

**Motivation of international volunteers in sport events:
Case 2018 IIHF Ice Hockey World Championship Denmark**

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Abstract



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<p>The objective of this thesis was to discover the motivation of international volunteers in the IIHF World Championships in 2018. A secondary objective was to find out how the whole volunteering experience affects the motivation. Understanding the whole process from the volunteers' perspective will help event organizers to adjust their procedures accordingly when there are international volunteers involved. The volunteering experience starts from the first decision to apply to volunteer, and lasts throughout the event and its afterglow. It is a major deciding factor in a person's future desire to volunteer.</p> <p>A qualitative research was conducted in May 2018 in Herning, Denmark. Of the 1031 volunteers in the tournament, around thirty-eight percent, or 391 volunteers, were international. Ten of them were interviewed, alongside with five Danish volunteers. The results of the two groups were compared to see how many differences and similarities could be found.</p> <p>The results suggest that the most important reason to volunteer was the passion towards ice hockey and sports in general. It was also motivating to the volunteers to be able to help to make the event possible, learn new skills, and to be able to travel and experience a new culture. For the Danish volunteers, it was a once-in-a-lifetime experience. The volunteer experiences in the tournament were mainly positive, but there were certain issues that could be improved.</p> <p>The information can be used by event organizers especially in sport events with international volunteers, but it can also be of help in any kind of event planning. It offers an inside perspective from the volunteers of what motivates them to continue working, and on the other hand, what could be improved so that the experience would be more satisfactory.</p> <p>The event industry is continuously growing and evolving, and will become even more international in the future. Although event volunteering has been studied before, the focus has rarely been on international volunteers. It offers an opportunity for future research to be conducted, for example on the travel habits and environmental factors related to international event volunteer tourism.</p>	
Keywords Volunteers, motivation, ice hockey, sport events	

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1 Introduction

In this thesis, I will study what motivates people to travel to another country and work there as a volunteer in an event. Since voluntary work is unpaid and people must cover the travel and accommodation costs themselves, they must have some strong motivators behind the decision to go. The IIHF Ice Hockey World Championships were held in Herning and Copenhagen in Denmark in May 2018. The results of this thesis can be used to improve the volunteer management in events that attract international volunteers. Since the thesis is focused on an international ice hockey tournament, one potential organization to benefit from it is the Finnish National Ice Hockey Federation, which will organize the World Championship tournament in 2022.

I chose the topic for this thesis because I have done volunteer work since 2015 in many different events, and have experience from various teams and tasks. I volunteered in this tournament as well, and it was my first time volunteering abroad. Therefore, I was interested to find out whether other international volunteers had motivations similar to mine.

The main objective of this thesis is to find out what is the motivation behind volunteering in a sport event abroad. A secondary objective is to find out how the volunteering experience affects the motivation. The topics of voluntary tourism and event volunteering have been studied to some extent, as well as the motivation of sport event volunteers. However, focusing on the international volunteers has not received much attention, even though nearly all the major sport events in the world have volunteers from all around the world. The volunteering experience and its impact on motivation will also be explored.

The structure of this thesis constitutes five main chapters. In chapter two, voluntary work and different types of events are defined. They are connected to the 2018 IIHF World Championships, and the history of ice hockey and its major tournaments are covered. The volunteers' backgrounds are introduced. Chapter three focuses on some famous motivation theories, and the motivation of event volunteers will be examined through two case studies from major sport events. The results of the volunteer interviews will be covered and analyzed in chapter four. The main topics of the interviews are discussed and connected to prior research. The final chapter includes conclusions, as well as ideas for improvement and future research. Lastly, personal learning within the thesis process will be reflected.

The research was done as qualitative interviews in the IIHF Ice Hockey World Championships in Denmark in May 2018. The history of the sport and the event will be covered on the thesis. Other topics include a couple of motivation theories, volunteering, "voluntourism", and sports events. For the research, ten international volunteers were interviewed. Even though the focus of the thesis is on the international volunteers, five Danish volunteers were interviewed to have a comparison and to see whether the motives were similar or if there were some big differences, and whether the local volunteers had the interest to volunteer abroad in the future. The volunteers also represented different fields of work in the tournament: five were from team services, three on the all-around team, two on statistics, and the rest represented media, ticketing, snow crew, accreditation, and security. There were 96 international volunteers in Herning, from thirteen different nationalities.

Some of the questions included are about the volunteers' previous experiences and whether they have volunteered abroad before, what causes they have volunteered for, if any, and why they are interested in volunteering. Naturally, the questions also include basic background information, some more specific questions related to the tournament, as well as their history with the sport and volunteering.

2 What motivates people to do volunteer work

2.1 Voluntary work definition

There has been research about past tournaments, and from other fields of sport. This research has mainly focused on all volunteers instead of just a subgroup of them. The perspective has often been on volunteer management, rather than on the motivation of the volunteers, which has been partly covered. Since “voluntourism”, which combines volunteering with tourism, is a growing trend, it has been researched rather extensively. However, many of the studies have focused on doing volunteer work in a very different kind of an environment compared to events. There is even variation between the motives of volunteers who work more seasonally, such as in the regular season games of hockey that run from autumn to spring, and the volunteers that only work in an event that lasts a couple of weeks (Hoye & Cuskelly 2009, 175).

Even though volunteering has been researched quite extensively, many of the studies have focused on those who work with humanitarian aid. There are also some studies about event volunteers and sports volunteers, but very few about those sport volunteers who travel to other countries for the main purpose of volunteering in an event, usually a major tournament or a mega-event.

Voluntary work is a term that is not easily defined, since there have been so many ways to do so. Nevertheless, the same basic concepts tend to come up in those various definitions: the work is done without a monetary remuneration, it is based on free will and one’s desire to help and do something useful for the community. Usually there is some form of an organization behind it, and there are hundreds of different causes to volunteer for. (Nylund & Yeung 2005a, 13-15.) For some tasks the volunteers may need special skills, but often general knowledge is enough. Anyone can start volunteering for a cause they freely choose, whenever they want to. Being a volunteer is not dependable on factors such as gender, age, or where they live. (Kansalaisareena 2019.)

Volunteering itself is an interesting phenomenon, since the whole idea behind it is to work and invest time and energy for something that does not necessarily give you anything material back. Voluntary work is always done for free, and while some tasks will have rewards such as uniforms or free food, others are simply about getting an experience and intangible rewards such as new friendships, understanding a different culture, and learning. In many cultures, volunteering is part of a long tradition of being active in the community and making events and all sorts of gatherings possible. Especially in North

America, young people tend to do a lot of volunteer work as part of their current or future education.

While volunteers work for free, it is not free for the organization they work for. It takes time and money to train the volunteers for their tasks, and they will need the basics such as food and clothes during their work. However, both the volunteers and the organization benefit from it in multiple ways.

Often there are six functions that can be visible in volunteers' motivation: the idea of helping and doing something important that is beneficial to someone else; wanting to have deeper understanding and knowledge of other people, cultures, and oneself; meeting the expectations of one's social group; doing something good and useful to others to relieve one's own possibly negative feelings; improving skills and future career opportunities and forming networks; and feeling good, useful, and important, thus improving one's self-esteem (Cuskelly, Hoye & Auld 2006, 1-14).

These days the terms VOLUNtourist and volunTOURIST are often used in research about volunteer tourism, and there is a clear difference between the two. While VOLUNtourists are focused on and motivated by the voluntary work they are going to do in the destination, for volunTOURISTS the volunteer work is secondary after the ability to travel (Daldeniz & Hampton 2011, 30-41). Another viewpoint of volunteer tourism can be described as "a personal and lifestyle strategy to make a difference to the world" (Butcher 2012, 159-161), which can be understood as using the volunteer tourist status to justify their decisions and actions without certainty of truly improving the conditions of the host country.

In events, volunteering is often what is called "episodic volunteering": in most cases, it happens only once during a fixed period, and the relationship with the organization is flexible so that the volunteer can join or quit as they wish, without commitment to the organization. It should also be noted that in such events that last a fairly short period of time, it can even be more expensive to attend as a volunteer tourist than what a regular holiday in the same location would cost (TRAM 2008, 11).

Nylund and Yeung (2005, 29-30) mention cross-national volunteering, which is usually a combination of volunteer tourism and episodic volunteering. It is an upcoming trend of volunteering, with the idea that while the volunteer goes abroad to work towards a cause, they also get something in return: the travel experience, as well as the possibility to learn about the culture and language of the country.

2.2 Event type definitions

Judith Mair talks about events in two categories: either by their size, or their type. On top of the size scale, there are mega-events that are known worldwide and attract huge crowds, as well as affect the tourism of the organizing city and country in almost every possible way. The Olympics are an example of a mega-event. (Mair 2009, 4-5.)

Hallmark events, on the other hand, are equally well-known, but they are often much smaller in size. They are usually held in the same place every year, and the event is easily associated with its host city, such as the Oktoberfest in Munich. (Mair 2009, 4-5.) Donald Getz defines hallmark events as “those that possess such significance, in terms of tradition, attractiveness, quality or publicity, that the event provides the best venue, community or destination with a competitive advantage” (Getz 2012, 43).

Major events are smaller than mega-events, but still attract lots of visitors and worldwide media interest, and many cities are eager to organize these events. Some of them, such as the Wimbledon tennis tournament, are usually held in the same city, while others change venues annually. (Mair 2009, 5-6.) Some major events can also be considered as hallmark events. For example, the Four Hills Tournament of ski jumping is held annually in Oberstdorf and Garmisch-Partenkirchen in Germany, and Innsbruck and Bischofshofen in Austria. It is considered as one of the major winter sport events, but it also fulfills the requirements of a hallmark event, since it is associated to these cities and it brings huge crowds of tourists to them every year.

Lastly, there are local or community events, which can be very small, usually last only a couple of days, and volunteers are usually the most important work force behind the event (Mair 2009, 6).

In addition, we can also talk about events as being either mobile or place. Mobile events occur in almost all categories of sport, since they usually organize each edition of world championships, for example, in a different host city and country. (Beech, Kaiser & Kaspar 2014, 15-28.) The Summer Olympics even rotate between continents, with the exception that an African country has never been the host, and Rio de Janeiro was the first South American host city in 2016. Winter Olympics, on the other hand, are only hosted in Asian, European and North American countries, due to the climate necessities such as having cold weather and snow. Majority of the athletes also come from the countries in the three continents, although for example South America also has suitable locations for skiing. In

some of the largest events, it is also necessary to distribute some games or disciplines to other cities in the host country, due to required conditions, increased accommodation and venue capacities, and already existing infrastructure for certain sports. There is a growing trend to divide the events between two countries, mainly due to the rapidly growing expenses of hosting mega-events and major tournaments.

Place events, on the other hand, are repeatedly hosted in fixed locations and often around the same time of the year. Some of these are also known as hallmark events, such as the Wimbledon tennis tournament. Place events also include so-called sub-brands, for example the IAAF Diamond League, a set of athletics competitions in fixed cities around the world every summer. (Beech, Kaiser & Kaspar 2014, 15-28.)

2.3 Sport event tourism

Compared to regular leisure tourism, sport tourism and especially event tourism are more dependent of the destination. For example, there are a limited number of places to practice skiing, while a family can decide to spend their annual holiday almost anywhere in the world. Sport events, on the other hand, always have a set location for every tournament, race, championships, and other types of competitions. It is of high importance for the host city and country to develop and prepare everything ready for the event, and to market the event to gain visitors, and thus make it beneficial, both economically and for the community. (Johnston & Twynam 2006, 77-93.)

There is also a difference between sport tourism and tourism sport. On the former, sport has become the main reason to travel, such as traveling to Paris for the French Open and enjoying the city when there are no matches. On the latter, the tourist might be in Paris just on a holiday or for business, but on their free time they have time to go watch a game or two at the Stade Roland-Garros. (Greenwell, Danzey-Bussell, & Shonk 2014, 1-16.) Moreover, there is a third category of tourism related to sport: nostalgia sport tourism. This includes visiting sport-related areas such as certain stadiums, for example Camp Nou in Barcelona, halls of fame, and other places with the chance to meet or pay homage to athletes and teams. (Gibson & Fairley 2014, 267.)

Events gather together large amounts of people: both local and foreign spectators, athletes, coaches, team staff, volunteers, and media. Sport tourists can be divided into two categories: those who participate in the event in some manner, and those who are there as purely spectators. There are arguments that the location of the event is not the main attraction, but the whole experience that one gets of the event, the place, and

everything related to it. Whether the participant is an active athlete or a passive spectator, or something in between, the sport that they practice or observe can even become the primary motivation to travel. (Johnston & Twynam 2006, 77-93.)

It is hard to create a profile of the typical sport event participant, since it depends largely on the event. However, sport events tend to attract men slightly more than women, and many also travel with their children. The spectators can also be divided into subgroups based on their level of attendance in sport events, and interest for the sport. Connoisseurs are the ones who are the keenest to be involved with the events, will travel to attend them, and have a wide knowledge of the sport. Passive sport tourists attend events frequently, but have lower levels of interest and knowledge for the sport. Casual observers may attend events every now and then, but do not plan their travels around the event, nor are they very interested about the sport. (Johnston & Twynam 2006, 77-93.) Volunteers in sport events could be considered as connoisseurs, since many of them share a high level of interest for the sport, they have knowledge and some even personal experience of it, and those who come from other cities or countries travel for the main purpose of attending the event.

2.4 Ice Hockey World Championships

2.4.1 History

The game of ice hockey was invented in Canada in the mid-1800s, from where it spread to Europe by the beginning of the 20th century. The Ligue International de Hockey sur Glace (LIHG), nowadays known as the International Ice Hockey Federation (IIHF), was formed in 1908. Two years later, the first European Championship organized by LIHG was played in Switzerland. This tournament existed between 1910 and 1932. The first international tournament, including teams from North America, was played in the 1920 Summer Olympics in Antwerp, Belgium. In 1924 and 1928, the tournament was a part of the Winter Olympics. The first IIHF World Championships played separately outside of the Olympics were organized in 1930 in three cities: Chamonix, France; Berlin, Germany; and Vienna, Austria. This started the tradition of playing the tournament every year, apart from the years of the Second World War (1940-1946). Until 1968, every fourth year the tournament was played in the Winter Olympics. In 1980, 1984, and 1988, only the Olympic tournament was played. The players from the National Hockey League (NHL) were given permission to participate in the World Championships from 1977 onwards. (International Ice Hockey Federation a.)

2.4.2 2018 IIHF World Championships

Throughout the years, nineteen countries have organized the tournament in sixty-one different cities. Thirty-one countries have participated in the highest level. (International Ice Hockey Federation b.) Denmark, whose team has been competing in the highest level consecutively since 2003, was the last one of the countries considered as “the big ones” that had not hosted the tournament. In 2014, Denmark finally won the bid to host the 2018 tournament in the capital, Copenhagen, and Herning, the home town of one of the most successful teams in the Danish hockey league, Herning Blue Fox. With a population of around 86,000 people, Herning is the smallest city in the history of the tournament to be a host. There are sixteen teams playing in the highest level, eight teams in both cities. (Merk, M., 2014.) The tournament was held from the 4th of May until the 20th of May, with games in both in Copenhagen and Herning until the 17th of May, and Copenhagen hosting the semifinals, bronze medal game, and final. Herning was the host for thirty of the sixty-four games in the tournament. The games in Herning were played in the Jyske Bank Boxen Arena, which is pictured in appendix four.

The volunteer program in the tournament required more than 1,000 volunteers in Copenhagen and Herning. The application period was from the 1st of February 2017, until the 10th of October 2017. All applicants were informed on the 1st of December 2017 if they were chosen, and for which task. The volunteers were also referred to as FACE-OFF FORCE members. There was a total of eighteen different fields of work. The full list and descriptions of the functions can be found as appendix two.

On the event website, the following volunteer benefits are mentioned:

- The chance to be part of one of the biggest sport event ever hosted in Denmark!
- Meals, snacks, soft drinks, coffee etc. while you are at work
- FACE-OFF FORCE clothing package
- Insurance while at the event
- Access to volunteer kick-off and training sessions before the event
- Invitation to volunteer party after the event
- Volunteer certificate afterwards. (2018 Ice Hockey World Championship Denmark, 2017b.)

2.5 Volunteer profiles

In Herning, there were 486 volunteers from thirteen different nationalities, ninety-five of whom were international. A total of fifteen volunteers were interviewed for this study: ten

of them came to the tournament from abroad (Lithuania, Finland, Germany, Great Britain, Slovenia, Canada, and Latvia) or were from one of these countries but currently living in Denmark, while five of the volunteers interviewed were from different parts of Denmark. Six of them were women and nine were men. Their ages were between twenty and fifty-three. A couple of the volunteers were students, and the rest were in working life, representing many different fields of work. The volunteers also represented different fields of work in the tournament: five were from team services, three on the all-around team, two on statistics, and the rest represented media, ticketing, snow crew, accreditation, and security.

2.5.1 Previous volunteering experience

Of the fifteen volunteers, only two had not done any kind of volunteering before the tournament. Two of the international volunteers had been working in the previous tournament in Cologne in 2017, while four others had working experience from smaller hockey tournaments and games. Some of them also had volunteered in other sports events, in festivals, with healthcare, and doing photography. The Danish volunteers all worked in their local hockey clubs, and some also worked in festivals during the summer.

2.5.2 Background with ice hockey

Seven of the volunteers had played, or were still playing, ice hockey. Some as a hobby, some even more seriously. Six volunteers identified as fans of the sport. Family connection had brought two volunteers to hockey, while two others had been working with the sport. Two had been coaching as well, and one volunteer had the skills of a referee too. Two were somewhat new to hockey, one of them had never seen a game of ice hockey before.

2.5.3 Duration and price

Nine of the volunteers were there for the whole duration that the games were played in Herning (fifteen days), and for the rest the time spent volunteering and in Herning in general varied between eleven and eighteen days. One of the Danish volunteers also continued working in Copenhagen during the finals weekend. There was a lot of variation in the cost for international volunteers to travel to Herning and accommodate themselves there. While some managed with 200 to 500 euros, two of them estimated that they paid about 800 euros per person, and another one said the total was around 1000 euros. The biggest sum spent on this volunteering experience was from a Canadian volunteer, who calculated that she paid around 2600 euros, including flights, accommodation, and a bit of

traveling around in Denmark. Many of the international volunteers used Airbnb services, but some also stayed at the Hockey Camp Herning in the MCH Messecenter, next to the Jyske Bank Boxen Arena.

2.6 Summary

All in all, both volunteer tourism and event volunteerism have been widely studied, but rarely the topics have been combined. Short-term episodic volunteering is continuously growing its popularity due to people's desire to help the community, but not having enough time to do so. Instead of volunteering regularly, episodic volunteering offers the chance to participate intensely for a week or two, and afterwards continue with their daily lives normally. In the modern society, where people value their free time more than ever, such flexibility is necessary. Many events require a minimum amount of working days, but the volunteers can choose the days when they are available, and whether they only want to work the minimum hours or if they want to be there from the beginning until the end.

Of the four event types, mega-events and major events tend to attract volunteers from all around the world. While events such as the Olympics or world championships tournaments are considered as a once-in-a-lifetime event for the locals to attend and volunteer for, it is the same for most of the volunteer tourists. For example, a volunteer may have chosen to volunteer in the Rio 2016 Olympics to experience the first-ever Olympics in South America and to visit Brazil, but not have interest to volunteer again in the 2020 Tokyo Olympics. Hallmark events, on the other hand, are always held in the same location, and it can become a tradition for a volunteer to return year after year, even if they come from afar. In some cases, a fan of a certain sport may attend a hallmark event annually, and at some point, switch from the fan stands to working in the event as a volunteer to get a fresh perspective of the event.

3 Motivation and volunteering

Motivation and motives are both used to define the factors that help a person decide whether they want to do something or participate in something. Motivation can be defined as those internal factors that affect our behavior, how we decide to act in a certain way, and that will affect our future behavior based on how satisfied we are. Motivation changes over time in different circumstances. Motives, on the other hand, are more specific reasons behind the decision to act, and they stem from deeper needs and motivation that a person has. In other words, a person may have a strong motivation to do something, but the actual decision to act is based on more specific motives to do so. (Getz 2012, 247-268.)

3.1 Herzberg's Two-factor theory

Table 1. Herzberg's hygiene factors and motivators (Van der Wagen & White 2015, 273.)

<u>Hygiene factors (dissatisfiers)</u>	<u>Motivators (satisfiers)</u>
Supervision	Goal achievement
Policy	Recognition
Work environment	Intrinsic nature of the work itself
Relationships with colleagues	Responsibility
Pay / reward	Advancement

Back in 1966, Frederick Herzberg introduced the Two-factor theory, also known as Herzberg's motivation-hygiene theory, which is specifically appropriate for work environments. According to the theory, there are factors that motivate people: challenges, getting recognized, and responsibility, for example. Other factors, known as "hygiene factors", include subjects like security, salary, and other benefits received from the job. These hygiene factors are not affecting a person's motivation, but they can be the source of dissatisfaction, and can lead to leaving the job. (Getz 2012, 269-306.) Equally, there are similar factors in events that satisfy or dissatisfy the volunteers.

3.2 Maslow's Hierarchy of needs

One of the most well-known theories of motivation of all time is the Hierarchy of needs by Abraham Maslow from 1943. According to it, there are five levels of needs people have, and they need to be actualized in order from bottom to top to be able to achieve the next one (Beech, Kaiser & Kaspar 2014, 73-93).



Figure 1. Maslow's hierarchy pyramid (Poston 2009.)

In the work environment, it can be perceived as having a suitable environment to work in, that will fulfill the basic physical needs and ensure safety; opportunities for social interaction; and the possibility to get recognition and advance in the job.

3.3 Event volunteer motivation

The motives of those who work in special events often differ from other kinds of volunteering. Each volunteer has their own reasons and motivations to become part of the workforce of an event instead of just attending it as a guest. The motivations can, however, be distributed into broad categories, for example as: purposive, solidary, external traditions, and commitments. Firstly, purposive motives relate to doing something useful for the event and the community, as well as wanting to help others. Solidary motives include interaction and relationships with others, developing one's own skills, and gaining experience. The third factor, external traditions, refers to extrinsic motives such as having a family member or a friend who volunteers or is involved in the sport as the main influence. Lastly, commitments can be described as sharing one's existing skills and experience, and, on the other hand, volunteering because it is expected and sometimes is prestigious. It is also notable that the actual experience of volunteering will impact the satisfaction and motivation of the volunteer. (Farrell, Johnston & Twynam 1998, 289-290.)

Another event volunteer motivation analysis, the five-factor model by Strigas and Newton Jackson in 2003, includes some of the aforementioned motivations: purposive, external, and egoistic, which talks about the same incentives as the solidary category above. In addition, there are two more categories: material and leisure. The material factor includes the rewards a volunteer gets, both tangible such as the uniform or other items, and intangible such as the status of a volunteer in a particular event. The leisure factor describes volunteering as “an escape from voluntary life and an opportunity to develop new interests.” The purposive and external factors were highly motivating for the participants of the analysis. (Van Der Wagen & White 2015, 74.)

However, as Holmes and Smith (2009, 84) point out, sometimes volunteers may not share their true motivations, but say that their motivation comes from the altruistic reasons because they are considered more dignified. In addition, one of the strongest motivators for event volunteers is their attachment to the theme of the event, for example as an active player or a fan of a certain sport (Getz 2012, 269-306).

In many cultures, giving something back to the community and volunteering is highly respected. Even the United Nations has highlighted the benefits of volunteering:

“—Volunteerism provides benefits to the individual, such as self-fulfillment, skill acquisition, increased understanding and social integration. It also benefits society, through impacts including economic growth, social welfare, community participation, generation of trust and reciprocity, and the broadening of social interaction through new networks. Consequently, volunteerism creates social capital, helping to build and consolidate social cohesion and stability. —” (Van der Wagen 2007, 56-74.)

3.3.1 Case study: Sydney 2000 volunteer group

After the Sydney Olympics in 2000, there was a study about Australian volunteers who were planning to travel to Athens in 2004 for the same purpose, volunteering in the Olympics. Even though they had not been accepted as volunteers during the time of the study, nor was it sure whether they would go through with their plan and travel to Greece, Fairley, Kellett, and Green (2007, 41-57.) found some motives why they wanted to do so. The results gave four types of motives. Firstly, there was nostalgia from the Sydney Olympics. They had extremely positive experiences from earlier volunteering they had done, and wanted to live through something similar again in the next edition of the event. They also created meaningful relationships during the event and had the chance to meet new people, both of which also became motives again, called camaraderie and friendship. Thirdly, since the Olympics are the biggest sport event in the world, many of them felt a

connection to it and considered themselves to be a part of the team involved in making the event a success. This motive, named Olympic Connection, can also be seen with other subcultures where people choose to volunteer based on their interest for a certain sport. Lastly, the respondents considered that sharing their knowledge and skills, as well as being acknowledged for that, was a key motive.

3.3.2 Case study: Stuttgart 2007 World Artistic Gymnastic Championships

In another case study, the volunteers of the World Artistic Gymnastic Championships in Stuttgart, Germany, were interviewed. In the research, Jarvis and Blank wanted to compare the motivations related to volunteering with the motivations related to tourism, some of which overlapped. The respondents were not aware of which category each question belonged to. There were 225 respondents: three percent were from abroad, from Switzerland, Austria, Italy, the Netherlands, and Iceland. Of the German volunteers, only twenty percent lived in Stuttgart, while the rest of the volunteers came from other German cities. Nearly all the respondents had volunteered before. The most important motivations in the volunteers' answers were the experience, learning new skills, being part of the event, meeting new people, and excitement. The motivations that were less mentioned included prestige of the event, making professional contacts, volunteer clothing and other memorabilia, and free vouchers for services. Altogether, the volunteering motivations were more important than tourism motivations, although the biggest motivator, excitement, was a tourism motivation. (Jarvis & Blank 2011.)

In addition, the researchers also wanted to look more into the tourism aspects of international volunteering. Eighty-three percent of the volunteers said they would have gone to a different city in Germany, while forty-one percent would have even gone to a different country to volunteer for the same event. Those not interested brought up financial and timing challenges as the main reason why they did not have the interest to go abroad. For those interested in going abroad, less than a third were eager to learn about a new country, and eleven percent mentioned they wanted new experiences. They also said that they would spend more time in a different place, either before or after the event, to be able to do some sightseeing and immerse themselves in the culture. A clear majority of the volunteers wished that the organizer offered tours in the city and discounts to the services. This did happen in Stuttgart, but many of the volunteers were not able to attend due to scheduling issues and problems with the communication. Despite this, the volunteers were satisfied with the overall experience of the event, and half of them were interested in volunteering again. (Jarvis & Blank 2011.)

Another interesting point arising from the research is that the self-identity of the volunteers truly is very complex. Forty-five percent of the volunteers considered themselves as tourists, yet only six percent of them used the accommodation services in Stuttgart, others stayed with friends or family. Nearly two thirds thought that volunteering is not a part of a leisure vacation. Only three percent thought that being a volunteer was work, while fifty-six percent saw it as a mix of work and leisure. Forty-nine percent of the volunteers identified themselves as spectators, which would make them passive sport tourists. Yet, eighty-six percent of the volunteers considered themselves as a part of the organization, which makes them sport event participants, who are creating the event. (Jarvis & Blank 2011.) This, again, shows that the volunteers have dozens of different motivations to choose the events which they work for, as well as where they want to volunteer. More interestingly, the self-identity of the volunteers can be very layered. While others strictly see themselves as participants in making the event happen, others think they are tourists who are also helping with the event. Or maybe they are neither, but a completely new category of their own.

3.4 Recapitulation of motivation

Based on the theories, there are different factors that affect a person's motivation. If they are not fulfilled or cause dissatisfaction, it becomes difficult to reach one's full potential and desire to work. For volunteer workers, there seem to be some broad categories of motivation, such as altruism and the desire to help the community, learning, social relationships, material reasons and participating in a prestigious event, and trying new activities. The two case studies of sport event volunteers suggest that the uniqueness of the event and its theme motivate people to work there. In addition, the event offers an opportunity to meet new people with similar interests, as well as to learn new skills and use already existing skills for a useful cause. In both studies, people were ready to travel abroad to volunteer, which suggests that they were motivated highly enough by their volunteering experience to repeat it.

4 IHF 2018 interview results

4.1 Method, validity, and reliability

The research was done as qualitative interviews. Qualitative research refers to the type of research that is often done as interviews and allows the participants to express themselves using their own words. In comparison, quantitative research is often executed through a survey that uses scales and polar questions, and it is sent to a wide range of participants. Qualitative research focuses on a small group of participants and open-ended questions are often used. (Saldaña 2011, 32.)

A valid research should use a method that measures exactly what it intends to measure. That is, the method should be chosen in accordance to what kind of information is sought from the research. Reliability, on the other hand, indicates how trustworthy the research is. A reliable measurement can be repeated; thus, the results should be the same if the research was replicated under similar circumstances. (Hiltunen 2009.)

The information was collected from fifteen volunteers. Since I spent only four days in the tournament, the plan was to get a minimum of ten interviews done. The day before starting the volunteer work in Denmark, I posted a message on the “Volunteers 2018 IIHF Ice Hockey WM (Herning)” Facebook group, explaining about the research and looking for volunteers that could give a bit of their free time and agree to do the interview. I got replies from sixteen people, and tried to organize interview times for each of them. Three of the interviews were not possible to do due to scheduling issues. Two more people to interview were found through other volunteers who had spread the word. Initially, the idea was to only interview international volunteers, but once the Danish volunteers had expressed their interest to share their thoughts as well, the idea of comparing the answers seemed like a viable perspective for the research. The interviews were done in the middle of the tournament, between May 12th and May 15th, 2018. The questionnaire used for the interviews can be found as appendix one, while the findings are presented throughout chapter four.

It should be noted that the focus group of the study was very small, representing only one percent of the volunteers of the whole tournament. In addition, the research was focused on the volunteers only in Herning. Due to the limited time frame and the method of doing qualitative interviews individually with each of the volunteers interviewed, it was not

possible to include the volunteers in Copenhagen. Thus, the results do not give a full image of the entire volunteer base, but rather suggestions in general of what motivates people to volunteer in this type of an event, and what affected the motivation of the sample group of people who were interviewed.

The research has not been implemented before, however it can be repeated in the future tournaments. The questionnaire was designed in a way that the questions would be easily understood. I find the research to be valid, since it examined the relevant topics and answered the questions that it was intended to. The fact that I was a volunteer in the tournament as well may have influenced the questionnaire design, as well as the openness of the volunteers interviewed. Since I was volunteering in the tournament, I had a deeper inside perspective into the matter. Thus, I had more knowledge of the whole volunteering experience in this tournament, and could see with my own eyes some of the issues that came up in the interviews. On the other hand, this also meant that I had to remain objective while doing the interviews and analysis. I tried to use my knowledge to explain the background of some of the answers. The improvement ideas are a combination of my own thoughts and observations, and those of the volunteers interviewed.

4.2 Volunteer motivation

When asked about the motivation why the volunteers wanted to work in the tournament, the answers had a lot of variation and different reasons. The biggest motivator for both the international and Danish volunteers seemed to be similar among most of them: to see games, and to be around ice hockey. Especially for the five Danish volunteers, it was considered as a once-in-a-lifetime experience that they just felt the need to participate in. After all, it was the first tournament of the kind in Denmark, and national pride as hosts was evident.

Other important motivations that came up included taking part in a mega-event, learning something new, meeting new people and making connections, and being able to travel to a new place. It was also mentioned by some that they wanted to make a difference and help others, whether it was helping the teams or ensuring that everything in the event is working the way it should. Three volunteers thought it was useful for their current studies, which require volunteering hours, as well as for the future as working experience. As one Danish volunteer phrased it:

“I am taking part in this tournament because I want to make a difference between just standing and seeing the game, and just want to do something that benefits Denmark. I think it is very important when you get that big of an event, you show how you can be around.”

Based on the answers, it seems obvious that the love and passion towards the subject of the event, in this case ice hockey, was motivating people to volunteer there. It was not only the tangible tickets to see games what motivated the volunteers, but also the idea of being around the hockey teams and being a part of the workforce around the players that seemed to be important for many. While the international volunteers traveled to Denmark to work and have the volunteering experience, it was also partly about leisure for most of them, since almost everyone wanted to watch some games on their free time. The figure that includes all the answers of the volunteers can be found at the end of this research as appendix three.

In connection to the motivation theories by Maslow and Herzberg, some common features can be found. Firstly, a couple of the volunteers mentioned that they had some problems with building relationships with some of the other volunteers, mainly because of the language barrier. This caused them to be dissatisfied with the work they were doing; this stays true to Herzberg's theory, where relationships are mentioned as a hygiene factor. On the other hand, when the volunteers were happy with their work, could learn something new and received recognition for their work, they were motivated to continue. These factors are the same as motivators in Herzberg's theory. As for Maslow's theory, the lowest levels of the hierarchy (physiological, safety, social needs) needed to be fulfilled first. When the volunteers had eaten, felt safe, and had created relationships with others, they felt the need to be recognized and gained confidence in their work.

4.3 Expectations and motives

When a person decides to volunteer for a cause, it is natural for them to start growing various kinds of expectations: of their work, the cause or event, the benefits, and the overall experience. The expectations will often affect how the volunteer performs: if their expectations are not met, the desire to do a good job might decrease. If their expectations are exceeded, the volunteer will do their best and go the extra mile to ensure that everything works smoothly. If the volunteer has previous experience from a similar cause, they may compare the experiences and reflect the earlier one on their expectations, either hoping for an equal, positive experience, or that some things will be arranged better than on the first one.

Once the volunteer learns what their task in the event is, they will start building expectations of the upcoming work. It is crucial for the event organizers to clearly define what the work includes, and on the other hand, what they expect from the volunteer. This is the simplest way to avoid problems such as the volunteer expecting a completely different task. The organizers should also explain more in-depth how the team will work, whether everyone will rotate the same tasks or if they are divided so that each has their own responsibilities, and if the volunteers need some equipment for it. The task definition should be a part of the application process, while the in-depth information would be good to present in the information and training sessions, the latest.

About half of the IIHF 2018 volunteers said that what they expected the most was to be able to watch some games. However, many of them thought that they would see less hockey than what they really got to see and thus the expectations were exceeded. A few said they came to the tournament without any expectations, and they were pleased with how well everything worked. One volunteer said that their expectations were not fulfilled. Since many of them had previous volunteering experience already, they knew the basics of what the work would be like, and some mentioned that it was similar to their previous work. A couple of the volunteers were surprised by the size of the event, while others expected that there would be more work to do and that the tasks would be more complicated. The volunteers were also interested in meeting other volunteers and some hockey fans, and to have some contact with the teams. Again, many of the volunteers talked about the experience itself, how it was important just to be able to be a part of it, and take it as it comes.

4.4 Communication and training

Two key elements in creating a successful event are communication between management and the event staff, and ensuring that the volunteers and other staff members receive enough training about the tasks, rules, and other useful things. Usually both volunteer managers and group leaders are involved in both areas throughout the event. Group leaders are the closest managers who know the tasks of a certain group, while volunteer managers can help with more general issues within the event.

4.4.1 Communication

Communication in an event is partly sharing information for the volunteers, and partly building up the group identity. Before the event, communication also plays an important part in recruiting the volunteers, as they need to be acknowledged of how the process is continuing and whether they were selected or not. They may also be advised to ask

friends to join the event too, and informed about future volunteering opportunities. These days volunteers are often included in the overall communication and marketing of the event as well, since some of them work in media operations and are responsible for the organization's social media channels, while others are encouraged to share their volunteering experiences in social media and to use the official hashtags of the event. (Kuuluvainen, S. 2015, 95-97.)

The communication channels are constantly changing. Currently, the most efficient ways to send lots of information to a large group of people are through emails, communication applications such as WhatsApp, and social media. For volunteers, it is often a great idea to have a Facebook group where the volunteers can discuss freely, although someone from the organization needs to follow the conversations and direct them if necessary. It should be remembered, however, that the age variation can be very large among the volunteers, and that not all communication platforms work for all groups. For example, there may be some people who have volunteered in different events for decades, and who may prefer having printed information or phone calls with their group leader. All these things need to be taken into consideration when planning the communication patterns.

After registering for the IIHF 2018 volunteer program, the organization sent newsletters once a month until the final selection of volunteers in early December 2017. When the volunteers had accepted the position that they were allocated to, the newsletters, both in Danish and English, became more frequent and the amount of information slowly grew from one newsletter per month to weekly letters.

Everyone was also invited to join the official Facebook group made for the volunteers. There were two groups, one for Copenhagen and another one for Herning. The purpose of the group was to interact with each other, and to share information from the organizers. The volunteers took full advantage of the group, as people started sharing their experiences of the location, their experiences of volunteering in general, and preparing for the tournament. For the international volunteers, the group was a great place to ask for information about the city, and even to find accommodation. During the tournament, people shared plenty of joyful pictures about their work and meetings with other volunteers.

However, the communication between the organization and the volunteers turned out to be one of the most controversial topics on the volunteer interviews. Especially the newsletter, published both in Danish and English, was deeply appreciated by most

volunteers, since it provided information about what was currently happening, and what would happen in the future. Among the international volunteers, the biggest problem was that everything besides the newsletter was in Danish, which many of them did not speak nor understand at all. In some volunteer groups, not even the basic instructions were provided in English, but it was left to other helpful volunteers to translate them. However, many of the respondents showed gratitude to the volunteer coordinators, who used English, and were quick to respond and help when it was needed.

The language issue even started some heated debates on the volunteers' Facebook group, where Danish was the dominant language. One of the international volunteers had reminded everyone on the group that there are also people who come from other countries and do not speak Danish, and therefore they should try to use more English when posting – at least for the most important information. While many understood that it is a problem, there were some angry exchanges of comments regarding the issue, suggesting that international volunteers should use the translate tools available online. The organizers reminded that writing in another language is hard for many, and while this ended the conversation on Facebook, the language issue felt divisive for many of the international volunteers throughout the tournament.

4.4.2 Training

The purpose of training volunteers is not only to learn about the tasks they have during the event, but also to give an introduction and an overview of the event and its organizer, prepare the volunteers and create some expectations of the work, motivate them, and start lifting the team spirit as the volunteers get to meet each other (Holmes & Smith 2009a, 109). In case of some major events, it is also possible to have so-called test events, where the event is of a smaller scale yet the volunteers can already practise the same tasks that they are expected to do in the larger event.

The training volunteers receive can in most cases be divided into three categories: general training, venue information, and job-specific training. Often the first training session, general orientation, is organised a month or two before the event. It gives an overview of the event, its history, program, organizers, and volunteer roles. There can also be a quick meeting of the specific groups, an overview of their tasks and just getting to know the other members of the group. Since the events usually gather people from different cities and countries, not everyone can attend the first orientation session. A recap with all the information of the orientation is often sent to everyone via email. In some

cases, it is also possible to do the training online, if necessary. (Van der Wagen & White 2010, 159-183.)

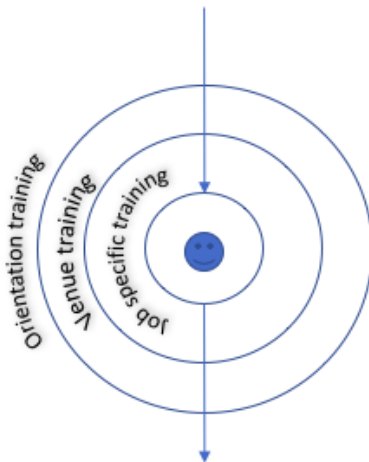
In venue training, the volunteers get to know the area and all its basic information (location of lifts, fire exits), emergency procedures, and the accreditation areas. It is useful to do the tour before the event, but if it is not possible, the tour can also be given when the event is running but there are no spectators. A map of the accreditation zones is usually provided to the volunteers. (Van der Wagen & White 2010, 159-183.)

Lastly, job-specific training tells the volunteers deeper information about their tasks: what to do, where and when, how, and how the tasks are divided within the group. While the ideal way to do the job-specific training would be a few days before the event, in many cases it is not possible. Instead, the tasks are learned by doing, so that the group leader shows the duties on the first shift and tells the volunteers about the processes. (Van der Wagen 2007, 141-154; Van der Wagen & White 2010, 159-183.)

The training should be properly planned: when, where, how long, what are the objectives, and what equipment is needed. If the number of volunteers is very large, one training session is not enough. General information can be given to large audiences, but the specific trainings should be done for smaller groups, or even individually. It is also good to remember that the information load should not leave the volunteer feeling overwhelmed, and that it helps the volunteers if they receive either printed materials or an email with the training material that they can study at home. (Van der Wagen & White 2010, 159-183.)

For the event organizers, the easiest way to do the training is to have the general information first, followed by venue training when everything is built and ready for the event, and leave the specific job training last. However, for the volunteers the scale goes the opposite way: first, they want to know the tasks they will have, when, and where. All the general information that the volunteer does not consider very important to their own work can be informed later. (Van Der Wagen & White 2015, 173.)

**General to specific information
provided by event organizer**



**Individual preference to move
from specific to general**

Figure 2. Training orders according to event organizers and volunteers (Van der Wagen & White 2015, 147.)

In the tournament, training for the tasks had a lot of variation between groups. There were a few opportunities to join a tour where all the operational areas of the arena and the surrounding premises were introduced to the volunteers; however, not nearly all volunteers could attend, since some of the tours were during the tournament and during daytime, when many people were already working. While some had attended an evening of training right before the tournament started, in most cases the job was learned by doing, by watching and repeating. Most of the groups had a briefing at the start of the shift every day. The statistics group had the chance to practice at home, but many of the other groups did not have the same opportunity.

The training got some mixed responses. Some thought it was sufficient, while others felt it was confusing, too fast, there was too much information to be handled at once, and it should have been more specific. One of the volunteers who had worked in ticketing wished that they would have given her the chance to physically try scanning a ticket beforehand, or at least seen with her own eyes how the scanning machine works. She went on to change to another group during the tournament.

4.5 Benefits and rewards

A part of any and every volunteer experience is the rewards. Even though there usually is no monetary payment, volunteers tend to expect to get something back from giving their free time, skills, and knowledge to use. Holmes and Smith (2009, 121-136) point out that it is not only the tangible rewards such as free tours and tickets that volunteers expect, but they prefer the feeling of being appreciated. Other factors that make the experience more satisfying include the atmosphere and the uniqueness of the event, interacting with other people, and achieving skills that can be used in employment. These affect the whole experience of the volunteer in the event, which in turn will later affect their decision whether to return to volunteer again, or even to pursue a career in the event industry.

Yeung (2005, 107-112) has created a so-called diamond model of volunteer work. The model, pictured below, includes four dimensions of motive elements, which divide even further. Here it is best to focus only on one of the dimensions: receiving versus giving. The volunteers receive plenty of intangible rewards from their work, such as: the possibility to be creative, get positive experiences and joy, feel courage and happiness, and feel needed. On the other end of the scale, what the volunteers are giving, are themes like: the desire to help, give support, fight for equality, and help others because of having received help in the past. There were also some motivations that fell in the middle of the scale, for example personal growth, where the volunteer becomes more aware of the causes they want to help improve.

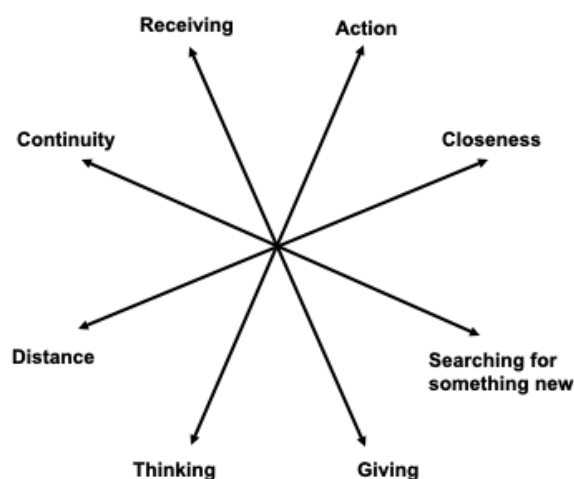


Figure 3. The diamond model of volunteer motivation (Yeung 2005, 107.)

Another form of rewarding the volunteers that has been on the rise in the past few years is organizing an event for the volunteers, usually on the last day of the event, or a few days

or weeks later. The idea is to gather the volunteers together one more time, spend time together and reminisce the event that would not have been possible if it were not for the volunteers. However, not everyone can attend the “thank you event”; especially those who come from abroad and leave after the event has finished, usually will not return for the volunteers’ gathering if it is not organized straight after the event.

One of the most popular ways to show recognition to the volunteers is that they get a certificate of the volunteering, sometimes even with a thank you letter. With the wide use of social media throughout the event, the contribution of the volunteers can be shared to many channels, and many organizations have taken group pictures of the volunteers to share when the event is over.

While volunteerism has been considered as something that can be done with one’s existing skills and without any monetary payment for it, Iso-Aho (2011) brings up two arguments against this. Firstly, he mentions that many of the tasks require more skills, some that may even need extra training. To be in the security staff, the proper training for it is required, and to work in a kitchen, the volunteer should have a hygiene pass to prove that they know about the health regulations in the kitchen. Secondly, he argues that the work is not done for free if the volunteers get something out of it, such as free tickets, food, or a t-shirt. (Iso-Aho & Soini 2011, 24-26.) It should be noted, though, that while the rules are like this in Finland, they may be looser in many other countries, and even stricter in some. Considering the rewards, again Finland serves an example of a stricter policy. In many events in Finland, although not all, the volunteers must pay some fraction of the price of the volunteer uniforms. There has also been some discussion about the free tickets volunteers get to the events, and whether the taxes of those should be paid by the volunteers, but so far there have not been any changes to this. In comparison, in Denmark all the uniforms and tickets were given to the volunteers without any further questions of payment.

Since volunteering is unpaid labor, for some people it may be the deciding factor to not participate. There have been some ideas in Germany on how to make the volunteer benefit from the work: either that the volunteer could get a degree based on the voluntary work they do, or a system where the unpaid volunteer work hours would be exchanged to pension or additional vacation days from their regular work. (Andreff 2006, 223.) These ideas have not gained momentum yet, though.

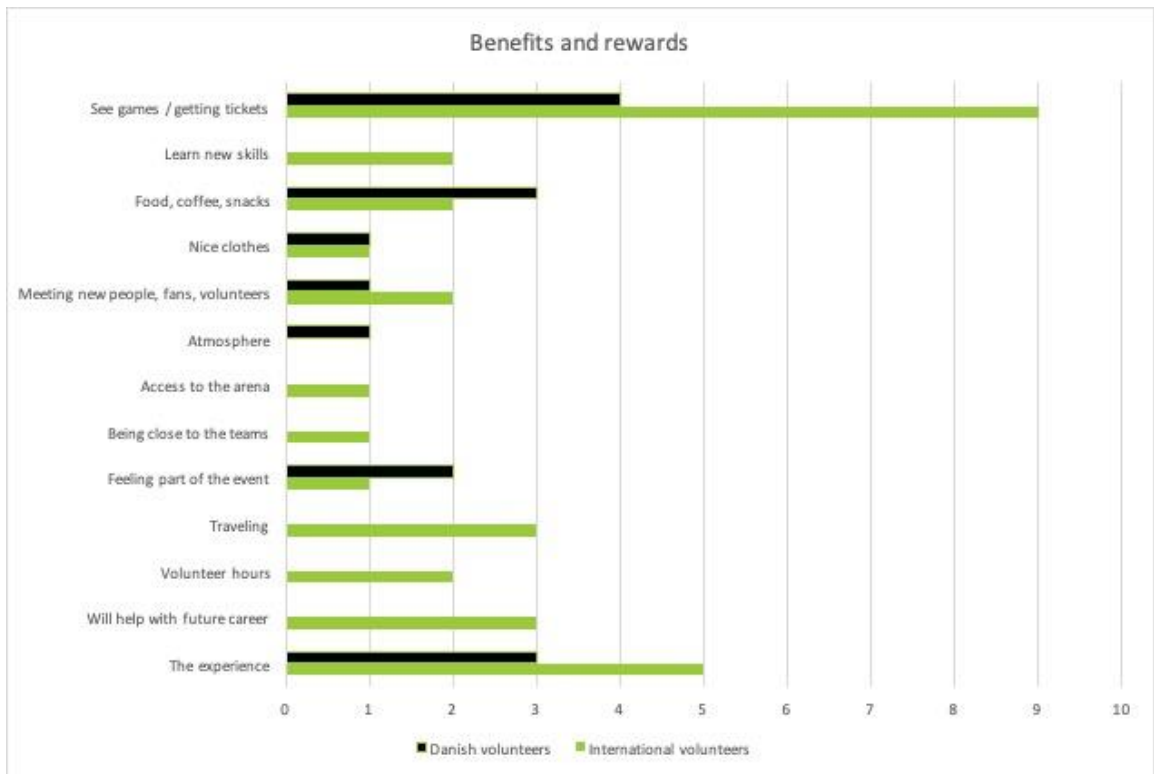


Figure 4. Benefits and rewards of the IIHF 2018 according to volunteers.

Majority of the volunteers expected to receive tickets or to be allowed to enter the arena to watch some games. Before the tournament began, it was announced that everyone would get two tickets when arriving, and more tickets might be given out during the tournament. Many volunteers enjoyed this reward, while some were wondering why the tickets were given only to the “less interesting games” and why there was no section in the arena that was just for the volunteers to use when they had free time before or after their shift. After a few days of the tournament, it became possible to access games with the accreditation pass, if there was space in the arena. When Denmark was playing, access was denied due to sold-out games. Some volunteers had even bought their own tickets beforehand, since it was not clear which games they could attend as a reward for their work. For some games, there would have been volunteers interested in going to the arena to watch, but they were not able to access the arena, even though it was half empty. For the most part, the volunteers were happy about getting to see games, and many had expected way less.

Food was another popular answer, since the shifts in the arena were long and people needed energy to do the demanding tasks. The feedback was positive, as the volunteers seemed to be very happy with the food options that were served. However, the vegetarian options were not usually available at dinner time, and consequently some volunteers could only eat salad and bread during their break. The organizers had also quickly realized that since many of the shifts started very early in the morning, many of them did

not have time for breakfast, especially those that stayed in hotels or at the hockey camp where breakfast started later than the shifts. Therefore, they ordered some breakfast items such as bread, coffee, and pastries that the early shift volunteers could enjoy. On a few occasions, there was cake served for volunteers as a thank you.

The volunteers also got the uniform of the tournament, sponsored by Skoda: two polo shirts, a sweatshirt, a jacket, a cap, and a backpack. The uniform was expected to be combined with dark shoes and dark pants. While people were mostly happy with the uniform and for many it remained as some nice memorabilia from the tournament, there were some issues with the sizing. However, it was possible to try out the clothes when the volunteer went to pick them up, and some changes were possible depending on the remaining clothes. A picture of the volunteer uniform can be found as appendix five.

For the Danish volunteers interviewed, the experience itself was the main reward for many. Since it was the first ice hockey tournament of this scale in Denmark, the passion to be a part of it was evident.

4.6 The experience

Boswijk et al. (2006) define an experience as following:

“Experience in the sense of Erfahrung is a continuous interactive process of doing and undergoing, of action and reflection, from cause to consequence, that provides meaning to the individual in several contexts of his life.”

An experience is something that cannot be planned and created as such, but rather the frame that enables it can be produced, and thus make it possible for the experience to form. That is an important part of the entire project of planning an event, and usually events offer many different opportunities to get memorable experiences. (Uotila 2011, 10-13.) The volunteer experience can be compared to the experience of the paying customers in the same event: if they are satisfied with the experience, their expectations have been met, and they think that it is worth their time and money, they will most likely repeat the action in hopes of receiving a similar experience (Farrell, Johnston & Twynam 1998, 290).

Considering sport events, all the activities and services offered in the event zone are planned to offer experiences. The main part, a game or a race, writes itself through the actions of the athletes. An experience is personal, and therefore people can have very different perceptions of the same event. Some will always remember a team of underdogs

winning a championship, while others are moved to tears watching an old champion run their final race. Behind all experiences, there have been months, or even years of planning of everything around it, of the entire event. The full experience includes everything that happens in the event area, but also the travel there and away, the preparing for and the anticipation of the event.

4.6.1 The experience economy

After the event, or just one part of it such as a single game of the tournament is over, it is the experience itself what stays in people's minds. Whether it was a win or a loss, an exciting game or a boring one, and the person experienced it as a volunteer, in the stands of the arena, or on the sofa at home, what is left afterwards is an idea of a lived experience. The better the experience, the more happiness it creates. This, in turn, leads to the interest of using money to get similar, or even better, experiences. Based on research, buying experiences creates more happiness in people than using the money on tangible goods. (Pine & Gilmore 2011, 1-40.)

Pine and Gilmore have been pioneers in experience design. One of their best-known theories is the four realms of an experience, which divides an experience in two dimensions: customer participation and connection. Speaking of the participation of the customers, the spectrum goes from passive participants, such as observers, to active participants, such as athletes who play a part in forming the experience to what it is. When it comes to connection, on one end of the spectrum there is absorption, where the participants' attention is on the experience that they are observing. On the other end, there is immersion, where the participants become a part of the experience. (Pine & Gilmore 1998.)

Based on these dimensions, there are four different categories that experiences can be sort into. When the participants are passive and rather only observe, the experience can be defined as entertainment, such as watching a football match on television. In a classroom, the participant is more active, but still the focus is more on absorbing information than being a part of the class, thus the experience is educational. Escapist experiences are both entertaining and educating, but the participant is immersed in the experience, for example when playing in a concert. Lastly, when someone is watching a competition at the stadium and feels the atmosphere of the event around them, but cannot affect the outcome of it themselves, their experience is called esthetic. The most memorable experiences often are those that are in the middle of the spectrum, containing aspects of all categories. (Pine & Gilmore 1998.)

The volunteers tend to take roles in all parts of the spectrum. They are actively playing a part in creating the experience, but outside of the work shifts, many decide to go watch the games. It is possible for the volunteers to get to the “sweet spot” of the spectrum, since in many of the tasks they can watch a game while working, simultaneously educate themselves through the work, and be immersed in the event but not be able to affect what the result of the game will be. For example, someone working by the ice hockey rink will see and hear all that happens in the game, learn about the tasks required around it, ensure that everything works smoothly, but is not playing on the ice themselves.

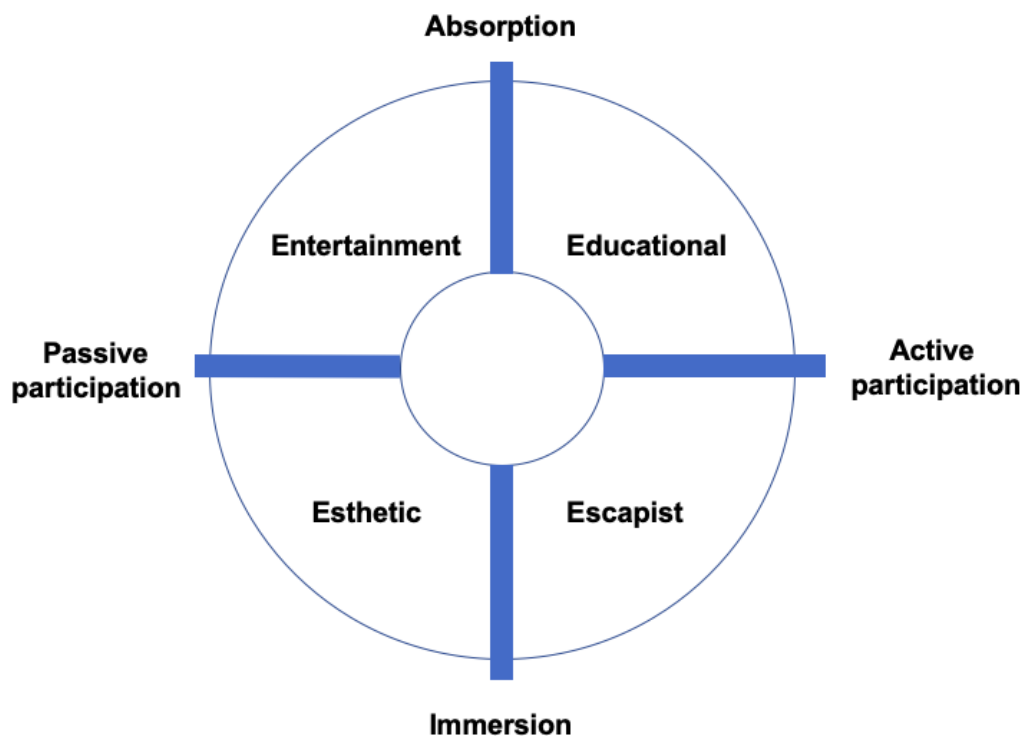


Figure 5. The Four Realms of an Experience (Pine & Gilmore 1998.)

4.6.2 The volunteer experience

As with any memorable experience, also the volunteer experience should be filled with positive cues, both stemming from the work they do and the overall environment of the event. Being able to meet other volunteers and getting recognition for the work they do are key aspects of a positive experience. (Farrell, Johnston & Twynam 1998, 298.) The experience is affected mostly by the work of the volunteer; whether the tasks they perform are useful and feel interesting enough, if they have a good ratio of work and free time, and other factors. However, while the work plays the main part, there are many other factors affecting the experience of the volunteer. It includes everything around the work, such as

the event and its organization, and simple things like food, transportation, and accommodation.

Individuals give different meanings to different things, and while someone may think that they had a great experience in an event even though there were some bumps and problems on the way, someone else may think that the experience was not good enough even though everything was done well and they did not have any major setbacks. Even volunteers working in the same group may have very different perceptions about the work they are doing. One may see the work as fun and rewarding, while the other may feel bored and unhappy. The perception of the volunteering experience is related to the expectations they have created beforehand, and their attitude towards the work. However, even negative experiences can be turned around into an overall positive volunteering experience, whether it is done by an individual attitude change, or by receiving help from the event organization and other volunteers.

The experience of the volunteer can also alter their motivation for the work. They enter the volunteering with a set of expectations and motives, but these may change during the work, after having possibly meaningful connections with the organization and other volunteers, and seeing the nature and impact of the work. (Warner, Newland & Green 2011, 393.) However, instead of attaining entirely new motives, it is more likely that only the priorities change, for example altruistic motives becoming the most important driving force behind volunteering instead of one's own learning, or vice versa.

Just as there are many different factors that define the volunteering experience, there are also multiple starting points for it. People may consider that their volunteering experience begins when they first fill the application for it, when they attend the first information and training sessions, when they pick up the accreditation card, or when they enter their first shift. (Smith, Wolf & Lockstone-Binney 2014, 123.) The ending point may also vary, as some of the volunteers may leave in the middle of the tournament, others will watch the final games as a fan, and some even attend the thank you event sometime after the event.

As mentioned before, the experience of the volunteer is a key factor in whether they will volunteer again – or if they will even finish their current work. Eight of the volunteers interviewed said they had not had any negative feelings at any point of the tournament, while on the other end of the scale, one volunteer said she thought about leaving because the tasks that she was assigned to at first were not suitable for her, and she was not

satisfied. However, she was given permission to join another group that turned out to be good for her.

Other issues that the volunteers were not satisfied with included not having enough work because there were too many volunteers for some tasks, not getting help from the locals, public transportation that was not included for the volunteers nor informed properly, and negativity on the volunteers' Facebook group. Especially the number of volunteers and work is something that future event organizers can plan more carefully.

On a positive note, the volunteer managers received good feedback from the volunteers, and the volunteer center that was built in the convention center next to the arena was very appreciated as a spot for relaxing and meeting other volunteers. There were also little surprises for the volunteers, since there were a couple of days when cake was offered as a thank you in the volunteer center. Every day, there was also a vote for "Volunteer of the day", where everyone could freely go and vote for someone they thought had done a good job in the tournament. Many thought it was a nice touch and that it showed appreciation towards the volunteers. The volunteers seemed to agree that the experience they had was fun, the volunteers were appreciated and given recognition for their work, the event was well prepared, and that the volunteers had a sense of belonging to a group.

4.7 Retaining and future volunteering

Even though volunteering in a sport event is short-term, the word commitment is not a strange one to the organizers. It is equally important to have committed volunteers who only participate in one event, as it is to have those volunteers who will retain to work for another similar event later in the future. To have committed individuals, they need to feel part of the group, an important piece in making a successful event. Other factors include giving enough responsibility to the volunteers, giving them the opportunity to use creativity and use their personality in their work, and communicating enough with the volunteers. (Kuuluvainen 2015, 49-53.)

Donald Getz argues (2012, 189-220) that one driving force to repeat volunteering sometime in the future is the so-called loss of *communitas*, or feeling a sense of loss when the event is over and the volunteers part ways. Volunteering in the event has given meaning and a unique experience to the volunteer, and they want to feel something similar again. On the other hand, if the experience is negative, the volunteer will most likely leave it to one time.

There are four practices that should be a part of the volunteer management, as they are also likely to help with the retaining of the volunteers. Firstly, the work descriptions need to be specific so that the volunteers will be placed correctly in suitable positions. Secondly, the volunteers must have proper orientation, a mentor whom they can turn to, and the possibility to be in contact with other volunteers. Thirdly, the training should be motivating in a way that the volunteer can develop their skills also professionally and possibly have a chance to advance to a higher position. Lastly, recognition and appreciation towards the volunteers should be continuous and ongoing. These practices also affect the environment where the volunteers are working, and thus will be building blocks of the overall volunteering experience. (Lipp 2015, 89-90.)

The people in charge of the volunteers should remember that while it is useful to recruit a few more volunteers than is needed in case of drop-outs, it should be controlled so that there is no overstaffing. If the volunteers feel that they do not have enough tasks to do, there are too many volunteers in their group, or that their efforts are not appreciated enough, it will affect both their current performance and their decision to retain. However, the retention issue is also connected all the way back to the recruiting phase and training, which can also cause someone to only volunteer in that event, or in some cases even to leave the event before it has started. (Van Der Wagen & White 2015, 77.)

When people get a good volunteering experience, they are more likely to spread the word about the event, and therefore they are a great force in recruiting new volunteers to upcoming events (Getz 2012, 307-330). It should be noted that for the younger volunteers, it may be more interesting to start volunteering if they can do it with a friend or someone familiar, so a positive word of mouth can be an effective tool in recruitment (Finger 2015, 61).

After having a positive volunteering experience, volunteers are more likely to return. This, in turn, is beneficial to the event organizers, since the volunteers are already familiar with the organization and the tasks. If they continue in the same group, they need less training than completely new volunteers, and are effective in what they do. (Holmes & Smith 2009, 121-136.)

Being a volunteer also shapes one's self-identity (Erdelyi 2013, 213). In the case of sport event volunteer tourism, the volunteers that have had previous volunteering experience may already consider being a volunteer as a significant part of their identity. This depends on the amount of volunteer work they have done, and how connected they have felt to the task.

It is common practice these days that sometime after the event, usually within the next couple of weeks, the organizers ask for feedback from the volunteers. This offers the volunteers a chance to share what they thought was well done, and what should be changed. The more they have negative feelings, the less likely they are to continue volunteering. However, if they feel like the organizers are listening and willing to do things differently, there is still a chance of returning.

Sometimes even a positive experience and interest to volunteer is not enough to retain. There may be a personal change behind the decision, such as not having enough time to volunteer, or the event may be held during a time that is not suitable. As Millar put it in words in 1994 (Cited in Holmes & Smith 2009, 124), "even good volunteers do not stay forever."

In many of the previous studies, it has been pointed out that the experience of the event is a vital factor that affects the volunteers' performance, as well as future participation in similar tasks. In this case, the retention rate, when considering their past experiences and the decision to volunteer at the 2018 IIHF World Championships, was relatively high. Of the ten international volunteers, only two had not been volunteering anywhere before this event. Two were in the previous ice hockey world championships in Cologne in 2017, while four others had been volunteering with hockey in other forms, such as in division B of the IIHF, in smaller tournaments, and in junior championships. Other volunteering experiences included photography volunteering, healthcare, student society, and different sport events such as the London 2012 Olympics and UEFA Champions League, and some music festivals. The Danish volunteers were currently also volunteering in their local clubs.

Considering their plans for volunteering again in the future, everyone had an affirmative answer. The Danish volunteers were all going to continue working for their local clubs and some considered working for some other sports and music festivals as well. The international volunteers were all eager to volunteer again as well. Three of them were planning to go to the IIHF 2019 tournament held in Bratislava and Kosice, Slovakia, while one went to volunteer in the European Athletics Championships in Berlin in August 2018. Two of the volunteers who worked in team services were interested in volunteering again for similar tasks, but not necessarily for anything else. For the rest, the positive experience of this tournament worked as a stepping stone to find new volunteering opportunities, however considering how it fits to their regular work and study life. One of the volunteers was studying event management and it was a part of his degree to gain experience in

many events, but the biggest factor for him to volunteer was the sheer passion for sport and the experiences that had shaped him as a person.

When asked about how the location affected their decision to volunteer, it was a common answer that Herning and Denmark in general felt very safe. Considering the possible locations for future volunteering, many mentioned Finland as a similar safe location, and European countries seemed to be a limit for many, possibly because most of the volunteers interviewed were European and the cost of travel is often cheaper on continental travel. However, some were open to the idea of traveling to North America for volunteering, while Russia was mentioned by a few as a politically difficult area that did not interest them as a volunteering destination. Two of the Danish volunteers did not think they would go outside of their home country to volunteer.

4.8 Comparison of results

Table 2. Comparison of international and Danish volunteers

	International volunteers	Danish volunteers
Main motivators	Love of hockey Desire to help Learning, traveling	Once-in-a-lifetime event Love of hockey National pride
How does the experience affect the motivation?	+ Positive experience leads to higher retention rate – Issues with language, tasks, and training lead to dissatisfaction	Despite the great experience, the interest to volunteer abroad is not high.
Most important benefits	Free entrance to games The experience Learning, traveling	Free entrance to games The experience Food

The table above shows the difference between the international volunteers and Danish volunteers regarding the main objectives of the research. The international volunteers were motivated by their interest towards ice hockey, a desire to help, and the possibility to learn and travel. While the Danish volunteers were also motivated by the sport, for them it was a unique, once-in-a-lifetime event that they felt the need to be a part of. It was also a question of national pride, to show that Denmark was the right choice to host the tournament, and to support the national team of Denmark.

The volunteering experience was mostly positive based on the answers. Nearly all the volunteers had previous experience, and were interested in continuing to volunteer in the

future. The international volunteers had some issues with the language, tasks, and training, but it did not affect the motivation too much. The Danish volunteers had a great experience, and they were going to volunteer in their local clubs like they had before, but the interest to go abroad for the same reason was not very high.

Considering the benefits, free entrance to see the games was appreciated by everyone, followed by the volunteering experience. Again, the international volunteers mentioned that it was important for them to be able to learn and travel, while the Danish volunteers were happy about the food and snacks offered during the tournament.

5 Conclusions and discussion

Based on the results of this study, a few clear motivating factors of the sport event volunteers can be defined. Clearly, the most motivating factor for the participants is the passion for the sport in question. Since this thesis was focused on ice hockey, nearly all the participants mentioned that they simply love the game of ice hockey. Many had background either as a player or as an enthusiastic fan, and the others also had some sort of a relationship with the sport. However, a more general passion towards sports and physical activity can be enough to motivate a person to volunteer in a sport event, as was seen with one of the volunteers, who had never seen a hockey game before the tournament. People with this kind of passion may also volunteer for other events with different fields of sport. In this sense, it can be useful for sport organizations to collaborate and attend each other's' events in search for dedicated volunteers, as well as general experience in organizing memorable and successful events. There could even be a national or international database for volunteers where they can share their skills and experience and be recruited for events that need volunteers and match their interests.

The event industry is continuously growing and evolving. As for sport events, there are certain games and competitions that are always held in the same place and around the same time of the year, while other events move around cities and countries but always go under the same name, such as the IIHF Ice Hockey World Championships. The first type requires some sort of base group of volunteers who attend on a yearly basis, and there may be some additional new faces every year. The latter, constantly moving, rarely can use the same volunteers for every edition of the tournament. There may be some who travel after it, but most of the volunteers are recruited from the host country. All the volunteers are similar in the sense that the work they do is episodic, lasting from a day up to four weeks. However, otherwise the motivations may have even large variations. One thing that rose up in the Herning volunteers' answers was that it was a once-in-a-lifetime event for many of them. This may indicate that the volunteers who said this, are not planning on traveling elsewhere for the same purpose.

Of the 1031 volunteers in Denmark, 391 or thirty-eight percent, were international. Ninety-six of them worked in Herning, while 295 were in Copenhagen. It should also be mentioned that of the 545 volunteers in Copenhagen, 295, which is over a half, were international. This is becoming more common in all the major events, that a significant number of the volunteers are from abroad. There have been studies about the motivation

of Olympic volunteers, and some from other major events too, but the groups of international volunteers in these events offer plenty more options for research.

In conclusion, there are as many motivators as there are volunteers. Each of them has their own reasons why they want to work in an event, and often they are tied to the theme of the event. The location affects the international volunteers' decision to some extent, but if they feel that it is a good opportunity to travel abroad for it, they will do it. Even if the volunteers have previous experience from similar work, they need some interest and contact with the theme: for sport lovers, they may be interested in all sports, or only a few disciplines. For some, they may volunteer in sport and music events, and other types as well. Every volunteering experience will also affect their decision to continue or quit volunteering. If they are satisfied with the organization, they are more likely to return, or work in a different event. Even in the case of something going wrong, they may work with a different organization in the future and hope for a better experience. If the volunteer is satisfied with their work and feel like they are doing something useful and fun, there is a chance that they will continue volunteering for years, even decades, just because they enjoy doing it.

5.1 Language

Regardless of the host country, language is one of the most common issues that affect the international volunteers' experience. The official language(s) of the host country is, and most likely will always be, the main language of an event, although it is not always mandatory to speak the language. Often, but not nearly always, information will also be provided in English. In the 2018 IIHF World Championships the amount of English used was satisfactory when considering the official information from the organizations, while on the more informal channels it was less visible and less appreciated. In comparison, in the Athletics European Championships 2018 in Berlin, English was used very rarely even in the emails from the organizers, which caused dissatisfaction for many.

In conclusion, event organizers should remember that if there are people arriving from other countries to volunteer, or that have already implied on their application that they do not speak the local language, English is needed. The official information (newsletters, distribution of tasks, explaining the work et cetera) need to be provided in both the local language and a universal one, generally English. On the more informal channels, such as a group on Facebook, both languages should be appreciated and encouraged. While it is true that it is scary for many to write in another language, it can be very frustrating for many international volunteers if they are trying to find information about something related

to the event, and everything is written in a language they do not understand. In many cases, it is easier to understand what someone is trying to say even if it has some small mistakes, than to copy a text to an online translator that cannot decipher the nuances and dialects of a language. As one volunteer expressed her view about the issue:

“If they want something from me, they should write in English. Yes, I’m stubborn like that, because I do not know any Danish, I do not know what they want from me, so I just delete the message, that is it.”

Not only related to the volunteers, but all event participants (athletes, delegations, fans) are coming from many different countries, and require a common language on the information channels. While many events have the official websites well covered, sometimes they forget the quickest information channels of the era: social media. Facebook, Instagram, Snapchat, Twitter, and such are often the first channels where people look for information and whether the event is worth attending for. In some cases, only the local language is used, such as in Berlin European Athletics 2018, where some of the social media channels were only in German.

5.2 Rewards

Although volunteers often say that they are participating just to be a part of an event, they are in some way always getting something out of it for themselves too. After all, if they get free tickets to see a game in the event, that also counts as a reward. This can be done either with free tickets given to every volunteer, or so that they can come and go as they wish with their accreditation card. It is a common practice in many events these days to have a section in the audience reserved just for volunteers, which they can access with the accreditation card. While it is ideal for the volunteers to go there before or after their shift, for the organizers it is a somewhat “lost space”. If the event area is sold out and there would be even more people interested in coming, the volunteer section does not give any value, or money, to the organizer. Instead, there may be in some cases dozens of empty seats that they could have sold, if the volunteers do not have the time or the interest to see the game.

The other way, entering with the free tickets, has its pros and cons as well. For the organizer, it is easy to keep track of how many spots to reserve, and if someone does not want the tickets, they can be given out to partnering companies, raffles, or elsewhere. The volunteers may also give their free tickets to someone else and still the places will be filled. However, if the tickets are given only to a particular game or event, it is possible that

they cannot attend, and when they do have time to attend, they do not have the permission. And, as mentioned below, the arena may end up looking very empty if the volunteers are not allowed to enter the arena on their own schedule, but only on given times.

5.3 Improvement ideas

While people were happy about getting free tickets to see the games, many felt that the system could have been improved. At first, it was not clear whether the tickets would be given out at all, then it was said first that each volunteer would get to pick up two tickets to specified games, and later there were more tickets available to more games. One volunteer pointed out that in many similar events it is a common policy that there is a section in the arena that is meant for volunteers to use when they are not at work and that they can access with the accreditation card. Now that this was not in use and the volunteers had to pick up the individual tickets instead, many felt that it was not well organized. It was also noted among the volunteers that in many games in Herning, the arena was half empty since the locals were often not interested when someone else than Denmark was playing, and the volunteers were not allowed to attend the game or were not informed in time that they can get in.

Since in most events the volunteers get a uniform that often comes from one of the sponsors of the event, it is expected that the clothes will be used throughout the tournament. While this is clear in many cases, the event organizers should notice two things considering the uniforms. Firstly, the sizing is always an issue. There are multiple ways to size clothes (numbers, letters...) and it is almost impossible to know which size will fit. An easy suggestion for the issue would be that the organizers should provide some measurement charts of the sizes. While it is not a complete fix and the sizes may still be wrong for some of the volunteers, it might decrease the amount of changes people must make with their clothes. In the worst-case scenario, there are only very small or very large sizes left of the volunteer clothes, and the volunteers that arrive later during the event may be left without.

Secondly, if the event is long, there should be enough clothes given to the volunteers. For example, in a two-week event during the summer, three t-shirts are a minimum. For the international volunteers and others who do not live in the city where the event is held, it can be an issue to get the clothes washed during the event. Also, if the weather is hot, some easement could be given, for example in the form of having a permission to wear a skirt or shorts.

In every event, there is a portion of volunteers who do not live in the host city. Some of them come from other cities in the host country, near and far, while others travel from other countries. Some events organize accommodation deals for volunteers in hostels or schools. In Herning, the accommodation capacity was extremely low: there are only five hotels in the city. Therefore, the organizers came up with a creative solution: they used the convention centre next to the arena to host visitors in a camping area. There was an outdoor area accessible with campers, and an indoor area where people could sleep in tents or book a spot in a shared room and rent a mattress. There were both fans and volunteers staying at the “Hockey Camp Herning” (Kauhala 2017). Some volunteers also booked their own accommodation via Airbnb and other similar services. It is recommendable that the organizers make some deals with local hostels, since it helps both the accommodation service and the volunteers to find each other. Another similar option, used in many events in Finland, is to collaborate with local schools or companies and rent some empty spaces for the volunteer accommodation. Usually the idea for this kind of accommodation is that the volunteers pay a small fee and they bring their own mattresses and sleeping bags, and they get a spot to sleep in for a fraction of the price of a hotel room, while still staying close to the event venues.

5.4 Personal learning and professional development

In the beginning of the thesis process, I had the clear idea that I wanted my thesis to be related to the event industry, preferably to an ice hockey event. I had already been accepted to be a volunteer in the 2018 IIHF World Championships by that time, and knew that it would be possible to acquire information for the thesis in Denmark. My first idea was to study the travel habits of the Finnish ice hockey fans going to the World Championships. However, a similar study had recently been conducted. I attended some of the thesis workshops during the spring of 2018, and after talking with the teacher, we agreed that it would be a good idea to focus on the international volunteers of the tournament.

Initially, the idea was to do a questionnaire form online and to do a quantitative research instead of a qualitative one. I sent an email to one of the organizers in the tournament, asking if it would be possible to cooperate with them and be able to send an email to the international volunteers with an explanation of the research and a link to the questionnaire. However, they informed me in the reply that there were already some similar researches of their own, and that they do not want to spam the volunteers with such email. Thus, I switched to a qualitative research and hoped to be able to get a

minimum of ten interviews during the tournament. While in Denmark, I looked for volunteers in the Facebook group, and got replies from those interested. Some of them were Danish, which gave me the idea of interviewing some of them as well, mainly to be able to compare their results with the international volunteers and see whether there were any differences.

The topic was also of special interest to me because I had done volunteer work in many events in Finland, and had had various kinds of experiences in them. It was my first time volunteering abroad, which leaned the direction from volunteers in general to focus on the international volunteers. Since I was a volunteer in the tournament as well, naturally I had my own thoughts about the topics covered, which had to be put aside when doing the interviews, and analysing them.

The questions for the interview were mainly gathered from previous research of volunteer motivations, but I also tried to consider which factors were important in my opinion. In retrospect, the only change I would have done to the questions is that with the current state of the world considering climate change, it would have been interesting to find out more about the travel habits of the respondents, which type of transportation they used to travel to Herning, and whether they had the interest towards environmental factors.

The main thing that the whole thesis process taught me is that combining work and studies is a lot of work, and nearly impossible if you are doing a full-time job and a thesis at the same time. Otherwise, I learned that choosing the topic is the most important part of the entire process. If the topic is not interesting enough to the writer, it will be hard to motivate oneself to work on it. Sometimes the topic chosen felt boring and it was hard to find previous research. The turning point was when I realized the benefits of my thesis. If I end up working as a volunteer manager one day, I will know which mistakes to avoid, and how to plan the volunteer journey properly from the beginning to the end. Others can benefit from it too, and it can be of great help for future event organizers.

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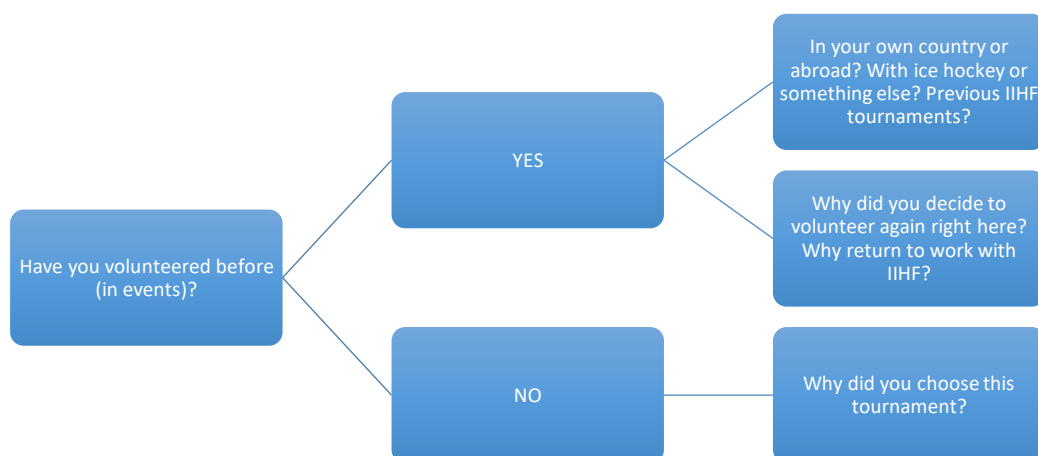
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Appendices

Appendix 1. Interview questions

Interview questions

- Background info
 - Age
 - Country
 - Work / profession



- Do you have a background in ice hockey? As a player / family member plays / as a fan?
- Can you name some main reasons and motivations as to why you are here?
- What are your expectations (the experience, from the organization, benefits and rewards for yourself)?
- How long are you staying, cost...?
- Did the location affect your decision in some way, or would you have traveled somewhere else besides Denmark for the same purpose?
- Are you satisfied with the communication between the host organization and the volunteers?
- Have you felt any negative feelings about volunteering at any point?
- Which volunteer benefits do you think are the most important ones to you?
- Do you think there was enough training provided, and especially for your own tasks?
- Do you see yourself volunteering again with ice hockey or other events?

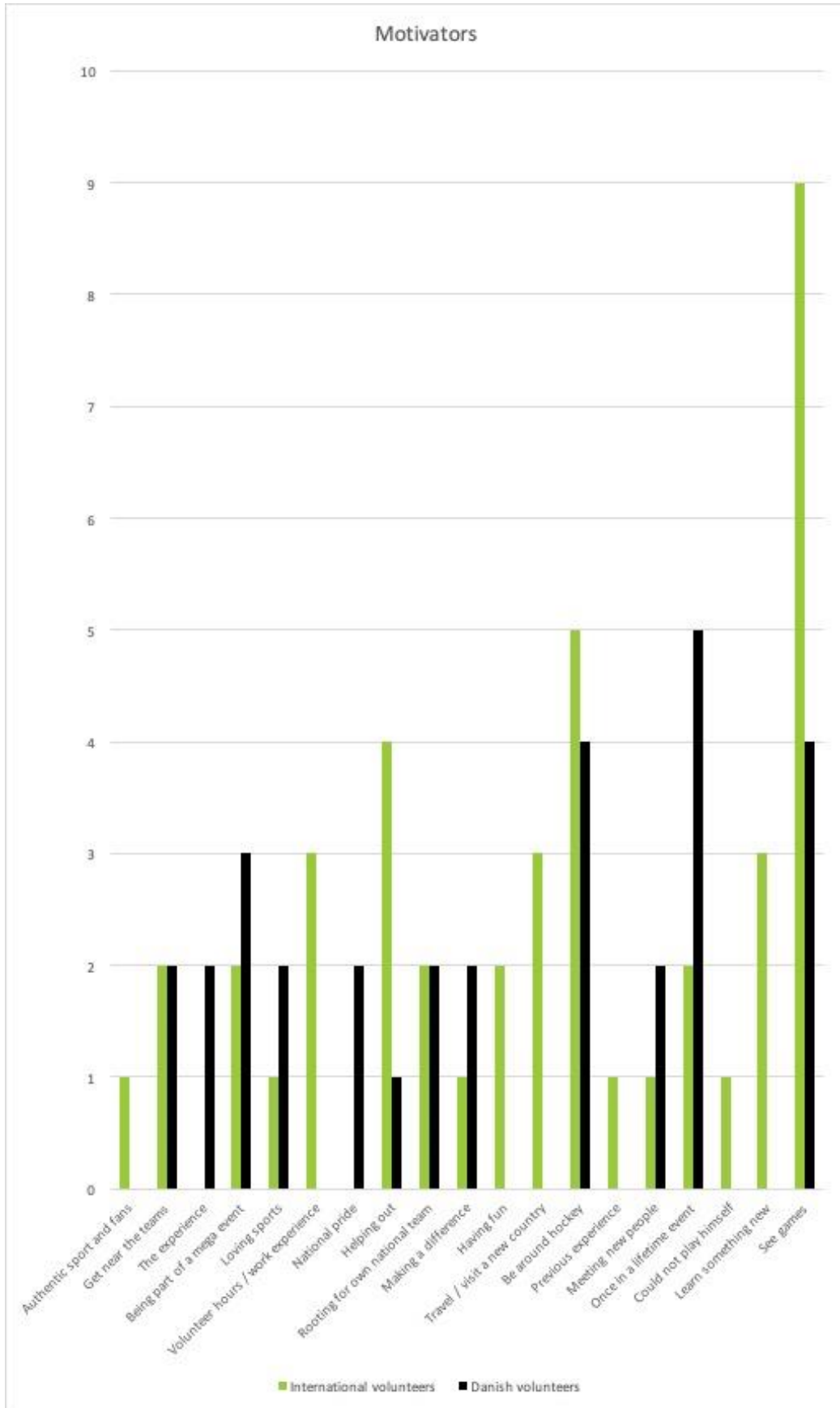
Appendix 2. Volunteer functions

IIHF 2018 VOLUNTEER FUNCTIONS

FIELD OF WORK	DESCRIPTION
Accreditation	At the accreditation centre all guests, e.g. media staff, special guests, IIHF staff and others, will get their passes for the different areas inside the arenas. As a volunteer, you will welcome the guests, check their ID's, take a photo and create an accreditation for them. Most of the work will be in front of a provided computer, therefore we appreciate volunteers who have experience with computers and with a flair for organizing simple data.
Administration (all-round)	Looking for a diverse experience? You will sign-in at the volunteer centre and get tasks assigned depending on what is needed on any given day. You might get sent to the media centre, the ice level, the congress, fan-zones, etc. If you do not like your days to be all the same, this is the job for you. No day is the same!
Anti-Doping	Here is your chance to contribute to a fair and equal competition, as you will be helping official Anti-Doping control. Like any other major event there will be implemented an anti-doping program to ensure a fair competition. As a volunteer your job is to guide the selected player to the anti-doping room and back. There will be extended training with the official Anti-Doping Denmark team. You need to be male to do this due to the gender of the competitors. Do you like driving and do you know your way around Copenhagen or Herning?
Car drivers and transportation service	During the 2018 IIHF Ice Hockey World Championship, there will be a lot of official guests who need to be transported between their hotels and the arena, airports or other places around the host cities. Another function is to work inside the shuttle service centre to welcome guests and coordinate their trips. It is recommended, that you know the surroundings of the city you are going to work in, and you need a category B driver license to work as a driver.
Congress	In the last week of the event, Copenhagen will host the IIHF Annual Congress. The Congress is a formal event and you, as a volunteer, will get the opportunity to work amongst key decision makers within the sport of ice hockey. You will be serving food and drinks, checking tickets, handing the microphone around, etc.
Entertainment and ceremonies	During the 2018 IIHF Ice Hockey World Championship, there will be a host of ceremonies which are organized official committee. As a volunteer, you will be conveying players, VIPs and others to the ceremonies and be part of installing the podiums on the ice. You might also be elected as a prize ceremony hostess.
Game Operations & Statistics	An essential part of a successful IIHF Ice Hockey World Championship is the professional execution of all games and statistics related operations for each game - and we want to set new standards for the skill level and professionalism of off-ice official volunteers for an IIHF Ice Hockey World Championship. We are looking for people with a great understanding of the game of ice hockey, who have excellent people skills, great focus and concentration. You will be under intense pressure during the games with a great responsibility for delivering time critical information to TV, other media and fans all around the world as well as inside the arenas. We have open spots for the common key positions for a hockey game; public announcer, official scorer, time keeper and penalty box attendants. We also need FACE-OFF FORCE member to a statistics crew, who will be registering individual player statistics like face-off performance, shots on goal, time on ice etc. You must be able to work multiple games during the 2018 IIHF Ice Hockey World Championship as we need tight-knitted crews in both arenas who perform at their absolute best throughout the tournament. Furthermore, you must be able to participate in training sessions and pre-tournament test games - information will follow later.
Hospitality / VIP Centre	Do you want to provide the best possible service for all the VIPs during the IIHF World Championship? Inside the hospitality area there will be catering and meetings including special guests, sponsors and VIPs. Your job will be to support the organization and provide great service to these guests. If you see yourself as an outgoing and friendly person, this is your chance to help create a great atmosphere at the Hospitality/VIP Centre.
Hotel service	The official guests of the championship will stay at hotels in either Copenhagen or Herning. As a Hotel Service volunteer, you will be the first person that our guests approach besides the hotel reception. Your job is to provide our guests with event information and support in many different matters.
IT and electronics	The media, including journalists, staff and TV channels need proper internet and IT services for their work during the 2018 IIHF WM. Our IT team will need your support to provide the necessary level of IT solution, so you should be familiar with computers and IT. This section will also be responsible for the delivery of all electronics and other items like laptops, printer, coffee machines etc.
Logistics and facilities	A well-functioning technical infrastructure is one of the most important factors for a successful event. As a volunteer, you work together with our arena operations team on delivering a perfect production. Physical work (construction and dismantling) can be a part of this job. Besides the physical work, we need volunteers to handle the décor of certain rooms.
Medical support	Ice hockey is a contact sport and some players will need medical attention during the 2018 IIHF WM. Your job will be to support the medical staff. You need to have a first aid certification for this job type.

Media centre assistant	<p>In both Copenhagen and Herning there will be a media centre for journalists from all over the world. As part of the volunteer staff in the media centre you will assist the journalists, photographers and TV crews with their reporting. Tasks may include delivering statistics, some multimedia design, work on social platforms, etc.</p> <p>This is a great opportunity to work with professional journalists and reporters and get some experience in media.</p>
Security & Stewards	<p>A volunteer team of security staff will handle all matters related to security in and around the venues, hotels and practice arenas. The team will work closely together with police authorities and our professional security partners. Security is extremely important during the event and if you have experience within the work of safety we need you! Experience with handling security matters is required. Furthermore, you will receive extended additional training before the event.</p>
Sport Technical Staff	<p>The sport technical staff section is working directly with the operations of the games. This is fantastic opportunity to work near the ice in both host arenas! Your job will be to create optimal conditions for the games and the team supply together with your team and the arena sport technical staff.</p>
Team Host	<p>Each of the 16 teams at the 2018 IIHF Ice Hockey World Championship needs a Team Host.</p> <p>As a Team Host you will follow the team on all locations 24/7 doing the tournament. You will get your own hotel room in the team hotel close to the team. For this special function, you must be available at all times during the entire tournament.</p> <p>You need to speak the native language of the team you are hosting for (e.g. Russian, English, Swedish). The participating countries will be known by the end of May 2017.</p>
Ticketing and Parking Attendants	<p>Do you want to be the first person to greet the many spectators and give them a warm welcome?</p> <p>A large team of volunteers will handle ticket control and guide spectators to their designated areas. The ticketing and parking crew will also carry out ticketing and access control to buildings, offices and handle the parking areas. If you are an open and friendly person we need you to welcome the many spectators arriving to the arenas and welcome them to the 2018 IIHF Ice Hockey World Championship!</p>
Volunteer Management	<p>This is your chance to ensure that every volunteer feel as comfortable and happy as possible.</p> <p>With an estimated total of 1,000 volunteers in Copenhagen and Herning, we need a dedicated group of volunteers to manage the Volunteer Centre. The Volunteer Centre will be a place for other volunteers to receive information, relax, eat, drink coffee and play games between work shifts.</p> <p>Your job is to make sure everything is as pleasant as possible for you and your fellow volunteers.</p>

Appendix 3. Volunteer motivators



Appendix 4. Jyske Bank Boxen Arena



Appendix 5. Volunteer uniform

