connections with psychology, sociology, and anthropology. The psychological terms drive, motivation, goals, personality, perception, learning, and attitude all have an effect on one's behavior when he or she consumes. (See figure 1.) Drives are basic forces that make us want to do different kind of things. If the drive has a specific target it becomes a motivation. Goal is the rational element of the motivation. Motives are more based on feelings, but goals are something one try to achieve because of these motives. (Op. cit. p. 19-20.)

Personality is a combination of all the traits that determine who a person is. Perception refers to the way one see the world and things around him or her. For example, we have a special point of view about different sports. Learning is about behavioral changes that take place after experiencing different kind of things. Attitude refers to the way one react towards different stimulus. It consists of feelings, knowledge, and proposed behavior. All these psychological aspects have an effect on one's behavior. (Op. cit. p. 19-20.) If a marketing cooperation partner knows the motives and perceptions of ice hockey fans, it can make better deals with ice hockey. For example, if a company knows that ice hockey fans come to the games to spend time with their family, they can promote their own events for families in the games.



Figure 2. Consumer behavior contributions from sociology and anthropology (Blythe 2008, 21)

According to Blythe (2009, 20-21), behavioral aspects that come down from the sociology and anthropology are peer and reference groups, family, class, culture, and self-image. (See figure 2.) People identify groups according to their will to join these groups. Almost all such groups involve some type of consumption like clothing to wear, things that they use in the group activities, or shared consumption of group-owned items. Blythe states that family is the most important reference group for most of the people; it has a big influence in people's behavior. According to him, culture can be defined as a set of beliefs and behaviors that distinguishes one big group of another. It includes issues like religious beliefs, language, customs, class distinctions, and accepted norms of behavior. Blythe also states that the feedback people get from other people affects a lot their behavior. People's self-image is defined by other people and that is why peer and reference groups are so important to them.

These social aspects also guide the behavior of ice hockey fans. For example, it is more likely that the children begin to like ice hockey if their family goes often to the ice hockey games compared to the situation that the family never attends ice hockey games.

The theory of planned behavior

The theory of planned behavior (TPB) combines attitudes, intentions, and behavior. It was developed over a long period, starting with expected value theory of attitude by Fishbein (1963). That theory has been extended in a number

of studies to predict intention and behavior. In addition to attitude (AB), the authors has included subjective norm (SN) as a determinant of intention. It measures the person's beliefs about what other people think they should do. In the year 1985, Ajzen introduced the theory of planned behavior by adding perceived control (PC) as a determinant of intention. Perceived control measures the person's beliefs of the opportunities for an action that is based on the environment and their own abilities. (East, Wright & Vanhuele 2013, 138.)

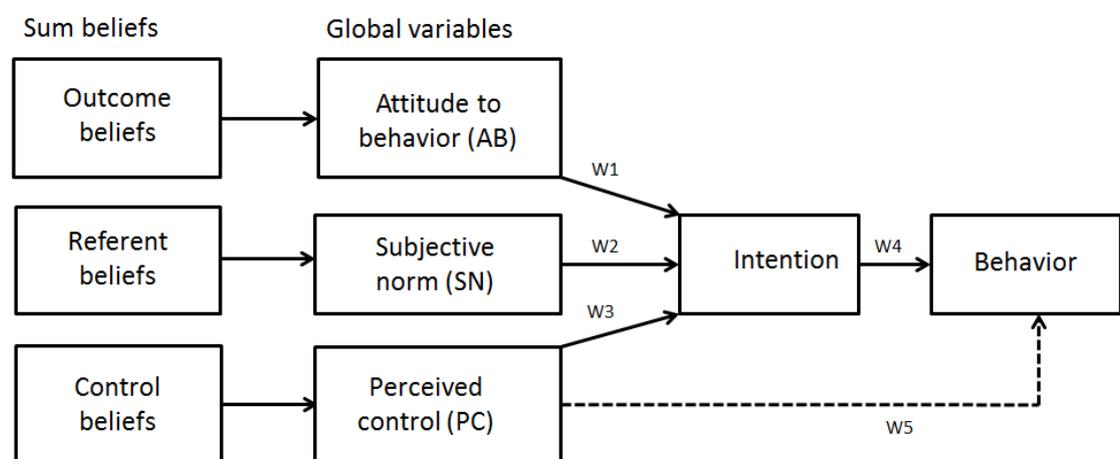


Figure 3. The theory of planned behavior (TPB) (East et al. 2013, 138)

The relative strengths of attitude, subjective norm, and perceived control in determining an action are given by different weights that vary from category to category. As it can be seen in figure 3, the three global variables determine intention, which then determines behavior. There are also weights (W4 and W5 in the figure) that can be result from circumstances that stop people realizing their intentions or a direct effect of perceived control on behavior. (Op. cit. p. 139.)

This theory also covers altruistic behavior which can be driven by the subjective norm and which takes account of a person's self-assessed abilities and opportunities. The SN is an internalized influence that exerts its effect through

the agent's memories and values. In recent work, a measure called a descriptive norm meaning what others expect the respondent will do, has been added to the theory. This theory is suitable for any theory where are reasons for action such as seeking funding, taking exercise, and buying products. The theory has been criticized by some researchers. For example, it has been said that because the theory is based on beliefs, any change in global variables, intention, or behavior have to come about through the acquisition of new beliefs or the modification of existing beliefs. (Op. cit. p. 139; 143-144.)

In this study, this specific theory can be used as a theory for marketing cooperation. If a company wants to do marketing cooperation with ice hockey there are sum beliefs and global variables that guide this behavior. The attitude to marketing cooperation could be getting more financial incomes by making marketing more efficient. For example, subjective norm for this action could be that the company wants people to have a good image of the company. Doing marketing cooperation with some specific sport, team, event, or player (such as using Canadian ice hockey player Sidney Crosby as a figurehead for a marketing campaign) makes it easier to support certain image the company wants to create. The perceived control could be that the company is aware of many companies having benefitted from marketing cooperation with ice hockey. An example of that is Finnish chocolate and licorice company, Panda, which used Teemu Selänne in their marketing campaign (Teemu Selänne and Panda Licorice: "The Perfect Finnish Team" –The S3 Agency, 2012).

Fan behavior

Sports and ice hockey are deep in a Finn's heart and they considerably affect our identity:

In Finland sports and following sports have strongly influenced the national culture and identity. Sport is an important binding element in the identity. Sports means competition about something that is symbolically important: the self-esteem and dignity of a whole nation may depend on it – we are nothing if the buck misses the net or the skis do not glide. (Heinonen 2005, 318.)

When thinking about fan behavior, it is important to take the impact of sport on society into account. In other words, **the value of sports** to consumers and to

society is necessary to be understood before further studying the behavior of the fans. There are several theoretical perspectives, each with its strengths, weaknesses, and biases. Jones state that according to Coakley (1990), there are three theoretical frameworks when studying the value of sports to the community: functional, conflict, and critical. (Jones 2003, 31.)

Functional theorists examine the positive contributions of sport to the community. These are, for example, inspiration, integration, tension management, goal attainment, and success. There are also other positive impacts, like aestheticism, citizenship, dedication, entertainment, identity, loyalty, status, and socialization. According to functional theorists, sport is part of a community, a chance to be and celebrate with other people. Sport is a public activity for public pleasure. It provides an opportunity to gather and form identity groups. It invokes a deep sense of commonality that breaks down racial, gender, ethnic, and religious barriers. (Op. cit. p. 31-32.)

Conflict theorists, on the other hand, focus on the negative effects of sport, such as commercialism, sexism, exploitation, and coercion. They believe that it encourages materialism which is why it becomes popular in capitalist societies. They also state that it includes gambling, winning stress, drug abuse, and violence. Critical theorists think that sport exists for different reasons for different people at different times. They also state that sport grows out of the struggles between groups of people trying to live their lives in satisfying ways. (Op. cit. p. 32-33.)

In order for a sports event to be successful among not only participants but also spectators, it has to attract them. Thus, it is very important for marketers to be aware of sport fans' needs and wants, discern their motives, and predict their buying attitude. (Hunt, Bristol & Bashaw 1999, 439.)

Fan loyalty can be described as a steadfast allegiance to a person or cause and a level of psychological commitment and persistent behavior towards a sport, team, league, player, or coach. Understanding fan loyalty includes both an attitudinal and behavioral disposition. Observing both of the components

gives us a possibility to divide sport fans in different segments. Sport organizations' and companies' can be greatly impacted by fans and their loyalty. (Jones 2003, 8.)

Fan identification can be defined as a sports organization having the personal commitment and emotional involvement with customers. (Shank 2009, 157). Managerial correlates are the things that directly contribute to the level of fan involvement: team characteristics such as the success of the game mainly, organizational characteristics like off-the-field successes and failures, affiliation characteristics like sense of community that fan builds as a result of the team, and activity characteristics like attending to the events via the media. The interaction of all these characteristics influences the level of fan identification. (Milne & McDonald, 1999, 13-14.)

There are three levels of fan identification: low, medium, and high. (See figure 4.) The fans that attend sports events mainly for social reasons or for the entertainment benefit of the happening can be characterized as having a low-level identification. They are attracted by the atmosphere of the game or the feeling of camaraderie the event creates. These fans do not have an emotional attachment to a team or to a particular sporting event. Even if this is the lowest level of the identification, they may become more involved. (Op. cit. p. 15.)

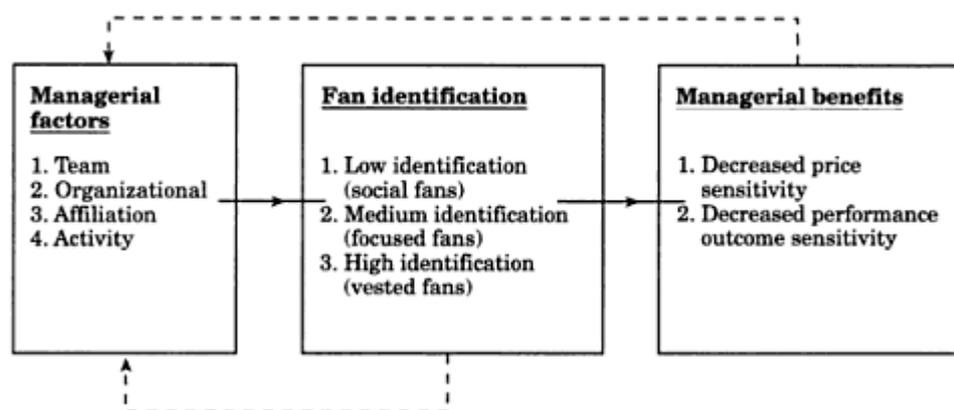


Figure 4. A model of fan identification (Milne & McDonald 1999, 14)

The fans with a medium identification identify themselves with a specific player or team, but not for a long time. This identification is often based on social factors, team performance, player personality, or a fad. Normally, these fans are more involved in the sports when some team or player is having a very good year or it has been otherwise working out perfectly. (Op. cit. p. 15.)

The highest classification of fan involvement is based on a long-term commitment to some special team, sport, or player. These fans are the ones most likely to return to the games compared to the other levels. They are also the most profitable fans for the marketers, because they invest more money in being a fan than other fans. (Shank 2009, 160.)

Sport tourists are real sports fans; they are visitors who go to different destinations for the purpose of participating in, viewing, or celebrating sport. Sport tourism can be defined as the confluence of the two sociological activities of sport and tourism. Leisure-based travel that takes people temporarily outside of their home communities can be divided in three parts: active sport tourism which means participating in physical activities, event sport tourism which includes watching physical activities, and nostalgia sport tourism which is venerating attractions associated with physical activities. (Ahonen, Rasku 2012, 21.)

Fan motivation

The word orientation is often connected with consumer behavior. It can be defined as an individual's special inclination toward the adoption of a predictable behavior during a given consumption act. Orientation has two defining components, values and motivation for the reason that it has its origins in the needs and values of the individual. (Pons & Richilieu 2005, 152.)

When it comes to the sporting events, the motivation aspect refers to an event's ability to meet the needs of people. This kind of need could be, for example, being able to express one's joy. The values aspect becomes important when a person chooses between various leisure activities and chooses sporting event because it is the most in line with his values system. Orientation can

be expressed through several modalities. For example, a fan has an orientation toward a sporting event and he or she shows it through high level of hype and pleasure that the event provides. Therefore, people's sports orientation is expressed through different kind of dimensions that constitute the different modalities that a sports event can offer. (Op. cit. p. 1, 152-153.)

Sport fans and spectators watch or attend sporting events for different kind of reasons. Identifying their motivations is extremely important for understanding and satisfying these consumers. (Kim, Greenwell, Andrew, Damon, Lee, Mahony 2008, 1, 109) According to Hann, Bristol, and Bashaw (1999, 1, 439-452), fans can be classified according to their motivation and fan-like behavioral. These classifications are the temporary fan, local fan, devoted fan, fanatical fan, and dysfunctional fan. Temporary fans do not use fanship for self-identification. Their interest in sports and engaging in fanship activities are situational and time-constrained. They can be called as fair weather fans who exhibit loyalty to a winning team for enjoyable benefits. (Agas et al. 2012, 1, 111-116; Hann et al. 1999, 1, 439-452.)

Local fans are limited geographically. They support a local team because of a feeling that they should show a certain degree of devotion to the local or state team of the town or city of their birth or residence. As well as temporary fans' interest, local fans' interest in the team is quite transitory. For example, if a fan moves away, the commitment to the team declines radically. A devoted fan views a specific sport, team, or player as a part of him. These fans are highly committed towards the sports consumptive object. They also tend to ascribe positive attributes to their favorable teams and negative ones to rivals. (Agas et al. 2012, 1, 111-116.)

Fanatical fans' commitment is even deeper than the groups' mentioned earlier. They use sport consumptive objects to maintain their self-concept, and fanship is a crucially important part of their self-identification. For these fans, fanship follows immediately after their devotion to significant aspects of life, such as family, work, and religious. Fanatical fans may attend to the games in costumes or body-paintings. The last group of fans is called dysfunctional

fans. They regard fanship as the primary form of self-identification. It is possible that these fans prioritize their favorite teams or sport over family, job, and friends. Dysfunctional fans can also be called “hooligans” because they often lose their control of themselves after experiencing emotions such as anger, anxiety, and pain. (Hunn et al. 1999, 1, 439-452.)

According to Kim and his colleagues, Trial and Jones (2001) highlight in their Motivation Scale for Sport Consumption (MSSC) that there are nine different motives that explain why people consume sport or are sport fans: vicarious achievement, acquisition of knowledge, aesthetics, social interaction, drama and excitement, escape relation, family, physical attractiveness of participants, and quality of physical skills of the participant. Most of these motives have a social and psychological basis. Usually, the reasons to be a fan are a combination of these motives. (Kim et al. 2008, 1, 109-119.)

3.3 The theory of human values

Values are general tendencies to pursue certain goals. Sometimes the term value and the term goal are explained to mean the same. Value is also an ability to say no to those things that are pleasant to do and to say yes to those that are not. Values are based on reasons and emotions and emotional experiences influence value choices. At the company and organization level, the values are their state of mind. (Aaltonen & Junkkari 2003, 60-61.) To understand the values of ice hockey fans, it is necessary to know the theoretical base of values and the ways they can be categorized.

Theoretical framework of human values by Schwartz

According to Shalom Schwartz, security, wisdom, success, independence, pleasure, and kindness are good examples of values; things that are very important to us. People have a lot of values, only the degree of their importance differs. Some practical value may be very important to one, but not so important to someone else. (Schwartz 2012, 3.) There has been brought consensus about what is the most useful way to conceptualize basic values since 1950's.

Schwartz has summarized the main features of the basic values conception from the writings of many researchers and theorists. According to Schwartz:

- Values are beliefs tied inextricably to emotion; they are not objective or cold ideas.
- Values are a motivational concept which refers to the desired goals individuals try to achieve.
- Values rise above specific actions and situations. They are abstract goals and differ from concepts like norms and attitudes, which normally stand for specific objects, actions, or situations.
- Values serve as criteria or standards. They direct the selection or assessment of actions, events, policies, and individuals.
- Values are organized according to their importance which is relative to one another. People can be characterized as individuals through an ordered system of value priorities formed by their values. This hierarchical value feature also separates them from attitudes and norms. (Schwartz 2007, 1.)

These features are generally associated to all values. The essential content aspect which separates values is the type of motivational goal they express. There are ten basic values which can be recognized in every culture. These values are based on contents found in previous value theories, different culture's value questionnaires, and philosophical and religious discussions of values. These values derive from three universal requirements of the human condition: requisites for coordinated social interaction, individuals' needs as biological organisms, and welfare as well as survival needs of groups. (Schwartz 1992, 4; Schwartz 2007, 1-2.)

The second page of the questionnaire in the ice hockey fan research was made in accordance with the ten human values listed by Schwartz. These values are: power, achievement, hedonism, stimulation, self-direction, universal-

ism, benevolence, tradition, conformity, and security. The questions based on these values are listed in the same order in the questionnaire. (See appendix 2.)

The value **power** (1) includes aspects such as social status, prestige, and controlling or dominating over people and resources. People, who respect **achievement** (2), want success in life through indicating competence according to social norms. The goal of the value **hedonism** (3) is to produce pleasure and enjoyable satisfaction for oneself. The value **stimulation** (4) includes enthusiasm, novelty, and challenge in life. The goal of **self-direction** (5) is independency which means choosing, creating, thinking, and acting independently.

People who appreciate, understand, and want to protect the nature and welfare of all people, respect **universalism** (6). **Benevolence** (7) highlights protecting and improving the wellbeing of the people that are close to oneself. People, who think highly of the value **tradition** (8), appreciate the commitment, respect, and acceptance of the habits and ideas that religion or traditional culture has provided for them. **Conformity** (9) includes self-control of acts, impulses, and inclinations that are likely to upset or hurt other people and violate social expectations or standards. The value **security** (10) represents societies', relationships', and individuals' safety, harmony, and stability. (Schwartz 2007, 1-2; Schwartz, Melech, Lehmann, Burgess, Harris, Owens 2001, 521.)

This circular diagram (see figure 5.) describes how the values' motivational goals differ from each other or are similar. Those values which are close to each other in the diagram have similar motivational goals and those which are far away from each other have opposite ones. (Schwartz 2007, 2.) All the attributes seen in the outer perimeter of the diagram, are the same as in the questionnaire of the research this study is based on. Those attributes that are marked in red have direct connections to the theory and the blue ones are formed from the theory by a principal lecturer of Sport Business School Finland Kari Puronaho. This model of the theory of Schwartz's human values can

be used universally to make sure that those values that are compatible are targeted rather than incompatible ones (Schmitt 1999, 180). The empirical support for this theory is from 1970 studies in 44 countries with 25000 respondents (East, Wright & Vanhuele 2013, 114).

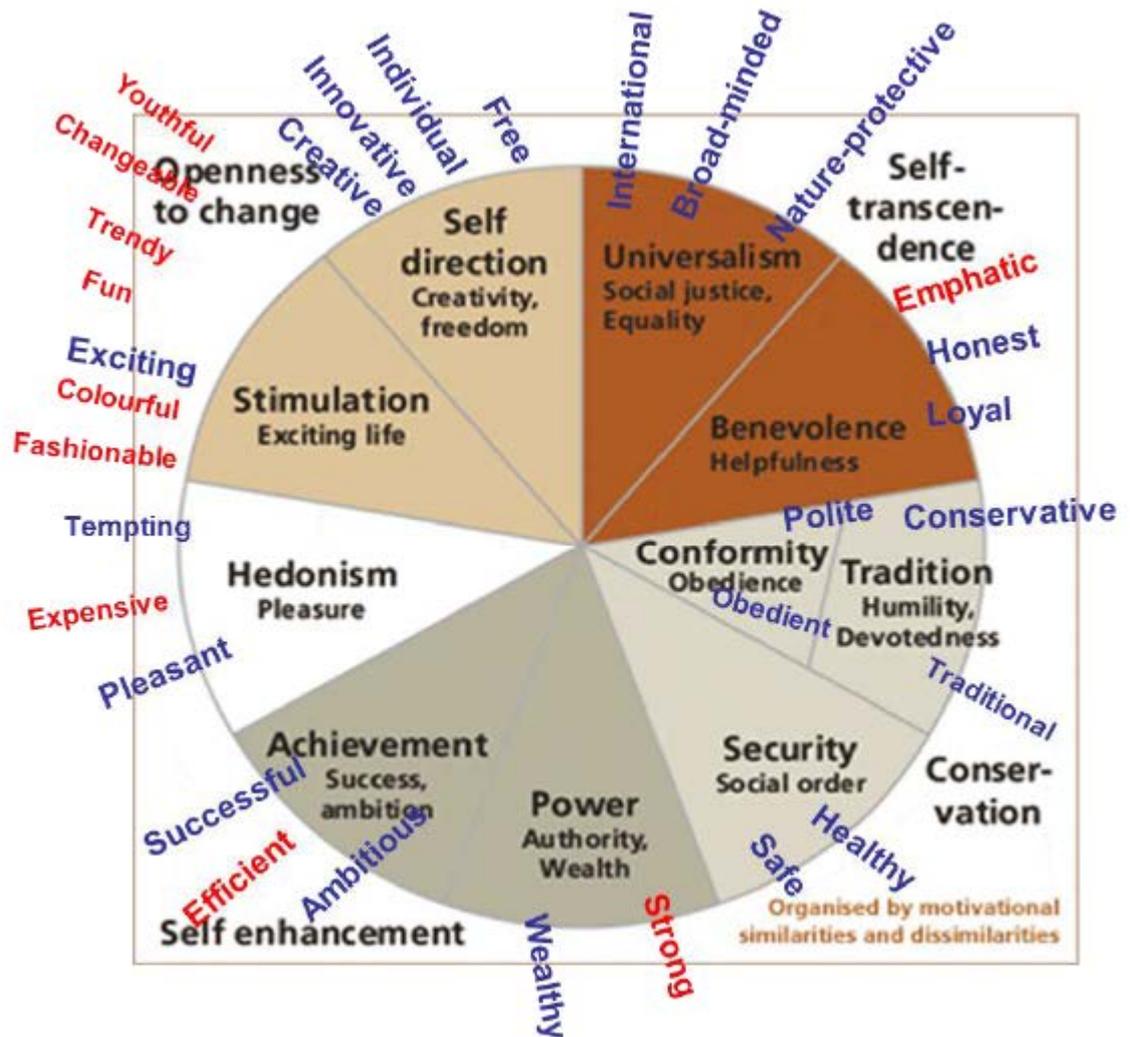


Figure 5. The theoretical model of ten motivational types of values added with the main attributes used in the ice hockey fan research (Kuusmanen 2011, 25)

Schwartz has summarized the structure with two orthogonal dimensions. The first is self-enhancement versus self-transcendence which means that the values of power and achievement oppose the values of universalism and be-

nevolence. Power and achievement emphasize pursuit of self-interests when universalism and benevolence focus on welfare and interests of others. (Schwartz 2007, 3.)

The second dimension is openness to change versus conservation. Self-direction and stimulation oppose security, conformity, and tradition values. Both self-direction and stimulation emphasize independent action and readiness for new experiences while security, conformity, and tradition emphasize order and self-direction resisting change. (Op. cit. p. 3.)

The changing of human values

Life circumstances have an effect on people's values. These factors are age, gender, and education. People upgrade and downgrade their values.

(Schwartz 2007, 5.) When people begin to age they become more engaged with social networks and start appreciating stability more than before. Having a family makes people more concerned about other people's welfare. This age factor correlates negatively with self-enhancement values but positively with self-transcendence values. (Schwartz et al. 2001, 533.)

Gender can impact people's values. Kuosmanen points out that according to Chodorov's psychoanalytic theorists, females are more connected to each other than males. Males are more individualistic and self-directed. Bakan mentions that females embrace more person-focused roles whereas males want more task-oriented roles for themselves. Societies also typically drive boys and girls reaching for different life goals which are usually strongly connected to human values. People have a growing need to manage with life what requires education and may decrease the importance of security values. Achievement values correlate positively with education. (Kuosmanen 2011, 25-26.)

The theory of four quarters of values

According to Aaltonen and Junkkari (2003, 81), values can be divided into different kinds of groups. Some values are more mundane and functional while some others focus on ethics and aesthetics. Some are grouped around power

and achievement, and some combine pleasure and stimulation. There are universal values and values that respect traditions, social aspects, or justice. There are also values of freedom and goodwill.

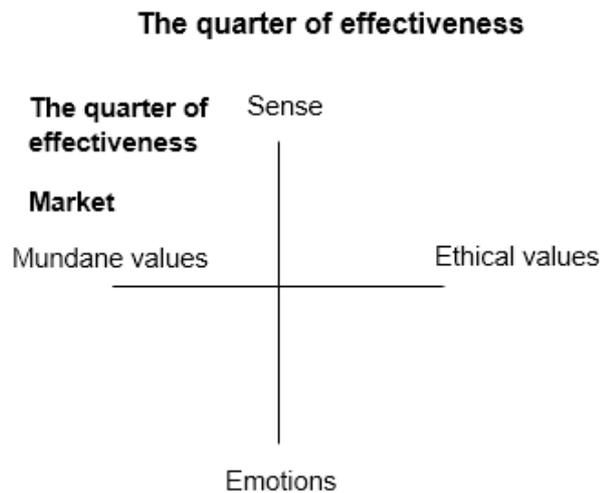


Figure 6. The quarter of effectiveness (Aaltonen & Junkkari 2003, 82)

Values can be divided into four quarters. The line between mundane and ethical values crosses the line of sense and emotions (see figure 6.). These lines make up four different quarters. Each quarter has its own standards and way of life. The first quarter is called effectiveness quarter where values are functional and mundane. They are implemented by the rational operations and systems. This quarter is a traditional business life quarter, “the quarter of hard values”. It takes care of different rational systems and that they are profitable. In accordance with the old division, this was called a marketplace where the market forces affect. This quarter’s effectiveness has increased a lot. For example, governments have transferred their duties to market forces. (Op. cit. p. 82-83.)

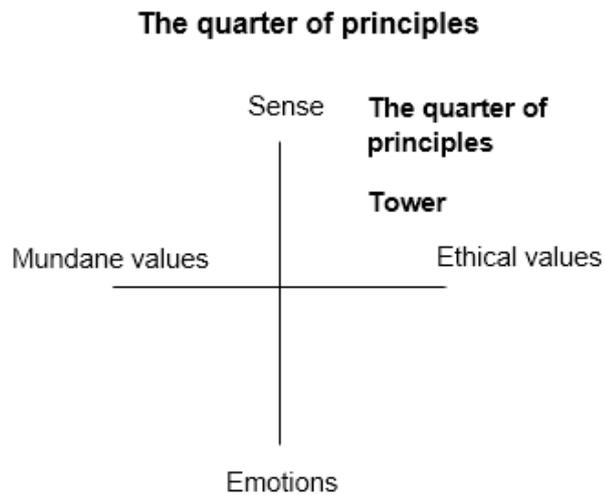


Figure 7. The quarter of principles (Aaltonen & Junkkari 2003, 85)

The second one (see figure 7.) is the quarter of principles where the values focus on the ethics side. Values are approached in a rational way by creating systems and rules. This is a quarter of social activity in which the order, national safety, countries' and municipalities' matters. Common projects are organized from this quarter which was particularly strong when the welfare state and its social security systems were built. According to an old division, this quarter was called a Tower. (Op. cit. p. 85.)

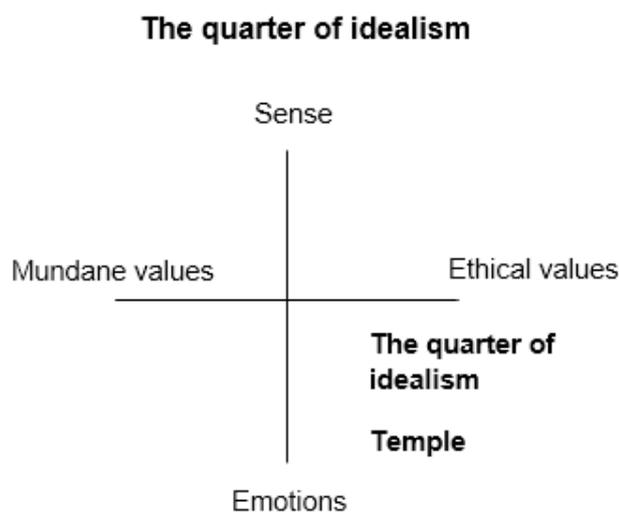


Figure 8. The quarter of idealism (Aaltonen & Junkkari 2003, 88)

Next follows the quarter of Idealism (see figure 8.) in which the emotional side is highly appreciated. The values of this quarter focus on ethic and especially on aesthetics. Beliefs are based on education and moral more than in written rules. This quarter includes non-profit organizations, charities, schools, churches, and companies that have invested in particularly high ethics. This quarter was called a temple according to the old division and it has always been a birth place of the values of communities. More recently, it has lost its power to the effectiveness quarter. This is also a quarter of beauty and art in which aesthetics and harmony are experiences for the most part and phenomena are found beautiful or ugly. A person cannot learn to sing even if he or she had a command of all the singing muscle functions. For the basis of art, there is a need for technology, but big innovations require more than just technology. They need inspiration, vision, sensation, emotion, and maturity. (Op. cit. p. 88.)

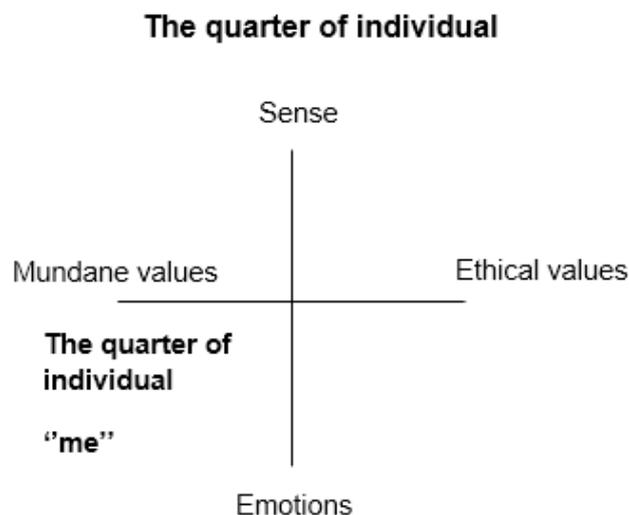


Figure 9. The quarter of individual (Aaltonen & Junkkari 2003, 91)

The fourth one (see figure 9.) is an individual quarter where values are mundane and functional more than ethical. According to Aaltonen and Junkkari, this quarter could also be called as a "me-quarter" or a quarter of individuals'

basic needs. Individual quarter is located in the side of emotions and experience in people's life. Values that correspond to the battle of existence or survival and our need to experience satisfaction can be placed in this quarter. Individual quarter is the oldest of all the quarters. Aaltonen and Junkkari state that one could say that this is the "quarter of life" which includes big emotions and feelings and lot more joy and sadness than the quarters of rational effectiveness and principles. This quarter's existence has been tried to eliminate by the rules and guidelines. (Op. cit. p. 91.)

3.4 Co-branding

Branding is a very important part of business operations. It differentiates products and services from competitors and makes them unique. It also makes it easier for employees to attach themselves to companies' internal culture if the branding process has shaped it. Branding enhances business efficiency and profitability, and improves the intellectual advantages of the business.

(Ellwood 2002, 1.) To understand what makes marketing cooperation efficient, it is necessary to explore the components of the branding process, the image profiles brands have created, and the cooperation process with sport organizations.

Branding process

The word brand can be seen as a summary of the sentence "encouraging customers to **Buy Regularly And Never Desert** in favor of a competitor's brand" (Kotler & Keller 2009a, 421). A brand is a product or a service which satisfies the same needs as the products of competitors but it is different in a way that makes it unique. Differences can be functional, rational, symbolic, or emotional. A brand can also be a name, a logo, an image, a design, or a symbol, or a combination of these factors which are designed to identify a product, a service, a person, or a place. The brand should be augmented in a way that the customers perceive some added value that suits to their needs. (Op. cit. p. 276, 425.)

A brand can be seen as a personality. It is defined as the set of human characteristics associated with a specific brand. The personality can be described by demographics, lifestyle, or human personality traits. For example, Pepsi as a brand is young, spirited, and exciting. (Aaker 1996, 141-142.)

There are three parts of branding that describe its importance in business. First of all, a brand is an image. It is a synonym to the things that a company stands for, and it should reflect the company's image. A brand is also a message. It gathers all the company's messages and information that it communicates from advertising to customer interactions. Thirdly, a brand is a promise for the customers. Every brand offers something for customers that reply to the promise of what the brand stands for. Customers should be able to trust the brand to deliver something that meets their expectations. (Gunelius 2008.)

The name of a brand is really important when it comes to branding. There are several things that make a brand name good. First of all, it should have positive association, be memorable, and easy to pronounce. The name should suggest product benefits and be distinctive. It should also be transferable and not offend any registered brand name that already exists. (Week 5 – Business to Business Marketing 2012.) An example of the brand name created via marketing cooperation is a Finnish community center, the Hartwall- arena. The Finnish soft drink company Hartwall has been a name sponsor for the arena since it was built in 1997. (Hartwall Arena, n.d.)

As said before, the purpose of branding a product is to differentiate it in some way. Building a brand has an effect on consumers' behavior by increasing their attendance, participation, or merchandising sales in sports. Before these actions can happen, there are several things in the branding process that have to be achieved first. This process is shown in figure 10. (Shank 2009, 209-210.)

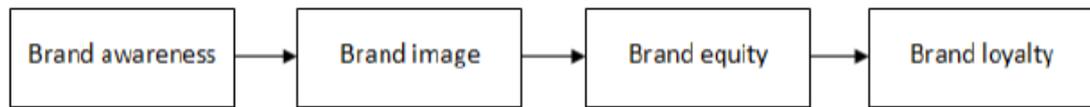


Figure 10. The branding process (Shank 2009, 211)

In order for consumers to recognize and remember the name of a brand there has to be **brand awareness**. A consumer's mind is full of depictions of brands, and awareness refers to the brand's strength of presence in the consumers' minds. When the awareness reaches a consumer's desired objectives, the brand image can be addressed. Before buyers can understand the image of the brand that a marketer is trying to display they must be aware of the product. (Shank 2009, 210; Aaker 1996, 10)

After brand awareness has been created, the company can focus on its marketing efforts to develop a **brand image** (Shank 2009, 210). A brand image carries not just a mental image but also an emotional value. A brand image should embody an organization's mission and vision. For a positive brand image, the main points are a unique logo, a catching slogan, and key values. Companies strengthen their brand images by using advertising, word of mouth publicity, packaging, and other promotional tools. (Brand image – meaning and concept of brand image 2013.

A brand image creates the way the communication receiver sees the company. The development of the technology, the actions of the competitors, and the changes in the society are things that come from outside of the company and have an influence on the company's brand image. (Lindberg-Repo 2005, 67-68.) A company cannot always decide on what kinds of elements its brand image consists of. These elements are, for example, values, prejudices, rumors, attitudes, and beliefs. However, there are also things that a company can affect and those are the information, experiences, and knowledge of the company and its products. (Vuokko 2002, 111-112.) Organizations' cooperation with sport events can strengthen their brand image via those sports entities that reflect the desired image (Shank 2009, 342).

Brand equity is the total perception of a brand. It includes the relative power of products and services, customer loyalty, satisfaction, financial performance, and overall esteem toward a brand. It is an overall picture about what employees, consumers, customers, and all stakeholders think about a brand. A company should try to improve the brand image given to customers all the time even if there are lots of every day routines that get in the way. (Knapp 1999, 3.) If sport product's brand equity level is high and consumers are pleased with a brand, they will continue purchasing the products of that brand and become loyal to it. (Shank 2009, 211).

Brand loyalty refers to repeat purchase or a constant preference of one brand over its competitors in a particular product category. Loyalty includes positive attitude toward a brand. It is based on a belief that a brand makes products better than those of its competition. In that way brand loyalty is one of the most important things for the sport marketers. Companies want their products to satisfy consumers' needs. Also, decision making in stores should become a habit, not a broad evaluation between competing brands. (Shank 2009, 215; Solomon et al. 2008, 146.)

East, Wright, and Vanhuele state (2013, 27) that there are three different types of loyalty behavior that consumers can show. The first one is that when they buy several brands in a category, consumers can give a high share to one of them. Second, consumers continuing to buy the same brand for a long time is called retention. The third type is that they can recommend a brand and recruit new customers because of that.

Companies are very willing to find and keep those customers who show these three forms of loyalty – share, retention, and recommendation. There is also another aspect to loyalty: the feeling that customers have about brands. It means that people are satisfied with a brand, committed to it, and, in the case of business and service suppliers, they trust and are dependent upon them. (East et al. 2013, 27.)

How customers then make the decision between different brands? They tend to estimate which offer will deliver the most perceived value and act on it. (Kotler & Keller 2009b, 161.) If customers are satisfied with the purchase and the expectations are fulfilled, it is likely that they make the same decision again. "Satisfaction is an important driver of customer loyalty" (Hawkins & Mothersbaugh 2013, 626). Nowadays, consumers are very value-conscious, sophisticated, and there are multiple brands offering satisfaction. That is why producing satisfied customers is so necessary for marketers. On the other hand, it is not sufficient for many of them, so they concentrate on producing committed or brand-loyal customers. (Op. cit. p. 627.)

Image profile

In order to function better, brands construct specific cultural images that are based on social values (Carù & Cova 2007, 154). According to Codeluppi, all the major global brands use communication tools to build a specific world around their products. That extremely intriguing and seductive world is autonomous and refers only to itself. Codeluppi says that these communication worlds of brands have been called "the possible worlds of the brand". These worlds are mainly fictional, internally coherent, highly differentiated from the similar worlds of the competing brands, and selective of their specific audience. The brand does not construct the possible world alone but it is the consumers who by subscribing to the imaginary construction set by the brand attribute an existence to this world. (Op. cit. p. 156.)

What brands really define according to Codeluppi, is a true and proper cultural image, which cannot be constructed, but develops by appropriating a portion of the wider social imagination. Brands first pick some specific value and then use the different forms of traditional communication, the design of the visual-verbal elements of identity, product design, co-branding initiatives with other brands, Internet sites, and employees to build around this value a communication-based reality that appeals to have an equally specific identity. The image of a brand is weaker without a foundation of a social value. Brands are not able to create new values, they can only reinforce those that already exist, and consequently seek to acquire one of these values. (Op. cit. p. 156-157.)

Sport shoes- industry is a good example of using social values as the base of the image of a brand. Nike and Adidas have both been big international brands since the middle of the 20th century. Back then, Adidas concentrated on professional runners while Nike focused on amateurs. Nike succeeded better because it had stopped showing the quality in its adverts. The brand simply presents values and cultural models such as individual's need for a challenge, the lack of interest in others, and the test of physical and mental limits. Today, Adidas has relaunched its image so that it competes directly with Nike by using the same type of advertising language as Nike does. It is innovative and engaging, but communicating almost the opposite value-based world. While Nike has exploited an egoistic view of individual challenge, Adidas has proposed a model depending on professionalism and competence. (Op. cit. p. 162.)

All sport brands represent behavioral models that spread throughout society. They can be called value-based brands – brands that act in a social context by which they are influenced and which they influence through the social values they have appropriated. What happens is that consumers recodify the brand messages based on experience and on the symbolic functions undertaken by the product. These images proposed by sports brands therefore play very important social role today. (Op. cit. p. 164.)

Positioning is an important part of profile image. It means “*developing a marketing strategy aimed at influencing how a particular market segment perceives a good or service in comparison to the competition.*” (Solomon et al. 2008, 220.) Positioning includes all the actions that help to add some competitive advantage to consumers' minds. It is about everything that the name of the brand means to the consumer. The meaning of positioning is not to create a new image of the product but reinforce the image that already exists. There are different types of the images of a brand (position) that consumers have. They are based on, for example, product characteristics, comparing to the competitive products, the advantages the customer gets, pricing, the name of a brand, the personality of a brand, the persons connected to a brand, and the geographical location of a brand. (Laakso 2003, 150; 162.)

The success of a target marketing strategy depends on the ability of marketers to identify and select a proper market segment. After that, they have to make a marketing mix which will effectively target the members of the segments by positioning their products to appeal to that particular segment. Four steps of developing a positioning strategy include analyzing competitors' positions, offering a good or service with a competitive advantage, matching elements of the marketing mix to the selected segment, and evaluating the target market's responses and modifying strategies if needed. (Solomon et al. 2008, 220.)

Marketing cooperation between companies and ice hockey

Marketing cooperation is a good channel to relay positive news and a very important element in building a good corporate image. Image Match has defined it as investing in some activity that has been found useful or positive for the invocation of its commercial value or for developing it. This definition combines companies' want to support sport and the want to get commercial value from the cooperation. Via cooperation, a company "gets a face" for their operations and it may even get a "soul". (Sponsorointiyhteistyö – Huippu-urheilija.fi 2013.) The greatest benefits that companies are seeking via cooperation include revenue in growth, an improved corporate image, and increased brand equity as a result of wider consumer awareness (Sponsorship and Sport – A marriage of convenience 2012, 11).

Understanding marketing cooperation in the right way can make a brand better, attract new customers, hide bad news, motivate employees, and displace rivals. On the other hand, it might include disappointments, such as injured players or failure of a team. (Sports sponsorship: A sporting chance 2007, 1, 25.) A good example of that is when Finland's national team won the World Championships in 2011, their sponsors were happy about the success, but at the same time, they were disappointed with the players' behavior after drinking alcohol in the winning party (Leijonien sponsorit tuomitsevat töröttöilyn 2011).

According to Amis and Cornwell, Robinson (2003), has identified six categories of marketing cooperation: events, individuals, teams, competitions, venues, and sport development schemes (Amis & Cornwell 2005, 113). In ice hockey, those areas can be, for example, the World Championships, a specific ice hockey team such as Finnish league team Pelicans from Lahti, a special competition like a KHL- game, a specific ice hockey arena like Synergia Arena in Jyväskylä, and a special ice hockey player such as Teemu Selänne.

Finding the right type of marketing cooperation opportunity is important but not easy. The brand has to match, the audience has to be correct, and the price must be right. (Sports sponsorship: A sporting chance 2007, 1, 25.) The specific facts about the object help choosing the right sponsor or sport. These facts can be, for example, the values or the image of the organization or sport. (Sponsorointiyhteistyö – Huippu-urheilija.fi 2013.)

As an example of team marketing cooperation, an ice hockey team offering marketing cooperation for companies, NHL- team Chicago Blackhawks has defined on their web- pages what they can offer to the marketing cooperation partners. Via them it is possible to increase brand visibility, personality, and values; drive sales and differentiate products from competitors; cause marketing; entertain clients and create experiences; and improve employee recruitment and retention. (Chicago Blackhawks Corporate Sponsorships n.d.)

Finnish national team “Leijonat” is the most sponsored sports team in Finland. For example, the Finnish beer brand Karjala, the Finnish lottery Veikkaus, and a Finnish mobile phone operator company Elisa have a strong marketing cooperation relationship with them. (Leijonien sponsorit tuomitsevat törttöilyn 2011.) The team offers a lot of visibility, for example, in their games, on the web pages, and in their equipment (Leijonat.fi 2013).

Product fit has been identified as the main driver of the success of a cooperation deal for the company concerned. With the help of that, it is easier to draw a direct link to the consumers’ mind from a brand and a sport. For example, Nike is willing to pay for the soccer player Cristiano Ronaldo millions of dollars

in a year to advertise soccer shoes because he is an elite performer within his respective sport and the link between the product, the brand, and the company is obvious. (Sponsorship and Sport – A marriage of convenience 2012, 11.)

There is no obvious link between a sport and a company in all cooperation deals. For example, there was only one sponsor at the London Olympics 2012, Adidas, which was linked to sports. In that kind of events cooperation, exposure can be passive and exploit the “mere-exposure-effect”, which is a phenomenon whereby, in this situation, consumers develop a preference for something only for the reason that they are familiar with it. (Sponsorship and Sport – A marriage of convenience 2012, 11.)

Sponsored perimeter hoardings or logos printed on the playing surface can be categorized as the subtle exposure. It creates a more indirect form of persuasion than traditional adverts and reduces the risk of consumers being upset from being told what they should buy. The idea and hope is that consumers do not think about it as advertising but are positively affected by a brand. (Sponsorship and Sport – A marriage of convenience 2012, 11.)

Marketing cooperation really means cooperating. Both of the parties need to understand and respect each other. The athlete, team, or sport need to be conscious of the ideology and the principles of the organization so that the cooperation can be fruitful. The organization must be aware of the values and image of sport so that they know the sport suits their needs. Via successful marketing cooperation both the sport and organization can benefit a lot. (Sponsorointiyhteistyö – Huippu-urheilija.fi 2013.)

The seven keys to effective marketing cooperation

David Aaker and Erich Joachimsthaler list seven guidelines (see figure 11.) that should make marketing cooperation effective in their brand theory. The first one is to **have clear communications objectives for the brand**. There are three types of communication objectives that a marketing cooperation strategy should be responsive to. Those are visibility and awareness, association development, and relationship development. The process of understand-

ing those objectives clear starts with the understanding of a brand essence, extended identity, core identity, and value proposition. It should be decided whether the goal is to enhance existing owned associations, change existing association, or maybe both. The driving power for the marketing cooperation strategy should be the knowledge of the associations that are necessary.

(Aaker & Joachimsthaler 2000, 223.)

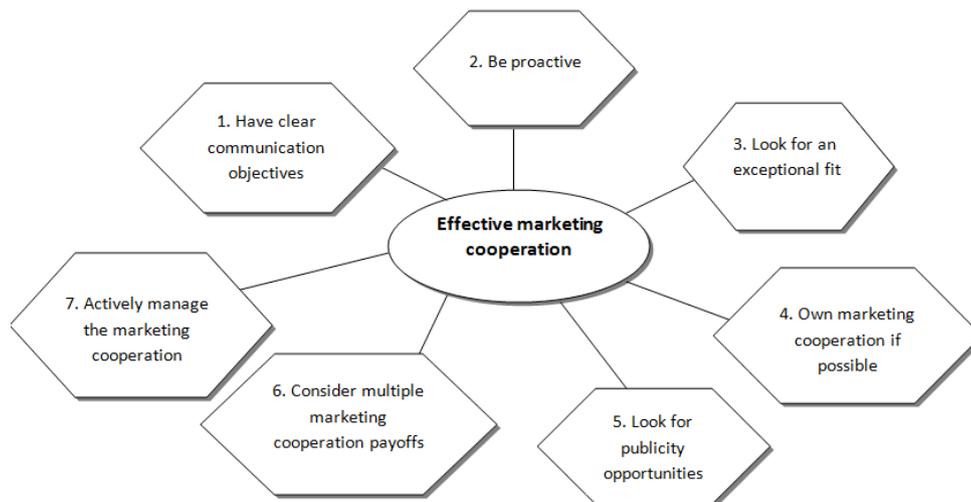


Figure 11. Seven Keys to Effective Marketing Cooperation (see original figure: Aaker & Joachimsthaler 2000, 223)

The second guideline is to **be proactive**. Some firms get thousands of marketing cooperation requests every year what arouses temptation to simply choose one of them. This selection should be managed proactively by listing possible choices. These choices should fit well in the criteria that have been set for a marketing cooperation selection. The useful way to screen marketing cooperation options is to reflect different kinds of marketing cooperation opportunities to the personality of a brand. An important question is if a cooperation opportunity fits in a brand identity. It is necessary to find out the associations of the core identity the marketing cooperation would develop. There should also be a clear picture of the degree of the interactivity the cooperation

provides; to what extent does the cooperation provide an opportunity for a brand identity to use experience. (Op. cit. p. 223-224.)

Looking for exceptional fit between an event and a brand is always much better than just a good fit. When the fit is exceptional the product can, for example, be demonstrated in a way that is essential to the core essence of the marketing cooperation. Exceptional fit is something that makes it easier for sponsors to link themselves to the event or product. (Op. cit. p. 225.) For example, a sport clothing company can support ice hockey team by providing uniforms to the players.

The fourth thing is **own marketing cooperation**. In creating a successful marketing cooperation, the key role is to connect the brand to the event associations. This becomes easier when the brand is an inseparable part of the event itself and the key is not to own the sponsored event just during it but also over time. According to Aaker and Joachimsthaler, this ownership has several effects:

- a. *Consider focusing on one or a few events rather than forming a loose association with many.*
- b. *Go for long-term relationships and contracts; beware of situations where, if it works out well, a competitor can move into your place.*
- c. *Consider a named marketing cooperation.*
- d. *Beware of marketing cooperation clutter.*
- e. *Consider the threat of ambush marketing, and have a plan to deal with it. (Aaker & Joachimsthaler 2000, 225.)*

Look for publicity opportunities is the mark of the most effective marketing cooperation. The budgeted cost of effective marketing cooperation exists helping in fully exploiting event's potential and connecting the event and the brand. Publicity helps in achieving brand-building objectives in a more efficient and effective way. An event or a product demonstration strategy having publicity potential within some event means that there is no need to create a new event because it already has an inherent interest. (Op. cit. p. 225.)

Consider multiple marketing cooperation payoffs means that marketing cooperation parties create an exposure and strengthen certain brand associa-

tions in order to pay for themselves. There are also other ways to achieve meaningful brand-building objectives. These are demonstrating new products, providing event experience to key customers, interjecting the brand into the customer and event bond, and mobilizing the organization for brand-building. Big brands that have a lot of financial resources benefit more from marketing cooperation than smaller brands because property rights are usually too high for small ones. To make marketing cooperation more profitable there is a need for considering co-marketing with other strong brands. (Op. cit. p. 225-226.)

An effective marketing cooperation does not happen just like that so **managing the marketing cooperation actively** is important. The goals of the cooperation have to be in mind, programs should be placed to achieve those goals, and results should be measured. A co-brand has to be created by using consistently a composite logo, and brand awareness as well as associations should be actively created so that the marketing cooperation can be a co-branding experience. The co-brand is the final advantage of marketing cooperation. (Op. cit. p. 226.)

4 Research implementation

The material of this thesis was gathered at the IIHF World Championships 2012 and 2013. The study process is explained in practice and the research methods used in the study are presented in this chapter. The sampling and the structure of the questionnaire are also covered and at the end of this chapter the reliability and validity of the study are evaluated.

4.1 The process basis

The research was conducted in the hockey garden next to the Hartwall Arena at the Helsinki World Championships on May 8th-10th 2012 and next to the Globe Arena at the Stockholm World Championships on May 10th-13th 2013. Both of these IIHF Ice Hockey World Championships were co-hosted by Finland and Sweden. The meaning of this value research was to collect data for creating the perceived brand profile of ice hockey. The students and supervisors of JAMK University of Applied Sciences conducted the study with the help of HAAGA-HELIA University of Applied Sciences. There was a group of twelve students in Helsinki and a group of sixteen students in Stockholm collecting the data. This data collection took three days in Helsinki and four days in Stockholm.

Data was collected mainly in pairs using iPads. The results were saved in the Webropol- data collection system. Online data collection made it possible to coordinate the collection in real time and continuously. It also allowed managing and redirecting the data collection process. Sometimes during the research process it was necessary to use the offline mode for making sure that weak Internet- connection would not have caused a risk for the process.

The practical field work started every day with a briefing where all the principles and goals of the study were gone through. Between the data collection periods there were held short meetings. Every data collection day ended with

debriefing session where data collectors were encouraged to give feedback about the collecting process to improve field work coordination.

The length of an interview was approximately 5-7 minutes and it had to be mentioned to the interviewee. Data collectors first introduced themselves and then let the interviewee know why they were doing the survey and what it was about. The data collection was targeted to people that were not doing anything specific, because they had more likely time to attend to the research. People were approached through a natural conversation so that they would not feel uncomfortable answering to the survey. When approaching bigger groups, it was also used paper questionnaires to interview as many people as possible at the same time. The respondents filled the questionnaire mainly independently with the supervision of the interviewer. Some respondents needed help in filling in the questionnaire. At the end the interviewers thanked the respondents and went to find new ice hockey fans to interview.

As a total, 762 respondents answered to the survey. In Helsinki, it was reached 311 respondents that included 241 Finnish respondents and 70 foreign respondents who represented 14 different countries. In Stockholm, 451 respondents were reached representing 23 different countries.

4.2 The quantitative method

The quantitative method used in this thesis tries to generalize phenomena. The basic idea is to study a small group, sample, representing a larger group called population. Quantitative research is based on positivism that emphasizes the reliability, justifications, and unambiguity of the information. Positivism aims at the absolute and objective truth and it is based on measuring. (Kananen 2008, 10-11.) The quantitative method was chosen as a research method to this specific research because of the extensive number of the respondents. Using a structured questionnaire made it easier to analyze such an extensive number of collected data.

In quantitative method there is found a problem that is about to be solved in a research process. After finding a problem it has to be thought about what is necessary information to be collected to solve the problem. The next step is finding out where the information could be found and how it could be collected. After that a method for collecting the data is chosen and the questionnaire is structured. After the questionnaire has been tested, the data will be collected, recorded, and checked. (Kananen 2008, 11-14.)

Questionnaire: design, content, and structure

The questionnaire is made by Sports Business School Finland. It is a two-sided questionnaire that includes questions about ice hockey fan values added with ice hockey fans' perception of ice hockey brand image and motives to attend the event. The whole questionnaire is based on Shalom Schwartz's theory of human values. (See appendix 1 & 2.)

The questionnaire is structured apart from the first two questions; the respondent's age and nationality, which were asked with an open question, so that the answers could be easily classified in groups. Age, gender, and nationality are the background variables of the survey. These variables describe the structure of the target group. In this study, the age is categorized in four groups, but it will be covered more deeply in the fourth chapter.

The first page includes variables about characteristics that describe ice hockey. This section is about ice hockey image profile. A respondent has to rate how strongly the following adjectives are related to the brand image of ice hockey in the mind of the respondent on the scale of one to seven. The number one means no relation to ice hockey and the number seven means strong relation to ice hockey. There are altogether 39 adjectives to rate. A questionnaire structure used in this part is called Likert Scale. It is a method of making quantitative value to qualitative data; to make it amenable to statistical analysis. A numerical value is assigned to each potential choice and the most important figure for all the responses is computed at the end of the survey. (Kananen 2008, 21-22.)

The second page is about Schwartz's ten human values. (See page 30) The respondent has to tell how much the person is like him/her. The method used in this part is called the 6-scaled semantic differential. (Kananen 2008, 27.) Respondents have to choose the best option between two extremities. This section allows creating a basic profile of an ice hockey fan. In this survey, it is used for finding out the main values of the ice hockey fan; for example, whether the respondent thinks that the safety of his/her country is very important to him/her. The options are very much like me, like me, somewhat like me, a little like me, not like me and not like me at all. The first and the second part of the questionnaire can also be analyzed as a unity. In that case, the values and the image of ice hockey of one specific respondent are discovered.

The method that the semantic differential- part is based on is called the Portrait Values Questionnaire (PVQ) which is developed by Shalom Schwartz. It comprises ten basic values that guide behavior: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. This method is based on the Schwartz Value Survey (SVS) that has been tested more than in 60 countries. It comprises the same ten dimensions as the PVQ. These value dimensions are assumed to be arranged according to a circumplex model. (Hinz, Brähler, Schmid & Albani 2005, 186-187.)

Sampling

Population means the segment that the phenomenon under research resonates and about which conclusions are drawn in the survey. Population answers to the question: what is the specific group of people the survey is about. A sample means a group of people that represents the population. (Kananen 2011, 65.) The population in this research was the ice hockey fans in the fan zone of the Helsinki Ice hockey World Championships 2012 and the Stockholm Ice hockey World Championships 2013 who had arrived to the area for pleasure.

A method called convenience sampling is used in this survey. It is a non-probability sampling technique wherein subjects are selected because of their

convenient accessibility and proximity to the researchers. This is an easy way of sampling because it is fast, inexpensive, and the subjects are readily available. (Kananen 2008, 75.) In practice, the data collectors chose every tenth person passing by to be interviewed in the fan zones. If the person the data collectors encountered did not want to take part in the survey they were supposed to choose the next tenth person passing by. Taking part in the survey was voluntary and the respondents had a chance to end the questionnaire any time they wanted to. The problem with the convenience sampling was that there were not so many people in the fan zones all the time. It caused situations where it was necessary to choose more than every tenth person walking in the fan park to get enough answers.

The respondents had to be over 18 years old, ice hockey fans, capable of conducting a focused research interview, and not working in the area at that moment. They also had to be able to speak Finnish or English properly. By these factors it was made sure that the sample is valid. It was not so easy to choose the right persons to interview. In some cases, it was noticed too late that the respondent was not capable of concentrating to the research process, or he or she was working in the area. In these cases the interviewing process was stopped politely.

In Stockholm, the idea was not to interview any Finnish people, only foreign people. The different nationalities, gender, and age distribution were taken into account by choosing different kind of people to interview with relation to the amount of them in the fan zones. For example, it was reached more male respondents answering to the survey, because there were more men than women in the fan areas.

4.3 The reliability and the validity of the research

The idea of research is to get as truthful and reliable information as possible. Scientific research has to be objective. It is difficult, because there are a lot of variables in the research such as the phenomenon behind the research, the researchers, and the used methods. The concepts, methods, prejudices, be-

liefs, and methodological know-how vary a lot between researchers, so there cannot be fully objective discoveries. The chosen methods always influence the study results. It is the main reason why it is necessary to estimate the reliability of a study properly when planning the research and choosing the methods. (Kananen 2008, 78.)

In quantitative research, evaluating the reliability of the study is one of the most important parts of the process. Validity and reliability are two concepts that have to be taken carefully into account when assessing a research. **Reliability** means that if the research was repeated, the results would be the same. In the other words, it means the stability of the results. The results cannot be due to a coincidence. Validity means that the research measures the things it was supposed to. (Op. cit. p. 79.)

Reliability consists of two factors: stability and consistency. **Stability** measures how the barometer sustains in time. The measured phenomenon can change in time. Therefore, if the results change it does not automatically mean wrongly measured barometer. Stability can be affirmed by repeating the research in the future. (Op. cit. p. 80.) This type of research has been conducted twice at the Ice Hockey World Championships. Exactly the same questionnaire and methods were used in both of them, so the stability and reliability were taken into account in that way. There were people from different countries in both the World Championships, which is why it is also compared the results between different nationalities in this study.

Consistency means the components of the barometer measuring the same thing (Op. cit. p. 80). In this study, there were opposite attributes to measure if the respondents relate them logically to ice hockey. If the same person, for example, answered that expensive is strongly (5-7) related to ice hockey and also marked that the attribute cheap is strongly related to ice hockey, it is evident that the respondent has not thought about the subject properly. The same questionnaire has also been used at the Fifa World Cup 2010 and at the Neste Oil Rally events during the last few years. The consistency of this re-

search can be evaluated by the fact that the consistency of the barometer has been confirmed in those researches.

Validity can be divided into external and internal. The **external validity** means the generalization of the results. Everything is correct if the sample used in the research is equivalent to the population (Kananen 2008, 80). In this research, it was impossible to identify the demographics of the target populations. On that account, the results of this sample cannot be properly generalized to the whole population. Using convenience sampling was also somewhat problematic as told before because of the scarcity of people in the fan zones. But anyway, we can still make evaluations based on these two sets of data collected in Helsinki and Stockholm, because the samples were so extensive and the results are quite similar.

Internal validity measures the reliability of the research process. The barometer has to be specifically formulated with its components and structure properly defined. It is impossible to show in practice if the internal validity holds, but accurate documentation about the research process and exact definitions of the concepts and theories behind the phenomenon decrease the factors that can weaken the internal validity of this study. (Kananen 2008, 81-84.) Consequently, the validity of this study was mainly confirmed by basing the results on the theories.

5 Analyzing the results

This chapter introduces the results of the research. It presents the profile of the respondents and attributes that they have related the most and the least to ice hockey. The differences and similarities between different nationalities are covered and the image profile of ice hockey is also introduced.

5.1 Background variables

In this study, the respondents are divided in three groups: Finnish, Swedish and other respondents. The results of the Finnish respondents are based on the data collected at the Helsinki Ice Hockey World Championships 2012. When it comes to the Swedish respondents, the results are based on the responses gathered at the Stockholm Ice Hockey World Championships 2013. The results of the group “other respondents” consist of data collected both at the Helsinki World Championships 2012 and Stockholm 2013. It includes all the respondents that are not from Finland or Sweden representing 26 different nationalities (see table 2). In this study, the Finnish respondents are compared to the Swedish respondents and to the group of the other respondents.

As it can be seen from table 1, most of the respondents were 18 – 49 years old. In Finland, there were also a lot of older people. There were not that many people older than fifty years in the group of other respondents. The reason might be that it is not that easy for old people to join the event outside their own country when it requires a lot of travelling. In Sweden, the biggest part of the respondents was between 18 – 29 years and there were only few people older than fifty years.

Table 1. Age**2012 Finnish respondents**

Age	n	%
18-29	92	39,3
30-39	44	18,8
40-49	50	21,4
50+	48	20,5
Total	234	100.0

2013 Swedish respondents

Age	n	%
18-29	81	45,5
30-39	38	21,3
40-49	43	24,2
50+	16	9,0
Total	178	100.0

Other respondents

Age	n	%
18-29	165	49,5
30-39	100	30,0
40-49	50	15,0
50+	18	5,4
Total	333	100.0

At the Helsinki World Championships 2012, there were interviewed respondents representing fifteen different nationalities. Table 2 shows that the European ice hockey fans were mainly from Finland, but also from Belarus, Czech Republic, Ireland, Denmark, the Netherlands, Sweden, Slovakia, Switzerland, and Russia. Most of the foreign respondents were from Switzerland and Slovakia. Outside from Europe there were few respondents from Canada, Australia, Iraq, and USA.

Table 2. Nationality

2012 Helsinki		2013 Stockholm	
Nationality	n	Nationality	n
Finland	239	Sweden	180
Switzerland	43	Switzerland	85
Slovakia	12	Denmark	40
Canada	3	Norway	40
Belarus	2	Czech Republic	18
Czech Republic	2	Germany	15
Ireland	2	Canada	12
Australia	1	Slovenia	11
Denmark	1	France	8
Iraq	1	Belarus	7
Netherlands	1	Russia	6
New Zealand	1	British	5
Russia	1	Hungary	4
USA	1	Italy	4
Sweden	1	Finland	3
Total	311	Belgium	2
		Austria	1
		Japan	1
		Latvia	1
		Netherlands	1
		Serbia	1
		Spain	1
		USA	1
		Total	447

People from 23 different countries were interviewed at the Stockholm World Championships 2013. In addition to Swedish people, there were a lot of fans from other European countries (see table 2.): Switzerland, Slovenia, Russia, Norway, Italy, Hungary, Germany, France, Denmark, Belarus, the United Kingdom, and Czech Republic. Some fans were from Spain, Serbia, the Netherlands, Austria, Latvia, and Belgium. There were also few Finnish respondents interviewed in Stockholm but they were not meant to be interviewed so they are not included to the results. Some ice hockey fans were also outside

of Europe, from USA, Japan, and Canada. Altogether, respondents from 28 different nationalities were interviewed in the research.

Table 3. Gender

2012 Finnish respondents		2013 Swedish respondents	
Gender	n	Gender	n
Male	149	Male	131
Female	88	Female	40
Total	237	Total	171

Other respondents

Gender	n
Male	233
Female	81
Total	314

Both the IIHF Ice Hockey World Championships reached more male visitors than female visitors. (See table 3.) Altogether, about 70 percent of the respondents were men, so only about one third of all the respondents were women. This information shows that ice hockey is quite masculine sport. According to researchers, some women also told that they had arrived to the fan zone only because of their husbands and they would not have attended to the event otherwise. Only in Finland, the percent of the Finnish women attending to the Helsinki World Championships 2012 is bigger than the women from other nationalities.

5.2 The comparison of the host countries

The image of ice hockey

Table 4 illustrates the most and the least important attributes among the Finnish and Swedish respondents. The attributes are organized by their im-

portance. The letter **n** shows the numbers of the respondents that have rated this specific attribute. All the respondents did not answer to all of the questions.

The results show that the Finnish respondents ranked the attributes ambitious, strong, exciting, international, and successful having the strongest relation to ice hockey (see table 4). The five attributes least related to ice hockey were easily identified among the Finnish respondents. All those attributes were ranked lower than three. These attributes were boring, weak, cheap, and routine.

Table 4. The most and least important attributes according to the host countries

Finnish respondents 2012				Swedish respondents 2013			
No.	Attribute	n	Mean	No.	Attribute	n	Mean
1.	Ambitious	237	6,24	1.	Fun	176	6,28
2.	Strong	237	6,08	2.	Exciting	178	6,02
3.	Exciting	239	6,05	3.	Strong	178	5,84
4.	International	236	6,01	4.	International	175	5,83
5.	Successful	239	5,91	5.	Ambitious	175	5,73
6.	Traditional	238	5,78	6.	Successful	173	5,70
7.	Expensive	239	5,69	7.	Traditional	174	5,69
8.	Fun	237	5,51	8.	Serious	173	5,66
9.	Pleasant	239	5,51	9.	Creative	176	5,53
10.	Tempting	239	5,42	10.	Loyal	174	5,44
35.	Formal	236	2,78	35.	Routine	176	3,78
36.	Routine	237	2,70	36.	Formal	176	3,69
37.	Cheap	239	2,40	37.	Cheap	176	3,36
38.	Weak	239	2,21	38.	Weak	177	2,92
39.	Boring	238	2,13	39.	Boring	177	2,00

The five strongest attributes among the Swedish respondents were fun, exciting, strong, international, and ambitious. There were only two attributes that clearly stood out as the least important ones among the Swedish respondents.

Those were boring, and weak. The attributes cheap, formal, and routine were the next ones with a low connection to ice hockey. When comparing the Finnish and Swedish respondents in this relation, the Finnish respondents gave these attributes lower rates than the Swedish respondents.

Figure 12 shows how the image of ice hockey differed between the hosting countries Finland and Sweden. According to the results, it was quite similar between these two nationalities. For example, both respondents groups rated ice hockey being exciting, free, creative, pleasant, strong, wealthy, healthy, traditional, international, and tempting very similarly.

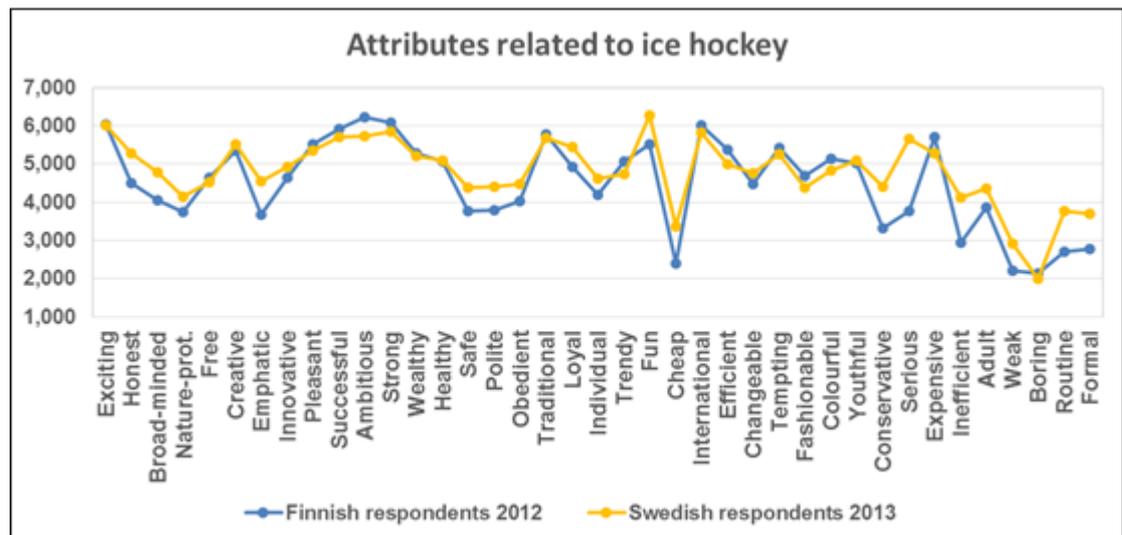


Figure 12. Attributes related to ice hockey between the hosting countries

Despite the many similarities in the image of ice hockey, a few big differences were found between the opinions of the Swedish and Finnish respondents. The biggest difference was in the image of ice hockey as a serious sport. The average of this attribute among the Finns' responses was 3,76, whereas the average of the Swedes' responses was 5,66. Other differences were seen between the respondents' images of ice hockey as conservative, inefficient, emphatic, routine, formal, and honest. Also, the means of the attributes cheap

and expensive brought out that the Finnish respondents found ice hockey more expensive than the Swedish respondents.

The values of the respondents

Both the tables 5 and 7 are based on the values of the theory by Shalom Schwartz. For the Finnish respondents, security, benevolence, hedonism, self-direction, and universalism were the most important values (see table 5). They found achievement and power as the least important values for them. In the Swedish respondents' opinion, hedonism, benevolence, universalism, security, and self-direction were the most important values. As well as the Finnish respondents, they found achievement as the least important one of all the values. Conformity was the second value not so important to them. A notable thing seen in the table 5 is that the five most important values to both of the respondent groups were the same ones but in a different order.

Table 5. The value structure of the Finnish and Swedish respondents

2012 Finnish respondents			2013 Swedish respondents		
Value		Mean	Value		Mean
10.	Security	5,10	3.	Hedonism	5,07
7.	Benevolence	4,97	7.	Benevolence	4,99
3.	Hedonism	4,79	6.	Universalism	4,84
5.	Self-direction	4,69	10.	Security	4,73
6.	Universalism	4,64	5.	Self-direction	4,59
9.	Conformity	4,26	4.	Stimulation	4,39
4.	Stimulation	4,17	8.	Tradition	4,19
8.	Tradition	4,10	1.	Power	3,97
1.	Power	3,95	9.	Conformity	3,93
2.	Achievement	3,89	2.	Achievement	3,81

Figure 13 illustrates how the value structure between the respondents from the hosting countries varied. The variability between the Finnish and Swedish ice hockey fans was rather minor. The only noticeable differences were in the

values of hedonism, conformity, and security. The difference between these values was maximum 0,4 units.

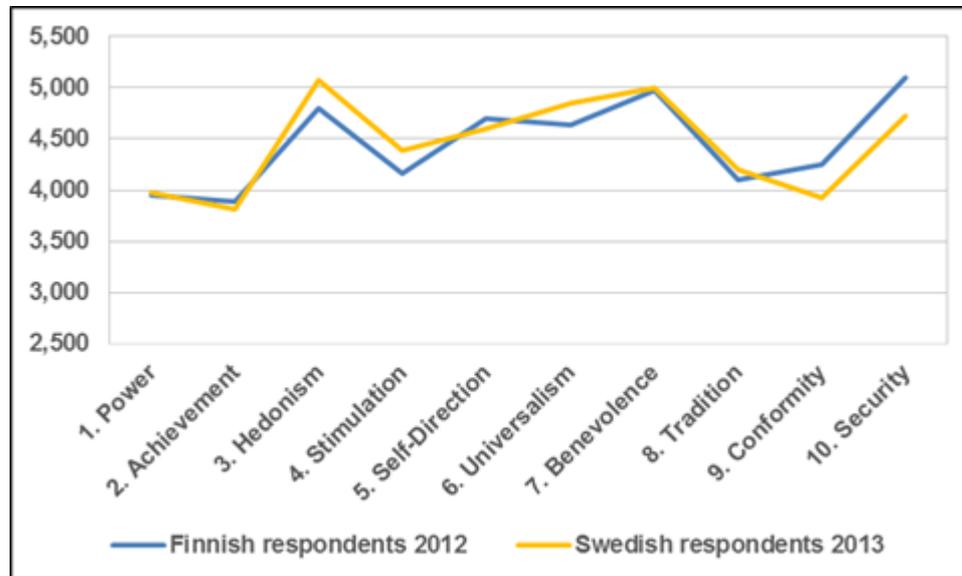


Figure 13. The values of Finnish and Swedish respondents

Altogether, the responses of the Finnish and Swedish respondents retold each other. There were seen some quite big differences in the means the Swedish and Finnish respondents rated the specific attributes. However, the value structures of the respondent groups were very similar.

5.3 The comparison of Finnish and other respondents

The image of ice hockey

When comparing the Finnish respondents' image of ice hockey being ambitious, strong, exciting, international, and successful to the other respondents, it can be seen that the attribute successful and ambitious are not included to the five most important attributes to them. (See table 6.) Instead, in other respondents' opinion the attributes fun and traditional belong to those five important attributes. The attribute ambitious that is the most important to the Finnish respondents, is ranked to number six among the other respondents.

As well, the attribute fun that the other respondents ranked the most important was only the eighth important attribute to the Finnish respondents.

Table 6. The most and least important attributes according to the Finnish and other respondents

Finnish respondents 2012				Other respondents			
No.	Attribute	n	Mean	No.	Attribute	n	Mean
1.	Ambitious	237	6,24	1.	Fun	331	6,42
2.	Strong	237	6,08	2.	Exciting	331	6,19
3.	Exciting	239	6,05	3.	Strong	331	6,13
4.	International	236	6,01	4.	International	330	6,08
5.	Successful	239	5,91	5.	Traditional	331	5,82
6.	Traditional	238	5,78	6.	Ambitious	329	5,75
7.	Expensive	239	5,69	7.	Successful	330	5,71
8.	Fun	237	5,51	8.	Pleasant	328	5,69
9.	Pleasant	239	5,51	9.	Creative	328	5,59
10.	Tempting	239	5,42	10.	Loyal	332	5,53
35.	Formal	236	2,78	35.	Formal	324	3,36
36.	Routine	237	2,70	36.	Cheap	327	3,25
37.	Cheap	239	2,40	37.	Routine	328	3,25
38.	Weak	239	2,21	38.	Weak	325	2,70
39.	Boring	238	2,13	39.	Boring	330	1,83

The Finnish and other respondents found the same attributes as the five least important attributes related to ice hockey. Boring and weak were the attributes both of the respondent groups ranked the least important ones. Routine, cheap, and formal were also attributes with low connection to ice hockey by both of the groups. Only the order of the attributes cheap and routine was different. The Finnish respondents gave lower rates for many of the least important attributes than the other respondents.

When comparing the attributes rated by the Finnish and other respondents, the major difference was the image of ice hockey as an emphatic sport. The average of the Finnish respondents' rating to that attribute was 3,66 while the

other respondents rated the mean 4,83 for it. Other big difference was in the image of the attribute serious. The Finnish respondents ranked the mean of serious as 3,76 whereas the other respondents gave the mean 5,27 to it. Also, the attributes fun and broad-minded had quite big differences in the averages of these respondent groups' answers. (See figure 14; appendix 3.)

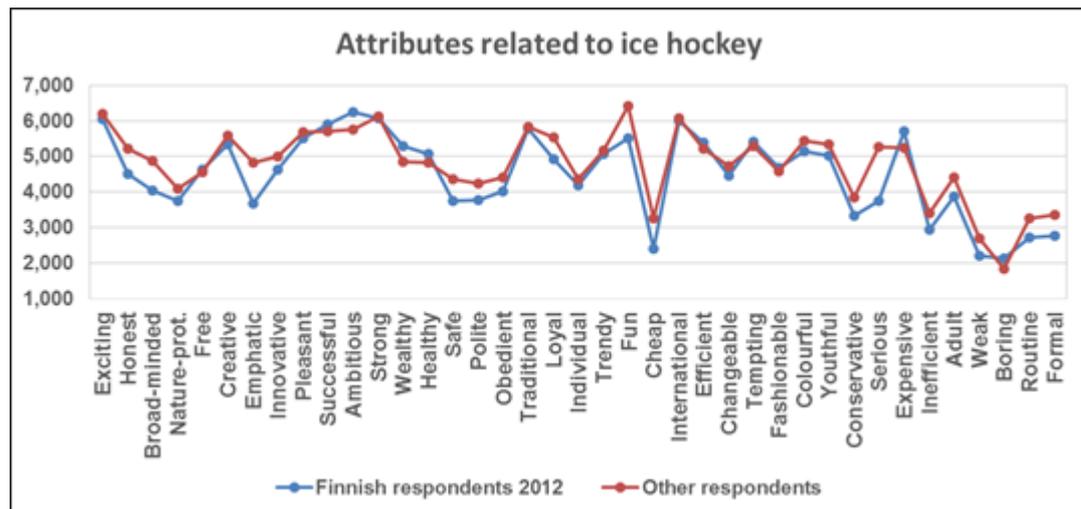


Figure 14. Attributes related to ice hockey between the Finnish and other respondents

However, there were more similarities than differences seen in the Finnish and other respondents' answers of attributes related to ice hockey. For example, the attributes free, pleasant, strong, traditional, trendy, international, efficient, tempting, and fashionable had almost exactly the same averages among these two respondent groups.

The values of the respondents

The same values the Finnish respondents rated the five most important ones, were also seen in the results of the other respondents. They valued hedonism the highest whereas the Finnish respondents found security the most important one. (See table 7.) Conformity was the least important value for the other respondents, whereas achievement was that one for the Finnish re-

spondents. The second least important value, power, was the same for both respondent groups.

Table 7. The value structure of the Finnish and other respondents

2012 Finnish respondents			Other respondents		
Value		Mean	Value		Mean
10.	Security	5,10	3.	Hedonism	5,17
7.	Benevolence	4,97	7.	Benevolence	4,90
3.	Hedonism	4,79	10.	Security	4,89
5.	Self-direction	4,69	5.	Self-direction	4,67
6.	Universalism	4,64	6.	Universalism	4,60
9.	Conformity	4,26	4.	Stimulation	4,45
4.	Stimulation	4,17	8.	Tradition	4,27
8.	Tradition	4,10	2.	Achievement	3,92
1.	Power	3,95	1.	Power	3,82
2.	Achievement	3,89	9.	Conformity	3,73

The biggest difference between the Finnish and other respondents' answers of values was in the value conformity. The Finnish respondents found it and security more important than the other respondents. They also found hedonism and stimulation less important than the other respondents. These respondent groups had quite mutual understanding about other values (see figure 15).

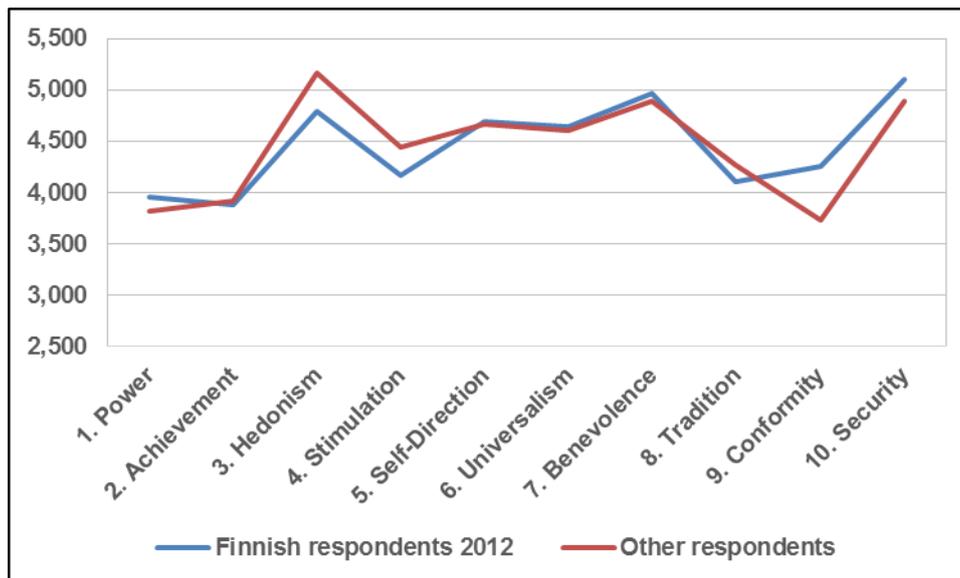


Figure 15. The values of the Finnish and other respondents

Altogether, the responses of the Finnish and other respondents were moderately similar. As well as comparing Finnish and Swedish respondents, the Finnish and other respondents' answers concerning the attributes varied but not significantly. The value structures of the respondent groups had few big differences, but they mainly retold each other.

The dispersion of the answers

All the results were based on the averages of the respondents' answers but they do not show the dispersion of the answers which was quite high in some cases. For example, Finnish respondents rated the attribute individual on the scale of 1 to 7 as follows: 1 (16), 2 (22), 3 (40), 4 (47), 5 (61), 6 (38), 7 (14) of the 238 respondents answering to this section. Another good example is the dispersion of Swedish respondents' answers (176) about the attribute routine: 1 (18), 2 (23), 3 (36), 4 (41), 5 (30), 6 (17), 7 (11).

Also, the results of the value part were based on the averages. The results revealed that all the respondents had mutual understanding about the most important values. It cannot be said the same about the values that the respondents ranked the least important ones. The dispersion of the respondents' answers about those values was very high. For example, the value power got

rates as follows: not like me at all (25), not like me (85), a little like me (156), somewhat like me (230), like me (191), and very much like me (67) of all the respondents (754) that filled in this exact part of the questionnaire. This distribution reflects that the respondents disagreed on the importance of the value power.

5.4 Analyzing fan values with the theory of four quarters of values and fan identification

As referred earlier, Aaltonen and Junkkari divide values in four quarters (Aaltonen & Junkkari 2003, 82). The ten human values based on Shalom Schwartz theory are categorized by the theory of four quarters of values in figure 16.

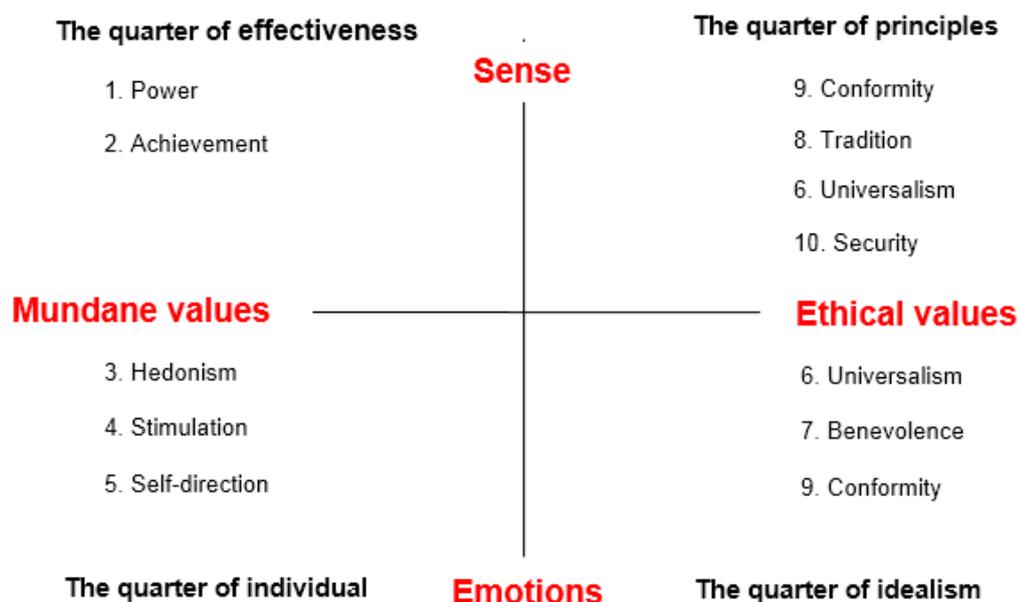


Figure 16. The ten human values of Schwartz' theory categorized by the four quarters of values

The quarter of effectiveness includes the values power and achievement. The second quarter, quarter of principles, includes the values conformity, tradition, universalism, and security. Hedonism, stimulation, and self-direction belong to the quarter of individual and the quarter of idealism includes the values universalism, benevolence, and conformity. As it can be seen in figure 16, some values belong to two quarters.

As it was found out from the results, values that all the respondents found the most important ones were security, universalism, benevolence, hedonism, and self-direction. These five values are based on three of the value quarters: the quarter of principles, the quarter of idealism, and the quarter of individual. The quarter of effectiveness includes the values power and achievement that are the least important values according to all respondents. According to these observations, the values that are the most important ones for ice hockey fans belong mainly to the quarter of individual and idealism.

According to the quarter of idealism, ice hockey fans respect ethics, esthetics, and experiences. The quarter of individual is the most important for ice hockey fans; all the three values that belong to this quarter are very important to ice hockey fans. Thus, they respect emotions, enjoying life, and excitement. Aaltonen and Junkkari state that it is necessary to have values from all the value quarters. Having values only from one quarter, means that the perception of the person is one-sided. Ice hockey fans have values from all the quarters. However, they seem to lack a bit the respect of the values of the quarter of effectiveness.

Fan identification

According to the theory of fan identification by Milne and McDonald (1999) presented in the theoretical framework, there are three levels to which fans can be identified: social fan, focused fans, and vested fans. The results of the research describe the level of the fan identification the respondents had.

For low identification fans the social motivators and values are the most important. For them, attending to the ice hockey games is based on the enter-

tainment value of the event. According to that, it can be drawn a conclusion that the value stimulation is very important to these fans. According to the theoretical model of ten motivational types of values, the attributes exciting and fun have strong relation with the value stimulation. The results of the research showed that the attributes fun and exciting were two most important ones related to ice hockey for the Swedish fans and the fans of the "other respondents" group. The Finnish respondents found these attributes also quite important. The value that is also important to social fans is hedonism, because they want to have enjoyable satisfaction through attending to an ice hockey event with other people. This value was the most important for the Swedish and other respondents. For the Finnish respondents, it was the third one. Based on these findings it can be said that many respondents, at least foreign ones, can be categorized as social fans.

Fans with medium identification, focused fans, like to identify themselves to a team, sport, or a specific player according to their success or if being a fan of this specific object is trendy. In regards these fans, the results state that there are a lot of the Finnish respondents with this level of identification. The attributes related to this level, ambitious, successful, and strong, were on the top five of the most important attributes related to ice hockey according to Finnish fans. For the Swedish and other respondents, these attributes were also quite important. For focused fans, the social factors are also important as well as for the fans with low level of identification. These facts show that also quite big part of the Swedish and other respondents are focused fans. The attributes important to focused fans are based on the values power and achievement. In this relation, these values and attributes do not have strong connection, because all the respondents found these values the least important ones.

Finally, the most loyal ice hockey fans with high identification, vested fans, have a long-term commitment to ice hockey. These fans do not mind spending big sums to ice hockey, because ice hockey means a lot to them. Attributes that are the most important ones related to ice hockey according to these fans are traditional and loyal. The facts that the attribute traditional and value tradition were rather important to all respondents and there were spectators de-

spite of the high prices of the tickets show that there were also vested fans at the Championships.

Hann and his colleagues (1999, 1, 439-452) have categorized fans by their motivation as referred in the theoretical framework. The motivation of the respondents to attend the Ice Hockey World Championships 2012 and 2013 was very high. This is based on the fact that in addition to local fans, altogether people from 26 different nationalities participated in the research. These sport tourists can be classified into devoted or fanatical fans according to this theory, because fans from even outside of Europe had arrived to support their own national teams.

6 Conclusions

The research of this thesis was implemented at the IIHF World Championships in 2012 and 2013 hosted by both Finland and Sweden. The target group was the ice hockey fans in the hockey garden in Helsinki 2012 and in the fan zone of Stockholm 2013. The research method used was quantitative. The purpose of the thesis was to explore the relation between ice hockey and its fans. The goal was to find the values of ice hockey fans and their images of ice hockey as a brand. The research problem was “What kind of brand image ice hockey has in the minds of its fans and what are their values?” Using the results, it will also be possible to define more precisely fan oriented aims and objectives for the marketing purposes of both sponsors and event organizers.

6.1 Summarizing the results

Ice hockey brand image and fan values based on all the answers

The brand image of ice hockey is the fans’ perception of ice hockey. According to the theory of branding process, people must have an awareness of the brand of ice hockey before having an image of the brand. In this research, the respondents already had an awareness of ice hockey. After studying how strongly different kinds of attributes were related to ice hockey according to them, more specific information about brand image of ice hockey was achieved. With the help of this information, the levels of the last two steps of the process, brand equity and loyalty, can be raised higher in the future.

The results showed that ice hockey is seen as an exciting, international, ambitious, strong, and fun brand. Boring, weak, routine, and inefficient were the attributes related the least to the brand by the respondents. Consequently, the brand image of ice hockey is not considered dull. As described in the theoretical framework, the brand can be seen as a personality. If the ice hockey brand was a personality, it would be a fun and strong person who wants to travel, take risks, and be successful.

Benevolence, hedonism, and security were values highly appreciated by all the respondents. In other words, ice hockey fans are people who want to help people that are close to them and want to enjoy what they are doing with safety being important to them. Achievement and power were the least important values to them.

When comparing the results of the attribute part of this study to the results based on the data collected in Helsinki Ice Hockey World Championships 2012 that Anne Harimo and Karoliina Laine (2013, 52) have studied in their thesis, the brand image of ice hockey is very similar. According to Harimo and Laine, ice hockey is seen as an international, exciting, and ambitious brand. The only difference was that in this study, the results showed that the attribute fun is related more strongly to ice hockey than in the results Harimo and Laine has analyzed. In both of the studies, the least important attributes that respondents related to ice hockey were exactly the same.

The Finnish respondents versus foreign respondents

The results show that the image of ice hockey is quite similar among the Finnish and Swedish respondents. One reason could be that same values are very important to them. Despite of many similarities, the Finnish and Swedish respondents had small differences in their answers. The Finnish respondents did not find ice hockey as inefficient or serious as the Swedish respondents.

Broadly speaking, the values of Finnish fans and Swedish fans seemed to be very similar. The small differences in the values were in hedonism, conformity, and security. The reason might be that these nationalities are neighbors and have a partly mutual history. The relation between these countries is interesting. The fact that they share same kinds of values can be a reason for their competitive relationship. Ice hockey is very important to both the countries, and the competitive spirit is very high between these two countries when it comes to ice hockey.

There were seen differences between the Finnish and other respondents' answers. The biggest difference was in the image of ice hockey as an emphatic

sport. Finnish fans did not find ice hockey as emphatic sport as the other fans. The other difference was in the image of ice hockey as a serious sport. Surprisingly, the Finnish fans did not find ice hockey as serious as the other fans. It would have been presumable for the Finnish respondents to rank the attribute serious higher because ice hockey is very popular and important sport in Finland. However, the mean the Finnish respondents calculated for the attribute serious was more than three on a scale of 1 to 6 which shows that, nevertheless, they see ice hockey as a relatively serious sport.

6.2 Critical aspects and future research

Criticizing the reliability of the results

Based on the facts that identical questionnaires were used in both the Championships with the results being quite similar, and the number of responses extensive, it can be said that the research is trustworthy. However, according to our observations as researchers during the data collection process, there were findings that may have had minor influences on the respondents' answers. For example, the image of ice hockey as an expensive or cheap brand surprisingly varied quite a lot when the Finnish respondents were compared to the Swedish respondents. The Finnish respondents found ice hockey more expensive than the Swedish respondents. The reason might be that the ticket prices in Helsinki in 2012 were a lot higher than the prices in Stockholm in 2013. The high prices attracted a lot of negative attention in Finland what may have had an impact on the respondents' answers in Helsinki. Because of that the brand image of ice hockey as an expensive brand might be a little bit distorted.

All the respondents did not have a chance to use their native language in the interviewing process. This may have caused misunderstandings in the interpretation of the questions. Another problem was that some Finnish translations of the adjectives used in the first part of the questionnaire in Helsinki did not carry the same meaning as the English versions. It is impossible to translate some English adjectives to be exactly equivalent in Finnish. Also, the nu-

merous adjectives the respondents had to rate made it difficult for the respondents to concentrate on answering the questions. Some respondents were not able to focus on filling in the whole questionnaire properly.

One critical aspect was the dispersion of the answers. It was quite broad in the results of some specific attributes so the opinions of all the respondents were not clearly seen in the averages of the results. Therefore, the averages are not completely reliable when it comes to these attributes.

Advantages for the future

Despite of the critical aspects, the method used in the study was good and gave a lot of valuable information about ice hockey brand image and ice hockey fan values. The results of the study will help sport event organizers, sport marketers, and sport business students to understand sport consumers and especially ice hockey fans' values and the brand image of ice hockey.

After examining the Shalom Schwartz's theory of ten human values categorized by the theory of four quarters of values by Aaltonen and Junkkari, it can be drawn a conclusion that the quarter of individual is the most important for ice hockey fans. According to this observation, ice hockey fans are people to whom emotions and experiences are very important, who want to enjoy life, and feel excitement. This fact also supports the finding that the biggest part of the respondents was identified as social or focused fans. The importance of the values of the quarter of individual is very high for the fans of these fan groups because those values are based on having fun and enjoying life that are very important things to them. These findings will be useful in ice hockey marketing processes as told in following paragraphs.

The theory of seven keys to effective marketing cooperation gives guidelines for workable cooperation between organization and ice hockey. That specific theory, the theory of sport fans and their behavior, and the results of the research on ice hockey fan values and perceived image of ice hockey give a basis for the marketing cooperation between ice hockey and an organization. Organizations can, for example, compare if their brand image is similar to the

ice hockey brand or if their customers share the same values with ice hockey fans. Having analyzed ice hockey fan values using the theory of four quarters of values makes it now possible for potential marketing cooperation parties to compare their value quarters to the ones of ice hockey fans. This comparison helps organizations to find out whether it would be profitable to offer their products or services to ice hockey fans or not.

The thesis gives a base for developing the brand image of ice hockey in the future by using the knowledge of ice hockey fans' values and the identified brand image of ice hockey. Codeluppi's theory of image profile of the brands can be used in this process. A true and proper cultural image of ice hockey can be developed using mainly fictional, internally coherent, and communication-based "worlds" of ice hockey with the help of social imagination of the consumers. This improvement is possible, for example, by reinforcing an important value for the fans as a base for these "worlds".

The material makes it also possible for organizers to improve the quality of ice hockey events. The theories of consumer behavior and fan identification make it possible to understand ice hockey fans. The knowledge of the value structure of them and the brand image of ice hockey makes it easier to organize events they adore. It also helps in finding an organization for marketing cooperation that has an exceptional fit to the ice hockey event. All in all, this study can be utilized by future researches. The same questionnaire could be used for studying other sports fans, such as baseball, volleyball, and track and field fans. The results could be compared to the results of this research.

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Appendices

Appendix 1. The first page of the questionnaire

We are conducting a survey important for future of international sport events. The aim here is to collect data related to ice hockey brand and values behind ice hockey.

Your answers are very important to us! Please note that all the answers will be kept confidential and presented anonymously and scientifically. The survey is organized and conducted by Sport Business School Finland.

THANK YOU FOR YOUR PARTICIPATION!

Nationality: _____

Age: _____

Gender: Male Female



In your opinion, how strongly the following characteristics relate to ice hockey as a sport?
(1= No relation to ice hockey at all , 7= Strong relation to ice hockey)

	No relation to ice hockey at all				Strong relation to ice hockey		
	1	2	3	4	5	6	7
Exciting							
Honest							
Broad-minded							
Nature-protective							
Free							
Creative							
Emphatic							
Innovative							
Pleasant							
Successful							
Ambitious							
Strong							
Wealthy							
Healthy							
Safe							
Polite							
Obedient							
Traditional							
Loyal							
Individual							
Trendy							
Fun							
Cheap							
International							
Efficient							
Changeable							
Tempting							
Fashionable							
Colourful							
Youthful							
Conservative							
Serious							
Expensive							
Inefficient							
Adult							
Weak							
Boring							
Routine							
Formal							

Appendix 2. The second page of the questionnaire

How much is this person like you?

1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

2. Being very successful is very important to him/her. He/She likes to stand out and to impress other people.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

3. He/She really wants to enjoy life. Having a good time is very important to him/her.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

6. He/She thinks it is important that every person in the world should be treated equally. He/She wants justice for everybody, even for people he/she doesn't know.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

7. He/She always wants to help the people who are close to him/her. It's very important to him/her to care for the people he/she knows and likes.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

8. He/She thinks it is important to do things the way he/she has learned from his/her family. He/She wants to follow their customs and traditions.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

9. He/She believes that people should do what they're told. He/She thinks people should follow rules at all times, even when no one is watching.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

10. The safety of his/her country is very important to him/her.

Very much like me Like me Somewhat like me A little like me Not like me Not like me at all

What are 3 most motivating reasons for you to come to the Ice Hockey World Championships fan zone today?

1.
2.
3.

Appendix 3. The results of the attributes

Finnish 2012			Swedish 2013			Others 2012 & 2013		
Attribute	n	Mean	Attribute	n	Mean	Attribute	n	Mean
Ambitious	237	6,24	Fun	176	6,28	Fun	331	6,42
Strong	237	6,08	Exciting	178	6,02	Exciting	331	6,19
Exciting	239	6,05	Strong	178	5,84	Strong	331	6,13
International	236	6,01	International	175	5,83	International	330	6,08
Successful	239	5,91	Ambitious	175	5,73	Traditional	331	5,82
Traditional	238	5,78	Successful	173	5,70	Ambitious	329	5,75
Expensive	239	5,69	Traditional	174	5,69	Successful	330	5,71
Fun	237	5,51	Serious	173	5,66	Pleasant	328	5,69
Pleasant	239	5,51	Creative	176	5,53	Creative	328	5,59
Tempting	239	5,42	Loyal	174	5,44	Loyal	332	5,53
Efficient	238	5,39	Pleasant	175	5,36	Colourful	330	5,44
Creative	239	5,35	Expensive	175	5,28	Youthful	325	5,33
Wealthy	236	5,28	Honest	176	5,28	Tempting	326	5,28
Colourful	239	5,13	Tempting	173	5,25	Serious	330	5,27
Trendy	239	5,08	Wealthy	175	5,21	Expensive	331	5,25
Healthy	236	5,06	Healthy	175	5,10	Honest	331	5,23
Youthful	238	5,02	Youthful	173	5,08	Efficient	324	5,22
Loyal	237	4,93	Efficient	172	5,00	Trendy	327	5,17
Fashionable	239	4,68	Innovative	176	4,94	Innovative	330	5,00
Innovative	237	4,64	Colourful	175	4,83	Broad-minded	323	4,87
Free	239	4,64	Broad-minded	168	4,78	Wealthy	328	4,86
Honest	237	4,51	Changeable	175	4,76	Emphatic	321	4,83
Changeable	238	4,47	Trendy	176	4,74	Healthy	328	4,82
Individual	238	4,20	Individual	176	4,63	Changeable	327	4,72
Broad-minded	239	4,05	Emphatic	175	4,54	Fashionable	326	4,58
Obedient	237	4,02	Free	173	4,51	Free	326	4,55
Adult	239	3,86	Obedient	169	4,48	Obedient	321	4,41
Polite	239	3,78	Polite	175	4,41	Adult	332	4,40
Safe	239	3,76	Conservative	175	4,39	Individual	331	4,35
Serious	239	3,76	Fashionable	178	4,39	Safe	332	4,35
Nature-protective	239	3,74	Safe	175	4,37	Polite	328	4,25
Emphatic	238	3,66	Adult	177	4,37	Nature-protective	330	4,09
Conservative	239	3,32	Nature-protective	175	4,14	Conservative	330	3,85
Inefficient	238	2,95	Inefficient	172	4,12	Inefficient	327	3,40
Formal	236	2,78	Routine	176	3,78	Formal	324	3,36
Routine	237	2,70	Formal	176	3,69	Cheap	327	3,25
Cheap	239	2,40	Cheap	176	3,36	Routine	328	3,25
Weak	239	2,21	Weak	177	2,92	Weak	325	2,70
Boring	238	2,13	Boring	177	2,00	Boring	330	1,83