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**Volunteer Tourism at Sport Events**  
**Cases:**  
**Winter Olympic Games 2014;**  
**2014 Ice Hockey Under-18 World Championship**

Bachelor's Thesis 2014

## **Abstract**

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Volunteer Tourism at Sport Events, Cases: Winter Olympic Games 2014 & 2014 Ice Hockey Under-18 Championship, 52 pages, 7 appendices

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This is a research-based thesis about volunteer tourism, which focuses on sport events' volunteers. The purpose of the thesis was to find out, who are the volunteers of the analyzed events and what drives them to do voluntary work.

The theoretical part of the thesis concentrates on the concepts of event tourism, sport tourism and volunteering. In addition, it gives general information about analyzed events, including information about volunteers of those events. The information for the theoretical part was gathered from literature, magazine articles and Internet sources. The second part of the thesis is the research. The data for this part was gathered through several questionnaires with volunteers and an interview with one of the event organizers.

As a result of the research, the portrait of the people, who travel in order to volunteer at sport events, was drawn. In addition, the research found out the motivation and the expectations of the volunteers. Moreover, ways of improving volunteers' quality of work are suggested. Finally, the research was focused on the future plans of the voluntary workers, showing their possibility to volunteer again. This helps to see whether volunteers' movement has a chance to be developed in the future.

Keywords: Volunteering, Volunteer Tourism, Event, Sport Tourism, Special Event, the Olympic Games, Ice Hockey Under-18 World Championship, Research, Motivation

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## 1 Introduction

Volunteering is becoming more popular all over the world. It is an essential part of our lives and quite a lot of people participate in the voluntary activities. However, not so many researches were done about this form of tourism. Basically, this is one of the reasons, why this topic was chosen. In my opinion, volunteering is worth researching, as it is good to know why people volunteer and what could attract them to participate in voluntary activities.

One of the reasons, why people volunteer might be possibility to travel around the world without spending a lot of money. Usually volunteer tourists are provided with benefits, such as free accommodation or food. So it can be thought that quite many volunteer tourists find motivation in possibility to travel and save money. However, currently there are a lot of ways of earning money and travelling, not just working as a volunteer. The examples of these opportunities are Work & Travel, Au Pair, AISEC, etc. However, volunteer programs are still successful and it is important to understand why.

Additionally, it is interesting to find out, what people expect from volunteering. Quite a lot of people have to spend some money in order to travel and volunteer, so they might have some expectations of this form of tourism. Usually people have several expectations from travelling including seeing the attractions, meeting new people and understanding foreign cultures. Do the volunteer tourists have the same expectations? If not, what kind of expectations do they have? This is one of the questions that will be considered while conducting the research.

The idea of this thesis is to emphasize the importance of volunteering in our lives. When talking about the events, almost all of them need the help of volunteers. This study will mainly concentrate on the people who volunteer at the sport events. Sport events have been chosen because sport tourism is very popular nowadays and a lot of events happen every year all over the world. It is easy to find an event that could be analyzed, that is why the sport event tourism was chosen to conduct the research. As I am Russian who studies in Finland I was particularly interested to analyze the events that take place in these coun-

tries. In the year 2014 several big events are organized both in Finland and in Russia. It was decided to analyze two of them: Winter Olympic Games and IIHF U18 World Championship.

When talking about volunteer programs, we usually think about long-term programs that last for about 3 months or even more. In comparison, sport event's volunteering usually lasts for about 2-3 weeks. On the one hand, it is not very time-consuming, so many people may be able to participate in it. On the other hand, volunteer tourism at the sport event might be not as popular as special volunteer programs. Usually, if there is an opportunity to travel, a lot of people would prefer to spend more time in a new destination rather than spending only a couple of weeks. This research will show what kind of people prefer to travel for a short period of time in order to volunteer and what benefits volunteers can find in this form of tourism.

The research method of this report is quantitative, because the interest lies in acquiring the relevant statistics of volunteers of the sport events. The main research tool employed in the thesis is a questionnaire. Therefore, there is a need for a rather big sample so that the results of the research are reliable. It was expected to find around 100 respondents. Quantitative research requires a theoretical framework to compare the actual results with, so the first step of the study is analyzing the existing theory on the subject.

This way, chapter 4 provides an overview of volunteering, the roles of volunteers in tourism and the outcomes of tourism volunteering for participants, organizations and society. In addition to volunteering, theoretical part will describe event tourism and sport tourism, focusing especially on the sport event tourism. Moreover, the analyzed events will be introduced in chapters 5 and 6.

The main research problem of the thesis work is motivation of the volunteers of different cultures. In order to solve this research problem several research questions were formed which are the following:

- How did you find out about a possibility to become a volunteer?
- Have you ever been a volunteer?
- Why would you like to become a volunteer of the event?

- What are your expectations of a volunteering period?

Additionally, the volunteer portrait will be drawn with the help of the following questions:

- What is your gender?
- How old are you?
- What is your city of residence?
- What is your employment status?

In order to find out the answers for those questions several questionnaires and an interview were organized. Chapter 7 gives an introduction of the research and the results may be found in the chapter 8.

## **2 Event tourism**

This chapter will introduce event tourism and will be focused on special events. In order to give a better idea of the special events, their types will be introduced. In addition, the analyzed events will be classified by their types.

So, every event is an outcome produced by a team that is led by the Event Leader (Goldblatt 2008, p. 6). In addition, according to Holmes & Smith (2009, p. 29) events are classified as a type of temporary attraction.

There are different types of events, which will be introduced in the following chapters.

### **2.1 Special events**

To begin with, special events will be defined. So the term 'special events' describes the events that include specific rituals, presentations, performances or celebrations. These events are created to mark special occasions or to achieve certain social, cultural or corporate goals and objectives. Special events can include national days and celebrations, unique cultural performances as well as major sporting competitions. (McDonnel, Allen, & O'Toole 1999, p. 10.) Special events perform a big role in society, and they have existed throughout human history in all times and all cultures.

Common categories of special events are mega-events, hallmark events and major events. Additionally, regional and local events will be briefly introduced in the next chapters.

### **2.2 Mega events**

Mega events are those events that are very large. They usually affect economies and reverberate in the global media. They include Olympic Games and World Fairs. According to Getz (1997, p. 6) the volume of the event should exceed 1 million visits and its reputation should be of a 'must see' event, in order to be considered a mega event. (McDonnel et al. 1999, p. 11.) By this definition, Sochi 2014 Olympic Games is definitely a mega event. According to Holmes &



Smith (2009, p. 30) mega events typically involve large numbers of volunteers and require sophisticated volunteer management systems and procedures.

### **2.3 Hallmark events**

Hallmark events are events that become identified with the spirit or ethos of a town, city or region (McDonnel et al. 1999, p. 11). According to Goldblatt (2008, p. 11), hallmark events may be defined as major fairs, expositions, cultural and sporting events of international status which are held on either a regular or a one-off basis. Classic examples of hallmark events are the Carnival in Rio de Janeiro, the Tour de France and the Oktoberfest in Munich (McDonnel et al. 1999, p. 12).

### **2.4 Major events**

Major events are events that, by their scale and media interest, are capable of attracting significant visitor numbers, media coverage and economic benefits. Many top international sporting championships fit into this category, and are increasingly being sought after and bid for by national sporting organizations and governments in the competitive world of international major events. (McDonnel et al. 1999, pp. 12-13.) These event organizations usually have a paid workforce that is supported by large numbers of volunteers to deliver the event (Holmes & Smith 2009, pp. 30-31). Taking this information into consideration, it can be concluded that World U18 Hockey Championship is a major event, as it is one of the top international sporting championships. Perhaps it is not very famous, however it is important for the sport industry.

### **2.5 Regional & local events**

These types of events have the ability to attract some tourists but are smaller in scale than major events. Regional events rely heavily on a volunteer workforce, and may even be managed by a volunteer committee. Talking about local events they are the smallest scale events and they are often completely run by volunteers. Many local community festivals would fall under this category. (Holmes & Smith 2009, p. 31.)

### 3 Sport tourism

Sport tourism, according to Hudson (2003, p. 2) includes:

*Travel away from one's primary residence to participate in a sport activity for recreation or competition, travel to observe sport at the grassroots or elite level, and travel to visit a sport attraction'.*

Therefore, sport tourism may be defined as travelling for non-commercial reasons, to participate in or observe sporting competitions away from the home range (Weiler & Hall 1992, p. 147).

For many cities sport is seen as a new niche market, and those cities receive encouragement to obtain major sport events (Hudson 2003, p. 9). The events that are analyzed in this report can be examples of the previous statement. Sochi, Lappeenranta and Imatra are small towns, which have not hosted a lot of events. These towns are not very famous around the world, generally only local people know them. According to Weiler & Hall (1992, p.149), sport events may have a major impact on regional economies, and on the prestige and image of destinations. It can be proved by the materials from the Workbook Sochi 2014. It states that there are lots of examples of how the Olympic and Paralympic Games have significantly changed the image of the city, its infrastructure and economy. For example, Barcelona became a famous touristic resort after hosting the Olympic Games (Workbook Sochi 2014). Probably, after the sport events, Sochi, Lappeenranta and Imatra will be more famous around the world, and these towns will have an opportunity to obtain more sport events afterwards. Thus, city of Sochi will host Formula 1 Grand Prix in October 2014 (Formula 1 2014) and FIFA World Cup in 2018 (Sochi City Guide 2014).

Sport tourism occupies a significant niche within the special interest travel market. Sports tourists, both as participants and as observers, may contribute substantially to the economic impacts of tourism at specific locations and at certain times of the year. The continued growth of mega-events will see sports tourism become increasingly important as a justification for urban development. (Weiler & Hall 1992, pp. 150-151.)

As for sport events, according to Hudson (2003, p. 49), they are a major component of sport tourism, and perhaps the most significant in terms of tourist numbers and economic impact. The sport tourism event category refers to those sport activities that attract a sizable number of visiting participants and/or spectators. From the destination's perspective, sport event tourism is the development and marketing of sport events to obtain economic and community benefits. Visitor types vary depending on the sport event, and some are obviously more spectator driven than the others. Events designed to attract large numbers of spectators can bring thousands or even millions of dollars into a local economy. Furthermore, these sport tourism events have the potential to attract non-resident media and technical personnel such as coaches and other sports officials. (Hudson 2003.) There is no doubt, that the Olympic Games can be an example of such sport activity. It attracts a lot of sportsmen, their coaches and relatives. Moreover, huge amount of spectators visit the Olympics in order to watch competitions.

However, smaller participatory events, such as tournaments or marathons, can also be advantageous, particularly for small towns or not very populated regions. Since participatory events often make use of existing infrastructure and volunteer labor, they can be relatively inexpensive to host, thereby yielding high benefit-to-cost ratios. Furthermore, participatory sport events have been shown to be an effective way to attract new visitors and to generate return visits. (Hudson 2003, p. 9.) World Under-18 Hockey Championship is definitely an example of such event. It makes use of existing infrastructure (local ice halls, hotels) and it attracts volunteers. For sure, it will attract new visitors and it might help develop tourism in South Karelia region.

To conclude this chapter, sport events away from home can have an appeal based on uniqueness or their quality. This generates personal and interpersonal benefits when combined with escaping from the familiar and routine, which make it a worthwhile expenditure of time and resources (Hudson 2003).

## 4 Volunteering

This chapter introduces the concept of volunteering. It includes different definitions of volunteering as well as definition of the term 'volunteer tourism'. In addition, current volunteering trends will be introduced. These trends include different world statistics regarding, for example the gender of volunteers, their employment status and average amount of people from different countries, who participate in the voluntary activities. In addition, possible sources of gathering volunteers will be listed.

To begin with, the volunteer comes from the Latin word for 'one who is willing', i.e. someone who is prepared to help the others, with not thinking about getting any material benefit for their work and assistance (Sochi 2014C). According to Holmes & Smith (2009, p. 4) the UK Government's National Survey of Volunteering and Charitable Giving defines volunteering as:

*Any activity which involves spending time, unpaid, doing something which aims to benefit someone (individuals or groups) other than or in addition to close relatives, or to benefit the environment (Low, Butt, Paine, & Smith 2007, p. 10).*

In other words, volunteering means giving unpaid help through communities or organizations in order to help other people or benefit the environment. Currently, volunteering is globally seen as an indicator of civic engagement and social capital, and in addition it is an activity that should be encouraged (Holmes & Smith 2009, pp. 4, 7). Basically, anyone can become a volunteer as there are different kinds of work that require different people with different skills (Pozdeeva, Timofeeva, Yassenitskaya, Mishina, Dmitrieva, & Egorov 2013).

Talking about volunteer tourism, it combines volunteering and travelling and is a phenomenon which has recently grown in scale and scope (Holmes & Smith 2009, p. 12). Wearing (2001, p. 1) gives the following definition to volunteer tourists:

*Those tourists who, for various reasons, volunteer in an organized way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environments, or research into aspects of society or environment.*

In addition, Holmes & Smith (2009) suggest that volunteers make valuable contributions across tourism. They also state that volunteer tourists travel large distances to volunteer and contribute to the environment and societies around the world.

In general, women are more likely than men to volunteer (Holmes & Smith 2009, p. 10). The world statistic proves this statement and shows that 75% of the volunteers are women. Around 15% are retired people and around 5% of the volunteers are students. Currently volunteering is not very popular in Russia. For some people it is still something very unusual and only 1.5% of the population of Russia participates in the voluntary activities. In comparison, 33% of the population of Ireland, 30 % of the German residents, 26% of Japanese people and 19% of French population are voluntary workers. According to the same statistics, most of the Russian volunteers are young people. (Pozdeeva et al. 2013, pp. 87-89.)

According to Holmes & Smith (2009, p. 8), there is a clear life stage effect to volunteering. Tourism volunteering can attract younger and older age groups. Retired people often have a desire to remain busy and socially active, and this is the reason why they participate in voluntary activities. However, retired people might be restricted by health and mobility issues. Young people typically have a lower interest in volunteering, but their voluntary work is often connected to educational requirements and the desire to gain working experience and enhance their career perspectives. (Holmes & Smith 2009, p. 8.)

Volunteers are gathered from a wide variety of sources. According to McDonnell et al. (1999, p. 86) these sources are:

- Universities and colleges of further education;
- Community and special interest groups;
- People, who have worked on previous events;
- Retired and senior volunteer programs for people over 55;
- Religious groups;
- Community service programs;
- Alumni groups;

- Senior centers and retirement homes;
- Professional organizations.

Nowadays, there are additional ways to find volunteers. They include publications in the media and the Internet.

Volunteers are the lifeblood of many events. Without volunteers it would be complicated for the events to exist. (Goldblatt 2008, p. 129.) Events organizations require a large workforce for a short period of time. There is a period of rapid hiring before the event, a labor-intensive workload during the event, and dismissal after the event. (Holmes & Smith 2009, p. 32.) So, hiring volunteers is the best option for the events organizations, as usually they are flexible and they understand that the workload is usually time-limited.

## **5 The Olympic Games**

The Olympic Games are the biggest international sport competitions, which are organized every four years since 1896. However there were no Games during 1<sup>st</sup> and 2<sup>nd</sup> World Wars. The first Winter Olympic Games were organized in 1924. Until 1994 Winter and Summer Olympics were held in the same year, but since 1994 Winter Olympic Games have been held 2 years later than Summer Olympics. (Workbook Sochi 2014.) The Olympics usually attract a lot of tourists, due to the fact that the Games are identified as once-in-a-lifetime opportunity for spectators (Hudson 2003).

### **5.1 XXII Winter Olympic Games**

The 2014 Olympic Winter Games is the first time that the Russian Federation has hosted the Winter Games; the Soviet Union hosted the 1980 Summer Games in Moscow. The host city Sochi has a population of 400,000 people and is situated in Krasnodar, which is the third largest region in Russia. The games were scheduled to take place 7 to 23 February 2014. (Official website of the Olympic Movement 2013.)

The mission of Sochi 2014 was to stage the most innovative Games ever and show the whole world a new image of Russia (Sochi 2014D). Thereby, the

Games were organized in two clusters: a coastal cluster for ice events in Sochi, and a mountain cluster located in the Krasnaya Polyana Mountains. This made it one of the most compact Games ever, with around 30 minutes travel time from the coastal to mountain cluster. (Official website of the Olympic Movement 2013.)

## **5.2 History of volunteer movement**

Volunteering at a mega event is usually a 'once-in-a-lifetime' experience (Holmes & Smith 2009, p. 30). According to Sochi 2014 website (2014) volunteers that take part in preparing and staging the Olympic and Paralympic Games are known as Olympic volunteers or Games volunteers. Volunteers help create that special Olympic atmosphere; they are the face of the Games (Sochi 2014C).

Since the Olympic Games in 1952 in Helsinki, the help of volunteers is widely used. Over two thousand young volunteers are mentioned in the official report on the Games: 1,617 boys and 574 girls, 130 of whom took part in the entertainment programmes, while the rest worked as couriers. No data is available about how old the volunteers were in those days, however it is known that the oldest volunteer was aged 50. (Sochi 2014A.)

Four years later, 3,500 volunteers came to Melbourne. In the same year, at the Winter Olympics at Cortina d'Ampezzo, military service personnel acted as volunteers, and this became a tradition that would continue in the years to come. But while the army was engaged mostly in maintaining order and safety, there were also individuals, who were working at the Games as guides and translators voluntary. (Sochi 2014A.)

The 1980s saw a huge surge in the Volunteer Movement: at Lake Placid in 1980 there were 6,700 volunteers, and at Los Angeles in 1984 - 29,000. The Volunteer Movement has taken on new dimensions with every passing Games: at the Athens Olympics there were 60,000 volunteers, while in Sydney there were 47,000. In 2004 a new record was set for the Olympic Volunteer Movement - 160,000 people applied to be volunteers. In order to select the 60,000 volunteers required, personal interviews were conducted with each applicant.

All the Greek nationals were interviewed in person, while the overseas applicants (roughly a third of the total) had telephone interviews. (Sochi 2014A.)

The 21st century is the century of modern technology, which had an effect on the Olympic Movement. In 2006 a special internet portal was launched for the first time. It helped the organizers to recruit 20,000 volunteers for the Olympic Games in Turin. Creating this kind of web pages became the norm in the upcoming years. (Sochi 2014A.)

At the Beijing Games in 2008 more than a million people wanted to become volunteers. Only half of them, 500,000 people were recruited. The main criterion of the selection process was knowledge of English, since the key problem facing most of the competitors and spectators at the Games was that they did not know any Chinese. 70,000 people helped stage the Olympics, while 30,000 helped with the Paralympics. The remaining 400,000 worked in the information points set up around the city. (Sochi 2014A.)

The 29,500 volunteers for the Winter Games in Vancouver were chosen from about 60,000 applicants from 140 different countries, who submitted online application forms. Being a resident of Vancouver or the surrounding area was a distinct advantage during the selection process, since the Vancouver 2010 Organizing Committee could not provide volunteers with accommodation. (Sochi 2014A.)

The Organizing Committee for the London Games had to assess 240,000 applications, which were submitted during a three-month volunteer recruitment drive, in order to find the 60,000 volunteers they needed. A title of "gamesmakers" was created for the volunteers in London, underlining the important role they play in staging successful Olympic and Paralympic Games. (Sochi 2014A.)

### **5.3 Volunteering at the XXII Winter Olympic Games**

According to Timofeeva (2013, p. 54), there were more than 180,000 people who applied for volunteering at the Olympic Games. However, the organizational committee has chosen only 25,000 (Timofeeva 2013, p. 54). The Organizing Committee for the Games required 12,000 general volunteers, 8,000 specialists



working in particular sectors, and 5,000 volunteer athletes. For the first time in the history of the Games, volunteers were recruited and trained at 26 Volunteer Centres throughout the country, which means that absolutely anyone wishing to become part of Olympic and Paralympic Games history were able to do so, no matter which corner of Russia they came from. (Sochi 2014A.)

#### **5.4 Benefits of volunteers**

Volunteers of the Games did not earn money, but accommodation and food were provided (Timofeeva 2013, p. 55). In addition, all the successful volunteers from the foreign countries got visa support if it was needed. An agreement was signed with every volunteer of the Games, setting out the forms of cooperation with the Organizing Committee for the Games, along with each side's mutual obligations. The Organizing Committee offered the volunteers hot food during their shifts, a uniform, and transport tickets between the Olympic venues in the host city for the Games. (Sochi 2014C.)

#### **5.5 Training**

According to Goldblatt (2008, p. 130) all volunteers must be trained. He also suggests that the training should not be time-consuming, but it must be comprehensive. There were 2 training sessions in the volunteers' centers throughout Russia. One of them gave basic information about the Games and venues, and the other informed about the certain functional area, its tasks and responsibilities. In addition, there was one more training session in Sochi a couple of days before starting the work. Moreover, all the volunteers had a chance to participate in on-line English course.

#### **5.6 Functional areas**

According to Sochi 2014 (2014B) the volunteers could work in the following functional areas:

- Transport
- Medical services
- Technology

- Ceremonies
- Doping-Control
- Servicing the delegation
- Press operations
- Accreditation
- Services
- Servicing events
- Arrivals and Departures
- Language services
- Sport
- National Olympic and Paralympic committees services
- Olympic and Paralympic Family Services
- Protocol

### **5.7 Organizational structure**

According to previous chapter (5.6) the organizational structure of the event is functional. A functional structure departmentalizes employees by their function (McDonnell et al. 1999, pp. 70-71). Each of the function has its own manager.

In addition, there is an organizational committee. A committee is composed of staff with appropriate skills. Moreover, a committee is usually applied in large organizations responsible for annual events which need expertise that crosses functional lines. Its main advantage is flexibility. (McDonnell et al. 1999, pp. 72-73.)

## **6 Youth Hockey Under-18 World Championship**

This chapter gives a short introduction of the event and its history. In addition, it explains in detail the volunteering process of the event.

### **6.1 General information**

The event is organized by the Finnish Ice Hockey Association, host towns and local hockey clubs. Finnish Ice Hockey Association was established on 20<sup>th</sup> of

January 1929. It is a member of the International Ice Hockey Federation (IIHF). The association includes 428 clubs and more than 67,000 registered players. Ice Hockey is the most popular sport in Finland, so around 40,000 games are played in one season. (Finnish Ice Hockey Association 2014A.) Taking this information in the consideration, it can be stated that U18 World Championship is a significant event for Finland, especially for South Karelia region.

## **6.2 Volunteering at the event**

In order to organize the event, 200 volunteers were needed (Puputti 2014). As the organizers announced, volunteering at the event was a unique opportunity to see, how an international competition is organized, to find out more about hockey and to meet people from the sport industry (Finnish Ice Hockey Association 2014B). In addition, volunteering is an opportunity to meet not only sportsmen but also the other volunteers and probably to make new friends.

## **6.3 Portrait of a volunteer**

According to Finnish Ice Hockey Association (2014B), volunteers are expected to have the following characteristics. Firstly, they should be at least 16 years old. Next, they should be friendly and energetic. In addition, knowledge of foreign languages is required. There are special requirements for some of the tasks, for example IT skills or ability to drive a car.

## **6.4 Selection process**

The deadline for application was on 20<sup>th</sup> of December 2013. The interviews for the volunteers were organized in January and training sessions were organized in March and April.

Volunteers' work shifts were planned to be drawn up in March. Some of the tasks began as soon as the teams arrived at the competition venue, starting from 12<sup>th</sup> of April. That is why the applicant should have been prepared to be available from 12<sup>th</sup> to 28<sup>th</sup> of April. Volunteers were provided with the uniform and food if the shifts took more than 6 hours. However, the expenses for traveling or accommodation were not paid. (Finnish Ice Hockey Association 2014B)

## **6.5 Functional areas**

As stated on the Finnish Ice Hockey Association's web-page (2014C), the volunteers of the event could work in different functional areas:

- IT
- Medical services
- Doping control
- Spectator services
- Security and safety
- Teams' assistance
- Games' operations
- Participants' services and support
- Off ice officials
- Judge assistant.
- Ceremonies
- Statistics
- Maintenance
- Ticket sales
- Transportation
- VIP services.

## **6.6 Organizational structure**

According to McDonnell et al. (1999, p. 69), the majority of event organizations have a small number of staff. Simple structure was used to organize this event.

In case of simple organizational structure, the decision making is centralized with the manager, who has total control over all the activities of the staff. This is the most common structure in small event organizations because it is flexible and easy to understand. In addition, it has clever accountability – the manager is accountable for all the activities of the event. Because of this flexibility, members of staff are expected to be multi-skilled and perform various functions. (McDonnell et al. 1999, pp. 69-70.)

On the other hand, functional structure can be adapted to this case. Functional structure departmentalizes employees by their function. According to McDonnell et al. (1999, pp 69-70) the advantages of a functional structure can be summarized as follows:

- Staff become expert in their particular specialization;
- Duplication of equipment and expertise is avoided;
- Staff feel comfortable working with fellow specialists in their department;
- The organization can become more effective and more efficient.

McDonnell et al. (1999, pp. 70-71) state that multi-skilling strategies can be used to rotate staff through different functional departments and regular meetings between all functional departmental heads will ensure clear communication is maintained.

## **7 Research**

To begin with, this research is a field study, as new information will be found out. Next, primary data is used. Primary data is original data collected for the first time to answer specific questions. The examples of primary data, which are used in the research, are questionnaires and an interview. In addition to an interview, there were totally three quantitative researches done online. In order to find out needed information, three on-line questionnaires were created: two surveys for the Olympic volunteers and one survey for the ice-hockey volunteers.

The data collection method that was used is online survey. It is fast and easy to analyze. In addition, storing data online is quite safe. The survey was launched on Survey Monkey platform. SurveyMonkey is the world's most popular online survey software. It makes creating polls and survey questionnaires easy for learning about anything from customer satisfaction to employee engagement. Its Analyze tool helps to turn survey data into insights and create professional reports. (Survey Monkey 2014.) This tool enables users to create, edit and analyze surveys free of charge on special conditions. In addition, it allows observing the statistics in graphs, diagrams and percentage.

## 7.1 Research method

Quantitative research method was applied in the thesis work. According to Business Dictionary (2014), quantitative research can be defined as:

*The use of sampling techniques (such as consumer surveys) whose findings may be expressed numerically, and are amenable to mathematical manipulation enabling the researcher to estimate future events or quantities.*

According to USC Libraries (2014) quantitative research deals in numbers, logic and the objective, focusing on logic, numbers, and unchanging static data and detailed, convergent reasoning rather than divergent reasoning.

Its main characteristics are:

- The data is usually gathered through the structured research tools.
- The results are based on larger sample sizes that are representative of the population.
- The research study can usually be replicated or repeated, given its high reliability.
- Researcher has a clearly defined research question to which objective answers are sought.
- All aspects of the study are carefully designed before data is collected.
- Data are in the form of numbers and statistics.
- Project can be used to generalize concepts more widely, predict future results, or investigate causal relationships.
- Researcher uses tools, such as questionnaires or equipment to collect numerical data.

The main aim of a quantitative research study is to classify features, count them, and construct statistical models in order to explain what is observed. (USC Libraries 2014.)

## 7.2 Questionnaire

It was decided to use questionnaires in order to make this research. According to Brotherton (2008, pp. 134-135), the structured questionnaire is likely to be the preferred option in situations where the sample is located in different geo-

graphical areas and can only be accessed by some kind of remote communication. In this case, communication through the Internet was done.

Brotherton (2008, pp. 133-134) states that unstructured, open-ended questions are commonly used as follow-ups to the structured, closed questions in order to obtain information on the reasons for people's responses to the closed questions. On the other hand, because the respondents have to think about and physically write responses in these cases, it is more difficult and time-consuming than answering a question where the response options are given and they only have to tick a box. (Brotherton 2008, pp. 133-134.) Because of this, the questionnaire for the volunteers contains both closed and open-ended questions. Basically, there is only one totally open-ended question, while some of the questions have both options. This gives the respondents possibility not only to choose one of the given answers, but also to create their own options.

While thinking about the amount of the questions, it was decided that the questionnaire should not be very time-consuming. It was planned that filling in the questionnaire should take around 3 minutes. That is why only 10 questions were included. As a result, the average time spent to answer the questions was around 2.5 minutes. Some of the respondents preferred not to answer open-ended questions in order to save some time.

### **7.3 Introduction of the questionnaire**

According to Brotherton (2008, p. 138), it would be wise to try to motivate the respondents to complete the questionnaire. This can be achieved by paying attention to the questionnaire's introduction. The introduction gives the opportunity to inform the respondents of the nature and purpose of the questionnaire. (Brotherton 2008, p. 138.) Thus the respondents can become motivated and enthusiastic.

As suggested, an introduction of the questionnaire was created. It explains the purpose of the questionnaire as well as approximate timing. In addition, it shows the interest in possible feedback. An introduction is quite informal, as most of the respondents were expected to be young.

Brotherton (2008, p. 140) emphasizes that thanking people in advance may help to improve the response rate. Following this, thanking message was also included in the introduction. The introductions of the questionnaires are presented in the Appendices 3 and 4.

#### **7.4 Research with the volunteers of the Olympic Games**

Surveys for the Olympic volunteers were conducted in Russian language. There was one survey before the actual event and the second survey afterwards. This has given an opportunity to compare the answers of the volunteers before the Games and after them in order to see if their expectations were fulfilled or not.

After the survey was created on Survey Monkey web page, the link to the survey was distributed online through the social media channel. This channel is Russian social media vk.com. Vk.com is a social media, which is very popular in Russia, especially among young people. According to Alexa Internet ranking (2014) vk.com is the second most visited website in Russia and 24<sup>th</sup> most visited website in the world. In this social media the survey was distributed in the groups and communities for the volunteers of the Olympic Games. These communities included the following:

- Overheard | Volunteers Sochi 2014 – an unofficial community for volunteers, which is very popular and active. By the time of the first research (December 2013) it included around 2,500 members. In the beginning of March, there were already 7,500 members ([http://vk.com/overhear\\_sochi2014](http://vk.com/overhear_sochi2014));
- Sochi 2014. It's more cheerful together! – An unofficial community, created for the volunteers from different cities, so that they could find each other, in order to come to Sochi together. It includes almost 4,000 members ([http://vk.com/sochi\\_together\\_funny](http://vk.com/sochi_together_funny));
- Volunteer center 'Breakthrough' VoISU – a community for volunteers of the Volgograd State University with 2,251 members ([http://vk.com/vc\\_proryv](http://vk.com/vc_proryv));
- Volunteers of KubSAU – a community for volunteers of the Kuban State University with 1,366 members ([http://vk.com/volunteer\\_kubsau](http://vk.com/volunteer_kubsau));



- Volunteer center “Sochi 2014” in Saint Petersburg – an official community for the members of the volunteer center in Saint Petersburg with 1,260 members (<http://vk.com/club31057731>);
- VILLM| Management of the Olympic Village – a community for volunteers, who work in the Olympic Village with 309 members (<http://vk.com/villmsochi2014>);
- MEDICAL Volunteers | Sochi 2014 – a community for volunteers, who specialize in medical care, with 257 members (<http://vk.com/medsochi2014>).

The first survey was made in December 2013, before the Olympic Games. The second survey was made in the end of February, after the event has finished. The sample of each questionnaire included 100 respondents, so totally 200 responses were analyzed.

### **7.5 Research with the volunteers of Ice Hockey Under-18 World Championship**

Talking about ice-hockey volunteers, most of them are Finnish-speaking. Because of them their questionnaire was in English language and they were asked almost the same questions as Russian-speaking volunteers, in order to make the comparison more realistic. There are no communities for ice-hockey volunteers at Facebook, so it seemed to be quite complicated to make the research. However, Ms Tuula Puputti, one of the organizers of 2014 U18 Ice Hockey World Championship, shared the link where all the volunteers of the event were listed. Later on, she allowed organizing the questionnaire with the volunteers. It was decided to find the volunteers from the list at Facebook and send them a private message with a link to the survey together with the survey’s introduction, which can be seen in the Appendix 4. Making the research via Facebook was complicated, as it was impossible to find everyone there. In addition, it was not possible to send some of the people personal messages due to the privacy. Finally, this method is rather time-consuming. However, the research took place, and some of the volunteers answered the questionnaire.

This research had been done in March 2014, before the event started. As the event lasted until the end of April, it was not possible to conduct the second research as with the Olympic volunteers, due to the timing reasons, because the report was planned to be finished by this time. Totally 14 answers were collected and analyzed, which may be not that much, however they give an image of the U18 World Hockey championship's volunteers.

## **7.6 Survey design**

The first survey, the English version of which is presented in Appendix 1 of this thesis, was designed in a way that it is possible to distinguish two logical parts in the survey, each serving its own purpose. The survey has been distributed online in Russian. Appendix 2 shows the original version of the survey.

The first part of the survey includes the following questions:

- What is your gender?
- How old are you?
- What is your city of residence?
- What is your employment status?

These questions allow finding out general information about the respondents. Talking about the background of respondents, they were asked about their gender, age, place of residence and occupation. This was done to show how different the voluntary workers are. Not only young people from the big cities can participate in the Games, but also people from the smaller towns.

The second part of the survey is devoted to the volunteering itself. It includes the following questions:

- How did you find out about volunteering in Sochi?
- Have you ever been a volunteer?
- Why would you like to become a volunteer of the Olympic Games?
- What are your expectations of a volunteering period in Sochi?
- Will you need to spend your personal funds in order to come to Sochi?
- Would you like to be a volunteer in the future?

These questions allow finding out how the respondent refers to volunteering, what his expectations are and what drives him to volunteer.

The first survey included 10 questions, one of them was open-ended. The research went well, so it was decided to use the same questionnaire for the volunteers of the Ice Hockey Championship. Some modifications were made, though, for example there were no open-ended questions, as they are quite complicated to analyze. Additionally, it was clear, that most of the Ice Hockey volunteers come from Imatra and Lappeenranta, while Sochi2014 volunteers are from different places. The second questionnaire can be found in Appendix 5 of this thesis.

The third survey was made with the Olympic volunteers after the Olympic Games. It was very short and included only 5 questions, which can be seen in the Appendix 6.

### **7.7 Interview with an event organizer**

Generally, after the first research was done, it was understood that the interview with an event organizer is not the main research tool of the report. Still it was decided to ask the event organizer several questions about volunteers, in order to understand, how the cooperation between volunteers and organization could be improved. Due to different schedules of the author and the event organizer the interview could not be done face-to-face. However, there was a chance to communicate with the event organizer online. So, the online-interview was conducted with Ms Tuula Puputti, who is a General Secretary of 2014 Ice Hockey U18 World Championship. The connection was made through the e-mail. The interview questions can be found in the appendix 7. The answers were used while analyzing the research results, in order to see if the thoughts and expectations of the organization are the same as volunteers' answers. In addition, the interview helps to understand if the organization and volunteers understand each other and if their cooperation will be successful.

## **8 Results of the research**

In the next chapters the results of the research can be seen. All of the questionnaires gave the possibility to skip any of the questions. However, all the questions were answered by at least 93% of respondents. In addition, some of the questions could be answered by several options.

As mentioned previously, there were different amount of the respondents. With the questionnaire for the Olympic Games' volunteers it was possible to collect 100 responses before the Games and 100 responses after the event. In comparison, another questionnaire was not that successful, only 14 volunteers of the Ice Hockey U18 World Championship completed the survey. This can be explained by the fact that the events needed completely different amount of volunteers: 25,000 for the Olympics against 200 for the U18 World Championship. Still, the amount of answers was enough to analyze and compare the results.

### **8.1 Gender of the respondents**

In the first question the respondents were asked about their gender. Talking about the volunteers of the Olympics, out of 100 respondents, 99 gave the answer. As can be seen from the Figure 1, 13 respondents are men, while 86 are women. As for U18 World Championship's volunteers, all 14 respondents answered this question. All of them are women.

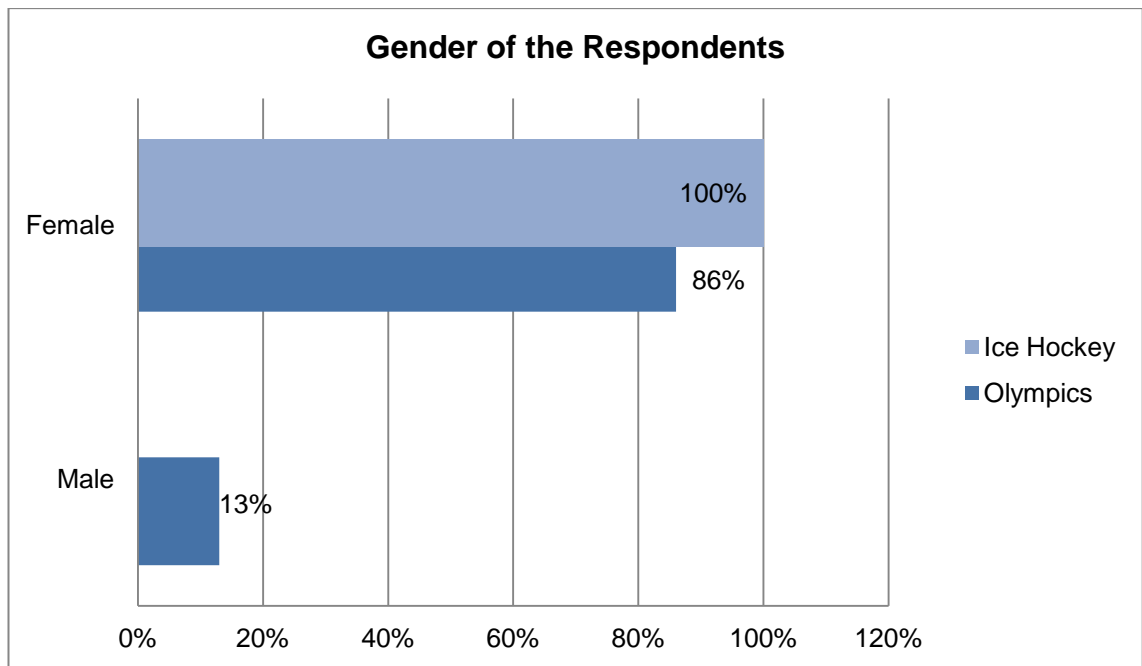


Figure 1. Gender of the Volunteers

Taking into consideration the statistics of the volunteers (can be seen in the Chapter 4), it is not a surprising result. Most of the volunteers are women. Although usually men are considered to be interested in sport more than women, they do not seem to be very much interested in the voluntary work during the Olympic Games. However, according to the list of volunteers of the Ice Hockey Championship, there are a lot of male volunteers, but they did not participate in the research.

## 8.2 Age of the respondents

Almost everyone gave the answer to this question. Only one respondent – a volunteer of the IIHF U18 Worlds refused to answer. As was expected, most of the respondents are young people. However, some adults have also participated in the research.

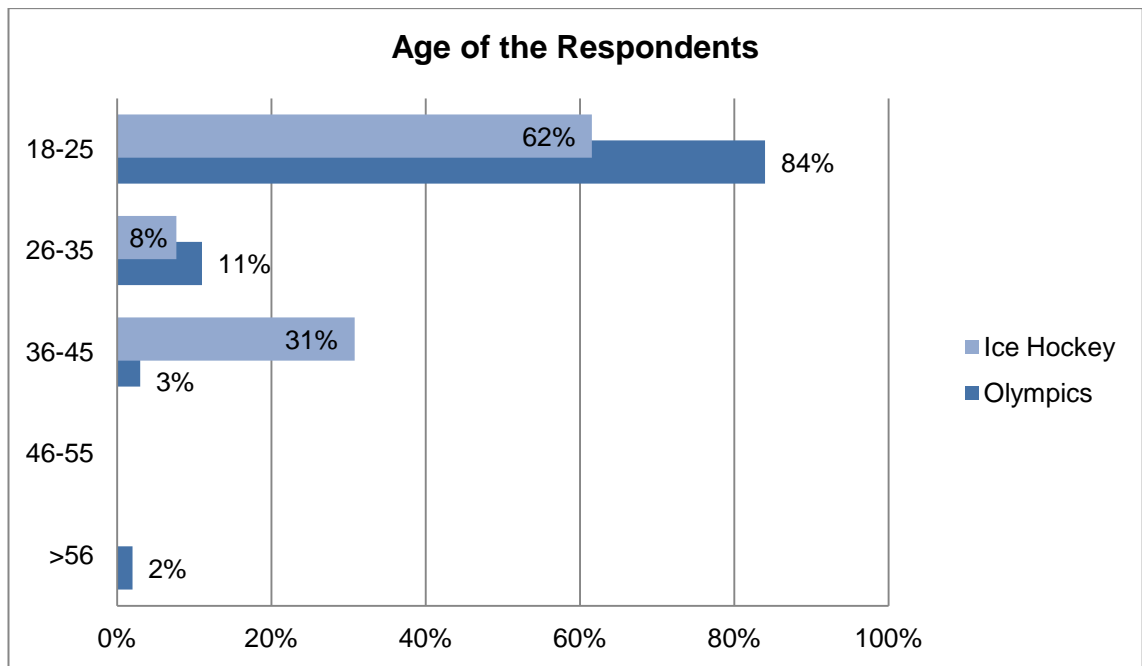


Figure 2. Age Groups of the Respondents

According to Sochi 2014 web page (2014C), there is a common thought that Olympic volunteers are usually students and people under 25 years of age. The research result proves this statement. Thus, 84% of respondents are younger than 25 years old. In addition, as can be seen from the Figure 2, 11% of the respondents are older than 26 years old but younger than 35. Commonly, Russian people finish with their studies by this time, so most probably this age group represents working people, as well as 36-45 age group, which makes 3% out of all respondents. Surprisingly, 2 persons older than 56 years old participated in the research. This is surprising, firstly, because it is commonly thought in Russia that elderly people do not use computers very often and they are not good at it. In addition, the link to the research was published in the social media, which is not commonly used by elders.

As for U18 World Championship, most of the respondents are young people, aged 18-25. However, the amount of young volunteers here is 22% less than at the Olympic Games. In this case, quite a big number of middle-aged respondents appear. Out of 14 respondents, 4 of them are aged 36-45 years old. In comparison, out of 100 Olympic volunteers only 3 of them are 36-45 years old. Generally, it seems that adults in Finland are more likely to volunteer than Russian adults.

### 8.3 Place of residence

Here, the respondents were asked to specify their place of residence. For Russian-speaking respondents this was an open-ended question, as Russia is very big and the respondents could come from different cities. Out of 100 respondents 97 answered.

As a result, more than 30% of respondents come from the most famous and biggest cities of Russia – Moscow and St Petersburg and the areas nearby. 5% of respondents come from Ekaterinburg, which is a big city as well. The other 5% of the respondents come from Krasnodar. It is located near Sochi, so lots of volunteers represent this city. Respondents come totally from 42 cities, which are located in the different parts of Russia.

Talking about volunteers who live in Finland, they were asked to answer a multiple-choice question. It was expected that some of the volunteers live in Imatra or Lappeenranta. Those people, who come from other cities, could specify their own option. Thus, all the 14 respondents answered the question and the results could be seen in the Figure 3. So, 12 respondents live in Imatra and Lappeenranta, while the other 2 respondents come from Espoo and Vantaa.

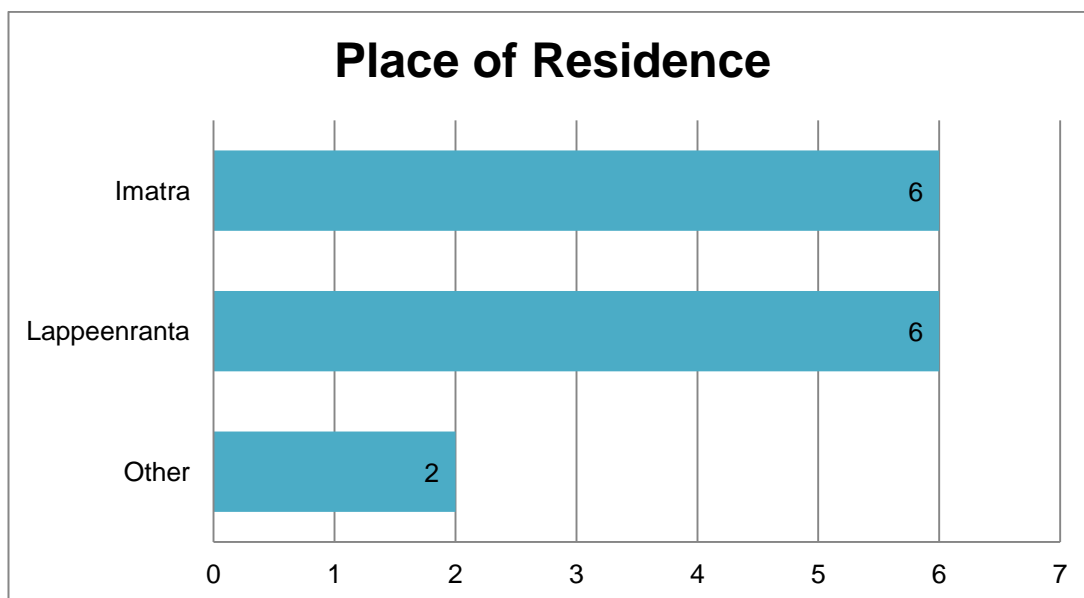


Figure 3. Places of Residence of the IIHF U18 World Championship's Volunteers

## 8.4 Employment status

Taking into consideration the age of respondents, it is quite clear that most of them are students. On the other hand, a lot of respondents are employed, which means that they work at the events on holidays, as it is not that easy to skip 2-5 weeks of the work.

Some volunteers are so busy with the volunteering, that sometimes they have to leave their work or lectures earlier (Pozdeeva et al. 2013). It means that a lot of volunteers can let volunteering take all their free time. So it is quite believable that some of the volunteers prefer to spend their official holidays doing the other work.

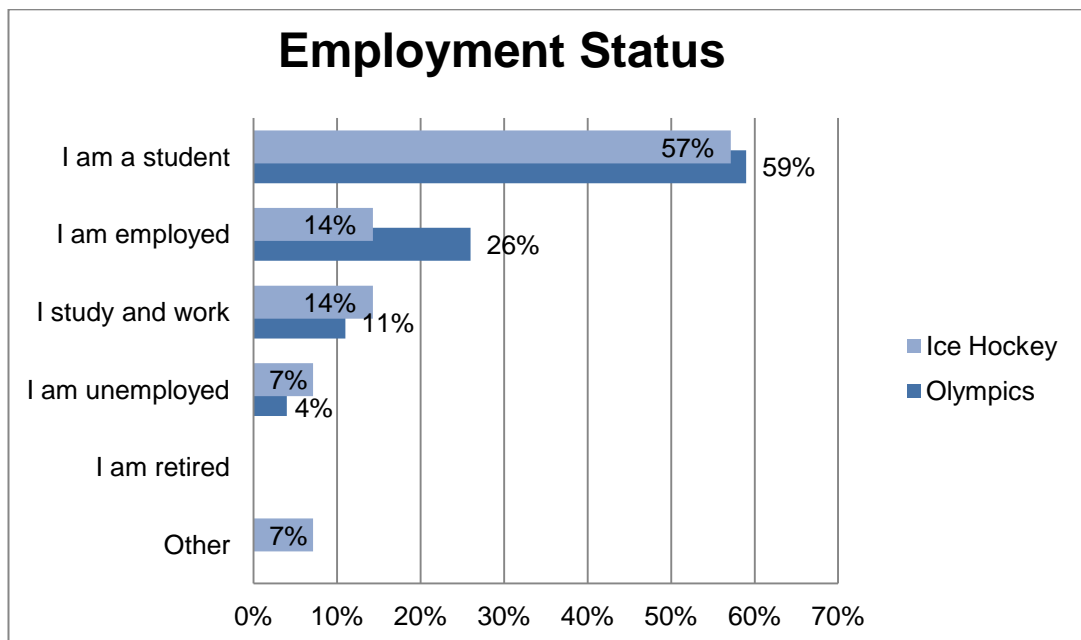


Figure 4. Employment Status of the Respondents

So, as can be seen from the Figure 4, most of the respondents are students. According to the figure, around 70% of volunteers of both events are people who study or who study and work. There are also a lot of respondents, who are employed. In addition, a small amount of respondents are unemployed. One of the respondents also stated that she is an entrepreneur.



## 8.5 Information about volunteering

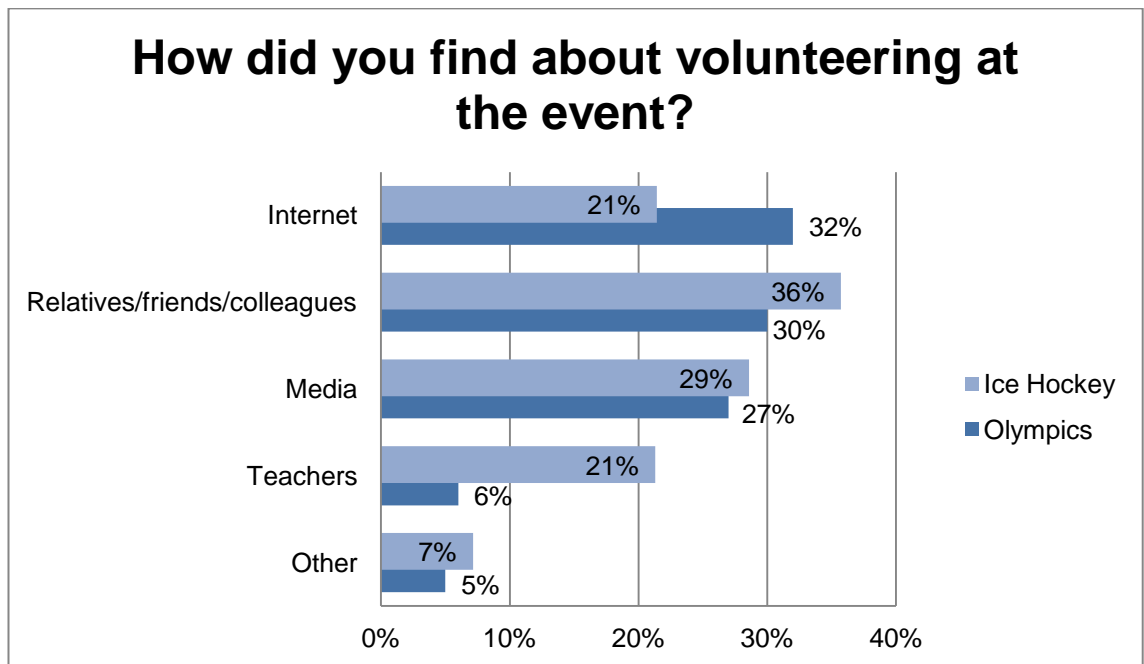


Figure 5. Ways of Finding out the Information about Volunteering at the Events

All the respondents answered this question. As can be seen from the Figure 5, a lot of the respondents found out about the possibility in the Internet. However, personal communications are also important. Altogether 66% of respondents stated that they were informed by their relatives, friends or colleagues. 6% of the Olympic volunteers were informed by their teachers in the universities. On the other hand, 21% of the 'Ice Hockey' respondents were informed by their teachers. For example, the students were informed about the volunteering possibility at the Notice Board of the Moodle Platform of Saimaa University of Applied Sciences.

Despite the popularity of the internet, media still plays an important role. Totally 56% of the respondents found out about the volunteering possibilities from the TV, newspapers and magazines. The other answers were more or less connected with the given answers. For example, one answer was 'social media', which can be definitely connected with 'the internet'. One respondent had specially been looking for a possibility to be a volunteer at the Olympics since the Games in Calgary in 1988. Two other respondents found out about this possibility at the university – while applying for a scholarship and at the meeting for lo-

cal volunteers. Finally, one person stated that she was informed about the possibility during Ice Hockey World Championship 2013 in Helsinki.

### 8.6 Voluntary experience

Decisions to participate in the sport events as volunteers can be influenced by the past experiences. The majority of respondents had been previously involved in a volunteer capacity. All of them had positive experience. On the other hand, some of the respondents have not had any volunteering experience before coming to Sochi or South Karelia. This can be explained by the fact that some people are afraid to become a volunteer. They might be afraid that the tasks will be too difficult and they will not be able to solve those (Pozdeeva et al. 2013). Still the people had applied and hopefully they had a positive experience and will continue volunteering in the future.

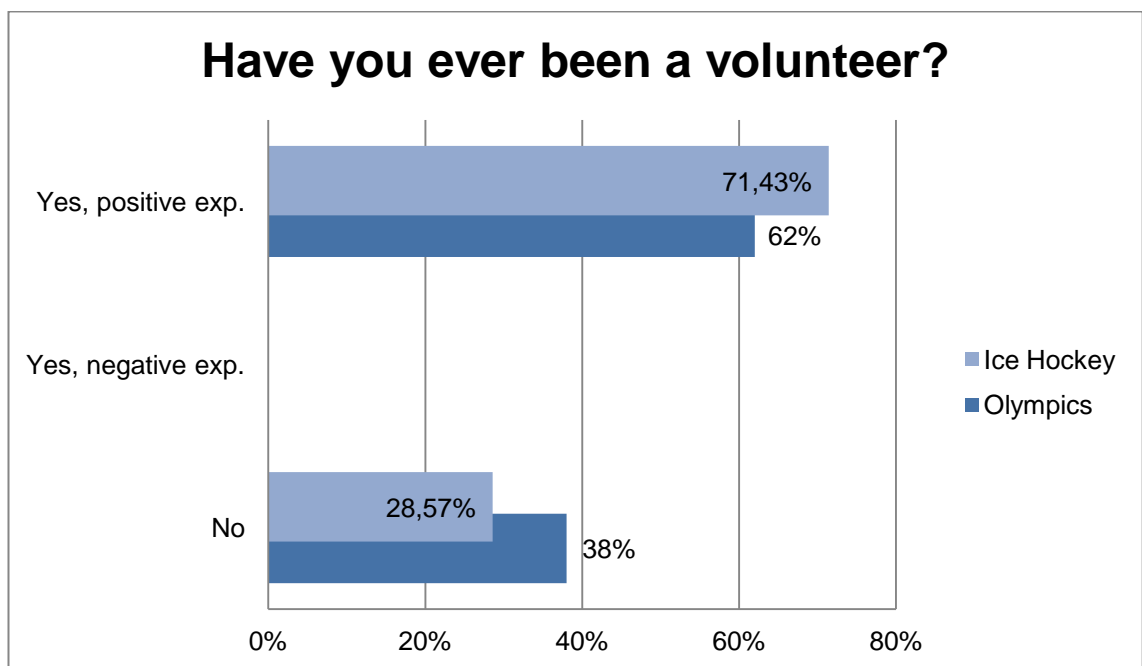


Figure 6. Experience of being a volunteer before coming to the Olympic Games

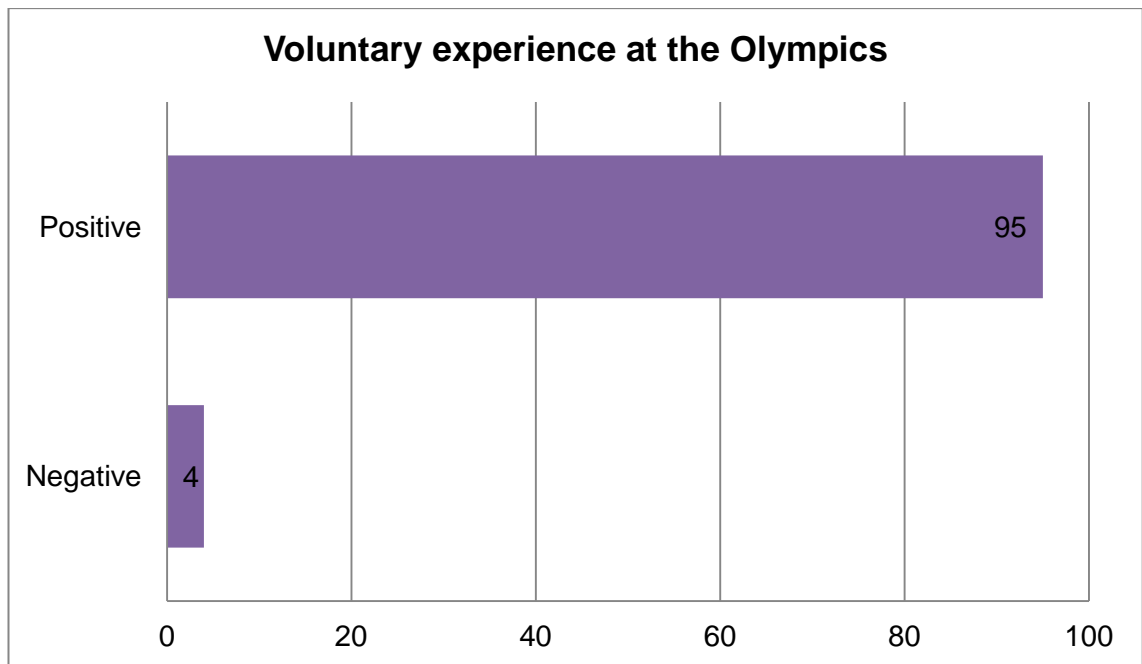


Figure 7. Experience of Volunteers of the Olympic Games

After the Olympic Games, most of the volunteers stated that they had a positive experience. On the other hand, 4 persons were not satisfied. Additionally, 1 person refused to answer.

### 8.7 Motivation of being a volunteer

Understanding motivation, the reasons why people choose to volunteer, is essential in order to design successful recruitment campaigns, effectively allocate roles, devise an appropriate reward strategy to ensure volunteer satisfaction and also retain the services of a volunteer over time. (Holmes & Smith 2009, p. 83) A motive is an internal factor that explains, directs and integrates a person's behavior (Ryan 2002, p. 137).

Motivation of the volunteers is a big topic and it interests a lot of people. According to Pozdeeva et al. (2013, p. 84), the seminar about motivation of the volunteers at the 3<sup>rd</sup> Volunteers' Conference in Moscow was very popular. In addition, volunteers usually clearly understand why they do certain things. The same article specifies that volunteers' mission is to do something useful and to help the others. (Pozdeeva et al. 2013.)

There are so many different reasons to volunteer, and everyone has their own reasons. According to Sochi2014 web page (2014), some are keen to see the

Games from the inside, and get involved in a historic event. Others may be swayed by the boost it will give their CV, or by the chance to get some valuable experience using speaking English. Some people like to volunteer in order to meet new people and make new friends. And there are even those who "collect" Olympic Games, traveling the world so as not to miss a single one.

All the respondents have answered this question. It allowed choosing several answers and the results are shown below.

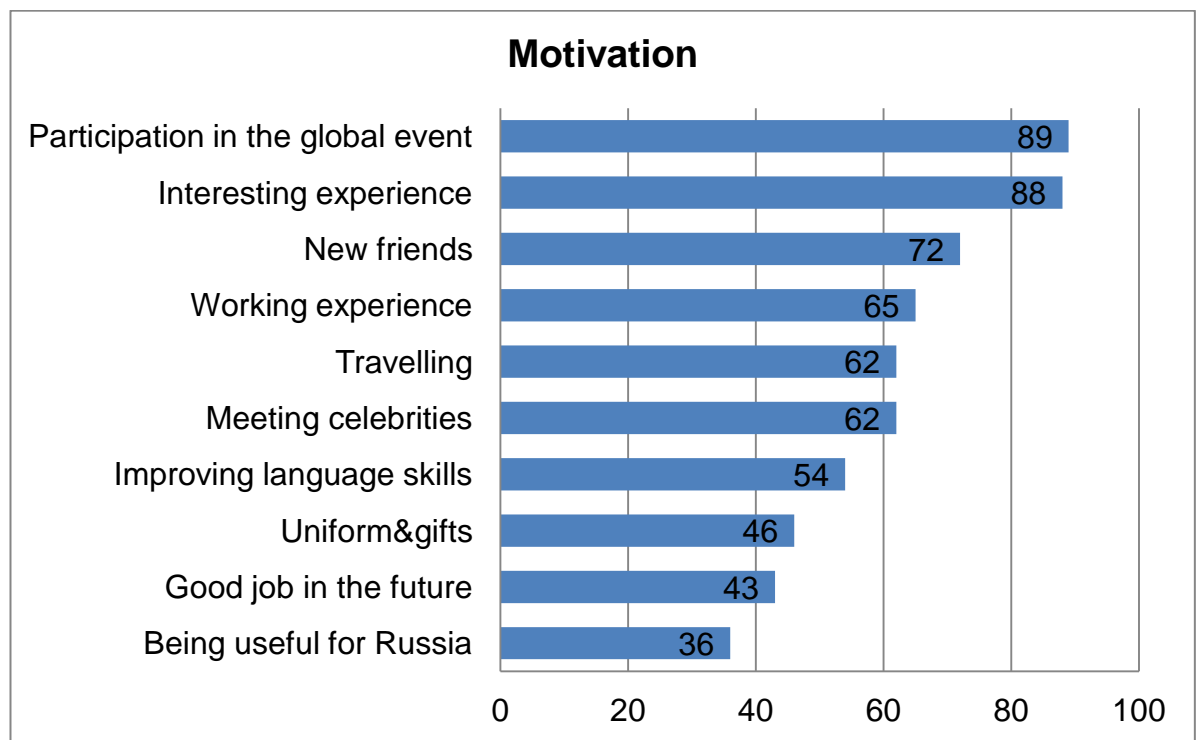


Figure 8. Motivation of the Olympic Volunteers before Coming to the Event



Figure 9. Motivation of the IIHF U18 Worlds' Volunteers

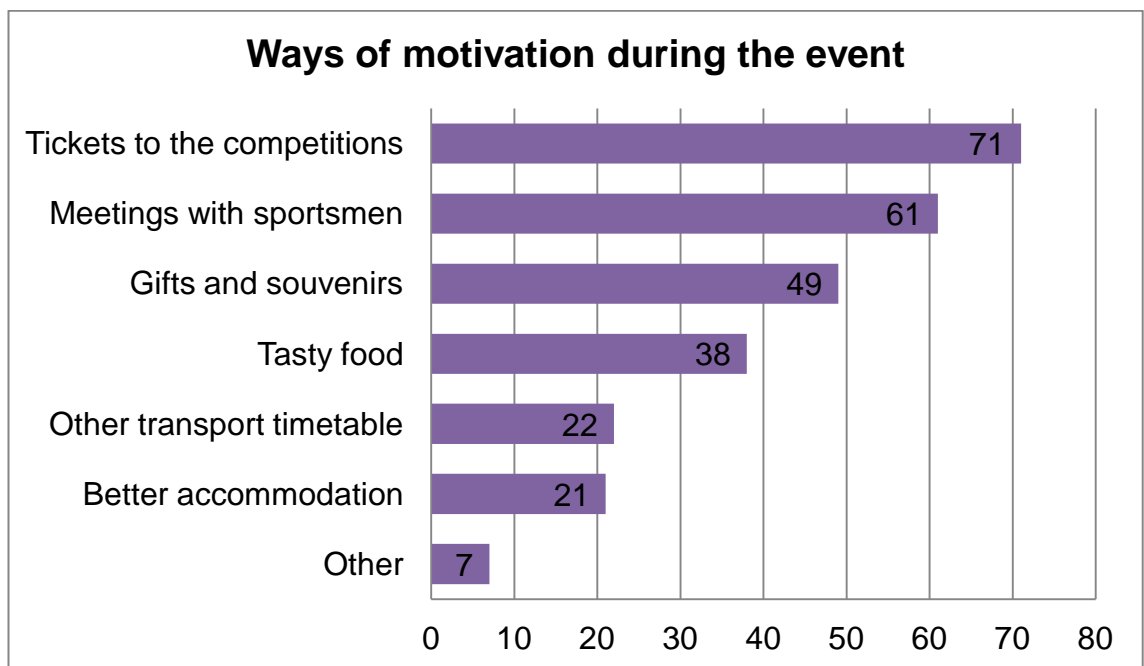


Figure 10. Sources that Could Motivate the Olympic Volunteers during the Event

### Once-in-a-lifetime experience

Mega-event volunteers have distinct motivations. The status and prestige of the highest profile events can motivate people to volunteer, driven by the opportunity for a 'once-in-a-lifetime' experience. (Holmes & Smith 2009, p. 88.)

The results of this research have shown that most of the people would like to volunteer at the events in order to participate in the Global Event. This way the people can become a part of history. They will have a story to tell their friends and relatives.

According to Tuula Puputti (2014), volunteers are motivated by being a part of a big event. However, she suggests that usually volunteers think about that only before and after the event. Considering this, it can be said that during the actual event volunteers get motivation by the other aspects.

### **Personal interest**

People believe that volunteering experience will be interesting for them. Almost 90% of Russian-speaking respondents are motivated by this. Talking about Ice-Hockey volunteers, 13 out of 14 respondents would like to participate in the event, because it is an interesting experience.

The events could be interesting for people, who like sports. However, figure 9 shows that only 4 respondents find motivation in a possibility to watch the competitions. On the other hand, after the Olympic Games some people mentioned that there was a lack of the tickets to the competitions for the voluntary workers. Most of them would be happy to get any ticket to any of the competitions, however, only some of them got this chance. 71 respondents said that possibility to get the tickets to the competitions or ceremonies would be very motivating for them.

### **Social motivation**

The social component assesses the extent to which individuals engage in leisure activities for social reasons. This component includes two basic needs, the need for friendship and interpersonal relationships and the need for the esteem of others. This implies that social interaction is a source of pleasure in its own right, but that it is also important in deriving a sense of self. We know who we are not solely in terms of a sense of personal interaction but also in comparison with others, and in the way in which others regard us. (Ryan 2002, pp. 36-37)

According to National Trust (2014) and Puputti (2014), ability to make new friends drive people to volunteer. Figure 8 proves this statement, as 72% of the Russian-speaking respondents are motivated by that. On the other hand, according to figure 9, only 5 respondents out of 14 find motivation in meeting new friends. Still, around 30% of Finnish-speaking respondents wish to find new friends, so generally social component motivates people to volunteer.

### **Working experience**

Considering the fact that lots of respondents are students, it might be important for them to get working experience. In addition, some of the respondents considered volunteering in Sochi as a practical training. So, 65% of the Olympic Games' volunteers wanted to get working experience. As for ice-hockey volunteers, almost everyone gets motivation in possibility to gain working experience and learn new things. Taking into consideration the fact that a big amount of respondents were 36-45 years old (according to Figure 2), this is a surprising result.

### **Tourism**

The option to give this answer was given only to the Olympics' volunteers, because the volunteers of the IIHF U18 Worlds were not expected to come from different places. A lot of respondents wish to travel. Chapter 9.3 shows that volunteers come to Sochi from different parts of Russia. Some of the respondents have never been to Sochi before, so it gives a good opportunity to combine travelling with working.

### **Meeting famous people**

Some people have a dream to meet a sportsman or a certain celebrity and even take a picture with them. The Olympic Games attract a lot of famous people. Actors, singers and politicians were watching the Games as well as professional sportsmen and coaches. Figure 8 shows that around 60% stated that they wish to meet sportsmen and famous people during the games. After the Games, 60% of respondents stated that meetings with celebrities during the event could be motivating for them. Considering the results, it can be concluded that there

was a lack of special events for volunteers that could include meeting with sportsmen and other celebrities. Most probably some of the volunteers got a chance to see a celebrity and to get an autograph, however they did not have a chance to talk to them and ask the questions. Probably it could be a good idea to organize a special event with several famous people for the best volunteers.

As for U18 Worlds' volunteers, figure 9 shows that less than 50% of the respondents are motivated by meeting sportsmen. It can be explained by the fact that IIHF U18 World Championship is a championship for young sportsmen, who are not very famous yet.

### **Educational benefits**

According to Ryan (2002, p. 35), the intellectual component assesses the extent to which individuals are motivated to engage in leisure activities which involve mental activities such as learning, exploring, discovering, thought or imagining. The intellectual needs can be primary drivers (a high need), or triggered by a specific event or environment (Ryan 2002, p. 36). In addition, National Trust (2014) suggests that ability to learn new things is the main benefit of volunteering.

As a result, more than 50% of all the respondents wish to improve their language skills by participating in the events. Certainly, all the volunteers will have a chance to practice foreign languages, as both of the events attract a lot of sportsmen from different countries.

### **Material benefits**

Possibility to get gifts, uniforms, souvenirs and certificates might motivate some of the people, however it is not the biggest motivation. According to figure 8, less than 50% of the respondents chose this answer. During the games volunteers were given some gifts, however, around 50% of respondents stated that there could be more gifts to motivate them. As for volunteers of the U18 Worlds, only one person is motivated by the material benefits, which is proved by figure 9.



Additionally, Tuula Puputti (2014) stated that good food might be a good motivation of the volunteers during their work. It is proved by the Olympic Volunteers. Figure 10 shows that around 40% of respondents stated that the food was not so good and tastier food could motivate them to work harder. One of the respondents even gave a comment that everything but the food was amazing.

Talking about the living conditions, around 20% of volunteers were not satisfied with them. The other people mentioned the transport problems and stated that another transport timetable would be much better for them. One of the respondents suggested that volunteers should be given discounts and special offers. She stated that one day of snowboarding costs around 50 euro, which is too expensive and she wished it could be cheaper.

### **Positive effect on the future**

Not so many people think that volunteering experience will help them to get a good job in the future. However, National Trust (2014) states that voluntary experience is good for the CV. Figure 8 and figure 9 show that most of the respondents do not think that volunteering will affect their future or they do not find motivation in that.

### **Patriotism**

Mega-event volunteers are strongly motivated by pride in their country and culture (Holmes & Smith 2009, p. 88). According to figure 8, being useful for the country is not very motivating, but still 36% of volunteers chose this option. In addition, figure 9 proves that volunteers are not very motivated by the patriotic feelings.

## 8.8 Expectations of volunteering

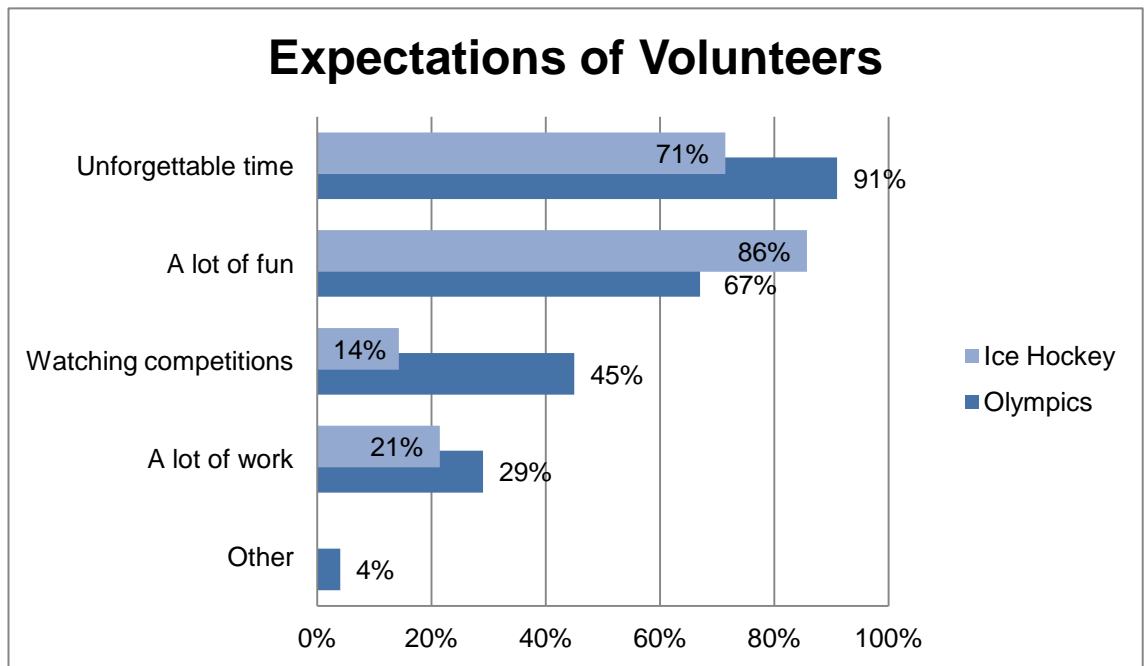


Figure 11. Volunteers' Expectations of the Events

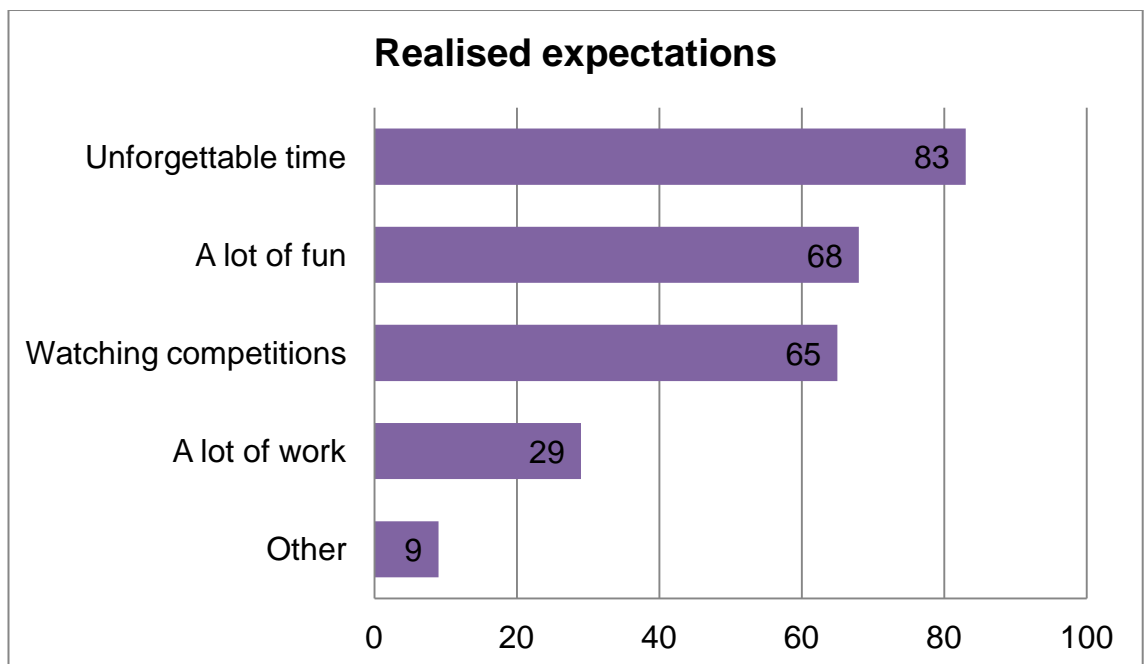


Figure 12. Realized Expectations of the Volunteers of the Olympic Games

According to the Figure 11, most of the respondents expected to enjoy themselves in Sochi. Only 29% expected to have a lot of work, while the others had really positive thoughts. Talking about Ice Hockey volunteers, only 21% expected to have a lot of work, while the majority expected to have fun and unfor-

gettable time. There is a slight difference in one point – expectation to watch competitions. Only 14% of IIHF U18 Worlds’ volunteers expected to watch competitions, while 45% of the Olympics’ volunteers were really looking forward to get the possibility to watch the competitions.

Most of the respondents expected the time spent in Sochi to be unforgettable. This answer shows that most of the respondents were coming to Sochi with the good mood and open mind. As can be seen from the Figure 11, there were 4 ‘Other’ answers. They included the following statements:

- *“I will remember this time with a smile.”*
- *“I hope to find a job in Sochi and move there.”*
- *“I will get lots of positive energy.”*
- *“I will have a possibility to participate in the organization of a global sport event.”*

Surprisingly, the results of the realized expectations are almost the same. However, more people than expected got to see the competitions, which is a very positive result. The ‘Other’ answers included:

- Practice of English language;
- Participation in the global event;
- Great atmosphere;
- Working experience at the mega-event.

Additionally, the respondents were allowed to give their comments regarding their expectations that came true. The comments were the following:

- *“I got tired, but I was happy.”*
- *“I did not expect to see the competitions, but I was a spectator.”*
- *“I am extremely happy.”*

Talking about the organization side, Puputti (2014) stated that she expects active and positive participation and commitment to the tasks on hand.

## **8.9 Usage of personal funds**

Volunteer tourists will almost always pay in order to participate in the activities (Wearing 2001, p. 2). The research result shows that 97% of the respondents will use their personal funds in order to come to Sochi. In addition, figure 13

shows that most of the respondents who live in Finland will need to spend money in order to participate in the event, although most of them are residents of the host cities.

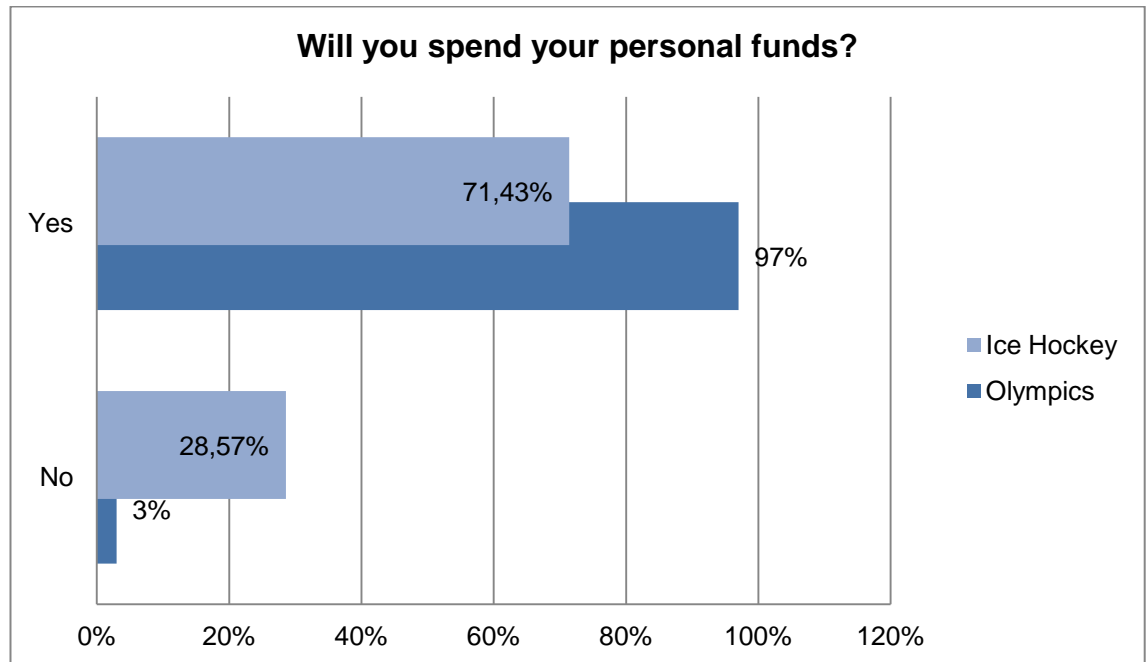


Figure 13. Usage of Personal Funds in order to volunteer at the Event

### 8.10 Possibility to volunteer in the future

The results of this question show that the volunteer movement has a chance to be developed. Even though some people expect to have negative experience, they still would like to volunteer again.

According to Goldblatt (2008, p. xxiii, figure P.5), some trends would be significant in the short-term future. These trends include more volunteers, but fewer volunteer hours.

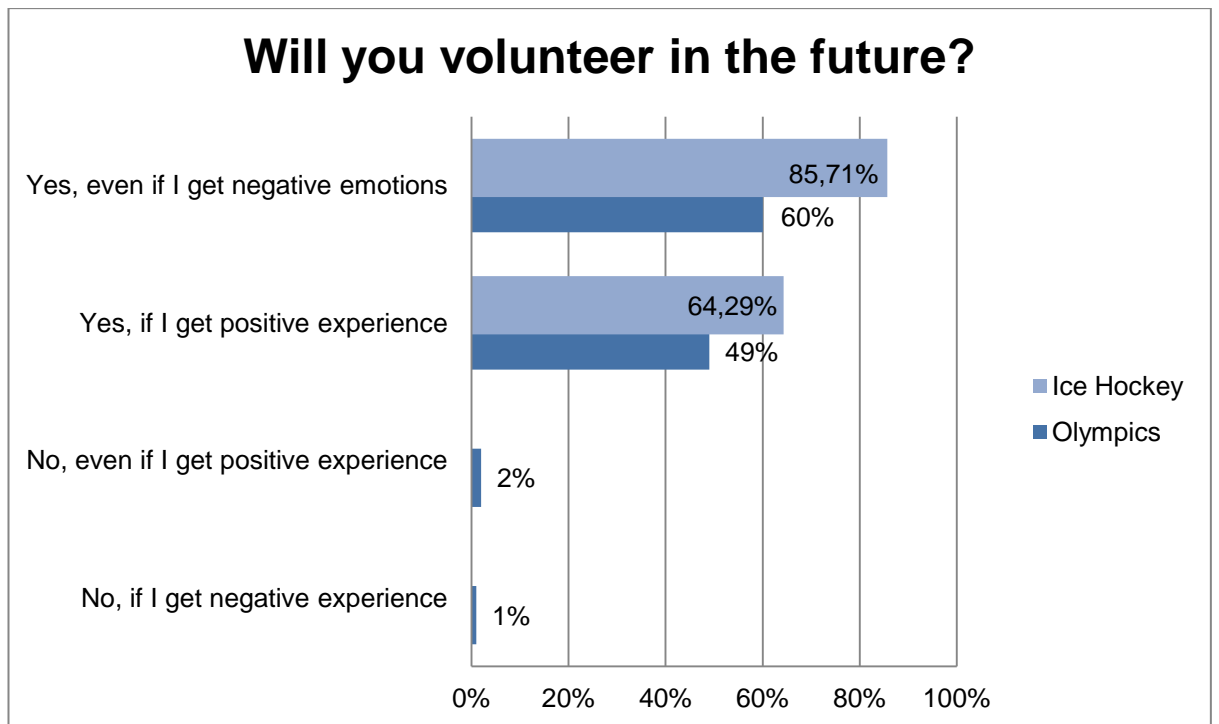


Figure 14. Possibility to volunteer in the future

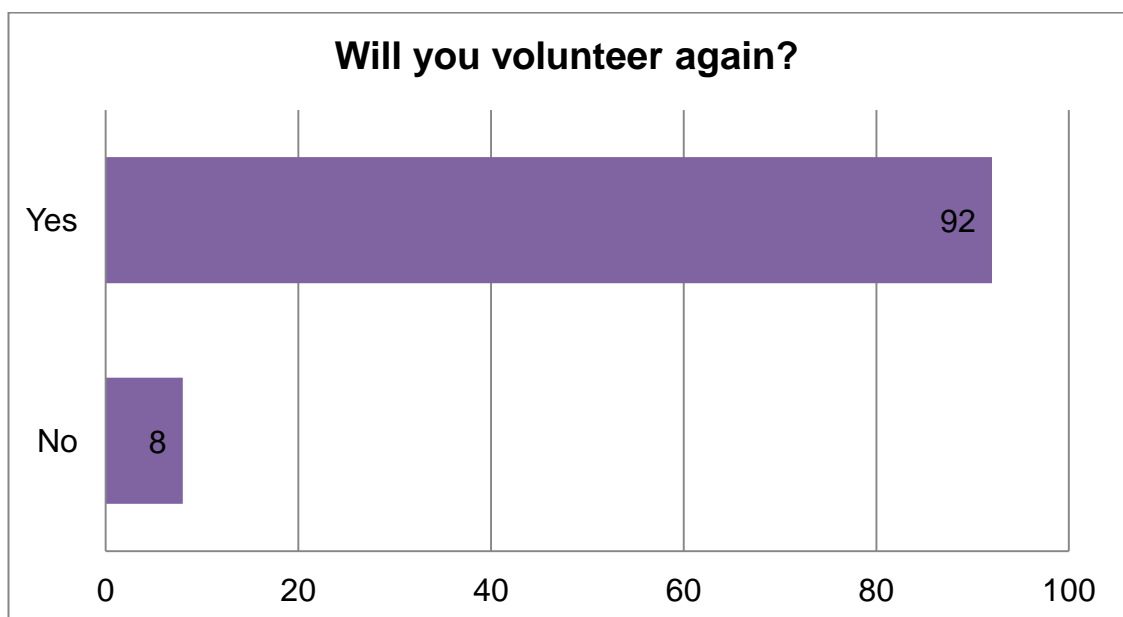


Figure 15. Possibility to volunteer in the future (answered after the Olympics)

After the Games still a lot of people stated that they would like to volunteer in the future. However, the amount of people who decline volunteering has grown up a little a bit, which proves that the quality of experience affects the decision-making. Additionally, only 4 people stated that they had negative experience at the Olympic Games, however, 2 times more people do not plan to volunteer

anymore. Luckily, more than 90% of the respondents are planning to continue volunteering in the future and this is a good result. Hopefully, it will make volunteering more popular in Russia.

### **8.11 Feedback about volunteering in Sochi**

In the end of the 2<sup>nd</sup> questionnaire for the Olympic volunteers, the respondents were asked to write their feedback about their experience. This was not compulsory, however 34 persons (out of 100) gave their comments. Some of the answers are listed below:

- *“Everything was not organized well.”*
- *“It was so cool!”*
- *“Everything was great!”*
- *“This month was one of the best in my life! I got lots of emotions, met nice people, participated in different events...This is something I will never forget! Now I seriously think to continue volunteering and hope to get the same experience in the future.”*
- *“The Olympic Games are over, but the volunteering keeps going!”*
- *“It was very interesting, but sometimes very difficult, due to complicated tasks. But the main point is that I understood that I like helping people and being useful. I wish to do it again!”*
- *“I have a lot of negative emotions. The accommodation and food were terrible. Nobody respects volunteers; I was expecting a better attitude.”*
- *“This was a valuable experience. Sometimes it was physically difficult, but the time I have spent in Sochi is unforgettable. I got a lot of positive emotions, learnt a lot and met interesting people.”*

Generally, most of the comments were positive, and most of the respondents enjoyed volunteering. A lot of respondents wish to volunteer again in the nearest future. This means that volunteer movement is developing and the future of volunteering seems to be quite positive. Even though there are some things that could be changed, the relationship between volunteers and organizations is generally good. In conclusion ways of improving the relationship will be suggested.

## 9 Conclusions

The main aim of this research was to find out the motivation of the volunteers of the sport events. As mentioned before, participation at this kind of event might be rather time-consuming, so quite many volunteers have to skip their job or classes in order to volunteer. In addition, a lot of people (about 85% of respondents) have to spend their personal funds to be able to come to the event. So what motivates people to volunteer?

The research results have shown that the main motivation of the volunteers before coming to the event is the possibility to get an interesting experience. For some people participation at the sport event can be definitely a unique experience. It includes possibilities to see the trainings and competitions, sportsmen, spectators and media representatives. This must be very exciting, especially for the big fans of the certain kind of sports. Participation in the global event is also very motivating. This can be once-in-a-lifetime experience and the participants of the global events can become a part of the history and they will have a story to tell their relatives and friends. Another motivation is the possibility to get working experience. A lot of volunteers are young people and they might have difficulties to find a full-time job. So they prefer to volunteer in order to get needed experience.

During the event volunteers might lose the desire of volunteering, so it could be important to motivate them. The respondents stated that the most motivating thing for them could be possibility to get tickets to the competitions and ceremonies. Usually there are some extra spots available for the spectators, so the organization could give out the spare tickets to the volunteers. In addition, meeting sportsmen and famous people can be motivating for the voluntary workers.

The event organizers usually expect to see volunteers being active and doing all the tasks asked. However, sometimes volunteers might feel tired or bored, so it can be quite a good idea to reward them somehow in order to motivate them to work passionately. These rewards can be material like souvenirs or clothes. However, the research has shown that free tickets could be even more motivating. In addition, communication with famous people is something that a

lot of people look forward to. So, for small events it could be a good idea to have a get-together with the staff and several famous participants of the event. This might be not very expensive but it will be joyful for the volunteers. The organization of major and mega events could organize a short meeting with a certain sportsman or a celebrity. It could be done in a conference hall, where the person could tell the volunteers his or her success story or simply answer the questions that volunteers might have. These social activities will be memorable, which means that they will help to fulfill the expectations of the volunteers, who, according to the research results, expect the volunteering period to be unforgettable.

The research results have shown that lots of people would like to volunteer in the future. In addition, most of the respondents (33%) found out about the possibility to volunteer at the event by their friends, relatives or colleagues. It means that the respondents might attract more people to volunteer with them, just like somebody else did. So hopefully more people will be into volunteering, which means that volunteer movement will continue to develop.



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## Appendices

### Appendix 1

Questionnaire 1 for the Olympic volunteers (originally in Russian, see Appendix 2)

1. Please specify your gender
  - a. Male
  - b. Female
2. How old are you?
  - a. 18-25
  - b. 26-35
  - c. 36-45
  - d. 46-55
  - e. More than 56
3. What is your city (and country, if you live outside Russia) of residence?
  - a. \_\_\_\_\_
4. What is your employment status?
  - a. I am a student
  - b. I am employed
  - c. I study and work
  - d. I am unemployed
  - e. I am retired
  - f. Other \_\_\_\_\_
5. How did you find out about volunteering in Sochi?
  - a. In the media
  - b. In the internet
  - c. My relatives/friends/colleagues told me
  - d. My teachers informed me
  - e. Other source of information (please specify) \_\_\_\_\_
6. Have you ever been a volunteer?
  - a. Yes, and it was a positive experience
  - b. Yes, and it was a negative experience

c. No

7. Why would you like to become a volunteer of the Olympic Games? (You may choose several answers)

- a. I wish to help Russia
- b. I wish to participate in the global event
- c. I would like to find new friends
- d. I would like to meet sportsmen and celebrities
- e. I would like to travel
- f. I think it will be a very interesting experience
- g. I would like to get special uniform and gifts
- h. I would like to get working experience and learn new things
- i. I would like to improve my language skills
- j. I think that volunteering experience will give me a chance to find a good job in the future

8. What are your expectations of a volunteering period in Sochi? (You may choose several answers)

- a. I think, I will be very tired as I will have a lot of work
- b. I think, I will have a chance to see the competitions by myself
- c. I think, I will have a lot of fun
- d. I think, it will be an unforgettable time
- e. Other, please specify\_\_\_\_\_

9. Will you need to spend your personal funds in order to come to Sochi?

- a. Yes
- b. No

10. Would you like to be a volunteer in the future? (You can choose several answers)

- a. Yes, if I get a positive experience at the Olympics
- b. Yes, even if I get some negative emotions
- c. No, if I get negative experience
- d. No, even if I get positive experience

## Appendix 2

### Questionnaire 1 for the Olympic Volunteers in Russian

1. Пожалуйста, укажите Ваш пол
  - a. Мужской
  - b. Женский
2. Сколько Вам лет?
  - a. 18-25
  - b. 26-35
  - c. 36-45
  - d. 46-55
  - e. Больше 56
3. Пожалуйста, укажите город, где Вы проживаете (а также страну, если Вы живете за пределами России).
  - a. \_\_\_\_\_
4. Каков Ваш вид деятельности?
  - a. Я – студент
  - b. Я работаю
  - c. Я учусь и работаю
  - d. Я временно безработный
  - e. Я на пенсии
  - f. Другое (пожалуйста, укажите) \_\_\_\_\_
5. Как Вы узнали о возможности стать волонтером в Сочи?
  - a. Из СМИ
  - b. От родственников/друзей/коллег
  - c. От преподавателей
  - d. В интернете
  - e. Другое (пожалуйста, укажите) \_\_\_\_\_
6. Вы когда-нибудь были волонтером?
  - a. Да, и это был положительный опыт
  - b. Да, и это был негативный опыт
  - c. Нет
7. Почему Вы хотите стать волонтером Олимпийских Игр? (Вы можете выбрать несколько вариантов ответа)

- a. Я хочу быть полезным для России
  - b. Мне хочется стать участником глобального события
  - c. Я хочу найти новых друзей и знакомых
  - d. Хочу увидеть спортсменов и знаменитостей
  - e. Я люблю путешествовать
  - f. Я думаю, что участие в Олимпиаде – это интересный опыт
  - g. Я хочу получить уникальную форму, сувениры и подарки
  - h. Мне важно получить опыт работы и научиться чему-то новому
  - i. Я бы хотел(а) улучшить уровень владения иностранным языком
  - j. Я думаю, что такой опыт даст мне возможность получить хорошую работу в будущем
8. Каковы Ваши ожидания от волонтерского периода в Сочи (Вы можете выбрать несколько вариантов ответа)?
- a. Думаю, что буду сильно уставать, так как будет очень много работы
  - b. Думаю, что смогу своими глазами увидеть соревнования
  - c. Думаю, что будет очень весело!
  - d. Это время будет незабываемым
  - e. Другое (пожалуйста, укажите)
9. Потратите ли вы свои деньги на поездку в Сочи?
- a. Да
  - b. Нет
10. Вы бы хотели быть волонтером в будущем?
- a. Да, если получу положительный опыт в Сочи
  - b. Да, даже если получу негативные эмоции в Сочи
  - c. Нет, если получу негативные эмоции в Сочи
  - d. Нет, даже если получу положительный опыт в Сочи



### **Appendix 3**

Introduction of the questionnaire for the volunteers of the Olympic Games

«Dear friends! I am writing a research about you – about the volunteers of the Olympic Games. Could you be so kind to spend a couple of minutes in order to participate in this questionnaire?

<https://www.surveymonkey.com/s/LFGJS3V>

If you are interested, I will provide you some of the results of my research. Also, if you have any comments regarding the questionnaire, you can contact me directly. Thank you!»

## **Appendix 4**

Introduction of the questionnaire for the volunteers of the U18 World Ice Hockey Championship

“Hi! I am a student of Saimaa UAS and I am writing a research about the volunteers of the U18 World Hockey Championship. As I know, you will be a volunteer at this event, so please, would you be so kind to spend a couple of minutes in order to fill in this questionnaire?”

<https://www.surveymonkey.com/s/H87HLVN>

If you are interested, I will provide you some of the results of my research. Also, if you have any comments regarding the questionnaire, feel free to message me. Thank you!”

## Appendix 5

### Questionnaire for the Ice Hockey U18 World Championship

1. Please specify your gender
  - a. Male
  - b. Female
2. How old are you?
  - a. 18-25
  - b. 26-35
  - c. 36-45
  - d. 46-55
  - e. More than 56
3. What is your city of residence?
  - a. Imatra
  - b. Lappeenranta
  - c. Other (Please, specify)\_\_\_\_\_
4. What is your employment status?
  - a. I am a student
  - b. I am employed
  - c. I study and work
  - d. I am unemployed
  - e. I am retired
  - f. Other (Please, specify)\_\_\_\_\_
5. How did you find out about volunteering at U18 World Hockey Championship?
  - a. In the media
  - b. In the internet
  - c. My relatives/friends/colleagues told me
  - d. My teachers informed me
  - e. Other source of information (please specify) \_\_\_\_\_
6. Have you ever been a volunteer?
  - a. Yes, and it was a positive experience
  - b. Yes, and it was a negative experience

c. No

7. Why would you like to become a volunteer of the Olympic Games? (You may choose several answers)

- a. I wish to help Finland
- b. I wish to participate in the global event
- c. I would like to find new friends
- d. I would like to meet sportsmen
- e. I think it will be a very interesting experience
- f. I would like to get uniform, gifts and souvenirs
- g. I would like to get working experience and learn new things
- h. I would like to improve my language skills
- i. I think that volunteering experience will give me a chance to find a good job in the future
- j. I would like to see the competitions

8. What are your expectations of a volunteering period at this event? (You may choose several answers)

- a. I think, I will be very tired as I will have a lot of work
- b. I think, I will have a chance to see the competitions by myself
- c. I think, I will have a lot of fun
- d. I think, it will be an unforgettable time
- e. Other, please specify\_\_\_\_\_

9. Will you need to spend your personal funds in order to participate in this event?

- a. Yes
- b. No

10. Would you like to be a volunteer in the future? (You can choose several answers)

- a. Yes, if I get a positive experience at the U18 Worlds
- b. Yes, even if I get some negative emotions
- c. No, if I get negative experience
- d. No, even if I get positive experience

## Appendix 6

### Questionnaire 2 for the volunteers of the Olympic Games

1. Your volunteering experience in Sochi was:
  - a. Positive
  - b. Negative
2. Which of your expectations were realized (you can choose several answers)?
  - a. I was getting tired, as I had a lot of work
  - b. I was watching competitions
  - c. I had a lot of fun
  - d. I had unforgettable time
  - e. Other (please, specify)/Comments\_\_\_\_\_
3. What could motivate you to put more effort in your work?
  - a. Tasty food
  - b. The accommodation could be better
  - c. Another timetable of the transport
  - d. Meetings with sportsmen and celebrities
  - e. Tickets to the competitions/ceremonies
  - f. Gifts and souvenirs
  - g. Other (Please, specify)\_\_\_\_\_
4. Would you like to be a volunteer in the future?
  - a. Yes
  - b. No
5. Please, add you comments regarding volunteering in Sochi, if you like.  
Thank you! \_\_\_\_\_

## **Appendix 7**

### Interview questions

1. How did you choose the volunteers (out of many)? What affected your decision?
2. What was the most important thing of the application/CV (working experience, motivation, skills, etc)?
3. What do you expect from the volunteers?
4. How do you think, what can motivate the volunteers to work better? Do you have any ideas for their motivation?