

# Customer Relationship Management in Sport Business

Case: The Spectator Profile of the Finnish  
National Football Team

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Abstract <p>The purpose of the research was to study how a Finnish football spectator profile could be used as the basis of customer relationship management. The collected customer data of the research included the specific information which can be used as the basis of systematic data collection and implementation of CRM-system. In the study, the profile of a typical Finnish football spectator included customer information about their socio-economics, satisfaction levels, attendance motives and willingness to recommend a particular event. The data of the football spectators that was collected, was discussed in terms of customer relationship management in sport business.</p> <p>The research was conducted after a EURO2016-qualifying match event Finland against Greece which was played on 11 October 2014 at the Helsinki Olympic Stadium. Customer questionnaires were sent to 6912 spectators via the Webropol Online survey system on 16 October 2014. The contact information of 6912 spectators was provided by Lippupalvelu Oy Ltd. 1424 respondents filled in the customer questionnaire between 16 October 2014 and 26 October 2014.</p> <p>The research results indicated that, according to socio-economics, the most typical football spectator of the men's national football team of Finland is 30 to 40 year-old married man living in the Metropolitan area. Furthermore, he has graduated from a university and is working in a leading position. In addition to the profile, the perspectives of the satisfaction levels, the attendance motives and the willingness to recommend were justified as the basis of customer relationship management.</p> <p>In the future, it would be possible to continue the study by analyzing the buying behavior of sport customers in terms of more effective customer relationship management. Furthermore, a future study on the potential customers of sport events can be utilized in fan relationship management.</p>		
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Tiivistelmä <p>Opinnäytetyön tavoitteena oli tutkia kuinka Suomen jalkapallomaajoukkueen katsojaprofiilia voitaisiin hyödyntää asiakassuhdehallinnassa. Tutkimuksessa katsojaprofiilin määrittämiseen käytettiin asiakaskyselyyn vastanneiden sosioekonomisia muuttujia, tyytyväisyystekijöitä, osallistumismotiiveja sekä katsojien halukkuutta suositella muille miesten jalkapallomaaoittelutapahtumaa. Tutkimuksessa kerättyä asiakastietoa hyödynnettiin perustana systemaattiselle tiedonkeruulle sekä lähtökohtana mahdollisen asiakassuhdehallintajärjestelmän käyttöönottamisessa. Tutkitun katsojaprofiilin tietojen soveltuvuutta asiakassuhdehallintaan arvioitiin urheiluliiketoiminnan näkökulmasta.</p> <p>Kyselytutkimus suoritettiin Helsingin Olympiastadionilla 11.10.2014 pelatun EURO2016-karsintaottelun jälkeen. Asiakaskysely lähetettiin Suomi–Kreikka-maaoittelun jälkeen 16.10.2014 yhteensä 6912 katsojalle, joiden yhteystiedot saatiin Lippupalvelun lippurekisteristä. 1424 katsojaa vastasi kyselyyn, joka oli avoinna vastauksille 16.10.2014–26.10.2014. Tutkimuskyselyn lähettämässä sekä tulosten analysoinnissa hyödynnettiin Webropol-käyttäjärjestelmää, joka tallensi kyselytutkimuksen vastaukset tietokantaan.</p> <p>Tutkimustulosten mukaan tyypillisin miesten jalkapallomaajoukkueen katsoja on 30-40-vuotias naimisissa oleva mies, joka asuu pääkaupunkiseudulla. Hän on suorittanut yliopistotutkinnon ja työskentelee johtotehtävissä. Sosioekonomisten taustamuuttujien lisäksi toimivan asiakassuhdehallinnan perustekijöinä käsiteltiin katsojien tyytyväisyyttä ottelutapahtuman eri osa-alueisiin, heidän osallistumismotiivejaan sekä halua suositella ottelutapahtumaa muille.</p> <p>Tehdyn tutkimuksen pohjalta tulevaisuudessa voitaisiin tutkia kuluttajien ostokäyttäytymistä urheilutapahtumissa. Urheilutapahtuman taloudellisen tuoton ennustaminen mahdollistaisi tehokkaamman asiakassuhdehallinnan, sillä urheiluorganisaatio osaisi ostokäyttäytymisen perusteella vastata asiakkaiden kysyntään. Lisäksi tutkimus osoitti, että fanisuhdehallinnan kannalta tulevaisuudessa tulisi selvittää ja luokitella urheilutapahtumien potentiaaliset asiakkaat, jotka eivät ole aikaisemmin osallistuneet urheilutapahtumiin.</p>		
Avainsanat (asiasanat) urheiluliiketoiminta, jalkapallo, urheilukuluttaja, urheiluasiakas, asiakassuhdehallinta, fanisuhdehallinta		
Muut tiedot		

## Contents

<b>1</b>	<b>Introduction</b> .....	<b>5</b>
1.1	Aim and outline of the study .....	6
1.2	Key concepts.....	9
<b>2</b>	<b>Theoretical Foundation</b> .....	<b>14</b>
2.1	Identification of sport customers .....	14
2.1.1	Sport spectator types .....	16
2.1.2	Customer satisfaction and loyalty .....	18
2.2	Customer relationship management.....	21
2.2.1	Implementation of CRM-strategy .....	22
2.2.2	Database marketing .....	23
2.3	Customer relationship management in sport business .....	26
<b>3</b>	<b>Empirical Research</b> .....	<b>33</b>
3.1	Methodology .....	33
3.2	Execution of research .....	36
3.3	Reliability and validity.....	38

<b>4</b>	<b>Research Results .....</b>	<b>41</b>
4.1	Spectator profile of the men’s national football team of Finland .....	43
4.2	Satisfaction with the match day event.....	53
4.3	Motives for the attendance.....	57
4.4	The most significant findings.....	65
<b>5</b>	<b>Discussion .....</b>	<b>71</b>
5.1	Demographical and geographical perspective as the basis of CRM .....	73
5.2	Customer satisfaction perspective as the basis of CRM.....	75
5.3	Customer motivation perspective as the basis of CRM .....	79
5.4	From CRM application to FRM adaptation.....	80
5.5	Future research .....	83
	<b>References .....</b>	<b>85</b>
	<b>Appendices .....</b>	<b>89</b>
	Appendix 1. The conducted customer questionnaire: EURO2016-Qualifying Finland – Greece 11.10.2014 .....	89

## Figures

Figure 1. The outline of the study .....	8
Figure 2. Hierarchical dimensions of governance in football industry (adapted from Beech & Chadwick 2013, 25).....	9
Figure 3. The satisfaction-profit chain (Anderson & Mittal 2000, 107) .....	19
Figure 4. Overview of the data-mining process (Kumar & Reinartz 2006, 194) .....	26
Figure 5. Segmentation methods based on team performance and commitment (Adamson et al. 2005, 161) .....	29
Figure 6. Fan engagement circle (adapted from Kenyon 2014 & Sashi 2012, 261).....	31
Figure 7. The gender (n=1424) .....	44
Figure 8. The age distribution of respondents (n=1423) .....	45
Figure 9. The marital status (n=1353) .....	46
Figure 10. The educational background (n=1415) .....	47
Figure 11. The professional status (n=1424).....	48
Figure 12. Top 10 areas based on postal codes (n=1416).....	49
Figure 13. The distribution of spectators in the capital, based on seven districts (n=520) .....	50
Figure 14. The source of received event information (n=1424) .....	58
Figure 15. The previous attendance to the match of national football team (n=1423) .....	59

Figure 16. The motives for attendance as a spectator (n=4195) .....	61
Figure 17. Seven the most significant factors why not to recommend the match day event (n=180) .....	64
Figure 18. Pearson's correlation coefficient formula (Korrelaatio ja riippuvuusluvut 2004).....	68

## **Tables**

Table 1. The satisfaction with the offered public services (all respondents, n=1424) .....	54
Table 2. The satisfaction with different arrangements of the match day event (all respondents, n=1424) .....	56
Table 3. The willingness to recommend the match day event .....	62
Table 4. The highest and the lowest two satisfaction sections of the match day event arrangements (Women / Men) .....	66
Table 5. The highest and the lowest two satisfaction sections of the match day event arrangements (Newcomers / Football fans) .....	67
Table 6. The correlation between willingness to recommend and satisfaction with the match day event sections.....	70

## 1 Introduction

In the 21<sup>st</sup> century, sport organizations have started to manage spectators of sport events more professionally by using modern techniques and strategies in customer relationship management. The understanding of the special features and unique environment of sport is essential when operating in sport business. In addition, sport organizations, association and clubs have to recognize their lucrative customer profiles who are additionally satisfied, willing to attend and recommend the particular sport event.

According to Stewart and Smith (1999, 4–5), the sport includes unique features which assist to understand the specific management techniques of sport organizations. Sport can be considered as a phenomenon which is created by passionate people who are desire to participate into sport organizations' activities. Sport consumption leads to attempt of profit making which is clear evidence of eligible business logic. On the other hand, traditions and connections to the nostalgic aspects, the club heritage or the history, are directing the sport business towards ensuring the long-term relationships with fans.

Fans, who follow, participate and consume the sports, are one of the most significant revenue sources for sport organizations. By exploring the characteristics and the customer profiles of fans, a sport organization can target the marketing activities to sport consumer segments that have differential expectations of sport event experiences. The collected, saved and analyzed customer data offer opportunities to exploit knowledge of satisfied and loyal customers in more effective way of relationship management. However, in Finland the main problem of many sport organization is that they are not able to determine their customer profiles precisely which complicates the use of customer information in marketing and, furthermore, in customer relationship management.



After a five months working period at Football Association of Finland, the author noticed that the FAF has masses of unprocessed customer data which is not structured to specific customer relationship management databases. The Football Association of Finland has done previous customer researches but the further studies and implications from raw customer data to profiled customer segments, and further, to application of customer relationship management have not been done before this bachelor's thesis.

### **1.1 Aim and outline of the study**

The purpose of the research is firstly to study the profile of a Finnish football spectator in terms of socio-economic factors, their satisfaction to a particular football match event, their motives behind the attendance and then apply these results and findings to application of customer relationship management. The executed customer questionnaire offered the valid information of respondents which can be used as basis of customer database, database marketing and finally in customer relationship management.

In this research the Finnish football spectator profile was determined by six demographical variables gender, age, marital status, education, professional status and residential area. After the definition, it is possible to deepen the spectator profile with the information about satisfaction levels and loyalty, which was measured by the attendance rates. Furthermore, motives behind the attendance and willingness to recommend a particular football match event specify the studied profile of this research. The definition of a specific Finnish football spectator and other generalizations of this research are based on the research results.

The aim of this research process is to solve the research problem and give the answers to the research questions. The solution and the answers are based on the analysis of research results.

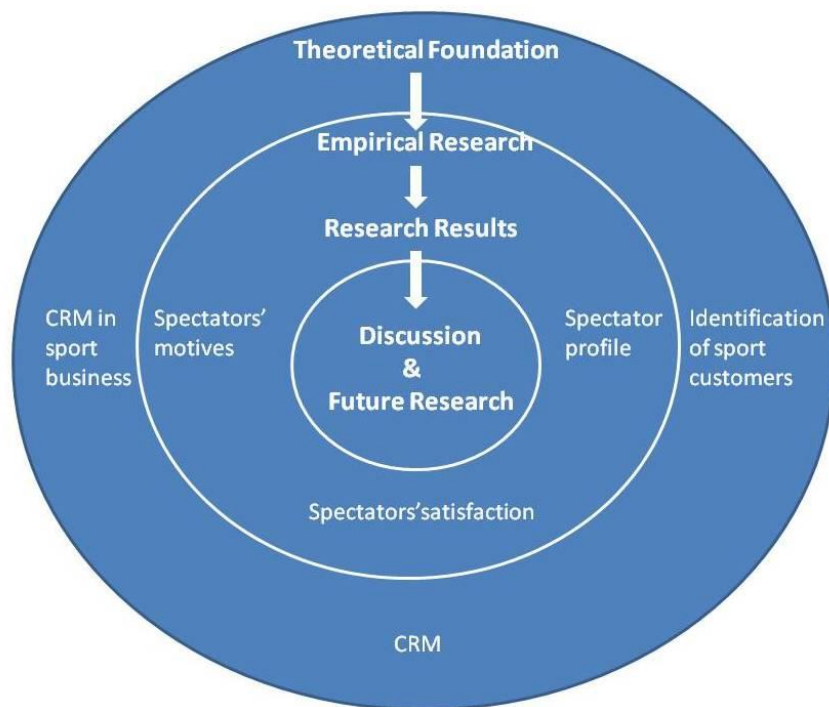
- The research problem is to observe and determine a typical Finnish football spectator profile based on collected customer questionnaire data and to study could this information be used in practical application of customer relationship management.
- The research questions:
  - What is a typical Finnish football spectator profile of men's national football team according to socio-economical information?
  - How satisfied the spectators are with the particular match day event?
  - What are the motives behind the spectators' attendance and their willingness to recommend the event?
  - How information about spectators' socio-economics, satisfaction and motives can be used as the basis of customer relationship management?

### **The outline of the study**

In this study, the first part consists of theoretical framework which elaborates the phenomenon, key concepts and earlier studies for the solid and logical theoretical foundation needed for the planning and implementation of the data collection phase. Theoretical foundation consists of three main theoretical entities: identification of sport customers, customer relationship management and customer relationship management in sport business. The theoretical foundation of the research focuses on sport customer typology and sport spectator types, especially on behavioral characteristics of customers, because the objective of the research is to study a

typical Finnish football spectator profile and possible application of customer relationship management which is based on collected customer information.

After theoretical foundation, the implemented empirical research will be revealed and explained in detail. The research results are shown and analyzed with the help of statistical figures and tables. Discussion of this study connects theoretical foundation, earlier conducted study and research results together by observing the suitability of gathered customer information as a database of customer relationship management. The future research part reveals possibilities to conduct a further future research in the field of sport business and is based on the main results and finding of this research.



**Figure 1. The outline of the study**

## 1.2 Key concepts

Contrary to other national football leagues, such as English Premier League, on the highest level of Finnish football the clubs operate individually apart from the Football Association of Finland, the FAF. The Finnish Football League Association, Veikkausliiga, was separated from the Football Association of Finland in 1990 and is operating as an independent and administrative organization. The FAF is responsible of the second highest league level, Miesten Ykkönen, and all below that. (Jalkapalloliiga ry 2014.) However, the County Football Associations are not operating autonomously because they all belong to the Union des Associations Européennes de Football, UEFA, in total with 54 association members (UEFA 2014b). The most powerful decision maker in the geographical hierarchy above UEFA is the Fédération Internationale de Football Association, FIFA, which comprises of 209 national association members (FIFA 2014). (Beech & Chadwick 2013, 25.)

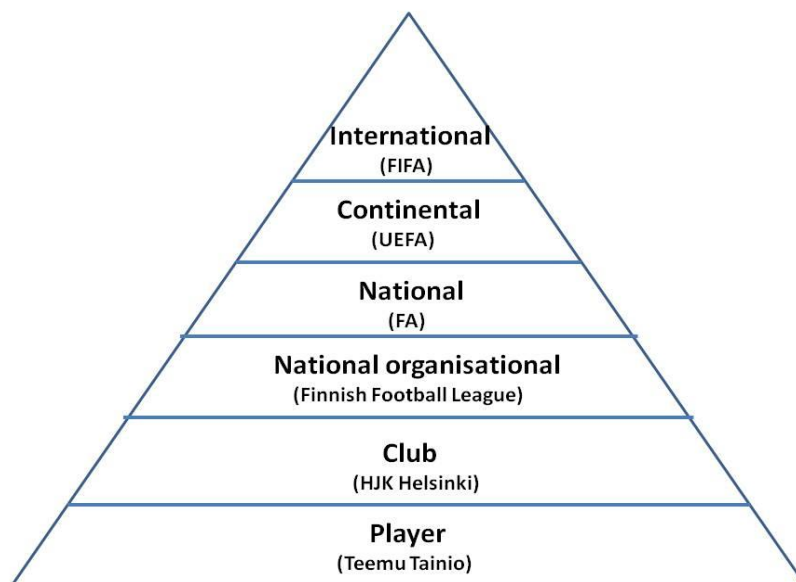


Figure 2. Hierarchical dimensions of governance in football industry (adapted from Beech & Chadwick 2013, 25)

## **UEFA**

The Union of European Football Associations, UEFA, is the governing body of European football including 54 national football association members across Europe. UEFA's headquarters are located in Nyon, Switzerland, and therefore is under the Swiss civil code. Its main objectives are:

- Deal with questions which are related to European football.
- Promote football emphasizing unity, solidarity, peace, understanding and fair play, without any discrimination on the part of politics, race, religion or gender.
- Guarantee the values of European football.
- Maintain relationships with all stakeholders involved in European football.
- Support and secure its member associations for the overall well-being of the European game. (UEFA 2014a.)

## **UEFA EURO2016-Qualifying**

The Union of European Football Associations is organizing European Championship every four years which consists of a qualifying competition, play-offs and a final tournament. At the qualifying round, 54 nations are divided into nine groups of five or six national teams who contest home and away fixtures. For the first time in the UEFA EURO's history, the UEFA Executive Committee decided that instead of 16 European national teams 24 European national teams will contest in the next UEFA EURO final tournament, which is going to take place between 10 June and 10 July 2016 in France. (UEFA 2014c.)

### **Football Association of Finland**

The Football Association of Finland, FAF, was founded in 1907 and it joined to the International Federation of Association Football, FIFA, in the very next year 1908 and to the UEFA in 1954. The FAF is the biggest sport federation in Finland with approximately 1000 member clubs and over 119 000 registered football players. The FAF's function is divided into 12 different areas which guarantee proper operations in each district of Finland, even though the headquarters is located in the capital, Helsinki. (Suomen Palloliitto 2014.)

The FAF is responsible for all of the football activities and improvements in Finland. The objectives of operations are to raise Finnish football permanently to the international top-level, to improve Finnish football to be one of the most popular sports also measuring with spectators and to ensure the Fair Play -spirit in every level. The values are joyfulness, reliability, success and communality which all together form a business idea of the FAF "Football for everyone – At the top of Europe". (Suomen Palloliitto 2014.)

### **Men's National Football Team of Finland**

During the years 2014 - 2015 the men's national football team of Finland, also known as Huuhkajat, is competing in European Qualifiers 2016 in the group F with Faroe Islands, Greece, Hungary, Northern Ireland and Romania. At the moment in 2015, the head coach of men's National Football Team is Mixu Paatelainen who was selected in 2011 with five years contract. (UEFA 2014d.) The national team has still never been in a final tournament and the position at the FIFA World Ranking is 70<sup>th</sup>, by the latest release in 18.12.2014 (FIFA 2014b).

### **Identification of sport customers**

In this research the identification of sport customers and their characteristics enable profiling a typical Finnish football spectator. Furthermore, the spectator profile can be used as a basis of customer relationship management.

A sport consumer is conscious of own values, attitudes and behavior which are related to the sports. A real sport fan shows the passion and commitment through attendance and following sports actively. Sport fan types can be divided into categories according to the intensity of their interest in sports or based on fan characteristics. (Stewart, Smith & Nicholson 2003, 211–212; Davis & Hilbert 2013, 93–96.)

### **Customer relationship management (CRM)**

Customer relationship management is a business strategy which goal is to select and manage profitable customers with long-term value. In CRM, customers are in the core of business philosophy and it requires supportive business culture linked with effective marketing, sales and service processes. (Greenberg 2001, 35–36.) According to Zablah, Bellenger and Johnston (2004, 476–479), customer relationship management can be conceptualized as five different approaches: a process, a strategy, a philosophy, a capability and a technological tool. Based on these five dominant perspectives, Zablah et al summarizes CRM as a profitable buyer-seller relationship which objective is to provide lifetime value for customers in a long-term with the help of customer knowledge and technological interaction management tools.

### **Fan relationship management (FRM)**

Customer relationship management can be converted into sport industry as fan relationship management. Fan relationship management is based on existing knowledge about sport spectators and supporters, and their behaviors. The objective of fan relationship management is to reach sport fans and to benefit financially from offered

sport experiences. Because of the unique aspects of sport and its fans, development and implementation of FRM can be seen as learning from other business industries. (Adamson, Jones & Tapp 2005, 156; Corsten 2013.)



## 2 Theoretical Foundation

The theoretical foundation of this research can be divided into three main parts. The first section of theoretical foundation includes identifications of typical sport consumers and their characteristics in terms of behavior. After sport customer identification, customer satisfaction and customer loyalty are linked with each other because it can be indicated that satisfaction leads to loyalty. The second section focuses to explain the divergent perspectives of customer relationship management. In addition, the implementation of CRM-strategy and database marketing are scrutinized. The last part of theoretical foundation indicates an adaptation from traditional CRM to sport business' concept fan relationship management. Fan relationship management enables sport organizations, associations and clubs to treat fans as unique customers who are more than just consumers. As a conclusion of theoretical foundation, a case study of fan relationship management in football demonstrates implementation of CRM-process into practice.

### 2.1 Identification of sport customers

The identification of sport customers in this study means customers' characteristics which affect sport consumers' behavior. Customer identification can be based on four segmentation aspects which describe customer groups' characteristics:

- demographics: gender, age, occupation, ethnicity, income and religion
- geographics: country, region, city and local
- psychographics: lifestyle, interests, activities, values and opinions
- behavioral characteristics: intended use, usage rates, brand loyalty and benefit sought (Davis & Hilbert 2013, 88).

Behavioral characteristics of segmentation reveal sport fans' typical behavior towards sport events. The needs of a sport fan can be categorized into three main

groups, validation, pleasure and arousal, and in seven underlying motive groups, self-esteem, group affiliation, companionship, entertainment, aesthetics, escape and eustress. (Davis & Hilbert 2013, 90–91.)

Validation determines how consumers reflect their self-knowledge and identity to others through the association with the team or the club. An underlying motive aspect of validation, self-esteem, highlights that a success of an own sport team or a club leads to increased community support which may be seen as a growth in sales of team-related fan products. Companionship and affiliation are also underlying motive aspects of validation and those reflect fans' enjoyment of the sport event with other fans, the shared affinity. (Davis & Hilbert 2013, 91–92.)

Pleasure is one of the main needs of a sport fan. Fans experience the joy and entertainment by following sports which ignites a strong passion for sport performance itself. Entertainment is one of the most significant underlying pleasure motives for sport fans to attend matches. By using excitement and entertainment elements of sport, sport teams and clubs can create effective fan engagement activities into the sport venues. Fan participation also increases when a fan is satisfied with the team's or club's level of performance, in underlying motive categorization known as aesthetics. (Davis & Hilbert 2013, 92.)

The third group of a sport fan's needs is arousal which indicates a feeling of excitement, a growth in energy levels and a sense of delight that arise when watching a favorite sport. Arousal consists of two underlying motives, eustress and escape. Eustress is beneficial psychological stress that sport fans may feel because of the suspense and the unpredictable nature of sports. Furthermore, fans try to escape from the normal daily routines and hectic lives by attending to a sport event. (Davis & Hilbert 2013, 92–93.)

### 2.1.1 Sport spectator types

A determination of a typical sport consumer is challenging to describe because of the several differences in values, attitudes and behavior. However, sport consumption is a self-defining phenomenon and the simplest way to determine a sport fan is when a consumer himself or herself admits that he or she is a sport fan. For majority it is more than taking part and following sport events. Some sport consumers may show their fandom by following sports actively through the media whereas others dress up in the team colors to display their passion and commitment. (Stewart, Smith & Nicholson 2003, 211–212.) Casual sport fans are less loyal to their favorite club or team and they are following sports more rarely, but they may look for entertainment experiences or a social aspect of a sport event. In general, the casual sport fans form a larger group of the spectators than loyal sport fans. (Davis & Hilbert 2013, 15-16.)

According to Adamson, Jones and Tapp (2005, 160), fan types can be divided into five different categories based on fan characteristics. A temporary fan is only interested in a certain sport or a club for a specific period and after that goes back to normal patterns of behavior. For a local fan motivation for supporting a sport team, event or player is linked with geographical area. The original identification with the favorite sport team may reduce or even change if a local fan moves to another area. A devoted fan has characteristics of loyalty because he or she stays with the original favorite team in spite of time or location. Two the most committed fans in this typology are the fanatical fans and the dysfunctional fans. The fanatical fans have obsessional tendency to support the team but fanaticism is not the strongest component of the self-identification whereas the dysfunctional fans achieve a definite self-identification from their team or club of support. Hooligans are also associated with the dysfunctional fans.

On the other hand, fan types can be divided into three groups according to the intensity of their interest in sports. Intense enthusiasts are fanatic sport fans who are the most loyal to their favorite sport, team and athletes regardless of success. Intense enthusiasts have a strong bond with sports because they may have played competitive sports or are still competing. They may have a favorite sport with a primary focus, like football, but their bond with sports is enormous and because of that they will follow different sports depending on a season of the year. Intense enthusiasts have a specific knowledge about statistical details from each sport. They enjoy watching sports by themselves but they are more likely to watch sports with other sport fans who also share the same needs for validation, pleasure and arousal. (Davis & Hilbert 2013, 93–94.)

Shared enthusiasts are not as committed to sports as intense enthusiasts but they also share a common love of sports. Shared enthusiasts definitely prefer to watch sports in a group with shared sport experiences. They will not use the same amount of hours watching or attending sport events but they are exploiting the complete highlights of sports and following their favorite team's performance. (Davis & Hilbert 2013, 95.)

Casual enthusiasts are paying occasional attention to sports only if it fits with the daily routines. Casual enthusiasts do not have as strong bond with sports as intense and shared fan types. Casual enthusiasts can be classified into different social and professional networks than intense and shared enthusiasts. Surprising or fascinating sport news may get their interest into sports after several days or weeks. For casual enthusiasts, the interest in sports may also be only way to participate in social conversations at work. (Davis & Hilbert 2013, 95–96.)

### **2.1.2 Customer satisfaction and loyalty**

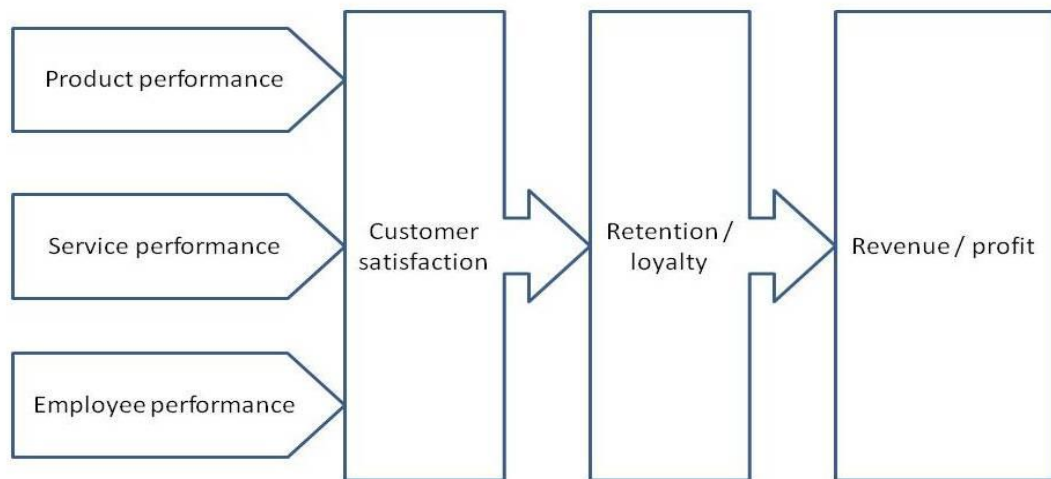
According to Brink and Berndt (2008, 38), trust is one of the key aspects in successful customer relationship management. There is a linkage between trust and satisfaction because the both represent a final evaluation, feeling or attitude about the other part in a relationship. Satisfaction is a result of successful personal experience but opinions and previous experiences of peers may increase the level of satisfaction.

Customer satisfaction is a consumer's experience of offered products and services which try to fulfill needs, wants and demands. A customer is satisfied when supply confronts with demand and a customer thinks that the selected product or service was the best alternative after comparison with the rivals' offerings. Advertising has a significant influence on customers' expectations and because of that the offerings should be equivalent with the customer value promise to ensure the customer satisfaction. Satisfied customers are more willing to recommend and spread positive word of mouth because satisfaction is a feeling that people want to share and talk about. (Szwarc 2005, 6; 12.)

Customer satisfaction measurement has changed from traditional phone calls to electronic surveys and website tracking systems. The online surveys offer direct information about customers' experiences and satisfaction which can be exploited as improvements in customer communication. Companies are collecting customer satisfaction data about customers' impressions and experiences in more innovative techniques to improve the offered services. In nowadays, the satisfaction measurement concentrates on specific customers or customer segments and the responses are saved into customer databases which comprise of personalized customer profiles. (Dyché 2002, 62.)

### Customer loyalty

Customer satisfaction, loyalty and profitability are linked to customer relationship management. The core idea of satisfaction-loyalty-profit-chain (SPC) is that offered product and service attributes meet the demand. Customers' satisfied needs and wants lead to increasing customer satisfaction which affects greater customer loyalty, which is expected to lead to better profitability in the future. (Kumar & Reinartz 2006, 157.) (See figure 3)



**Figure 3. The satisfaction-profit chain (Anderson & Mittal 2000, 107)**

It is not obvious that customer satisfaction leads to customer loyalty because dissatisfaction attributes have a stronger impact on loyalty than satisfaction. The high level of satisfaction does not guarantee retention because there may be another product or service which would give the same extent of satisfaction. (Kumar & Reinartz 2006, 159.)

Customer loyalty can be seen from different perspectives because the most profitable customers are not always the most loyal ones. An extremely loyal customer may not be the most profitable when he or she is consuming the company's resources only by utilizing services and discounts. (Kumar & Reinartz 2006, 162.) In sports, a loyal customer has a strong commitment and devotion to own club or own team and the bond between a loyal customer and a team remains stable despite the weak performance of the team or rival teams' competitive substitute offers (Davis & Hilbert 2013, 15).

The primary objectives of loyalty programs are to identify, reward and maintain profitable customers. To maintain relationships with loyal customers, a company should learn from previous customer contacts and clarify which factors lead to strong customer commitment. Customer loyalty creation is a combination of attitudinal and behavioral loyalty which indicates commitment to the organization and its products and services. The long-term effectiveness of customer loyalty can be analyzed with the help of better knowledge of customer preferences. The knowledge of customer preferences makes the sustainable value creation possible by specification of offerings and communication for customers. In the long run, the loyal sport customers are more important and cost-effective for a sport organization than new customers because resources are often allocated to developing relationships with already committed customers. (Bee & Havitz 2010, 142; Cavoli 2014; Kumar & Reinartz 2006, 163–164.)

The indicator of loyalty can be seen as repeated purchases of the same product but it should not be linked with loyalty automatically. If a consumer selects the exact product several times, when there are also alternative products of other suppliers, it may indicate of psychological commitment and true loyalty. Psychological commitment may affect fans' support for a certain sport or team because a fan's family may have supported the sport or the team forever and this is an outgrowth of family history. At

the same time, loyalty for a specific sport or a team may be derived from a fan's social group that increases a form of peer pressure in that case everyone else is already committed to the club. (Davis & Hilbert 2013, 117.)

## **2.2 Customer relationship management**

Greenberg (2001, 35–36) describes how Robert Thompson, founder of CRM-Guru.com -webpage, has determined customer relationship management as a business strategy which selects and manages specific customers with long-term value. According to Thompson, in customer relationship management customers are in the core of business philosophy and it requires supportive business culture linked with effective marketing, sales and service processes.

According to Zablah, Bellenger and Johnston (2004, 476–479), customer relationship management can be conceptualized by identifying the five major perspectives of CRM. From the perspective of process, CRM can be described as developing buyer-seller relationships in which an organization should be able to detect and respond to evolving customer needs and preferences. CRM as a strategy affect organization's resources to invest in a particular relationship which increases a customer's lifetime value. It requires that organizations constantly asses and measure the lifetime profitability of each customer relationship. CRM as a philosophy concentrates on creation and maintenance of relationships which aims to customer retention. Customer-centric organizations, which are driven by customers' changing needs, implement a philosophical-CRM. CRM as a capability is successful if organizations are able to adapt their actions from the perspective of individual customers' needs and tend to be flexible to change the behavior towards individual customers on a constant basis. The last of these five perspectives is a technology in which knowledge and interaction management technologies are the key resources of long-term and profitable customer relationships.



### 2.2.1 Implementation of CRM-strategy

According to Kumar & Reinartz (2006, 53), the goal of strategic CRM is to maximize the lifetime value of the customer and CRM-strategy consists of four main aspects:

- Customer-management orientation
- Integration and alignment of organizational processes
- Information capture and alignment of technology
- CRM-strategy implementation

After these aspects have been taken into account, the next phase is to estimate the worth of investment in CRM-system. One well-known tool for the estimation is Return On Investment (ROI), which reveals the real need of CRM-strategy, a possible strategy that should be developed and the structure of implementation. Finding and selecting the right target customers and segments is the core of any CRM-strategy. (Kumar & Reinartz 2006, 58; 128.)

The CRM can be divided in three processes: operational CRM, analytical CRM and implementation of CRM. The operational process includes customer data collection, which enables personalized information delivery, and supportive customer service. In addition, available real-time data is gathered to a database to utilize marketing data intelligence analysis. The analytical process requires knowledge of customers' needs and expectations to help the company to increase the understanding of its customers and to take the complete advantage of data analysis tools. The processes enable a company to measure satisfaction and loyalty metrics and in conclusion to deal with profitable customer relationships. (Kumar & Reinartz 2006, 38; 62–64.)

Customer data transformation and customer knowledge discovery are two major aspects in the data analysis. The customer data transformation indicates extraction and transformation of raw data from internal and external databases to the final database where the customer information is accessible to all of the employees who need it. Usually a company is able to know its customers using the customer demographic analysis but if the customer image is deficient, it should be improved with the externally available information, such as geographical information, socio-economics, lifestyles and psychographic data. The customer knowledge discovery requires valid customer data which is converted into useful customer knowledge information. The customer knowledge information helps in understanding customer expectations, such as expected quality, use of time and value for the money. This emphasizes marketing decisions, to understand better customers and predict the customer behavior in the future. (Bergeron 2002, 19; Kumar & Reinartz 2006, 64–65.)

The data from the company's customer communication and the information through interaction channels should be updated and ensured that unnecessary information are not included. By defining the customer segments, the company can offer various solutions in marketing, sales and customer services, and also respond to unique expectations of different customer segments. The issues on customer segments that a company should be able to predict are whether the customers are willing to buy again, when and what they are willing to buy, how much they are willing to spend and what are the needed additional services. (Kumar & Reinartz 2006, 64–66.)

### **2.2.2 Database marketing**

The American Marketing Association Board of Directors has approved that: "Marketing research is the function that links the consumers, customer, and public to the marketer through information". Marketing research include the needed information

to ensure specific methods for the information gathering, the data collection utilizing, the results analyzing and the communicating implemented findings (American Marketing Association 2004).

In nowadays, the high level of technology allows the companies to gather and analyze the information about prospective customers and create diverse customer databases. The customer groups, who share the same similarities, can be exploited as target segments who are interested in the equal marketing campaigns. With the help of data analysis a company can execute marketing decisions and implement marketing programs into action. The benefit of CRM is in database marketing which enables the development of two-way-relationships between customers. Each customer group is treated with a unique interacting strategy to ensure the customer value, which will give the maximum results in lifetime value. A targeted customer can be an individual consumer, a segment or segments in the same market area or even an entire market. The customer targeting process also requires company's intermediaries and partners in cooperation. (Kumar & Reinartz 2006, 4–6; 145.)

There are three types of databases which can be divided by the included information, the use of marketing activities and the database technology. The information databases include the data from customers, prospects, clusters and enhancements. The customer database identifies and profiles the most suitable customers and it is used in communication, to get customer responses. The customer databases should encompass at least basic customer information, demographic information, psychographic information, transaction history and additional information, such as satisfaction and loyalty. Further, the data from inactive customers is vital because it reveals the sectors which should be improved. The prospect database is used in target marketing by analyzing marketing channels, through the receiver prefer to get information, and specific prospect segments. (Kumar & Reinartz 2006, 146–148.)

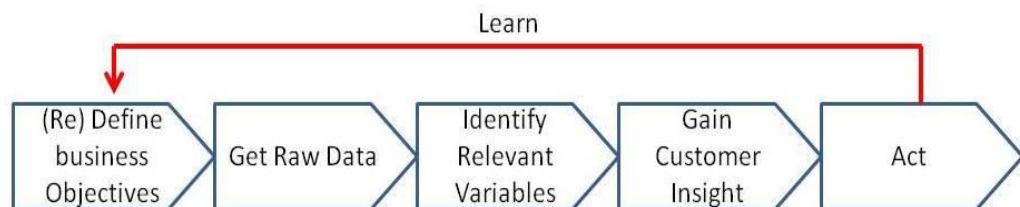
The marketing database can either be a passive or an active. A passive marketing database is only for collecting customer information to a mailing list and it does not affect the strategic marketing decisions. An active marketing database enables and directs strategic marketing planning because the results of marketing actions are updated to the database. The profitable segmentation, the retention of existing customers and the recognition of potentially profitable customers are the key benefits of marketing databases. Customers with the same profile can be classified into segments and different segments must be treated in a different way depending on their buying behaviors and level of satisfaction. (Kumar & Reinartz 2006, 149–152.)

### **Data Mining**

Data mining is customer knowledge-driven marketing tool which enables the strategic business decisions. The data mining can be considered as information extraction from unprocessed data. The data mining process offers an insight of future trends, customer behaviors, buying patterns, and it creates new marketing opportunities with improved customer satisfaction level. The identification and selection of right target customers and segments, with similar behavior and needs, can be assisted by data mining. (Brown & Gulycz 2002, 123; Kumar & Reinartz 2006, 193.)

A complete data mining process includes defining and specifying the business objectives and expectations together with measurements of success. Next step, the data sourcing phase, is the gathering of descriptive and transactional data and checking both the technical and the business quality of data. The gathered raw data must be extracted into a database and determined the analytical variables which are relevant for the modeled target behavior. The selected and relevant variables enable a specific customer insight that is used when selecting the analytical models of data usage. The last phase in data mining is transferring the collected and analyzed data into action, at the same time observing the performance and improving the analytical data models. The data mining is a constant process in customer relationship management

and learning from the previous customer analysis is a key to more effective target marketing. (Kumar & Reinartz 2006, 213.) (See figure 4)



**Figure 4. Overview of the data-mining process (Kumar & Reinartz 2006, 194)**

### **2.3 Customer relationship management in sport business**

Customer relationship management can be converted into sport industry as fan relationship management (FRM) which is based on existing knowledge about sport spectators and supporters, and their behaviors. The objective of fan relationship management is to reach sport fans and to benefit financially from offered sport experiences. Because of the unique aspects of sport and its fans, development and implementation of FRM can be seen as learning from other business industries. (Adamson, Jones & Tapp 2005, 156; Corsten 2013.) CRM manager of English Premier League club Arsenal has stated that the advantage of sport industry is extremely engaged customers who are following the team because it is already popular (Church-Sanders 2014).

Sport clubs have taken advantage of the people's participation in sport events because it allows a creation of emotional bond between a sport club and fans. The participation of sport spectators give the required information for the organization and

the data can be utilized by establishing fan clubs for the participating members. The participating sport members also create a consumption culture around the sport events, especially at the sport venues, and this secures long-term fan bases. The unique experience of a sport fan should be supported by functional and inclusive sport venue management which is directly in relation to customer relationship management. (Corsten 2013.)

The Emirates Group started to operate in the field of sport marketing in 1987. Nowadays the organization is co-operating with sport events and clubs which share the same values, responsibility and community initiatives, than the Emirates Group (Emirates 2015). In 2013 the Emirates Group signed a sponsorship deal, worth of 150 million pounds, with Arsenal FC and it contained shirt sponsoring rights for the next five years and also the naming rights to the club's stadium. At the moment a deal has been extended until the year 2028. According to the Emirates Group's senior vice-president, the price of media is increasing and specific customer data of sport markets enable more effective planning and targeting of advertising thorough the existing marketing channels of the club. Furthermore, the investment in CRM capability and technology plays a significant role because co-operating brands are expecting that kind of operation from sport organizations. (Customer comes first 2013.)

Charles Allen, Arsenal's head of marketing, stated that "We want to change our conversation internally from 'we think we know what our club stands for and what our fans and customers think' to 'we know this about our club and what our fans and customers think'" (Customer comes first 2013). Arsenal FC's new CRM-system will increase the value of target segmentation because they are able to recognize who their fans are and what kind of commercial information they are interested to receive. The potential benefits of target marketing can be ensured with an effective CRM-system that includes all the relevant data in the same database. (Church-Sanders 2014.)

It is believed that creating relationships with customers raise their loyalty towards the club. But in the case of football's greater loyalty levels, when comparing to traditional business industries, the results have led to a distorted impression that clubs can take their fans' loyalty for granted. Football clubs have determined different segments of football fans and ignored the needs of fans by exploiting their true loyalty and fanaticism. However, as the biggest international sport clubs have shown that marketing channel management systems are vital because of the functionality to collect supporter data. Nowadays, sport clubs attempt to create fan communities which reflect the feeling of belonging to a group that share the same interests, but sometimes the sport clubs forget the basic principles of relationship marketing: dialogue, trust and mutual respect. (Adamson et al. 2005, 157–158.)

Leeds United, a Championship football club in the UK, wants to use a CRM to know who are the fans and understand their purchasing patterns to improve the total fan experience. According to Katie Holmes, Leeds' head of marketing, they also exploit customer data when planning marketing channels for fans, for example a possibility to select and purchase the match seats via mobile phone. In customer relationship management, fan surveys are also used to determine more precisely fan profiles and further to keep fans engaged with the club. (Church-Sanders 2014.)

According to Adamson, Jones and Tapp (2005, 158–159), the sport spectators should be treated as individual customers and as support groups at the same time because the individual customers guarantee profitability of sport business whereas the support groups enable long-term commitment. The offered services are more important for casual fans, who think football attendance as a form of entertainment, than hardcore supporters. A club can form various segments from supporters based on their differential value to the club, differential level of loyalty, differential psychological and physical needs, and their geo-demographic characteristics.

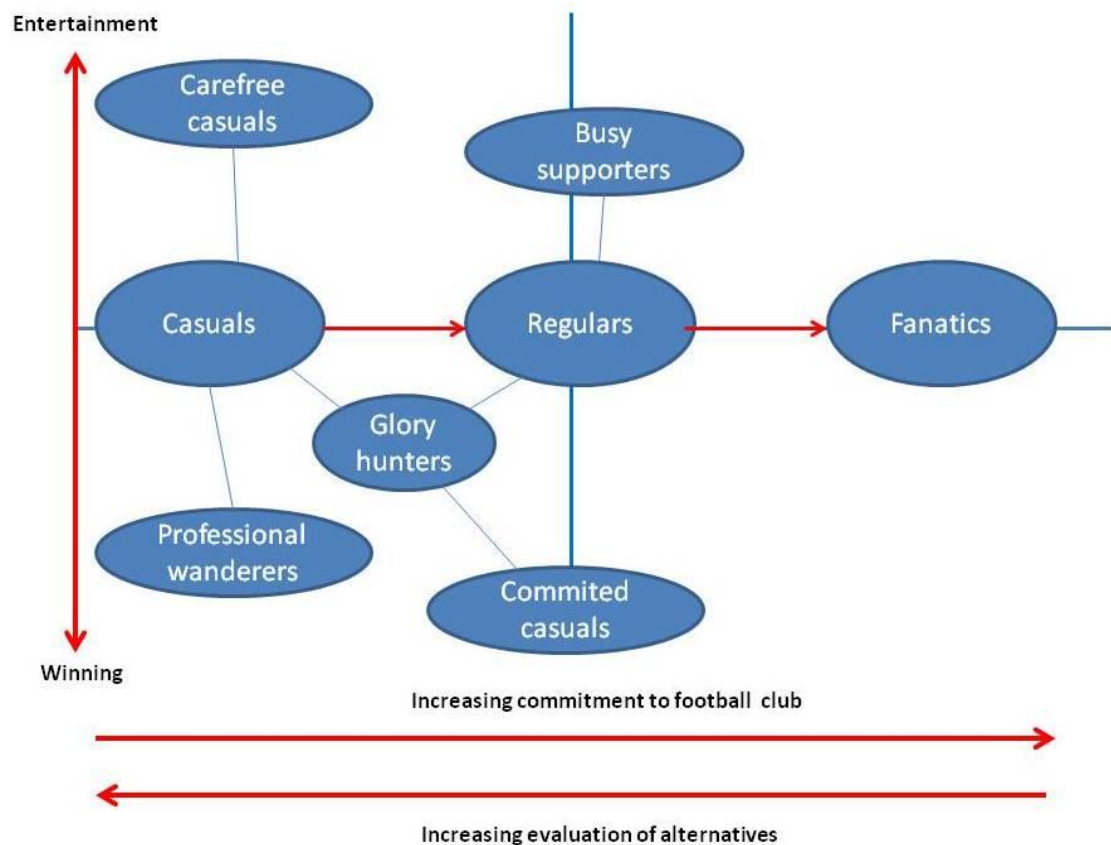


Figure 5. Segmentation methods based on team performance and commitment (Adamson et al. 2005, 161)

Figure 5 illustrates groups of supporters based on their characteristics of interest (vertical axis) and commitment levels (horizontal axis). Different segments of supporters do not share common buying habits, casual supporters prefer entertainment over winning and they do not have the same emotional links with football than fanatics supporters have. The casual supporters attend to football matches because of the entertainment, and they are evaluating alternatives of leisure time activities. Fanatics can be divided into two sub-groups, spectators who have a strong identification with the football team itself and spectators who have a deep passion for football generally. Almost for every football supporter, sport represents a form of safety and oppor-



tunity to have dreams, hopes and desires which may depart from the reality. (Adams et al. 2005, 160–161.)

### **Fan engagement in Everton FC**

According to Richard Kenyon's, a director of marketing and communications in Everton Football Club, results of fan survey Everton FC fans had positive thoughts towards the club and majority (97%) of them said that the club was well run. Furthermore, 70% of the fans stated that the club takes into consideration the opinions of supporters. Kenyon stated that the fan engagement is based on detailed knowledge of the fans, the city, the industry and the rivals. The objective of Everton FC is to deliver exciting and engaging participation activities and a feeling of belonging which leads to direct engagement and repeated visits. The purchasing process should be accessible, flexible and impulse-satisfying and also meet the demands and lifestyles of different fans. The main focus of the club is to listen to the fans when building long-term loyalty and because of that Everton FC is one of the few clubs who take the time to respond personally to the fans. The community of Everton FC fans has summed up the fan engagement as "We are Evertonians. We go the game. That's what we do." (Kenyon 2014.)



Figure 6. Fan engagement circle (adapted from Kenyon 2014 & Sashi 2012, 261)

### FRM case study in English football

Practical fan relationship management requires an extensive database which includes specific customer information about satisfied and loyal fans. Thorough data mining enables the segmentation of fans and, furthermore, an effective database marketing which is in the core of customer relationship management. The adaptation from CRM to FRM is a long-term process which objective is to create profitably mutual relationships between the loyal fans and the club.

Adamson, Jones and Tapp (Adamson et al. 2005, 162) did a research which concerned the issue of CRM among the English league football clubs. They appointed 11 meetings with English league clubs and one of them offered the opportunity to monitor ten weeks implementation of a new ticketing system which objective was the development of CRM. The data gathering phase included interviews with the club management, observation, participation to meetings and also personal participation

as a member of the CRM implementation project team. In addition, the data was collected by sending a questionnaire to all 92 English league football clubs with a result of 25 responses which represented 27% of the total amount of clubs. The questionnaire concentrated on practical aspects of CRM, such as segmentation and database marketing techniques.

The first insights of CRM-system implementation were negative in this research. During the implementation phase, the club's reputation and the fan base diminished. There were also significant problems on the match days which caused further frustration among the fans. However, the football industry is seen as a potential sport sector in which CRM would work well. It should be understood that fans have more leisure choices and the service expectations have increased. The football supporters want that they are treated like customers but recognized as fans. The loyalty levels of fans must be noticed because it reveals the differing football-related needs due to the emotional nature of the football. In general, and also in the conducted research, CRM-system is a key to fan segmentation and it develops the specific direct communication and dialog with the target groups. (Adamson et al. 2005, 165–168.)

The key of a successful FRM strategy is to determine the right balance in fan communication. The engaged fans are more willing to receive information from the club but a marketing department should be aware of background details of fans, such as are they already a season ticket holders or have they received the message of ticket discounts already. The sending of spam can be avoided through effective use of CRM. An effective CRM-system includes several communication channels but those should be optional and the fans should be able to decide the most suitable information sources for them. (Church-Sanders 2014.)

### **3 Empirical Research**

The purpose of this part is to explain the execution of the empirical phase in this study. This chapter includes information about the used quantitative research methods: data collection method, analyzing methods, representation methods of results and reliability and validity of the research. The objective of the conducted empirical research will be explained later on this chapter.

#### **3.1 Methodology**

Quantitative research contains the same structure than qualitative research but the approaches differ from another. The objective of a quantitative research is to solve cause-effect relationships and according to positivism it aims at objective truth. The core of a quantitative research is a phenomenon that the research process tries to generalize. In quantitative research process, understanding of theories and background of the phenomenon is mandatory. One of the key concepts, when measuring a phenomenon, is correlations between the variables of the phenomenon. (Kananen 2011b, 72–73; 147–148.) The researcher of this study accounted for the phenomenon's correlations and its factors to be able to formulate the research questions from the research problem.

In this study the researcher adhered to the general guideline of quantitative research which has specific rules and methods. The research data was collected by a questionnaire and the target group included the spectators who bought the match day ticket, and because of that these spectators were relevant from the perspective of a phenomenon. The analyzed sample of this research reflected the research results of the whole population. After implementation of the proper method for the data collection, the results were represented by following the guideline and the statistical

rules. The precise statistical rules ensure the reliability and accuracy of the research results.

### **A research problem and research questions**

A quantitative research consists of a research problem and research questions, which are derived from the research problem. The answers to the research questions can be derived by using the collected data. Furthermore, the solved research questions try to offer the specific information to the research problem solving. The data may consist of literature, articles, documents, other surveys, interviews, questionnaires. (Hirsjärvi, Remes & Sajavaara 2009, 126–128.) In general, a questionnaire consists of specific questions which make the needed data available and in this research it was used in data gathering process. Gathered data, supported by theory, was used when analyzing the representative sample of the research.

### **Data gathering, analyzing methods and presentation of the research results**

The quantitative data gathering process begins by planning the questionnaire and its structure. The questionnaire consists of specific questions, which try to give responses to the research problem and the research questions. The quantitative questionnaire includes usually questions which determine the socio-economic background variables of the respondents, like in this research the studied background variables were age, gender, marital status, education, professional status and geographical background information. The sample can be compared with the population by gathering the background data and this phase tries to generalize the phenomenon. The cross tabulation analysis requires background variables and the gathered background data is often used in this analyzing method. (Kananen 2011b, 90.)

The interpretation of questionnaire's results can be done by finding differences or regularities between the answers. Frequency distribution, cross tabulation, correlation and other statistics are common when representing the quantitative research

results by tables and figures. "A frequency distribution gives the values and distribution of the attributes of one variable. A frequency distribution table shows how the answers to a single question (variable) are distributed between the different alternatives". (Kananen 2011b, 101; 104.) The core idea of the cross tabulation is that two variables are analyzed in tandem because the correlation indicates a statistical interdependence (Kananen 2011a, 77; Kananen 2011b, 118).

In this research the percentages were used in tables and figures to indicate the share of total amount of given answers. Frequency distributions, cross tabulations and correlations were used to represent the research results and, further, to explain and analyze those more precisely. Conclusion from the research results was based on formulated syntheses which summed up the most significant findings.

### **Sample size and target group**

A little group of collected and selected data, sample, should represent the defined target group and also reflect the population when generalizing the research results. The sampling process can be summarized in six stages: define the population, define the target group, choose the sampling method, define the size of the sample, define the sample units and finally gather the data. (Kananen 2008, 70).

In some cases a phenomenon might be that all of the possible respondents cannot be reached (non-response) or all the respondents in a population are included in the survey (census). In sampling it is essential that the population contains sufficient available data. (Kananen 2011b, 94–95.) The sufficient size of sample may not be a stated 20%, because the structures of the population, the needed quality and accuracy of data have effect on the decent sample (Kananen 2011b, 100).

The population of this research consisted of 26 548 spectators at the match of men's national football team of Finland. The target group was 6912 spectators who bought

the match day ticket from ticket selling partner Lippupalvelu and the final sample was 1424 respondents who answered to the online questionnaire.

### **3.2 Execution of research**

The quantitative research method was chosen because of the unique research subject. The purpose of the research execution was to collect data from the football spectators by an online questionnaire. The objective of collected football spectator data was to gather information of spectators' socio-economic factors, their satisfaction to a particular football event and their motives behind the attendance. In addition, the questionnaire was pre-arranged to offer information about spectators' willingness to recommend or not to recommend the football event. The execution of the research offered new, unique and valid data which can be exploited in the sport business, and especially in the football industry.

The Football Association of Finland commissioned this research and the execution of research was made in co-operation with the association, and especially with the marketing department. The execution of research, as a part of the author's bachelor's thesis, was enabled by the working position at the association. The author got familiar with the association's marketing strategies and customer relationship management during the working period of five months. The Football Association of Finland receives dozens of bachelor's thesis proposals every year but only a few are approved and implemented. However, to be clear, the questionnaire, the questions and whole the structure of the empirical research was designed and implemented by the author. The brand name of the FAF and the ticket selling partner's, Lippupalvelu, contact information of spectators were used at the empirical research phase to ensure the reliability of the sent questionnaire.

### **Implementation of questionnaire as a data collection method**

In this research, a questionnaire was used as a data collection method. The questionnaire was made in Finnish and it included in total 29 questions and in the end of the survey there was an optional question for those who wanted to participate in a lottery of 50 euro gift token. The used average time to fill a questionnaire was approximately 10 minutes per respondent. The structure of questions' order was from general to particular. The first three themes were in general level, followed by two more detailed and specific themes and the last theme was background variables.

The data was collected by sending an online survey, in Finnish, after a EURO2016-qualifying match of men's national football team of Finland. The match Finland against Greece was played in Finland at Helsinki, the capital, Olympic Stadium on Saturday 11 October 2014 at 21:45pm. The questionnaires were sent on 16 October 2014 by using Webropol Online survey system and the person in charge of whole data collection process was the author, even though the questionnaires were sent both in personal name of the author and in the Football Association of Finland's organizational name.

The online questionnaire was open in Webropol's database system for the respondents in total of 10 days, from 16 October 2014 to 26 October 2014, and one reminding message was sent to maximize the amount of answers after a week on 23 October 2014. The total amount of spectators in the particular match was 26 548 and the questionnaire was sent for 6912 spectators who bought the match tickets from Lipupalvelu, which is a ticket selling partner of the Football Association of Finland. Lipupalvelu provided contact details (email addresses) of 6912 spectators which formed the target group of the research. Before the reminding message, there were in total 1079 answers. In the end the total sample was approximately 20% (20,6%) of the target group with 1424 saved answers to the Webropol's database.



### 3.3 Reliability and validity

#### Reliability in this research

The questions of questionnaire give unprocessed material which tries to ensure the reliability and the quality of the research (Kananen 2011b, 92.) To ensure the reliability and the quality of this study: the respondents should have understood the asked question in the same way than the researcher, the respondents should have been familiar with the theme of the questions and the respondents should have been willing to answer and offer the requested information.

According to Kananen (2011b, 125; 128), the reliability of quantitative research contains coherence and repeatability of the research results. The description of the population, the size of the sample, the accuracy of the data and the justified measuring methods indicate the reliability and the validity of quantitative research.

Reliability in a quantitative research can also be explained by stable stability of measurement which remains equivalent also after the research process. The reliability can be tested and proved by replicating the measurement, but it is not always guaranteed by a replication because the measured phenomenon may change over time. In addition, the replication of survey may have an effect on respondents' answers because the exact same and following survey may expose to special attention in regard to the survey's issues in consequence changes in person's behaviors. (Hirsjärvi, Remes & Sajavaara 2009, 231; Kananen 2011b, 126.)

The constancy of this study cannot be ensured and tested in the future researches because this research was conducted after the particular match of men's national football team of Finland and the match day event will not be precisely the same on next time. However, it can be stated that this study and its results are reliable because the answers from the respondents were collected by and saved into Webropol

Online database system. This diminished the margin of human errors in information gathering and result analyzing phases. The open-ended questions were analyzed firstly in Finnish, because the questionnaire was made in Finnish, and then translated and analyzed in English which strengthen the accuracy of the collected data and the truthfulness of the study.

### **Validity in this research**

Validity of the research ensures that the research results are equivalent to the research problem and measures the predetermined and the right things. Validity in a quantitative research consists of external and internal validity. (Hirsjärvi, Remes & Sajavaara 2009, 231; Kananen 2011b, 126.)

In quantitative research the external validity enables the generalization of research results, but in this study the sample does not represent the whole population of the match day event because the questionnaire was sent only for the spectators who bought the match day ticket from Lippupalvelu. However, the defined sample of this research indicates about the external validity of the research results which may be repeated in other similar circumstances. The online questionnaire was sent for every spectator, who bought the match day ticket from Lippupalvelu and whose email address was available in the database of Lippupalvelu, in consequence they had equal possibilities to participate in the research by answering to the questionnaire.

In this research the internal validity is ensured by focusing on the suitable implementation and design of the survey, further, the measurement of research variables provided valid research results. In addition, the precisely documented and represented phases of the research process indicate the validity. The properly used barometers strengthen the validity of the research in order to give reliable answers. In this research, the internal validity is also examined by studying the factors of respondents' socio-economic background variables, satisfaction with the particular football event

and motives behind the attendance as the basis of customer relationship management application. The utilized existing theories, the used academic concepts and the investigated previous study of the same subject are arguments of validity in this research. A previous study of Finnish football spectator profile was conducted by Sponsor Insight Finland in 2013 and it will be revealed more precisely in the discussion-part of the thesis.

## 4 Research Results

This part will reveal the results of the conducted quantitative research. The research results are based on the answers of 1424 respondents who answered to the questionnaire. The research results are shown and indicated with the help of the tables, which include statistical information about Finnish football spectators' demographics, geographical information, satisfaction, motives and other variables which can be considered essential in this research.

The results of the empirical research include customer data which can be used in implementation of customer relationship management and database marketing. From 29 questions of the conducted questionnaire, 19 questions were analyzed in detail. The analyzed answers of these 19 questions included essential customer information in terms of the pre-determined research questions. The questions, which will not be analyzed in this research, concentrated on customers' buying behavior and sport consumption habits of Finnish and European football leagues.

The purpose of this part is to answer to the research questions:

- What is a typical Finnish football spectator profile of men's national football team according to socio-economical information?
- How satisfied the spectators are with the particular match day event?
- What are the motives behind the spectators' attendance and their willingness to recommend the event?

### **The conducted questionnaire of the research**

The questionnaire consisted of six main themes: Tickets and spectator group, Arrival and accommodation, Public services, Communication and motivational factors, General interest in men's football, Demographics and geographical information. The Royal Netherlands Football Association, KNVB, has implemented similar fan surveys focusing on five main themes: fan profile, match day experience, football and society, ticket sales and other expenditure and media and communication. (De Frel & Groenendijk 2013.)

From 29 questions 15 were structured with predetermined alternative choices. Two of these 29 questions, which considered the satisfaction levels, were structured using Likert scale from one to five with an option either "I did not use the service" or "I cannot say" (Muuttujien ominaisuudet 2007.) In the scale of this research, the option one represented the opinion of "I'm not satisfied at all" and five represented "I'm very satisfied". Additionally, a question "Would you recommend the event of men's national football team to your friends?" was also structured using Likert scale from one to five, where the option one represented "In no account" and the option five "Yes, definitely".

Three questions were open-ended questions with no predetermined alternative choices. These questions considered about the purchasing patterns at the event, the motivational reasons for attendance to the men's national football team's match and the reasons if a respondent does not recommend the participation to the event.

In the end of the questionnaire was a question which concerned the watching habits of European main football leagues either via television or online (Premier League, La Liga, Serie A, Bundesliga, UEFA Champions League, UEFA Europe League). The alternative choices were divided in seven different options according to how often respondents watch the matches of European football leagues: 'Not at all', 'More rarely

than once in a month', 'Once in a month', 'Once in three weeks', 'Every other week', 'Once in a week', and 'More often than once in a week'. Finally the questionnaire included the last seven questions about demographics and other background variables. (See the questionnaire in appendix 1)

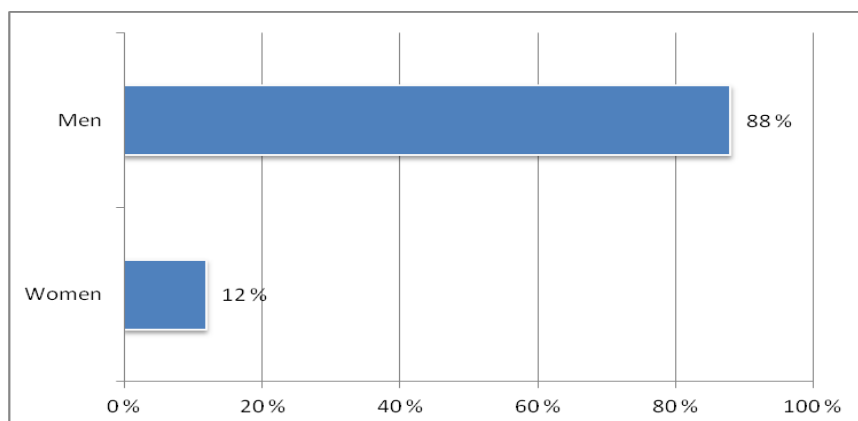
#### **4.1 Spectator profile of the men's national football team of Finland**

The purpose of this part is to analyze and determine the Finnish football spectator profile by the most general background variables and answer to the first research question "What is a typical Finnish football spectator profile of men's national football team according to socio-economical information?" By analyzing the demographics and the geographical variables of respondents, a typical Finnish football spectator profile can be derived from the repeated answers of respondents. Furthermore, spectator group, arrival and accommodation aspects are exposed and added to the determination of the Finnish football spectator profile.

##### **Demographics of the respondents**

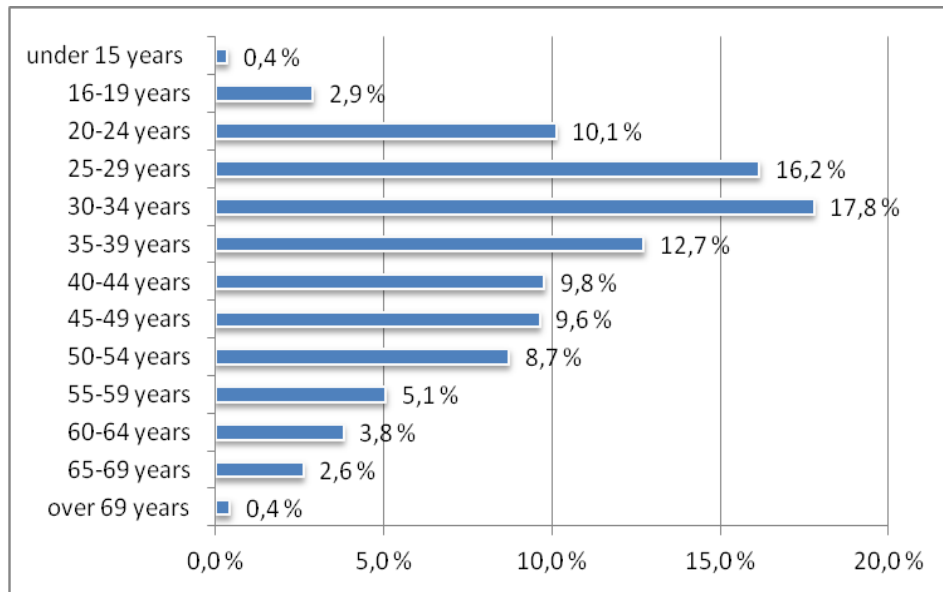
In this study the demographic variables of the spectator profile contain gender, age, marital status, educational background and professional status. The results are based on the answers of questionnaire's questions 23 – 27. (See appendix 1)

Figure 7 indicates that a vast majority of the respondents (88%) were men and only 12% were women. From 1424 respondents 1254 were males and the rest 170 were females. One crucial factor for biased gender distribution can be explained by that the respondents were those who bought the ticket or tickets to the match. Furthermore, the distribution shows that potential and new spectators could be in women's customer segment.



**Figure 7. The gender (n=1424)**

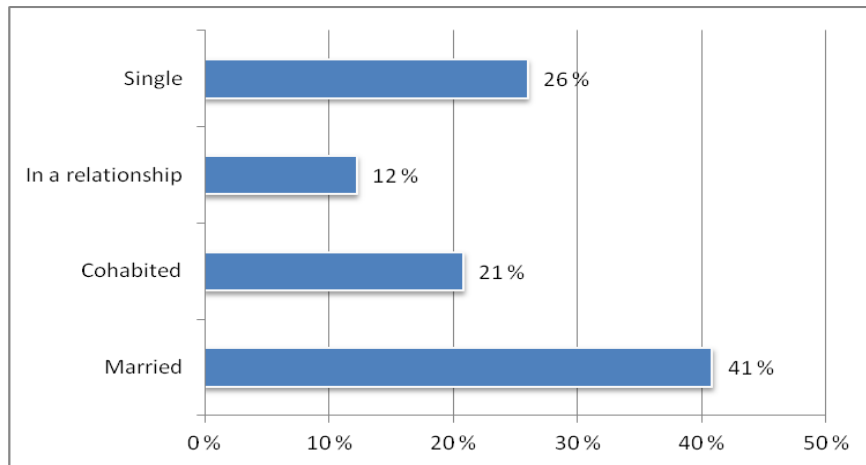
The most common age group of spectators, who participated to the men's national football team's match, was from 30 to 34 years old. This age group represented almost 18% (17,8%) of the spectators with 253 answers. In addition, the age groups from 25 to 29 years old (16,2%) and from 35 to 39 years old (12,7%) were notable in this research. As figure 8 shows, almost half of participated spectators (46,7%) were from 25 to 39 years old. The amount of participated spectators diminished evenly after the age group of 40 – 44 years old. According to figure 8, only 3,3% of the respondents were under 20 year-old which may be explained by that the questionnaire was sent only for those who bought the match day ticket from Lippupalvelu.



**Figure 8. The age distribution of respondents (n=1423)**

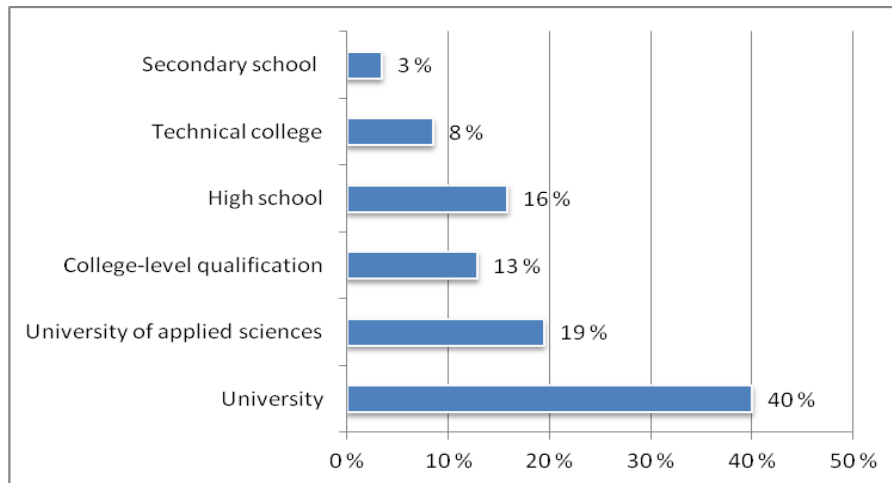
According to figure 9, the majority of respondents answered that they were married, overall 553 respondents (41%). The second biggest group was singles with 352 answers (26%) which is almost half less than married in this research. When comparing singles and those who probably live together and share a household with a partner, cohabited and married, a significant factor can be noticed. Over half (62%) of the respondents were either cohabited or married in contrast 26% share of singles.





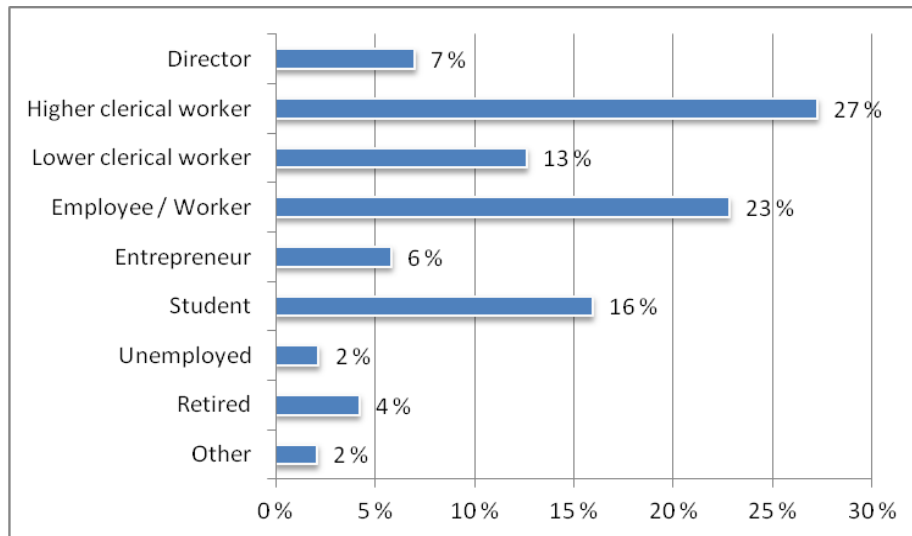
**Figure 9. The marital status (n=1353)**

The biggest group with 566 of the respondents (40%) answered that their highest accomplished level of education was university. Figure 10 shows that over half of the spectators (59%) had accomplished the education in university of applied sciences or university. It should be noted that only 48 respondents (3%) chose secondary school as the highest accomplished level of education.



**Figure 10. The educational background (n=1415)**

The professional status of respondents is diverse but three the most common professional status groups were “Higher clerical worker” with 388 answers (27%), “Employee / Worker” with 325 answers (23%) and “Student” with 227 answers (16%). Based on figure 11, over a third of respondents (34%) worked in a leading position of a company as director or as higher clerical worker. 30 respondents (2%) chose alternative “Other” because they were mostly (10 answers) specialists of certain working sector.



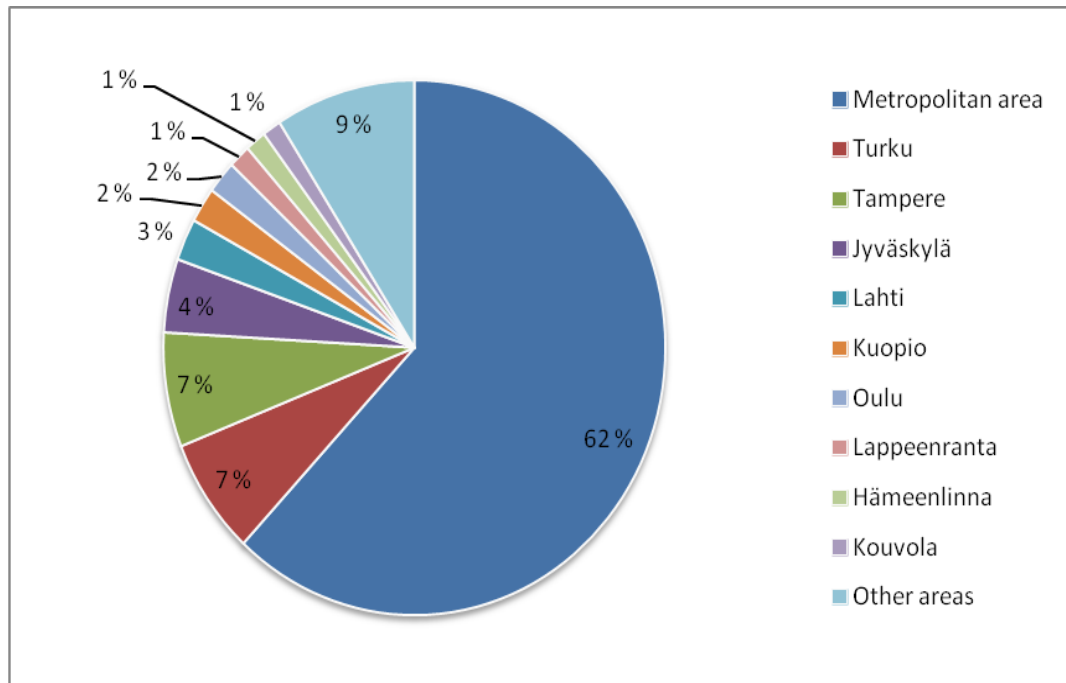
**Figure 11. The professional status (n=1424)**

### **Geographical information of the respondents**

The purpose of this part is to figure out the geographical areas where the spectators were living and hence from where they arrived to the match. One of the tables will indicate ten the most significant areas of Finland where the spectators said they are living, based on postal codes. (Tilastokeskus 2014.) In addition, one table will be introduced which shows the spectators' distribution to seven districts of the capital city. The results are based on the answers of questionnaire's questions 28 – 29. (See appendix 1)

Figure 12 shows the ten biggest areas of Finland where the spectators, who arrived to the match, were living. Over half of the respondents (877 answers from 1416 respondents, 62%) answered that they were living in the Metropolitan area which include three districts: Helsinki, Espoo and Vantaa. Figure 12 indicates that there were five major areas from where the spectators arrived to the match: Metropolitan area (877 respondents, 62%), Turku (100 respondents, 7%), Tampere (98 respondents,

7%), Jyväskylä (63 respondents, 4%) and Lahti (36 respondents, 3%). “Other areas” in figure 12 included in total 14 cities which were combined because a share of each was 1% or less when taking all the answers into account.

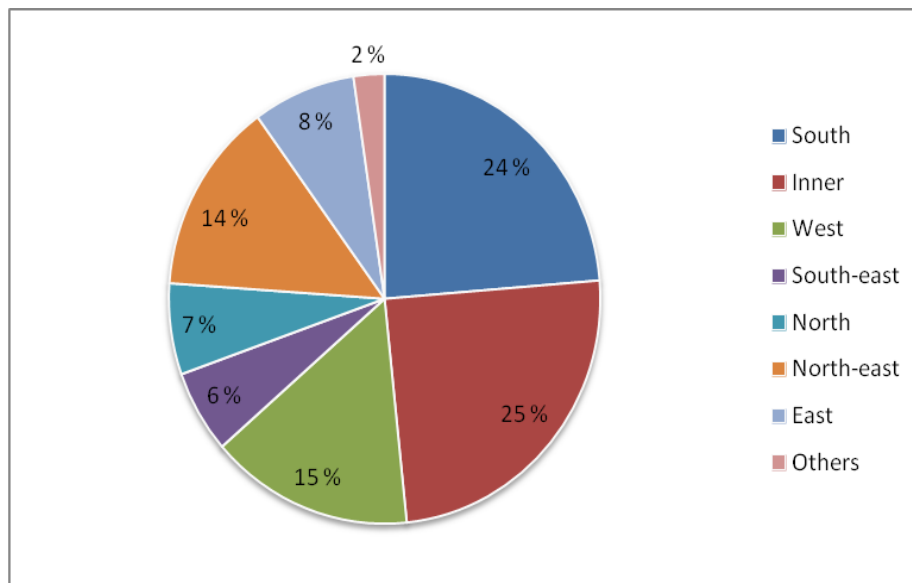


**Figure 12. Top 10 areas based on postal codes (n=1416)**

The City of Helsinki has divided the capital city in eight major districts which are based on the points of the compass (Tikkanen 2014). Figure 13 indicates seven of those major districts of Helsinki and the percentages of each district in where 520 respondents answered that they were living. One district, Östersundom, is included in “Others” because none of the respondents was living there.

Three the most significant districts were Inner (128 respondents, 25%), South (123 respondents, 24%) and West (79 respondents, 15%). The Olympic Stadium, where

men's national football team of Finland plays, is located in South-district which may be one of the crucial factors for the significant percentage. Furthermore, it may be assumed that the spectators who live in more expensive Inner-district have more money to spend on leisure activities, such as national football team's matches.



**Figure 13. The distribution of spectators in the capital, based on seven districts (n=520)**

### **Other significant findings**

These significant findings are based on the results of questionnaire's questions 5 – 9 which handled the spectator group, the arrival and the accommodation aspects. (See appendix 1)

The results revealed that 34% (487 answers / 1423 respondents) of the spectator groups consisted of two persons. The second common size of the spectator group was 3 persons with 17% share (245 answers / 1423 respondents) and the third com-

mon size was 4 persons with 14% share (196 answers / 1423 respondents). One remarkable finding was that the spectator group of over eight persons got 140 answers (9,8%) in contrast the spectator arrived alone got 138 answers (9,7%). Over half of the respondents (757 answers / 1280 respondents, 59%) said that the spectator group consisted of friends and 40% (517 answers / 1280 respondents) of respondents said that it consisted of family members.

Over a third of the spectators (37%, 524 answers / 1424 respondents, were living in Helsinki which mean that they did not travel to Helsinki alike those who arrived from different cities and used private or public transportation. Three the most used transportation vehicles were a car with 32% share (454 answers / 1424 respondents), a train with 13% share (179 answers / 1424 respondents) and a public bus with 10% share (149 answers / 1424 respondents).

The clear majority of the spectators (1081 answers / 1423 respondents, 76%) did not need an external accommodation during the match weekend. Regardless of late finishing time of the match, only 16% of respondents (226 answers / 1423 respondents) said that they used an external accommodation for one night and 7% (80 answers / 1423 respondents) used it for two nights. The spectators, who used an external accommodation during the match weekend, said that it was either a hotel room (176 answers / 1424 respondents, 12%) or an apartment of family member or a friend (170 answers / 1424 respondents, 12%). Furthermore, 3% of respondents (44 answers / 1423 respondents) said that they returned to the home city at night even though the match finished at midnight.

### **The derived spectator profile of men's national football team of Finland**

The spectator profile can be derived from the previously analyzed aspects and the results offer an answer to the first research question: What is a typical Finnish football spectator profile of men's national football team according to socio-economical information? A typical Finnish football spectator who bought a ticket and participated in the men's national football team's match was:

- A man who is 30 to 34 year-old and married.
- He has accomplished a university and is now working in a leading position at a company.
- He lives in Metropolitan area, more specifically in the Inner- or South-district.
- If he does not live in Metropolitan area, he lives in Tampere or Turku and arrived to Helsinki by a car.
- He did not need an external accommodation because he stayed at home or returned to home city after the match.
- If he needed an external accommodation, he stayed one night at a hotel, in an apartment of a friend or a family member.
- He attended to the match with one friend, in other words the spectator group consisted of two persons.

## 4.2 Satisfaction with the match day event

The purpose of this part of research result analysis is to clarify factors and aspects of the match day event in which the spectators were satisfied or dissatisfied with. Furthermore, the objective is to answer to the second research question “How satisfied the spectators are with the particular match day event?” The offered public services and the match day event’s arrangements, such as guidance, fluency and location, were valued by the respondents and are represented basing on the research results.

The Likert scale with choices from one to five, in where one stood for “I was not satisfied at all” and five stood for “I was very satisfied”, was used in the questionnaire. In addition, the question of respondents’ satisfaction with offered public services included an option “I did not use the service” and the question of respondents’ satisfaction with the match day event’s sections “I cannot say”. These “neutral” answers were left out from the final data analyzing phase because of the distorted impact on the averages.

### Satisfaction with the offered public services

Table 1 shows that the average values of food services (2,2), services of alcoholic beverages (2,0), kiosk services (2,6) and WC-services (2,7) were under 3,0. Based on these findings, it can be assumed that the respondents were dissatisfied with these offered public services. The services of alcoholic beverages got the lowest average value and almost a half of the respondents (44%) valued it with grade 1, “I was not satisfied at all”. The main reason for dissatisfaction may be that alcoholic beverages were sold out before the match started and, furthermore, the rule of UEFA forbids sales of alcoholic beverages inside the stadium area. A remarkable finding, from the usage level of the public services, was that 72% of respondents (1025 answers / 1424 respondents) said that they used WC-services.



Two service sectors of six were graded with an average over 3,0 by the respondents. Ticket office service (3,3) and fan product selling (3,1) got the highest averages from the offered public services, but nevertheless the averages were clearly below 4,0 (I was satisfied) which indicates notable satisfaction. The ticket office services got the highest share in total 47% when observing by grades 4 (I was satisfied) and 5 (I was very satisfied). However, it must be noted that only 7% (93 answers / 1424 respondents) used ticket office services which were located next to the stadium. It may be assumed that the vast majority of the spectators purchased the match ticket in advance and therefore did not use the ticket office services next to the stadium.

In conclusion as table 1 indicates the whole pre-event in its entirety got an average of 3,0 which is higher than the calculated total average (2,7) of these six other service sectors. The majority of respondents (42%) answered a “neutral” grade 3 for the pre-event in its entirety. The pre-event area was located in front of the stadium and it was open four hours before the match from 18:00pm to 21:45pm. The pre-event consisted of live music, live interviews, restaurant services, fan product selling and stands of the FAF’s sponsors. The pre-event was organized without age limit and it was free of charge.

**Table 1. The satisfaction with the offered public services (all respondents, n=1424)**

	1	2	3	4	5	n	Average
Food services	27 %	36 %	27 %	9 %	1 %	427	2,2
Services of alcoholic beverages (only pre-event)	44 %	28 %	18 %	7 %	3 %	272	2,0
Kiosk services	17 %	30 %	32 %	18 %	3 %	624	2,6
WC-services	19 %	26 %	28 %	21 %	6 %	1025	2,7
Ticket office services	10 %	10 %	33 %	34 %	13 %	93	3,3
Fan product selling	10 %	19 %	32 %	28 %	12 %	347	3,1
Pre-event in its entirety	5 %	24 %	42 %	26 %	3 %	632	3,0

### **Satisfaction with the match day event arrangements**

Table 2 shows the respondents' satisfaction with the match day event's different arrangement sections. The purpose was to take for a closer look two the most significant averages from the both extremes of the satisfaction scale. The rows highlighted with a pink color are the two lowest by average and the rows highlighted with a bright green are the two highest by average. In the case two satisfaction sections shared together the same average value (Pre-marketing of the event and Guidance at the event), the selection was done by comparing the shares of grade 5 and choosing the one with lower share of grade 5.

"Parking" was only section which average level of satisfaction was under 3,0, but as table 2 indicates the respondents' answers divided regularly from 1 to 4 (with shares of approximately 20% each). The amount of respondents who used offered parking services near the stadium was slightly over a third (37%, 522 answers / 1424 respondents). However, parking during the event was clearly the weakest section of the event arrangements with 0,5 average difference to the second lowest pre-marketing section. "Pre-marketing of the event" got the second lowest average level with 3,4 average which is considerably high at the scale of 1–5.

Table 2 shows that two of the event's sections were valued with over 4,0 average (Atmosphere at the event 4,1 and Security at the event 4,2), which indicates high satisfaction level. From 1390 respondents 85% answered that they were clearly satisfied with the security at the event (total share of grades 4 and 5) and 40% of the respondents graded it with 5 "I was very satisfied". The feeling of security at the men's national football match event may vary a lot depending on the opponent and its fans. The fans from Greece did not cause any extra distraction and did not expose other spectators to danger at the stadium area. As table 2 shows, none of the 1419 respondents did not value the atmosphere at the event with grade 1 "I was not satisfied at all" and only 2% of respondents graded it with 2 "I was not satisfied". Over a

half of the respondents (54%) graded the atmosphere at the event with 4 and because of that the average level was the second highest with 4,1 average.

In conclusion it can be noted that the average of “Price-quality ratio of the event” was 3,6 which was exact the same than the calculated total average of these nine other sections of the match day event. Based on the finding it may be assumed that price-quality ratio of the event reflects on the satisfaction levels of respondents.

**Table 2. The satisfaction with different arrangements of the match day event (all respondents, n=1424)**

	1	2	3	4	5	n	Average
Pre-marketing of the event	3 %	13 %	37 %	39 %	7 %	1284	3,4
Communication before the event	1 %	11 %	35 %	42 %	10 %	1277	3,5
Parking	20 %	22 %	21 %	23 %	14 %	522	2,9
Guidance at the event	3 %	13 %	36 %	38 %	9 %	1119	3,4
Atmosphere at the event	0 %	2 %	12 %	54 %	31 %	1419	4,1
Fluency of the event	2 %	7 %	24 %	49 %	18 %	1416	3,7
Location of the event	3 %	13 %	25 %	40 %	19 %	1417	3,6
Security at the event	1 %	3 %	12 %	45 %	40 %	1390	4,2
Host organization's attitude towards service	2 %	6 %	28 %	48 %	16 %	1249	3,7
Price-quality ratio of the event	3 %	11 %	32 %	36 %	19 %	1413	3,6

### 4.3 Motives for the attendance

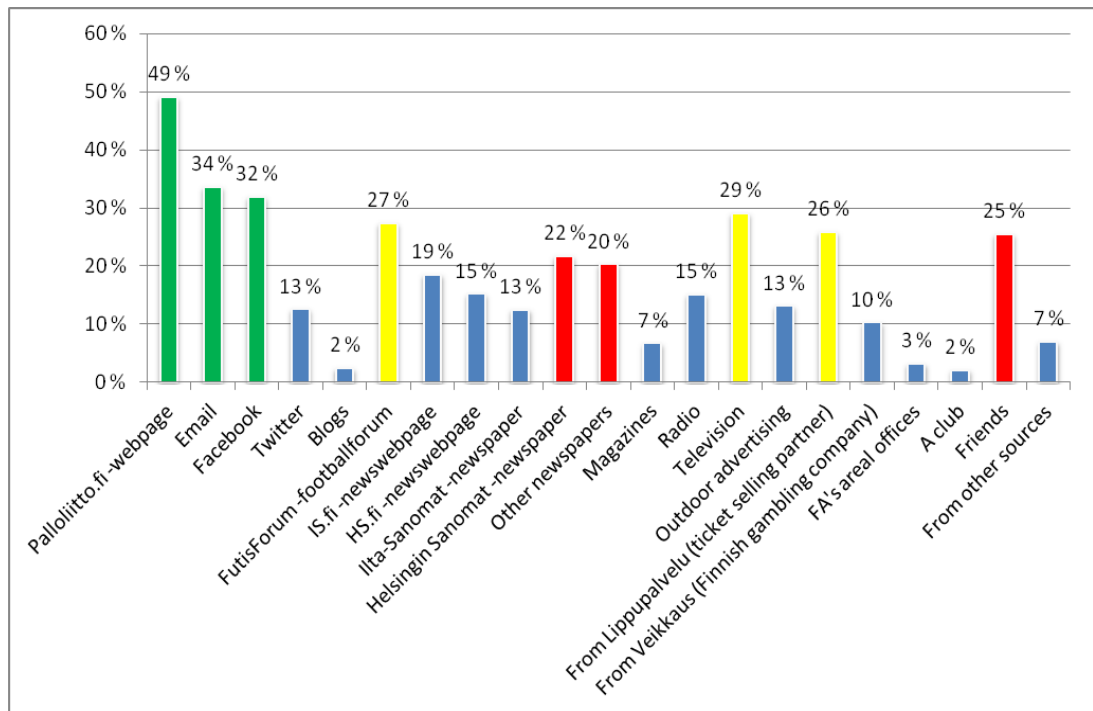
This part of the research results represents the most significant motives behind the spectators' attendance. The source of received event information, the previous attendances to the matches, the willingness to recommend the event and the factors why they are not willing to recommend will be exposed also. The objective is to answer to the third research question "What are the motives behind the spectators' attendance and their willingness to recommend the event?"

#### Background factors of the attendance

The source of received event information has an effect on decision to attend to the football match. As figure 14 shows, there were plenty of sources of information and twenty the most significant are revealed. In addition, nine the most significant sources of information, which share of answers were 20% or higher, are highlighted with different colors: a green color indicates three the most effective sources, a yellow color indicates the next three sources and a red color the last three sources. The respondents had a possibility to select every source which they thought as an information source of the match.

According to figure 14 almost a half of the respondents (49%) got the information of the match from the webpage of the Football Association of Finland. Two of the sources got over 30% shares of all answers, email with 34% share and Facebook with 32% share. The next three sources of information were television (29%), online football forum (27%) and Lippupalvelu (26%), which is a ticket selling partner of the FAF. One remarkable finding was that almost a third (29%) of the respondents said that they got the information about the men's national football team's match via television although the FAF did not advertise the match with commercials in television at all. The news and sport reports of the men's national football team made the television an effective source of information. The last three sources of information which

got over 20% shares of all answers were friends (25%), Helsingin Sanomat-newspaper (22%) and other newspapers (20%), which included for example local newspapers in different areas of Finland. A notable finding was that only a fourth of respondents (25%) answered word-of-mouth, friends, as a source of information.

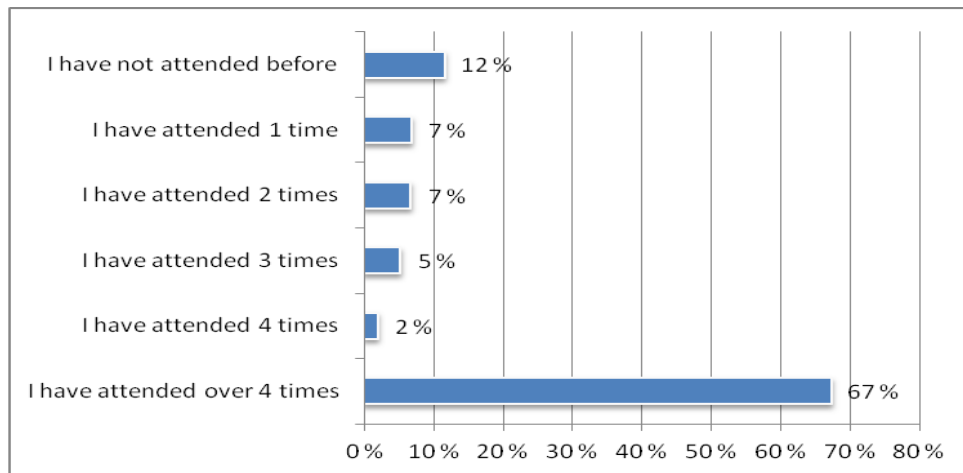


**Figure 14. The source of received event information (n=1424)**

In this research the previous attendance and the repeated purchases are indicators of customer loyalty, and because of this spectators who answered “I have not attended before” are classified as “Newcomers” and spectators who answered “I have attended over 4 times” are classified as “Football fans”.

Figure 15 shows how many times before the respondents have attended to the matches of the men’s national football team of Finland. Clearly over a half of the

respondents (67%, 953 answers / 1423 respondents) have attended to the matches over four times before which indicates of loyalty. It can be stated that 67% of the spectators are the loyal spectators and can be treated as “Football fans”. The next biggest group of respondents was “Newcomers” with a share of 12% (171 answers / 1423 respondents).



**Figure 15. The previous attendance to the match of national football team (n=1423)**

### **Spectators' motives for the attendance**

The motives for spectators' attendance were analyzed by the open-ended question 16. “Why did you attend to the match of the men’s national football team of Finland, Finland – Greece? The respondents were asked to name three the most significant motives for the attendance. The response rate was 98% (4195 answers / 4272 possible answers) even if the question was not mandatory for the respondents. The motives of respondents are categorized in nine main motive groups and the rest of an-

swers, which were not able to associate in any of these motive groups, formed group of “Other motives”.

According to figure 16, five the most significant motives for attendance were “EURO2016-qualifying / The match of men’s national football team” with share of 24%, “Atmosphere” with share of 18%, “Men’s national football team of Finland itself” with share of 16%, “Football as a sport” with share of 15% and “Circumstances (date, location, weather etc.) with share of 10%. Furthermore, five the most common words which appeared in the motive aspects were “atmosphere” in 328 answers, “Finland” in 317 answers, “football” in 247 answers, “interest” in 104 answers and “national team” in 94 answers.

The motives of spectators can be described by five summaries which are based on the answers of the open-ended question:

1. The men’s national football team of Finland has a chance to go through from the EURO2016-qualifying round and even play in the final tournament in France 2016. In addition, the first home qualifying match and Greece, the European Champions in 2004, as an opponent were motives to participate.
2. The support for the national team is important. The emotions and feelings are stronger at the stadium which encouraged attending to the match in live.
3. The new, competitive and interesting team with young and talented players are the motives behind the attendance. Roman Eremenko, Teemu Pukki and Eero Markkanen were highlighted by name in several answers. Also Mixu Paatelainen, the head coach of Finland, was mentioned in answers.
4. Many of the spectators are very keen on football as a sport and play it in a team or with friends. In some answers football was the hobby of a whole family. In conclusion the general interested in football was a motive to attend.

5. The suitable circumstances of the match affected attendance. The match was played in the capital, the suitable location for the spectators from Metropolitan area. It was played at the weekend on Saturday evening, the weather was decent considering that it was October and, furthermore, in Finland it was a common holiday week which started from the match weekend.

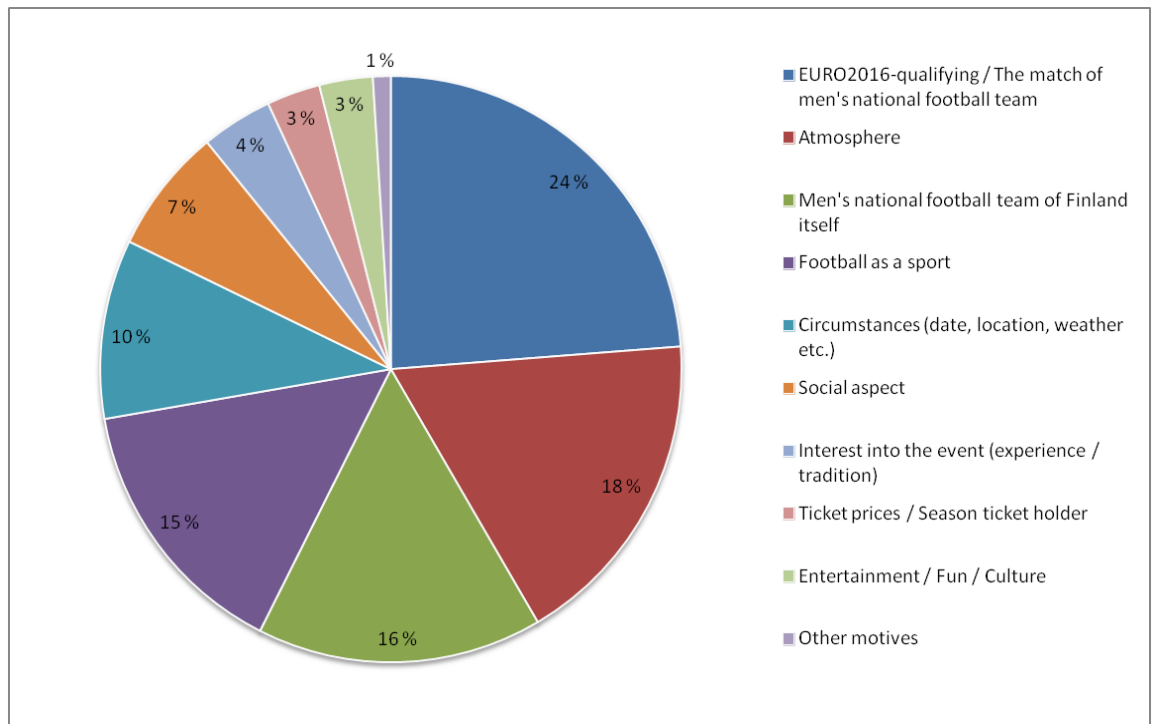


Figure 16. The motives for attendance as a spectator (n=4195)

### Willingness to recommend the event

This part of the research will reveal respondents' willingness to recommend the match day event. The spectators were asked "Would you recommend the match day event of the men's national football team of Finland for your friends?" and the scale was from one to five where one stood for "Absolutely not" and five "Yes, absolutely".



Table 3 shows the response rates and average values of all respondents and, further, four subgroups which were categorized by the gender (Men / Women) and by the previous attendance (Newcomers / Football fans). The results indicate that the respondents were clearly willing to recommend the event for friends (all respondents average value of 4,4) and there was not considerable variability in the average values between different groups with the exception of subgroup of “Women” (average value of 4,6).

Women’s average value of willingness to recommend was 4,6 compared to men’s average value of 4,4. In addition, 95,3% of women were willing to recommend the match day event (total share of grades 4 and 5), only 4,7% of women respondents gave a grade under 4. As table 3 indicates women did not grade the willingness to recommend with grades 1 and 2 at all (both 0,0% share). However, it must be noted that the subgroup of men covered 88% of all respondents (1254 / 1424 respondents) and subgroup of women only 12% (170 / 1424 respondents).

The average values of newcomers and football fans were the exact same 4,4 but there were differentiation in share of grades. 60,8% of football fans gave a grade 5 “Yes, absolutely” which was 6,6% higher share than in the case of newcomers (54,2%). According to table 3 the both subgroups “Newcomers” and “Football fans” were extremely willing to recommend the match day event but as it can be noted that the majority of spectators were football fans (959 football fans versus 166 newcomers) who had attended to the national team’s match over four times before.

**Table 3. The willingness to recommend the match day event**

<b>Absolutely not</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Yes, absolutely</b>	<b>n</b>	<b>Average value</b>
<b>All respondents</b>	0,4 %	1,9 %	8,5 %	32,1 %	57,2 %		1424	4,4
<b>Men</b>	0,4 %	2,2 %	9,0 %	32,5 %	56,0 %		1254	4,4
<b>Women</b>	0,0 %	0,0 %	4,7 %	29,4 %	65,9 %		170	4,6
<b>Newcomers</b>	0,6 %	0,6 %	8,4 %	36,1 %	54,2 %		166	4,4
<b>Football fans</b>	0,3 %	1,9 %	7,9 %	29,1 %	60,8 %		959	4,4

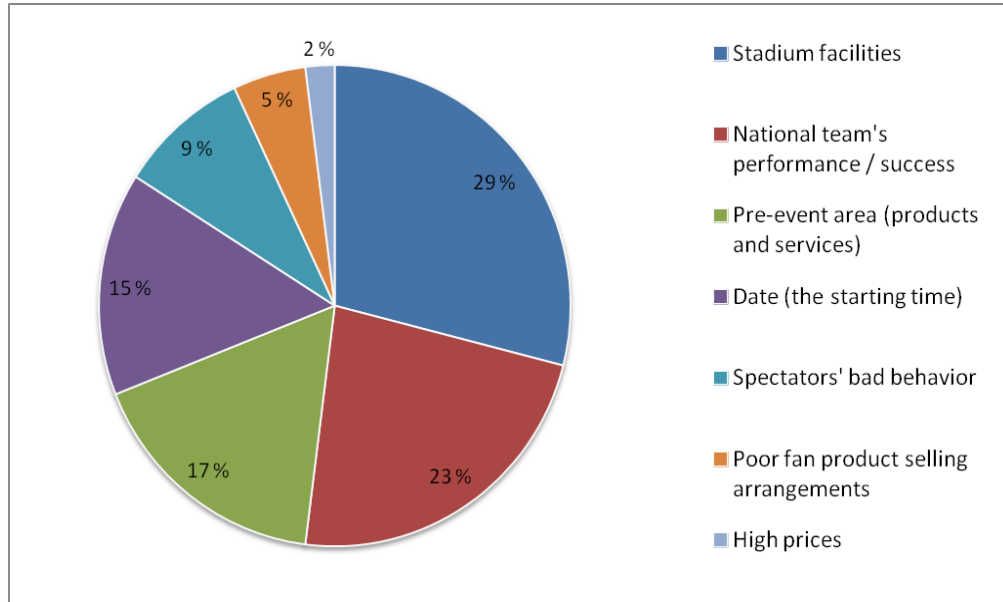
### **Factors of why spectators were not willing to recommend the match day event**

The open-ended question “If you do not recommend attending to the match day events of the men’s national football team of Finland, why?” consisted of factors which affected willingness not to recommend the match day event. 180 respondents answered to the question and based on the answers, factors were categorized in seven the most significant groups.

Old and impractical stadium facilities were the most significant factor with share of 29%. The respondents argued that the Olympic Stadium does not fulfill the requirements and needs of spectators and the services inside the stadium were substandard, especially toilets and stands. Furthermore, the spectators pointed out that a track, between the football pitch and the stands, has a negative effect on watching the match. The success of the men’s national football team in EURO2016-qualifying has been worse than expected which was shown with share of 23% in figure 17. The weak services and offered products at the pre-event area were the reasons not to recommend the event. A majority of the respondents (17% / 180 respondents) complained about weak food offerings and sold out alcoholic beverages.

15% of respondents, who were not willing to recommend the event, stated that the starting time of the match at 21:45pm was too late, especially for young spectators and families with children. 9% of respondents said that they would not have recommended the event because of the drunken spectators’ bad behavior, smoking in the stands and bad language of spectators for the children. 5% of respondents said that arrangements of fan product selling were substandard because of a crowd and long queuing times. In addition, the scarves of the national football team of Finland were sold out before the match started. The last aspect why the spectators would not

have recommended the match day event was the high prices of food, drinks and tickets with share of 2%.



**Figure 17. Seven the most significant factors why not to recommend the match day event (n=180)**

#### 4.4 The most significant findings

This part of the thesis will reveal cross-tabulations between different spectator segments and their satisfaction levels of the match day event. Two of the highest and the lowest satisfaction sections of the match day event will be represented based on observation of average rates and the cross-tabulation of four different spectator groups: women and men, newcomers and football fans. This part also includes findings from correlation between willingness to recommend the event and satisfaction with the match day event arrangements, which will be represented based on the same four spectator groups. Furthermore, the strongest and the weakest correlation coefficients, between recommendation and satisfaction, of these four spectator groups will be revealed.

##### **Cross-tabulations between the four spectator segments and their satisfaction levels**

Table 4 shows the highest and the lowest satisfaction average rates of the match day event sections according to groups of women and men. Two satisfaction sections with the highest average rates were highlighted with a bright green color and two with the lowest average rates with a pink color.

As table 4 indicates women and men were the most satisfied with the atmosphere at the event and the security at the event. According to women "Atmosphere at the event" got the highest average rate 4,4 in contrast men's "Security at the event" with the highest average rate of 4,2. A remarkable finding was that according to both women and men the share of grade 1 (I was not satisfied at all) was 0% in the section "Atmosphere at the event". Even the grade 2 got share of 0% by women.

Both women and men shared the opinion that they were the most dissatisfied with the match day event's parking and pre-marketing. Women graded parking with the lowest average rate 3,4 and men with the average rate 2,8 which was clearly the lowest one. It can be assumed that according to table 4, 43% of male respondents

(total share of men's grades 1 and 2) and 25% of female respondents (total share of women's grades 1 and 2) were dissatisfied with the parking.

**Table 4. The highest and the lowest two satisfaction sections of the match day event arrangements (Women / Men)**

Women	1	2	3	4	5	n	Average
Atmosphere at the event	0 %	0 %	8 %	46 %	46 %	169	4,4
Security at the event	1 %	2 %	12 %	45 %	40 %	168	4,2
Parking	16 %	9 %	22 %	29 %	24 %	55	3,4
Pre-marketing of the event	1 %	7 %	33 %	42 %	17 %	153	3,7
Men	1	2	3	4	5	n	Average
Security at the event	1 %	3 %	12 %	44 %	40 %	1222	4,2
Atmosphere at the event	0 %	2 %	13 %	55 %	29 %	1250	4,1
Parking	20 %	23 %	21 %	22 %	13 %	467	2,8
Pre-marketing of the event	3 %	14 %	38 %	38 %	6 %	1131	3,3

Table 5 shows the highest and the lowest satisfaction average rates of the match day event sections according to groups of newcomers and football fans. Two satisfaction sections with the highest average rates were highlighted with a bright green color and two with the lowest average rates with a pink color.

There were not significant differences, compared to groups of women and men, in the sections in which newcomers and football fans were the most satisfied with. The atmosphere at the event and the security at the event got the highest average rates from both: the newcomers and the football fans. The newcomers were the most satisfied with the atmosphere at the event (average rate of 4,4) and the football fans were the most satisfied with the security at the event (average rate of 4,2). The atmosphere at the event was the most satisfied section with a precise average rate of

4,37 and the security at the event was the second most satisfied with a precise average rate of 4,36. The newcomers did not rate “atmosphere at the event” or “security at the event” with the grade 1 (I was not satisfied at all), which is shown in table 5 as share of 0% in both sections.

The lowest two satisfaction sections according to the newcomers were “Parking” (average rate of 3,4) and “Pre-marketing of the event” (average rate of 3,7), exact the same sections than men and women groups. The football fans were the most dissatisfied with the parking (average rate of 2,8) and the second lowest was the guidance at the event (average rate of 3,3).

A notable difference between the groups satisfaction with the match day event’s sections, when comparing all of the four groups, was that the football fans were dissatisfied with the guidance at the event. The atmosphere at the event and the security at the event got the highest average rates according to all of these four groups. The parking and the pre-marketing of the event got the lowest average rates, with one exception of the football fans dissatisfaction with the guidance at the event.

**Table 5. The highest and the lowest two satisfaction sections of the match day event arrangements (Newcomers / Football fans)**

Newcomers	1	2	3	4	5	n	Average
Atmosphere at the event	0 %	1 %	8 %	42 %	48 %	165	4,4
Security at the event	0 %	2 %	9 %	41 %	48 %	161	4,4
Parking	11 %	18 %	21 %	23 %	28 %	57	3,4
Pre-marketing of the event	1 %	7 %	30 %	50 %	13 %	149	3,7
Football fans	1	2	3	4	5	n	Average
Security at the event	1 %	3 %	13 %	46 %	38 %	936	4,2
Atmosphere at the event	0 %	2 %	13 %	57 %	27 %	956	4,0
Parking	22 %	24 %	21 %	23 %	10 %	362	2,8
Guidance at the event	4 %	14 %	40 %	37 %	7 %	729	3,3

### Correlation between the willingness to recommend and the customer satisfaction

With the help of Webropol's database tool "Insight" a correlation coefficient between two variables can be measured from the sample. If the correlation is strong, it is possible to conclude precise values of one variable from another measurable variable. Webropol's "Insight" -tool for correlations is based on Pearson's product-moment correlation coefficient, also known as Pearson's correlation ( $r$ ), which is used to measure dependence between two variables. The correlation coefficient can be counted with a formula:

$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{n s_x s_y}$$

Figure 18. Pearson's correlation coefficient formula (Korrelaatio ja riippuvuusluvut 2004)

The Pearson's correlation coefficient value may vary between -1 and +1, in where "-1" indicates a perfect negative linear correlation and "+1" indicates a perfect positive linear correlation. The correlation coefficient value 0 (zero) indicates that there is not a linear correlation between variables. In general, the correlation coefficient between variables diverts from zero but it also can be a result of coincidence. A statistical significance can be measured by the correlation coefficient. It should be noted that the correlation coefficient does not automatically indicate the causal relationship between variables. (Korrelaatio ja riippuvuusluvut 2004.)

By cross-tabulating and observing the answers between the willingness to recommend (see appendix 1; question no. 17) and the satisfaction with the match day event sections (see appendix 1; question no. 11), the correlation coefficients between the variables were able to indicate in table 6. In this research, the higher cor-

relation coefficient indicates the higher willingness to recommend the match day event.

As table 6 shows the lowest correlation coefficients were highlighted with a pink color and the highest correlation coefficients were highlighted with a bright green color. "Pre-marketing of the event" and "Communication before the event", highlighted with a yellow color, were left out from a closer examination because the main purpose was to analyze the spectators' satisfaction during and after the match day event.

According to women (n=170) the lowest correlation coefficient was "The guidance at the event" (0,09) which correlated the least with willingness to recommend the match day event. The correlation coefficients of men (n=1254) indicated also that the guidance at the event (0,14) did not correlate with willingness to recommend. For the newcomers (n=166) the security at the event had the lowest correlation coefficient of 0,21 which nevertheless was quite high. Among the football fans (n=959) the lowest correlation coefficient was between "Parking" and willingness to recommend (0,15).

The highest correlation coefficients indicated the connection between the spectators' satisfaction with the match day event sections and willingness to recommend the match day event. For women the highest section, which affected willingness to recommend the match day event, was the location of the event (0,37). According to men the price-quality of the event (0,42) had the most significant effect on the willingness to recommend. The highest correlation coefficient of the newcomers was in the section of parking and from the view point of the football fans it was the atmosphere at the event, both with a correlation of 0,45.

As a conclusion, each of these groups had the different satisfactory sections of the match day event which correlated with willingness to recommend. As table 6 shows



the atmosphere at the event and the price-quality ratio of the event had the highest correlation coefficients when observing all of the four groups at the same time. The combined correlation coefficient average of these four groups for the section “Atmosphere at the event” was 0,40 and for the section “Price-quality ratio of the event” was 0,39. These figures indicate a high correlation with willingness to recommend the event, based on the Pearson’s correlation coefficient scale from -1 to +1.

**Table 6. The correlation between willingness to recommend and satisfaction with the match day event sections**

	Women (n=170)	Men (n=1254)	Newcomers (n=166)	Football fans (n=959)
Pre-marketing of the event	0,21	0,00	0,24	0,04
Communication before the event	0,18	0,06	0,23	0,12
Parking	0,26	0,30	0,45	0,15
Guidance at the event	0,09	0,14	0,37	0,17
Atmosphere at the event	0,34	0,38	0,44	0,45
Fluency of the event	0,30	0,30	0,37	0,33
Location of the event	0,37	0,26	0,41	0,28
Security at the event	0,15	0,21	0,21	0,27
Host organization's attitude towards service	0,32	0,27	0,41	0,29
Price-quality ratio of the event	0,33	0,42	0,41	0,40

## 5 Discussion

Discussion of this study connects the used theoretical foundation and the research results together by observing the suitability of customer information perspectives to a database of customer relationship management. Furthermore, the purpose is to discuss about the possible customer relationship management development proposals from the Football Association of Finland point of view. In addition, the objective of discussion is to answer to the fourth research question:

- How information about spectators' socio-economics, satisfaction and motives can be used as the basis of customer relationship management?

This study about the typical spectator profile characteristics of the men's national football team of Finland was conducted successfully and it exposed valid customer information in terms of customer relationship management application. When considering the reliability of the research results and possible future researches, it must be taken into account that the research results and the discussion of this study represent the single ticket holders, who bought the match ticket from Lippupalvelu. However, the research results include the spectator information of a particular football match of the men's national team which can be used as the basis of the FAF's customer relationship management and, further, in other adaptations of football industry and sport business studies. The last part of this study will reveal the future research possibilities.

### **A previous study of the spectator profile of men's national football team of Finland**

A previous study of the spectator profile was conducted after a FIFA World Cup 2014-qualifying match Finland against Spain on 6 September 2013. The after-event survey was implemented by Sponsor Insight Finland which focuses on modified sponsorship surveys for the clients' needs. The survey concentrated on the atmosphere aspects of the match day event, on the awareness and visibility of the Football Association of

Finland's sponsors and on the images of the FAF and the Finnish football in general. The total amount of spectators in the match was 37 492, the email survey was sent for 6612 persons and the sample size was 2241 answers (34% response rate). The research results of previous study of the spectator profile of the men's national football team and the research results of this study will be compared later on the next chapter.

The most significant findings of the spectators' demographics which can be compared with the research results of this study:

- Gender: 73% of respondents were men and 27% were women.
- Three biggest age groups: 32% of respondents were 35 to 44 year-old, 25% were 45 to 54 year-old and 23% were 25 to 34 year-old.
- Education: 31% of respondents had accomplished a university, 16% had accomplished a university of applied science and 15% had accomplished a college-level qualification.
- Professional status: 18% of respondents were employees / workers, 17% were specialists of certain working sector and 16% were higher clerical workers.

The most significant findings of the geographical information which can be compared with the research results of this study:

- 56% of respondents were living in Metropolitan area.
- 12% were living in other areas of Southern Finland.
- 8% were living in area of Turku and Pori, and 7% were living in area of Tampere.

Brown and Gulycz (2002, 123) said that the identification and selection of wanted target customers, who share the same needs and behavioral characteristics, can be assisted by data mining. The empirical research of this study can be considered as

data mining because the customer information was extracted from unprocessed data by using the implemented customer questionnaire. According to Kumar and Reinartz (2006, 213), the data mining is a necessary process in practical customer relationship management.

## **5.1 Demographical and geographical perspective as the basis of CRM**

The purpose of conducted customer questionnaire was to collect the unprocessed customer data of demographics and geographical information, further, convert it into useful customer knowledge which helps to understand customers better. The conducted customer questionnaire enabled the gathering of spectators' demographical and geographical information which can be used in customer relationship management. Kumar and Reinartz (2006, 38; 62–64) stated that the analytical process of customer relationship management requires knowledge of customers' socio-economic variables and, furthermore, the gathered customer data enable creation of specific customer profiles, measurement of customer satisfaction and loyalty. In this research, these aspects were studied and analyzed in terms of profiling the typical Finnish football spectator.

In this research, the demographics of respondents offered a possibility to create the typical Finnish football spectator profile which can be thought as the basis of customer relationship management. The biased distribution of spectators' gender (men 88% / women 12%) was not a surprising finding when comparing with the previous research results from 2013 and considering that the general audience of sport events is men. In football, the majority of spectators are men which prove that the potential customers and prospect spectators are in the subgroup of women. It should be considered that why women are not as interested to attend to sport events as men? If the Finnish sport event organizers want to increase the attendance rates, which is

one of the main objectives at every Finnish sport organization at the moment, they should find out and analyze the exact opinions and motives of women participation.

The age distribution of respondents showed that the majority of the spectators (57%) were 25 to 39 year-old. The average age of spectators was lower than in the previous research in 2013 when the most of the spectators were 35 to 54 year-old (57%). The details of age are valid in database marketing and in other marketing operations which are based in customer relationships. However, in this particular football match event the spectators who were less than 20 years old covered only 3,3% of all spectators. This may be explained by research's target group, which included only the spectators who bought the match day ticket from Lippupalvelu. In terms of reliability of the questionnaire, it must be noted that the question of respondents' age did not include an option for 15 years old respondents. The options were "under 15 years old" and after that the next one "16 years old", but it did not have a skewing import to the reliability and the validity of the research results.

The marital status of respondents indicated that over a half of the spectators (62%) were cohabited or married, which indicate a shared household with a partner. According to Davis and Hilbert (2013, 92–93), this may be explicable with the theory of behavioral characteristics of sport consumers. Sport fans try to escape from the normal daily routines and hectic lives by attending to a sport event.

The educational background and the professional status of respondents did not deviate significantly from the previous study, except the percentage of higher clerical workers in this study. The majority of respondents (40%) answered that the highest level of education was a completed university and they were working either as basic employees (23%) or in a leading position at a company (34%). In 2013 conducted study showed that only 16% of respondents were working in a leading position. The high level of educational background and a regular job indicate that they are wealthy enough to purchase match day tickets.

According to the research results, the clear majority of spectators (62%) were living in the Metropolitan area, like in 2013 conducted study the percentage was 56% of respondents. Other significant cities of Finland, in terms of amount of attended spectators, were Turku (7%), Tampere (7%) and Jyväskylä (4%). Also in 2013, Turku and Tampere were the most significant cities in terms of attended spectators. The possibilities to increase pre-organized public transportation from the most significant cities and areas of Finland should be considered in the future. More pre-organized travels by trains and busses, and also in the Metropolitan area more shifts for inner metros and trams would ease the arrival to the match day events. Furthermore, according to the research results, the spectators were dissatisfied with the car parking during the match day event. For the spectators, who arrive to the match day events from outside the Metropolitan area, the offered and guaranteed parking lots near the stadium would add the overall customer value creation.

In addition, the accommodation services with co-operating organizations, for example S-group, should be taken into account if the matches are going to take a place on weekends and late at night, as the particular match of the men's national football team was played. In co-operation with hotels and hostels, the offered possibility to stay over a night in Helsinki on the match weekend would increase the revenues of organizing and co-operating part, and additionally would make the attendance easier for the spectators.

## **5.2 Customer satisfaction perspective as the basis of CRM**

Customer satisfaction aspects and customer experiences should be measured after an organization has created a customer profile and knows who the customers are according to demographical, geographical and socio-economical variables. In this research, knowledge of customer satisfaction concentrates on specific customer segments that are either clearly satisfied or clearly dissatisfied with the offered

match day event services. According to Dyché (2002, 62), the collected customer responses should be saved into customer databases which enable personalized customer profiles, like the research results of this study also indicate.

According to Kumar and Reinartz (2006, 157), customer satisfaction, loyalty and profitability are linked to customer relationship management. One of the purposes of this research was to identify the satisfaction levels of the spectators and to indicate the highest and the lowest satisfaction aspects of the particular match day event. The knowledge of customer satisfaction leads to more effective identification of customer loyalty which enables recognition and management of potential long-term and profitable customers.

The research results showed that the spectators were mostly dissatisfied with the offered public services. Services of food, alcoholic beverages, kiosk and toilet were valued under 3,0 in the scale from 1 to 5. According to respondents, services of food and alcoholic beverages got the lowest average rates because the food offerings were narrow, alcoholic beverages were sold out before the match started and the prices were too high. Despite the narrow offerings, the pre-event in its entirety got an average of 3,0 which may indicate that the spectators were quite pleased with the unity of offered public services. By taking into account these improvement aspects, the event organizer could ensure and increase further customer satisfaction and profitability in the future events. Corsten (2013) pointed also that the participating sport fans create a consumption culture around the sport events, especially at the sport venues, and this should be supported by functional sport venue management which directly relates to customer relationship management. The dissatisfaction with the Olympic Stadium's facilities is going to change in the future because the sport venue of the men's national football team will be renovated during 2016 – 2019. Particularly the stands, the restaurant and the toilet services are going to be rebuilt and upgraded. (Hakola 2014.)

### **Satisfaction with the match arrangement sections**

This research also revealed the satisfaction levels of respondents to different sections of the particular match day event. The results include the satisfaction levels of all respondents, and also the highest and the lowest sections according to four subgroups which were divided by gender (women / men) and by previous attendance (newcomers / fans). The research results indicate that the spectators were clearly the most satisfied with the atmosphere at the event and the security at the event. There were not differences between opinions of all respondents and these four subgroups, all graded the atmosphere at the event and the security at the event with an average 4,0 or over (scale from 1 to 5). The spectators were the most dissatisfied with the parking and the pre-marketing of the event, with an average around 3,0. The only exception, among the four subgroups' answers, was that the football fans were dissatisfied with the guidance at the event.

Spectators' dissatisfaction to the guidance at the event and the pre-marketing of the event are not complicate to improve and change. For example by increasing guides and signposts at the stadium area and, in addition, by informing the spectators more precisely before the match day event would solve the problem with guidance. In the case of pre-marketing, an organization can study the marketing channels that the prospects are using actively and invest in regular and targeted pre-marketing (see figure 14). The satisfaction to parking would require more parking lots near the stadium because at the moment the possibilities for private car parking during the match day event do not confront with the demand. However, the parking lots near the Olympic Stadium are limited and the FAF, the match day event organizer, cannot create more parking lots only by improving their own operations. A solution may be to co-operate with a company that owns a private parking garage near the stadium area. Together they could ease the arrival of spectators, get extra revenues from



parking fees and, further, to improve customer satisfaction and develop customer relationship management.

Szwarc (2005, 6;12) stated that satisfied customers are more willing to recommend because feeling of satisfaction is that people want to share. The objective of customer relationship management is to identify the satisfied customers, their willingness to recommend, and to study possible correlation between customer satisfaction and willingness to recommend. According to the research results, the spectators of this particular football match are very willing to recommend the match day event to their friends (average value of all respondents was 4,4 in the scale 1 to 5). In addition, the research results of this study show that according to women the satisfaction to location of the event correlates the most with willingness to recommend the match day event. According to men the satisfaction to price-quality ratio of the event correlates the most with willingness to recommend the match day event. For the newcomers the satisfaction to the parking has the highest correlation coefficient with willingness to recommend and for the football fans it is the atmosphere at the event.

The information about correlation between spectators' willingness to recommend and satisfaction offers unique chances to target the specific marketing communication for wanted customer segments. For example the marketing message, which include the parking advantage or discount, can be sent to newcomers who are more willing to recommend the match day event if they are satisfied with the parking. Database marketing and marketing communications are in the core of customer relationship management and because of this it may be stated that the correlation between customers' willingness to recommend and satisfaction can be used as the basis of customer relationship management.

### 5.3 Customer motivation perspective as the basis of CRM

The objective of customer relationship management in sport business is to reach the sport fans via marketing channels and find the right balance in fan communication. Church-Sanders (2014) stated that the engaged fans are more willing to receive information from the sport organizations but the communication channels should be optional and the fans able to choose the most suitable information sources. When a sport organization knows the most suitable information sources according to fans and their motives behind the attendance, it could use those details as the basis of customer relationship management and, further, in the database marketing.

According to the research results, the FAF's the most effective marketing channels are the homepage of the FAF, the email and the social media channel Facebook. Almost a half of the respondents (49%) said that they received the information of the particular match day event from the homepage of the FAF. Every third respondent said that they got the information via email (34%) or Facebook (32%).

After a sport organization recognizes the most effective marketing channels, it has to study the motives behind the spectators' attendance in order to design inviting marketing messages for the customers. According to Davis and Hilbert (2013, 90–91; 93–94), sport fan types can be divided into three groups according to the fan's intensity of interest in sports: intense enthusiasts, shared enthusiasts and casual enthusiasts. In addition, customer identification can be based on behavioral characteristics which show the typical behavior of sport fans towards sport events. The needs behind the motives can be categorized into three groups: validation, pleasure and arousal.

The research results show that the most significant attendance motives of spectators indicate consistent findings with the theory of Davis and Hilbert. The spectators' motives for attendance "EURO2016-qualifying", "Atmosphere", "Men's national football team of Finland" and "Football as a sport" can be linked with the fan profile of in-

tense enthusiasts. The atmosphere at the match day event as a motive for attendance indicates the need of arousal. According to the research results, "Social aspect" and "Interest into the event (experience / tradition) can be linked in the fan profile of shared enthusiasts as motives for attendance. Especially the social aspect of the match day event can be seen as behavioral characteristic of validation. Casual enthusiasts may attend to a sport event if outward circumstances fit with their daily routines. The needs behind the attendance are mostly pleasure, entertainment and fun. Based on the research results, "Circumstances (date, location, weather etc.)", "Ticket prices" and "Entertainment / Fun / Culture" can be accounted as the casual enthusiasts' motives for attendance.

#### **5.4 From CRM application to FRM adaptation**

The Finnish sport organizations should recognize their fans and understand their needs, wants and demands in terms of customer relationship management. Fan surveys are used to collect all the relevant data into the same databases and to determine more precise fan profiles. For example English football clubs Arsenal FC, Everton FC and Leeds United have discovered the potential benefits of continuous customer relationship management. At the moment the clubs deal with CRM-agreements worth of hundreds of millions pounds together with their partners in cooperation. However, it must be stated that the Finnish organizations and companies in sport business are not dealing with as big sponsorship deals and revenues than in Europe, for example the turnover of the most successful Finnish football club HJK Helsinki was approximately 10 million euros in 2014 which shows the extreme economical difference between the Finnish football clubs and the European top football clubs (Virtanen, 2014).

On the other hand, customer relationship management in sport organizations does not always require enormous wealth or complicated customer databases because

fan relationship management can be based on detailed and updated customer information which can be used in actions of fan engagement. Like Richard Kenyon from Everton FC (Kenyon 2014) stated that the club takes opinions of the supporters into closer consideration and tries to respond fans personally in terms of building long-term loyalty. Adamson, Jones and Tapp (Adamson et al. 2005, 165–168) claimed that the football supporters should be treated like customers and recognized as fans because football industry is a potential sport sector for application of customer relationship management. As the research results indicate, the gathered and analyzed customer information of this research is detailed and updated which can be used as the basis of the Football Association of Finland's customer relationship management.

However, the most of Finnish sport organizations are using an external ticket office which sells the tickets and at the same time gathers the customer information to their customer databases. After the work experience at the FAF, the author noticed the problem that the external ticket offices collect the customer data into their own databases but it is not automatically sorted and analyzed for the sport organizations' purposes. Observation indicated that it would be quicker, easier and more effective to send the customer questionnaires directly from the sport organization's own CRM-system that would withdraw an extra intermediary, like the FAF's ticket selling partner Lippupalvelu in this study. By using directly the sport organization's own CRM-system the customer information would be available and precisely analyzed immediately after an arranged event. Another example in Finland is AKK Sports that has the exact same problem with the traditional event Neste Oil Rally Finland. The most of the tickets are sold by national Neste Oil service stations which do not use systematic customer relationship management systems to collect the updated customer data.

As a conclusion, this study indicates that the detailed customer knowledge and the created customer profiles are vital in terms of effective and practical customer rela-

tionship management. The knowledge of customers' satisfaction and dissatisfaction factors advances to improve customer relationship management and the whole sport event management in the future. The satisfied customers are more willing to recommend the sport event to their friends, and the studied motives behind their attendance enable proper marketing for every spectator group from prospect customers to fans. The sport event itself should be interesting despite the success of the sport club or team. The final result of a match or the success after a season cannot be predicted or guaranteed in advance which highlight the importance of offered sport experience and entertainment at the venue. The objective of successful customer relationship management in sports is to engage spectators and fans with the club, its values and heritage not just with the championships and occasional glory.

Without the updated customer data there is not specific customer databases which are the foundation of cost-effective customer relationship management. According to this study, the studied and determined football spectator profile can be used in application of customer relationship management which solve the research problem behind this research. The updated customer data is the key of two-way communication between the sport organization and the sport consumers and this is one of the most important aspects of customer relationship management in sport business.

## 5.5 Future research

This research concentrated on defining a typical Finnish football spectator according to the spectators' demographical and geographical information, their satisfaction with the match day event, their motives behind the attendance and their willingness to recommend the particular match day event. The purpose of this study was to discuss about the most suitable customer information in terms of customer relationship management and, furthermore, how to use collected customer data as the basis of CRM.

This study determined the profile of the Finnish football spectator who bought the match day ticket in advance and attended to the football match of the men's national football team of Finland. In terms of the possible future research, it would be interesting to study consumer buying behavior in detail. The conducted customer questionnaire of this study included the questions about customers' purchasing patterns at the match day event area, but the answers of respondents were not analyzed because the aim was to focus on the profile, the satisfaction factors and the motives. The customers' buying behavior at the football match event would offer more specific information about how much the customers are willing to spend to the match day tickets, how many tickets they purchase at the time and how many days, weeks or months before they purchase the tickets. The buying behavior information could be added to the existing customer profiles and it would improve customer relationship management further.

Based on the research results of this study, it would be possible to study and analyze the prospect customer segments in the future research. According to the research results of this study the prospect customers are absolutely women because 88% of respondents were men. In the future research it would be interesting to continue this study by analyzing what should be offered for the prospect customer segments

in order to raise the attendance rates and to improve customer relationship management.

In the future, the Football Association of Finland can exploit this study besides their customer relationship management. This study offers specific customer information for the FAF that can be used when developing the match day events and the offered services. This study reveals the demand of service packages which would increase the customer value, for example the arranged transportation and accommodation services with the match day ticket would improve the overall experience. Furthermore, this research offers the basic information of customer relationship management process for the other organizations, associations and clubs which are operating in the field of sport business. The people in sport organizations have to remember that in the core of customer relationship management of sport business is to act local, think global (Woratschek 2014).

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## Appendices

### Appendix 1. The conducted customer questionnaire: EURO2016- Qualifying Finland – Greece 11.10.2014



### Asiakaskysely EURO2016 -karsinnat Suomi - Kreikka 11.10.2014

#### Liput ja seurue

1. Minkä ottelupääsylipuista ostitte itsellenne 11.10.2014 pelattuun Suomi - Kreikka -karsintaotteluun? \*

- Yksittäislipun
- Lippupaketin (Kreikka + Romania)
- EURO2016 -kausikortin

2. Kuinka monta pääsylippua ostitte yhteensä? \*

- |  |                                     |
|--|-------------------------------------|
| <input type="radio"/> Ostin vain yhden lipun | <input type="radio"/> 6 lippua      |
| <input type="radio"/> 2 lippua               | <input type="radio"/> 7 lippua      |
| <input type="radio"/> 3 lippua               | <input type="radio"/> 8 lippua      |
| <input type="radio"/> 4 lippua               | <input type="radio"/> 9 lippua      |
| <input type="radio"/> 5 lippua               | <input type="radio"/> 10 lippua     |
|  | <input type="radio"/> Yli 10 lippua |

**3. Milloin ostitte ottelupääsyliput?**

- Yli 3 kuukautta ennen ottelutapahtumaa
- 2 - 3 kuukautta ennen
- 1 - 2 kuukautta ennen
- 2 - 4 viikkoa ennen
- 1 - 2 viikkoa ennen
- 2 - 6 päivää ennen
- Ottelua edeltävänä päivänä
- Ottelupäivänä
- Vasta Olympiastadionin porteilta

**4. Missä katsomon osassa seurasitte ottelua? \***

- A -pääkatsomo
- B -eteläkaarre
- C -takasuoran alakatsomo
- D -takasuoran yläkatsomo
- E -pohjoiskaarre
- F -pohjoiskaarten yläosa

**5. Kuinka monta henkilöä seurueeseenne kuului? \***

- Saavuvin yksin
- 2 henkilöä
- 3 henkilöä
- 4 henkilöä
- 5 henkilöä
- 6 henkilöä
- 7 henkilöä
- 8 henkilöä
- Yli 8 henkilöä

**6. Ketä kuului seurueeseen?**

Voitte valita useamman vaihtoehdon.

- Ystäviä       Työkavereita
- Perheenjäseniä     Muita, ketä? \_\_\_\_\_
- Sukulaisia

**Saapuminen ja majoittuminen**

7. Millä kulkuneuvolla saavuitte Helsinkiin? \*

- Asun Helsingissä, joten en matkustanut Helsinkiin
- Henkilöautolla
- Moottoripyörällä
- Yleisellä linja-autolla
- Tilausajo linja-autolla
- Junalla
- Lentokoneella
- Taksilla
- Muulla, millä? \_\_\_\_\_

8. Kuinka monta yötä majoituitte Helsingissä sinä aikana, kun vierailitte Suomi - Kreikka maaottelussa?\*

- En tarvinnut erillistä majoitusta / majoituin kotona
- 1 yön
- 2 yötä
- 3 yötä
- Yli 3 yötä

9. Missä majoituitte vierailunne aikana? \*

- Kotona
- Perheenjäsenen tai ystävän luona
- Hotellissa
- Hostellissa
- Muualla, missä? \_\_\_\_\_

**Yleisöpalvelut**

**10.** Kuinka tyytyväinen olitte seuraaviin ottelutapahtuman yleisöpalveluihin?  
(Olympiastadion ja tapahtumatori) \*

Arvioi asteikolla 1-5; 1=Erittäin tyytymätön, 5=Erittäin tyytyväinen

	En käyttänyt palvelua	1	2	3	4	5
Ruokapalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anniskelupalvelut (vain tapahtumatori)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kioskipalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WC-palvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lipunmyyntipiste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fanituotemyynti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tapahtumatori kokonaisuutena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**11.** Kuinka tyytyväinen olitte seuraaviin ottelutapahtuman eri osa-alueisiin? \*

Arvioi asteikolla 1-5; 1=Erittäin tyytymätön, 5=Erittäin tyytyväinen

	En osaa sanoa	1	2	3	4	5
Tapahtuman ennakkomarkkinointi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viestintä ennen tapahtumaa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pysäköinti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opastus tapahtumassa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tapahtuman tunnelma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tapahtuman sujuvuus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tapahtumapaikka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tapahtuman turvallisuus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Järjestävän organisaation palveluasenne	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tapahtuman hinta-laatu -suhde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**12.** Kirjaa kuinka paljon henkilökohtaisesti käytitte rahaa tuotteisiin ja palveluihin tapahtuma-alueella.  
(Olympiastadion ja tapahtumatori)

Arvioi henkilökohtaista rahankäyttöä ottelutapahtumassa vierailun aikana. Jos ette käyttäneet rahaa kysytyyn asiaan, merkitkää avoimeen kenttään luku 0.

Ottelupääsyliput €

Ruoka ja virvoitusjuomat €

Anniskelualaue € (vain tapahtumatori)

Fanituotteet €

**13. Mitä fanituotteita ostitte? Voitte valita useamman vaihtoehdon**

- |   |   |
|---|---|
| <input type="checkbox"/> En ostanut fanituotteita | <input type="checkbox"/> Pelipaita            |
| <input type="checkbox"/> Retro-takki              | <input type="checkbox"/> T-paita              |
| <input type="checkbox"/> Kaulaliina               | <input type="checkbox"/> Pipo tai muu päähine |
| <input type="checkbox"/> Suomen lippu             | <input type="checkbox"/> Lasten potkupuku     |
| <input type="checkbox"/> Olkalaukku               | <input type="checkbox"/> Reino-tossut         |
| <input type="checkbox"/> Minipeliasu              | <input type="checkbox"/> Pinssi               |
| <input type="checkbox"/> Muu, mikä? _____         |   |

**Viestintä ja osallistumistekijät**

**14. Mistä saitte tietoa ottelutapahtumasta Suomi - Kreikka? \***

Voitte valita useamman vaihtoehdon.

- |   |   |
|---|---|
| <input type="checkbox"/> Palloliitto.fi –verkkosivuilta | <input type="checkbox"/> Radiosta                 |
| <input type="checkbox"/> Sähköpostitse                  | <input type="checkbox"/> Televisiosta             |
| <input type="checkbox"/> Facebookista                   | <input type="checkbox"/> Ulkomainonnasta          |
| <input type="checkbox"/> Twitteristä                    | <input type="checkbox"/> Lippupalvelun kautta     |
| <input type="checkbox"/> Blogeista                      | <input type="checkbox"/> Veikkauksen kautta       |
| <input type="checkbox"/> FutisForum                     | <input type="checkbox"/> Palloliiton aluepiiristä |
| <input type="checkbox"/> IS.fi -verkkosivuilta          | <input type="checkbox"/> Seuralta                 |
| <input type="checkbox"/> HS.fi -verkkosivuilta          | <input type="checkbox"/> Ystävältä tai tuttavalta |
| <input type="checkbox"/> Ilta-Sanomista                 | <input type="checkbox"/> Muualta, mistä? _____    |
| <input type="checkbox"/> Helsingin Sanomista            |   |



- Sanomalehdistä
- Aikakauslehdistä

**15.** Kuinka monta kertaa aiemmin olette osallistuneet miesten jalkapallomaajoukkueen ottelutapahtumiin? \*

- En ole aiemmin osallistunut
- Olen aiemmin osallistunut 1 kerran
- Olen aiemmin osallistunut 2 kertaa
- Olen aiemmin osallistunut 3 kertaa
- Olen aiemmin osallistunut 4 kertaa
- Olen aiemmin osallistunut yli 4 kertaa

**16.** Mikä sai teidät osallistumaan Suomi - Kreikka maaotteluun?

Luetelkaa 3 tärkeintä syytä, miksi päätitte osallistua ottelutapahtumaan.

- 1.
- 2.
- 3.

**17.** Suositteletko miesten jalkapallomaajoukkueen ottelutapahtumaa ystävilleesi? \*

1 2 3 4 5

En missään tapauksessa      Kyllä, ehdottomasti

**18.** Mikäli ette suosittele jalkapallomaajoukkueen ottelutapahtumiin osallistumista, miksi ette?

Perustelut:

### **Yleinen kiinnostus miesten jalkapalloon**

**19.** Kuinka usein käytte sarjakauden aikana keskimäärin seuraamassa suomalaista miesten seurajalkapalloa paikanpäällä otteluissa?

Miesten Ykkönen / Veikkausliiga

- Useammin kuin kerran viikossa
- 1 kerran viikossa
- Joka toinen viikko
- 1 kerran kolmessa viikossa
- 1 kerran kuukaudessa
- Harvemmin kuin kerran kuukaudessa
- En lainkaan

**20.** Kuinka usein katsotte sarjakauden aikana keskimäärin kotimaisia otteluita



Eurooppa- liiga (UEL)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Muuta, mitä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### **Taustatiedot**

Täytähän vielä taustatietosi kyselytutkimuksen luotettavuuden parantamiseksi.

#### **23. Sukupuoli?\***

- Mies
- Nainen

#### **24. Ikä?\***

#### **25. Siviilisäätö?**

- Ei parisuhteessa
- Parisuhteessa
- Avoliitossa
- Avioliitossa

#### **26. Koulutus?**

Valitkaa korkein suorittamanne koulutusaste.

- Peruskoulu (Kansakoulu)
- Ammattiopisto
- Lukio
- Opistotason tutkinto
- Ammattikorkeakoulu
- Yliopisto

#### **27. Ammattiasema? \***

- Johtaja
- Ylempi toimihenkilö
- Alempi toimihenkilö
- Työntekijä
- Yrittäjä

- Opiskelija  
 Työtön  
 Eläkeläinen  
 Muu, mikä? \_\_\_\_\_

28. Asutteko Helsingissä? \*

- Kyllä  
 En

29. Kotiosoitteenne postinumero? \*

Postinumero \_\_\_\_\_

**Fanituotelahjakortin arvonta**

30. Tähän voitte täyttää yhteystietonne, mikäli haluatte osallistua 50 euron arvoisen fanituotelahjakortin arvontaan.

*Yhteystietojanne ei käytetä suoramarkkinointiin eikä luovuteta kolmansille osapuolille. Yhteystietoja käytetään vain fanituotelahjakortin arvonnassa. Voittajalle ilmoitetaan henkilökohtaisesti 14.11.2014 mennessä.*

Etu- ja Suku-  
nimi \_\_\_\_\_

Osoite \_\_\_\_\_

Postinumero \_\_\_\_\_

Postitoimipaikka \_\_\_\_\_

Sähköpostiosoite \_\_\_\_\_

Puhelinnumero \_\_\_\_\_