Emmi Isoviita

DEVELOPING A SPORT EVENT

Case: Sport U20 Ice Hockey Team

Business Economics and Tourism

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Opinnäytetyö käsittelee motivaatioita ja syitä osallistua urheilutapahtumiin. Tutkimuskohteena ovat Vaasan Sportin A-junioret ja heidän ottelutapahtumansa kehittäminen, jotta lisää katsojia saataisiin peleihin. Teoreettinen osuus käsittelee motivaatioiden lisäksi muun muassa päätöksentekoprosessia, tapahtumien kehittämistä ja urheilutapahtuman turistin käsitettä.


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ABSTRACT

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The aim of the thesis was to examine the attending motivations of sport event tourists as well as the developing of a sport event. The case study of the research is a hockey team Sport U20 and the development of their sport event in order to increase the number of spectators in the home games. The theoretical framework includes also the theory of the decision-making process, developing events and the concept of a sport event tourist.

The quantitative research method was chosen in order to gain as many answers as possible. The research study was conducted in two parts: to investigate the opinions as well as the possible development ideas of the currently attending spectators and to explore the facts why the spectators of Sport have not attended the home games of Sport U20. The research was implemented as two separate questionnaires in the home games of Sport and Sport U20.

The research findings indicated that the game and the team in question affected the attendance motivation the most. The audience of Sport U20 is active and loyal but the spectators who have not visited the games of Sport U20 are only a little familiar with the team. This reflects the shortage of marketing.

Keywords: sport, tourism, motivation, events, ice hockey
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1 INTRODUCTION

1.1. Aim of the Thesis

The idea for the research came from an active fan of the hockey team Sport U20 who was concerned about the sport event of Sport U20 and the number of spectators in the games. A few hundreds of spectators attend the games of Sport U20 but the potential is seen to be even double the current number of visitors during in a seasonal home games. The need for the improvement of the sport event exists.

The aim of the thesis is to develop the sport event of the local junior ice hockey team. By developing the sport event the aim is to increase the number of spectators in the games. Through researching the motivations of the fans’ attendance, understanding the fan behaviour and by examining event management, the reasons for a successful sport event can be revealed.

Quantitative research is used to discover the reasons why someone attends the U20 sport event and why someone does not. The potential development ideas are discovered from the audience that has visited the Sport U20 games. Also the facts that would make people to attend the U20 games are learned.

The research problem is “How to develop a sport event in order to get more spectators?” With the following questions, the research problem is understood:

- What motivates people to attend a sport event?
- How can a sport event be developed?
- Which factors do the spectators value in an ice hockey game?

1.2. Restrictions

The theory is restricted to give the most value for the research problem. As the aim is to get more visitors to attend the games, the audience’s point of view is centered on. By understanding the motivations behind the behaviour of the travelling sport fans and what affects their decision making, the correct
modifications can be delivered in order to develop the event and consequently gain more audience. Here a fan, it is understood as an actively attending member of the audience.

The empirical study is restricted by the research problem and the theory. Two questionnaires are used to gain as much information as possible both from the current audience and the potential spectators of Sport U20. The focus is set in discovering the prospective development aspects. The terms “Sport” and “Sport U20” are used to have a shorter form for the name of the Hockey-Team Vaasan Sport and their U20’s team.

1.3. Implementation

The research is implemented as a quantitative research. The research is conducted as questionnaires. One questionnaire is for the audience that has visited the games of Sport U20 and the other for the people who have not attended any games of Sport U20.

The questionnaires are distributed randomly among the audiences in a game of Sport U20 and in a hockey team Vaasan Sport game. The spectators are inquired if they have attend the games of Sport U20 or not and the correct questionnaire was given based on their attendance history.
2 BACKGROUND INFORMATION

The following chapter describes the background of the field of sport tourism and sport events. The sport of ice hockey is summarily presented as well as the case team, Vaasan Sport, is introduced.

2.1. Sport Tourism

Sport and tourism are separately two very different categories but together they form a rapidly growing industry. The concept of sport tourism can be defined as traveling in order to participate in a sport event as an athlete or a spectator outside of one’s usual environment (Yu, 2010).

Sport is regarded as the world’s largest social phenomenon as tourism has been suggested by WHO, the WTTC (1996) and other research organizations to be the largest economic activity in the world. “Sport tourism includes travel away from one’s primary residence to participate in a sport activity for recreation or competition, travel to observe sport at the grassroots or elite level”. It is both for spectators and athletes themselves (Hudson, 2003, 2).

Tourism is all the temporary visits, both domestic and international, made outside one’s temporary environment. It includes visits for holidays, health, education, sport and visits to family and friends. Tourism is a very human experience, enjoyed, anticipated and remembered by many as some of the most important times of our lives. Tourism touches many lives and many different economic activities; for cities, destinations, airline companies, car rental agencies, hotels, restaurants, shops, and stores, manufacturers of equipment, producers of clothing and other businesses the tourism is their opportunity to earn their living. Tourism has developed quickly over the past decades and is now one of the world’s largest industries employing millions of people (Nagle, 1999, 4).

Sport is a huge business for companies worldwide. Because of sport’s healthy, positive and glamorous image, companies are only too happy to invest in this growing industry. The biggest sport in the world is certainly football. Leisure and
Interest in sport activities is on rise, as in money spent on such activities (Nagle, 1999, 5).

Since the ancient Olympic Games people have travelled to participate and watch sport. Sport tourism is a true sign of our times; it moves and connects families, teams and individuals. Usually when thinking about sport tourism, people might automatically think about large mega events, such as Olympic Games or Super Bowl but also smaller regularly scheduled games are considered as sport tourism. For example, ice hockey has a season which consists of regularly scheduled games but the playoff games at the end of the season can be compared to the rare games. A sport event can vary from a local to regional and from a national to global event (Hudson, 2003; Nagle 1999).

Television and media have lead to a major growth in sport tourism and it is making sport events national (Nagle, 1999, 5); for instance when Finland plays ice hockey in the world championships the whole country is united and cheering for the Finland.

The tourists’ motives differ: for some it is the competition; others seek information with like-minded travellers; and more are lured as spectators. For many, the experience of the travel itself is enough. It has been theorized that travel in general is motivated by a combination of seeking and escaping in both personal and interpersonal contexts. (Hudson, 2003, 55)

Rarity is also a factor when researching customer motivations to participate in sport events; the Olympic Games are considered to be a once-in-a-lifetime experience. Atmosphere can be a powerful motivator as well as getting drawn into the excitement. (Hudson, 2003, 56)

2.2 Sport Events and Attractions

Sport tourism attractions are destinations that provide the tourist with things to see and to do related to sport. Sport events away from home can have an appeal based on their uniqueness or their quality that, when combined with escaping from the
familiar and routine, generates personal and interpersonal benefits which make it a worthwhile expenditure of time and resources.

Smaller participatory events, such as tournaments, can also be advantageous, particularly for smaller cities or less populated regions. Sport tourism activities can take place in urban and nonurban settings, indoors or outdoors, and in all types of climatic conditions and seasons, the opportunity for growth appears unlimited. (Hudson, 2003)

Events can be seen as promoting tourism, not just for the event itself but also developing the profiles of host cities. Especially major sport events that are televised are claimed to be beneficial in attracting tourists in the future and, therefore, potentially improving the local economy (Masterman, 2006, 81–83).

There is some discussion if tourism is a benefit of events and that every destination should plan an event tourism strategy, which will contribute to the national economy while others doubt if growth levels of short-term event tourism can be ecological in long-term and, therefore, tourism cannot be viewed as a potential event legacy. Pre-event and post-event strategies are beneficial for a sustainable event tourism growth. Further strategic consideration and marketing is needed to increase the awareness of and interest in a destination in in order to convert long-term benefits. The complication lies in the budget which may be reduced after the event (Masterman, 2006, 84).

2.3 Ice Hockey

According to the IIHF, International Ice Hockey Federation, the structured ice originated in Canada in the mid 19th century. The first known game of ice hockey, where the names of the players and the score was recorded, was played in Montreal on March 3rd, 1875. As a puck it was used “a flat circular piece of wood”. The first organized hockey team was founded two years later as well as the first seven rules of hockey.
In Europe the sport landed in year 1902 when the first games were played in England. Three years later the first international games were played between Belgium and France.

SIHR, the Society for International Hockey Research, has defined ice hockey as follows: “Hockey is a game played on an ice rink in which two opposing teams of skaters, using curved sticks, trying to drive a small disc into or through the opposing goals” (IIHF).

2.4. Hockey Team Vaasan Sport Oy

Hockey team Sport is an ice hockey team from Vaasa, Finland. It is often referred to as “Vaasan Sport” or “Sport”. Its parent team, IF Sport, was founded in Vaasa in 1939. In 1975 IF Sport joined Finnish national hockey league as one of the founding teams. Four years later the hockey section of IF Sport separated as its own team under the name of Vaasan Sport. In 2002 Hockey Team Vaasan Sport Oy was founded. In 2009, 2011 and 2012 Vaasan Sport, or shortly Sport, won the championship of the second highest hockey league in Finland. In the season 2014–2015 Sport played in the highest hockey league in Finland, in Liiga (Hockey Team Sport, 3).

Sport has junior teams (in age groups of U16, U18 and U20). Sport U20 is a junior hockey team that has players under 20 year-old. The long-term objective of Sport is to ensure that the best under 16 year-old players from Ostrobothnia would play in Sport U16. As a result, many of the players of Sport and Sport U20 would originate from Ostrobothnia area. By co-operating with other teams from Ostrobothnia, Sport provides an opportunity for the local juniors to develop as professionals in ice hockey (Hockey Team Sport, 3–21).

The long-term objective is to have both Sport and Sport U20 in the final games in their leagues in the season 2016–2017. The future plans also include a renovation of Vaasa Arena and work determined towards developing the company in all aspects and achieving the established objectives (Hockey Team Sport, 3–21).
The fans of Sport are known as Red Army or officially as Vaasan Sportin Kannattajat Ry. It is the oldest fan associations of Finland, whose members’ main activity is to attend the games of Sport (Red Army).
3 THEORETICAL FRAMEWORK

3.1 Fan Motivation

There are many researches about the motivations of a fan. The various studies have the common assumption that motives of fans define the fans’ behaviours and attitudes. It can be expected that the higher one’s fan motivation is, the more committed the person is about the sport in question and the person is also more likely to consume other sport entertainment products.

It has been researched that fans feel familiarity, similarity and likeability toward the players (Shrank, 2005) and reliability and expertness (Charbonneau & Garland, 2006) are factors that make people become fans. Fans are motivated when they get to share the success and the achievements together with the team and the players (Yu, 2010, 114).

Funk (2002) has suggested that role models, excitement, drama, a wholesome environment, aesthetics, entertainment value, interest in the sport, interest in a team, national pride and vicarious achievement influence fan motivation.

Loyalty is a strong connection to a team. Regardless of the difficulties the team may face or the location of the sport event, the support and consumption may continue because of the loyalty towards the team (Yu, 2010). Motives that contribute to social belonging are likely to be the most remarkable to team identification (Funk 2002). The more closely an individual associates his/her sense of self with a team, the more self-esteem they gain from the team’s success, and the greater their degree of emotional attachment will be.

The sense of self is also in correlation in engaging with the team wherever they play. A person’s sense of belonging to a sport team and/or fan subculture may contribute to a feeling that the group is an extension of the self: that their self-identity unites with the group’s identity. It can be seen that the fans who feel the most emotionally attached to the fan group, are the ones who follow the group wherever they go (Yu, 2010).
3.2 Attendance Motivation

Also attendance motivation is driven by a fan’s interests and desires. There is evidence that there is a connection between fan motivation and a fan’s willingness to attend a sport event. Attending a sport event provides together with travelling, a great experience of escapism from the daily life (Snelgrove, Taks, Chalip & Green, 2008)

When attending events and being in contact with other fans who share similar interests, fans can strengthen their identity as fans. The effect of attendance on fan motivation should be positive and in order to strengthen the fan motivation. “Sport fans participate in sports because they want to enjoy the excitement, entertainment and competition inherent in sports that help fans escape stress” (Snelgrove et al. 2008, 167–168).

Spectators are viewed to be interested in the players, entertainment, drama and socialization with others who share similar interests when attending sport events. Too high ticket prices and travelling costs are demotivating factors when making a decision to attend a sport event (Yu, 2010, 114). Consumers need to feel that the ticket price is valuable enough considering the cost of attendance, added entertainment such as promotions / giveaways and in-game entertainment and connections with family or community (Bernthal & Graham, 2003) in order to attend the event.

Some influential motivations to attend a sport event are eustress, self-esteem, escape, entertainment, economic factors, aesthetic factors, group affiliation and the possibility to spend time together with the family. As entertainment is considered to be one of the motivation factors, the sport can been seen as an entertaining theatre, providing an intense experience of great enjoyment and even drama (Snelgrove et al. 2008).

Sporting events are also a possibility for families to spend time together. A sport experience is a way for fulfilling family needs in much the same way as going on
a vacation. Even though it has many positive effects it can, on the other hand, also have a negative correlation with fan behaviour; if a spectator is motivated to go to a sporting event together with their family, then the nature of the game they attend and the team playing may not be relevant because they need to take into account the feelings of other family members (Funk, 2002).

The decision to attend a sport event also depends on the possible leisure choices. The better an event can meet the leisure needs of the attendee, the more attractive the destination should be. The willingness of potential attendees to travel to an event does depend a little on the degree to which they expect it to provide learning, socializing and escapism (Snelgrove et al. 2008, 168).

A number of studies have shown that, for example culture, architecture, hotels, transportation, entertainment and cost of travel affect the motives to travel and the choice of destination. The econometric models in tourism management confirm that tourists’ intention to travel is associated with variables such as the prices of local tourist products, exchange rates and transportation costs (Yu, 2010, 116).

All in all the motivations range from excitement, entertainment, escapism, spending time with the family. The economic factors, such as the cost of travel are the factors that can hinder people’s motivation to attend sport events. Other regularly emerging attendance motivations are learning or exploring other cultures, excitement and experiencing new and different things. The list reflects the theories of event motives found in most events studies (Bowdin, Allen, O’Toole, Harris & McDonnell, 2006, 195–196).

The importance of motives differs according to the type of the event. For example, visitors to a specialized festival have been shown to be exceedingly motivated by an aspiration to socialize with other visitors sharing the same interest. (Bowdin et al. 2006, 196)

3.3 Understanding Fan Behaviour

Each of the sport consumers has his/her own need for being a fan and attending sport events both domestically and internationally. There are a number of
important psychological, social and cultural needs which include, for example escapism, entertainment, national pride, cultural celebration, and a sense of collective and personal identity that affects one in becoming a fan. Visitors who travel to a destination for the primary purpose of attending the event should have higher levels of identification with the subculture compared to those who live in the area or are visiting the destination for other reasons.

“Fanatical compulsion provides the emotional glue that binds fans to teams, and maintains the faith, even when the team is performing poorly” “Fan equity” is a term used by to describe the emotional and physical investment that fans have in their favourite teams. Sport fandom cannot be reduced to a few basic drives and needs, and although sometimes revealing, it is not easy to divide fans into simple typologies based on a single factor that drives their sport-related behaviour. (Aaron, Smith & Stewart, 2007).

As a way of mapping the travel dimension of sport fandom, Gibson (1998) identified three different types of behaviour associated with sport tourism, the first involving active participation, the second related to spectating or event tourism, and the third associated with visitation for nostalgic reasons. There were also highlighted the complexity of sport tourism motives and the difficulties associated with specifying their interaction and influence. Aaron et al. (2007) similarly considered sport tourism travel motives and noted their potential economic, intellectual, social, political, and consumer values aspects.

3.4 The Decision-making Process

Consumers’ decision-making process to attend an event can be interpreted, for example using a PIECE acronym. A PIECE acronym stands for problem recognition, information search, evaluation of available alternatives, choosing whether to attend the event and evaluation of the post-event experience. (Bowdin et al., 2006, 193)

The decision process to attend an event begins with recognising the problem and the need that may be fulfilled by attending the event. Physiological needs
(relaxation), interpersonal needs (social interaction) and personal needs (new experiences) can be satisfied by attending an event. When looking for information, consumers try to define the conditions to which they can base the decision, for example the nature of the event, the location and the ticket price as well as to what extent these needs will be satisfied. (Bowdin et al., 2006, 193–194)

External and internal influences have an effect on decision-making process. External factors, such as family, friends or media tend to affect decision making. Opinion leaders are innovators who first try new experiences. Early adopters follow the opinion leaders and laggards are the last to try something new. Logically the marketing of a new event is targeted to opinion leaders within the market. (Bowdin et al., 2006, 194)

Internal influences consist of learning and memory, motives, personality traits and consumer attitudes. For instance, attitudes direct us deliberately to select information about leisure activities that are close to our interests. Individual’s characteristic traits, or personality, have an effect on behaviour and decision making. People can be coarsely said to be introverted/extroverted, shy/self-confident, aggressive/reserved and dynamic/slow-moving. It is difficult to measure the effects of personality, but it can be assumed that events celebrating sporting abilities will attract audience with ‘outgoing’ personalities. Being aware of consumers’ particular personality characteristics help to define the marketing strategy for the event. (Bowdin et al., 2006, 195)

A decision is an action that requires a choice between two or more alternative behaviours. For instance, when deciding whether to see a particular game or not, the choice is between attending the game or staying at home. Marketers often indicate to choices between objects but the consumers in reality choose between different behaviours concerning those objects. (Olson & Peter, 2004)

It has been noted that marketers are keen on consumers’ purchase behaviours, such as which brands they choose to buy. However, also non-purchase behaviours must be taken into account as they can influence consumers’ purchase decisions;
watching television may expose consumers to marketing information about products. (Olson & Peter, 2004)

There are involved dimensions of affect and cognition, including meanings, knowledge and beliefs that are activated from consumers’ memory as well as attention and comprehension processes, which are involved in interpreting new information in the environment. (Olson & Peter, 2004, 160)

3.5 The Motivation of Travelling Sport Consumers

There have been researched psycho-social motivations behind sport fans’ consumption behaviours and based on the results there has been developed scales to identify the fans’ interests and motivation. For example, Wann’s (1999) Sport Fan Motivation Scale (SFMS) is an example of a scale that identifies the psycho-social motivations of sport fandom’s behaviours. SFMS highlights eight motivations; eustress (positive stress or stress releasing), escapism, entertainment, aesthetic pleasure (the beauty of sport performances), group affiliation, family needs (spending time with family), potential economic gain, and self-esteem (personal enhancement).

Another similar motivation scale is Trial and James’ (2001) Motivation Scale for Sport Consumption (MSSC). The MSSC has nine factors which are vicarious achievement, knowledge acquisition, drama, aesthetics, and appreciation of athlete’s skills, physical attraction to athletes, escape, family and social interaction.

The aesthetic pleasure and appreciation of an athlete’s skills are considered to be one of the factors that influence fans’ behaviour. “The appreciation of the athletes’ physical skills (Funk, 2002) can be seen as a response to excellence and elegance in sporting performance. In addition, interest in travelling to a sport event may be influenced by the ‘sex appeal’ of the athletes competing.” Athletes are well-known persons who have created a brand of themselves as celebrities. For instance, because of David Beckham’s glamorous lifestyle and good looks, he has been able to make soccer more popular in the US.
There are several theories that are used to explain fans’ behaviour to travel. One of the commonly used theories is push and pull theory. The push factors induce people to travel and also to fulfil their physiological and psychological needs. It has been indicated that the push factors cause people to travel because they want to escape the daily life and travelling would fulfil their needs of, for instance, recuperation, social integration, self-determination, self-realization and broadening of the mind. The pull factors are also important as they are the factors that make the destination attractive and pull people to travel to a certain destination (Yu, 2010, 129).

Sport fandom not only attracts fans following sports but also leads fans to travel miles domestically and internationally to watch the teams and players that the fans are supporting. There are many things that need to be taken into account when travelling abroad; getting visas, language barrier, safety of destination, unfamiliarity with the destination and travel cost. Especially the cost of the travel and other economic reasons are the most critical factors when planning on travelling (Yu, 2010, 130–131).

3.6 Push and Pull Theory

International sports fans’ intention to travel overseas for sporting events can be attributed to various factors, such as fan and attendance motivation, travel intention, fans association with players and teams. It is already often studied that one of the most important motives for travelling is escapism. The push and pull factors can be seen as the reasons that influence people to escape from and/or escape to a certain destination (Ottevanger, 2007).

For instance, push and pull factors can be used when researching travellers’ motivation. Push factors determine the desire to go to watch the game, whereas pull factors determine the choice of destination. Push motives are connected with internal forces, for example the need for relaxation or escapism, while pull factors are the external factors, such as cultural image, the specific ice hockey team of the city or the climate of a destination, that make the traveller visit the specific destination.
The push and pull actors for sport travellers’ motivation are also found in studies of sport tourism. From the push factors, participating in sport tourism is a good way for fans and participants to experience different cultures as sport, and tourism has a similar objective, which is to help people understand different cultures and lifestyles (World Tourism Organization, 2002). Funk (2007) revealed that the factors of escape for travel benefits, social interaction, relaxation, culture, experience, and cultural learning in different countries and knowledge exploration are critical for participants’ motivation in sport tourism.

Pull factors refer to the attractiveness of the destination and tangible destination features such as natural attractions, historical and cultural resources, architecture, hotel, transportations, special events and entertainment opportunities (Kim & Lee, 2002; Kozak, 2002). The pull factors also show that the destination image of sporting tourism is another critical factor for the tourists (e.g. Funk et al. 2007; Gibson et al, 2008). Destination image and past experience with the destination have a significant influence on participants’ intentions to revisit the destination for sport tourism activities. It is important to develop an attractive sport destination for successful sport tourism in order to get the tourists revisit the place. Turto (2002) suggested several significant elements to plan attractive sport tourist destinations which should include hospitality and other characteristics such as national tourism resources, human-made tourism resources, human tourism resources and communication location.
3.7 Events Management

In the recent years event industry has grown significantly. Events have become a large part of our culture. The term ‘event’ includes on multitude of activities, for instance concerts, sports events, festivals, conferences, meetings, weddings, opera, arts events and so on. (Bowdin et al., 2006; Robinson, 2010, 14)

Events can be categorized in many various ways; by size, form and content. For example, some common categories that are grouped by size of the event are major events, mega-events, hallmark events and local events. Another way is to classify events is by the form or content of the event, varying from festivals and sport events to business events. (Bowdin et al., 2006, 15–22) An event may provide a service (e.g. sport activity) alongside with physical goods (e.g. food and drink), which combined together create an experience (Robinson, 2010).

3.7.1 Sports Events

Sports events belong to leisure events that are special events which can be defined as: “Special events are that phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life and whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people.” Special events include also cultural events, organizational events and personal events. Events are special because they are unique and often have a tendency to be celebratory. Special events vary in size and complexity, from small and simple to huge and international mega events. (Shone & Parry, 2004, 3– 5).

The tradition in competing in sports has been one of the oldest human activities since the ancient Greek Olympics. Sports events include both individual sports as well as multi-sport events such as the Olympic Games. As the events attract large amounts of tourists, they generate media reporting, economic impacts and are a part of destination marketing programs. Sports events are advantageous to their host communities and sports organizers as well as for the participants, such as
players and coaches. The audience gets in return entertainment and enjoyment. (Shone & Parry, 2004, 20)

According to Shone and Parry, ‘non-routine’ and ‘unique’ are considered to be the key characteristics of special events. Other features that are mutual with all types of services are perishability, labour-intensiveness, fixed timescales, intangibility, personal interaction, ambience and ceremony. Each special event is unique and cannot be repeated many times. Also the audience, the environment, the participants and other variables make the event special (Shone & Parry, 2004, 13–14).

3.7.2 Marketing Events

“Next to doing the right thing, the most important thing is to let people know you’re doing the right thing.” (John D. Rockefeller, oil magnate and philanthropist 1839-1937). The difficulty is to decide what the right thing is and knowing the correct channel to market it. Event marketing is a part of the event management that by marketers create and promote event experience to satisfy customer needs and that ensures that customers choose the event over other competitors. By utilizing segmentation and targeting the new and potential customers are identified and attracted. First market research must be carried in the event environment and among the potential audiences. (Robinson, 2010)

By implementing a step-by-step progress, a marketing plan can be managed. The marketing planning involves a process that determines the organizational goals as the overall goals should be aligned with the marketing plan. In a one-time event when the organization is created only to implement the event, the organizational goals and event goals can be matching (Masterman, 2004).

In order to identify the marketing goals and create the event marketing plan, internal and external analyses should be considered. Researching both external and internal sources of information, the current organizational situation, competitor activity and customer groups are achieved. Internal information is constantly accessible data, for example ticket sales. (Masterman, 2004, 150)
External information can be collected through environmental scanning and market research. External analysis consists of the political, technological, economical and sociological forces that may impact on the organization. For example, a competitor analysis will expose additional opportunities and threats in the market. A continuous observing of the environment is needed to implement a change in these keys areas effectively. (Masterman, 2004, 151)

One effective way to analyse an organization’s current situation and find its most promising new markets is by SWOT analysis. The term SWOT is an analytical framework and stands for strengths, weaknesses, opportunities and threats. (Masterman, 2004, 153; Goodrich, 2015) The analysis should be made not only from the organization’s point of view but also from the customers’ point of view as the analysis should be customer focused. To understand why and how customers consider strengths to be strengths and weaknesses to be weaknesses gives a comprehensive analysis. (Masterman, 2004, 154)

A forward-looking SWOT analysis will not only expose the current resources and match them with the best opportunities available but also reveal the necessary resources in order to turn weaknesses and threats into opportunities to maintain the competitor advantage in the market. (Masterman, 2004, 222)

The advantage of an event is that it has a captive audience, which makes on-site analyses a reasonably easy tool to use. For instance, a mystery shopper method gives an opportunity to interact with both customers and employees. Researching also non-attendees gives significant data in order to define why a potential audience does not attend. With the aid of these facts, the product or service can be improved accordingly. Researching and understanding the existing and the potential customers selecting the right target market helps in the segmentation process. (Masterman, 2004, 151–153)

It is important to understand why people attend an event in order to be able to market the event effectively. Motivations play a key-role in the decision making process that determines the events the consumers will attend. It is believed by
motivation theorists that motivation is linked to variables such as intrinsic and extrinsic factors. (Robinson, 2010)

Extrinsic motivations are external factors to the person, for example work can be an extrinsic motivation if an individual has a demanding job, he/she might seek relaxation by attending an event on his/her leisure time. Also money and competition can be considered as extrinsic motivators. For a sport team, a cheering crowd and winning a trophy can be important extrinsic motivators.

Intrinsic motivations are internal factors that are psychological and include the personal needs of an individual. Each person has his/her own needs, wants and/or desires, which motivate participating in a certain event. Intrinsic motivators can be divided in two main categories, “push and pull factors” (Robinson, 2010).

3.7.3 Event Marketing Promotions

Events are about excitement, creativity and enthusiasm as well as experiences and memories. These are the base for a successful planned event. Event marketing is not merely about creativity and enthusiasm as they are not enough to create a successful event. By reducing the risk of a negative outcome through the application of marketing methods, strategic event marketing correctly positions the event in a competitive market and utilizes appropriate communications to promote the event to the target audiences that are identified (Preston, 2012, 2–3). To make an event become better than the other ones, the best way is to research what will be better in order to impress the audiences (Preston, 2012, 11).

3.8 Sport Brands

By using events the brands add status and excitement to their image. (Preston, 2012, 5). Events are likely to be useful tools to marketing various brands. Events can be used as a channel through brand information may be passed to the audiences. (Preston, 2012, 11).

Sport brands are included in people’s favourite consumer brands. For many consumers sport brands are a way of expressing ways of being such as identity
and belonging to a lifestyle or to a specific community. Brands represent the universal language with their own words, values, codes, references and representations. For example, Nike is one of the most recognized sport brands in the world, which is seen both as a trademark associated with the functional and technical performance of its products and in a brand with symbolic values promoting self-achievement and transcendence. Sport brands are often considered synonymous with escape, vitality and strength (Boucket, Hillairet & Bodet, 2013, 1–2).
3.9 Developing an Event

The event concept is often a complex network including a wide range of stakeholders. Events are tangible products that create financial and social impacts from events industry sectors, event stakeholders to suppliers delivering the production requirements. The key to developing an event idea into a successful event concept is to create a clear sense of purpose and concept of the project. The goals and objectives of the project are also identified. The continuous questioning helps to evaluate how well the event meets the needs of the event management team as well as customers (Shone et al., 2004, 81).

Planning the development begins with identifying the different opportunities and threats for developing the various resources. One of the most common constraints is financial. Also, the needs and demands of the target audience should be taken into account when considering the need for development. It is followed by setting the vision, goals and objectives that are aimed to be reached in developing the event (Figure 1, page 29). Also, the means and schedules need to be defined in order to reach the objectives.

The action plan is a detailed plan that tells exactly what to do and when to do it (Bowdin et al., 2006, 117–128). If the vision is to increase the number of visitors, the objectives could be to improve the service level, have better targeting and increasing of marketing communications. Similarly, encouraging the locals to visit could be a way to reach the goals.
3.9.1 Event Design

All events start from an idea. How the idea is conceived and designed determines how successful the event will be. The event design process includes internal and external event environments to consider for the event management team. The client and the audience should be kept in mind from the initial planning stage as well as the purpose, aims and desired event outcomes. The aim of the event design is to clarify the idea, purpose and strategic needs of the client as well as to define the event concept and create memorable experiences. The event concept is a clear statement that shapes an event into a clearly planned design. Events also have economic and social impacts on the local economy, both positive and negative (Bowdin et al., 2006, 97).

3.9.2 Event Development

Developing an idea and design into an event concept can be clarified first by describing the event idea and then giving the idea a name. The 5 W’s: who, what, why, when and where can be used as a tool when developing an idea into a concept. When focusing on the 5 W’s questions from the beginning the event concept will reflect the event purpose. This is sometimes called as a needs analysis. The needs assessment is crucial when considering the direction and way the idea is transformed. (Robinson et al., 2010, 22–23)
3.9.3 Who, What, Why, When and Where

Event experiences are delivered by people; audience, suppliers, venues, colleagues and other external as well as internal stakeholders. Event stakeholders are any groups or individuals who can affect or be affected by the event. In order to have a successful event the communication between different stakeholders must be open.

An organizational team creates the event content or what the product is for the event experience. Goals and needs are determined by creating a mission statement. They define the event’s objectives and help in establishing the event in the larger external context.

The reasons why the event is organized in the first place should be stated to clarify the event concept and purpose. All events have a purpose and it should be carefully chosen as the purpose remains the same throughout the whole event production process.

The timing of the event is critical for the success of the event. For example, seasonality is a major factor when arranging events. The timescales need to be planned for research, funding, promotion and design. Venue and supplier availability, delivery process, production timelines as well as performers require consideration.

The chosen location that is to meet the event purpose, stakeholders and event design elements places the event in the public context. By compromising between the needs of the organization as well as attracting the audience the choice of the venue is often made. The location requires the capability to deliver the production and technical requirements within the set budget. (Robinson et al., 2010, 23).

3.9.4 Event Delivery

Event delivery requires the production and technical requirements, such as staging, audio-visual equipment, communication networks, logistics and stage management. These requirement need to be aligned with the event design, choice
of venue and budget considerations (Bowdin et al., 2006, 134). The selection and contracting caterers and other personnel is needed for a successful event experience. “An event is about people who come together to create, operate and participate in an experience (Silvers, 2004).

3.10 Event Evaluation

The evaluation of the process is ongoing and involves continuous questioning of how well the event meets the needs of the event management team as well as customers. The primary aim of evaluation is to determine how well the event met the set aim.

All stakeholders should be involved in the evaluation process and provide feedback throughout the event process. The evaluation requires formal reports for the stakeholders, which typically includes details about the event concept, event contact information, successes, pitfalls and outcomes, stakeholders, budget, media analysis and other comments. The evaluation is advantageous for the future when planning a new event and it is a part of the debriefing process of closing down the event.

When the goals for the event have been determined, the next phase in the planning process is to decide the concept that will deliver these requirements. By researching pre-event the opportunities and the resources available, so that the suitable concept can be designed. An essential part in this process is to ascertain customer needs in order to clarify if the event is executable, further research is required. If the first stage of the evaluation is not thorough enough then there will be internal and external forces which may be damaging to the organization. By situational, competitor and stakeholder analyses, the desired research can be acquired. Throughout the pre-event research, continuous evaluation, feedback and alignment with objectives is required. (Masterman, 2006, 222–223)

The next phase is the planning process itself and monitoring the event. On an ongoing basis, all aspects of the event need to be evaluated. Timely deadlines are a straightforward method, which can be useful in achieving and observing certain
aims, for example ticket sales. Continuous monitoring and feedback provide aspects that can be improved to remain aligned with the objectives. The process also maintains the high quality of the event which is essential when delivering the event. (Masterman, 2006, 223–225)

In the third phase the event is evaluated. Undertaking post-event evaluation is central for the organizers in order to receive feedback for future events. Evaluation should be done against the guidelines originally set for the event. It is not beneficial only for the organizers but also for the other stakeholders such as sponsors, participants, employees and local communities. (Masterman, 2006, 225–226)

3.11 The Sport Event Tourist

The participants, spectators, visitors or audience are the ones for whom the event is organized. The audience is essential as it determines the success or the failure of the event. By taking into account the audience’s needs for comfort, safety and security, the physical needs can be met. Above physical needs is the need for a special event that connects to the emotions. An event should strive to be meaningful and memorable for the audience. By knowing the psychographics of the target audience, the special needs of the audience can be satisfied more adequately (Bowdin et al., 2010, 106–107).

Sport event tourists can be divided in several categories. Sport events often involve athletes and spectators as well as officials, such as media coverage and sponsors. Mainly the tourists are there to view the competition (Hudson, 2003, 56).
4 RESEARCH METHODS

The following chapter describes research methods and introduces the chosen research method for the particular research process. The implementation of the research is viewed and research findings are presented and analysed.

4.1 The Research Methodology

Researches are systematic scientific observations. What will be observed, how the observation will be made and when the observations will be conducted are factors that are carefully planned beforehand. When choosing specific variables for the study, the decision about what to research may be dependent on a certain theoretical point of view. For instance, if the same variable has been used in previous studies, the measures that are already developed for them might be beneficial to use.

Research improves multiple generic skills such as critical thinking, the ability to analyse information as well as to draw conclusions and the capability to share ideas to a wider audience. (Gratton & Jones, 2010, 4)

Research has numerous characteristics, which include that research is created by a defined research question, hypothesis or problem; the research process follows a detailed plan; research aims at increasing understanding by interpreting facts and receiving conclusions grounded by those facts. It also involves logical argument to support the findings as well as the research should be repeatable. Research aims in advancing the previous knowledge and developing further research questions. Research can be defined as systematically investigating facts to answer a question. (Gratton et al., 2010, 5)

Research involves not only data collection but also determining the research question, the objective of the research and defining the theoretical framework. The following stage includes choosing the correct methods for the data collection. After the data is collected, the results are analysed by referencing the theoretical framework. By reporting the results, the findings of the research are communicated to others. (Gratton et al., 2010, 5)
As in any other field, also in sports research is vital. Social, economic, political and technological aspects are all influencing sport as well as they are influenced by sport. Through continual research, our understanding of sport may be improved and maintained. (Gratton et al., 2010, 3)

4.1.1 Quantitative and Qualitative Research Methods

Empirical research can be distinguished into quantitative and qualitative research methods. Quantitative research refers to a method where the data is in a numerical form. In qualitative research the results are not in numbers (Finn, Elliott-White & Walton, 2000, 8). Both of the research methods have their strengths and weaknesses. When using quantitative methods it is likely that the researcher will mix different quantitative methods, for example by using questionnaires and published statistics. It is also possible to combine quantitative and qualitative approaches to maximise the strengths and minimise the weaknesses of both of the methods.

Both method can be seen as completing each other, for instance at different points of the research the quantitative methods can be more suitable as qualitative and vice versa (Finn et al., 2000, 9). Combining the methods can be seen as an advantageous strategy to enhance the results of the research. It though needs consideration to choose, which methods to use in order to produce consistent findings (Finn et al., 2000, 10).

The quantitative research method is chosen to deliver as large a scale of answers as possible for the case company. The aim is to provide development ideas for the sport events of Sport U20. A structured questionnaire was selected to obtain many responses. An opportunity for open answers is given to provide space for individual responses and other comments. The results are analysed and presented to provide the case company with an overall view as well as with specific ideas of the possible development factors.
4.2 The Research Implementation

The survey methods are one of the most frequently used research methods in the field of tourism and leisure. Surveys are not always thought to be the most appropriate research method considering the reliability and validity of the research. Surveys involve asking direct questions from the participants. A questionnaire is the most often used tool of a survey. A questionnaire is a series of questions in a printed form. The goal is to obtain reliable and valid data. Surveys are usually a large sample scale in order to generalise the researched population (Finn et al., 2000, 87).

The design of questionnaire should follow a logical and systematic manner. Pre-testing is an essential phase to investigate the possible mistakes. A high-response rate enhances the validity of the research (Finn et al., 2000, 88). Descriptive surveys aim at discovering the characteristics of a special population. A descriptive questionnaire was chosen to generalise the characteristics and opinions of the audience of Sport U20.

When designing a survey questionnaire, the research should decide whether to have open or closed questions. Open questions allow the respondents to comment in their own words whereas closed questions require selecting the answer from a set of alternatives (Krosnick & Presser, 2010, 266). Other considerations are question order, the design of rating scale and the order of response alternatives. (Krosnick et al., 278, 291).

The questionnaire questions were created based on the theoretical framework and the discussion with the executive manager of Vaasan Sport, Mr. Jyrki Niemi. The main theories that were applied to the questions were fan and attendance motivation, the decision-making process as well as push and pull theory. When the questions were created the characteristics of a sport tourist were taken into account in order to report the psychographics of the audience. Two different questionnaires were prepared to be able to compare the motives of those who have attended the games of Sport U20 and those who have not.
It was chosen to have the questionnaires in Finnish for the reason that most of the spectators in both the games of Sport and Sport U20 are Finnish-speaking. By the language choice the comprehending of the questions was prepared to be as effortless as possible for the respondent.

The questionnaire A stands for the respondents who have attended the games of Sport U20 and the questionnaire B on the other hand for the ones who have not attended. The division of the questionnaires was done to make the results easier to analyse and comprehend and to avoid mixing the results with each other. In questionnaire A there are 14 questions in total as questionnaire B has 11 questions. The questionnaire A focuses on the team of Sport U20 and developing their game event. The questionnaire B aims on finding the factors why someone would attend the home game of Sport U20.

The questionnaires were sent to a small test group before the actual research was intended to be conducted. The purpose was to investigate if there were questions that were difficult to understand or if the questionnaires were otherwise challenging to fulfil. The final version of the questionnaires was modified based on the comments from the test group. The objective was to develop questionnaires that are understandable despite of the respondent’s background or familiarity with ice hockey in general. The questions were simplified to be easy to comprehend but simultaneously to be as informative as possible.

The basic information that was collected included questions about the gender, age and the city of origin. According to Jyrki Niemi, the Sport U20’s games could attract more families and maybe have them as a target market. To identify the current audience the question “With whom are you watching the game?” was included in the questionnaire. The level of activeness considering attending the games of both Sport and Sport U20 were asked in the beginning of the questionnaire.

The following questions were to detect the motives of attendance as well as importance of various aspects considering both an ice hockey game in general and attending U20’s game. The variables included for instance team loyalty,
atmosphere, socialization and intermission entertainment. The respondents rate the level of importance on a scale from 1 to 5.

As the entrance is now free in to the games of Sport U20’s the willingness to pay for the entrance ticket is also studied as well as the wish for a wider range of snacks in the kiosk. To receive data about the marketing of the sport event, the respondent’s information source about the game is surveyed. The last question inquires the developing of the event. A few development ideas are suggested and the respondents are able to rate them on a scale from 1–5. The respondents have the possibility to freely comment and give other development ideas.

The responses were collected in a game of Sport U20 on 11th of February 2015 and in a Sport game on 17th of February 2015. The survey was implemented in a direct approach towards the respondents, meaning that the spectators in the games were approached randomly before the game and during the intermissions and were asked to fulfil the questionnaires individually. The objective was to get responses from as varied a range of respondents as possible. Altogether 104 questionnaires were filled; a 100 of them were completely filled out and used in the research. 50 responses in total were collected for both questionnaires.

4.4. Validity and Reliability of the Research

Reliability of the research is about the consistency and that similar results will be yield if the research is implemented multiple times. Simple and clearly worded questions are reliable and therefore will obtain the same answers each time. To improve the reliability, each variable of the research should be as precise as possible. Other factor affecting the reliability is the design of the research (Finn, Elliott-White & Walton, 2000, 28).

The researcher might also have an effect on the results as human researchers are unreliable; other researchers may produce different results. The experimental and survey styles of research are considered to be more reliable (Finn et al., 2000, 28).

Validity is whether the research measures what it is supposed to measure. Validity has various components and it can be distinguished in ‘internal’ and ‘external’
validity (Finn et al., 2000, 28). Validity can be increased, for example by combining quantitative and qualitative research methods. This enables investigating the results in a more detailed way and comparing the findings against the findings of the other types of research (Finn et al., 2000, 9).
5 ANALYZING RESULTS

The results are presented in the same order as the questions in the two questionnaires used for studying the topic. The responses received from the questionnaires are analysed based on the theories presented in the theoretical framework.

5.1. Basic Information of the Respondents

The basic information of the respondents includes the gender, the age and the city where the respondent is currently living. These factors display the demographic and geographic variables that may affect attending the ice hockey game of Sport or Sport U20s’. The background information gives valuable information on the attending audience, which helps in the segmentation and in the marketing of the event. Also, the level of attendance is researched in both questionnaires in order to examine how active the respondents are regarding attending the games of Sport. It is presumed that the active audience of Sport could be a potential audience in the games of Sport U20.

5.1.1. Gender

The first question, in both questionnaires, concerns the gender of the respondent. This gives information on the gender distribution of the attending audiences. It is interesting to see if women are also active visitors in a sport where the majority of the audience is often assumed to be men.

The majority, 68% of the respondents who have attended the games of Sport U20 were men as 32% were women. The gender distribution in questionnaire B was approximately similar as 70% of the respondents were men and 30% were women. In general ice hockey is thought to be a more masculine sport but the games have attracted many females too.
### 5.1.2 Age

The second question in the questionnaires examined on the age of the respondent. The question was an open question but the results are divided in the following groups; under 20 year-olds, 21–30 year-olds, 31–40 year-olds, 41–50 year-olds, 51–60 year-olds and people over 61. It is interesting to see if the interests of two audiences differ because of the age distribution or are the interests similar even though the age varies.

Most of the respondents who have attended Sport U20s’ game were under 20 year-olds. The players in A-juniors are 20 years old or younger, which might explain the large number of under 20-year-old spectators. According to the comments from the respondents, the parents are to most active audience and are attending every home game.

34% of the questionnaire B’s respondents were 21–30 years old. As can be seen from figure 2, the age of the respondents is distributed nearly evenly. Vaasa is a city full of university students, which might explain the high percentage of under 30 year-old respondents in questionnaire B. It can be concluded that the games of Sport attract spectators of all ages.

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**Figure 2. Respondents’ Age Distribution**
5.1.3. The City

In the third question the aim was to examine the current living place of the respondent and to discover if the audience is from the region or whether the games attract people from further away.

A great majority of the both audiences were originated from Vaasa. 70% of the respondents in questionnaire A were locals. The other towns were Mustasaari, Pori, Luoto, Espoo, Kurikka, Pietarsaari, Ilmajoki, Seinäjoki, Kuopio and Turku. The game in which the questionnaire was handed out was against Porin Ässät, which might explain the number of spectators from Pori. In the questionnaire B, 76% of the respondents were living currently in Vaasa. 24% of the respondents were from other towns such as Laihia, Tampere, Helsinki, Närpiö, Hämeenlinna and Ilmajoki. Some of the respondents might be students who have just moved to Vaasa and gave their hometown when the current living place was asked for.

Figure 3. The Current Living Areas of the Respondents

5.2. Relationship with Ice Hockey in General

In the next section, the respondents’ relationship with ice hockey in general as well as with Sport and their attendance motivation was researched. This section includes the following questions in both questionnaires; “With whom are you
following the game” and “How many Sport home games do you attend per season?”. In questionnaire A it was also explored how many games of Sport U20 the respondent has attended to and what is the biggest reason one does not attend every game. Furthermore the level of importance concerning various aspects generally regarding ice hockey, as well as in the questionnaire A regarding Sport U20, was examined.

5.2.1. Attendance

The fourth question was “With whom are you watching the game?” The current situation was surveyed as Sport sees potential in attracting more families in the games of Sport U20. In questionnaire A the respondents were attending either the game of Sport or Sport U20 and in questionnaire B all the respondents were attending a Sport game.

Almost half of the respondents, 47%, were attending the game of Sport U20 with friends. 29% were with their family, 20% were alone and 4% were with a girlfriend, boyfriend or someone else. It can be perceived that there is potential in increasing the number of attending families in the games of Sport and Sport U20.

A similar distribution can be seen with the respondents for questionnaire B; more than half of the respondents were attending the game of Sport with friends. 16% were attending with family members, 12% were alone, 10% with boyfriend/girlfriend and 6% were attending with someone else or did not answer to the question. The results and distributions of both questionnaires are shown in figure 4.
Figure 4. With Whom are the Spectators Attending the Game?

The next question in both questionnaires is “How many Sport home games do you attend per season?” in order to examine how active an audience the respondents are in attending Sport games. In questionnaire A (the ones who have attended the home games of Sport U20) 28% attend only 1–4 games per season. 24% of the respondents were an active audience and attended every/almost every game. 16% attended 5–9 games, 12% 10–15 games and 6% 16–20 games. 14 percent did not attend a single Sport game.

The results show that most of the audience in Sport U20 games are not actively attending the games of Sport. It was presumed that there could be the same spectators in both games. By increasing the co-operation between the teams, also more audience might be gained for both teams.

The respondents in questionnaire B (the ones who have not attended U20 games) were all attending at least one game of Sport as the questionnaires were conducted in a Sport game. The responses distributed at two far ends: a rarely and a frequently visiting audience. 38% of the respondents attended only 1–4 games in a season whereas 36% attended every, or almost every game of Sport.

The rarely visiting spectators might be interested generally in ice hockey but not especially in any particular team. 1–4 game -visitors are a large group that should
be taken into account, for example when marketing the games. Many in the audience are young people and by noticing them, for instance, in entrance ticket pricing, their attendance frequency could possibly be increased. On the other hand, Sport has an active and loyal audience that is creating a good atmosphere in the games. By having a good atmosphere, the games are often marketed by the audience’s word of mouth.

![Questionnaire A](image)

**Questionnaire A**

5. How many Vaasan Sport home games do you attend / season?

![Questionnaire B](image)

**Questionnaire B**

5. How many Vaasan Sport home game do you attend / season?

![Figure 5](image)

**Figure 5.** Attending the Games of Sport

5.2.2. Valued Factors

The following question in the questionnaires was “Select how important the following issues are for you generally in an ice hockey game”. The respondents rated the alternatives on an interval scale of 1–5 according to how important the issues were for them. On the scale 1 represented *not at all important* as 5 *very important*. The average was calculated from each alternative and from both questionnaires and the results are presented in table 1. They are organized from the highest to the lowest rate; first the average calculated from both the questionnaires and then the averages calculated separately from questionnaire A and B.
The respondents in questionnaire A and B valued slightly different factors. The alternative that was rated as the most important in average by all respondents was “success of the team”. It is essential for the audience to see their favourite team to win. The team loyalty and support are also highly valued issues. The third most important issue was the physical environment, meaning the venue as ice hockey hall. The fourth most valued factor was “excitement and drama”. It can be concluded that the most important issues are the team and the game itself. The physical environment is also important and affects the wholesome sport event experience.

The lowest rated factors were “intermission entertainment” and “belonging to a fan subculture”. From the research findings it can be noted that the ice hockey audience generally values mostly an exciting and a won game by their supported team. The physical environment also provides an additional value to the sport event experience. As the game is the most important element, the intermission entertainment is not highly valued. During the intermissions it is more valued to have a wide range of kiosk alternatives. Socialization is significant for some but belonging to a fan subculture is not generally important.

<table>
<thead>
<tr>
<th>Select how important the following issues are for you generally in an ice hockey game</th>
<th>All respondents, average 1–5</th>
<th>Questionnaire A</th>
<th>Questionnaire B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Success of the team</td>
<td>3,89</td>
<td>3,94</td>
<td>3,84</td>
</tr>
<tr>
<td>2. Team loyalty/support</td>
<td>3,875</td>
<td>3,69</td>
<td>4,06</td>
</tr>
<tr>
<td>3. Physical environment</td>
<td>3,57</td>
<td>3,62</td>
<td>3,52</td>
</tr>
<tr>
<td>4. Excitement and drama</td>
<td>3,51</td>
<td>3,38</td>
<td>3,64</td>
</tr>
<tr>
<td>5. Escapism from an everyday life</td>
<td>2,97</td>
<td>2,9</td>
<td>3,04</td>
</tr>
<tr>
<td>6. Seeing a particular player</td>
<td>2,9</td>
<td>2,9</td>
<td>2,28</td>
</tr>
<tr>
<td>7. Socialization</td>
<td>2,86</td>
<td>2,96</td>
<td>2,76</td>
</tr>
<tr>
<td>8. Wide range of snacks</td>
<td>2,66</td>
<td>2,62</td>
<td>2,7</td>
</tr>
<tr>
<td>9. Intermission entertainment</td>
<td>2,16</td>
<td>2,26</td>
<td>2,06</td>
</tr>
<tr>
<td>10. Belonging to a fan subculture</td>
<td>2</td>
<td>2,14</td>
<td>1,86</td>
</tr>
</tbody>
</table>

**Table 1.** The Valued Factors Generally in Ice Hockey
The findings verify the theory that attending a sport event is often motivated by spectators’ interests and desires (Kim & Chalip, 2004). These results support the theory by Funk (2002) that excitement, drama, wholesome environment, interest in team and vicarious achievements are influencing fan motivation. Furthermore the theory that despite of the team difficulties, the support and consumption may continue because of the loyalty towards the team (James, 2002).

It can be shown that by attending an ice hockey game the physiological, interpersonal and personal needs of the audience can be fulfilled. The following argument is similarly supported: “Sport fans participate in sports because they want to enjoy the excitement, entertainment and competition inherent in sports that help fans escape stress”.

5.3. Relationship with Sport U20

The next chapter indicates the respondents’ relationship with the hockey team Sport U20. 60% of the respondents who have not attended the games of Sport U20 (questionnaire B) were not familiar with the team at all. 76% of the respondents were from Vaasa and attending a Sport game but were not familiar with Sport U20. The awareness of the team could be highly increased since most of the respondents were locals and they would be easily reached by marketers. This result indicates the lack of marketing of Sport U20. A good way of marketing and attracting more audience could be, for example, during the games of Sport.

40% of the respondents who have not attended any Sport U20s’ games were in some way acquainted with the team in question. This indicates that even though the respondent is familiar with the team, they are not involved enough to attend the game. The step to the first game should be made as comfortable and fascinating as possible in order for them to visit the games also in the future. This can be done, for example, by arranging a special event for the audience to attract new spectators. The respondents were attending the games of Sport from the conclusion can be drawn that they are interested in ice hockey and Sport. The audience of Sport could be potential spectators in the games of Sport U20 too.
In the questionnaire A the sixth question was “How often do you attend Sport U20 home games during the season?” The aim of this question was to discover the level of the audience’s activeness. One third of the respondents attend the home games rarely: 1 to 4 times in a season. 28% of the respondents attended every or almost every home game. The results show that the home games of Sport U20 are able to attract new spectators but not enough to make them regular visitors. The majority of the most active audience are surely players’ friends and family members.

**Questionnaire A**

6. How many Sport U20s' home games do you attend / season?

![Chart showing distribution of game attendance]

**Figure 6.** The Level of Activeness in the Games of Sport U20

5.3.1. The Reasons of not Attending

The following question “If you do not attend every game, what is the biggest reason?” aims at examining the reasons why the respondents do not attend every game of Sport U20. 24% of the respondents informed that they attend every home game of Sport U20. The most common reason why a spectator is not attending every game was lack of time because of school or work. Also hobbies were considered to be too time-consuming. Other factors that arose were the fact that the respondent did not find the opponent in the game interesting or did not find company to attend the game with. Some respondents who were living further away wished to live closer to be able to attend the games more often. The
distribution of the factors that affected the attendance can be seen in figure 7. The games of Sport U20 are played in the evenings and during weekends.

**Figure 7. The Biggest Reasons for not Attending Every Game**

5.3.2. **Valued Factors in Sport U20 home games**

The objective was to examine factors that affect the spectators attending motivations especially in Sport U20 home games. These valued factors could be compared to the factors that are generally valued in ice hockey. By comparing the results the possible improvements might be found.

The most important factor was similar with the found valued factors generally in ice hockey; success of the team. Attending Sport U20 games is a social event and a possibility to spend time with family and friends for many. The third most important factor that affected respondents’ decision-making was team loyalty and support.

The least important factors were comparable with generally valued factors in ice hockey. Intermission entertainment and belonging to a fan subculture were rated to be only a little bit important. Rating intermission entertainment as “little
important” can be explained by the fact that there are not any intermission entertainment during the intermissions of Sport U20 and also the fan subculture of Sport U20 is not as active as Red Army in Sport games.

The results and their average rating can be found in table 2. The results indicate that when attending the games of Sport U20, the audience wants to see them win and show team support for them. For many it is a chance to witness a friend or a family member to play or spend time together with family and friends in the audience as 76% of the respondents attended the game either with friends or family.

<table>
<thead>
<tr>
<th>Select how important the following issues were when you decided to attend the game of Sport U20?</th>
<th>Average 1–5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Success of Sport U20</td>
<td>3.71</td>
</tr>
<tr>
<td>2. Spending time with family/friends</td>
<td>3.44</td>
</tr>
<tr>
<td>3. Team loyalty/support</td>
<td>3.4</td>
</tr>
<tr>
<td>4. Atmosphere at Vaasa Arena</td>
<td>3.16</td>
</tr>
<tr>
<td>5. Excitement and drama</td>
<td>3.08</td>
</tr>
<tr>
<td>6. Seeing a particular player</td>
<td>3.02</td>
</tr>
<tr>
<td>7. Escapism from an everyday life</td>
<td>2.5</td>
</tr>
<tr>
<td>8. Wide range of snacks</td>
<td>2.4</td>
</tr>
<tr>
<td>9. Intermission entertainment</td>
<td>2.08</td>
</tr>
<tr>
<td>10. Belonging to a fan subculture</td>
<td>1.9</td>
</tr>
</tbody>
</table>

**Table 2.** The Valued Factors in the Games of Sport U20

5.4. Developing the Sport Event of Sport U20

The next part focuses on discovering the potential development factors in the sport event of Sport U20. These potential development ideas were gathered from the current audience. By analysing the valued factors and the opinions of the development ideas, a conclusion of the improvements in the sport event can be drawn.
5.4.1 Entrance tickets

Currently the entrance payment in the home games of Sport U20 is voluntary. In both questionnaires the willingness to pay for the entrance ticket was discovered. 56% of the respondents who have attended the home games of Sport U20 were willing to pay for the entrance ticket. The distribution varied from 2 euros to 15 euros, in average the respondents were willing to pay 4,64€ per person for the entrance ticket. The majority, 65%, of the respondents who have not attended were also willing to pay for the entrance. They were willing to pay somewhat more than the current audience: 5,85€ per person.

This gives information for Sport concerning the possible entrance ticket pricing. Also, open comments were received about the ticket pricing; “The payment comes a lot from the players’ seasonal fee and travels” and “If there will be entrance tickets to the games, the players should also get to use the money from it”. The entrance ticket payments would allow larger improvements to be done to the sport event of Sport U20. On the other hand, the players’ parents should get in free of charge to the games as they are involved financially through players’ payments already.

**Figure 8.** The Willingness to pay for the Entrance Ticket
5.4.2 The Selection of Products in the Kiosk

In questionnaire A it was surveyed if the respondents would like to have a larger selection of products in the kiosk. 77% of the respondents preferred the current selection of products and did not want any new products. 23% of the respondents wished for new products in the kiosk. The products that emerged were hamburgers, hot dogs and “hotsi”, which is a meat pasty originating to town of Hämeenlinna.

5.4.3 The Sources of Information

The following question studied the marketing of the Sport U20s’ games. The objective was to find the ways from which the audience has received information on the home game. Over one third (35%) of the respondents had an acquaintance playing in the team. 25% of the respondents received information about the game from the internet page of Sport. 14% heard information on the game from their friends and 13% read of the game in newspaper Pohjalainen. Other mentioned sources of information were finhockey.fi, TV and Facebook.

It can be concluded that ‘word-of-mouth’ is the most effective way of getting information. New spectators can be attracted through word-of-mouth but most of the potential audience do not have any one familiar playing in the team. The information should be made easy to find on the homepage of Sport. The marketing in social media could be highly increased as most of the younger audience can be reached, for instance through the channels of Facebook and Instagram.

It is evident (figure 9 on page 45) that there is a shortage of marketing. The only sources of information, apart from word-of-mouth, were the home page of Sport, the newspaper Pohjalainen and the internet page of Finhockey. Through these channels all the potential spectators cannot be reached. For instance, one who does not actively visit the home page of Sport or read the newspaper Pohjalainen does not find any information of the games of Sport U20. A special marketing campaign could increase the awareness of the team. A campaign could be
organized, for example, in schools and universities in order to attract audience of the same age group as the players.

**Questionnaire A**

**12. Where did you get information of the game?**

![Pie chart showing the source of information](image)

- Someone I know plays in the team (35%)
- vaasansport.fi (25%)
- finhockey.fi (5%)
- Newspaper Pohjalainen (13%)
- From friends (14%)
- Somewhere else (8%)

**Figure 9. The Source of Information**

**5.4.4 Ways of attracting new spectators**

The next question in the questionnaire B scanned the possible methods of attracting new audience. Four factors that could draw new spectators were given and the respondent chose the most attracting ones. An open space was left for the respondent to purpose other attracting factors.

Complimentary products would appeal to 29% of the respondents. A complimentary product could be, for example, a cup of coffee for free of charge when attending the game. A stamp card received support from 27% of the answerers. A stamp card would increase the co-operation between Sport and Sport U20; by attending 10 games of Sport U20, the spectator would receive an entrance ticket to the game of Sport.

18% of the respondents would attend a U20 game if there were a special event arranged for families. There could, for instance be arranged activities for children and a possibility to meet the players before the actual game of Sport U20. 4% of the respondents would attend if they had a chance to meet the players. By introducing the players to the audience, the spectators would become more
acquainted with the team. The team could be marketed more as a team of “rising-stars” as some of the respondents commented that they would want see the potential future players of team Sport.

**Questionnaire B**

10. What would make you to attend a game of Sport U20?

![Pie chart showing the possible ways of attracting new spectators.]

**Figure 10. The Possible Ways of Attracting New Spectators**

The comments that were given as “something else” were about if the respondents had more time, lived closer or if a friend played in the team, then they would attend the game. One comment was “if the entrance ticket was free”, which indicates the fact that the audience is not aware that there are not any entrance fees in the games. It was also mentioned that if there was some special event, for instance an event for ladies only, the respondent would attend.

5.4.5 The Development Ideas

The next question in the questionnaire A discusses the potential development factors in the games of Sport U20. Five development ideas were suggested and the respondent rated them on a scale of 1–5. Rate 1 was a bad idea as rate 5 a very good idea. An open space was left for the respondent to propose other development ideas. There was a positive attitude towards the potential development ideas as all were rated on average above 3 (table 3 on page 52) indicating an ok idea.
Marketing in social media received the highest rate: 3,96. Most of the respondents were under 20 year-olds who are active users of social media. Social media is an easy and effective way of reaching a large amount of potential spectators.

Using more lights to create the atmosphere in the venue received an average rate of 3,44. Also playing more music received comments by the respondents. A special event for families was perceived as an ok idea. There is demand for special events as 18% of the non-attending audience (Figure 10 on page 51) would attend the game if there were arranged events for families.

Even though the intermission entertainment was not considered as a valued factor generally in an ice hockey game nor when attending the game of Sport U20 (Table 1 & 2), having intermission entertainment was considered as an ok development idea, having the average rate of 3,18. Opening a new kiosk, for example for hamburgers, was also rated as an ok idea with an average of 3,1.

<table>
<thead>
<tr>
<th>Development ideas</th>
<th>In average, 1–5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Marketing in social media</td>
<td>3,96</td>
</tr>
<tr>
<td>2. Using lights to create atmosphere</td>
<td>3,44</td>
</tr>
<tr>
<td>3. A special event for families</td>
<td>3,38</td>
</tr>
<tr>
<td>4. Intermission entertainment</td>
<td>3,18</td>
</tr>
<tr>
<td>5. Opening a new kiosk</td>
<td>3,1</td>
</tr>
</tbody>
</table>

**Table 3. The Development Ideas**

5.4.6 Other Comments and Development Ideas

The last section in both questionnaires was left open to give an opportunity for the respondent to freely comment and give possible development ideas. The comments varied from giving positive feedback to the team to inferior comments that only the games of Sport are interesting.

Many of the respondents wished to get to know the players more. They would like to see introductions and interviews of the players during the intermissions in
games of both Sport and Sport U20. It was also suggested that the team should be more well-known in the media and across the town of Vaasa. The team would also be more recognised if some of the players had a chance at playing in Sport too. Two of the respondents requested to hear more and newer music as well as other entertainment during the games. A respondent also wished that the ice hockey hall would be renovated soon and one spectator wanted to have the possibility to drink beer in the stands. In one comment it was requested for activities for children as many of the young spectators do not have the patience to sit long periods of time in one place.

5.5 Push and Pull Theory applied to the Sport Event of Sport U20

The push factors were discovered when researching the valued factors generally in an ice hockey game by the audience. The internal factors, the desires why people want to attend an ice hockey game, which arose to be the most important were “excitement and drama” and “escaping from an everyday life”. The audience wants to enjoy the game itself when attending an ice hockey game. It is also a special action by which the everyday life can be forgotten for a while.

The pull factors were rated to be more important than the push factors for the respondents. Especially “success of the team” and “team loyalty and support” were valued issues. It can be found that the choice of destination and a specific team are more essential factors affecting the attendance motivation compared to the desire of attending an ice hockey game in general.

Socializing was not generally an important push factor for the respondents. This may be explained by the Finnish cultural aspects and that the importance is in the game itself. However, socializing was concerned to be a valued pull factor when attending a Sport U20s’ game. Spending time with family and friends was rated as 3,44 in average on a scale from 1 to 5 when examining the level of importance. The high rate may be explained by the fact that majority of the audience attends the game especially with family and friends. The attendance of many can be explained by the acquaintance or a family member who plays in the team of Sport U20.
6 CONCLUSIONS

The research gives vital information on the attending and non-attending spectators about their behaviour, valued factors and opinions. After analysing the results, the attending motivations can be discovered and potential development factors discovered in the sport events of Sport U20.

It can be concluded that the audience finds the team itself to be the most important attending motivation. Attending a game is emphasized by the success of the team and showing the loyalty and support towards the team. When the team is victorious, the audience enjoys the game and is willing to attend also the next time. Vice versa, when the team is losing the audience does not give up but show their support for the team. The theories of attendance motivation as well as push and pull factors indicate the significance of the success of the team, excitement and drama, socializing and team loyalty, which were perceived as valued factors in the research.

It was discovered that there is a lack of marketing because majority of the non-attending audience was not familiar with Sport U20s’ hockey team at all even though 76% of the respondents lived currently in Vaasa. The current audience is informed of the games mostly by word-of-mouth. A positive attitude was evident towards the potential development ideas, such as marketing via social media.

The potential new spectators wished to know the team better through more active marketing and an introduction of the players. 29% of the potential new spectators would be attracted to attend the game if there were complimentary products included in attending the game of Sport U20. A stamp card, which would value active spectators, would attract 27% of the respondents.

The results can be considered reliable as similar results were obtained from both of the research audiences. 100 respondents offer a large range of opinions, suggestions and alternatives. The fact that researcher was also the collector of the data had only a little impact on the study as the respondents fulfilled the questionnaires individually. The fact that questions were mostly closed questions
with set alternatives might have affected the findings. Different results might have been gained if the questions were open ones and the respondents were let to answer in their own words. On the other hand, closed questions were chosen to create the questionnaire easy to fulfil and to receive plentiful of information. It can be concluded that if the questionnaires were given out again, comparable results would be gained.

The research is also valid as the objective was to develop the sport event of Sport U20 and through the research these potential development factors were revealed. By making an action plan to develop the event and developing some factors, the number of visitors can be increased.

The aim of the research was reached as the results give an overall view for the case company to develop its sport event. The result findings provide an answer to the beforehand set research questions about understanding the attendance motivations, the development of a sport event and finding the valued factors by the attending audience. The audience in the games is an essential part and taking their opinions and feelings into account makes an event more successful.

6.1 Action Plan & Future Research

The research can be used as a guideline for development as well as for further research. From the positive ratings towards the possible development ideas, it can be concluded that the attitudes for improvements is encouraging. The games of Sport U20 could be improved by creating a better atmosphere in the Vaasa Arena by using more lights and music. Also, the possibility for intermission entertainment and opening a new kiosk should be considered.

The marketing of the team should be updated. Many of the spectators of Sport U20 are under 20 year-olds who can be reached via social media. Having active and interesting accounts in Facebook and on Instagram would able the potential new spectators to get better acquainted with the team. Also, organizing a marketing campaign could increase the awareness of the U20 team among locals.
The future research could focus only either on potential or current audiences of Sport U20. Therefore, a larger number of responses could be attained and the quality of the research could be increased. Focusing on either of the questionnaires would provide an opportunity to analyse the responses in more various and detailed ways, for example, by dividing the responses by the gender of the respondents. In future research more focus could be given to the questionnaire design; the order of the question alternatives and their impact on the results should be considered.

In order to reach the objective, to increase the number of spectators, the means and schedules need to be determined. By constructing a detailed action plan, which tells exactly what to do and when to do it, the set vision can be reached. Applying qualitative research could reveal deeper attendance motivations and more detailed opinions about the case team. By combining qualitative research together with a quantitative, the audience’s point of view could be discovered in an alternative way.

The sport event of Sport U20 has several opportunities. As the current weaknesses and threats are discovered, the focus can be set on improvements and the strengths of the local junior hockey team. By increasing the co-operation between Sport and Sport U20 the recognisability of the team increases as well. By taking into account the spectators opinions, the set goals can be reached.
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QUESTIONNAIRE A (the ones who have attended A-juniors’ game)

1. The Gender: male / female
2. The Age: ______________
3. The Current Living Place: ______________

4. With whom are you watching the game?
   a. Friends
   b. Family
   c. Boyfriend/girlfriend
   d. Alone
   e. Someone other; who? __________________________________________________________________________

5. How often do you attend Vaasan Sport home game during the season (30 home games)?
   a. Every/ almost every home game
   b. 16-20
   c. 10-15
   d. 5-9
   e. 1-4
   f. 0 times

6. How often do you attend Vaasan Sport U20s’ home game during the season (24 home games)?
   a. every/almost every home game
   b. 16-20
   c. 10-15
   d. 5-9
   e. 1-4 times

7. If you don’t attend every Sport U20 home game, what is the biggest reason?
   a. I don’t have time because of work/school
   b. I don’t have time because of my hobbies
   c. The opponent in the game is not interesting
   d. I don’t have anyone to attend the game with
   e. I am not interested in ice hockey
   f. The game event is not well-organized
   g. Some other reason; what? _______________________________________________________________________

8. Select how important the following issues are for you generally in an ice hockey game
   1. Not at all important 2. Little bit important 3. Quite important 4. Important 5. Very important

   a. Excitement and drama (e.g. fights and penalties) 1 2 3 4 5
   b. Success of the team (e.g. ice hockey hall) 1 2 3 4 5
   c. Physical environment (e.g. ice hockey hall) 1 2 3 4 5
   d. Team loyalty/support 1 2 3 4 5
   e. Belonging to a fan subculture (e.g. Red Army) 1 2 3 4 5
   f. Seeing a particular player 1 2 3 4 5
   g. Socialization 1 2 3 4 5
   h. Escapism from everyday life 1 2 3 4 5
   i. Intermission entertainment 1 2 3 4 5
   j. Wide range of snacks 1 2 3 4 5
9. Select how important the following issues were when you decided to see A-juniors' game?

1. Not at all important 2. Little bit important 3. Quite important 4. Important 5. Very important

a. Excitement and drama (e.g. fights and penalties) 1 2 3 4 5
b. Success of the Sport U20 1 2 3 4 5
c. Atmosphere in Vaasa Areena 1 2 3 4 5
d. Team loyalty/support 1 2 3 4 5
e. Belonging to a fan subculture (e.g. Red Army) 1 2 3 4 5
f. Seeing a particular player 1 2 3 4 5
g. Spending time together with my friends or family 1 2 3 4 5
h. Escaping from everyday life 1 2 3 4 5
i. Intermission entertainment 1 2 3 4 5
j. Wide range of snacks 1 2 3 4 5

10. Are you willing to pay for the entrance ticket to see a Sport U20 home game?

a. Yes.
   i. How many euros? ______

b. No.

11. Do you want a larger selection of snacks in the kiosk, for example hamburgers?

a. Yes.
   i. What kind of?_________________________________________________________________________________

b. No. The selection of snacks is already good.

12. Where did you get information of the game?

a. Pohjalainen
b. vaasansport.fi
c. Friends
d. Someone who I know plays in the team
e. Somewhere else; where?________________________________________________________________________________________


a. Using more lights to create the atmosphere 1 2 3 4 5
b. Opening a new kiosk, e.g. for hamburgers 1 2 3 4 5
c. Arranging an event for families 1 2 3 4 5
d. Having intermission entertainment 1 2 3 4 5
e. Marketing in social media; Facebook, Instagram 1 2 3 4 5
f. Some other developments; what kind?________________________________________________________________________________________

14. Other comments?

________________________________________________________________________________________

________________________________________________________________________________________

THANK YOU FOR YOUR ANSWERS!
QUESTIONNAIRE B (the ones who have not attended any game)

1. The Gender: male / female
2. The Age: ______________
3. The Current Living Place: ______________

4. With whom are you watching the game?
   a. friends
   b. family
   c. boyfriend/girlfriend
   d. alone
   e. other? ________________________________________________________________

5. How often do you attend Vaasan Sport home game during the season (30 home games)?
   a. every/ almost every home game
   b. 16-20
   c. 10-15
   d. 5-9
   e. 1-4

6. Select how important the following issues are for you generally in an ice hockey game
   1. Not at all important 2. Little bit important 3. Quite important 4. Important 5. Very important

   a. Excitement and drama (e.g. fights and penalties) 1 2 3 4 5
   b. Success of the team 1 2 3 4 5
   c. Physical environment (e.g. ice hockey hall) 1 2 3 4 5
   d. Team loyalty/support 1 2 3 4 5
   e. Belonging to a fan subculture (e.g. Red Army) 1 2 3 4 5
   f. Competition 1 2 3 4 5
   g. Socialization 1 2 3 4 5
   h. Escapism from everyday life 1 2 3 4 5
   i. Intermission entertainment 1 2 3 4 5
   j. Wide range of snacks 1 2 3 4 5

7. Are you familiar with Sport U20 ice hockey team?
   a. Yes, I have heard of the team.
   b. No, I haven’t heard anything of the team.
8. What is the biggest reason why you haven’t attended the games of Sport U20?
   a. I’m not familiar with the team
   b. There aren’t any interesting players
   c. The games aren’t interesting
   d. I don’t have time because of work/school/hobbies
   e. I don’t have anyone to go there with
   f. The event is not well-organized
   g. Other?

9. If you attended the Sport U20 home game, would you be willing to pay for the entrance ticket?
   a. Yes.
      i. How many euros? ______
   b. No.

10. What would make you to attend a game of Sport U20?
    a. A special event for families
    b. Complimentary products, e.g. a cup of coffee for free of charge
    c. Meeting the players
    d. A stamp card for regular visitors, e.g. after seeing 10 A-juniors’ game you get an entrance ticket to Vaasan Sport game for free of charge
    e. Some other; what?

11. Development ideas? Comments?

THANK YOU FOR YOUR ANSWERS!
KYSELYLOMAKE A (A-junioreiden peleissä käyneet)

1. Sukupuoli:  mies / nainen
2. Ikä: __________________
3. Asukkaupunki: __________________
4. Kenen kanssa olet peliä katsomassa?
   a. Kaveriden
   b. Perheen
   c. Tyttöystävän/poikaystävän
   d. Yksin
   e. Jonkun muun kanssa; kenen?

5. Kuinka monta kertaa kauden aikana käyt katsomassa Vaasan Sportin edustusjoukkueen kotipeliä (30 kotipeliä/kausi)?
   a. Jokaisen / melkein jokaisen kotipelin
   b. 16–20
   c. 10–15
   d. 5–9
   e. 1–4
   f. 0 kertaa

6. Kuinka monta kertaa kauden aikana käyt katsomassa Vaasan Sportin A-junioreiden kotipeliä (24 kotipeliä)?
   a. Jokaisen / melkein jokaisen kotipelin
   b. 16–20
   c. 10–15
   d. 5–9
   e. 1–4 kertaa

7. Jos et käy jokaisessa A-junioreiden kotipelissä, niin mikä on siihen suurin syy?
   a. Ei ole aikaa töiden/koulun takia
   b. Ei ole aikaa harrastusten takia
   c. Pelin vastustaja ei ole mielenkiintoinen
   d. En löydä seuraa peliä katsomaan
   e. En ole kiinnostunut jääkiekosta
   f. Pelitapahtuma ei ole hyvin järjestetty
   g. Joku muu syy; mikä?

8. Valitse kuinka tärkeänä pidät seuraavia asioita yleisesti jääkiekko-ottelussa.
   a. Jännitys ja draama
      (esim. tappelut ja rangaistukset) 1 2 3 4 5
   b. Joukkueen
      menestyminen 1 2 3 4 5
   c. Ympäröstö
      (esim. jäähallit) 1 2 3 4 5
   d. Joukkueen tukeminen,
      uskollisuus 1 2 3 4 5
   e. Kuuluminen fani-
      ryhmään (esim Red Army) 1 2 3 4 5
   f. Tietyn pelaajan
      näkeminen 1 2 3 4 5
   g. Sosialisointi muiden
      katsojien kanssa 1 2 3 4 5
   h. Pakeneminen arkipäivä-
      sestä elämästä 1 2 3 4 5
   i. Erätauko-ohjelma 1 2 3 4 5
j. Laaja valikoima kioskin tuotteita

   a. Jännitys ja drama (esim. tappelut, rangaistukset) 1 2 3 4 5
   b. A-junioreiden menestyminen 1 2 3 4 5
   c. Tunnelma Vaasa Areenalla 1 2 3 4 5
   d. Joukkueen tukeminen, uskollisuus 1 2 3 4 5
   e. Kuuluminen faniryhmään (esim. Red Army) 1 2 3 4 5
   f. Tietyn pelaajan näkeminen 1 2 3 4 5
   g. Ajan vietto yhdessä perheen/kavereiden kanssa 1 2 3 4 5
   h. Pakeneminen arkielämää 1 2 3 4 5
   i. Erätauko-ohjelma 1 2 3 4 5
   j. Laaja valikoima kioskin tuotteita 1 2 3 4 5

10. Olisitko valmis maksamaan pääsylipusta Vaasan Sportin A-junioreiden peliin?
   a. Kyllä.
      i. Kuinka monta euroa? ______
   b. En.

11. Haluatko kioskiin laajemman valikoiman tuotteita, esim. hampurilaisia?
   a. Kyllä.
      i. Minkälaisia tuotteita?
         ______________________________________________________________________________
   b. En. Valikoima on hyvä.

12. Mistä saat tietoa pelistä?
   a. Pohjalainen
   b. vaasansport.fi
   c. Kavereilta
   d. Tuntemani henkilö pelaa joukkueessa
   e. Jostain muualta; mistä?
      ______________________________________________________________________________
      ______________________________________________________________________________
      ______________________________________________________________________________

13. Mitä mieltä olet seuraavista kehitysideoista?
   a. Valojen käyttäminen tunnelman luomisessa 1 2 3 4 5
   b. Uuden kioskin avaaminen, esim. hampurilaisille 1 2 3 4 5
   c. Erikoistapautuma perheille 1 2 3 4 5
   d. Erätauko-ohjelma 1 2 3 4 5
   e. Markkinointi sosiaalisessa mediassa, esim. Facebook, Instagram 1 2 3 4 5
   f. Muita kehitysideoita; mitä?
      ______________________________________________________________________________
      ______________________________________________________________________________
      ______________________________________________________________________________

14. Muita kommentteja?
      ______________________________________________________________________________
      ______________________________________________________________________________
      ______________________________________________________________________________

KIITOS VASTAUKSISTA!
KYSELYLOMAKE B (ei ole käynyt A-junioreiden pelissä)

1. Sukupuoli: mies / nainen
2. Ikä: ________________
3. Asuinkaupunki: ____________

4. Kenen kanssa olet peliä katsomassa?
   a. Kavereiden
   b. Perheen
   c. Tyttöystävän/poikaystävän
   d. Yksin
   e. Jonkun muun kanssa; kenen? ____________________________________________

5. Kuinka monta kertaa kauden aikana käyt katsomassa Vaasan Sportin edustusjoukkueen kotipeliä (30 kotipeliä/kausi)?
   a. Jokaisen / melkein jokaisen kotipelin
   b. 16-20
   c. 10-15
   d. 5-9
   e. 1-4

   1. Ei yhtään tärkeänä
   2. Vähän tärkeänä
   3. Aika tärkeänä
   4. Tärkeänä
   5. Hyvin tärkeänä

   a. Jännitys ja draama
      (esim. tappelut ja rangaistukset) 1 2 3 4 5
   b. Joukkueen menestyminen
      (esim. jäähalli) 1 2 3 4 5
   c. Joukkueen tukeminen,
      uskollisuus
   d. Kuuluminen faniryhmään (esim Red Army)
   e. Tietyn pelaajan näkeminen
   f. Sosialisointi muiden katsojen kanssa
   g. Pakenenminen arkipäiväisestä elämästä
   h. Erätauko-ohjelma
   i. Laaja valikoima kioskin tuotteita

7. Onko Vaasan Sportin A-juniorit sinulle tuttu joukkue?
   a. Kyllä.
   b. Ei, joukkue ei ole minulle tuttu.
8. Suurin syy miksi et ole käynyt Vaasan Sportin A-junioreiden peleissä?
   a. Joukkue ei ole minulle tuttu
   b. Joukkueessa ei ole mielenkiintoisia pelaajia
   c. Pelit eivät ole mielenkiintoisia
   d. Minulla ei ole aikaa töiden/koulun/harrastusten takia
   e. Minulla ei ole seuraa lähteä peliä katsomaan
   f. Ottelutapahtuma ei ole kokonaisuudessaan hyvin järjestetty
   g. Muu syy, mikä?

9. Jos kävisit Vaasan Sportin A-junioreiden pelissä, olisitko valmis maksamaan pääsylipusta?
   a. Kyllä.
      i. Kuinka monta euroa? ______
   b. En.

10. Mikä saisi sinut käymään A-junioreiden pelissä?
    a. Erikoistapahtuma lapsiperheille
    b. Maksuttomat tarjoilut, esim. kahvilipuke pelin yhteydessä
    c. Jos tapaisin pelaajat
    d. Leimakortti, esim. käytävän 10 A-junioreiden pelissä, saa lipun veloituksetta Vaasan Sportin peliin
    e. Joku muu; mikä?

11. Kehitysideoita? Muita kommentteja?

KUITOS VASTAUKSISTA!