

Ice Hockey Fan values and marketing communication

Case: IIHF World Championships 2012 & 2013

Jussi Nurmi
Juuso Pulli

Bachelor's Thesis
December 2014

Degree Programme in Business Administration
Business and Services Management





Author(s) Nurmi, Jussi Pulli, Juuso	Type of publication Bachelor's Thesis	Date 3.12.2014
	Pages 67	Language English
		Permission for web publication (X)
Title Ice Hockey Fan values and marketing communication Case: IIHF World Championships 2012 & 2013		
Degree Programme Degree Programme in Business Administration		
Tutor(s) Rasku, Risto		
Assigned by Sport Business School Finland		
Abstract <p>The research problem of this thesis was how the values of consumers affect marketing communication. The research was carried out by making a case study at the IIHF Ice Hockey World Championships 2012 in Helsinki and 2013 in Stockholm. There were four research questions: 1. What kind of a profile does an international ice hockey fan have according to the human values theory? 2. Which values did the organizer communicate during the IIHF World Championship 2012 and 2013? 3. Which values did the Official Main Sponsor Skoda communicate during the IIHF World Championship 2012 and 2013? 4. What are the possible similarities and differences between the values communicated between the fans, the IIHF and Skoda?</p> <p>The study was conducted in Helsinki 8.-10.5.2012 and in Stockholm 9.-14.5.2013. The research method used was quantitative. The results were analyzed by using the content analysis technique and statistical methods related to the theories attached to the theme. According to the research and analysis, the most important values among ice hockey fans were hedonism, security and benevolence. Security was the most important value among the Finnish fans, and hedonism was the most important value among other nationalities. The most important adjectives related to ice hockey were exciting, fun, strong, international and ambitious. The IIHF mostly communicated through values such as universalism, achievement and stimulation, which did not have a straight connection with fan values. The Official Main Sponsor, Skoda, also communicated through these values. The attributes of ice hockey that the IIHF communicated differed from the attributes given by the fans. In conclusion, the IIHF and Skoda could develop their marketing communication by taking into account the fans' values. This would make marketing communication more personal and successful.</p> <p>In the future, this kind of value research could be conducted among different sports and nationalities. It could also be beneficial to study persons not related to ice hockey to find out if ice hockey is able to unite spectators' values. This thesis provided current data of international ice hockey fans and discovered differences between marketing communication and consumers through their values.</p>		
Keywords Sport event, sport marketing, fans, marketing communication, values, consumer behavior, ice hockey		
Miscellaneous		



Tekijä(t) Nurmi, Jussi Pulli, Juuso	Julkaisun laji Opinnäytetyö	Päivämäärä 3.12.2014
	Sivumäärä 67	Julkaisun kieli Englanti
		Verkojulkaisulupa myönnetty (X)
Työn nimi Jääkiekkofanin arvot ja markkinointiviestintä Case: Jääkiekon MM-kisat 2012 ja 2013		
Koulutusohjelma Liiketalouden koulutusohjelma		
Työn ohjaaja(t) Risto Rasku		
Toimeksiantaja(t) Sport Business School Finland		
Tiivistelmä Opinnäytetyön tutkimusongelmana oli kuluttajien arvojen vaikuttaminen markkinointiviestintään. Ongelmaa lähestyttiin toteuttamalla case-tutkimus jääkiekon MM-turnauksissa Helsingissä vuonna 2012 ja Tukholmassa vuonna 2013. Tutkimuskysymyksiä asetettiin neljä kappaletta: minkälainen on kansainvälisen jääkiekkofanin profiili, minkälaisia arvoja IIHF viesti MM-kisojen aikana, minkälaisia arvoja pääsponsorin Skoda viesti MM-kisojen aikana ja kohtasivatko nämä arvot fanien arvojen kanssa. Tutkimus toteutettiin Helsingissä 8.–10.5.2012 ja Tukholmassa 9.-14.5.2013 ja siinä hyödynnettiin kvantitatiivista tutkimusmetodia. Tuloksia analysoitiin sisältöanalyysin ja tilastollisten menetelmien avulla peilaamalla tuloksia aiheeseen liittyviin teorioihin. Tutkimuksen ja analyysien perusteella selvisi, että fanien tärkeimmät arvot olivat hedonismi, turvallisuus ja hyväntahtoisuus. Suomalaisilla jääkiekkofaneilla turvallisuus oli tärkein arvo, muilla kansallisuuksilla taas hedonismi. Viisi tärkeintä adjektiivia, jotka fanit liittivät jääkiekkoon, olivat jännittävyys, hauskuus, vahvuus, kansainvälisyys ja kunnianhimoisuus. IIHF:n eniten viestimät arvot olivat universalismi, saavutus ja stimulaatio, joilla ei ollut suoranaista yhteneväisyyttä fanien arvojen kanssa. Myös pääsponsorin Skoda viesti samojen arvojen avulla. Myös IIHF:n viestintäänsä liittämät adjektiivit erosivat fanien liittämistä adjektiiveista. Johtopäätöksenä oli, että IIHF ja Skoda voisivat kehittää markkinointiviestintäänsä ottamalla paremmin huomioon jääkiekkofanien arvot. Näin ollen viestintä olisi henkilökohtaisempaa ja onnistuneempaa. Tulevaisuudessa arvotutkimusta voitaisiin jatkaa eri urheilulajien ja kansallisuuksien välillä. Samoin voitaisiin tutkia yleisesti kansainvälisten jääkiekkofanien arvojen vaihtelua ikäryhmittäin. Lisäksi voitaisiin tutkia ihmisiä, joilla ei ole sidettä jääkiekkoon. Näin saataisiin selville, onko urheilu ihmisten arvoja yhdistävä tekijä. Opinnäytetyö tarjoaa ajankohtaista tutkimustietoa kansainvälisten jääkiekkotapahtumien kävijöistä ja selvittää nykyajan markkinoinnin ja kuluttajien eroavaisuuksia arvojen kautta.		
Avainsanat (asiasanat) Urheilutapahtuma, urheilumarkkinointi, fanit, markkinointiviestintä, arvot, kuluttajakäyttäytyminen, jääkiekko		
Muut tiedot		

Contents

1	Introduction of the thesis	4
1.1	Background of the research	4
1.2	Demand and purpose of the thesis.....	5
1.3	Constructs	8
1.4	Internationalizing ice hockey in Finland.....	12
1.5	IIHF World Championships	13
1.6	Skoda	14
2	Theories to support the thesis.....	17
2.1	Value theory	18
2.2	Consumer behavior	22
2.3	Marketing communication	26
3	The research process	28
3.1	Implementing the research.....	29
3.2	Research methods	30
3.3	Analysis.....	32
3.4	Reliability and validity of the research	33
4	Results	35
4.1	Fan value structure.....	35
4.2	IIHF's marketing communication in the IIHF World Championships 2012 & 2013	41
4.3	Skoda's marketing communication in the IIHF World Championships 2012 & 2013	50
5	Conclusions and discussion.....	55
5.1	Fan values and ice hockey.....	55
5.2	Comparing the IIHF's marketing communication with fan values	56
5.3	Comparing Skoda's marketing communication with fan values.....	58
5.4	Discussion.....	59
5.5	Future research.....	60
	References:.....	61

Appendices	65
Appendix 1. Buyer Decision Process. (B2C Business to Consumer & Consumer Behaviour Marketing Strategy.)	65
Appendix 2. The process of segmentation. Figure made based on the segmentation theory by McDonald and Dunbar, 2004, 56-57.	65
Appendix 3. IIHF World Championships 2012 & 2013 questionnaire form (page 1).....	66
Appendix 4. IIHF World Championships 2012 & 2013 questionnaire form (page 2).....	67
Appendix 5. IIHF World Championships 2012 & 2013 questionnaire form (page 3).....	68

Figures

Figure 1. The framework of the thesis	17
Figure 2. Theoretical model of relations among ten motivational types of values	20
Figure 3. Theoretical model of relations among ten motivational types of values replaced by the main adjectives	21
Figure 4. The treadmill of values affecting human life and behavior.....	22
Figure 5. The traditional model of how human values influence product choice	24
Figure 6. The research process of this thesis.....	28
Figure 7. The differences between the responses of Finnish and other nationalities	40
Figure 8. The three most important values of ice hockey fans	41
Figure 9. The slogan of the tournament in opening ceremony in 2012.....	43
Figure 10. Star constellation based on the tournament slogan "Northern Stars of ice hockey"	44
Figure 11. The official logos of both tournaments.....	46
Figure 12. Inside arena advertising in Hartwall Arena 2013	50
Figure 13. Car presentation.....	51

Tables:

Table 1. Age of the respondents of the survey	35
Table 2. The strongest and weakest attributes related to ice hockey	36
Table 3. Five most popular answers to “How much is this person like you?” .	37
Table 4. Percentages of the answers “very much like me” and the values behind the alternatives	38
Table 5. Most popular values of ice hockey fan and the attributes related to ice hockey	39
Table 6. Results of the content analysis of the IIHF’s marketing communication messages	48
Table 7. Results of the content analysis of Skoda’s marketing communication messages	53

1 Introduction of the thesis

1.1 Background of the research

Ice hockey is one of the most popular sports in Finland, Sweden, North America and Russia. Annually organized IIHF Ice Hockey World Championships tournaments are the most important international ice hockey events outside the Olympics. It is very important to investigate these events in order to make them more interesting for both customers and sponsors. (Sulin 2013, 6.)

The 2012 and 2013 were the first tournaments co-hosted by two countries since 1930 when the IIHF Ice Hockey World Championship tournament was shared between Wien (Austria), Berlin (Germany) and Chamonix (France). The next co-hosted tournament will be arranged by France and Germany in 2016. (IIHF Paris and Cologne.)

Paris and Cologne were selected as the host cities of 2017 IIHF Ice Hockey World Championships. Their target is “to have low prices and more spectators in big venues (IIHF Paris and Cologne)”. This research could give these host cities more information to make it possible for them to improve their marketing communication when they start marketing this event.

Research about human values in marketing communication in the field of ice hockey is minimal. In order to collect research data Sports Business School Finland sent a student group to the IIHF Ice Hockey World Championship Tournaments 2012 in Helsinki and 2013 in Stockholm.

Mika Sulin, General Secretary of the Finnish organizing committee for the 2012 and 2013 IIHF Ice Hockey World Championship's, made a booklet called 'Event Look & Feel 2012 IIHF Ice Hockey World Championship' that considers the actions done in Finland before and during the 2012 Championships. (Sulin 2013, 6.)

Sulin's booklet represents the organizers point of view and gives the reader specific information about building the brand, sponsorships and marketing behind the event. Sulin published this booklet so other organizers would not have to "reinvent the wheel" in the future. (Sulin 2013, 6.)

However, this booklet does not contain any literature about using human values in marketing communication. This is the main reason why it is important to study the values of customers for the needs of forthcoming events.

Skoda has been the Official Main Sponsor of the IIHF Ice Hockey World Championships for more than two decades in a row. It is very important to explore if company's, fans and event organizers values meet each orders in order to make sponsorship even more effective in the future. (Sponsorship - Skoda.)

In this case, the IIHF as an organizer and Skoda as the Official Main Sponsor could develop their marketing communication in ice hockey events by using these discovered values of ice hockey fans. As a result, the IIHF and Skoda would possibly reach potential customers more effectively.

1.2 Demand and purpose of the thesis

The industry of sports marketing and sports event marketing is changing. The values of ice hockey fans have been researched limitedly before the 2012 and 2013 IIHF Ice Hockey World Championships tournaments. Also the comparison of values between fans, the host organization and the Official Main Sponsor had been studied limitedly before. Consequently, this research was conducted with a view to find out the values of ice hockey fans and compares them to the values that the IIHF and Skoda use in their marketing communication during these events.

Saana Koljonen made her thesis called 'Values and Marketing Communication in Fragmented Markets' (2013). The data was collected from football fans in the UEFA Euro Cup 2012. Anne Harimo and Karoliina Laine made their thesis called 'The Brand Image of Ice Hockey' (2013) where they compared brand images of football and ice hockey and noticed that internationality and excitement are important for both fan types. Even if there are some similarities between the values of ice hockey fans and football fans, they also differ from each other. Thus Koljonen's results cannot be used in ice hockey industry. That is why it is important to research ice hockey fans and their values.

The purpose of the thesis is to produce new information for event organizers and for sponsors' representatives, especially in the industry of international ice hockey. The results of this thesis can be used for example when arranging the IIHF Ice Hockey World Championship 2017 when the tournament will also be shared between two different kind of countries and cultures, France and Germany.

The theoretical framework of this thesis is based on Shalom H. Schwartz's value theory (Schwartz, 2006). Schwartz's theory defines universal values and how they occur in a large variety of contexts. The ten universal values will be presented later in the thesis.

The research problem of the thesis is: what values do ice hockey fans recognize and value the most and what values the IIHF and Skoda communicated during the IIHF World Championships 2012 and 2013. After that fans' values will be compared with the IIHF's and Skoda's in order to see if they have any similarities. The questionnaire of the thesis was made to find out the values of ice hockey fans. The values that the IIHF and Skoda communicated during these events will be analyzed by using content analysis. That will be explained later on the chapter three.

The research aims to find out the values of ice hockey fans and what attributes they link to ice hockey. The data was collected from fans with a

questionnaire designed by Sports Business School Finland. By using Schwartz's value theory, it is possible to find out the most important values behind the behavior of an ice hockey fan. The next step is to find out the values which the IIHF and the Official Main Sponsor, Skoda, communicated through with ice hockey fans and if these values match with the fan values. The target is to define a specific ice hockey fan profile and brand image and explore if there are similarities between the IIHF and Skoda's communicated values during the IIHF World Championships 2012 and 2013.

The most important values among ice hockey fans were discovered by interviewing the fans with the questionnaire based on Schwartz's human value theory. A fan profile helps to understand the decisions made by the customers during these tournaments.

By looking into the IIHF's and Skoda's marketing communications in these tournaments, it will be revealed if the ice hockey fans value structure has been taken into account when marketing and sponsoring these events. After all, it should be found out if using human values will make it easier to develop more successful marketing communication for the organizer and for the Official Main Sponsor.

The research problem can be divided into four research questions as follows:

1. What kind of a profile does an International Ice Hockey fan have according to the Schwartz' human value theory?
2. Which values did the organizer communicate during the IIHF World Championship 2012 and 2013?
3. Which values did the Official Main Sponsor Skoda communicate during the IIHF World Championship 2012 and 2013?
4. What are the possible similarities and differences between the values communicated between the fans, the IIHF and Skoda?

1.3 Constructs

As mentioned before, the IIHF World Championship is the biggest annually organized winter sport event in the world (Sulin 2013, 6). That's why it is necessary to introduce some particular concepts linked in the event. This chapter retains some important constructs like sports marketing, sponsoring and event marketing.

According to Kotler, Keller, Brady, Goodman & Hansen (2012, 6) "**Marketing** is a customer focus that permeates organizational functions and processes and is geared towards marketing promises through value proposition, enabling the fulfilment of individual expectations created by such promises and fulfilling such expectations through support to customers' value-generating processes, thereby supporting value creation in the firm's as well as its customers' and other stakeholders' processes". So, the aim of marketing is to find out customers' needs, trying to meet the identified needs and eventually offer specific products and services to specific people. Simply, marketing is to satisfy the needs of customer.

4P's marketing mix contains different marketing tools such as price, promotion, product and place. All of these tools can be used in order to attract consumers to buy products or services of a brand. Marketing tools should be used in order to achieve marketing goals and objectives and to gain market position and the targeted segments. (De Pelsmacker, Geuens & Van Den Bergh 2010, 2.)

Sport marketing forms all activities designed and developed to fulfill the needs of sport consumers. Sport marketing has developed two major impacts in sport industry: the marketing of sport products and services directly to consumers of sport and the marketing of other products or services through the use of sport promotions. The term sport consumer includes many types linked with sport like playing, officiating, watching, listening, reading and collecting. Making simpler, marketing the event and selling merchandise

products during the event is an example of the two impacts presented before. (Mullin, Hardy & Sutton 2007, 11.)

Sponsorship is commercial activity. Organizations and companies can sponsor for example events, athletes, teams and culture in order to target specific audience in return of funds, services, products or other resources. Creating sponsorship offers brands variety ways to generate awareness, brand associations and commercial messages. There are many different ways to do sponsoring in events, athletes or culture but sponsorship should not be thought as charity donations. Sponsorships are relationships that include benefits to every party intending. Sponsorships can be designed for every party intended that makes sponsoring interesting way to execute marketing communication. (Fill 2009, 599-600.)

Sponsoring attracts companies because it targets specific audience. For example in this case, the sponsors' target audience is interested in ice hockey. There are many different ways to do sponsoring. Normally sponsoring involves two different parties, the sponsor and the sponsee. The degree between these two parties is to create a relative effectiveness of the relationship. Function-based similarity occurs when product is used in the event. For example, Nike is providing the official shirts to the teams and staff in the IIHF Ice Hockey World Championships. The second dimension is imagine-based similarities which reflect to the brand image in the event. For example, Skoda is the Official Main Sponsor of the IIHF Ice Hockey World Championships hypothetically because they want to change the attitudes. (Fill 2009, 600.)

According to Fill, C. (2009, 606) "The limited amount of theoretical research in sponsorship, suggests that the role of sponsorship within the marketing communications mix has not been clearly understood." That is the reason why researches are needed in order to create better sponsorships and different solutions for more specified segments.

Sport activities and events have been very attractive for sponsors because of media awareness. Sport events, teams and athletes offer simple measure for segmentation, audience fragments generally and the sport reaches persons that share same kind of characteristics and values. (Fill 2009, 609.)

Event marketing means that brands create their own branded marketing event or serving as a part of event or participate in sponsoring events created by others. Events can be anything that change attitudes towards the brand or cement the image in specific group of consumers. Event marketing is one of the fastest growing areas of promotion. When the brands are sponsoring events, they normally prevent competitors to attend that event. (Armstrong, Harris, Kotler & Pierce 2013, 494.)

Sport event sponsoring reaches three different identified groups:

1. Active participants who are involved in the sponsored event like staff and athletes.
2. Personal spectators who visit the events to see the athletes compete.
3. Media followers who watch the sponsored events via TV, read articles online or from the newspaper or nowadays in social media.

Advertising reaches viewers and non-viewers, sponsoring reaches fragmented viewers. (Fill 2009, 615.)

The marketing of the IIHF World Championship 2012 and 2013 is a typical example of **event marketing and sponsoring**. Marketing of the event for consumers was focused on players and the games during presales and package sales. The mascot of the 2012 tournament, the Hockey Bird was strongly used in marketing communication together with the event look. The marketing campaign spread widely through TV, Internet, radio, print media, movie theaters, outdoor displays, social media and search engine optimization and marketing. (Sulin 2013, 23.) There were also several arranged side

events during the autumn 2011 and spring 2012. For example the IIHF and the Finnish Ice Hockey Federation arranged the Hockey Tour in Finland to bring the atmosphere of the World Championships across the country. The tour visited in ten Finnish National League cities and in six cities that had a team in first division (Mestis). Tallinn was also one city included in tour. The last stop of the tour was a charity concert organized on the eve of the tournament. The Karjala Tournament and the Stadion Winter game (FIN-RUS) in the Olympic stadium were also events that promoted the World Championships. These campaigns arranged before the tournament are excellent examples of experiential marketing. (Sulin 2013, 33-35.)

The sponsorships of the tournament were structured into three categories; the Official Main Sponsor, Official Sponsors and Partners. The list of loyal sponsors is a great strength for the championships. Škoda has been the Official Main Sponsor for over 20 years and some of the Official Sponsors have been involved over 10 years. The National Partners are usually negotiated year by year. (Sulin 2013, 24-26.)

Sponsors are provided with visibility on TV, program guides, advertising posters and official website. They also have advertising space on the boards around the ice. The sponsors also get an opportunity to use the event logo, the event title and the official mascot in own promotional activities and product placements. Consumers were able to see and experience this in the Fan Zones during the tournament as sponsors had their own VIP tents, competition stages, demonstrations and promotions. The sponsors also got an access to VIP areas and VIP events. (Sulin 2013, 24-26.) So as seen in this real life scenario, sponsoring is not just giving money. It is cooperation with the event where both sides benefit.

1.4 Internationalizing ice hockey in Finland

Finnish ice hockey has changed a lot during the last decades. Ice hockey was amateur level sport in Finland until the late 1960's when the first players started to earn their living by playing. The SM-Liiga was founded in 1975 and it became professional league. At this time playing was domestic, with the exception of some players that made it to the NHL, the national team was the highlight of a player's career. (Mennander & Mennander 2003, 267-270.)

In the 1990's everything changed. The salaries started to rise enormously and Finnish players were more willing to move abroad to earn more money. In the late 1990's the migration especially to Sweden accelerated and was a big push for internationalizing in Finnish hockey. (Mennander & Mennander 2003, 267-270.) During the season 2013-14 almost 200 Finnish players were playing as professionals all over Europe, Russia and North America with the same number of semi-pro, amateur and junior players (Stats special: Abroad players by continent).

Since 1966, Finnish teams have participated in different European ice hockey club competitions for the champions of national leagues. (Coupe d'Europe 1965/66.) The internationalizing of ice hockey has developed a lot from those times and is still developing. In the season 2014-15 this same kind of competition is called the Champions Hockey League and total of eight Finnish clubs will be part of the competition. On top of everything, Jokerit from Helsinki is the first Finnish team to participate in a foreign league as they changed over from the Finnish Liiga to Kontinental Hockey League. These are good examples of internationalizing in Finnish hockey.

According to Erkki Alaja, the new international leagues will be part of the future. Teams want to go global and the markets will be larger. The question is how the fans will react if the team they support will abandon their Finnish identity. (Suomalaisseurojen kansainvälistyminen väistämätöntä.)

1.5 IIHF World Championships

The International Ice Hockey Federation (IIHF) was founded in 1908 in France as Ligue der Hockey sur Glase (LIHG) by Belgium, France, Switzerland and Great Britain. Later that year Czechoslovakia joined in as the fifth member. From 1910 to 1920 LIHG held European Championship games until North American participants attended the 1920 Summer Olympics at Antwerp. The first European Championship after World War I was held in Stockholm in 1921. (IIHF Timeline.)

In 1930 the very first IIHF World Championship took place outside the Olympics and since then there has been a tournament every year except during the World War II in 1939-1947 and 1980, 1984 and 1988. The first separate IIHF World Championship outside the Olympics in the same year took place in 1972. In the years 1980, 1984 and 1988 the IIHF World Championship did not take place because of the Olympics. Finland has been a host for the tournament six times; in 1965, 1982, 1991, 1997, 2003 and 2012. The tournament was co-hosted by Finland and Sweden in 2012 and 2013. (IIHF Timeline.)

The Soviet Union and Russia have been the most successful teams in the IIHF World Championships so far by winning 27 titles (Soviet Union 22 and Russia 5) and total of 43 medals. Canada has won 24 titles and 46 medals being the second successful team in the history of the World Championships. Eight different countries have won the IIHF World Championship title between the years 1920 and 2014. (IIHF Medallists.)

The basic values of the IIHF are hard to find since the organization has not listed those out for a public view. However, Mika Sulin, the General Secretary of the Finnish organizing committee for the 2012 and 2013 IIHF Ice Hockey World Championships, made a special booklet for these events called "Event Look & Feel 2012 IIHF Ice Hockey World Championship". That explains the marketing actions taken into account in Finland before and during the 2012 Championships. Thus, the values behind marketing communication will be

estimated and concluded by using this booklet and researching the marketing actions of the IIHF. (Sulin 2013, 6.)

Sulin's booklet represents the organizers point of view and it gives the reader specific information about building a brand, sponsorships and marketing behind the event. (Sulin 2013, 6.)

1.6 Skoda

Skoda was established in 1895 in Czechoslovakia. First the founders started to manufacture push bikes. The company's name was first patriotic Slavia but founders Vaclav Laurin and Vaclav Klement changed it to Laurin & Klement Co in 1899 when they started to manufacture motorcycles. In 1905 Laurin & Klement Co started to make cars which started to replace motorcycles among people. (The history of ŠKODA.)

Laurin & Klement Co merged with Pizen Skodovka Co in 1925 and became Skoda (ŠKODA). In that time Laurin & Klement Co was manufacturing trucks, cars, motorcycles and engines to airplanes so they needed a strong industrial partner. During the World War II, Czechoslovakia was occupied by German troops and Skoda had to manufacture vehicles mostly for German troops, not for personal use. After the war Skoda became a national enterprise and took over all passenger production. Skoda had many types of cars that were selling a lot. For example Skoda manufactured Skoda 1200 until the year 1973 and modernized it many times between these years. (The history of ŠKODA.)

In 1989 the Berlin Wall was forced down which brought many new market economy conditions and possibilities. The Czech government started to look for an international partner to secure long term competitiveness. In 1990 Skoda joined Volkswagen group with Audi, Seat and Volkswagen. (The history of ŠKODA.)

Skoda is sponsoring sports, culture and is actively doing charity. Sponsoring sports is one of the main marketing communication strategies for the company. The main targets are Czech Olympic Team, the famous bicycle races Tour De France, Giro D' Italia and Vuelta Espana and specific cycling teams such as Shimano and Mavic. One of the most important sponsoring target is also the IIHF Ice Hockey World Championships. (Sponsorships - Skoda.)

The values that Skoda used in their marketing communication during the event will be estimated and concluded by researching their marketing actions and marketing events during the event. The results will be figured out by using content analysis as a research method.

Skoda and the IIHF Ice Hockey World Championships

Skoda has been sponsoring the IIHF Ice Hockey World Championships for over 20 years. In 1992 Skoda was the Official Car Sponsor and since 1993 it has been the Official Main Sponsor of the IIHF Ice Hockey World Championships and holds the Guinness World Record for the longest sponsorship of a world championship. Sponsoring can be seen as “interaction with fans, product placement, advertising and subsequent development of the sports property itself” (Infront Sports & Media).

Skoda reaches about 800 million TV viewers in every competition and 500 000 spectators in the tournaments itself. Skoda's Chairman of the Board and CEO Winfried Vahland have said that sponsoring the IIHF Ice Hockey World Championships has been an important factor when creating Skoda's success story, brand image and brand awareness. (Skoda Finland.)

Skoda's sponsoring during the IIHF Ice Hockey World Championships used to be more media-targeting but in the past few years Skoda has created iOS and Android applications for the fans, photo competitions and other marketing campaigns. Sponsorship boosts Skoda's brand awareness a lot and for

example brand's international TV visibility is two thirds of the overall broadcast time. (Infront Sports & Media.)

Skoda has become a very important part of the IIHF Ice Hockey World Championships. Their logo has been in the center of the rink since 1993 and no other brand has a right to be on the ice. Under-ice advertising has become a landmark of the World Championships. Skoda has also been using board advertising and their logos are attached to the corners of the rink in order to receive the most attention. Teams Czech Republic and Slovakia has traditionally been sponsored by Skoda and Skoda has placed their logos to the helmets. (Skoda Activities.)

Product placement has played a major role in Skoda's activities. They have placed their vehicles on the side of the rink and also driven them to the ice after final and bronze medal games. The staff and teams of the IIHF World Championships have been driving with the newest Skoda models in tournaments and in Helsinki 2012 they presented their new Citigo model in the competition. The tournament was the first place where Finnish attendants were able to see that specific model. Skoda has been using the tournament's logo on importers adverts in specific countries. (Skoda Activities.)

In Helsinki and Stockholm Skoda gave away flags, stickers and helmets inside the Fan Zone where they presented their car models also. Skoda as the Main Official Sponsor has been able to select the first strategic place for their actions during the tournaments. The advertising channel for Skoda in these tournaments was a photo promotion called "Become a Hockey Star" where Skoda encouraged fans to take pictures in their giveaway distribution point. A new channel for introduced in Helsinki 2012 was the new iPuck virtual game where fan had to be the goalkeeper and had to stop pucks. (Skoda Activities.)

2 Theories to support the thesis

The design of the framework of the thesis (see figure 1) combines the key elements of this thesis; the value theory, marketing communication, consumer behavior, the data collected about the brand image of ice hockey and the IIHF's communicated values together with Skoda's communicated values.

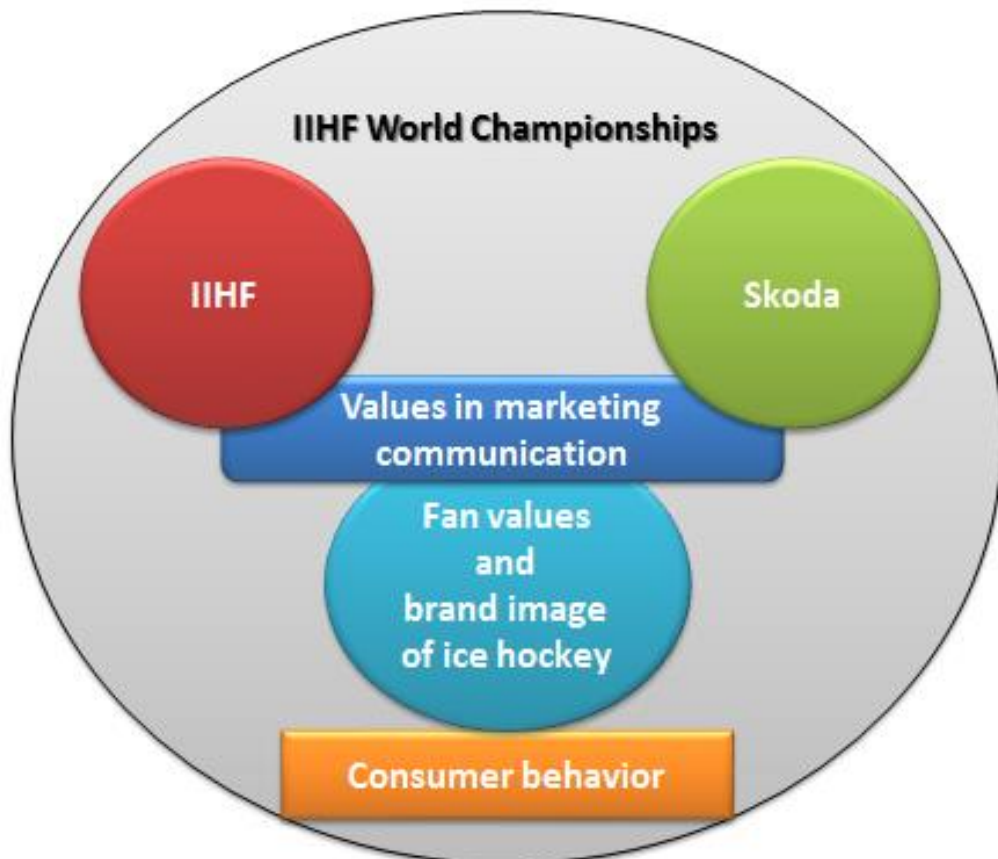


Figure 1. The framework of the thesis.

Fan values and the brand image of ice hockey form the value structure. They will be researched by using the value theory that explains how values affect human life and behavior. The chapter on consumer behavior supports the value theory by explaining few buyer decision processes and segmentation.

This part also shows how consumer behavior and values are linked to each other.

Lastly, the chapter on marketing communication will be presented because one of the key points of this thesis is to analyze marketing communication actions and the values behind them by the IIHF and Skoda during the IIHF World Championships and how they match with the fan values.

2.1 Value theory

The questionnaire of the research is based on human values defined by Shalom Schwartz. The aim of this chapter is to help the reader to understand the true meaning of values, how the values are divided and their importance in the human decision making process. This questionnaire was used in order to find out the values that fans value the most and to create a fan value structure.

Defining basic values

Values guide people when they make decisions through their lives. Thus, when people think of their values they also think of what is important in their lives. Some of the values can be more important than others. Schwartz (2006, 1) has defined values as follows:

- *Values are beliefs. But they are beliefs tied inextricably to emotion, not objective, cold ideas.*
- *Values are a motivational construct. They refer to the desirable goals people strive to attain.*
- *Values transcend specific actions and situations. They are abstract goals. The abstract nature of values distinguishes them*

from concepts like norms and attitudes, which usually refer to specific actions, objects, or situations.

- *Values guide the selection or evaluation of actions, policies, people, and events. That is, values serve as standards or criteria.*
- *Values are ordered by importance relative to one another. People's values form an ordered system of value priorities that characterize them as individuals. This hierarchical feature of values also distinguishes them from norms and attitudes. (Schwartz 2006, 1.)*

Schwartz' human value theory presents ten basic, motivationally distinct values that people recognize in all cultures all over the world. The adjectives of the questionnaire were derived from all these ten values:

1. **Self-Direction.** *Independent thought and action; choosing, creating, exploring.*
2. **Stimulation.** *Excitement, novelty, and challenge in life.*
3. **Hedonism.** *Pleasure and sensuous gratification for oneself.*
4. **Achievement.** *Personal success through demonstrating competence according to social standards.*
5. **Power.** *Social status and prestige, control or dominance over people and resources.*
6. **Security.** *Safety, harmony, and stability of society, of relationships, and of self.*
7. **Conformity.** *Restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.*
8. **Tradition.** *Respect, commitment, and acceptance of the customs and ideas that traditional culture or religion provide the self.*
9. **Benevolence.** *Preserving and enhancing the welfare of those with whom one is in frequent personal contact (the „in-group“).*
10. **Universalism.** *Understanding, appreciation, tolerance, and protection for the welfare of all people and for nature. (Schwartz 2006, 1-2.)*

These values are created from the basic needs of a human being. These needs are to be an individual biological organism, requisite of social interaction and survival and welfare needs of groups. (Schwartz 2006, 1.)

Figure 2 shows the ten motivational types of values and their relations to each other. In figure 3 the motivational types of values are replaced by the adjectives used in the questionnaire.

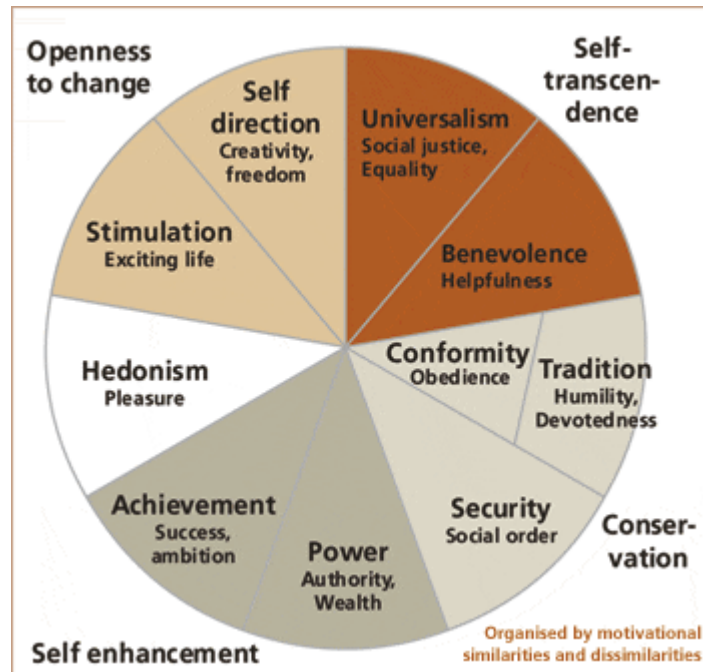


Figure 2. Theoretical model of relations among ten motivational types of values. (Schwartz 2006, 3.)

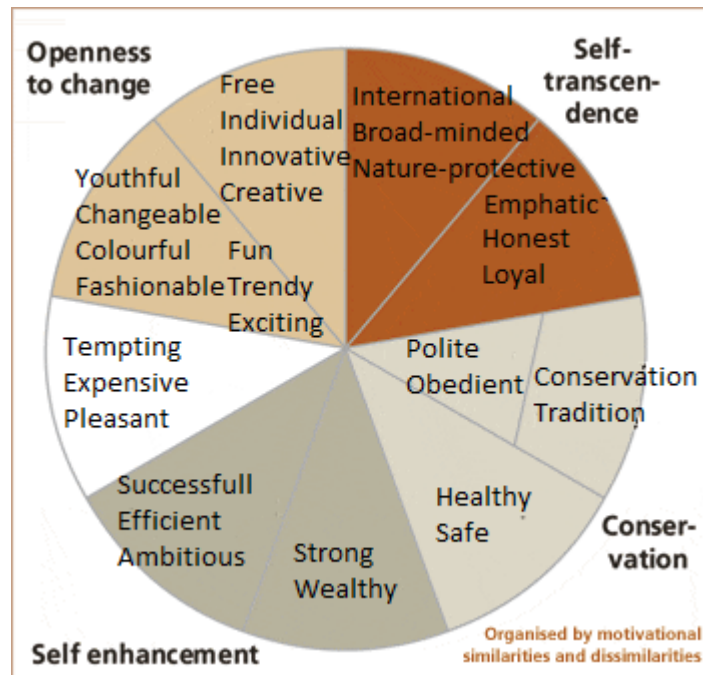


Figure 3. Theoretical model of relations among ten motivational types of values. (Schwartz 2006, 3.) Replaced by the main adjectives used in research.

The pie chart in figure 2 presents the relationships between the values. In that case, values can complete each other or be in conflict. It is possible to find out the contrary from the opposite side of the circle by choosing one part of the pie. This is also shown in figure 3 by using the adjectives.

Influence of human values

People's values may not remain the same during their life. There are a few common reasons that can change people's values during the lifespan. These are historical events which may have an impact on particular age units (e.g. war), physical ageing (e.g. dementia) and life phase (e.g. childhood). Each one of these reasons can have an influence on values but also determine the life circumstance. Gender and education also have an impact on human values. (Schwartz 2006, 5.)

People make choices in their lives based on their own values. Choices are made all the time. For example looking for education, job, hobbies or friends

are based on a person's values. In turn, these things can have effects on a person's attitudes and behavior and so the values of the same person can change. This scenario reminds a treadmill (Figure 4). In other words, "individual value priorities arise out of adaptation to life experiences" (Schwartz 2006, 16).

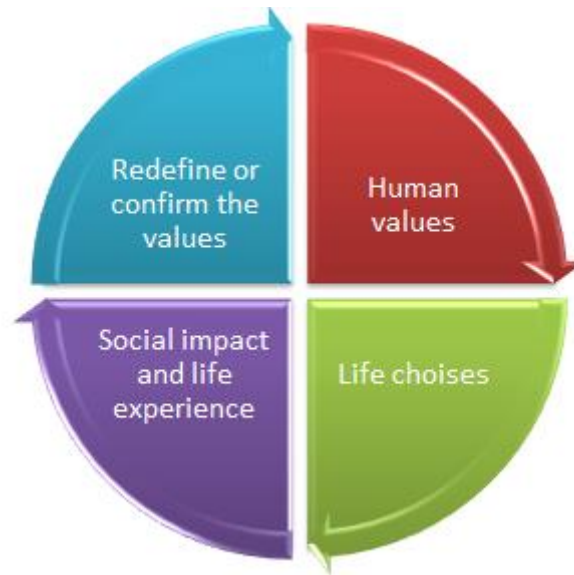


Figure 4. The treadmill of values affecting human life and behavior. After Schwartz (2006).

2.2 Consumer behavior

The main idea of consumer behavior is to explain what makes the consumers to do specific choices in their consumption and why they act as they do. This chapter explains consumer decision process. Simply put, consumer behavior is to investigate the consumers and their processes which they do to satisfy their needs.

It is important to understand consumer behavior when making a decent marketing strategy. It includes using new theories and strategies by making surveys and suggestions to meet the consumer expectations. According to Tim Friesner (2014) consumer behavior is "the study of consumers and the

processes they use to choose, use (consume), and dispose of products and services”.

There are several factors that have an influence on consumer behavior. These factors are psychological, personal, social, buyer's responses, cultural, environmental influences and marketing programs. These again can be connected into three factors; consumer, experiences and lifestyle that together build the buyer decision process (see appendix 1). (B2C Business to Consumer & Consumer Behaviour Marketing Strategy.)

This creates challenges for marketers. It needs to be found out how marketers can possibly affect the consumer's decision and to create marketing strategies based on researches. To research consumer behavior is very complex process but for marketers the understanding of the consumer behavior is very important so they can get the best possible benefit. (Friesner, 2014.)

Consumer behavior is studied both in terms of the population and individuals. By understanding the buying habits, it is possible to create products and produce services that are likely to please a large number of customers and advertise them in many ways to get the attention of the target market. The process is continuous because the needs of the consumers are changing all the time. (What Is Consumer Behavior?)

Consumer behavior and values

As mentioned earlier, the values affect the consumers' decisions. That's why marketing professionals are facing a challenge in terms of dividing people into segments and at the same time every consumer should be seen as a unique person as told before. Because of the uniqueness of the consumers, the marketers are in need of different variables for segmenting.

Modern customers are individual and unique. Consequently the understanding of the consumers' minds is more difficult. That's why the importance of new

and different variables in marketing, segmenting and consumer behavior is extremely necessary. (Firat & Schultz 1997, 187-188.) According to Kotler (2009), markets are changing faster than marketing and finally the markets are made by customers.

Understanding the usage of the values in marketing “in the form of resistance, alternative consumption approaches and downshifting” to understand the modern customer’s behavior (Szymigin 2003, 5). According to Allen (2006), it is possible that human values may have an indirect or direct impact on customer’s product buying process. One imaginary example of direct influence is that if a person values self- direction, independent travelling will please him/her more than package holiday. This is because a self-directed person is willing to plan his/her own travelling alone by using creativity and freedom during the travel unlike package holidays where everything is arranged and organized in advance. Thus, the self-directed person is not able to use own creativity in package holidays.

Allen (2006) underlines in his investigation that “human values significantly predicted product choice via tangible attribute importance. However, values also had a significant direct influence on product choice”. The figure 5 below demonstrates Allen’s point.



Figure 5. The traditional model of how human values influence product choice. (Allen, 2006.)

When customers begin to assess the practical importance of the product and the purpose of making piecemeal decisions, the values may influence the importance of the actual characteristics of the product. This can have an effect

on product selection. Also, the values may have an influence on a product choice directly if there are some symbolic meanings in the product. As then the customer's own decisions will step forward. (Allen, 2006.) After all, Allen (2006) summarizes: "consumers likely evaluate a product's utilitarian meaning via piecemeal judgment and symbolic meaning via affective judgment".

According to Beller etc. (2005), consumer behavior is more dependent on the long lasting values that people have rather than biological forces (e.g. age). Also, the values are formed for the most part on the basis of socio-cultural conditions.

Also, knowing the specific values of a certain group will help to define and understand value-based human groups but also to predict the behavior. Understanding to use this phenomenon can be a very profitable business. (Beller, 2005.) Thus, this brings us to the core of this study: finding out and revealing the value structure of an ice hockey fan.

Segmentation

Consumers are unique. Their needs differ from each other. Dividing consumers into different segments is needed because modern people know what they want, where they want, when they want and how they want something. Customers choose products and services which they value the most. The price does not affect the customers that much anymore. Companies need to provide the best profitable offer for the customers. Researching the markets carefully is the key for companies to find the best proposal. (McDonald & Dunbar 2004, 34.)

Segmentation is marketing to target groups by their known needs and wants. Segmentation includes market targeting and market positioning. Positioning means that a company has established actions and tailored them to fit segment's needs. Market segmentation and positioning is one key to a successful marketing strategy. The benefits of segment marketing against

mass marketing, according to Kotler and Keller (2009, 133-134), is that companies can provide “better design, prices, disclosure, and deliver the product or service and also can fine-tune the marketing program and activities to better deflect competitors’ marketing.”

The appendix 2 expresses the process of segmentation. First of all, the company has to define the markets that they are building their marketing strategy for and how their markets work. Market research helps companies to understand customers’ needs and to build a customer profile. Understanding the differences of customers can be very profitable. When decision makers and transactions are researched, the marketers are able to identify target segments. This leads to the company’s competitiveness and the marketers are able to create the best possible proposal for the customer. (McDonald & Dunbar 2004, 35 & 56-57.)

2.3 Marketing communication

Marketing, sponsorship and the 4P-marketing mix are explained through the key concepts. One P from the mix is promotion or marketing communication. Marketing communication is the most visible tool for the consumer. It contains advertising, public relationship, sponsoring, electronic communication with the consumer and for example direct marketing. Marketing communication is used in order to attract consumers and stakeholders to promote either products or the company itself. (De Pelsmacker, Geuens & Van Den Bergh 2010, 3.)

Communication mix contains many different tools to be used. It is important to design the marketing communications so that these tools are not in conflict with each other. Consistency and synergy are key factors to successful marketing. When thinking of a high-quality brand, every instrument used should be consistently marketed. Price, product, promotion and distribution should all have high standards. Synergy means that all instruments used in

marketing communications support each other. (De Pelsmacker, Geuens & Van Den Bergh 2010, 3-4.)

Traditionally marketing communication is understood as advertising but it is just one part of marketing communication. According to De Pelsmacker, Geuens and Van Den Bergh (2010, 3-4), advertising is mass communication that reaches big masses with media. Sponsoring is part of marketing communication but it differs from advertising. Sponsoring has a possibility to reach consumers of specific segments and it can be cultural, sports or charity sponsoring. (De Pelsmacker, Geuens & Van Den Bergh 2010, 3-4.)

Other tools are point-of-purchase like advertising the product in stores with lay-outs, merchandises and samples, for example. Public relations are all communication released for audience and stakeholders. Press releases are a part of public relations that should gain publicity. Press releases may lead to articles written by journalists. Consequently, bad publicity is possible. Direct marketing communications are personal messages for consumers such as feedback, leaflets and directed personal mails. Social media and marketing in social media have grown rapidly in the past decade which means that direct marketing has grown. (De Pelsmacker, Geuens & Van Den Bergh 2010, 3-4.)

Marketing communication creates a message, theme or image for the consumer. Marketing communications can be used in order to try to convince the consumer to buy a product, changing attitudes and building brand awareness. (De Pelsmacker, Geuens & Van Den Bergh 2010, 4.)

3 The research process

The figure 6 below expresses the research process of this thesis.

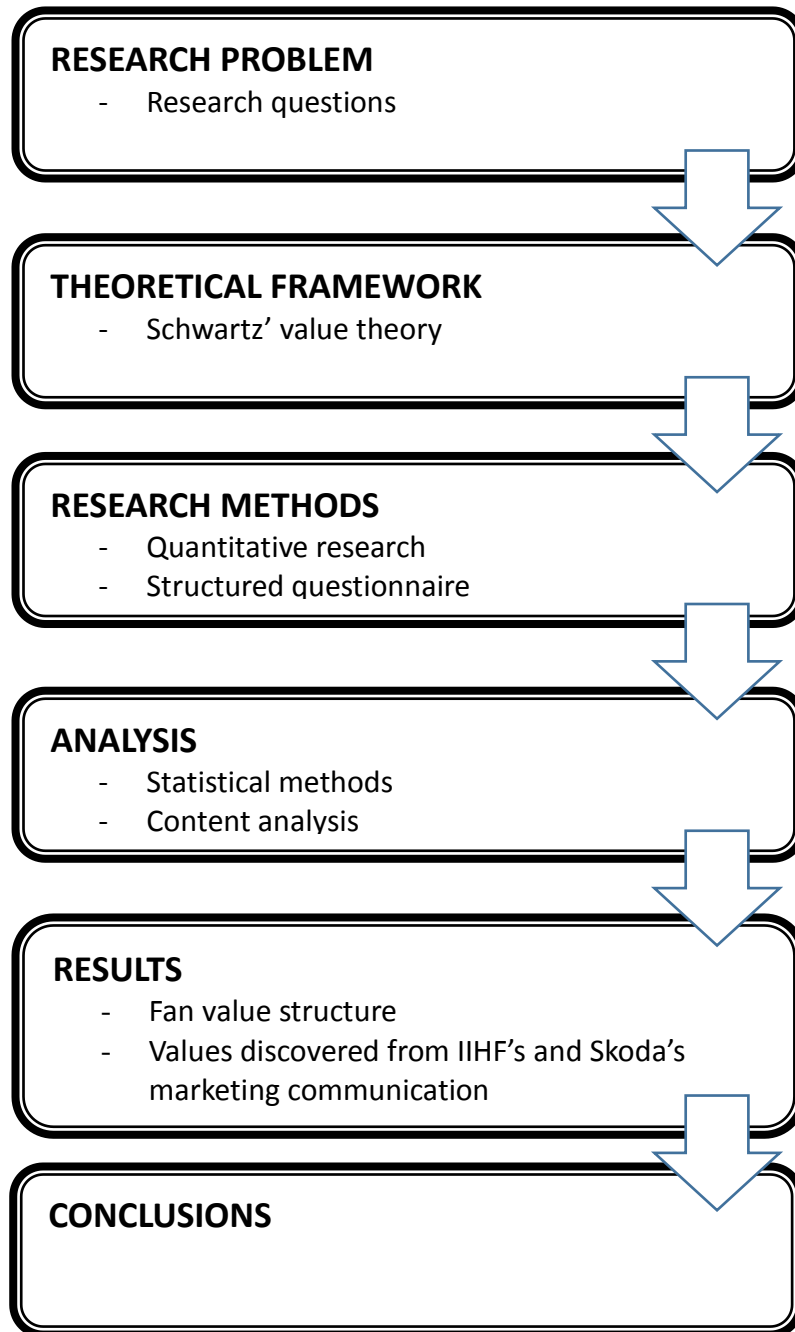


Figure 6. The research process of this thesis.

3.1 Implementing the research

The research was implemented during the IIHF World Championship in Helsinki (8.5. – 10.5.2012) and in Stockholm (9.5. – 14.5.2013). The data was collected by the group of sport business students from JAMK University of Applied Sciences. The total amount of answers collected was 763. The respondents were asked to answer in two-page questionnaire about how they feel about ice hockey and what kind of values they consider important. The respondents used approximately 10 minutes by answering the survey or about 20 minutes if an interview was included.

The research was implemented in the fan zones which were built right next to the arenas to serve hockey fans with different events and activities. The aim was to make sure that the respondents were actual ice hockey fans and interested in the event in order to get useful and meaningful answers.

The questionnaire started with the questions about the responder's nationality, age and gender (see appendix 3). The next questions were about the image of ice hockey (see appendix 4). This part was formulated by giving 40 different adjectives that the responder had to answer with his/her opinion on a scale one to seven about how strongly the following characteristics relate to ice hockey as a sport? Thus, there weren't right or wrong answers and this was underlined during the survey. The adjectives of the questionnaire were derived from Schwartz' ten basic values.

On the second page of the questionnaire the respondents had to answer in the question "How much is this person like you?" There were ten different persons described and the answer was made by ticking the best alternative between the options "Not like me at all – Very much like me". The goal of this section was to find out the personalities and the values of ice hockey fans. The respondent answered the questions by his/her personal description based on his/her own values and estimation about importance to himself/herself (See appendix 5). On the bottom of the second page was an open question where

responders had to tell the three most motivating reasons why he/she came to the fan zone.

The design of the questionnaire had been used already for example in the UEFA Euro Cup 2012 in Poland. The form of the questionnaire was discovered practical and it was suitable also for ice hockey.

3.2 Research methods

Quantitative research strives to generalize some phenomenon. Thus, the phenomenon needs to be understood so the measurements are possible to make. The characteristic of the quantitative research is to collect a target group that represents population concerned with the phenomenon. The material will be collected from the specific target group. (Kananen 2011a, 17-18.)

To get reliable results, it is necessary to collect a large amount of answers to make sure that they are a representative sample of a target group. Thus, the results analyzed from the target group represent the whole population concerned with the phenomenon. (Kananen 2011b, 72-73.) Quantitative research is based on positivism which target is to produce reasonable, reliable and generalized information. (Kananen 2011a, 18.)

According to Kananen (2011b, 100), some kind of habit is to collect at least one hundred observations to get enough data. However, the size of the sample depends on many factors like the structure of population, the needed data and the accuracy of the data.

The results of the quantitative research are presented with different tables and statistics. Distribution tables present how the answers are distributed with the alternatives. The distribution can be either numeric or percentual as against cross tabulation format is typically percentage. (Kananen 2011b, 101-103.)

The research method was quantitative. The population of this research was the ice hockey fans that were interested in the IIHF World Championships 2012 and 2013. Consequently, it was confirmed that the answers were useful and meaningful. As mentioned before the total amount of answers collected was 763. Thus, the amount of answers is enough large to get reliable research results.

Simple random sampling was used in this research to get the representative sample of population. Simple random sampling is a part of probability sampling method (Kananen 2011b, 95). The results of the research are analyzed and presented with different tables, statistics and figures. The goals of this research are achieved by using quantitative research method when analyzing the attributes of ice hockey and the values of ice hockey fans.

Structured questionnaire is also a positivist research method like quantitative research. A low level of attendance and high number of respondents are characteristics of this method. The questionnaire is a series of questions about the phenomenon asked from the respondents. With proper design and manage, the questionnaire will be effective and can be made about specific groups or populations. (Structured Questionnaires.)

Questionnaires are usually used in quantitative researches. Their aim is to collect a large range of information from the respondents. The questionnaire must be relevant and valid to get trustworthy information. If there are inappropriate questions or the questionnaire is not well-planned, the research may become valueless. Making a pretest among subset of the target group is a good way to make sure that the questionnaire is practical. (Structured Questionnaires.)

Postal questionnaire, telephone questionnaire, electronic questionnaire and personally administered are typical examples of different types of questionnaires. These questionnaires include different kinds of questions: contingency questions, matrix questions, closed ended questions and open ended questions. (Structured Questionnaires.)

As mentioned before, in this case the questionnaire was personally administered since the researchers collected the answers from the respondents personally. The questionnaire included closed ended questions and open ended questions.

3.3 Analysis

The Cambridge Business English Dictionary defines **statistical method** as “a way of studying information in the form of numbers and producing statistics” (Statistical method). Statistical methods were used when analyzing the values of an ice hockey fan. Also, the content analysis was used when analyzing the organizer’s and the Official Main Sponsor’s marketing communication actions. Statistical methods were also used when analyzing ice hockey fans’ values and the marketing communication messages of the IIHF and Skoda and inspecting if they are identical or not. Also the theories of segmentation and marketing communications, presented in chapter 2, were exploited in addition to the value theory.

Content analysis is defined by Dictionary.com as “analysis to determine the meaning, purpose, or effect of any type of communication, as literature, newspapers, or broadcasts, by studying and evaluating the details, innuendoes, and implications of the content, recurrent themes, etc.” (Content analysis.)

In this case, the content analysis was used when analyzing the values that the IIHF and Skoda communicated during the IIHF World Championships 2012 & 2013. The aim was to evaluate the possible values behind the marketing actions and communication of the organizer and The Official Main Sponsor. This method was chosen to get possible insights that can be compared with the fans’ values.

The base of the IIHF's marketing communication during the IIHF World Championships 2012 & 2013 is collected mainly from Mika Sulin's booklet *Event Look & Feel* (2013). Also, some messages of marketing communication actions are analyzed from the Internet. In addition, some findings are analyzed by our own experience since we both were part of the research group in the event to add an aspect of reality and practice. The marketing communication messages of Skoda are mainly collected and analyzed from the Internet. Skoda has listed their sponsorship activities in 2012 tournament in their website (Skoda Sponsorship Activities).

3.4 Reliability and validity of the research

In order to receive as truthful results as possible, the research must be evaluated strictly by its reliability and validity. So, the aim of the research is to get truthful and dependable results. Only then the quality of the research can be evaluated.

According to Kananen (2011, 109-110.) **reliability** can be measured by the stability and consistency of the results. Reliability means that if the questionnaire would be done again with the same persons in same kind of conditions the results would remain the same. Stability can be explained as the measurement of the results in the terms of time. Stability of a research can be raised by using the same questionnaire with same people in different time periods.

The results of this research were collected in two different IIHF Ice Hockey World Championships tournaments where all the interviewers were educated to minimize possible errors in the process. Sports Business School Finland have used this research structure before in mass sports events and have been able to develop working plan and reliable questionnaire basis for impact study. Also, the Sport Business School Finland's professional networks have

been used when designing and planning the research process. So, assistance from all quarters made the questionnaire effective and reliable. To prove the reliability of the research the material was collected in a right way since the interviewers were educated well. Also, the questionnaire was relevant with the research problem since the help of professional networks of Sport Business School Finland. The results were analyzed by using a computer program called Webropol (www.werbopolsurveys.com) that makes the margin of human mistakes smaller.

Validity of the research means that research questions are fulfilled and answered and the research measures right values. Validity can be divided into several categories but when thinking this research the most important categories are external validity and internal validity. (Kananen 2011, 123.)

External validity is often referred as the most important category of validity. External validity refers to generalization of the results to the population. (Kananen 2011, 123.) External study of this research was taken care in the beginning of the research. Population was considered to be more likely males (i.e. in most sport events researched by Sports Business School Finland). Research group hold a summary meeting after each day in order to find out if the amount of interviews indicate with the actual population inside the researched area. Therefore it was possible to collect results from specific groups to match the population correctly.

In order to get valid results, the right barometers have to be used for the purpose and the results need to be measured correctly. The factors of internal validity are used when making the research. These factors are content validity, theoretical validity and criterion validity. (Kananen 2010, 130-131.) In this case, the internal validity has been taken into consideration by carefully planning the research before and analyzing the results. The research was supported by Sports Business School Finland.

After all, in order to prove the reliability and validity of a research everything has to be taken in to consideration before by paying attention into validity and

reliability questions (Kananen 2011, 118). The theoretical framework of this thesis includes the theories that are used to support the key facts of the research. To guarantee the internal validity of the study, the implementation of the research, results and conclusions are expounded thoroughly.

4 Results

4.1 Fan value structure

The number of surveys collected by the researchers was 758. Most of the respondents who took the questionnaire were male (70,9 %) and the majority of the respondents were 25-34 years old. Table 1 presents that more than 58 % of the respondents were between 18-35 years old.

Table 1. Age of the respondents of the survey

Age:	Percentage:
18-24 years	26,70 %
25-34 years	31,91 %
35-44 years	22,83 %
45+ years	18,56 %

The fourth question explored how ice hockey fans experience ice hockey as a sport (See appendix 4). Table 2 below shows the five most linked attributes and the five least linked attributes to ice hockey. Fans had a scale of one to seven with seven as the most valued attribute. Thus, the highest possible score for one attribute is (7,00). Exciting received the highest average (6,11)

from the respondents, (fun 6,1), strong (6,05) and international (6,01) were the next. Ambitious was the fifth most linked attribute to ice hockey (5,90). The attributes with the lowest relation to ice hockey were boring (1,96), weak (2,59), cheap (3,01), routine (3,19) and formal (3,24).

According to Schwartz' human value theory, the attributes exciting and fun both belong to the group of openness to change. This means that the respondents are looking for excitement and fun etc. in their lives. These values in the openness to change -category mean that the respondents are looking for independency and self-direction. The attribute with the third highest average was strong and the fifth was ambitious. These attributes are indicative to group self enhancement. Self enhancement means that the respondents want to feel good about them and enhance their qualities and personalities and success in their lives. International refers to self-transcendence and to universalism.

The weakest attributes relating to ice hockey were boring, weak, cheap, routine and formal. This means that since ice hockey is exciting, fun and strong, it can't be related to these attributes in the same time.

Table 2. The strongest and weakest attributes related to ice hockey

Rank	Attributes	Average
1	Exciting	6,11
2	Fun	6,10
3	Strong	6,05
4	International	6,01
5	Ambitious	5,90

Rank	Attributes	Average
1	Boring	1,96
2	Weak	2,59
3	Cheap	3,01
4	Routine	3,19
5	Formal	3,24

The fifth question dealt with the personalities of the respondents. The question was "How much is this person like you?" and they answered on a scale from "very much like me" to "not like me at all". Altogether there were six alternatives from scale 1-6 (See appendix 5). Three of the answers stood out

clearly from the others. The respondents identified themselves most strongly with values hedonism, security and benevolence. See Table 3 for the top five average values of responses to the question that ice hockey fans identify in them. The values are in descending order by the average that people answered “very much like me”.

Table 3. Five most popular answers to “How much is this person like you?”

Rank	Description of value	Average
1	3. He/She really wants to enjoy life. Having a good time is very important to him/her.	5,03
2	7. He/She always wants to help the people who are close to him/her. It's very important to him/her to care for the people he/she knows and likes.	4,95
3	10. The safety of his/her country is very important to him/her.	4,92
4	6. He/She thinks it is important that every person in the world should be treated equally. He/She wants justice for everybody, even for people he/she doesn't know.	4,68
5	5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	4,66

Table 4 presents all the alternatives and the values behind them. The values are in a descending order by the percentage that people answered the question “very much like me”. Less than 26 % of the respondents identified themselves with values power, conformity and achievement that were the least popular as it can be seen in the table below.

Table 4. Percentages of the answers “very much like me” and the values behind the alternatives

Description of value	Very much like me	Value
3. He/She really wants to enjoy life. Having a good time is very important to him/her	40,08 %	Hedonism
10. The safety of his/her country is very important to him/her.	38,02 %	Security
7. He/She always wants to help the people who are close to him/her. It's very important to him/her to care for the people he/she knows and likes.	34,76 %	Benevolence
6. He/She thinks it is important that every person in the world should be treated equally. He/She wants justice for everybody, even for people he/she doesn't know.	29,07 %	Universalism
5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	21,36 %	Self-direction
4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.	17,51 %	Stimulation
8. He/She thinks it is important to do things the way he/she has learned from his/her family. He/She wants to follow their customs and traditions.	12,13 %	Tradition
1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.	8,93 %	Power
9. He/She believes that people should do what they're told. He/She thinks people should follow rules at all times, even when no one is watching.	8,53 %	Conformity
2. Being very successful is very important to him/her. He/She likes to stand out and to impress other people.	8,12 %	Achievement

Table 5 presents the top three core values of ice hockey fans and the strongest attributes they attached to ice hockey from scale one to seven. Respondents that answered “very much like me” to a hedonistic question had attached ice hockey most often with attributes exciting (6,39), ambitious (6,03), strong (6,27), tradition (6,00), fun (6,42) and international (6,13).

As against fans that valued security attached ice hockey with exciting (6,27), successful (6,02), ambitious (6,10), strong (6,24), fun (6,17) and international (6,23). Thirdly, benevolent fans selected exciting (6,32), successful (6,04), ambitious (6,18), strong (6,26), tradition (6,00), fun (6,32) and international (6,19). The average value of all attributes was 4,70.

In conclusion, the table 5 presents the top three values that fans have valued the most (see table 4) and the strongest attributes that those fans attached to ice hockey. Noteworthy is that attributes exciting, ambitious, strong, fun and international was attached with all top three values. In table 5, they are bolded.

Table 5. Most popular values of ice hockey fan and the attributes related to ice hockey

Core value (answered very much like me)	Strongest attributes to ice hockey (valued six or above)
Hedonism	Exciting, ambitious, strong, fun, international , tradition
Security	Exciting, ambitious, strong, fun, international , successful
Benevolence	Exciting, ambitious, strong, fun, international , successful, tradition

The total amount of Finnish respondents were 32,2 % (244) and other nationalities 67,8 % (514). The five most important attributes related to ice hockey for the Finnish respondents were ambitious (6,23 average), strong (6,08), exciting (6,05), international (6,02) and successful (5,91). Whereas the five most important attributes related to ice hockey from respondents from other nationalities were fun (6,37 average), exciting (6,13), strong (6,04), international (6,00) and traditional (5,78). See Figure 7 next page.

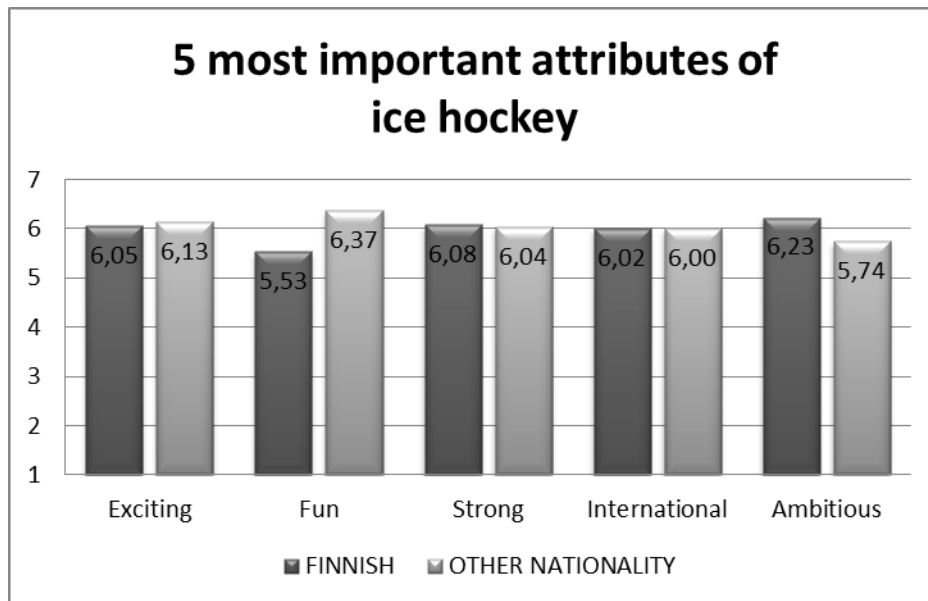


Figure 7. The differences between the responses of Finnish and other nationalities.

It can be seen that Finnish fans don't relate fun to ice hockey as much as other nationalities. The average within Finnish fans was 5,53. Other nationalities had the average for successful in 5,71 and Finnish with the attribute traditional in 5,79.

The three most important values among Finnish respondents were security (5,11), benevolence (4,98) and hedonism (4,81). The most important values among respondents from other nationalities were hedonism (5,13), benevolence (4,93) and security (4,83).

As we can see in the Figure 8 on the next page, the biggest differences between Finnish respondents and other nationalities is how they value security and hedonism. For the Finnish fans security is the most important value with the average of 5,11 as against for the other nationalities hedonism is the most important value with the average of 5,13. Security is valued to 4,83 and hedonism among other nationalities and hedonism to 4,81 for Finnish so the difference is noticeable. According to Schwartz' human value theory hedonism means "pleasure and sensuous gratification for oneself" and security can be seen as "safety, harmony, and stability of society, of relationships, and of self". (Schwartz 2006, 1-2.)

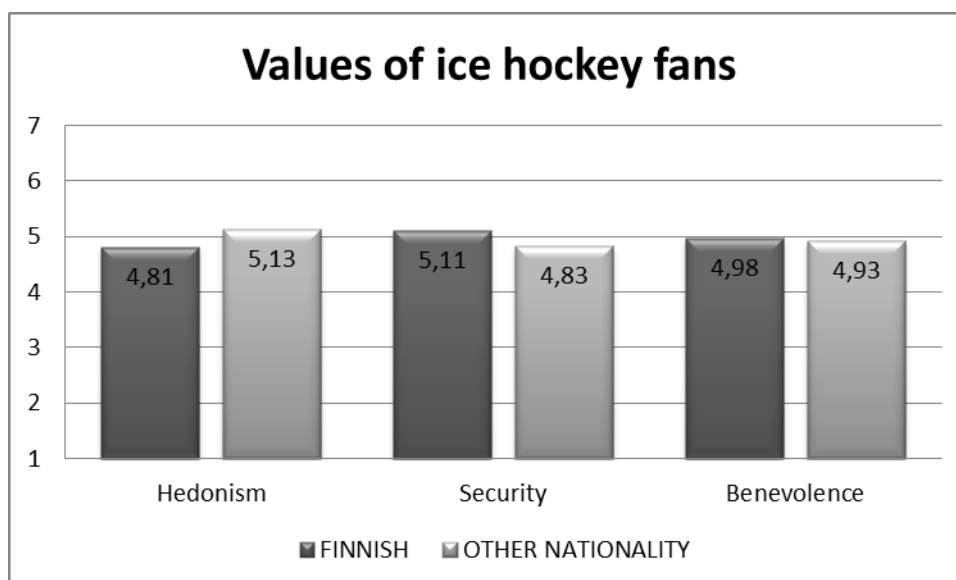


Figure 8. The three most important values of ice hockey fans.

Other differences in values between the Finnish fans and fans from other countries are in conformity which means “restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms”. (Schwartz 2006, 1-2.) Finnish fans valued conformity with an average of 4,25 and other nationalities with an average of 3,8. There is also a slight difference in the value of stimulation. Finnish respondents values stimulation with an average of 4,18 and other nationalities with an average of 4,42. This means that fans from other nationalities are for example more open to try new experiences and are looking for adventures.

4.2 IIHF’s marketing communication in the IIHF World Championships 2012 & 2013

The goal of the tournament organization was to create a visual identity that would give people a feel of a two-year event and bring together the host cities, Helsinki and Stockholm. The visual identity of the tournaments

was a star constellation based on the tournament slogan “Northern Stars of Ice Hockey.” In Finland the star was colored blue whereas in Sweden it was blue-yellow. Under the circumstances the usage of same design was very important to spectators and TV viewers so that they were able to separate both venues, but it still made it clear that everything was part of one big event. (Sulin 2013, 15.)

The slogan of the IIHF World Championships 2012 & 2013 was advertised in many ways over the host cities. For example the slogan was painted in buses that served teams and guests during the event. The slogan was also seen for example in flags, time counters, airports, event places and different decorative elements. (Sulin 2013, 48.)

In marketing communication “The Northern Stars of Ice Hockey” describes well the host countries. Both are located in north and are stars inside and outside the hockey rink (Jääkiekon MM2012: Tällainen on kisailme!). Considering the slogan with Schwartz’s value theory, two values are coming up. Firstly, “the Northern Stars” can be attached to the word international because the issue at stake is an international event and there are two different host countries. International refers to value universalism. “The Northern Stars” can also be attached to value achievement by attribute successful because both countries have succeed very well in ice hockey.



Figure 9. The slogan of the tournament in opening ceremony in 2012. (Sulin 2013, 40).

Different stars were the key elements of the visual identity. There were specialized stars called the Event Star, the Player Star, the Mascot Star and national emblems based on the Event Star, see figure 10 . (Sulin 2013, 16-19.)

The Event Star symbolizes “two great northern nations coming together to host a tournament for hockey fans from all over the world” (Sulin 2013, 16). It was planned to be the most distinctive element and immediate recognizable. It also had two other colour variations to represent each host country as mentioned before. (Sulin 2013, 16). The Event Star represents attributes international and colourful because of it’s fragments national colours and changeable because of its flexibility. International refers to value universalism whereas colourful and changeable to stimulation.

The Player Star illustrates “the anticipation and suspense present in all major hockey events” (Sulin 2013, 17). This star was used to create powerful visual impact and to give a very central role when used. Successful and strong are attributes that can be linked with the description. Under the circumstances the values linked with the Player Star are power and achievement.

The Mascot Star is designed from the Event Star featured with the Hockey Bird, the mascot of the IIHF World Championships 2012. The aim of the Mascot Star was to bind the Hockey Bird with the visual element of the event and to have an important role in branding the event. (Sulin 2013, 18.) The attributes and values of the Hockey Bird will be represented later.

The national emblems were reflected to each country's national colors. They were used to honour the participating countries and were used in games, locker rooms and team transportation buses. (Sulin 2013, 19.) So, these emblems are linked with attribute international that refers to universalism.



Figure 10. Star constellation based on the tournament slogan “Northern Stars of ice hockey. (Sulin 2013, 16-18).

The Official Mascot of 2012 tournament was designed by Finnish corporate behind the Angry Birds mobile application called Rovio Entertainment. Mascot is called the Hockey Bird and it was the first time that Rovios' character came out from mobile applications to real life. The mascot attached to the Angry Birds brand was a big step for the organizers. They were able to receive global visibility through their mascot since Rovio and their application is globally well known. The mascot wore a helmet within the Northern Lights theme. Since the Angry Birds had spread worldwide among youngsters, the IIHF was able to receive visibility among their young consumer group. The Hockey Bird was also a key element in the official merchandise sales and other sponsors used it in their consumer activation. (Infront Hockeybird.)

The Official Mascot for the the IIHF Ice Hockey World Championship 2013 was called Icy. Icy represented also the colors of the Northern Stars of Ice Hockey visual identity and wore a blue helmet during the tournament. Icy's name was selected through a competition where fans were able to suggest a name to this mascot. (Mascot Icy.)

The Hockey Bird's target was to raise international visibility but at the same time educate consumers that Rovio is a Finnish based company where ice hockey is a major sport. Because of the international brand behind the mascot and well-known character worldwide, the Hockey Bird represents universalism in Schwartz' value theory. Icy and the Hockey Bird belongs to the group called openness to change and more specifically attached to value stimulation since it was trendy, fun and exciting. The mascots wore a helmet during the tournaments so they also represent security in Schwartz' value theory. The mascots were also very dynamic since they were dancing on stands and playing in official pictures. Dynamism is related also with stimulation value.

International Ice Hockey Federation has strict rules for every event hosted under the organisation. The IIHF's brand asset contains four IIHF base colours. Red (named IIHF Passion), dark blue (IIHF Force), light blue (IIHF Victory) and blue (IIHF Heritage). In males tournament the IIHF uses IIHF Men (blue, same as IIHF Force) also as a secondary color. The IIHF's two other primary colors used are IIHF Decision (black) and IIHF Justice (white). The IIHF advises logo designers to "focus on the official colour palate, to bring coherency and the IIHF brand value to your event." (IIHF Competition Branding 12.)

The logos for the 2012 and 2013 World Championship tournaments were very similar. Base color used was IIHF Heritage with two blades, white IIHF text, a puck and year and event organizing countries and cities names in it. In the logo used in 2012 colors of Finland were in the blade up and on top of the puck and colors of Sweden in the blade below and on the bottom half of the puck. The logo for 2013 was very similar but since Sweden and Stockholm hosted the final rounds the colors were upside down so that Swedish colors

were on top and Finnish colors on the bottom half. (IIHF Competition Branding 10-13.)

The IIHF uses these base colors in every material used in the tournaments such as booklets, giveaway products, adverts etc. It is important for the IIHF that logo has some clear space for it in material so the logos will be more effective. (IIHF Competition Branding 10-13.)

The IIHF has named their brand asset base colors as passion, force, victory and heritage. It can be said that since the IIHF communicates through logos and these colors, these colors are part of the IIHF's brand image. Victory can be linked with successful that can be related with value achievement and force can be seen also as strong that relates with value power. Passion in Schwartz' value theory is referred to hedonism and stimulation. Heritage can be seen traditional and in Schwartz theory part of conservation.

The logos for the 2012 and 2013 IIHF Ice Hockey World Championships (see figure 11) were very similar. They contained flags of Finland and Sweden, neutral grey blades, white background under the logo and black text and Heritage blue under the puck, blades and flags. The flags can be linked with an attribute international and according to Schwartz' value that represents universalism.



Figure 11. The official logos of both tournaments. (IIHF World Championship logos.)

For both tournaments the IIHF created a Fan Zone outside Hartwall Arena. The Fan Zone was called as Hockey Garden. Every game during the tournament was shown on the screens in the area and it was free for fans that wanted to feel the atmosphere around the Arena. Hockey Garden offered activities for fans. They had DJs and live artists during the tournament, interviews, Finnish Hockey Hall of Fame Exhibition, partner expo area and face painting and photo taking for minors. (Hockey Garden Hartwall Arena.)

In 2013 the Globe Arena also put up a Fan Zone just outside the Arena. Fan Zone in Stockholm offered live music, shooting ramps, interviews, robot goalies and a Sport Bar where to watch games and listen to interviews from players. The idea was to create an event to remember also outside the hockey games itself. (Fan Zone Globe Arena.)

These Fan Zones were made for fans to have fun together at the event. The fans from different countries were together doing different activities so the place was ideal for social intercourse. The IIHF and the organizers wanted to create an event to be remembered. These Fan Zones and brought fans together and feel the hockey atmosphere free even without game tickets. All hockey fans were welcome there so the attribute broad-minded is needed to

mention. Exciting and fun are attributes that can be linked with atmosphere. Fan Zones were decorated with the flags and jerseys of participating countries. This can be linked with attributes international and colourful. So, the IIHF represented values universalism, self-direction and stimulation through the Fan Zones in Globe Arena and Hartwall Arena.

The table 6 on the next page puts together the communication tools that were analyzed from the IIHF, the attributes that was discovered during the content analysis and thirdly, the values that match to discovered attributes. Most popular values in the IIHF's marketing communication messages were universalism (mentioned five times), achievement and stimulation (both mentioned three times). These results will be compared with fan values chapter five.

Table 6. Results of the content analysis of the IIHF's marketing communication messages

IIHF's marketing communication messages during the event		
Communication tool	Attributes	Values
Slogan	International, successful	Universalism, achievement
Visual element (stars)	International, colourful, changeable, successful, strong	Universalism, stimulation, power, achievement
Mascots	International, trendy, fun, exciting, dynamic, safe	Universalism, stimulation, security
Logos	Successful, strong, passion, traditional, international	Achievement, power, tradition, universalism
Fan Zone	Free, broad-minded, exciting, fun, international, colourful	Universalism, self-direction, stimulation

4.3 Skoda's marketing communication in the IIHF World Championships 2012 & 2013

As mentioned earlier in this thesis, Skoda has been the Official Main Sponsor of the IIHF Ice Hockey World Championship since 1993. The company holds "Guinness World Record for the longest sponsorship of a world championship (Infront Sports & Media)". Skoda's CEO and Chairman of the Board Winfried Vahland has announced publicly that sponsoring the IIHF World Championships has been an important factor when creating Skoda's brand image. (Skoda Sponsorship Activities.)

Skoda's logo has been in the center of the rink and on the boards for more than two decades. Skoda owns an exclusive on under-ice advertising so no other brand may locate on any position on ice. Skoda represents two product placements in every arena. There are two cars in two corners outside of the rink in the range of main TV camera. Thus, almost every time there was at least one Skoda ad or product to see in TV. This is a good example about a combined product and brand promotion that emphasizes coverage of the Official Main Sponsor. After the final game of the tournaments as part of the official closing ceremony, Skoda places two cars in bully circles and the board members of Skoda honor the MVP of the tournament with a special trophy. (Skoda Sponsorship Activities.) Consequently, it can be said that this kind sponsoring is efficient, traditional and successful. Tradition in Schwartz' human value theory is an attribute for conservation and efficient and successful are attached to achievement. Board-advertising, under-ice advertising and product placement form a completeness that is called as "inside arena advertising" in this thesis (see figure 12).



Figure 12. Inside arena advertising in Hartwall Arena 2013. (Hartwall Arena sai uuden mediakuution – tuttu NHL:stä.)

Skoda also has traditionally been sponsoring the national teams of Czech Republic and Slovakia. The teams are branded as Skoda Teams. (Skoda Sponsorship Activities.) Skoda comes originally from Czech Republic so they want to support their local team in the international competition. Traditional, loyal and international marketing communication can be noticed at the same time. The fact that Skoda is supporting national team from their original roots can be linked to the attributes loyal. Loyal refers to benevolence which means that Skoda wants to be seen as a brand that supports the team that Czechs and Slovaks support. Traditional is attached to value tradition, loyal to value benevolence and international to value universalism.

Skoda also gave away merchandise such as flags, stickers and helmets in their Fan Zone expo area. (Skoda Sponsorship Activities.) This is a fun way for the fans to support the team and Skoda. Fans may not even have realized that they are promoting Skoda also when waving their flags and wearing helmets, because it is fun and pleasures them. The attribute pleasant in Schwartz' value theory is attached to hedonism and fun to stimulation. Flags can be linked to attribute international that is attached to universalism and helmets to safe that is attached to security. Giving merchandises to fans is also very traditional habit for Skoda during the event so this tradition is

attached to value conservation. Merchandise give-aways can also be linked to attribute youthful since the Skoda promoters are youthful and enthusiastic. Youthful and enthusiastic can also be attached to value stimulation.

Car presentation is one of the most important marketing ways for Skoda during the event. In both locations, the Hartwall Arena and the Globe Arena, Skoda was able to choose strategically well-places positions for car exhibitions, see figure 13 below. (Skoda Sponsorship Activities.)



Figure 13. Car presentation.

In the 2012 championships, Skoda presented first time the model Skoda Citigo. During the event, 45 Skoda Superb Combis were moving around Helsinki and Stockholm carrying the IIHF officials, organizers, sponsors, guests and goods. (ŠKODA Jääkiekon MM-kisojen pääsponsorina jo 20. kerran.) This marketing way was about to demonstrate the product in use and to convince people of top quality, smart solutions and price-value relationship that Skoda is well-known for. (Skoda Sponsorship Activities.)

This kind of marketing is seen traditional and conservative but also successful since it represents the best of Skoda. Attributes traditional and conservative are linked to value tradition and successful to value achievement.

Skoda is also giving ice hockey fans an opportunity to be a hockey star. Company arranged a photo promotion called “Become a Hockey Star!” where fans were able to take photos of themselves, edit their faces to photo background taken in real game, and to download it to Facebook for their friends to see. (Skoda Sponsorship Activities.)

Photo promotion is trendy, fun, exciting and colorful. According to Schwartz’ value theory, these attributes are linked to stimulation. This promotion was also creative which can be linked to self-direction and since it was operated online in social media, it brought people internationally attached to Skoda, so this marketing communication can be attached to universalism also. The name of the promotion can also be linked with attribute successful and strong since “hockey star” can be linked with success but also power. Success is attached to value achievement and strong to value power. “Become a Hockey Star” can also be attached with broad-minded since the promotion gives everyone all ages a possibility to be a star. Broad-minded is linked with value universalism.

Nevertheless, the trendiest marketing tool for Skoda in the World Championships was called the iPuck. In iPuck fan had a chance to be a goalkeeper and stop pucks that a robot shot. (Skoda Sponsorship Activities.) This game was made to attract the ice hockey fans to visit Skoda’s area and it surely is a fun way to do it. Game itself can be seen very innovative and creative that refers to self-direction in the human value theory. Also attributes fun, exciting and youthful can be linked with the game. They are attached to value stimulation.

Table 7. Results of the content analysis of Skoda's marketing communication messages

Skoda's marketing communication messages during the event		
Communication tool	Attributes	Values
Inside arena advertising	Traditional, efficient, successful	Conservation, achievement
Team advertising	Traditional, international, loyal	Tradition, universalism, benevolence
Merchandise give-aways	Pleasant, fun, international, safe, traditional, youthful, enthusiastic	Hedonism, stimulation, universalism, security,
Car presentation	Traditional, conservative, successful	Tradition, achievement
Photo promotion	Trendy, fun, exciting, colorful, creative, international, successful, strong, broad-minded	Stimulation, self-direction, universalism, achievement, power
iPuck	Innovative, creative, fun, exciting, youthful	Self-direction, stimulation

The table 7 puts together the communication tools that were analyzed from Skoda, the attributes that was discovered during the content analysis and thirdly, the values that match to discovered attributes. Most used values in the Official Main Sponsor Skoda's marketing communication messages were universalism, achievement and stimulation (all mentioned three times).

Tradition and self-direction were mentioned two times. These results will be compared with fan values chapter five.

5 Conclusions and discussion

These results provide useful information about the organizer, the Official Main Sponsor and the fans. This thesis presents the fan value structure and the differences and similarities between these values compared to the values that the IIHF and Skoda used in their marketing communication. These results will offer variables that can be used when using fan values in international ice hockey event marketing communication.

5.1 Fan values and ice hockey

The five attributes with the strongest relation to ice hockey were exciting, fun, strong, international and ambitious. Three most popular values among the respondents were hedonism, security and benevolence. Universalism was valued as fourth. Hedonistic and benevolent fans linked all these five attributes to ice hockey. The fans who valued security also considered ice hockey with the attributes exciting, fun, strong, international and ambitious. Thus, the image of ice hockey remains very much the same despite the top fan values (see table 5). Consequently it can be said that marketing communication that describes ice hockey with attributes exciting, fun, strong, international and ambitious would affect the most of ice hockey fans with a positive manner.

There were some differences between the nationalities. Finnish fans listed ambitious as the strongest attribute attached to ice hockey with an average of 6,23 as against respondents from other nationalities had the average of 5,74 (see figure 7). Even bigger difference is with the attribute fun. Other nationalities listed it with an average 6,37 as against the Finns related it to ice hockey only with an average of 5,53. There is also a difference with a value security. The Finnish fans consider security as the most important value as against other nationalities consider security only as third important (see figure 8). Also, the value hedonism was considered as the most important value amongst other nationalities (5,13) as against the Finnish fans valued it as the third (4,81).

To sum up, the nationality seems to have some effect with fan values and attributes linked to hockey. Finnish ice hockey fans consider ice hockey more ambitious and value security more than other nationalities. On the other hand, the other nationalities consider ice hockey funnier and value hedonism more than Finnish fans.

5.2 Comparing the IIHF's marketing communication with fan values

The marketing communication that the IIHF used in the World Championships 2012 and 2013 had both similarities and differences comparing to the attributes and values that ice hockey fans represented. The most related attributes to ice hockey by respondents were exciting, fun, strong, international and ambitious. The IIHF used the attribute international in all of the five studied marketing communication tools. Amongst the fans, it was the fourth most linked attribute to the ice hockey as a sport. The IIHF used attributes successful and colorful through three of their marketing communication tools. The attribute successful was highly related to ice hockey

amongst fans who valued security and benevolence and amongst Finnish fans.

These attributes were not the main attributes linked to ice hockey amongst all fans. Strong, fun and exciting were the third, fourth and fifth highest attributes linked to ice hockey by the respondents. IIHF's marketing communication used these attributes via mascots, Fan Zones, logos and visual elements (see table 6).

The three most important values amongst the ice hockey fans were hedonism, security and benevolence. The main values that the IIHF communicated through the studied marketing tools were universalism (mentioned five times), achievement and stimulation (both mentioned three times). By comparing to the fans the IIHF did not have a marketing communication tool that would communicate through hedonism. Universalism which the IIHF communicated through the most was the fourth highest value among the respondents, stimulation was sixth and achievement was the least appreciated value (see table 4).

If the fan values and the values that IIHF communicates would match better, the IIHF's marketing communication could be more effective. During the event the IIHF communicated during a lot through universalism that was only the fourth appreciated value among the fans. The IIHF should concentrate on building their marketing communication more around the values that fans appreciate the most, like hedonism.

Since the international ice hockey fans relate attributes such as exciting, fun, strong, ambitious and international, the IIHF should concentrate to use this more actively in their marketing communication. The IIHF could improve their marketing communication by using more attributes like exciting and ambitious.

5.3 Comparing Skoda's marketing communication with fan values

The main values that Skoda communicated during the IIHF World Championships 2012 & 2013 through inside arena advertising, team advertising, merchandise give-aways, car presentation, photo promotion and the iPuck were universalism, achievement and stimulation (mentioned three times). The most used attributes that Skoda used in the mentioned communication messages were traditional (mentioned four times), successful, international and fun (mentioned three times).

The attribute traditional was linked with inside arena advertising, team advertising, merchandise give-aways and car promotion. However, there are some differences between different fans that relate traditional to ice hockey. The fans that value hedonism and benevolence and also the fans with different nationalities relate the attribute traditional strongly to ice hockey. Attributes successful, international and fun were linked with photo promotion. Successful was also used in inside arena advertising and car promotion. International was used also with team advertising and fan merchandise give-aways. As for fun, it was also used with fan merchandise give-aways and iPuck.

As mentioned before, the top five attributes that fans related to ice hockey were exciting, fun, strong, international and ambitious. Skoda used those attributes in their marketing communication very variably. The studied six communication tools used attributes fun and international three times. The attribute exciting was used twice but the attributes strong and ambitious were not used.

The main values amongst the ice hockey fans were hedonism, security and benevolence. Skoda used these values through the studied communication tools only once per each. The main values that Skoda used in their marketing communication were universalism, achievement and stimulation. These values amongst fans were not very popular. Ice hockey fans valued

universalism as fourth place, stimulation as sixth and achievement as last, or the tenth place (see table 4).

To conclude, Skoda's communicated values did not exactly match with fan values. If the values would match the messages that Skoda wants to communicate, the messages would probably be noticed better. By improving marketing communication with fan values, the image of Skoda could become more effective amongst ice hockey fans.

Skoda should use more values hedonism, security and benevolence in in different marketing communication channels to get their messages more effective. Also focusing more on attributes that fans relate to ice hockey the most would benefit Skoda to gain more attention amongst ice hockey fans.

5.4 Discussion

Marketing is changing as it can be seen from this thesis. Using human values in marketing communication of international ice hockey events is challenging and needs to be researched more. The IIHF and Skoda communicated through different values in their marketing communication and those values didn't really match with the fan values. It can be said that values are quite permanent in human lives even if the environment changes around the respondents. Because of that, the IIHF and Skoda should pay attention on their marketing communication.

Also the attributes attached to ice hockey by fans differed from the values that the IIHF and Skoda communicated through. If the IIHF and Skoda could bring more attributes that fans relate to ice hockey into their event marketing communication, they would be able to attract more consumers and build brand awareness.

The results build up the fan value structure that can be used when using human values in marketing communication. Knowing modern consumer gives marketer a possibility to market directly to this person by communicating through persons values. If a consumer finds out that the brand communicates through the same values, the consumer will more likely face positive reactions about the brand.

This thesis offers clear and reasoned responses to all the research questions. The questionnaire was relevant with the research problem and it provided results that it was meant to provide. The content analysis was made carefully. The research data was also carefully processed and analyzed from the perspectives of the main theories. Thus, the achieved results were reliable.

5.5 Future research

This research affords interesting and maybe a little bit surprising results about the values of ice hockey fans and values that the IIHF as an organizer and Skoda as the Official Main Sponsor communicated during the IIHF World Championships 2012 & 2013. Thus, the research opened some questions for future research. The collected data itself includes a lot of useful information about ice hockey fans that could be used in many different researches. Also, making the same research in the future for different sports or different nationalities and/or cultures would give reasonable information for event organizers and for spokespersons of sponsors.

There were no shocking differences in values between the Finnish and other nationalities. That's why it would be interesting to see that would there be more differences between some other nationalities or cultures. Also, it would be interesting to study people that don't have any interests on ice hockey. If there would be differences, then the ice hockey is the reason that unites the people.

References:

- Allen, M. W. 2006. A dual-process model of the influence of human values on consumer choice. *Journal of Consumer Marketing*. Referred 20.8.2014.
http://pepsic.bvsalud.org/scielo.php?pid=S1984-66572006000100002&script=sci_arttext
- B2C Business to Consumer & Consumer Behaviour Marketing Strategy. N.D. Viitattu 15.7.2014.
http://www.launchengineering.com/Consumer_Marketing.htm.
- Beller K., Patler L. & Weiss, S. M. 2005. *Consistent consumer: predicting future behavior through lasting values*. Chicago, USA: Dearborn Trade, A Kaplan Professional Company. Referred 20.8.2014. janet.amkit.fi. Janet-kirjastotietokanta.
- Car Presentation. N.d. Referred 10.11.2014. <http://www.skoda-sidl.com/fileadmin/history/activities.html>
- Content analysis. Referred 3.12.2014.
<http://dictionary.reference.com/browse/content%20analysis?s=t>
- Coupe d'Europe 1965/66. N.D. Referred 10.6.2014.
<http://www.hockeyarchives.info/Europe1966.htm>
- De Pelsmacker, P., Geuens, M. & Van Den Bergh, J. 2010. *Marketing Communications; A European Perspective*. Referred 3.7.2014. janet.amkit.fi. Janet-kirjastotietokanta.
- Fan Zone Globe Arena. N.d. 29.10.2014.
http://www.iihf.com/competition/352/news/news-singleview-2013/?tx_ttnews%5Btt_news%5D=7794&cHash=991c813340b871cf61111816cfa3bd6c
- Fill, Chris. 2009 *Marketing Communications; Interactivities, Communities and Content*. Referred 1.7.2014. janet.amkit.fi. Janet-kirjastotietokanta.
- Firat A. F. & Schultz, C. J. 1997. From segmentation to fragmentation. *Markets and marketing strategy in the postmodern era*. *European Journal of Marketing*. 1997. Referred 20.8.2014.
<http://itu.dk/~petermeldgaard/B12/lektion%204/From%20segmentation%20to%20fragmentation.pdf>
- Friesner, T. 2014. *Defining Consumer Behavior* 8.5.2014. Referred 15.7.2014.
<http://www.marketingteacher.com/what-is-consumer-behavior/>
- Harimo, A. & Laine, K. 2013. *THE BRAND IMAGE OF ICE HOCKEY : Case: IIHF Ice Hockey World Championships 2012*. Thesis. JAMK University of Applied Sciences. <http://urn.fi/URN:NBN:fi:amk-2013060713446>

Hartwall Areena sai uuden mediakuution – tuttu NHL:stä. 2.5.2013. Referred 10.11.2014. <http://www.mtv.fi/sport/jaakiekko/uutiset/artikkeli/hartwall-areena-sai-uuden-mediakuution-tuttu-nhlsta/3720550>

Hockey Garden Hartwall Arena. N.d. Referred 29.10.2014. http://www.iihf.com/competition/352/news/news-singleview-2013/?tx_ttnews%5Btt_news%5D=7667&cHash=e684bda96f0afea86eb777cc848ad8cb

IIHF Paris and Cologne. N.d. Referred 24.6.2014. http://www.iihf.com/home-of-hockey/news/news-singleview/?tx_ttnews%5Btt_news%5D=7948&cHash=7a6623149704d50493cbb736da659bdb

IIHF Medallists. N.d. Referred 16.6.2014. <http://www.iihf.com/iihf-home/history/all-medallists/men/>

IIHF Timeline N.d. Referred 12.6.2014. <http://www.iihf.com/iihf-home/history/the-iihf/timeline/>

IIHF World Championship logos. N.d. Referred 25.10.2014. http://www.sportslogos.net/logos/list_by_team/1696/IIHF_World_Championship/

Infront Hockeybird. N.d. Referred 29.10.2014. <http://www.infrontsports.com/news/2012/04/angrybird-turns-hockeybird-2012-iihf-ice-hockey-world-championship-and-rovio-join-forces-to-delight-hockey-fans/>

Infront Sports & Media. N.d. Referred 14.7.2014. <http://www.infrontsports.com/case-studies/iihf-and-skoda-sponsorship/>

Jääkiekon MM2012: Tällainen on kisailme! N.d. 26.10.2014. <http://www.infrontsports.fi/en/presscenter/uutisarkisto/uutistarkennus/article/jaekiekon-mm2012-taellainen/621/>

Kananen, J. 2010. Opinnäytetyön kirjoittamisen opas. Jyväskylä: Jyväskylän ammattikorkeakoulu.

Kananen, J. 2011a. Kvantti: Kvantitatiivisen opinnäytetyön kirjoittamisen käytännön opas. Jyväskylän Ammattikorkeakoulun Julkaisuja – sarja.

Kananen, J. 2011b. Rafting through the Thesis Process: Step by Step Guide to Thesis Research. Publications of JAMK University of Applied Sciences.

Koljonen, S. 2013. Values and marketing communication with fragmented markets : Case study in the UEFA Euro Cup 2012. Thesis. JAMK University of Applied Sciences. <http://urn.fi/URN:NBN:fi:amk-2013060713462>

Kotler, P., Armstrong, G., Harris, L.C. & Piercy, N. 2013. Principles of Marketing. London: Prentice Hall. Referred 1.7.2014. <http://janet.amkit.fi/>, Janet-kirjastotietokanta.

Kotler, P., Keller, K., Brady, M., Goodman. & Hansen, T. 2009. Marketing Management. Referred 30.6.2014. janet.amkit.fi. Janet-kirjastotietokanta.

Mascot Icy. N.d. Referred 29.10.2014. http://www.iihf.com/home-of-hockey/news/news-singleview/?tx_ttnews%5Btt_news%5D=7301&cHash=0594a39717b75b1c48dfec488fdf0a3a

McDonald M. & Dunbar I. 2004. Market segmentation. How to do it. How to profit from it. Referred 19.10.2014. Oxford: Elsevier Butterworth-Heinemann.

Mennander, A. & Mennander, P. 2003. Leijonien tarina. Helsinki: Ajatus kirjat.

Mullin, B., Hardy, S. & Sutton, W. 2007. Sport Marketing. Referred 30.6.2014. <http://books.google.fi/books?id=0Lo5EFcres4C&printsec=frontcover&hl=fi#v=onepage&q&f=false>. Google Books.

Schwartz, S. H. 2006. Basic Human Values: An Overview. The Hebrew University of Jerusalem.

Skoda Finland. N.d. Referred 16.10.2014. <http://www.skoda.fi/uutiset/Pages/skoda-jaakiekon-mm-kisojen-sponsorina-jo-20-kerran.aspx>

ŠKODA Jääkiekon MM-kisojen pääsponsorina jo 20. kerran. 5.7.2012. Referred 3.11.2014. <http://www.skoda.fi/uutiset/Pages/skoda-jaakiekon-mm-kisojen-sponsorina-jo-20-kerran.aspx>

Skoda Sponsorship Activities. N.d. Referred 16.10.2014. <http://www.skoda-sidl.com/fileadmin/history/activities.html>

Sponsorship – Skoda. N.d. Referred 14.7.2014. <http://new.skoda-auto.com/en/experience/sponsorship>

Statistical method. Referred 3.12.2014. <http://dictionary.cambridge.org/dictionary/business-english/statistical-method?q=statistical+method>

Stats special: Abroad players by continent. N.d. Eliteprospectsin tilasto suomalaisista pelaajista ulkomailla. Referred 10.6.2014. http://www.eliteprospects.com/stats_by_continent.php?NationID=2&filter=Show+stats&continent=EU

Structured Questionnaires. Referred 3.12.2014. http://www.historylearningsite.co.uk/structured_questionnaires.htm

Suomalaisseurojen kansainvälistyminen väistämätöntä. 6.2.2009. Referred 10.6 2014.

[Http://www.mtv.fi/sport/jaakiekkosmliiga/uutiset.shtml/2009/02/795685/suomalaisseurojen-kansainvalistymisen-vaistamatonta](http://www.mtv.fi/sport/jaakiekkosmliiga/uutiset.shtml/2009/02/795685/suomalaisseurojen-kansainvalistymisen-vaistamatonta).

The history of ŠKODA. N.d. Referred 14.7.2014.

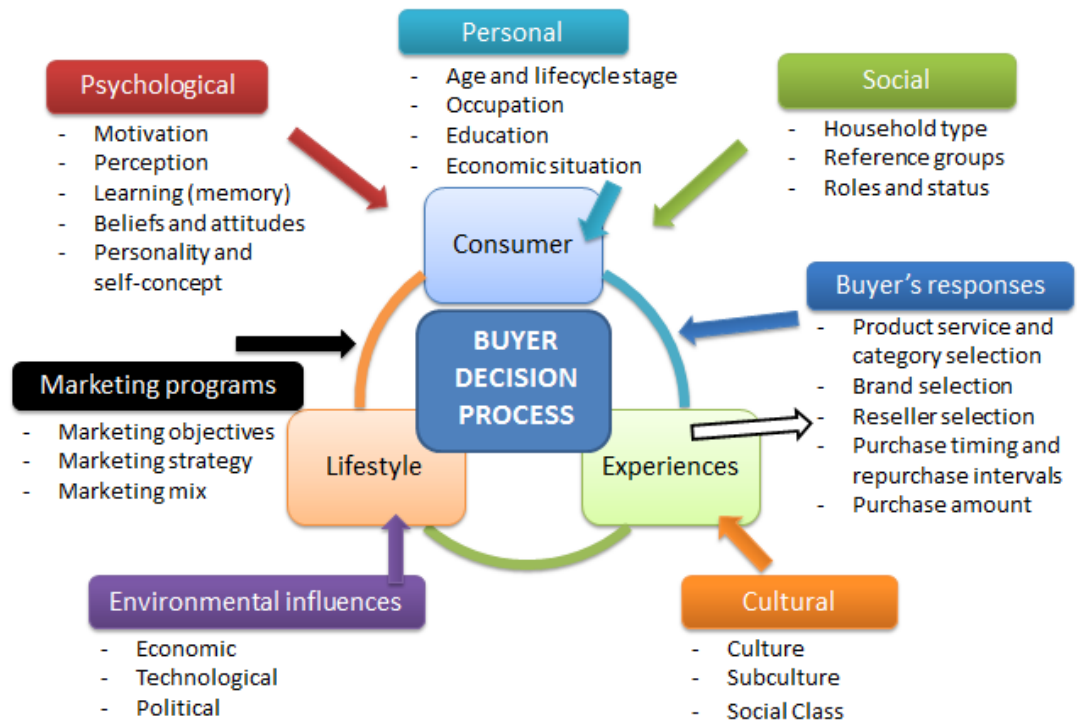
<http://www.skoda.co.uk/skoda-history>

What Is Consumer Behavior? N.d. Referred 15.7.2014.

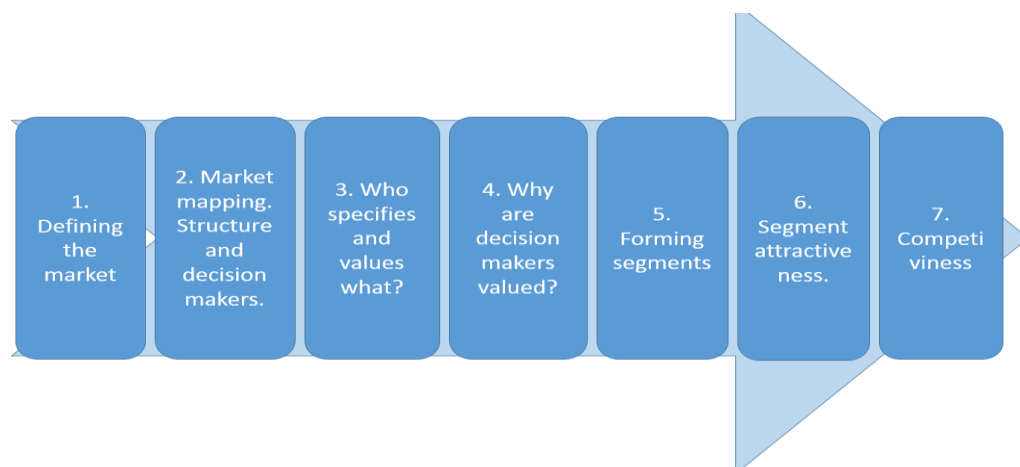
<http://www.wisegeek.com/what-is-consumer-behavior.ht>

Appendices

Appendix 1. Buyer Decision Process. (B2C Business to Consumer & Consumer Behaviour Marketing Strategy.)



Appendix 2. The process of segmentation. Figure made based on the segmentation theory by McDonald and Dunbar, 2004, 56-57.



Appendix 3. IIHF World Championships 2012 & 2013 questionnaire form
(page 1)



VALUES BEHIND ICE HOCKEY

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

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

Thank you for your participation!

1 Nationality:

- Finnish
- Other nationality

2. Age:

please choose ▾

3. Gender:

- Male Female

4. In your opinion, how strongly the following characteristics relate to ice hockey as a sport?

Appendix 5. IIHF World Championships 2012 & 2013 questionnaire form (page 3)

5. How much is this person like you?

	Very					
	Not like me at all	Not like me	A little like me	Somewhat like me	Like me	much like me
1. He/She likes to be in charge and tell others what to do. He/She wants people to do what he/she says.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Being very successful is very important to him/her. He/She likes to stand out and to impress other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. He/She really wants to enjoy life. Having a good time is very important to him/her.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. He/She looks for adventures and likes to take risks. He/She wants to have an exciting life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. He/She thinks it's important to be interested in things. He/She is curious and tries to understand everything.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. He/She thinks it is important that every person in the world should be treated equally. He/She wants justice for everybody, even for people he/she doesn't know.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. He/She always wants to help the people who are close to him/her. It's very important to him/her to care for the people he/she knows and likes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. He/She thinks it is important to do things the way he/she has learned from his/her family. He/She wants to follow their customs and traditions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. He/She believes that people should do what they're told. He/She thinks people should follow rules at all times, even when no one is watching.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The safety of his/her country is very important to him/her.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What are 3 most motivating reasons for you to come to the Hockey Garden fan zone today?

1.

2.

3.

