

Saimaa University of Applied Sciences
Business Administration, Lappeenranta
Degree Programme in International Business

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Guide for arranging a street floorball tournament in Leipzig, Germany

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ABSTRACT

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Guide for arranging a street floorball tournament in Leipzig, Germany,
42 pages, 1 appendix

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The subject of this practice based thesis is creating a guide for arranging a sports marketing event. The project is made for Mitteldeutscher Floorballclub, which operates in Leipzig, Germany.

The aim of the thesis is to create a guidebook for arranging a floorball marketing event in Leipzig. This event is a street floorball tournament, which aims increasing awareness of floorball and Mitteldeutscher Floorballclub in Leipzig.

The used data is collected mainly from literature, internet and by interviewing people from the Mitteldeutscher Floorballclub and people who own a knowledge in event management field in Leipzig. Interview method was theme interview. Also the authors own experiences in the field of floorball events act a big role in this project. Main data in this thesis includes event marketing, sports marketing and producing a guide. Main references in this project are Erkki Alaja's book *Urheilumarkkinoinnin Käsikirja* (2000) and *Tapahtuma on tilaisuus: opas onnistuneen tapahtuman järjestämiseen* (2008) by Helena Vallo and Eija Häyrynen.

The result of the project is decided by the the personnel of Mitteldeutscher Floorballclub. The guide is found as convenient tool for arranging a marketing event, used as a guideline mixed with new marketing ideas. It is not giving an overall picture of the sport, but for people working in floorball environment it is enough, because they know the sport and factors included.

The thesis has teached the author a lot in the field of sports and it also filled many gaps in author's knowledge in this field. This experience will be a great plus in author's future career, it has improved author's language skills and knowledge of German culture. Through this project the author also got new contacts, which may be useful in his future profession.

Key words: guide, sports marketing, event marketing

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Appendix 1 Rules of Street Floorball (3 pages)

1 INTRODUCTION

Floorball, one of the fastest growing sports in the world, is increasing its popularity all across the world and it is gaining all the time more and more respect from other bigger sports. It is played by over 2 million hobbyists worldwide. According to the International Floorball Federation (IFF), in the end of September the number of licenced players in Germany was 6500, which makes it a very small, but potential country for floorball. For comparison, at the same point of time the number in Finland was 45,480 and the grand total 277,073. (IFF)

Floorball has been in a difficult situation in Germany already many years. The growth has not been as fast as in Nordic Countries, and this is the result of cultural differences. Central europeans are into sports which need no special equipment for players, for example football, and this is one of the reasons why team sports played with a stick are not so popular in Germany. And that is also why floorball has been struggling already long time in this area.

Eastern Germany is the area where floorball hit first in this country, and Leipzig is one of the cities with most of the floorball actives. Floorball is wanted to increase its popularity in Germany and bring it to the knowledge of big crowds, and that is why it needs present itself in events, where people can get to know this new generation sport. And because of difficult situation, floorball must be innovative and find new solutions for bringing the sport to the people.

This is a practice based thesis and the topic is to create a guidebook for arranging a marketing events for floorball. The author has over 10 years experience in floorball and has observed closely the fast development of floorball in 21st century and that is why he wants to be part of keeping the development continuing. And naturally because for the love of the game.

1.1 Target

Main target of this project is to create a convenient guidebook for arranging a street floorball tournament in Leipzig, Germany. The project gives new ideas which have not been done in Germany before and these ideas may be used for other events also. The guidebook follows the target of MFBC and what they want to receive with this marketing event. Target of MFBC is to raise awareness of the club and the sport and for the event to gain at least 10 000 spectators who consist of random people in the city. MFBC also wants to attract families and children to attend their floorball events and trainings to gain more players to the club and more spectators to the sport.

1.2 Methodology and theoretical frame

In practice based thesis the research report is included in the implementation method of idea or product, but the use of research methods is not necessary (Vilkka & Airaksinen 2003, 56). The thesis is a report about producing a guidebook, what information is needed and how it is used for the project. In the project can be found what is needed for arranging an event, what kind of guidebook is wanted and how the process is implemented. Practice based thesis is chosen for the project, because it is convenient way to share knowledge and ideas for the sports club and then they will have a product from where to find this knowledge. Floorball marketing in Germany needs actions, and with the authors experience, the organization can develop their acting in this environment. After finishing the project, MFBC has a product, a guide in their hands that they can use and modify, they can learn something from that and create new ideas.

During the project the author has been living in Germany and playing in the highest floorball league in the country. During this time he has been observing the environment, the floorball situation in Germany and creating a wide network for gathering information needed for the project. He has over 10 years experience of playing and operating in floorball environment and has a huge passion

for this sport. Author has seen closely how the environment has changed in past years, how the marketing and the sport have developed. He has been participating and arranging different kinds of events related to floorball in the past decade. This way he owns the sufficient knowledge for acting and making decisions which are considered beneficial for the sport and this project.

Because of the author's experience in the floorball environment and the clubs knowledge, there is no need for searching new information about the sport or equipment needed for arranging a match. There is a solid network built, through which information can be passed fast forward to the other floorball actives in Germany, so this way the basis stands on the strong ground. The author has had relevant studies in marketing and advertising, and in this project has to be taken special focus in these areas, because of young sport, relatively small cultural environment of floorball and cultural differences compared to the authors home country. There has also been shortage of sports marketing knowledge, so the author has searched information of this matter and decided to use Erkki Alaja's book *Urheilumarkkinoinnin käsikirja (2000)* as main reference for filling gaps of his expertise. Also creating a guide and planning an event from beginning to the end are relatively new subjects for the author, so information of these topics are searched from the literature, by interviewing people and from internet. Internet references are used mainly because of its updates of the fast changing culture in event arranging, floorball environment and other factors like these.

When arranging something like an event presented in the guidebook, there are many rules and regulations which have to be taken into concern. Germany is a new playground for the author, so he has not so much knowledge about government policies, laws and from where to find answers in these matters. That is why he uses his contacts from the event management field and finds out from where these answers can be searched. These contacts are interviewed personally. The author thinks this is the most convenient way to find answers because these contacts have been working in this field in Leipzig already years, and they have the knowledge for this kind of project. They also know the sport floorball really well, and this way they know the direction where the author is heading and they can help going forward without any clarification, what are the

special elements which might be taken into concern when looking for the answers.

These interviews have been made as a theme interview, which is a half structured method. The theme of the interview is clear, but it does not follow a strict line, the interview is more informal and free. In theme interviews it is usual that the interview is focused on interviewee's subjective experiences. So with this method individual's thoughts, feelings, experiences and also wordless knowledge can be researched. (Hirsjärvi & Hurme 2000, 47-48.)

The author has a contact to the company called PrimaCom, more accurate to Mattias Persson, the person who is responsible for arranging different kind of events for this company. The author has chosen this person as a reliable source for the project because of his 10 years experience on the event management field in Leipzig, and he has also been 7 years in the organization team for German Floorball Open, an annually arranged international floorball tournament in Leipzig.

Other contact is Jennifer Thomas from MFBC. She has also experience in arranging floorball events in Leipzig. These two persons are counted as reliable sources because of their knowledge and expertise in the field of floorball and events in Leipzig. All information from these sources are made by interviewing Mr Persson and Ms Thomas personally. This way the author gets the information needed, and when having a free conversation with these people, they get better picture of the project and can easier help with providing right data. Naturally the author filters personal opinions and uses facts and ideas that he thinks could be beneficial for the project.

This project is concentrated in marketing from two perspectives: under headline 4 event is explained as a marketing tool and why and how it should be used to achieve wanted results. Other perspective is how to market the event for possible participants and audience. This can be found under headline 5 Marketing the event. Main target with this is to find the best solution for marketing street floorball event in Germany.

For creating a successful guidebook for this kind of sports event, there are few questions which need to be answered:

1. What is a good guide like?
2. How to create a successful sport event?
 - Functions of arranging organization
 - What marketing tools and channels are used?

This thesis goes through the whole guide creating process, what information is used and how, how the chosen theory is implemented in this particular field of sports and what are the results.

The results are measured by interviewing personnel of MFBC and their feedback decides if the project is successful or not.

There are few acronyms which are used in the text. These acronyms are:

IFF	International Floorball Federation
MFBC	Mitteldeutscher Floorball Club
STAY	Suomen Tapahtumamarkkinointiyhdistys
SMART	Specific, Measurable, Attainable, Realistic, Time-framed

2 BASIS OF THE PROJECT

Under this headline there the sport and the organization, that has given the assignment for the project, are briefly introduced.

2.1 Street Floorball

Street floorball is one variation of floorball. Equipment and idea of the game is the same, but with small modification. Playing area is smaller than normally, and so are the goals. There are no goalkeepers and only 3 players per team

are on the field at the same time. Rules are mainly the same, but there are some additions and changes which serve the small field game.

The main idea is to bring floorball outside where new factors have an effect on playing conditions and this is what makes the sport interesting. When playing outside there is always a possibility of rain, wind and other similar weather factors. Another difference is the ground. Normally floorball is played in a hall on smooth wooden or plastic floor. When playing on the streets, the field is bumpy and unpredictable, and that is why the ball is really hard to be controlled.

The field is small, approximately half of the normal sized floorball field. Reason for small field is to keep action speed low, but still the game intense. Ground is hard and bumpy, dangerous to fall down, but when keeping the speed low, possibility for accidents is low too.

2.2 Mitteldeutscher Floorballclub

Mitteldeutscher Floorballclub was founded in 2008, but it has already lots of experience in the field of floorball. The club consist of Löwen Leipzig, Wikinger Grimma and Schakale Schkeuditz. MFBC has teams in every league level in Germany and also several junior teams in levels between under 11 to under 17 years old players. The club has been successful so far, last big success points were in the season 2009-10, when MFBC Wikinger Grimma won women's German championships and MFBC Löwen Leipzig was the silver medalist in men's German championships. (MFBC 2010.)

The history still goes long way to the past. These teams were rivals before and they were fighting on and off the field, in matches and over the training times and sponsors. First step of cooperation was when the town Grimma was announced as a host of 2006 U19 girls' national championship tournament. Grimma found out that they did not have resources to arrange tournament that size by their own and they asked for help from other clubs in the area close to them. Tournament was a success, brought good amount of money to the clubs and

they started thinking how to share the profit. They were discussing that the cooperation went really well and it would be senseless to end it. Many clubs were also not satisfied of their own club structure and they started planning how they could make cooperation as efficient as possible. Then they came with the idea of founding a new club where they can build the new organization structure, share the players, sponsors and work. They also wanted to create a new logo, which would show a new fresh identity and been seen as a cooperative, competitive new sportsclub by the eyes of possible sponsors. The new structure ment that they could coordinate better training times and locations, funding and coaching. The idea gained support and finally in 2008 the MFBC was founded and ready to work. Currently the club is implementing a pyramid structure where everyone has their own area of responsibility and so far they have good experiences about that. (MFBC 2010.)

3 GUIDE

Making a good guide requires a lot of consideration. There has to be thought, what kind of signal is wanted to be sent. Quite important factors are text style and size, because they affect readability. Also paper quality affects to the product, especially how it feels in hand. Good guide stands out from other similar kind of products and looks personal. (Vilkka & Airaksinen 2003, 52-53.)

Primary criterias of good guide are a new form, usability in target group and their work environment. It is also important, that the content responds to users' needs and is clear and informative. Source criticism is particularly important when making a guide. (Vilkka & Airaksinen 2003, 53.) When working in a field of sports, there is always rivalry between different parties and some of them cannot work together at all. That is why it is really important to stay objective and have an ability to step into other ones shoes. Information is gathered from different sources, from sources which might be rivals. It is needed to know other parties attitudes for planning how to get them involved despite the situation.

In the text part of the product should be used a writing style, which is has an influence to the target group. When making a product, the use of it and target group's earlier knowledge of topic should be taken into account. (Vilkka & Ayraksinen 2003, 129.) Because this guide is made for a floorball organization, specific information of the sport is not needed to be explained, the organization understands the lexicon and the idea of this sport.

The guidebook is presented in two parts: first part is the presentation of street floorball and functions of arranging organization. Second part is about marketing this event. Page size in this guide book is A5. A4 would be better for pictures, but there is no need for accurate pictures, only supporting figures. A5 is chosen, because MFBC wants a guidebook, which is easy to carry with. A5 fits better into a bag and is complex. Excluding the cover, the background of the guidebook is white and text is black. This keeps the contrast strong and it does not make the reading hard for eyes. If text would be for example red, it would turn the readability difficult. The chosen paper is 100 grams. According to Jennifer Thomas from MFBC (2011), 100 grams is the best option, because when she wants to read something, there has to be something in hands, that feels strong, not cheap and the pages are easy to turn. Used font is Calibri, and that makes the theme of this guidebook common with other documents of MFBC.

4 EVENT AS A MARKETING TOOL

Concert, sports tournament, seminar, promotion campaign, carnaval, party, city marathon... These all have one mutual aspect, they all are events. President of IFEA (International Festival and Events Association) estimates that the amount of events, made by professional planners, is 1,000,000 per year worldwide. Nowadays can be said, that we live in "event overflow". Television and other new medias bring us information overflow in daily basis, and the road from that to an actual event brings an emotion overflow. (Lucas 2007, 208.) People are always attending events because of emotions, different events awake different

emotions in a single person. Too much changes in emotions will make a person tired, even uninterested. This is the reason why the concept of an event has to be simple and clear, but still attractive and different from everyone else. Campaign has to send same message the whole time, it cannot change even a little bit. If the message changes, consumers become confused and then the product will drown into a mass. In this information overflow of modern society, organizations must stand out from the mass marketing by differentiating their services. To gain the wanted effect, the advertising must be differentiated from the mass advertising. Event is effective marketing communication option. (Vallo & Häyri-nen 2003, 23.)

Arranging an event is the oldest, the most efficient and most used advertisement tool. Meetings in marketplaces and other events has been arranged all over the world and every time when meeting people, there has been business involved. The world is changing fast, but still meeting people is more efficient than any other marketing medias. Event marketing is a experiential marketing performance, where the brand meets its customers and other interest groups in beforehand planned situation and environment. When the event is successfull, it will leave a positive print in memory. (STAY.)

Successfull event needs active people who know their tasks and the target of event. It is important to know, that every event is different. (Watt 1998, 1-2.) Events have clear targets and timetable, and arranging organizations are usual-ly specially founded for the event. (Iiskola-Kesonen 2004, 8.)

Product is the basic competitive tool of marketing-mix. Every other competitive tools are built around product. Product decisions are the basis for other decision in marketing-mix. (Alaja 2000, 72.) Marketing event is a product, which has to be sold to the consumers. It always has to answer to a need, and in this case it is important to think target segments needs to get them involved in one way or another.

Sports product as a product is unique, unpredictable and surprising. It is a complicated product, which contains many other dimensions besides the core

product. (Alaja 2000, 75.) There are many important things which have to be taken into focus when creating a sports product. Because of changing and unpredictable environment of sports, Erkki Alaja (2000, 76) has made a figure of dimensions which are, according to him, supporting each other and are the most important ones. The figure below is presenting these dimensions and how they support each other like a puzzle.

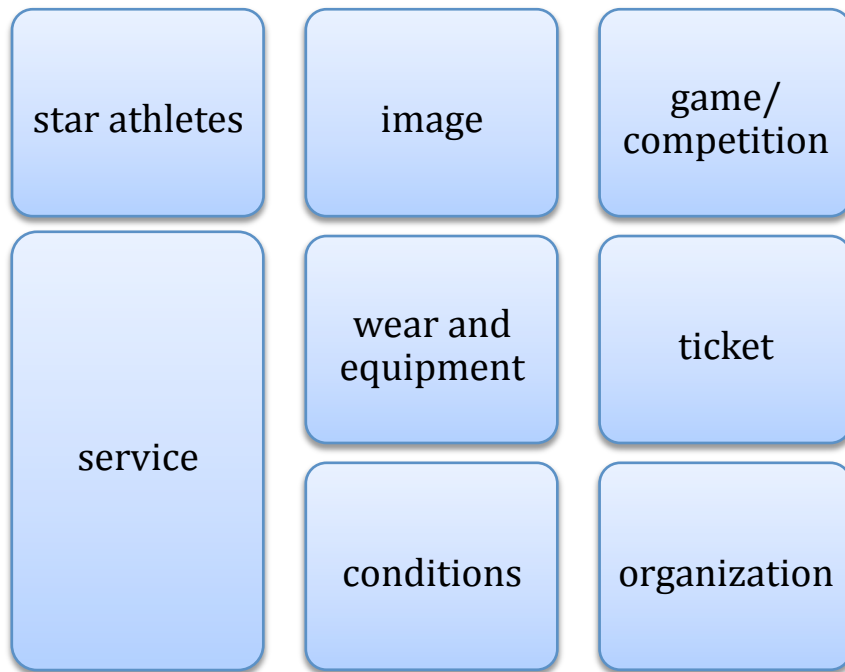


Figure 1 Elements of a sports product (Alaja 2000, 76)

All sports usually contain in some form game or competition where can be found winners and losers (Alaja 2000, 75). Winning and losing is the basic idea of sports. Every sport has rules and culture by their own, but this is a one thing which brings all the sports together, the core idea, the target, winning.

Other dimensions are supporting the main product, nothing can be left without attention. Star athletes are the persons the audience is coming to see, and when people are coming to see them, also new stars are born. Ticket is the price paid for the atmosphere and it also works as a marketing tool, it works as a media for advertising and also as a platform for safety instructions and other vital information. Organization behind the team or athlete has a huge influence on fans. It is important for a sports fan to feel that he is not supporting his favorite

team for nothing and that is why organization has to gain trust in fans eyes. (Alaja 2000, 75.)

Every sport needs own place for carrying on their recreational and competitive activities. One of the most important tasks for organization management is to build good conditions. Good conditions are important for both, the athlete and the audience. When the training and playing conditions are working, they might bring more money and media attention for the sport. (Alaja 2000, 75-76.) This is one reason why the popularity of floorball in Finland has increased fast in recent years, they started paying extra attention on conditions.

Today the sports wear and equipment are essential parts of sports products. Athletes need to look good in their sports wear. Supporting audience buy fan products and this brings money to the organization. Good looking athletes are also a remarkable part of organization's image. (Alaja 2000, 76.)

Service is a vital part of the product. Personnel bring the service to the customer, for whom the service is one-off situation. If the service fails, it cannot be taken back. This also supports the image of the product. Good image is vital for every sports product. Every sport has its own features which determine the sport. Principals are still the same in every sport, the question is always about the images in people's minds. (Alaja 2000, 76.)

The main part of the product in the guide is street floorball. It is supported by the participants, i.e. players who are already familiar with this sport. They bring their own equipment, shoes, sticks, clothes etc., so the arranger does not have to take care about that. In the guidebook is explained how to deal with dimensions such as conditions and image, how to deal with different kinds of attitudes and weather. This kind of sports product is vulnerable because its unpredictableness and rapidly changing conditions, so the guidebook gives tips how to be prepared for these.

The event will be free of charge for spectators, but participants have to pay a fee for attending the tournament. The club has not possibilities to put that much

own financial resources in this kind of "fun-tournament", so there must be income too. The biggest concern in the product is the service, it can ruin the whole event if it is implemented poorly. The author has paid an extra attention for services in the guidebook: there cannot be delays, quality must be kept high and enough products must be supplied to keep the image positive. Also the atmosphere must be bright and joyful. Music will support this really well, and it will also attract more people to come to see what is happening in the source of the music (Persson 2011). More detailed focus in these matters can be read under following headlines.

This knowledge combined to the idea of successful event will bring results. Helena Vallo and Eija Häyrinen describe in their book (2008, 93), that successful event is like a star. This star is a combination of two triangles, which are called "strategic triangle" and "operative triangle". These both triangles consist of three questions, as seen below (Figure 2).

The whole star needs to be in balance, because if some of the corners is stronger than others, the event is no longer in balance. In this case some aspects are more highlighted than others, so it makes everything else weaker. If one aspect is not well done, it is easily noticed by participants and this might stay in their mind after the event, and also bring bad experiences. (Vallo & Häyrinen 2008, 97.)

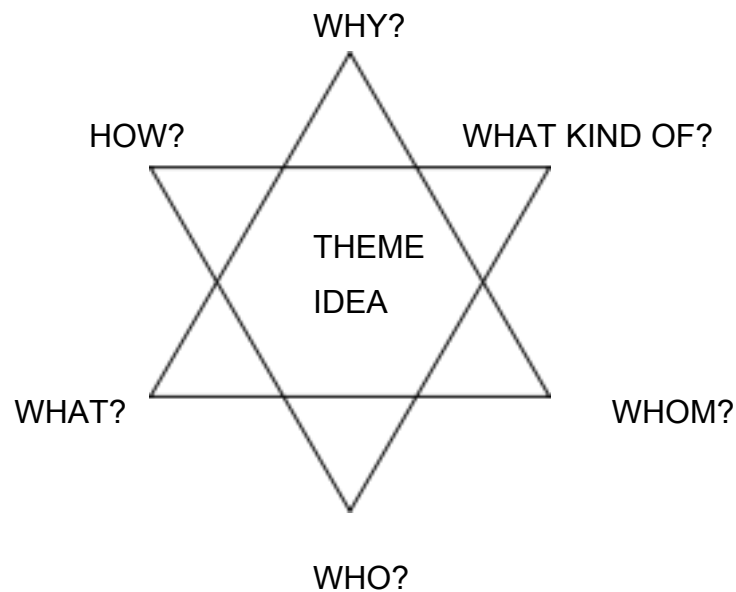


Figure 2 Successful event (Vallo & Häyriinen 2008, 97)

Answers for questions in the strategic triangle "why", "whom", and "what" determine the idea of the event. "Why" –question describes the target, the reason why the event is arranged and what is wanted to communicate with that. "Whom" –question is the target group, for whom this event is made. The last question of this triangle, "what", is for determining what is the atmosphere like and how official will it be. (Vallo & Häyriinen 2008, 93-94.)

Operative triangle consists of questions "how", "what kind of" and "who". Answers to these questions will determine the theme of the event. "How" –question is thinking how the event should be implemented to achieve the targeted result. "What kind of" –question is answering what kind of contents or program will the event have. There has to be thought what are the needs, what would affect the tournament positively, what negatively and what are we willing to do. Last question, "who", is made for finding out who is arranging this event, who is responsible for the actions. Is it a man, a sports club, other organization or what? (Vallo & Häyriinen 2008, 95-96.)

The author uses the strategic triangle as a support for the event. It is helpful for all areas of the event. This triangle gives description of the event, but only of the

big picture. It is not accurate, but really helpful when building the frames, and that is why it is used as a support also for ARPA-model in marketing part, which is presented later on in this report. In the guidebook this strategic triangle replaces the product part in ARPA-model, and this way ARPA-model is concentrating only to the marketing of the final product, which is built with using the strategic triangle.

4.1 Planning an event

Arranging an event has 3 stages: planning, implementing and post performance. Minimum time from planning to implementation is at least two months, in order to succeed the event. With smaller timeline the quality of the event will suffer. 75 % of event process is planning, 10 % implementing and 15 % post marketing. Planning period includes the launching, checking the resources, going through the options, decisions and practical organizing. (Vallo & Häyrynen 2003, 178.)

Before starting organizing, it is really important to think what is the motive of arranging an event and what is wanted to communicate with that. (Vallo & Häyrynen 2003, 120.) In the beginning the reason for the event has to be clarified, i.e. the core, which will characterize the happening. Besides the core, there have to be supporting services, e.g. ticket sale and information point. The core and supporting services need additional services for succeeding their tasks and bringing additional value to the event. These are security, cafeteria, additional product sales etc. These factors will characterize the event. (Liskola-Kesonen 2004, 17.)

In the beginning of planning, first thing which needs to be made is an event brief. An event brief is a document, which sums up the most essential questions needed in starting of the planning. Event brief is always needed and it simply answers the questions why the event is arranged, for whom it is arranged, what is arranged, how it is implemented, what are the contents, who are the hosts and what kind of atmosphere is pursued with the event. (Vallo & Häyrynen 2003, 180.)

Planning phase takes a long time, especially in this project, because floorball is not quoted in sports environment of Leipzig that much. Handball, football and many other sports come before floorball when training locations and funding are shared. So this is why the planning period plays incredible huge role in this marketing event. The location will be searched and booked good time before. Also in the planning phase has to be thought what kind of additional services can and should be included and why. Important is, which kind of services would promote the sport and the atmosphere in the event. In the guidebook the essential additional services and also some ideas, which may promote the club and the sport are presented. An example of this kind of promotion could be for instance equipment sale and presentation about Floorball Bundesliga, the number one leagues in Germany.

4.2 Target

First question of the event brief is why the event is arranged. Every event has a target and reason for arranging it. Measuring the succeeding without clear target is extremely difficult. (Vallo & Häyrinen 2003, 131.) Target could be anything. It can be measured with money, with people visited or just feelings of the atmosphere. It can be raising awareness of the company, providing a fun day for customers or just selling 10 pairs of shoes. Target definition is one of the most essential actions in planning process. If target is not defined, that means, there are no reasons to arrange anything.

Target for this event is to produce a successful tournament for participating teams and offer them a mixture of sports and fun with friends. Target of marketing this event is to get as much teams involved as possible with given resources. Other target is to raise awareness of floorball in Leipzig. Targeted amount of visitors is 10 000, but it is possible to get far higher amount, depending of the location. And when people see the sport, they are expected to get familiar with floorball and recognize it in the future. Also the club wants to offer possibility to participate junior trainings, and this is why there will be information available especially for families with children.

Depending on the length of the tournament, targeted amount of participating teams differs. Minimum amount is 8 teams and maximum 32. This is calculated with the factors such as length of tournament, rink amount and playing time. More accurate information about these calculations is explained further in this report, under heading 4.7 Duration.

4.3 Target group

It is important to think, what is the target group and how the objectives can be reached in terms of this target group. (Vallo & Häyrinen 2003, 121.) This event has two target groups. First is the players, to get floorball players involved and having fun in the tournament. After this, word of mouth has big influence; it will market itself for floorball actives in Germany. Second target group is the audience. Floorball awareness is wanted to be raised in Leipzig, specially among young children (age around 6-13). When getting children involved, it also brings their parents in and this would bring more interest in the MFBC, meaning more junior players and spectators. Also when getting parents involved through their children, this might open new contacts and opportunities businesswise. Parents work, they have different professions, different contacts and some of them are even entrepreneurs. When getting these people involved, they might be interested in helping, networking and even sponsoring the club. But the primary idea is to get MFBC more known in the sports environment of Leipzig, increase the amount of junior players and this way develop clubs implementation, quality of the sport and build up the continuance of the sport.

4.4 Image

The concept of image congruence has mostly been neglected although image is regarded as an essential aspect in service marketing to attract and retain customers. Destinations compete in the tourism market against each other and can stand out having a unique selling proposition, which can be constituted through

a strong image linked to a sports event. (Hallmann & Breuer 2010, 66.)

Floorball is really small brand in Germany today, and that is why they have almost a clear table for building an image for it. Now they should focus really carefully on how the sport will appear in people's minds and how it can be seen as a fast and fresh trend sport. Supporting this kind of image, street floorball tournament is good way to bring this sport to the people's awareness.

Because of small network and environment of floorball in Germany, the image of the arranging club can and will effect to the amount of participants. Of course many participants will come from inside the club and this can save the event, but when targeting wider segment, players from other parts of Germany are also needed. MFBC is a relatively young club and they don't share all opinions with other clubs, so this might be challenging topic to handle. Some people do not think that MFBC is doing a good job, they think MFBC is concentrating too much on wrong things than trying to bring this sport more professional. Some floorball actives do not like each other and this may cause negative word of mouth. Basically the positive factors should be strenghted in the club, those factors which may tempt the people to participate in. These factors are such as an interesting location, the city, fresh appearance of club and hardworking personnel. The club must show that they really want and can arrange these kinds of events, and want to bring floorball forward. In practice this means that everything that is promised, have to happen. Any delays and inconvenience in the tournament will cause negative word of mouth and bad media publicity. So there must be taken special focus on what can be done, what cannot, why and how to double check that everything will go according to the plan. That is why it is good to remember the old saying "customer will tell about good service to three friends, to eleven about bad service".

Other risks are more practical, e.g. bad weather conditions will effect the whole tournament. If it is raining the whole day long, the arrangers can be assured that participants will have bad memories about that. So what can be done if it is raining? If it is raining so much that the tournament cannot be played through, what will happen? Does the participant get a refund for the fee he has paid?

Naturally the event is arranged at a time, when it is most unlikely to rain, but weather is a factor which can not be 100 % forecasted, especially when the location has to be reserved months before. In practice there has to be arranged shelters for people if possible and made clear to all participants when the weather is so bad weather that tournament cannot be ran through. Next point is what to do if the tournament suffers about an accident like this? The club needs to be prepared, in every sponsor contract and their own input must be covered that they will suffer as little as possible. In sponsor contracts must be informed, what will happen if the tournament cannot be arranged, do the supplier take their supply back or what is done with the products. How much would be the costs for this? These factors are negotiable with everyone involved.

Other factors which need to be taken into account in the field of risks are the location and sponsors. Getting the location is not the problem, the problem is to get the location which is the best for the target. If it is not possible to locate the event in crowded part of the city, alternatives work also, but then expectations have to be lowered. Naturally the amount of spectators will decrease if the event is taken more far away from the crowded places, but it will not affect the participating publics. However it will affect the sponsors. Possible sponsors may not want to support the event, if it is too far away from possible future customers, when it does not get enough spectators, the problems will come from financial side. Preparation to this matter can be made by good sponsor research and good negotiation skills combined with attractive image of floorball and its variation on the streets.

4.5 Point of time

Point of time and duration should be considered carefully, because it always affects on how many people can participate. It should also be found out, if there are competing events at the same time and are there other events, which might bring more people to the location. (Vallo & Häyrinen 2003, 163–164.)

Tournament takes one or two whole days. This means that point of time has to be on weekend. Essential for schedule is that games are played when there is

still bright outside, because this sport cannot be played in the dark. When thinking about the players perspective, the tournament has to be arranged after the season. But not straight after, because people want to have a small break from floorball after an exhausting season and may do some holiday trips.

Weather is essential part when planning the time of the event. The optimal would be warm, sunny day, that people would stay outside whole day long and enjoy summer activities. When planning the time of the tournament, there should be made a research about last 5-10 summers and found out which weekends are most sunny ones and most unlikely to rain. Also a contact to the local weather forecast center is important for making sure that the weather will not ruin the event. Weather might change rapidly, so there has to be prepared for the worst, thought what can be done, if there comes a rain, storm etc. How to cover equipment from water, how to implement the tournament, avoid delays and where players can go during breaks.

4.6 Location

When choosing location for an event, things that have to be taken into concern are environment and participants. Place has to be easy to approach and find, and it should also be checked out beforehand and evaluate its suitability for the event. (Vallo & Häyrinen 2008, 131-132.)

First of all, the location has to be in area where lots of people are visiting. This means the city center area, where most of the shops and restaurants are, i.e. where people spend their time on weekends. When people are visiting city center, they will notice a street event, get interested and become spectators. The reach of students is also possible, because in Leipzig, campuses of the university are mainly located near the core center, and students visit the university also on weekends. One of the most ideal locations would be the area in front of Hauptbahnhof of Leipzig, the central railway station. According to the city of Leipzig (2011), there are approximately 100 000 visitors daily in the central station, so that location could bring much more guests than targeted.

There are also many parking halls in the center area, so it is easy to reach. Big factor is naturally the finance. Money determines mainly where the tournament can be arranged, and city center is not easy to get for this action. According to Mattias Persson (2011), these locations are usually expensive. Eventhough when there are some bigger events in the city at the same time, he thinks it may be possible to get the city of Leipzig supporting the local sports club for the event. If there are no possibilities to bring floorball to the main core of the city, then an alternative option has to be thought, but the object is always the same. Locations, such as parking lots of shopping centers, could also work for the event.

Practical issues of the location are not that hard to handle. There has to be space for two small floorball fields and side activities. The street floorball field is really small, so that should not be a problem. One factor, which is making inconvenience for organization, is how to cover the area so that when the balls fly over the rink, they do not hit any cars and make harm for traffic and people. In street floorball the ball does not travel as fast as in normal floorball, so the risk of harming anyone is smaller. There will be many options available, such as building nets behind the rink, but they bring also their own difficulties. An easy option would be to build the side activity tents behind the rinks and the balls would rather hit them than by passing cars.

Naturally first have to determine what the organization wants, what the location needs and what would be the options. Then check out from the location owners and the city how much the costs are, and what are the regulations and possibilities. Then make a decision.

4.7 Duration

Duration influences visitors experience of the event and has also economical impact. These kinds of sports events have variety of competitors and visitors, and their free time from the sports has also a big influence for their satisfaction, meaning the time when they can experience the environment by their own. Dif-

ferent levels of sports offer different degrees of tourism activities in the destination. (Hinch & Higham 2004, 152.)

Duration of the event depends on several factors. Basically the idea is to arrange one day event, but if needed, it can be stretched for two days. Reasons for stretching the duration would be the increase of attending teams, but this also means a lot of changes in the event. There are several questions which have to be answered, such as: would the organization need more volunteers, is it possible to keep the location for two days, how much the costs would grow and how the tournament system changes, is it possible to extend the permits, where to put all the used equipment for the night and other factors such as these.

When thinking about the tournament schedule, how many teams can attend the tournament from the duration perspective, the author has made a table about the possible amount of attending teams by using duration of tournament and amount of rinks as factors.

Table 1 Amount of possible teams and matches

	1 rink	2 rinks
2 days	16 teams 32 matches	32 teams 64 matches
1 day	8 teams 20 matches	16 teams 32 matches

As in the rules stands, one match lasts 12 minutes, and in this table is calculated 20 minutes per match, meaning 3 matches per hour. The reason why there is saved 8 minutes per match extra time is to avoid delays and there are always small things which causes that more time is needed between the matches. Playing time is calculated 8 hours per day in total.

The amount of matches comes from 4 teams groups and after that play-off matches, the final and bronze medal matches. In the box of 2 days and 2 rinks the

calculation is made with thinking about two leagues, for example men's league and women's league.

Of course when all the factors are clear, then the final decision about the amount of teams can be made, all depends on budget, permissions and other resources. If needed, the total playing time can also be extended longer.

4.8 Laws and regulations

Mutual aspect for every event is, that they all are multilateral from the arrangers perspective. There are several resources, which are needed during the event. These are location owners, arrangers of side activities, suppliers, subcontractors, sponsors, financiers and authorities. (Kauhanen, et al. 2002, 23, 41.) Every country and city have their own regulations for events. There must be authorities informed, permits applied and information about how loud the music can be, is there a possibility to sell alcohol, when can the event start and end etc.

Specific regulations are given by the location owner, but some basic things are common in every location. If the arranging organizations provide a catering service by their own, there has to be at least one person who has passed an exam of how to handle hygiene factors in catering. And if alcohol is offered, there also has to be a person with alcohol permit, which is similar to the hygiene permit. (Persson 2011.) When music is played, the location owner gives the limitation of loudness, and the arranging organization has to have a permit for playing specific music. Naturally the arranging organization is also responsible for cleaning the place after the event, in given schedule. When the location is confirmed, there has to be made a special announcement for police about the event. The document can be found from police department. There can also be found all other limitations and regulations which are needed to be thought. (Jennifer Thomas 2011.)

Regulations and permits differ in every location, but further information is given from the location owner, police and organizations involved. If the event is in shopping center, the center management provides the information. If on the

streets of Leipzig, the city of Leipzig is the place where to find answers. And the event will be modified according to those regulations.

5 MARKETING AN EVENT

The key for a successful event is the right kind of participants. That is why one of the most important elements of an event is marketing. (Bowdin, McDonnell, Allen, O'Toole 2001, 115.)

In this part there is an introduction of sports marketing environment and author's observations and experiences play a big role here. Important elements of floorball marketing are explained and how the searched information is used in the guidebook. There is also described how to create a marketing plan for the event and which marketing channels are used for reaching the set goal.

5.1 Sports marketing

Sports marketing can be divided into two sectors: hobbyist marketing and audience marketing. In hobbyist marketing people are wanted to join clubs, attend events, buy sports products and network with people with similar interests. Audience marketing is an action, which targets to get consumers to attend events as audience. (Alaja 2000, 28.) This project is concentrating on both of these sectors.

When marketing a certain sport or using the sport in marketing purposes, there are various publics that organizations may target, not just the end users. There are five main groups that marketers have to consider and in many cases these groups support each other. It is a difficult but important job for marketer to consider all these groups when planning sports marketing. These groups are sports publics, player or participant publics, business and media publics, support goods and services publics and government publics. Some of these publics have both a supply and demand effect on the sports product. These are player or

participant publics, business and media publics and government publics. (Johnson Morgan & Summers 2005, 31.)

Participants supply services to the sports product and they can effect straight to the product. If the players are good, audience likes to watch them more, maybe some people come back just for particular players' sake. They also do influence the product just like customers of the game, particularly when the target of marketing is to recruit more members. Then comes business/media publics with their money and communication skills. They both demand investment options, each with their own way, but with the same target, profit. They are also a great part of the product, businesses support the product with money and media can raise awareness of the product in many ways, such as internet, tv, radio etc. With money and media coverage the sport may much more easily reach a higher profile in the world of sports. Government publics are often involved in developing local sports in many levels. They provide infrastucture like facilities, training locations and some times they even provide money in terms of contributing the community life. Government publics are a bit similar with business/media publics, but what they are supplying is different. What they demand, is the consideration for their involvement in the form of votes or political benefit. (Johnson Morgan & Summers 2005, 33-34.)

Support goods and services publics only have a supply effect to the product. They simply react to the changes of the product and do not have demand. These publics supply for example catering services, security personnel and equipment and transport services. They generally do not have any influence over the form of functioning the sports product. (Johnson Morgan & Summers 2005, 33-34.)

Spectator publics is the most important public from marketing perspective. They have demand effect, they can effect the core product, the rules and regulations, they bring money and can even effect who participates the sport. They have to be handled with special care, because if the sport loses its spectators, the future of the sport is compromised. And also when spectators walk away, business and media publics also lose their interest. (Johnson Morgan & Summers 2005,

34.)

The project has a strong focus on spectator publics, this way supply brings demand. Support goods and services publics are not so important, they are only taken into concern when explaining what this event needs as side activities and services in order to bring value to the customer. They have no demand, they will only supply what the organization wants. Government publics will be important in the guidebook. They come to the picture when searching for tournament location, and these publics are the ones who are going to supply that. What they demand is unknown, because different locations have different prices and regulations, so the guidebook gives only instructions for finding possible locations and does not deal with the demand side of these publics.

Media publics are important in the marketing section. These publics are those who will spread the word about the sport. At the moment floorball has a tiny coverage in local newspaper in Leipzig, but if the tournament is successful, it may bring more interest also for media in the future. The author is concentrating on the media publics in the marketing section of the guidebook, how to use them and what kind of message the event wants to send.

Usually sporting organizations are rivals, they are competing against each other for funding opportunities, training facilities, memberships and spectators. That is the reason, why sporting organizations have to make a complete analysis of their opportunities, but also about their biggest competitors. Understanding the competitors can help an organization to improve the quality of the service it is offering, and also to react faster to the changes in customer preferences. That means it has to be analysed what successful sporting organizations have done to gain their position and what can be learnt from them. Floorball organizations have lots of difficulties to compete with sports which have long history and traditions, such as football and basketball. Maybe floorball should concentrate on competing with sports which are more similar to that and also have younger history. Mattias Persson (2011) said, that it used to be easier to get sponsors and market the sport, but nowadays there are so many other sports which have come fast up, so the variety of the sports in Leipzig makes it difficult for all to sur-

vive.

In the field of sports, marketing objectives have to be clear and they have to follow the big picture precisely. Marketing objectives are statements about what will be accomplished through marketing activities. Johnson Morgan & Summers claim in their book *Sports marketing* (2005), that marketing objectives always need to be SMART. This acronym comes from words specific, measurable, attainable, realistic and time-framed. Organization needs an overall objective which may not be very accurate, but under that must be more specific objectives with time-frames and numbers. This way it is possible to follow how well the organization achieves their short- and long-term goals. When following objectives closely, mistakes are noticed faster and reacting in these can be made rapidly. (Johnson Morgan & Summers 2005, 27.) SMART is in the background of all the decisions and instructions written in the guidebook to help end user to supervise its actions effectively.

When watching the tournament from spectator perspective, the sport is still too unknown, so mainstream of spectator will have different opinions about the quality of the game. Even if it might seem slow and tactics wrong for floorball player, for people who see the sport for the first time it is totally different. Even a low quality game might seem fast and interesting for first timer, so that is why the quality of the game will not be a problem, there has to be participants who look like young athletes, participants who make floorball look like tough trend sport. Of course this is a sport for everyone, but still sporty looking people are more attractive than middle aged men with their big stomachs.

5.2 Target marketing

When planning the targeting, there has to be made an identification of groups of potential customers who have several characteristics in common. These can be personal, physical or even buying characteristics. Most products do not appeal equally for everybody, so target marketing has to be planned accurate for reaching all the possible customers. Targeting the different groups of customers who have similar motivations for buying the product, will increase the effecti-

veness of marketing. For niche sports, such as floorball, and sports that have a special equipment, skill or environment, identifying target group is more straightforward. These sports have really narrow group of customers that they appeal to. (Johnson Morgan & Summers 2005, 29.)

Target in this project is clear, and marketing for possible participants is straightforward. There is no point for trying to get just anyone to attend the tournament, the event needs players who have already played this sport to make the quality of the game higher. Marketing is going straight to the licenced players and people who have played floorball before with using channels such as word of mouth and social medias. These channels are chosen because of the narrow floorball environment and culture of Germany where "everybody knows everybody". Marketing goes straight to clubs and players. There is no need to publish flyers or big posters to attract players, they do the marketing automatically by word of mouth and networking.

5.3 ARPA-model

Erkki Alaja (2000, 50-54) has developed an ARPA-model for making a marketing plan in the field of sports. The name comes from Finnish words "aistiminen" (sensing), "räätälöinti" (customizing), "pilarointi" (column) and "ansaitseminen" (earning). This model is based on basic elements of modern marketing and is created by using customer-oriented thinking. Using this model has to be made innovative and modified for every case. Every case is different, and this model works as a guideline when planning marketing actions.

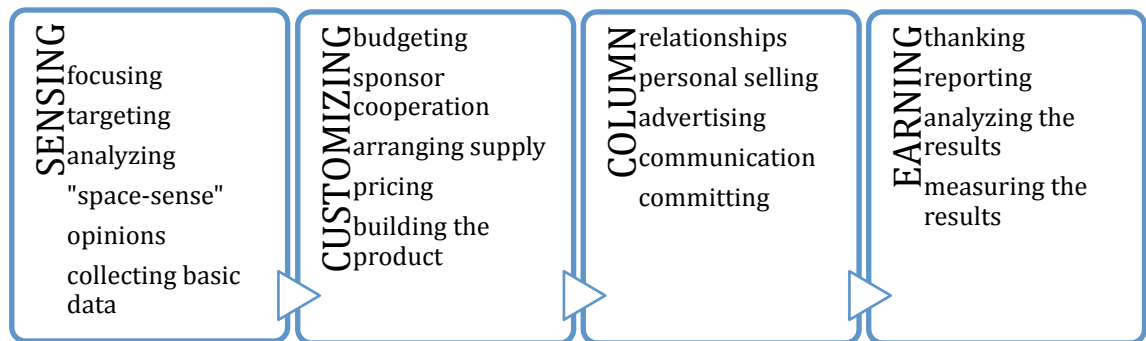


Figure 3 ARPA-model (Alaja 2000, 51)

First step is sensing. It consists of collecting the basic data of everything concerning the event, the sport and the environment. It consists of hard facts, numbers, researches and experiences. There has to be research about attitudes against the sport and the event. "Space-sense" is a term from Erkki Alaja, it is so called "sixth sense", meaning current trends, political stream, phenomenas of environment, fashion, customer needs etc. This sense has to be used, has to be sensed when is the right time and what are the right actions. Main target for sensing is to collect all possible data and get a realistic picture of the product. It is also important to form a picture of attitudes in this environment and forecast the future. With gained information it is easier to focus actions to the right group and set realistic marketing goals. (Alaja 2000, 52.) In analyse step it is convenient to use SWOT-analysis. SWOT-analysis is an efficient way to research organizations physical, economical, communicational and personnel related strengths, weaknesses, opportunities and threats. For example strengts might be an efficient ticket sale organization or high amount of volunteers. Weakneses might be small amount of workforce and bad reputation. (Lindroos & Lohivesi 2006, 217.)

Next thing to do, is customizing. The idea of customizing is to build the product that answers to customers needs. Pricing has to be made clever, make buying the product as easy as possible and build the whole marketing plan to the budget form. And in this point the sponsor cooperation has to be built up for con-

tinuing the arrangements. (Alaja 2000, 53.) When building this kind of sports product, it has to be remembered that the event is really sensitive. We are talking about a marginal sport, mainstream do not know it, and that is why everything has to be made really carefully. If the product is not answering to the need of participants, it will kill the whole event and lose spectators. Even though in this customizing part here building the product is taken into focus, in the guidebook this part is replaced with strategic triangle of successful event by Helena Vallo and Eija Häyrynen (2008, 97). The strategic triangle is useful for this part, because there can be seen different factors more clearly and which factors has to be in balance for succeeding the event. These two models combined, the ARPA-model can concentrate more into marketing, when there is already final product made with support of this strategic triangle.

The target of the column stage is to commit own personnel and cooperative factors. In this stage advertising of the organization and product starts. The product has to be different from everyone else, it has to raise interest and activate customers. There has to be created wide networks in every direction. All cannot be done alone, cooperation with different organizations and sports may build up new opportunities and strengths. (Alaja 2000, 54.) This is the point where the most of the physical work is done and tangible results are made.

Last step is earning. After the product is done, it is time to measure the results. How are the results compared to the target and what are the real numbers? The facts has to be collected and analyzed, and then decision, was the product successful or not. Important is to thank all the people involved, they have to know that their work has been noticed and appreciated, otherwise they might not attend next time anymore. In the end feedback should be given and a report about what has happened should be done. (Alaja 2000, 55.)

By using the ARPA-model, a list of questions can be made. Answers to these questions will create a versatile body for marketing plan. In the guidebook can be found a guide, how to create a marketing plan by using this model. This model is chosen, because the author finds it fitting well to this kind of sports product with its customer oriented perspective, step-by-step planning, analysing

and implementing, and simplicity. Even though the main product, street floorball, is already complete, using this model will steer the modification of final sports product. This "space-sense" appears differently in every marketer and in this factor is taken a special focus. In the final product the end user is encouraged to use his own senses, discuss with other personnel involved and breed from several "space-senses" something innovative to boost this sport and event forward. In the guidebook these steps and what are the important questions which need to be answered in every case are listed. Example answers are not given in the steps and this way the guidebook is kept more timeless and it makes that the end user can use his own creativity and thinking. Naturally in every step it is explained why these informations should be found out and questions answered.

5.4 Social medias

Social marketing in 21st century has achieved wide awareness and adoption as an innovative approach to social influence. Although metaphors are often tortured frameworks for understanding historical phenomena, it is useful to think of the growth of social marketing over the past 40-plus years as paralleling the formative years of a person. The field has had its infancy, and one could argue that it is just now entering early maturity. (Andreasen 2002.)

Social media is any content that forms our social networks on Internet. Social media includes a large number of tools used for online communication, such as instant messaging, text chat, forums, social bookmarking, wikis, blogs and social network services. (Warr 2008, 593.) People have a habit to gather together with other people with similar interests. At the same time people want to control their lives, so they can present themselves through topic they are interested in. In the phenomenon the contents attract different sized masses together and big masses form communities where interaction works from people to people. Technologies are behind everything, because without technologies these platforms and their growth would not be possible. This way around any topic builds fastly up a community, which is developing own habits, rules and actions. Topics of conversations cannot be forced, because of their openness, but they can be influenced. (Safko & Brake 2009, 5.)

Social medias are suitable for people of every age. The most popular platforms are usually really easy to use and instructions clear. For example nowadays children have already knowledge for using this technology and they grow up with social networking, and these people are not only social media consumers, but they are also producers. Almost everything can be published in social medias and that gives the users an opportunity to be creative. Also the information spreads fast because there is no delay. (Wikipedia 2011.)

When planning to use social networks in marketing, the key is to be creative. Trying to force the information through the mass is useless, when wanting to advertise well in traditional way there should be lots of capital to push the information through with money. And in this case it is not an option. Marketer needs to be different than everyone else, have to gain the customers interest and hold on to that. The most difficult part is how to pop up from mass of social media advertising. Important note for marketers is that they should talk more personally in social medias, not like typical advertisers (Social Media Optimization 2007). Currently there is so much advertising in social medias that people do not easily notice anything new, and that is why there should be more interactive and personal ways in advertising to get the customer involved.

The author has chosen social media marketing as a main marketing channel for this project. He thinks it is the most effective channel for this sport because of its freshness and young age. Also marketing through social medias is free and brings a lot of word of mouth marketing with it. MFBC has been using Facebook for their marketing, and it has been found working. Both the MFBC and the author are experienced social media users, but some new ideas will be brought and used in the guidebook. These are such as blogging and video marketing through social medias.

It has to be thought which social medias to use and why. Facebook is the biggest social media channel in the world with its over 600 million active users (Wikipedia 2011). In Germany the amount of users in March 2011 was almost 18 million, circa 22% of the population, and it is growing continuously (Internet

world stats 2011). The author finds Facebook as an efficient and fast networking channel, and this channel is used worldwide. Through facebook people from all around the world can stay in contact and share information. And it also notices companies, not just individuals, by offering them an efficient communication and marketing channel.

There is a saying that picture tells more than thousand words, but video tells more than million pictures. Video enjoys 7-10 times more attention than normal material. (Seomarkkinointi 2011.) Youtube is the world's second largest search engine straight after Google and it keeps inside a huge amount of potential customers. Videos in Youtube can be found by using keywords and they can also be promoted. (The New York Times 2011.) Also according to the author's experience, online videos are really effective way of marketing if they are done well.

Basically the idea is to create a web page and facebook page first. Then starting to spread the news and links through all chosen social medias. This needs a bit volunteer work; i.e. the creator has to say to all of his friends to spread this information through the network and create banners and links to the web sites with the same target group. Then there has to be an introduction video about the tournament, which has to be made with high carefulness to attract possible participants. It must be short but complex, the sport, location and tournament system will be introduced. Producers has to be also careful that there are no typical mistakes made; i.e. the video is unoriginal, bad execution or it looks too much like commercial ad (Social Times 2010). After this there must be a blog in the website about the progress of the tournament. This will be updated in every one-two weeks and there can be added short videos. In these videos, emails and blogs it is essential to flatter the city and make the location attractive, especially for young people. (Persson 2011.) These actions will keep the possible customers following the progress and getting more and more interested in the event. And keeps them off forgetting.

5.5 Post-marketing

The target of post-marketing is to thank participants for their participation. This way it is possible to make sure that these people will come to the event also in the future. Collecting feedback and suggestions is an important part of this phase, because this way the participants are given an opportunity to affect the actions in the future. This feedback should be read through soon after the event, when the event is still strong in memory. (Vallo & Häyrinen 2003, 168.) In the guidebook is presented that the event organizers thank all the participants in their facebook page and also send emails to the participated teams. The main point is that the memory of the event will be positive. Also if there are enough resources, it is also possible to give all the participants a tournament shirt. This also works as post-marketing. When people use the shirt after the tournament, they will see the logo and remember the event. Also possible new participants can find the event this way.

There should be a feedback box during the event. There the participants can give their opinions and suggestions for possible future events. And the way to increase the amount of feedback is a lottery. There should be a small price and the winner is drawn between all the people who have given feedback. The feedback letter does not have to be more complicated than few dots: what was positive, what was negative and last a suggestions box. If these answers are given with name and contact information, the price will be sent afterwards.

6 CONCLUSION

The idea of this thesis is to help floorball actives in Leipzig to arrange well functioning marketing event for the sport. Most ideal would have been that the author was in the organization team when arranging this event, but now it is not possible because of timing. Now the author will not know, does the club have interest or resources to arrange this event by using instructions of the guide.

The aim of the project was to create a guidebook for arranging actions of floorball marketing event. And at the same time the guidebook keeps inside its own aim, to arrange a street floorball tournament offering new contacts, fun summer time activity for the participants and raising awareness of floorball in the city of Leipzig. Data was collected by interviewing people from the field of floorball in Germany and also from the literature and internet sources. Gaps in authors professional knowledge were filled well by literature and from there the author got good line to follow in this thesis. The interviewed people were chosen because of their knowledge of floorball and event management field in Leipzig. These theme interviews gave a good picture of the environment for the author and when finding out what they have already done in Germany, it was easier to choose direction to go. It might have been useful to interview people from other floorball clubs and find out what are their opinions, thoughts and experiences, but this time the author concentrated only in Leipzig and actions of this club.

The author finds the guide as a good tool to get an overall picture of the event and there can be found lots of information and ideas for every step of event organization process. Still he thinks there is lots of points to develop. One problem was, how to keep the guide short, but offering a lot of information. That was also hard because of chosen A5 paper size, which increases the page amount dramatically. There are 19 A5 size pages in the guidebook, and that is almost the maximum amount of pages the MFBC wanted. Pictures and figures were not used so much, even though it would have made the guide a bit lighter to read. Still pictures and figures were left out to keep the guide shorter.

The result of the project is decided by Jennifer Thomas from MFBC. Ms Thomas finds the guide well done for floorball club, but she was hoping to see a guide, which gives better overall picture of the sport, how the author sees the sport in Germany and specially in Leipzig. She likes the idea of bringing the sport on the streets and how the needed resources are kept relatively small. The idea is simple and there is a good possibility to arrange it. There is a point to improve, now in the guide was only information about the sport and how to arrange this event in Leipzig, but, according to Thomas, there was no clear picture how the sport is connected to the city of Leipzig. The author made the gui-

de for floorball actives in Leipzig and thought there is no need to explane such "obvious" factors of sport and environment, but MFBC wants more overall picture to see how the author finds the environment. This way the guide will be more timeless. And when the sport developes, there could be seen what is the level of knowledge and ideas at the moment in the guide.

Other point is, Ms Thomas thinks the language used in the guide is too difficult. The knowledge of english is not high enough for the planned readers, so she was hoping that the author uses more simple ways to explane these actions of the event. Also there were dates missing, so it cannot be seen, when this guide is made. The author finds it also important for the reader to know, when this guide is made, and then decide which information may be outdated.

There were also comments made about the structure of the guide. There is a wish, that the headline *Planning* comes first in the beginning of thinking what the event needs, now it came just after headline *Location*. Good point there, because it affects in the overall picture that the reader gets. When the reader wants to organize an event, the reader thinks first "what do we want to do?", including the facts. After that, where should the event take place in.

In the end, MFBC finds this guide as a good help for arranging a new marketing event for floorball and combined with their old habits and actions, it brings value for the club and floorball in Leipzig. New ideas, such as video marketing, are received with objective mind and the club thinks they really can develop something from this guidebook and street floorball.

This thesis was a teaching experience for the author. His future profession will be related in the field of sports, in which he has a great interest. Especially sports marketing part has teached the author a greater view of sports business, so now he knows better what kinds of factors he has to think when going in to the sports business environment. His time in Germany has also brought a lot of contacts in professional area and the author has also learned the German language, which will be a plus in his future career and social life.

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City of Leipzig. 7 April 2011

STREET FLOORBALL

RULES

Interpretation of these rules follow rules and interpretation of International Floorball Federation (IFF)

- 1 **3 player/team on the field at the same time, no goalkeepers.** No limited changing (so called flying changing). Maximum size of one team is 8 players.
- 2 **Playing time 1 x 12 minutes.**
- 3 **Boards are limiting the playing area.** Recommended size of playing area is 10 x 20 meters.
- 4 **Floorball stick and ball are the used playing equipment.**
- 5 **Small Floorball goals are used.** Recommended size is 60 x 40-45 centimeters (width x height).
- 6 **Parable shaped goal area in front of the goal,** radius 75 centimeters.
- 7 **Player is not allowed to touch goal area with any parts of his body.** Stepping over the goal area is allowed. Playing with a stick in goal area is allowed.
- 8 **Attacking player's goal area foul** is punished with free shot.
Defending player's goal area foul is punished with penalty shot.
- 9 **Penalty shot** is executed from central point to empty goal.
- 10 **Goal is made, when the ball is completely over the goal line.** Attacking player can make a goal only with his stick.
- 11 **After approved goal the match is continued with opponent team's starting hit from own side of the field. Starting hit can be executed after the referee blows his whistle.** *Additional information: The team which made a goal returns back to their own side before the starting hit is executed. Starting hit is executed, when other second player touches the ball. Starting hit is executed from central point to own side direction after the whistle of the referee. The match is started with so called "face-off".*
- 12 **If the ball goes out from the playing area,** the free shot is made by team, which did not play the ball out from the area. Place for free hit is approximately one meter from the board. When ball goes out from the end of field, then free hit is executed from the corner.
- 13 **Free hits are allowed to shoot straight to the goal,** opponent players must be at least 3 meters away.
- 14 **Ball can be played with a foot to own stick,** not to the other players in the same team. Kicking the ball more than once is forbidden.

- 15 **Using hands or head on purpose when reaching the ball is forbidden.**
- 16 **Player is not allowed to lift his stick over the hip height. Ball is not allowed to be played with the stick or foot over the knee height.** (Not even by jumping).
- 17 **Only the ball can be played with a stick.** Pressing, hitting, lifting and holding opponent player's stick is forbidden. Also keeping the stick between opponent's legs is forbidden.
- 18 **Tackling, holding, pushing and obstructing is forbidden.**
- 19 **Player is not allowed to play without the stick.**
- 20 **Playing from the ground is forbidden.** (= Both knees or hand on the ground).
- 21 **Player with the ball is not allowed to move backwards towards the opponent.**
- 22 **Fouls which are punished with free shot and penalty shot are:**

Fouls marked with "*" are the fouls which has to punished with penalty shot when they are made on purpose or continual.

- * - Lifting or pressing opponent's stick
- * - High sticking
 - Jumping when playing the ball
 - Playing with hand or head on purpose
- * - Hitting the opponent's stick on purpose
 - Playing from the ground
- * - Tackling, holding, pushing and obstructing the opponent
 - Kicking the ball to the player in own team
 - Playing with a broken stick
- * - Too many players on the field
- * - Throwing the stick
 - Player does not move 3 meters away from the free hit point
- * - Dangerous playing

Penalty shot can also be refereed for a foul, which happens in clear goal making situation, preventing a goal.

After failed penalty shot, match continues with face-off from the central point.

- 23 **Behaviour that does not follow fair play and trying to damage other player on purpose are followed by penalty shot, expelling from the match or even the whole tournament.**

24 **Ranking in the tournament is made with following rules:**

Gained point (2 from win, 1 from draw). When teams are in equal points, the ranking is made in following order:

1. Points in mutual matches
2. Score difference in mutual matches
3. Total score difference
4. Goals scored in mutual matches
5. Total amount of scored goals
6. Lot

25 When the match is draw after official playing time, in the matches where winner has to be decided, 3 players penalty shot competition is executed. If the winner is still not decided, the penalty shot competition is continues with sudden death idea until winner is decided.

26 If another team thinks that playing conditions are not fair (wind, the field etc.), it is raffled which team can decide the playing side.