Event Management in Ice Hockey

Case: Liiga (The Finnish Elite League)

Author: Maiju Heinonen

Supervisor: Dr. Anders Steene

södertörns högskola

SÖDERTÖRN UNIVERSITY

Abstract

The aim of this research was to discuss about event management theory and how the Liiga (the major ice hockey league in Finland) team organisations could use this theory to improve their home game events. This topic has been divided into two research questions from which the first discusses the current situation and the other gives suggestions for future improvements for the Liiga team organisations. This research is conducted as a master's theses and it has been conducted in years 2014 to 2016.

In order to understand the research topic the general theory of event management has been told from the sporting event point of view. This theory has been divided into two different sections which are the five stages of event management and the operational strategies of event management. Answers for the research questions have been search with a qualitative research and its methods of interview and questionnaire, observation and content analysis. These methods and the way these have been used in this research are introduced after the event management theory.

The data collected with the selected qualitative research methods has been introduced as empirical findings. These empirical findings are introduced a research method at a time and in a same order as the data has been collected. After introducing the collected data it has been carefully analysed.

The analysis have also been divided into two section from which the first answers to the first research question concerning the current situation and the other the second questions concerning the future improvement that could be done. The first part of analysis has been made in a same chronological order as the event management theory has been written in order it to be easy to compere these two to each other.

In the end the conclusions of this research and its research questions are introduced. Also the knowledge which this research is offering for the tourism industry and for its readers have been discussed. This are also a lot of different ways how this research could be continued and made further and these ways have been discussed as well. Last but not least the research has been viewed critically and the quality of it has been questioned.

Key words: event management, small scale sporting events, Liiga, ice hockey, Finland

Table of Contents

1 Introduction

Ice hockey is the most viewed sport in Finland according the yearly Sponsor Navigator research (Yle Urheilu 2014). Around 2.4 million viewers view the Liiga every year (Ministry of the Interior 2014, 5). Unfortunately the amount of visitors at ice hockey games everywhere in Finland is decreasing and one of the reasons is the lack of proper event management inside the ice hockey organisations. Ice hockey team organisations are often taking the visitor for granted and are not investing enough resources to the event management which could improve the enjoyment of the visitor at their ice hockey games. For example the newest team in Liiga, Sport of Vaasa, had 4402 visitors at their home games in the beginning of the season and nowadays the amount is only 2792 at its lowest. The local newspaper did a research for the visitors in which 270 took part and the message was clear; the visitors were not satisfied how the event was managed by the organisation and were not ready to pay for that level of service. (Kuikka 2014.)

Some of the event management problems at Sport of Vaasa games events that the visitors were complaining about were parking, services at the venue like food court and lavatories, the venue itself, the lack of entertainment or show elements during the game and intervals and the language which some viewers were using during the game which was not suitable for children. Visitors were also missing some packaging in ticket sales department, for example family ticket. It would be easier to come to the game with their children. All these topics could be managed if the ice hockey team organisations would think the hockey games as events and therefor use the theory of event management as their guideline while planning their sporting events. (Kuikka 2014.)

The teams of Liiga are not only competing of the visitors with the other local sporting teams but with all the leisure time services, activities and centres on their area. This puts a lot of pressure for the ice hockey team organisation to succeed in their sporting events and which why the organisations should know what kind of visitors are attending their events and what kind of services they are expecting for. (Aro 2010, 18.)

Traditionally a visitor at an ice hockey game has been seen as a fan of fanatic of the team although this is not the case at least not any more. Nowadays the ice hockey games have increasingly begun to transform into meeting places where companies and individuals come to enjoy the entertainment. These kind of visitors are seeking for a whole event experience which consists from services and show elements in addition of the actual game. This is a very important fact to understand for the ice hockey team organisation when planning their sporting events in order to keep their customers satisfied and keep them coming again. (Aro 2010, 17.)

In this research the theory of event management has been opened up which ice hockey team organisations could use when planning and executing their sporting events. Some qualitative research is also conducted in forms of interview and questionnaire, observation and content analysis to find out which of the aspects of event management theory the ice hockey team organisations are lacking of at their events. Finally the analysis

and suggests for the possibilities and potential for the future have been given on basis the research conducted.

The research problem introduced has been opened up with two research questions. These questions are:

1. What is the current situation on how the ice hockey team organisations in Finland have conducted the theory of event management in real life?
2. What could be done for the sporting events of Liiga to improve the satisfaction of the visitors?

This research is outlined to the Liiga (sometimes referred as The Finnish Elite League) and its season 2013-2014. Liiga is the highest ice hockey league in Finland and it has been established in 24 May 1975 in Tampere, Finland. This new league replaced the old Finnish National Champion Series which had been played since 1928. The biggest difference between this new league and old series are the play offs which are only played in the league. In the beginning the new Liiga consisted from 10 teams and gradually spread into league of 14 teams in 2008. (Kuronen 2009, 11-12.)

2 Event Management

Event management is a process in which the knowledge of business management and organisational skills are used together to plan and execute events which can either be social or business events. People specialising in event management, also called event managers, work together with budgets, schedules and suppliers for example to create events for their customers. It is commonly thought that event management is used mainly when planning and coordinating concerts and weddings but there are many other occasions that require event management as well. These other occasions are example conventions, business meetings, sporting events, festivals and large parties like reunions. (Hard 2016.)

2.1 The Five Stages of Event Management

No matter if the event is a sporting event or a wedding there are five critical stages in common when planning an event. These five stages, research, design, planning, coordination and evaluation (figure 1), ensure the consistent effectiveness of an event (Goldblatt 1997, 31). Careful planning strategy is essential in order to achieve any long-term benefits (Masterman 2012, 58).
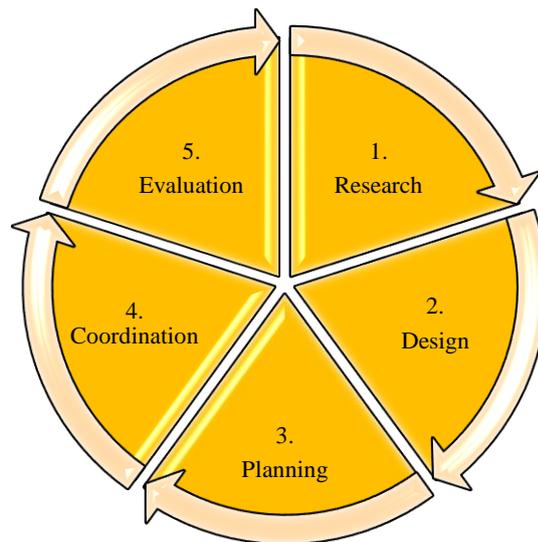
Figure 1. The five stages of event management (Goldblatt 1997, 32).

2.1.1 Research

The first stage is research which points out and reduces the possible risks in the future when done well. If the research has done carefully there is a better chance for the event to fulfil all the goals set at the beginning by the stakeholders. Research points out the needs, wants, desires and expectations of the prospective customers. If more time would be used to do this first stage of event management the less time and expenses event managers have to use on the following stages. (Goldblatt 1997, 31-32 & Masterman 2012, 326.)

Market research is one of the most important tools for the event managers when conducting this research stage of planning. No matter if the event is new or already existing, market research helps you to determinate how to achieve or maintain the best position in a marketplace. Market research will also tell you the service level which is expected by your guests as well as which are the new trends and service delivery systems in your field. All this helps you to solve minor problems before they become major catastrophes. (Goldblatt 1997, 32-33.)

Another important tool of research in event management process is the SWOT analysis. It is important to know your strengths, weaknesses, opportunities and threats. SWOT analysis helps you to identify your internal (strength and weaknesses) and external (opportunities and threats) variables which may prevent the success of your event. After listing your internal and external variables you can use them to find solutions to prevent your threats and improve your weaknesses. You can also find ways to make the best of your strengths and maximise your opportunities. (Goldblatt 1997, 38-39 & Masterman 2012, 327-328.)

2.1.2 Design

The next stage after research is design. After finding out what are the expectations of the audience you can start planning how will you be giving this to them. In this stage the event manager has to determinate what kind of event she or he will put together and how the event is going to look like (Masterman 2012, 59). This is the creative part of event management. In order to be really creative a professional event manager visits constantly art galleries, movies, theatre etc. to get inspired. Being creative is not something that happens overnight, it is something that has to be conducting as often as possible. (Goldblatt 1997, 40.)

Two effective design tools are brain storming and mind mapping and these two are most effective when used together. A great event manager gathers together all the volunteers and co-workers and brain storm together with them. All the creative ideas should be supported so people would not be afraid to tell their wildest ideas. After brain storming together the ideas will be mapped with the mind map. This allows the event manager to link random ideas together which later leads to a logical decision making. (Goldblatt 1997, 40-41 & Allen, O'Toole, McDonnell and Harris 2002, 62.)

After brain storming and mind mapping it is time to make sure that the creative ideas meet the goals and objectives of the event. This is done with the "needs assessment and analysis". Event manager has to ask her- or himself why and for whom is the event made for. If the creative ideas meet the expectations, the actual planning of the event can begins. (Goldblatt 1997, 42-45.)

2.1.3 Planning

The planning period can be the most time consuming stage of all the five stages, but if the prior stages (research and design) have done carefully this stage will not take that much time as it could. The three critical parts of planning are timing, venue and tempo but there are a lot of other operational strategies which have to be considered as well. These other operational strategies are for example the needed facilities and equipment at the venue, human resources (HR), services and suppliers, marketing and communication, requirements of finance and partnerships and needed licenses and safety matters. (Goldblatt 1997, 45; Masterman 2012, 60 & Masterman 2012, 200.)

With timing we mean both the actual date and time of the event and the time period there is before the event takes place. First the date and time for the event have to be set and after this the event manager knows how much time she or he has for the planning process before the event. When the event date has been set and planning schedule been done it is time to decide on the venue. It is important to know your venue as soon as possible because it effects on most of the decisions made during this planning process. The venue also determinates which facilities have to be brought from outside the venue. (Masterman 2012, 59 & Goldblatt 1997, 47-49.)

Tempo defines the pace you have to keep up during the event. In order to set a tempo for your event you have to once again know your audience. Tempo of an event which is planned for children is way different compared to a tempo of an event which is for adults. The event itself can also set some requirements for the tempo. For example if your event is a sporting event like ice hockey game you have only a certain amount of time between the periods (intervals) which you can use for the programme and entertainment you are planning for. This sets major restrictions for the event manager when planning the tempo for an event. (Goldblatt 1997, 54-55.)

2.1.4 Coordination

Coordination is the stage in which you execute the actual plan. This is the time when event manager has the minute-by-minute timetable and is required to do big decisions in short amount of time. A high tolerance of stress is an important character of an event manager and it is put into a test while coordinating an event. However, event manager cannot do all the decision by her- or himself which why it is important that all the employees know their authority and are not afraid to make decisions themselves when needed. (Goldblatt 1997, 56-57.)

The time management tool which an event manager needs in coordination stage is a production schedule. A production schedule is a detailed timetable for the actual event in which the tasks are listed with a specific starting and ending times. Using this helps to improve the event performance in many ways. It requires the event manager to systematically schedule every element in the event which, provides a communication tool for the event team, enables external stakeholders to stay informed about the event and provides an accurate documentary about the event for planning future projects. (Goldblatt 1997, 143-144.)

Things do not always go according to a plan which why monitoring the production schedule is important. During the event there should be someone following the production schedule doing notes about the actual starting and ending times. This helps the event manager when planning a production schedule for future events so she or he knows exactly how long some phase like dining or registration takes time for certain amount of people. (Goldblatt 1997, 148-149.)

2.1.5 Evaluation

As seen in figure 1 the event management is an interactive process in which the fifth stage (evaluation) is connected to the first one (research). In this evaluation stage you evaluate your whole event management process and think which parts of it you would like to improve for the future. In evaluation stage you have to consider objectives like costs, benefits and impacts of the event and all these have to be considered both from the short term and long term point of view. (Goldblatt 1997, 58 & Masterman 2012, 60.)

You can also conduct a feedback survey. With this survey you get answers from the quests how did they see the final product and did it meet their expectations. This is really important stage especially if you are about to organise a same type of event again. It is also possible to conduct a survey for the event management team to find out how you could improve the whole event management process. (Masterman 2012, 61; Goldblatt 1997, 58 & Masterman 2012, 335.)

In order an event to be success the guests' physical, comfort, safety and security needs have to be met. The event also has to feel special so that the guests feel connected to it. Meaningful, magical and memorable are right words to describe a successful event. When the guests are judging an event their main focus is on content, location, substance and the operation of the event itself. If the guests like the activities and the programme content and have good access to the food and beverages, they are enjoying their time at the event. When speaking of sporting events the fact if the team which the guests are supporting for won or not influences to the overall experience of the guests. (Allen, O'Toole, McDonnell and Harris 2002, 61.)

In business management success refers to the made profits, but when talking for example about sporting events money is not the only indicator of success. There are both economic and noneconomic success indicators. In most cases these economic success indicators are only the tip of an iceberg when noneconomic success indicators are the underwater part of it. At professional sporting events the performance of the athletes as well as the customers' comments and reactions about the event are seen as the noneconomic success indicators. (Riedmueller 2011, 240.)

The success indicators of sporting events can also be divided into three subcategories which are economic success indicators like financial profit, spectator-oriented success indicators like customer comments and the performance of the athletes like number of

goals. All these three factors are closely related together. The higher the performance of the athletes is, the higher the turnout and number of visitors will be. At the same time the higher the capacity of audience is, the higher the financial profit is. Finally when the financial profit is high it allows making contracts with highly competitive athletes and increases the level of the athletes' performance. This correlation is also called the helix of success and it is described in figure below (Figure 2). (Riedmueller 2011, 240.)
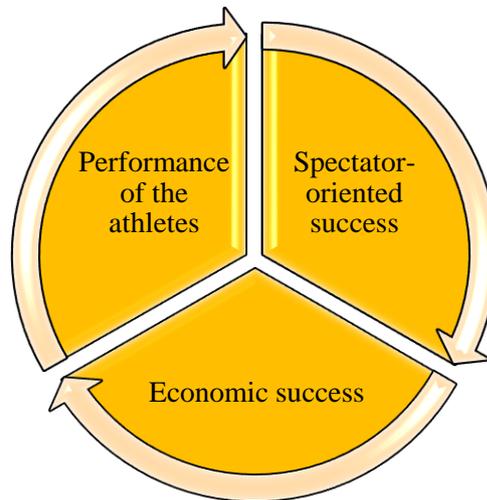
Figure 2. The helix of success at professional sporting events (Riedmueller 2011, 240).

A good example of this helix of success is that in German national soccer league a more successful team had 72 900 spectators in season 2008-2009 when a less successful team had only 22 400 spectators. This obviously effected to the financial profit made during the season as well. (Riedmueller 2011, 241.)

2.2   Operational Strategies of Event Management

When planning an event there are a lot of different operational strategies which have to be considered when managing an event. These operational strategies are event environment, human recourse management (HRM), catering, technology, music and entertainment, marketing, merchandise, sponsorship and event healthy, safety and risk management. In following chapters below these operational strategies are explained and discussed.

2.2.1   Event Environment

If the event environment is managed well the guests will attend an event again. If the budget is limited you should put more effort to the beginning and ending because those two are the ones the guests will remember the best. The first thing the guests are dealing with when arriving to an event is transportation and parking. It is important that the venue is easy to reach for the guests and that there is enough parking place close by. A clever idea is to attach a parking map and "how to get there" information into your event invitation or webpage. This ensures that the guests will find their way to the venue without any unnecessary difficulties. (Goldblatt 1997, 72-73.)

After reaching the venue, the entrance is the place to impress your guests. The theme of the event has to be clear already at the entrance, which why it is important to bring the design of the event to outside from the venue as well. Also proper signing is important so guests know from which door to reach the venue etc. Signs also indicate for the guests that they are at the right place when they see the familiar logo from the invite at the venue as well. Always test the entrance from the guests' point of view from the parking lot to the actual venue. There might be factors that won't come to your mind when planning the event environment but which are vital for people coming from another region and the venue is not familiar for them. (Goldblatt 1997, 73-74.)

Creating environment is challenging whether the venue is an empty ballroom with bare walls or a busy retail store full with goods and equipment. Successful event environment is a space where lighting, movement, décor, acoustics and facilities like lavatories are carefully planned and prepared to meet the needs of the guests. When decorating the event venue "making it nice" is not enough anymore. One challenge when planning the event decoration is that it has to work both for the primary and secondary audience. The primary audience are the guests who are at the actual venue and the secondary audience are the people who are watching the event from TV or from other media. The theme of the decoration has to translate through TV for the people at home as well. (Goldblatt 1997, 63 & Goldblatt 1997, 84-86.)

When creating the event environment the basic rule of five senses is a powerful tool. Event managers should consider how to use touch, smell, taste, sight and hearing at their events and how the guests could sense that all these senses have been taken into consideration when planning the event. Touch has much to do with the materials like napkins, cloths and printed materials used at the event. A great way to choose your material for the event is to do a blind fold test. Smell can either be added with synthetic perfumes but with natural smell of food as well. Food is also the one which determinates the taste of the event and this why catering has a critical role at events. The sense of sight together with the sense of hearing are the strongest and most important senses when planning events. These senses also give the most opportunities to be creative for the event manager when planning events. Everything you see at the event is part of the sense of sight when sounds, music and communication through the sound system create the sense of hearing of an event. (Goldblatt 1997, 63-67.)

Themed events are more common nowadays when organisations want something special to impress their guests. The theme for an event can be a certain time era, a geographical area like continent, region or country, a cultural phenomenon like book, movie or TV show or even a historic event like world war. After selecting the theme you have to make sure that the theme runs through the whole event from décor, entertainment, food and beverages to the invitations and programme as well. Developing themed game event with interactive programme like contests, prizes and giveaways throughout the game is the best way to create entertainment for the whole family at sporting events. Also photos with players and team mascots add enjoyment for the kids. (Goldblatt 1997, 96-101 & Hirt and Clarkson 2011, 77.)

It is a general rule that all individuals should have the equal opportunity to fully enjoy all the goods, services, facilities, privileges, advantages and accommodation in any place public. This is also why the event managers should take into consideration all the special needs and disabilities of the guests at the event. This can be made by installing ramps, using braille menus and signs and sign language interpreters for example. Taking into consideration the special needs and disabilities of the event guests it also shows good ethical and moral thinking from the event organisation. The best way to fully ensure you have taken all the possible special needs into considerations is to invite people with disabilities to test the event site before the actual event takes place. People with limited mobility, visual or hearing disability can provide you important information to improve your total event environment. (Goldblatt 1997, 69-70.)

Event managers should also consider the environment issues when managing events. This could be done for example by conducting a recycling plan and selecting environmental friendly products for the event. There are several ways how the event managers can support sustainability throughout their event planning process. Not only the environmental friendly thinking is the right thing to do, but it is also something that the customers and event guests are requiring to be considered. Many companies have their own environmental policies which is something the event managers could do for their events as well. By taking the environment into consideration it can bring new sponsorships for the events as well when already environmental friendly companies discover the effort done for the environment. (Goldblatt 1997, 101-102.)

2.2.2 Human Resource Management

As an event manager your task is to ensure the smooth running of the event and minimise all the risks while maximising the enjoyment of the event audience. This is why event management is way more demanding that you could ever imagine. Event manager is responsible of participants' safety at the event as well as all the possible financial failures that can occur. Most of the events are also once in the life time types of events. Therefore the event manager carries enormous responsibility for ensuring that the event is a success. There is only one chance to get it right and it is not taken slightly if something goes wrong. Events are also ones in which people have the time of their lives, if everything goes right. For example sporting events are often social activities which bring people together and the feeling of togetherness creates the wanted atmosphere (King, Kahle & Close 2011, 5). This makes the event managers job demanding, exciting and challenging as well as balancing between task management and people management. The event management team has to be organised and flexible and decision making is one of the most important skills to have. (Van Der Wagen 2001, 1-4.)

A successful event manager is more a leader than a manager. The difference between a manager and a leader is that the manager controls problems when a leader motivates other co-workers as well to achieve their common goals. The aim is to become a leader which is respected, admired and followed by other co-workers. Event management teams work long hours so therefor a motivation is something that they must have in order to push further. The other two things after motivation the event managers have to offer to their employees are the tools to achieve the set goals and support to help them overcome the challenges they may face during the process. Event managers should also give attention

for the event team and its individuals when being successful and maybe even celebrate the accomplishments in public. (Goldblatt 1997, 129.)

By empowering the event management team to find their own solutions they will not only create new opportunities for themselves, but at the same time they enable the event to achieve the goals that been set by the stakeholders. This is why a great leader is also a great teacher. In order to be a great event manager you have to able to lead and delegate. When event manager can transfer its skills completely to his or hers employees, he or she has been successful. (Goldblatt 1997, 138-139.)

According a survey conducted by the Australian Events Conference in Canberra in February 1996, the most important features of a great event manager are leadership, adaptability and management skills of organisation, communication, marketing and people. According to the same survey important knowledge areas for an event manager are project management, budgeting, time management, business planning, human resource management, marketing and media relations. (Allen, O'Toole, McDonnell and Harris 2002, 16.)

Volunteers are the heart of an event team. In most cases there would not even be an event without these volunteers and their effort put into the project. Nowadays it is harder to get volunteers to projects because people's everyday life are very hectic. In order to get highly motivated volunteer they have to be rewarded from their job well done. Good ways to reward your volunteers is to put up a "volunteer of the year" contest and reward one volunteer who have been working the hardest. Also small events can be organized for the volunteers every now and then to keep them motivated. (Goldblatt 1997, 132-134.)

2.2.3   Catering

Food, beverage and events are closely connected, no matter if the event is a social event or a hockey game. Like in any business there are new trends coming up all the time and in order to keep the guests satisfied event business has to keep up with these trends. Nowadays the major trends in food business are based on healthy lifestyle and the knowledge about the nutrition and the origin of the food. This is something that the catering businesses have to take into consideration. First of all people want to know what they are eating: from where the food comes from and from which ingredients it has been made of. Secondly people of the current generations want to eat healthy. For example a decade ago it was OK to serve only hot dogs and pizzas at sporting events but nowadays people want healthy options to be served as well. (Goldblatt 1997, 153 & Goldblatt 1997, 170-171.)

2.2.4   Technology

Technology can help to achieve the goals of an event, no matter if the purpose of the event is educational or to entertain. At the educational events technology can be for example slide and video projectors or microphones when in entertainment event you could choose to use lighting or special effects like fog, laser and strobe light. In other words the nature

of the event determinates the kind of technology used in an event. Technology can be divided into five larger categories which are audiovisual, lighting, sound, video and special effects. (Goldblatt 1997, 174.)

Audiovisual is a combination of two different technologies, audio and visual. Microphones and speakers are the most important tools of the audio part of the audiovisual technology. Tools for the visual technology can be for example LCD panels, video projectors and projection screens. (Goldblatt 1997, 174-178.)

Almost in every environment and event, the lighting creates the atmosphere and mood for the event. Nowadays lighting technology also enables us to focus the attention even onto small details which creates us even more possibilities in lighting. Typical lighting technologies are chase or rope lights, ellipsoidal and follow spotlights, pin spots, intelligent lighting, par cam lighting, strobe lights and ultraviolet or black light. (Goldblatt 1997, 180-184.)

Most of the special effects are reflecting the effects of nature like fog, rain, thunder and fire. One popular special effect is also fireworks. Special effects are used to attract attention, generate excitement and sustain interest. Amusing and shocking are also purposes of special effects. Common special effects are balloon drop, confetti cannon, dry ice, flash pot, flying, fog, hologram, pyrotechnics, laser and wind machine. (Goldblatt 1997, 191-196.)

2.2.5   Music and Entertainment

The enjoyment and entertainment fans experience at sporting events are the main reason to visit the games in first place. The experience of winning and success of the team create the most of the enjoyment but the actual event effects to the total entertainment experience as well. This is why it is important to create a fun and entertaining atmosphere at the game event with cheerleaders, upbeat music and halftime shows. Investing to these factors obviously generates the entertainment. (Hirt and Clarkson 2011, 76-77.)

Music has been linked to events and partying from early history and they are still closely together. Music can be live or recorded music and it can be used to create an atmosphere or mood for a moment or even be the show number of the event. Music should start before the event so it draws people into the venue. The main purpose of music is to create a mood, sustain an atmosphere and animate the room. For example an up-tempo music could be used to energize the crowd. Music can also be used to create marks in the programme. For example at the award events music can be used to help the audience remain interested and focused on the programme. (Goldblatt 1997, 201 & Goldblatt 1997, 204-207.)

Entertainment in the other hand can be either passive or active which allows the guests to be connected with the event. Passive entertainment can be almost anything. Acrobats, animal acts, clowns, dancers, fortune tellers, hypnotists, jugglers and magicians are just

few examples of entertainment possibilities. A quite new phenomenon is a professional speaker which can be part of entertainment as well. However the guests of today's events want to interact more at the events rather than just be passive viewers. This is a challenge for the event managers to create more interactive numbers for the programme so the guests can involve more. The whole event environment can be interactive as well in which the guests can participate to the story or theme of the event by being actors in a way. (Goldblatt 1997, 201; Goldblatt 1997, 214-215 & Goldblatt 1997, 86.)

2.2.6 Marketing

Event managers can use marketing forces to inform, attract and persuade potential customers about and to an event and sustain and retain the already existing customer relations. The critical components of marketing are product, promotion, price, public relations (PR) and place. These five components are commonly called as the five P's. These five P's can and should be used when marketing an event as well. In the case of event industry product is the event and place is the venue where the event is held and where the tickets are sold. (Goldblatt 1997, 235 & Goldblatt 1997, 229-230.)

The actual product is maybe the most effective marketing tool. If the event is successful the quests will come back and become loyal customers. Not only satisfied customers buy again but they can also expand their purchases to other products from the company. For example if a guest of a sporting event has been pleased to the event next time she or he can buy a season ticket instead of a single ticket. The event can be modified to satisfy the demands of the customers. In sporting events this can be done by adjusting elements like venue, catering and other services at the venue or ticket pricing for example. The show elements of a sporting event are essential as well to ensure the enjoyment of the customers of the event. Also a smooth customer orientated service will make sure of the satisfaction of the customers. Clean lavatories as well as easy access and transportation to the venue are expected as well. (King, Kahle and Close 2011, 11; Goldblatt 1997, 230; Riedmueller 2011, 243 & Masterman 2012, 197-198.)

It might also be beneficial to recognise a sporting event as a tourism product. In order to make an event to be a tourism product it has to be attractive and segmented for a specific target group, priced and packaged carefully and be integrated with other hospitality services. If an event is only segmented for the local community it will not work as well as a tourism product. Event managers can work together for example with local tour operators, transport carriers and restaurants to package sport events into tourism products. As an example an event manager can put together a package which includes a ticket to the event, transportation to the venue and meal at the event. These packages can be anything, only imagination is the limit. Also organising package tours to the team's away game events can be part of the event manager's duties. (Getz 2003, 50 & Getz 2003, 72.)

Even if you have the best event in the wide world but you don't know how to promote it, it will stay the best kept secret and no one will come to see it. This is why it is really important to know how to promote your event effectively. Even large and widely known events like Super Bowl and Olympics require well planned promotion strategy. In some cases event managers even use miniature events to promote the actual event. The purpose

of promotion and marketing communication is to create a message which leads potential customers from awareness to purchase. This hierarchy of effects is described below (Figure 3). While selecting the distribution channels for the promotion it is important to know your target group. In order to do this event managers can implement classic segmentation strategies to increase their ticket sales. For example yacht racing appeals more wealthy fans, bowling less-privileged, figure skating women and car racing men. Knowing your target is the key of profit making. (Goldblatt 1997, 230-232; Masterman 2012, 243-244 & King, Kahle and Close 2011, 11.)
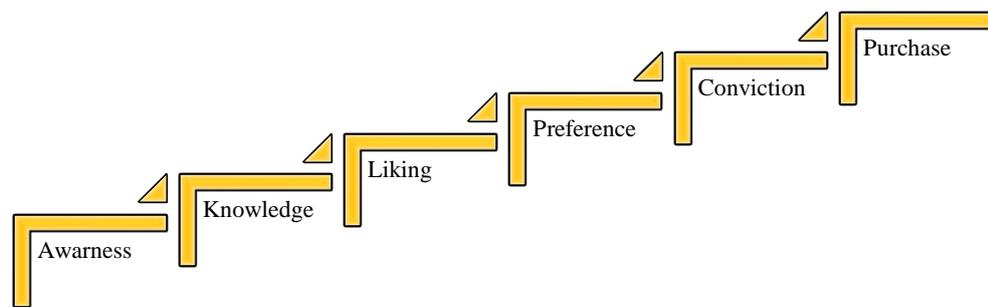

Figure 3. Hierarchy of effects (Masterman 2012, 244.)

When determining the price for the event two tools will help. First of all benchmarking your event with similar events on the area will give you a start point on how to price your event. Even if you think your event has something that the similar events on the area do not have, does not mean the customers think that as well. This why it is important to compare your event to the other similar ones. The other tool is market research. Market research helps you to discover how much your guests are willing to pay to get to your event. Above all you have to make sure you can at least cover the expanses with the profit made with the entrance fees and other sold goods at the event. (Goldblatt 1997, 232-233.)

When advertising is all about what you say about your event, the public relations or PR is all about what others say. Most known PR tools are leaflets, direct mails, newsletters, special events, sponsorships, personal contacts, press conferences, press releases and press kits. PR is at least equal with the traditional advertising and in many cases even more important. This is because quests trust more on public opinions than they do companies and their advertisement. PR also has two different roles. The other role is to support the other marketing activities conducted when the other role is to be a tool to disseminate non-promotional information to target organisations, groups and individuals. (Goldblatt 1997, 233-234 & Masterman 212, 247-248.)

Finally the venue of the event determinates how much you have to put effort on marketing in order to get sales. If the event is at a venue which has easy access with public transport and which has good parking facilities it attracts more quests than an event without these features. The easier it is to go to an event the easier people attend these events. In this case you do not have to put so much effort into marketing. Venue is not the only factor in marketing mix when talking about place. Place can also mean the places where the tickets for the event are sold for the customers. Ticket offices and retailers have to be easy

to reach in order to maximise the ticket sales. Also web based ticket agencies have to be included into the ticket selling strategy. The key factor is to understand from where the target group wants to buy their tickets from. (Goldblatt 1997, 234 & Masterman 2012, 227-228.)

2.2.7 Merchandise

T-shirts and other mementos are popular within the event spectators and this is why even a small scale events should create their own merchandise product lines. There are some organisations that design, produce and sell their event merchandise themselves, but this could easily be outsourced to another company as well. This outsourcing lets a third party to take care of the products (designing, production and selling) so that the third party pays commission for the event organisation after the event. This how the event organisation will only get the possible revenue without any expenses. (Masterman 2012, 149.)

When selling the merchandise in long term, an event organisation could consider creating a sellable licence for their brand instead of on time outsourced contract. This means that any company selected by the event organisation could buy a licence for the original brand and develop their own product line and sell their products anywhere they want. This licence programme helps the event organisations to expand their market and grow the awareness of their brand. (Masterman 2012, 152.)

2.2.8 Sponsorship

Sponsorships have originally been used in professional sporting events because the events have attracted a wide audience demographically. Nowadays sponsorships are used in any events especially in public ones. Many of the events would not even be possible without sponsorships because of financial reasons. No matter if the event is a festival or major hallmark event, sponsorship has earned its permanent place and role in marketing. Sponsorships are often expensive but have been justified with the positive effect of them to the company value, brand recall and purchase intentions according to several studies conducted. (Goldblatt 1997, 248-249 & King, Kahle and Close 2011, 11-12.)

Sponsorship is commercial transaction between two parties in which the other part offers marketing services and the other cash or contributions for the event. The marketing services can be anything from banner displays to promotions and these services place demands for the event manager. Sponsorship can be divided into two subcategories which are commercial sponsorship and sociosponsorship. While commercial sponsorship is based on tangible benefits, sociosponsorship is based on intangible benefits like reputation and image. (Goldblatt 1997, 247-248 & Lee and Cornwell 2011, 34.)

There are also special sporting event sponsorship programmes which categorise different types of partnerships. These programmes are title rights, presentership rights, naming rights, sector rights and supplier rights. Title rights ensure that the sponsor's name will be presented on the actual title of the event. A perfect example of this is Heineken Open in which the sponsor (Heineken) has been given the whole name for the event.

Presentership rights ensure the sponsor's name on the title as well but not as the main title of the event but alongside with the original one. A good example of this presentership right is Todorca by O'Neil in which Todorca is the actual name for the Big Air snowboarding event and O'Neil is the sponsor. (Masterman 2012, 284-287.)

Naming rights work the same way as the two presented above, but in naming rights the venue is the place which is named by the sponsor. Example of this could be Honda Center in Anaheim which is an ice hockey arena named after the sponsor Honda. Sector rights give a sponsor the right to call them the leader of some sector of the event. For example Nikon used the slogan "The Official Camera of the PGA Tour" at the PGA tour in which they were the sponsor with sector rights. Supplier rights mean that a sponsor can provide their products for an event and be the only supplier of that segment. For example Toyota as a sponsor of the Special Olympics World Summer Games in 2003 provided cars for the event and stated themselves as the "Official Carrier" of the event. (Masterman 2012, 286-287.)

2.2.9   Event Health, Safety and Risk Management

Attending an event allows people to escape and take their mind away from their stressful everyday life. At sporting events attendees or fans are not passive observers, instead they cheer yell and shout for their team while watching the action. Fans also boo and heckle for the opposite team and express their displeasure for the referees and officials. These actions allow fans to release their pent-up emotions and frustrations which can cause negative consequences as well. Fans can get out of hands by fighting, erupting, causing riots and tossing items to the playing field. In worst case scenarios fans can also set fires and vandalise targets. Also when watching violent or aggressive games it increases some of the fans own level of aggression and leads up to aggressive behaviour. (Hirt and Clarkson 2011, 67-68 & Bladen, Kennell, Abson and Wilde 2012, 228.)

The Finnish Ministry of the Interior have listed in one of their reports the five most common risk factors at the Finnish ice hockey and football game events caused by the audience. These factors are the use of pyrotechnics and violence, throwing objects and running to the ice/field and racism. To avoid these kind of risk factors FIFA (Fédération Internationale de Football Association) has devoted a lot of time and energy to improve safety at the football events. The organisation has created safety guidelines for football events which are helpful for any other small-scale or large-scale sporting events as well. These guidelines (FIFA Stadium Safety and Security Regulations) are attached to this report and can be found as appendix 1. (Ministry of the Interior 2014, 13 & Bladen, Kennell, Abson and Wilde 2012, 229.)

Balancing between health and safety regulations but creating a great show at the same time can be difficult. The amount of laws concerning health and safety is increasing at the same pace as innovations and new experience opportunities. For event management professionals it is important to remember and understand that health, safety and risk management is a vital part of event management and should be considered from the very beginning of the planning process until the very end. Even a small-scale incident can have

a negative impact to an event and to the organisation. (Bladen, Kennell, Abson and Wilde 2012, 193-194.)

Event health, safety and risk management consists from several key areas which all have to be managed and controlled. These manageable areas are hazardous substances, communication procedures, the crowd, electrical installations, facilities for people with special needs, food and beverage services, disadvantages of noise and vibration, availability of medical, ambulance and first-aid help, safety of performers, risks of TV and media presence, sanitary and waste facilities, necessary build-up barriers and structures, transport services and finally general fire safety and emergency planning. (Bladen, Kennell, Abson and Wilde 2012, 195.)

The arrangements for managing the health and safety of an event should be written down as a formal policy. The policy should be broken down into three sections which are the policy statement, organisation of the health and safety and finally the arrangements needed for managing health and safety of the event. Once the policy is written the event manager has to ensure the policy is put into practice. This requires the policy to be presented for all the stakeholders and staff working at the event. The policy should also be monitored during the event and reviewed after so the necessary chances can be done. (Bladen, Kennell, Abson and Wilde 2012, 201.)

Like in health and safety management, the risk management involves planning as well. This document is called the risk assessment and it consists from three sections as well. First the hazards have to be identified, secondly consider who might be harmed and how and finally evaluate the possible risks and decide what the precautions to avoid these risks are. Like on health and safety management the presenting, monitoring and reviewing of the risk assessment is vital part of risk management. (Bladen, Kennell, Abson and Wilde 2012, 203.)

3   Qualitative Research Methods Selected

Unlike in quantitative research the aim of a qualitative research is not to develop statistic generalisations. In qualitative research the aim is to describe some phenomenon or event to understand some certain action and to give a theoretical interpretation for the phenomenon. Because of this in qualitative research is important that the persons from whom the information is collected from, know as much as possible about the field of study or have experience about it. This is why the respondents have to be carefully and not randomly selected. (Tuomi and Sarajärvi 2013, 85-86.)

The most common methods for collecting data in qualitative research are interviews, questionnaires, observations and content analyses. All of these methods can be used either individually or together. These methods are not only the methods used in qualitative research but can be used in quantitative research as well. (Tuomi and Sarajärvi 2013, 71.)

The purpose of this research is to give a theoretical interpretations for the phenomenon of ice hockey game as an event. This makes this research a qualitative one. Also all the respondents of the research are carefully selected and are professionals in managing ice hockey events and this how know as much as possible about the field. The methods used in this research are also the most common methods of qualitative research: interview and questionnaire, observation and content analysis.

All of the 14 Liiga teams have been taken into considerations while conducting this research in order to make this report as accurate as possible. 14 is also an ideal amount of informants in a qualitative research according to several studies about saturation. Saturation means the situation when the research material starts to repeat itself and the informants are not producing any more new information about the research problem. The idea is that a certain amount of research material is enough to bring up the theoretical rudiment about the target of the research which is possible to achieve. Both Bertaux (1982) and Eskola and Suoranta (1996) have come up with the number of 15 when conducting a research about the saturation in qualitative research. (Tuomi and Sarajärvi 2013, 87.)

3.1   Structured Interview and Questionnaire

The idea of an interview or questionnaire is to ask directly from a person what she or he is thinking. Both interview and questionnaire are similar methods but have their own specialties. In questionnaire the respondents fill out a readymade questionnaire at their home when in interview the interviewer asks the questions him- or herself and marks down the answers of the respondents. Interview can be made face to face as an individual interview or as a group interview or can be made from a distance as a phone interview. So the difference of an interview and a questionnaire is the respondent's action during the data collecting phase. (Tuomi and Sarajärvi 2013, 72-73 & Metsämuuronen 2006, 111-112.)

The benefit of an interview is the flexibility of it. The interviewer can repeat the question, ask the question in different way or make a conversation with the respondent if necessary. In interview the interviewer can also use observation while interviewing the respondent. These are not possible if the interview is made as a questionnaire. In order to succeed in an interview it is important that the respondent has the opportunity to familiarise with the questions beforehand. This is possible if the date and time of an interview are settled with the respondent beforehand. It is also ethically right to tell the subject and purpose of the research for the respondents they know in what kind of research they are attending to. (Tuomi and Sarajärvi 2013, 73.)

An interview can be divided into three different types of interviews. These types are structured, semi-structured and non-structured or open interview. In structured interview the same interview questions are asked in the same order from all the respondents. In semi-structured interview the interview is themed so the interview is following these themes but the actual questions can vary. The total opposite of a structured interview is the non-structured or open interview in which the interview questions and themes can vary with every respondent depending the situation and how the conversation is going along. This last type of an interview requires skills from the interviewer the most but can give the most information for the qualitative research. (Tuomi and Sarajärvi 2013, 74-77.)

In this research both the interview and questionnaire are used. The same interview questions have been sent to all respondents and given the opportunity to choose whether they want to answer via phone (interview) or via email (questionnaire). In order to get answers to same questions from every respondent the interview is conducted by using the structured interview method.

3.2   Covert Observation

Observation is the second most common method of qualitative research after interview and questionnaire. Observation as the only research method can be problematic from the analysis point of view but combined for example with an interview it can bring a lot to the table. Observation can take a lot of time when conducting a research but can be worth the effort because it helps to see the subject of the research in the right context. (Tuomi and Sarajärvi 2013, 81.)

Like interview, observation can be divided in to four different types of observation. These four types are covert observation, overt observation with participation, overt observation without participation and participatory rural appraisal (PRA). In covert observation the target of the observation does not know that they are part of a research which why this type of observations is sometimes controversial. In both overt observation with and without participation the target of the observation and research does know that they are observed and part of a study. The only difference between these two is that in overt observation with participation the observer is participating the situation she or he is observing, unlike in overt observation without participation. This overt observation without participation can be done for example by observing the situation from a video. Participatory rural appraisal is similar to overt observation with participation but the

difference is that in participatory rural appraisal the aim is to get the target of the observation to continue their action and development after the observation is done and the observer is absent. This observation technique is normally used by the non-governmental organisations in their development projects. (Tuomi and Sarajärvi 2013, 81-83.)

In this research the covert observation is used despite of its controversial issues. The observer has participated 11 different Liiga home games and conducted some observation without telling the teams about her participation and research. Because in this case these game events are public events which everyone can attend, this type of an observation is not seen as controversial.

3.3 Content Analysis

Written material used as research material can be divided into two different categories. These categories are private documents and products of a mass media. Private documents can be speeches, letters, journals, memoirs, essays and agreements when products of a mass media are for example newspapers, magazines, movies, radio and TV podcasts even if the last mentioned are not written. When analysing any of these materials it is seen as content analysis. (Tuomi and Sarajärvi 2013, 84.)

In content analysis it is possible to analyse documents systematically and objectively. As mentioned before the document can be anything from books to reports like articles, journals, letters, interviews, speeches, conversations and dialogs. With this research method the aim is to get an image about the examined phenomenon in a compact and general form. However content analysis is only a way to collect data in order to make conclusions. This why it is important to remember to offer some conclusions about the collected data instead of introducing the collected date as results. (Tuomi and Sarajärvi 2013, 103.)

In this research the websites of all the Liiga teams have been analysed and the needed information from the sites have been collected into a structured form. These findings from the written material are analysed and conclusions have been made in later chapters.

4 Empirical Findings

Like mentioned earlier the research methods used in this research were interview and questionnaire, observation and content analysis. In this chapter the data collected with these research methods is presented for the further analysis.

4.1 Interview and Questionnaire

The interview or questionnaire conducted in this research was divided into three main subjects which were the organisation and planning (11 questions), the game event and the event environment (6 questions) and marketing, research and sponsorship (9 questions). The interview or questionnaire had total of 26 questions and was sent to all of the 14 Liiga team organisations. Five of the organisations replied to the questions via email as a questionnaire and three of them by phone as an interview. Six of the teams did not answer to the interview or questionnaire at all which is almost 43% of the total audience of the research. The sent cover letter and interview questions can be found from the appendix (Appendix 2).

4.1.1 The Organisation and Planning

All of the Liiga team organisations had a person who was responsible of the game event and its coordination on game nights. Although only in few organisations the event management was that person's only job description. In most of the organisations this person was also responsible of for example marketing communication, sales or public relations and this how event management was only one of the many tasks he or she had to carry out.

Some of the team organisations shortly answered that all of their employees are aware of the responsibilities in their organisation during the game events. Majority although told that in most cases the individual sectors for example restaurants are aware of the responsibilities within their sector but not outside of it. Although the organisations did not see this as a problem because they did not think it is important for all the employees to know everyone in the organisation. They thought that it is enough if only the supervisor of a service sector is aware of the responsibilities within the organisation and this how knows to whom be contacted if having problems.

Only few of the team organisations said that they generate new ideas for the game events with all the employees so that everyone can tell their ideas. Most of the organisations said that the meetings in which they generate new ideas and develop the game events are only for the employees at the office. Although all the organisations mentioned that every feedback coming from the employees is taken into consideration and this is how all can give their ideas forward and have an impact. The same respond also applied to the question if all the employees were included to the feedback conversation after an event. Feedback conversations were conducted only within the office employees as well but the feedback coming outside the office was again taken into consideration.

All the team organisations had created a precis production schedule for the hour prior the game event and for the intervals. After the game begins the production schedule is only directional because it is impossible to know how long a period takes time exactly.

It is nationally obligatory that all event producers in Finland have a health and safety management policy which why all the team organisations had this done. But when asked about a risk assessment only few of the organisations had one. Some said that the venue has already written a risk assessment which why they have not done so. The employees were also poorly familiar with the health and safety management policy. All the organisations admitted that the policy has not been seen within all employees. The organisations told that the security sector and in some cases the supervisors of different service sectors are the only ones aware of the health and safety management policy.

All the team organisations admitted that they are not rewarding their employees working at the events in any other ways than paying salary of course. In most cases these employees are not working directly for the team organisations because often the restaurant and the security sectors for example are outsourced for another service supplier and the team organisations are only buying these services from them. This is why they cannot be sure if the service suppliers from which they are buying the services from are rewarding the employees or not.

When asked about training of the employees the answers varied a lot. There were as much different answers as there were organisations answering to this question. Some trains their employees regularly and some only when they start working for them or if necessarily. Some said that they do not train their employees at all and some that the training is outsourced like the services.

Some of the team organisations also used volunteer workers at their game events. The volunteers are used to sell tickets or pass out flyers and other promotional material. In some cases the volunteers were even working at the restaurants on the venue to earn nominal money for their sporting teams. Usually these volunteers were members of the team's fan club or junior players of the organisation or their parents

4.1.2 The Game Event and the Environment

All the team organisations have arranged a variety of theme events during their regular season. Actually theme events are quite popular at ice hockey game events nowadays and are commonly used. The most common themes are family games, women's nights and student nights but also hall of fame and some specific time era have been used as a theme.

All the team organisations also said that they have used live music at their events. Although none of the organisations had replaced the music played during the game with live music. The live music used at game events has usually been a performance before the game or during the intervals.

When asked about a mascot for children the answers were not unanimous. Some had a mascot but some did not. And the teams which had a mascot did not necessarily used their mascot in every game event. Some had also tried a mascot before but gave up with the idea after trying it for a while.

None of the team organisations have taken the five senses into considerations when planning their game events at least not on purpose. Couple of the teams mentioned that the sight and hearing have been taken into consideration but not as a part of the five senses. Couple of the organisations also mentioned that the sense of smell is taken into consideration by the restaurants but this as well was more as a coincidence.

All the venues used in Liiga games have a specific grandstand for the people with mobility disabilities. However only couple of the team organisations have been testing these grandstands with an actual person with a limited mobility ability. The team organisations also did not tell if they have any other services like restaurants, toilets etc. for people with disabilities.

Almost none of the team organisations have taken the environment into consideration when planning and carrying out their game events. Couple of the organisations mentioned that there are specific trash cans at the venue which encourage audience to recycle their waste but that was about the only thing how the environment has been taken into consideration at the events.

4.1.3   Marketing, Research and Sponsorship

The most common marketing channels used by the Liiga team organisations were television, radio, magazines and newspapers, internet (also other than teams' own websites), billboards beside the roads and other sings in the city like LCD sings and signs on street lights, social media and email newsletters. Although almost all the team organisations were aware of the income level of their audience they did not consider this when choosing their marketing channels.

When asked how the team organisations have been using public relations when marketing their game events they mentioned arranged events outside the hockey arena to raise awareness. For example tours in local schools and "business challenge" competitions for local businesses during their game events. The main point of these kind of promotions for the team organisations were to get the players out to the public so the people can meet and talk with them. The presence of the team organisations on social media was also seen as PR for the organisation and its team.

Almost all the team organisations had conducted a market research for their audience. Only one organisation said that this method had not been used. One team also said that the students from their local school have conducted a market research for them. SWOT analysis was also commonly used inside the organisations to improve their game events as well as feedback surveys for the customers.

All the team organisations said that the designing, production and selling of their team merchandise is self-organised. None of the team organisations had outsourced the designing production and selling to another supplier or had created a sellable license for their brand.

All the team organisations agreed that offering a visibility for their sponsors is not enough anymore. The services offered for the sponsorship partners were private events for networking with other companies, VIP services at the events, health and fitness services for the company's employees and other promotions. The sponsorship deals which the team organisations had with their partners, covered from 25% to 40% of their annual budget.

4.2 Observation

The observation was performed by visiting home game events of 11 Liiga teams out of the possible 14. The reason why three of the home game events were not visited was because of the long distance to the cities from the observer's point of view. There were seven points of observation when conducting this research. These seven points were the decoration of the venue, if the event had interactive entertainment for the guests, if the venue had also a healthy meal options to offer, what kind of audiovisual and lighting technologies as well as special effects were used during the event and what kind of entertainment the event had to offer in general. The full observation table can be found from the appendix (Appendix 3) but below you can find the summarised observation table (Figure 4).
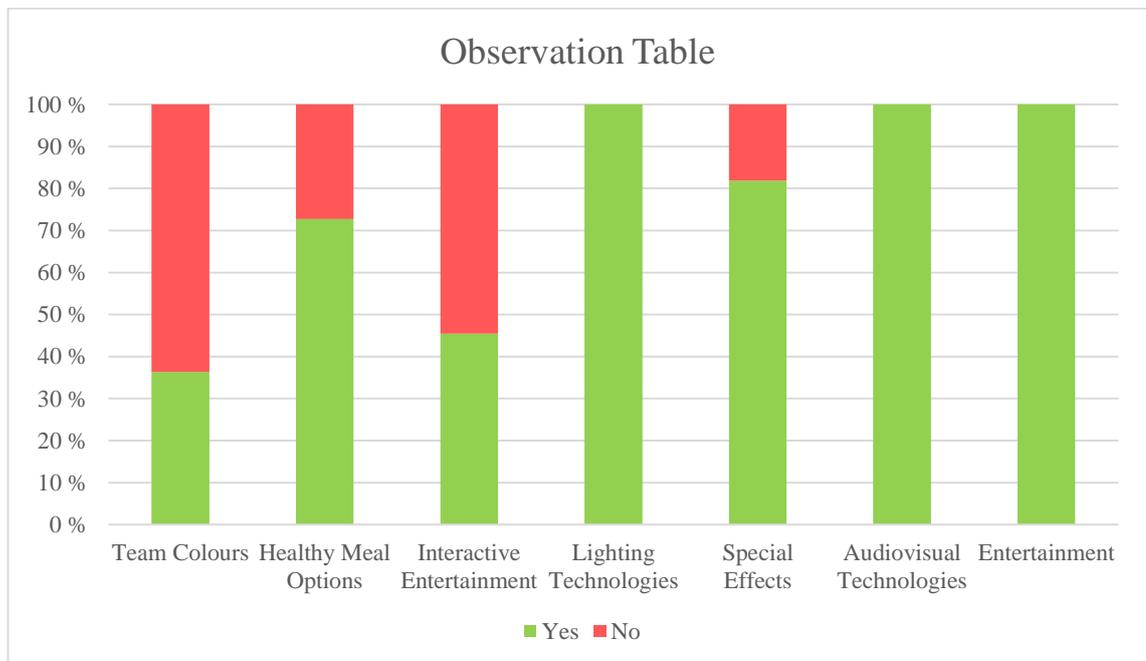

Figure 4. Observation Table

One of the topics observed was the interior of the event venue in this case the ice hockey arena. Only four arenas of the observed 11 were decorated according the teams' own colours. The arenas have a lot of surfaces on which the teams can indicate the colours of their team. These surfaces are for example walls, carpets, curtains and seats. When touring the venue the food and beverage selection was observed as well. Approximately half of the venues offered also healthy meal options for the audience instead of just offering hot dogs, pizzas and other fast food.

The interactive entertainment was observed as well. Majority of the events had interactive programme for the audience to keep the customers entertained. Some examples of interactive entertainment were quizzes and interviews in middle of the audience while commercial brakes, different kind of games on the ice while intervals for example Frisbee and puck throwing and pedal car racing, interactive games on the arena's hallways like slap shot competitions before the game, so called "kiss and dance cams" on jumbo screens during the game and throwing and dropping candy, game tickets or other prizes to the audience. Some venues or organisations also handed out supporting signs which the guests could borrow and hand them back after the game for others to use. Also children had interactive entertainment like Zamboni drives during intervals and venue tours with the (injured) players before the game.

A lot of different kind of technologies were used at the game events as well. The most common lighting technologies used during the events were colour lights, strobe lights and spot lights (normal or with a figure). Couple of the events had also lighthouse type of lighting and lights which highlighted the lines (like goal line while scoring) on the ice. Special effects used at the events were smoke, flames and pyro technique. Only one team had no special effects at all during their event.

A jumbo screen is compulsory in every Liiga arena which why all the teams had audiovisual technology at their event. Some of the teams only used the jumbo screen for the compulsory elements like team and player introductions but some had invented a lot of different uses for the screens. The jumbo screens were used for birthday wishes, animations for game events like penalties, period and game recaps and highlights, backstage or locker room footage, player or coach interviews and introductions, different kind of statistics, lyrics for supporting songs, warning videos for the general safety and kiss and dance "cams" mentioned earlier. Some of the venues also had other LCD panels for audiovisual technology. These were either TV screens on the hallways in which the same material as on jumbo screen were showed or simpler LCD panels with less pixels which were used mostly for advertisement.

The last topic observed was the entertainment (other than interactive) in general. Most of the teams had their own cheerleaders or dancers at their game events. Other entertainment used at the game events were junior games on the ice during intervals, figure skaters either performing during intervals or shovelling the ice during commercial breaks, players writing autographs for the fans, mascots entertaining the kids, player interviews at the pubs of the venue and raffles for the audience to take part in.

4.3 Content Analysis

The content analysis was conducted by visiting all the websites of the team organisations and searching answers for four different questions. These four questions considered the distribution channels of the game ticket, packaging of the tickets with other services, naming rights of the venue and so called "how to get there" information for the guests. This content analysis was done for all of the 14 team organisations because the information was available on internet and did not require physical visiting to any other place or getting contact to a staff member. The full table of collected data of content analysis can be found from the appendix (Appendix 4) but below you can find the summarised table of the collected data (Figure 5).
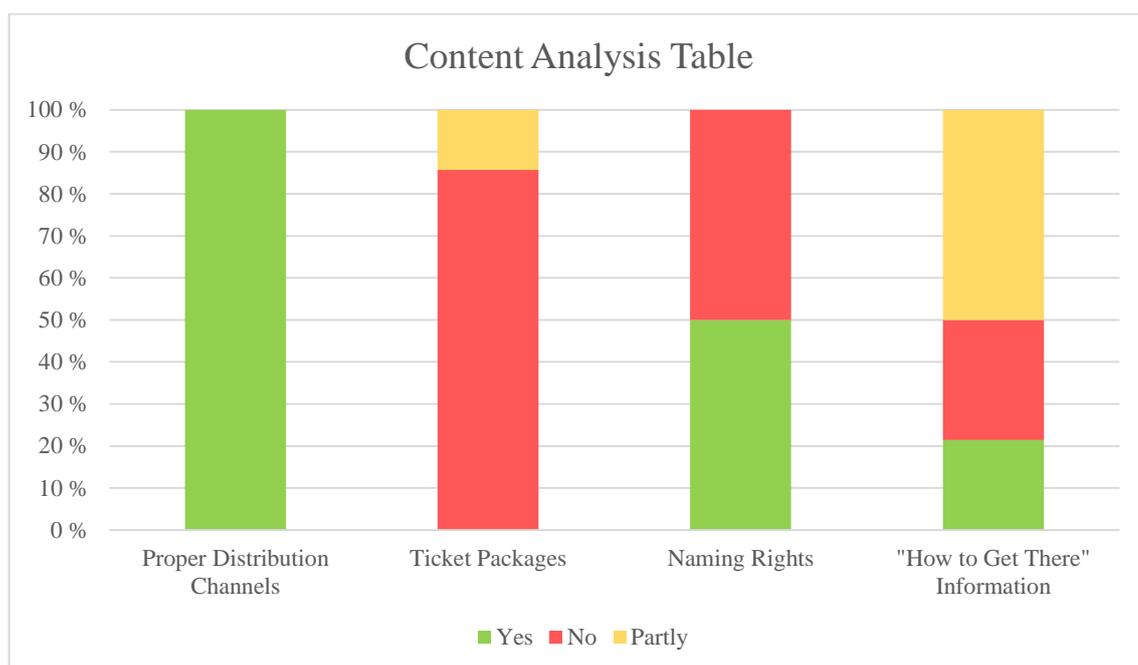
Figure 5. Content Analysis Table

First the distribution channels of the tickets were observed. The distribution of the tickets were handled very similarly in every organisation. All the team organisations were selling their tickets through a national ticket vendor Lippupiste or Lippupalvelu. This is why all the ticket were sold on the internet as well through the websites of these vendors. Packaging of the tickets with other services were not executed well and almost all the team organisations only sold single tickets for different age or civil groups with no added extras. Only one of the organisations sold family tickets and another had couple different ticket packages. In one of the packages the ticket was sold with a meal, in one with an accommodation and the final one was so called birthday package. All of the team organisations did tough offer different kind of packages for bigger groups like companies but not for individuals.

When observing the naming rights in Liiga, half of the venues were named after a sponsor. These were Barona Arena, Hartwall Arena, Data Group Arena, Oulun Energia Arena,

Kivikylä Arena, Isku Arena and HK Arena. All of these are local or national companies which are sponsors of the team organisations.

When visiting the teams' home games the information about how to get to the venues by public transportation or where and how to park a car if arriving to the venue with an own car where search. These directions were not always well presented for the potential guests on the team organisations' websites. Only three out of 14 had proper information how to get to the venue by public transportations or by car. Four out of 14 had no information what so ever about public transportation or parking and seven out of 14 had mentioned these things but the information was poorly executed on the website. The common problem was that the parking information was informed but the information about the public transportation connections to the venue were not.

5 Analysis

Like stated in chapter one the purpose of this research is to find out how the Liiga team organisations have conducted the theory of event management when managing their home game events and how could they improve the events and the satisfaction of their customers. In this chapter these research questions will be answered.

5.1 Event Management Theory Conducted in Liiga

The first research question of the research was; what is the current situation on how the ice hockey organisations in Finland have conducted the theory of event management in real life? In this chapter this question is discussed and analysed. This has been done in a same chronological order as the event management theory has been written so it is easy to compere these two to each other.

5.1.1 The Five Stages of Event Management

As stated in theory the event management has five different stages which all have to be carefully performed in order to achieve long terms benefits. In Liiga the home game event is managed over 30 times in a season which why it is highly important to concentrate on long term benefits. The first stage which was research points out all the needs, wants, desires and expectations of the audience and fulfilling these aspects is the most important job of an event manager in order the event to be successful. This stage was under control according to the interviews. Almost all the team organisations had conducted a market research for their audience and SWOT analysis inside their organisations.

Second stage, design or designing, requires the event manager to gather together all the employees from volunteers to co-workers to brain storm creative ideas and mind map even the wildest and most random ideas for the future decision making. This was not conducted well within Liiga team organisations. Most of them brain stormed only with their co-workers if not even with them. Even common sense tells us the more people there is to share their ideas the more ideas we get together. This why the whole organisation and its employees have to be listened and above all encouraged to tell their wildest ideas for the event management team in order to be creative.

The third stage, planning, is usually the most time consuming stage of all these stages but when speaking of ice hockey game events this is not necessarily the case. Like mentioned before in Liiga the home game events are managed over 30 times in a season which why all of the team organisations already have a working core and schedule for the game events. Also the event dates and times are defined by the Finnish Ice Hockey Association and this how are not on the hands of the team organisations. The venue is also always the same which decreases the amount of work in the planning stage. Other operational strategies like finance, human resource, partnerships, suppliers, services, facilities, equipment, licences, safety, marketing etc. are also already taken care of which why the event management team has more time on their hands for creating new and better ideas (design stage) for the future. Stage four, the coordination, is also done over 30 times in a season which why the event managers have a good routine for this. All the team

organisations had the production schedule for the game events which was modified if necessarily.

The event management is an endless process which why the fifth and final stage, the evaluation, is connected with the first (research) stage. The evaluation is really important stage when managing ice hockey game events because a same type of event is organised many times in a year. This how the feedback from audience and staff of how everything went is highly important information for the event manager for the future planning and improvements. The feedback can be collected from audience by a feedback survey and from employees with a feedback conversation. The Liiga team organisations said that they are having feedback conversations with the employees from the office but the other employees working at the events are heard only by feedback given initiatively. The same statement given earlier (when dealing the design stage) applies to this as well: Even common sense tells us the more people there is to share their ideas (or in this case experiences) the more ideas we get together. This why it is really important to listen all of the employees when evaluating the success of an event as well.

5.1.2   Event Environment

In the theory it is stated that if the event environment is managed right the guests will attend an event again. The most important stages are the beginning and the ending because those are the ones the guests will remember the best. The first thing the guests will be experiencing when reaching the event is transportation or parking. This is why it is really important that the team organisations have organised proper instructions for their guests about the public transportation connections to the venue and parking options at the venue. If the guests have trouble to find their way to the venue will their first experience about the event be negative. These instructions were poorly executed for the potential guests of the Liiga organisation when conducting content analysis on their websites. Especially public transportation instructions were disregarded and should be improved in the future.

Entrance and decoration of the venue are also important aspects of event environment. When reaching the entrance the audience should feel welcome and sure they have reached the right place. This could be done with proper signing and bringing the team's colours or logo outside the venue as well. The decoration inside the venue should be planned with the team's colours and logo in mind and it should work for the audience at the venue (primary audience) as well as for the audience at home watching the game from TV (secondary audience). This could be problematic for the Liiga team organisations because generally the venues are external companies and this how the team organisations might not have a say how the venue should be decorated. When observing the Liiga venues only few of them had decorated the venue according their team colours and this could be because of the ownerships of the venues. Also two of the Liiga teams (with different colours of course) are using the same venue which how it is also impossible to decorate this venue with the teams' colours or logos.

When creating an event environment it should be approach the five senses in mind. Event managers should actively seek ways how to include touch, smell, taste, sight and hearing to their event. When interviewing the Liiga team organisations this aspect was discussed as well. None of the teams had thought the game event with the five senses in mind but

some noticed during the interview that it is a great idea and it should be considered. Although the team organisations had not been considering these senses while planning their events the sight and hearing were still already noticed at the game events. The other senses in other hand still needed consideration and future considerations.

The team's colours and logo are the typical "theme" of a game event but organising an actual theme game event is common as well. Like mentioned many times before the Liiga teams have over 30 home games in a season which why it is recommendable for the team organisations to offer different kind of events for their guests. Some people might think that visiting a home game once a season is enough for them but when offering different kind of events the potential guests might visit the home games more often. According the interview or questionnaire conducted all of the Liiga team organisations have organised theme game events for their guests. Although when visiting different home game events while conducting observation none of the games were theme events. According to this I would say that theme game events could be organised even more often than they are now organised.

Every individual should have the equal opportunity to fully enjoy all the goods, services and facilities at the game events. This why the event managers have to consider different kind of special needs and disabilities when planning the environment of their event. All the venues used in Liiga have entrances, grandstands and toilet facilities for individuals with a mobility disabilities but these are not tested in real life by the Liiga team organisations. All facilities engineered for people with special needs or disabilities do not necessarily work in real life which why it is highly recommendable to test these facilities and this how get direct feedback from the people using these facilities. Also other services like restaurants should be seen from a person with a disability point of view; Are there tables so low that a person in a wheelchair can use the surfaces of them etc. These kind of details are often forgotten but have a huge impact to the satisfaction and experience of customers with disabilities. It is also common situation that mobility disability is the only disability considered and other special needs and disabilities like visual and hearing disabilities are not taken into consideration.

Nowadays the environmental friendly thinking is very important for the companies because of its trend value. People of today are very aware of environment and sustainability and most of them highly values these factors. This is why it is important for the Liiga team organisations to consider these factors as well when planning and managing their game events. When interviewing Liiga team organisations all of them admitted they have not taken environment and sustainability into consideration when managing their events. In this sector the Liiga team organisations have a huge improvement opportunity and they should definitely take part in sustainable development as well. This could also bring new sponsors and partnerships for the Liiga organisations.

5.1.3   Human Resource Management

In order an event to be successful it needs an event manager whose only responsibility is the event planning and coordination process. If and when the Liiga team organisations want to see their home games as events they should invest to the event management and hire an event manager whose only job is to take care and improve the home game events.

Now when interviewing the team organisations none of them had a staff member whose only role was an event manager and nothing else. The person who was responsible of the event management was also responsible of marketing or sales as well which of course eats up the amount of energy and time used for the event management. This is one of the most important issues which have to be considered in the future by the Liiga team organisations.

It is also important that the other staff members who work at the home game events are motivated to achieve the common goals set by the event manager. In order the employees to be motivated they have to feel part of the event team and that their work load is valued as well. This why it is important to carefully train the employees and regularly reward them of their work well done. When interviewing the Liiga team organisations all of them said that their staff at the events are outsourced from another service supplier. For example people working at the restaurants and the security team are not part of the team organisation in anyhow. This is not an ideal situation when thinking of the common goals of the organisations. When a staff member is working for someone else she or he is not that motivated to achieve the goals that the team organisation has set for the event.

5.1.4 Catering

Food and beverage are major part of an event and have a huge role in customer satisfaction. Some time ago it was enough to serve hot dogs and other fast food at sporting events but these options alone are not enough anymore. People of today are more aware of the health issues caused by fast food and want to invest for healthy, organic and local food. This why it is really important to serve these kind of food options at sporting events as well. When observing the selection of food and restaurant options at the venues only few of the Liiga venues had healthier options available as well. These few venues were the biggest arenas in the league and this why had a bigger variation on restaurant options as well. This issue again is hard to handle for the Liiga team organisations because like said before in most cases the organisations are not the owners of the arenas they are playing at and this why they might not have an influence on the services at the venue.

5.1.5 Technology

Like food services the technology is a crucial part of an event as well. Audiovisual technologies like speakers, microphones and screens in most cases enable the whole event when lighting technologies help set a mood for the event, special effects again attract attention and generate excitements. All these factors are really important at sporting events which why technology has a major role in them and has to considered comprehensively. When observing the home game events these three elements of technology (audiovisual, lighting and special effects) were taken into consideration and were executed well. Of course there were a lot of differences between the teams and some had more technology than others but overall technology was not an issue for anyone.

5.1.6 Music and Entertainment

The enjoyment and entertainment are the reasons why people visit sporting events in first place. The success of their team creates most of the enjoyment but the other entertainment offered at the event effects to the total enjoyment as well. When observing the home game events of Liiga team organisations the entertainment at the events varied a lot. Some of the team organisations had for example cheerleaders, contests or shows during the intervals and even some programme like quizzes during the game, when others for example had just the cheerleaders. It is very important that the Liiga team organisations do not ignore the influence of the entertainment to the overall enjoyment of the visitors. They should consider all the possible options how they could offer entertainment to their audience with the resources given to them. Some people even want to visit sporting events because of the entertainment rather than the actual game, which has to be considered carefully when planning the home game events. As seen when observing the home game events, the people visiting hockey games are not homogeneous. This why the entertainment has to be planned so there is something for everyone; children, women and men all have to be considered.

When thinking of entertainment at the events music is often seen as the whole entertainment. Of course this is not the case but it points out the importance of music at events. When talking about small scale sporting events music is often seen only as a background music before and during the game but it could be so much more. As noticed when interviewing the Liiga team organisations live music is rarely used at their events. Music played by the DJ is just about self-evident at game events but the Liiga team organisations should consider the possibilities of live music as well. Live music can either partly replace the music played by the DJ or be an actual show number at the interval.

Today's event guests want to be interactive rather than just be passive viewers at the event. This applies to ice hockey game events as well and should be noticed when planning programme and entertainment for the game event. When observing the programme and entertainment at the Liiga game events there were interactive programme or entertainment almost in every event. Although this aspect could be exploited better as well. Only couple of the events had a wider range of interactive programme and offered it for the children as well. This is something that all of the teams could do, offer a wider range of interactive programme and for different age groups and segments as well.

5.1.7 Marketing

Marketing can be divided into five different segments which are product, promotion, price, public relations (PR) and place. The game event itself has to satisfy the customers so they will come again; Promotion has to be done well and at the right channels so the potential customers know about the event; Tickets have to be priced right so customers think the event is worth the price; PR has to be well taken care of so the public has a good image about the organisation and are willing to support it; Finally the venue has to be easy to reach and tickets easy to get.

As said in theory it might be beneficial to recognise a sporting event (in this case ice hockey game) as a tourism product. This requires the event managers to package their

game events into tourism products with services like transportation to the venue and meal served during intervals. This theory is poorly executed in Liiga organisations. The only segment to whom some packages were offered were companies or bigger groups but for the individual viewers these packages were not offered except by one of the organisations.

When interviewing the Liiga team organisations about their ways of promoting and handling their public relations were these two marketing ways easily confused to each other. Also the term PR seemed to be a bit unfamiliar for the respondents because they could not list the ways they are handling their PR. This raised a question if the marketing representatives of the organisations are competent enough to take care of their marketing and if they are making the best use of all the marketing resources possible.

When conducting content analysis the place where the tickets were sold and how well the venue is reachable were analysed. All the team organisations sold their tickets through a national tickets vendor. This how it is easy to buy a ticket to a game from any of the ticket booths around the country or from their online shop. The accessibility of the venue instead was poorly executed by most of the team organisations because of the lack of information given for the visitor how to get there by public transportation. Some team organisations were also lacking the information about parking at the event. The Liiga team organisations should notice the importance of this information and improve their websites concerning this issue. Like stated before entering the venue is the first impression customers have when visiting a game event and this impression has to be positive in order to the customers to visit a home game event again.

5.1.8 Merchandise

In the theory it is stated that when offering event merchandise in long term it could be beneficial to create a sellable licence for the brand and this how outsource the designing, manufacturing and selling of the merchandise for other organisations as well. Like mentioned before this licence programme helps expand the market share and above all raise the awareness of the brand. None of the Liiga team organisations had created a sellable licence for their brand. Instead of a licencing they all have organised the designing, manufacturing and selling of their merchandise only themselves.

5.1.9 Sponsorship

It is stated in the theory that most of the events could not even be possible without sponsorships and this is also the case in Liiga. When interviewing the team organisations they stated that sponsorships cover from 25 to 40 percent of their annual budget. Sponsorships can be divided into commercial sponsorship (based on tangible benefits like game tickets) and sociosponsorship (based on intangible benefits like reputation and image). Both of these sponsorships categories are used by the Liiga team organisations. When interviewing the team organisations it was said that these two categories are blended into one and both tangible and intangible benefits are usually used together in one contract. According one of team organisation intangible benefits are not enough for the companies anymore which why they have to offer tangible benefits as well.

There are also special sponsorship programmes for sporting events which are title, presentership, naming, sector and supplier rights. These rights mean that the sponsoring company can have their name on the event name (title and presentership rights), on the venue name (naming rights) or have an exclusive right to title them as the official supplier of some product for the event. Naming rights were commonly used in Liiga by naming the venues by local sponsors. Half of the venues used at the Liiga events were named after a sponsor.

5.1.10 Event Health, Safety and Risk Management

Especially sporting events have a lot of risks and issues concerning health and safety. Like stated in theory, sporting events help audience to lose their stress and tensions of everyday life and this might cause aggression and even violence within the audience. Alcohol is also served at sporting events which increases the already existing risks and issues even more. This is why especially in sporting events the health and safety management policy and risk assessment are important tools to create and follow. When interviewing the Liiga team organisations they all had created the health and safety management policy. This might be because it is nationally obligatory in Finland. But the risk assessment in other hand was not made by any of the team organisations. The Liiga team organisations should notice the high level of risk associated with an ice hockey game and spend some extra time planning a risk assessment for their events as well.

5.2 Improvements for the Future

Like stated in theory if a customer is satisfied to a sporting event of an organisation it has a straight impact to the economic success of the sporting organisations and so on to the performance of the athletes. This why the importance of a game event can never be highlighted enough. The Liiga team organisations have to understand this helix of success and invest more resources on event management process in order to be successful in every aspect.

The base for the event management is created with a right human recourse management. There have to be enough people working for the organisation and they have to be well educated for the work positions they are working at. First of all in a league like Liiga where events are held over 30 times in a year it is very important to hire an event manager to the organisation. The importance of a game event for an ice hockey organisation is way too high to ignore the amount of time and resources it requires, and this how assume that a sales or marketing manager can handle the event management as well.

Even though the other staff members like waiters at the restaurants are not working directly for the team organisation it is important to make sure they all feel part of the team in order them to be motivated and work to achieve the common goals of the organisation. To achieve this motivation and fellowship, regular get-togethers have to be arraigned for the staff members to increase the team spirit. Even rewarding the staff of their job well done could be considered. It is also important that the outsourced employees are familiar with the people working at the team organisation. A proper introduction training helps

with this and allows the team organisations to present their visions and missions for the employees as well.

Other employees than staff at the office have to be listened as well and above all encouraged to speak up when planning and evaluating the future and past events. The more people there is to give their thoughts and opinions the more ideas and improvements the event manager can create and generate. If not before and after every event but even a twice in a season organised brain storming and feedback conversations within the whole staff (including outsourced employees) should be arranged. It would be ignorant not to make the best use of the huge amount of staff at the home game events.

In case of Liiga when a lot of the operational strategies of event management have already been set by another organisation or have already been planned because of the repetitiveness of the event, the event manager has more time in her or his hands to create and implement new ideas for the future events. In order to get random visitor to attend the game events more often theme events should be arranged. Theme events already exist in Liiga but these should be arranged more often and they really have to differ from the regular game events. Benchmarking other teams' and leagues' home game events should be expected from the event manager as well as visiting any kind of events to get inspired for new ideas. Event manager should also be able to think outside the box and not just focus on ice hockey when seeking for new ideas.

It is often thought that men are the only customer segment visiting ice hockey games but it is very important to think other segments as well. Men are the major target group of ice hockey game events but if the events are planned so they offer something for women and children as well the whole family might attend the game as well. For children a team mascot is the most exciting thing ever. The Liiga team organisations should all have a mascot for the younger audience and this mascot should attend all games instead of just attending for example family themed events. Also dancers and cheerleaders appeal to younger girls and are often the reason for the girls to attend an ice hockey game in first place. In most cases women are not that motivated to attend an ice hockey game just because of the game which why it is really important to offer a great variations of entertainment for the audience. Everything from live music to circus acts should be considered to keep women interested at the event as well.

Food and beverage services should also be considered again by Liiga team organisations. Especially if the team organisations desire to attract women to their events as well a hot dog with a beer are not enough. The food trends have to be taken into consideration and healthier, organic and local food should be served at the events with a class of wine for example. It is known that in most cases the Liiga organisations do not own their venues and it might be hard for the organisations to have an influence on restaurant services at the venue. If this is the case Liiga team organisations should consider to invest on a movable food stand so they can offer bigger selection of food and beverages at their game events. Also letting or renting a place at the venue for an external service provider could be an answer for the problem.

The ownership of the venue can also cause a problem with the decoration of the game events. The Liiga team organisations should not let this issue effect on their decoration and event environment. If the owners of the venues do not allow the team organisations to decorate their arenas with the teams' colours and logos, the event managers should consider how they can create portable decorations to the venues. Organising an event without any decorations with the team colours and logo is not an option. The fans who have come to the event to see the game to the actual event have to experience the atmosphere of the team at the venue or otherwise they could just stay at home and watch the game from TV instead.

When planning the event environment decoration is only one part of it. Facilities and the functionality of them have to be considered, planned and tested as well. Especially the facilities planned for the people with special needs and disabilities need some extra attention. Mobility disability is often the only disability considered when venues and services are planned but other disabilities have to be considered as well. For an event manager with no disabilities it might be hard to think what she or he has to consider when planning facilities and services for people with disabilities. This is why it is very important to plan these facilities and services in collaboration with people with different disabilities and above all test them when completed. Liiga organisations should also test their facilities with an actual person with a disability in order to get direct feedback of the functionality.

When planning event environment all five senses have to be considered as well. Easiest way to do this is to concentrate on one sense at the time and meanwhile cover the other dominating senses like sight and hearing. This planning method can also help when planning the facilities and services for people with disabilities like deaf and blind people. The sense of taste is all about the food and beverage served at the event. Like mentioned before this is something the Liiga team organisations have to consider again at their events. The sense of smell can be taken into account by catering as well but also the smell at the lavatories for example has to be taken into consideration. The sense of touch is all about the material used at the game events. How does the napkins, disposable tableware, programme leaflets, seats and even toilet paper feel on a hand, these are just examples which have to be considered.

Being sustainable is event environment management as well. In today's world where being sustainable is on everyone's lips none of the organisations can ignore the importance of sustainability and its marketing value for the company. Being sustainable can even bring new partners or sponsors for the team organisation. Even small sustainable actions matter and this is something the Liiga team organisations have to understand. It is also very important to publicly state the sustainable matters done by the team organisation in order to get positive PR for the organisation.

Finally the most important aspect in event environment management is the customers' positive experience when reaching the event venue. The first impression is everything and in case of Liiga the first impression of a game event is the point when a customer is arriving to the venue. Usually people come to a game event by public transportation or by car which why information about public transportation connections and parking have

to be given for the visitors. The easiest way to inform visitors about these is to write the information on their website. Of course a true fan and a loyal customer knows the directions already but if a first timer is attending a home game for the first time and has trouble to find the way in the visitor might not attend a game again.

Transportation to the venue can also be included with the game ticket. The Liiga team organisations should do cooperation with local public transportation providers and create and sell ticket packages for individual visitors as well. Not only "entrance + transportation" packages should be sold but other packages as well. These packages could include accommodation, food and beverage, team merchandise etc., only the imagination is the limit what kind of packages could be offered for the individual visitors. By selling ticket packages the hockey organisations can increase their sales by selling extra services or products that visitors would not buy otherwise.

The Liiga team organisations should also consider about creating a sellable licence for their brand and team merchandise. By doing this the organisations can increase the awareness of their brand and create some extra sales as well. This does not mean that the teams could not sell their team merchandise themselves but it allows others to use their brand as well which have positive impacts for the organisation. There is so much potential merchandise that could be sold the team's logo on them that only a sellable licence enables to offer all this merchandise for the fans.

Like mentioned before ice hockey game events can be dangerous events because of the aggression and alcohol involved. This why the Liiga team organisations should not ignore the importance of the health and safety management policy and the risk assessment. First of all, all the team organisations should have this risk assessment done beside the health and safety management policy and both of these documents have to be carefully introduced for the employees and implemented at the events.

6 Conclusion

My personal opinion is that the Liiga organisations have not thought their home games as events from the theory of event management point of view. First of all the fact that none of the team organisations had an event manager working for their organisation points out that the organisations are ignoring the importance of their game events for the general success of their organisations. Also although the Liiga team organisations have conducted the event management theory in some parts there are still a lot of potential improvements that could be done from the theory point of view. I also personally thinks that lot of the theory conducted is because of the fact that an external direction has instructed to do so. For example the Finnish Ice Hockey Association and the Finnish law have set some guidelines for Liiga organisations and event producers which have to be followed.

My main point for the Liiga team organisations is that they have to hire an event manager who is familiar with the event management theory, who has time to visit other similar events by benchmarking them and constantly pursue to improve the game events by being creative. Focusing on details is important as well which I think the current Liiga team organisations have not been doing. Of course there were a lot of variation between the events of different Liiga organisations and all conclusions does not concern everyone.

6.1 Knowledge Contribution

I think my research points out the importance of the knowledge of event management for the Liiga team organisations and helps them to think their home games as events. The written event management theory and the analysis also give some good examples how the theory could be adapted to the ice hockey events and this how the organisations can make the best use of it. There are a lot of conducted researches and written theory about hallmark events like Olympics but small-scale events like regular season games are lacking this same recognition. I hope this research can fulfil this lack of information and be helpful for organisations managing smaller sporting events or people studying the field.

6.2 Further Research

This research could be taken further in many ways. For example this same research could be conducted for other ice hockey leagues in Finland and in other countries, or the Liiga could be benchmarked with these other leagues. The other leagues could be for example Mestis League in Finland or foreign leagues in countries where the ice hockey is as big business as it is in Finland. These foreign leagues could be for example Kontinental Hockey League (KHL) in Russia, National Hockey League (NHL) and American Hockey League (AHL) in North America (USA and Canada), Swedish Hockey League (SHL) and Allsvenskan in Sweden and Extraliga in Czech Republic.

When planning an ice hockey event we should be thinking outside the box which why it is important to research and benchmark other similar sporting events as well. The Americans are the best when turning an ordinary game event into an extravaganza and

the Super Bowl is a great example of this. This why American sporting events should be researched and benchmarked with the Finnish ice hockey events. These American Leagues could be for example Major League Baseball (MLB), National Basketball Association (NBA) and National Football League (NFL).

Of course we cannot forget annual international sporting event like Ice Hockey World Championships and other hallmark events like Olympics and World Cup of Hockey. These events could be research as well and are type of events that event managers of ice hockey organisations should always visit to seek some new inspiration for their own events.

The Liiga could also be researched as a whole and make further study concerning the second research question of this research "What could be done for the sporting events of Liiga to improve the satisfaction of the visitors?" The best research method for this kind of study would be the market research in which the people around the country could be interviewed about their needs and desires when attending Liiga game events. This could be done in collaboration with the Finnish Ice Hockey Association.

7 Quality Assurance and Critical Review

All research methods used in this research (interview/questionnaire, observation and content analysis) had their faults during this process. When conducting the interview the respondents could choose if they wanted to answer to the questions via telephone or via email which is then questionnaire instead of an interview. Most of the team organisations choose the questionnaire which is always less powerful research tool than interview when conducting a qualitative research. In cases when the interview was replaced with a questionnaire I could not specify my questions and present follow-up questions if the original question was understood wrong or the answer to the question was too concise. This set up major problems when analysing the answers and above all comparing the answers to each other's.

When conducting the observation we have to think critically the game events selected. A Liiga team has over 30 home game events in a season and when visiting only one of these events it raises a question if these visited game events are comparable to each other's. A team's home game events vary a lot during the season because of theme game events and if the event is placed during the week or at weekend. Other concern when observing the home game events as alone is that everything happening at the venue cannot be seen. During the game event there are a lot of elements happening at the same time at different locations which why somethings have to be missed while observing events alone.

Content analysis has the least quality issues compared to other methods used in this research. But still we have to be critical and raise a question if all the information being analysed in content analysis have been found. Websites can be confusing and disorganised and some important information can easily be missed while analysing the content of them. The common issue with all these methods when conducting the research is that the theory has changed during the process which why some questions relevant for the research have been ignored and some irrelevant questions have been questioned. For example the ticket pricing have not been taken into consideration which is a very important marketing matter in event management.

Maybe the most relevant quality issue of this research was the timing of it. This research begun in spring 2014 but was interrupted in autumn 2014 because of family matters. When continuing the research in 2016 a lot have changed in Liiga. For example the teams playing in Liiga have changed and if interviewing the organisations, observing the events and analysing the websites again the empirical findings could differ from the current findings.

References

Written Sources:

ALLEN, J., O'TOOLE, W., MCDONNEL, I. and HARRIS, R., 2002. Festival and Special Event Management. 2nd edition. Milton: John Wiley & Sons.

ARO, M., 2010. Naiskatsojien roolit jääkiekko-otteluissa. M.Sc. (B.A.) Thesis, Tampere University.

BERTAUX, D., 1982. The Life Course Approach as a Challenge to the Social Science. In: HAREVEN, T. and ADAMS, K. Ageing and Life Course Transition. London: Tavistock. 127-150.

BLADEN, C., KENNELL, J., ABSON, E. and WILDE, N., 2012. Events Management – An Introduction. New York: Routledge.

ESKOLA, J. and SUORANTA J., 1996. Johdatus Laadulliseen Tutkimukseen. Rovaniemi: Lapin Yliopisto.

GETZ, D., 2003. Sport Event Tourism: Planning, Development, and Marketing. In: HUDSON, S. Sport and Adventure Tourism. New York: The Haworth Hospitality Press. 49-88.

GOLDBLATT, J., 1997. Special Events: Best Practices in Modern Event Management. New York: John Wiley & Sons.

HIRT, E. and CLARCKSON, J., 2011. The Psychology of Fandom. In: KAHLE, L. and CLOSE, A. Consumer Behaviour Knowledge for Effective Sports and Event Marketing. New York: Routledge. 59-85.

KING, J., KAHLE, L. and CLOSE, A., 2011. Introduction. In: KAHLE, L. and CLOSE, A. Consumer Behaviour Knowledge for Effective Sports and Event Marketing. New York: Routledge. 1-28.

KUIKKA, J., 2014. Lukijat haukkuvat Sportin ottelutapahtuman. Ilkka, 21.12.2014.

KURONEN, P., 2009. Ammattiurheilijoiden tapaturma- ja eläkevakuutusjärjestelmän ongelmat. LL.M. Thesis, Tampere University.

LEE, S. and CORNWELL, B., 2011. A Framework for Measuring the Contributions of Sport to Society. In: KAHLE, L. and CLOSE, A. Consumer Behaviour Knowledge for Effective Sports and Event Marketing. New York: Routledge. 31-57.

MASTERMAN, G., 2012. Strategic Sport Event Management – Olympic Edition. 2nd edition. New York: Routledge.

METSÄMUURONEN, J., 2006. Laadullisen tutkimuksen käsikirja. Helsinki: International Methelp.

MINISTRY OF THE INTERIOR, 2014. Yleisötilaisuuksien porttikieltoa pohtineen työryhmän loppuraportti. Helsinki: Ministry of the Interior.

RIEDMUELLER, F., 2011. Service Quality Perceived by Fans at Professional Sporting Events. In: KAHLE, L. and CLOSE, A. Consumer Behaviour Knowledge for Effective Sports and Event Marketing. New York: Routledge. 239-260.

TUOMI, J. and SARAJÄRVI, A., 2013. Laadullinen tutkimus ja sisällönanalyysi. 10th edition. Helsinki: Tammi.

VAN DER WAGEN, L., 2001. Event Management for Tourism, Cultural, Business and Sporting Events. Melbourne: Hospitality Press.

Internet Sources:

BLUES, 2015. Etusivu [online]. Espoo: Blues. Available at: <URL:http://www.blues.fi/> [Accessed 20 January 2015].

HARD, R., 2016. What is Event Management? [online]. Available at: <URL:http://eventplanning.about.com/od/eventindustrytermsae/g/What-Is-Events-Management.htm> [Accessed 27 June 2016].

HIFK, 2015. Etusivu [online]. Helsinki: HIFK. Available at: <URL:http://www.hifk.fi/> [Accessed 20 January 2015].

HPK, 2015. Etusivu [online]. Hämeenlinna: HPK. Available at: <URL:http://www.hpk.fi/> [Accessed 20 January 2015].

ILVES, 2015. Etusivu [online]. Tampere: Ilves. Available at: <URL:http://www.ilves.com/> [Accessed 20 January 2015].

JOKERIT, 2015. Etusivu [online]. Helsinki: Jokerit. Available at: <URL:http://www.jokerit.com/> [Accessed 20 January 2015].

JYP, 2015. Etusivu [online]. Jyväskylä: JYP. Available at: <URL:http://www.jypliiga.fi/> [Accessed 20 January 2015].

KALPA, 2015. Etusivu [online]. Kuopio: KalPa. Available at: <URL:http://www.kalpa.fi/> [Accessed 20 January 2015].

LUKKO, 2015. Etusivu [online]. Rauma: Lukko. Available at: <URL:http://www.raumanlukko.fi/> [Accessed 20 January 2015].

PELICANS, 2015. Etusivu [online]. Lahti: Pelicans. Available at: <URL:http://www.pelicans.fi/> [Accessed 20 January 2015].

SAIPA, 2015. Etusivu [online]. Lappeenranta: SaiPa. Available at: <URL:http://www.saipa.fi/> [Accessed 20 January 2015].

TAPPARA, 2015. Etusivu [online]. Tampere: Tappara. Available at:
<URL:http://www.tappara.fi/liiga/> [Accessed 20 January 2015].

TPS, 2015. Etusivu [online]. Turku: TPS. Available at: <URL:http://hc.tps.fi/>
[Accessed 20 January 2015].

YLE URHEILU, 2014. Tutkimus: Jääkiekko suomalaisten suosikkilaji [online].
Helsinki: Yle Urheilu. Available at:
<URL:http://yle.fi/urheilu/tutkimus_jaakiekko_suomalaisten_suosikkilaji/7152093>

ÄSSÄT, 2015. Etusivu [online]. Pori: Ässät. Available at:
<URL:http://www.assat.com/> [Accessed 20 January 2015].

Electronic Mail:

AALTO, T., (tero.aalto@tappara.fi) 2015. Haastattelu koskien ottelutapahtumaa. 12
February. Email to: Maiju Heinonen (maiju.heinonen@outlook.com).

HAUTAMÄKI, S., (sami.hautamaki@assat.com) 2015. Haastattelu koskien
ottelutapahtumaa. 20 January. Email to: Maiju Heinonen
(maiju.heinonen@outlook.com).

KOLU, T-P., (tomi-pekka.kolu@pelicans.fi) 2015. Haastattelu koskien
ottelutapahtumaa. 21 January. Email to: Maiju Heinonen
(maiju.heinonen@outlook.com).

KÄRPÄT, 2015. Etusivu [online]. Oulu: Kärpät. Available at:
<URL:http://www.oulunkarpat.fi/> [Accessed 20 January 2015].

LAAMANEN, J., (jukka.laamanen@hpk.fi) 2015. Haastattelu koskien
ottelutapahtumaa. 26 January. Email to: Maiju Heinonen
(maiju.heinonen@outlook.com).

LOPONEN, J., (jouni.loponen@oulunkarpat.fi) 2015. Haastattelu koskien
ottelutapahtumaa. 30 January. Email to: Maiju Heinonen
(maiju.heinonen@outlook.com).

PEHKONEN, M., (mikko.pehkonen@saipa.fi) 2015. Haastattelu koskien
ottelutapahtumaa. 1 February. Email to: Maiju Heinonen
(maiju.heinonen@outlook.com).

RUOHONEN, P., (petri.ruohonen@jokerit.com) 2015. Haastattelu koskien
ottelutapahtumaa. 28 January. Email to: Maiju Heinonen
(maiju.heinonen@outlook.com).

SEPPÄNEN, P., (paula.seppanen@kalpa.fi) 2015. Haastattelu koskien
ottelutapahtumaa. 21 January. Email to: Maiju Heinonen
(maiju.heinonen@outlook.com).

Appendix

Appendix 1. FIFA Stadium Safety and Security Regulations

1 Scope of application

1. *The host associations of FIFA events shall apply these regulations (including qualifying and final competition matches) when these events are under the direct administration of FIFA.*

2. *Furthermore, FIFA recommends that these regulations be used as guidelines for all international matches in accordance with the FIFA Regulations Governing International Matches.*

3. *If an association or confederation arranges an event that will be administrated and governed by its own competition regulations, the respective association's or confederation's own safety and security regulations shall apply and these regulations may only serve as guidelines.*

4. *These regulations constitute the minimum requirements; however, when the respective association's or confederation's safety and security provisions are stricter or more exhaustive than some or all of the principles established hereinafter, those safety and security provisions shall prevail.*

2 Basic principles

1. *Successful stadium safety and security strikes the right balance between stadium design and stadium management. Guidance on new builds and stadium refurbishments can be found in the FIFA publication Football Stadiums – Technical Recommendations and Requirements, which should be used as a reference for all FIFA events together with the latest version of this document.*

2. *A stadium may only be used to host a FIFA event if the structural and technical condition of the stadium complies with the host nation's safety requirements and a safety certificate has been issued by the relevant authority.*

3. *The laws, regulations, ordinances and administrative directives in place for the construction and technical facilities of stadiums shall be respected.*

4. *The maximum number of spectators admitted into the stadium shall not exceed the stadium's agreed maximum safe capacity.*

3 Definitions and requirements

1. *For the purposes of these regulations, the safety and security management team is defined as those persons appointed by the association, event organiser and host nation who are responsible for all aspects of safety and security at a FIFA event. The exact composition of this group will depend on the size and type of the FIFA event, but its leading members will always be the national security officer and the senior national security advisor, as defined hereinafter. Further guidance and support should be sought from representatives of all relevant agencies and stakeholders such as the fire, emergency and medical services. A formal mandate should be established for this group, stating lines of communication, levels of responsibility and deliverables.*

2. Furthermore, every stadium used during a FIFA event shall have a stadium safety and security management team, which will be headed by the stadium security officer, as defined hereinafter, and the senior local police commander responsible for police activities in and around the stadium.

4 Responsibility

1. Associations are responsible for appointing an occupationally competent national security officer, as defined hereinafter.

2. The associations, through the national security officer and the stadium safety and security management team as defined hereinafter, are responsible for ensuring the safety and security of all spectators, players, officials, VIPs/VVIPs and any person present at a stadium hosting a FIFA event.

3. If the association, event organiser or stadium authority has no legal authority to arrange the necessary safety and security measures, it must cooperate with the relevant host nation authorities to ensure that they are in place. If any of the FIFA Stadium Safety and Security Regulations are not in place, the association must be informed immediately, who in turn must inform FIFA.

4. The association must ensure that the stadium safety and security management team is aware of and fully understands the obligations placed upon them, including:

a) The requirements of the stadium safety certificate to be issued by the relevant authority.

b) The requirements for a safety certificate for any temporary demountable structures.

c) The host nation's/confederation's/association's stadium safety and security regulations.

d) The FIFA Stadium Safety and Security Regulations.

e) The FIFA publication Football Stadiums – Technical Recommendations and Requirements.

f) FIFA Medical Assessment and Research Centre (F-MARC) – Football Emergency Medicine Manual.

g) The host nation's fire safety legislation.

h) The host nation's health and safety at work legislation.

i) The host nation's legislation relating to people with disabilities.

j) The host nation's civil contingencies legislation and/or guidelines.

k) Insurance requirements, where applicable.

l) Any other specific laws of the host nation that may have relevant safety or security implications.

m) Any other stadium regulations or policies that may have relevant safety or security implications.

5 Staffing

The following key appointments are required in order to ensure that both the safety and security management and stadium safety and security management teams are properly

*staffed. The details of the requirements, competences and status of the key appointments can be found in **Annexe A**.*

a) National security officer

i) Every member association shall appoint a national security officer. This person must have experience of working with public authorities and the police services, as well as prior knowledge of event organisation issues, spectator supervision and event safety and security matters.

ii) The national security officer shall be responsible for developing, coordinating and delivering the safety and security concept across a FIFA event, including at training sites, official hotels, transport hubs, etc.

iii) The national security officer shall assume responsibility for the ongoing education and training of all stadium security officers employed during events. He shall also conduct all briefings, devise a training and education programme and be available to provide guidance and advice to all stadium security officers.

b) Senior national security advisor

Every member association, in conjunction with its national authorities, shall appoint a senior national security advisor, who must be a serving senior police officer. Although not a full-time post, this role will serve as a vital link between the event organiser and the national and local authorities during the build-up to a FIFA event and through to its conclusion.

c) Stadium security officer

The event organiser, in consultation with the national security officer, is responsible for appointing an occupationally competent stadium security officer for each stadium to be used during the FIFA event. The stadium security officer shall be responsible for all safety and security matters at the designated stadium.

6 Stadium safety and security planning

When preparing to host a FIFA event, the stadium safety and security management team shall:

a) Ensure that a spectator safety and security policy document for the stadium is created (see article 8).

b) Ensure that written and tested stadium contingency plans are created (see article 9).

c) Agree with local authorities on emergency procedures and major incident plans (see article 10).

d) Agree with authorities on the level of policing and support from other agencies.

e) Agree on procedures for accommodating all spectators, including those with disabilities, the elderly, families and children and, where appropriate, supporters of visiting teams.

7 Stadium risk assessments

1. The stadium security officer is responsible for the production of risk assessments for all matches including any ancillary activities, such as opening or award ceremonies.

Input should be provided by local and, when required, national authorities and all relevant emergency services, such as fire, civil emergency and ambulance services.

2. The risk assessment should consist of the following steps, all of which should be documented:

a) Identify the risks to which spectators, VIPs/VVIPs, players and/or officials or any other person present at the stadium may be exposed.

b) Determine who may be affected and how.

c) Evaluate the risks and decide on the precautions to be taken.

d) Record the findings and implement risk reduction and/or risk mitigation measures.

e) Continually assess and review the measures and revise them where necessary.

3. The risk assessment should include consideration of the following factors:

a) Political tensions at national, local or team supporter level.

b) Terrorist threats – to be identified by national and local authorities.

c) Historical enmity between teams or their supporters.

d) Likelihood of supporters arriving without tickets or expected numbers of counterfeit tickets.

e) The need for spectator segregation and the numbers of groups requiring segregation.

f) Supporters with a history of using pyrotechnics or any other dangerous objects, including laser pointers.

g) The possibility of racist or aggressive language, banners or behaviour.

h) The layout and size of the stadium including sponsor and concession activities.

i) The expected attendance.

j) The familiarity of the spectators with the stadium.

k) Expected behaviour of spectators, including the likelihood of pitch invasion, violence or standing in seated areas.

l) Expected flow rate through the controlled points of entry including search requirements.

m) Auxiliary activities, such as opening, closing or award ceremonies.

n) Hospitality facilities.

o) Times and duration of the match(es).

*8 **Spectator safety and security policy document***

1. The host association shall create common safety and security regulations or a safety and security manual, including counter-terrorism measures, in line with national laws and regulations.

2. In line with the above, the national security officer and stadium safety and security management team shall produce a spectator safety and security policy document for each stadium to be distributed to all stakeholders. The policy document should clearly state:

a) The event organiser's and host nation's philosophy on safety and security.

b) With whom ultimate responsibility lies for safety and security at the stadium.

c) To whom responsibility is delegated.

d) The chain of command and lines of reporting.

e) How the safety and security policy is to be implemented and communicated.

f) Who the key stakeholders are.

*9 **Stadium contingency plans***

1. The stadium safety and security management team, in conjunction with relevant expert agencies and organisations, should assess the risk of any incident occurring at the stadium which might prejudice safety and security or disrupt normal operations. In conjunction with local authorities, contingency plans shall be developed to determine specific actions and/or the mobilisation of specialist or additional resources.

2. As a guideline, contingency plans should be established for the following:

a) Fire

b) Terrorist attack

i) bomb threat or actual bomb attack

ii) suspect package

iii) shooting

iv) airborne attack

v) suicide bombing

vi) chemical, biological, radiological or nuclear attacks

c) Buildings and services

i) damage to structures

ii) power cut or failure

iii) passenger lift or escalator failure (if applicable)

iv) gas leak or hazardous materials incident

d) Safety equipment failure

i) turnstile or spectator entry counting system

ii) automated turnstile mechanism (free flow of spectators or

prevention of access)

iii) closed circuit television

iv) public address system

v) electronic video screens (giant screens)

vi) safety and security communication systems

vii) fire warning, detection and other fire safety systems

e) Crowd control

i) surging or crushing

ii) pitch incursion/invasion

iii) late arrivals or delayed start

iv) lockouts including progressive turnstile closure

v) disorder at the stadium

vi) ticket forgery and illegal ticket touting

vii) overcrowding of the stadium or a section of the stadium

***f)** Emergency evacuation (by section or the entire stadium)*

***g)** Severe adverse weather (such as lightning strikes, flash floods, high winds, hurricanes)*

***h)** Natural disasters (such as earthquakes, volcanic eruptions)*

***i)** Strategy if a match is abandoned, postponed or delayed*

10 Stadium emergency plans

***1.** The local emergency services are required to prepare an emergency plan (also known as an emergency procedure plan or major incident plan) for dealing with any major incident occurring in or around the stadium. It is the responsibility of the senior national security advisor to ensure compliance with this requirement.*

***2.** There must be consultation between the stadium security officer, the police, fire and ambulance services, the local health authority, the local government authority and the event organiser, in order to produce an agreed plan of action for all potential emergencies.*

***3.** Although contingency plans are prepared by the stadium safety and security management team and emergency plans by the local emergency services, the two plans must be compatible.*

11 Terrorism

***1.** FIFA events are exposed to greater threats than may normally be present in the host nation and this includes acts of terrorism. When preparing plans for FIFA events, specific attention must be given to this threat and the fullest support secured from competent local and national authorities. Expert advice should be provided by the appropriate national authorities and, where required, international agencies.*

***2.** The stadium safety and security management team must implement basic countermeasures as part of their daily "housekeeping". As a minimum, stadiums (including areas within the outer perimeter) must be searched by trained personnel prior to it being handed over for event use. Once a stadium has been searched, it must be suitably guarded by security to prevent unauthorised access. Furthermore, all vehicles and personnel entering a secured stadium must be searched. **3.** Advice and guidance shall be provided by the senior national security advisor on all matters relating to terrorism.*

***4.** Guidelines on basic countermeasures and stadium searches are contained in **Annexe B**.*

12 Record keeping

1. The stadium security officer is responsible for overseeing and retaining all safety and security records for each match. These should include:

a) Details of all pre-event inspections and making note of any deficiencies or additional requirements along with an action plan to address these requirements.

b) Details of any pre-event training given to stewards and other stadium staff or existing qualifications held.

c) The attendance figures at each match. Ideally, these should be broken down by stadium and ticket categories.

d) A record of the medical plan.

e) If an accident or incident occurs during an event, a full written report must be produced detailing what happened, what action was taken and by whom, and any subsequent follow-up action required. This should include a record of any police intervention or instance whereby the police assumed control of the stadium.

f) A record of all first aid or medical treatment provided, while preserving any medical confidentiality regarding the identity of those treated. g) Details of all emergency drills, evacuation exercises and contingency plan tests.

h) Reports of any significant movement of a structure within the stadium, or of the stadium structure itself.

i) Details of all fires and fire alarm activations.

j) Details of all emergency or communication system failures.

k) Details of any ticket forgeries or illegal ticket sales on the day of the match and action taken.

l) Details of any arrests made at the stadium and/or evictions of spectators. The above list is for guidance only and is not intended to be comprehensive.

2. All documents must be held for a minimum of two years after a match, or longer if mandated under the applicable laws of the host nation. Such records shall be made available for inspection by FIFA on reasonable request.

13 Stewards

1. For the purpose of these regulations, a steward is defined as any person employed, hired, contracted or volunteering at the stadium to assist in the management of safety and security of spectators, VIPs/VVIPs, players, officials and any other person at the stadium, excluding those persons solely responsible for the security of designated individuals and members of the police services responsible for maintaining law and order.

2. At some events, police or military personnel may be employed as stewards as defined above. In such circumstances, those personnel identified to perform the duties of stewards shall apply the principles contained in these regulations when performing said duties.

3. Stewards must be fi t and active and have sufficient maturity of character and temperament to carry out the duties required of them.

4. Subject to the laws of the host nation, stewards must be at least 18 years old.

5. All stewards must undergo formal training in their roles and responsibilities prior to the start of any FIFA event. Steward training, qualification and certifi cation must meet the standards set by the host nation/association, subject to article 21.

14 Steward deployment plan

1. A steward deployment plan shall be produced by the chief steward and authorised by the stadium security officer, taking into consideration the results of the risk assessment. As a guide, the following steward categories should be provided for:

a) Supervisory staff:

Deputy security officer, chief steward(s) and supervisors.

b) Static posts:

Crowd monitoring points, exits, turnstiles, activity areas, perimeter gates, escalators/stairways, restricted zones (in accordance with the FIFA zoning plan) and other strategic points or areas.

c) Mobile posts:

As a guide, there should be a ratio of one steward per 250 of the anticipated attendance for a low-risk match. This ratio should be increased to up to one per 100 of the anticipated attendance where the risk assessment shows a need for a higher level of safety and security management.

d) Specialist stewards:

For areas used by children, spectators with disabilities and in hospitality facilities.

e) Additional stewards:

For specific events, such as opening and award ceremonies.

2. Other staff that should be included in the overall plan include:

a) Car park attendants

b) Turnstile operators

c) Search personnel (people and vehicles)

NOTE: Consideration must be given to providing sufficient female search personnel for the expected attendance of female spectators.

15 Agreement on responsibilities of stewards

1. The responsibilities and authority of stewards must be agreed between the safety and security management team, the host association, the event organiser and the relevant authorities prior to the start of any FIFA event. This agreement shall include the following:

a) Powers of arrest and/or detention of individuals.

b) Powers of ejection from the stadium and procedures to be followed.

c) Powers of confiscation of prohibited and any other dangerous items.

d) Procedures for escorting spectators to stadium ticketing centres/ticketing clearing points.

e) Authority to search persons and vehicles entering the stadium and the procedures to be followed.

f) Handling procedures for the sale or use of fraudulent tickets or for illegal ticket touts.

g) Handling procedures for ambush marketing activities.

h) Handling procedures for unauthorised merchandising or sale of unauthorised items within the agreed exclusion zones.

i) Illegal entry or unauthorised entry into restricted areas.

j) Lines of communication.

k) Chain of command.

l) Training, certification and accreditation requirements.

2. The powers bestowed upon stewards must comply with the laws and regulations of the host nation.

*16 **Stewards' duties***

The stewards' basic duties should be to enforce the stadium's safety and security policy and the stadium regulations. These duties include:

a) Understanding their roles and responsibilities for the safety and security of all spectators, officials, players, VIPs/VVIPs, other stewards, stadium staff, themselves and any other person present at the stadium.

b) Assisting in the safe operation of the stadium, as opposed to watching the match or any other activity taking place.

c) Carrying out safety and security checks as directed by the stadium safety and security management team.

d) Controlling access into the stadium and directing spectators entering, leaving or moving around the stadium to help achieve an even flow to and from the spectator accommodation.

e) Preventing unauthorised access to restricted areas by any person who does not have the correct accreditation and authorisation to do so and in particular from gaining access to zones 1 and 2 as defined hereinafter.

f) Ensuring that spectators are accommodated in accordance with their ticket (i.e. they are sitting in the correct seat for the ticket they hold).

g) Ensuring that all entry and exit points, including all emergency exit points and routes, remain unobstructed at all times.

h) Unless otherwise stated, ensuring that all prohibited items are prevented from entering the stadium or are removed if found inside the stadium.

i) Protecting players and officials when entering, leaving or on the field of play.

j) Recognising and reporting crowd conditions to ensure the safe dispersal of spectators and prevent overcrowding.

k) Assisting the emergency services as required.

l) Providing basic emergency first aid as required.

m) Responding to incidents and emergencies, raising the alarm and taking the necessary immediate action in line with the stadium's contingency and emergency plans.

n) Undertaking specific duties in an emergency as directed by the venue operation centre (VOC).

o) In accordance with the requirements of local/national authorities and within the laws of the host nation, denying access to or removing any persons who cannot prove their right to be in the stadium, are committing an offence under the stadium code of conduct, present a risk due to consumption of alcohol and/or drugs, are subject to a banning order or refuse to give their consent to searches. This list is for reference only and is not a substitute for formal training.

17 Stewards' code of conduct

During events, stewards are often the only interface with the public. It is therefore essential that a formal code of conduct for all stewards is established across all venues. The code of conduct shall include the following:

a) Stewards should be polite, courteous and helpful to all spectators at all times, regardless of their affiliation.

b) Stewards should be smartly dressed at all times. Their appearance should be clean and tidy.

c) Stewards are not employed, hired or contracted to watch the event.

They should concentrate on their duties and responsibilities at all times.

d) Stewards should never:

i) Wear clothing that may appear to be partisan or cause offence while on duty.

ii) Celebrate the event or show an extreme reaction to it.

iii) Display any allegiance towards one team over another.

iv) Eat, drink or smoke in public view.

v) Consume alcohol before or during the event.

vi) Use obscene, offensive or intimidating language or gestures.

18 Identification of stewards

1. Stewards shall wear uniform clothing that is easily identifiable in all conditions. As a minimum, they shall be provided with appropriate high visibility jackets or tabards bearing the word "STEWARD" that can be seen from a distance or in a crowd.

2. Stewards shall not wear sponsored or branded uniforms, in compliance with FIFA Marketing guidelines.

3. Care should be taken to ensure that tabards worn by pitch side stewards cannot be confused with FIFA bibs worn by players, ball boys, officials and other persons. Final agreement on the colour to be used will be made at the match coordination meeting, which must be attended by the stadium security officer.

4. All stewards shall be appropriately accredited and this shall be displayed at all times whilst on duty.

19 *Pitch side stewards*

In order to protect the players and officials as well as maintain public order, it may be necessary to deploy stewards and/or police around the perimeter of the field of play. When doing so, the following guidelines must be considered:

a) Any steward or police officer deployed around the field of play is likely to be recorded on television, and as such their conduct and appearance must be of the highest standard at all times.

b) No firearms or "crowd control gas" shall be carried or used.

c) During the match, all stewards and/or police officers must maintain as low a profile as possible. This shall include:

i) Being positioned between the advertising hoardings and the stands.

ii) Where practical, being seated on chairs so as not to stand out on television or to obstruct the view of spectators unless required through a pre-agreed escalation of stance that is in direct relation to crowd behaviour and an existing threat.

iii) Not wearing aggressive items (helmets, face masks, shields, etc.) unless required through a pre-agreed escalation of stance that is in direct relation to crowd behaviour and existing threat.

d) The number of pitch side stewards and/or police officers must be kept to a minimum and based on the match risk assessment, taking into consideration the expected crowd behaviour and likelihood of a pitch invasion.

e) If there is a high risk of pitch invasion or crowd disorder, consideration should be given to allow police officers and/or stewards to occupy the front rows of seats in the stadium if it is considered necessary to increase the overall presence and capability. If this approach is to be adopted, care should be taken to ensure that those seats occupied by police officers and/or stewards are not sold to the public.

20 *Communication with stewards*

1. The stewarding operation must be coordinated from the VOC, which should maintain an efficient and robust means of communication with the stewards at all times.

2. Radios are the most efficient means of communication. Earpieces should be provided to ensure that stewards can hear communications above the noise of the stadium. Care should also be taken to ensure that there are no radio "dead spots" around the stadium.

3. Back-up and alternative means of communication, such as intercoms, fixed land lines and/or "runners" to pass on messages, should be provided in case the primary means of communication fail.

4. Standard commercial mobile phones should not be considered as a primary or back-up means of communication, as the networks often become overloaded during an incident and therefore cannot be relied upon as a means of communication for safety and security.

21 *Steward training*

1. *It is the event organiser's responsibility to ensure that all stewards are appropriately trained and competent to undertake their normal duties and perform their roles under emergency and contingency plans.* **2.** *Training must be conducted by occupationally competent persons or organisation(s), which must also assess the stewards' competency to perform their duties. Courses should include the following subjects:*

a) Roles and responsibilities of a steward.

b) Stewards' code of conduct.

c) Stadium code of conduct and prohibited items.

d) The legal rights and powers of a steward.

e) Search techniques (subject to the laws and regulations of the host country).

f) Ticket and accreditation identification and anti-forgery checks (specific to a FIFA event).

g) Arrest and/or detention (subject to the laws and regulations of the host country).

h) Stadium ejection procedures.

i) Emergency first aid.

j) Basic firefighting and response to a fire.

k) Stadium zones (specific to a FIFA event).

l) Crowd dynamics and management.

m) Use of CCTV (CCTV operators and supervisors only).

n) Communications.

o) Stadium contingency plans and the role of stewards in an emergency.

3. *Supervisors should receive additional training that develops their skills and competencies, especially when responding to unplanned incidents.*

4. *Any steward training must comply with the host nation's mandatory requirements.*

22 ***Basic principles***

1. *Accurately assessing the maximum safe capacity of a stadium is crucial to establishing a safe and secure environment. Overcrowded stadiums continue to result in serious injuries and fatalities, which FIFA finds unacceptable.*

2. *Subject to the provisions of article 34, when calculating the maximum safe capacity of a stadium, each section of the stadium must be considered separately.*

23 ***Calculating the maximum safe capacity***

When calculating the maximum safe capacity of an all-seater stadium, the following calculations must be considered:

1. ***Holding capacity (A)***

This is the number of people that can be safely accommodated within the stadium and is determined by the actual number of seats, less any that cannot be used as they:

a) Have a restricted view or are obstructed by objects or people, such as camera positions, advertising boards or railings.

b) Are damaged or missing.

c) Are unavailable for use, for example because they are being used by security staff or form part of a segregation plan.

d) Do not fulfil the specifications set out in the FIFA publication Football Stadiums – Technical Recommendations and Requirements for seating row depths, seat widths and/or clearways.

2. Entry capacity (B)

The entry capacity is the number of people that can pass through the turnstiles and/or other controlled entry points within a period of one hour. The main factors affecting the rate of entry are:

a) The number and dispersal of turnstiles/entry points.

b) The adequacy of directional information and communications and the familiarity of the spectators with the stadium layout.

c) The division of entry categories, including special requirements such as disabled access.

d) The design, type and condition of turnstiles/entry points.

e) The level of searching required.

3. Exit capacity (C)

This is the number of people that can safely exit from the viewing area under normal conditions, within a reasonable timeframe, not to exceed ten minutes.

The following factors will affect the exit capacity:

a) The number, size and dispersal of exit gates.

b) The adequacy of directional information and communications and the familiarity of the spectators with the stadium layout.

c) The width and distribution of stairways, escalators, and gangways.

d) Choke points.

e) Obstructions.

4. Emergency evacuation capacity (D)

a) This is determined by the emergency evacuation time, which is in part based on the level of risk and the available emergency evacuation routes to places of safety and/or places of reasonable safety. Factors such as the type of construction and materials used in the stadium will have an impact on this calculation as fire will be one of the major risks to be considered. If, for example, the risk of fire is high due to the construction of the stadium, the evacuation time should be reduced.

b) The emergency evacuation capacity is the number of people that can safely negotiate the emergency evacuation routes and reach a place of safety or reasonable safety within the determined emergency evacuation time.

c) Note: The field of play can only be regarded as a place of reasonable safety and, as such, if one or more of the emergency evacuation routes includes access onto the field of

play, further consideration must be given to subsequently moving spectators off the field of play to a place of safety.

5. Final maximum safe capacity

Having established all the above figures, the final maximum safe capacity of a section of a stadium will be determined by whichever is the lowest figure for A, B, C or D above. Once all the sections of the stadium have been considered, including sky boxes, hospitality suites and VIP/VVIP areas, the total maximum safe capacity of the stadium can be established.

*24 **Safety certificate***

1. *The relevant local or national authorities (depending on the host nation's laws and legislation) are responsible for agreeing the maximum safe capacity of a stadium to be used for a FIFA event. Having considered the above factors, they shall issue a formal safety certificate that clearly states the stadium's maximum safe capacity, detailing the constituent sections and categories and stating that the stadium is structurally fi t for purpose.*

2. *Once the maximum safe capacity of a section of a stadium has been determined, under no circumstances must a larger number of spectators be admitted without the prior written approval of the relevant authorities that issued the safety certificate.*

3. *Subject to the relevant FIFA competition regulations, a safety certificate should not be more than two years old. In addition, it must be reviewed and reissued in the following circumstances:*

a) *When any structural changes have been made to the stadium.*

b) *When there has been any alteration in the stadium capacity.*

c) *When any temporary structures have been constructed either inside the stadium or within the outer perimeter.*

d) *If there has been an incident in the stadium resulting in serious injury to or death of any spectators.*

*25 **Access control***

1. *On match days, only persons in possession of a valid permit shall be granted entry to the stadium. Valid permits include:*

a) *Match tickets.*

b) *Accreditations and, when used, supplementary accreditation devices (SADs).*

c) *Other permits as defined herein.*

2. *During FIFA events, formal accreditation will be established and put into force before the start of the event as specified in the respective FIFA competition regulations. Once accreditation has been established, access to stadiums will only be permitted to those persons with a valid accreditation or permit (except on match days when tickets are in use).*

3. *If a person cannot produce a valid permit, he shall be refused entry or escorted from the stadium.*

4. It is the responsibility of all stewards, stadium safety and security management staff and police officers to ensure that only those persons with authority to be inside the stadium, including members of the public, officials and staff, are permitted into the stadium.

5. Where restricted access zones have been established (for example, players' areas, the field of play, the media, hospitality, etc.), stewards or other appropriate security staff must be in place to enforce and control access in accordance with the established accreditation and stadium zoning plan.

*26 **Match tickets***

1. Match tickets shall display the following information:

a) The date, time and location of the match.

b) Where appropriate, the match number.

c) If possible, details of the teams playing.

d) The sector, block, row and seat number that the ticket is valid for.

e) The points of entry into the stadium (if applicable).

f) A plan of the stadium on the reverse side.

g) If possible, the name of the ticket holder/purchaser.

2. The sale of match tickets shall be subject to strict control. If segregation is required, the sale of match tickets shall be organised so that the fans of the two opposing teams are allocated distinctly separate areas of the stadium.

3. The FIFA organising committee for the respective FIFA event(s) shall pass decisions regarding the number of tickets to be allocated to the participating associations and host association.

4. Where applicable, each association shall take all reasonable measures to ensure that its allocation of tickets is only made available to its own supporters. It shall also ensure that specific details are recorded during the sales process, such as the name and address and contact details of persons who have been issued with tickets.

5. The tickets shall be protected against forgery by integrating security features as considered necessary. If there is the slightest suspicion that forged tickets may be in circulation, the police must be informed immediately.

6. On the day of the match, tickets may not be sold at the stadium. If tickets are to be sold on match days, a venue must be selected away from the stadium and well outside the established outer perimeter, so as not to cause congestion and crowd build-up at the stadium entry points and access routes. Furthermore, prior approval for match day ticket sale sites must be sought from FIFA, the police, the stadium safety and security management team and the relevant public authorities.

7. The number of tickets on sale cannot exceed the declared and approved maximum safe capacity of the stadium.

8. A system that records the number of spectators who have entered the stadium through each turnstile/entry point must be established and the rate of flow and numbers inside the stadium regularly updated to the VOC. Any entry counting system should also take into

account the number of people afforded VIP/VVIP status and/or housed in hospitality facilities within the stadium.

9. The price of tickets for supporters of the visiting team shall not exceed the price of tickets for supporters of the home team in a similar ticket category.

27 *Accreditation*

1. Holders of accreditation are granted access to specified stadiums and locations within stadiums, including any restricted zones. Accreditation shall be issued by FIFA or the LOC to individuals with specific functions at a FIFA event.

2. Accreditation shall, as far as possible, be forgery-proof and provide protection against multiple use.

3. Accreditation is not transferable.

4. The permits shall restrict access to specific, clearly marked areas and specified stadiums.

5. The number of "access all areas" passes shall be kept to an absolute minimum and access rights must be based on working requirements.

6. Accreditation does not permit the holder to attend a match day as a spectator or to occupy any seat in the stadium that would normally be covered by a ticket.

7. A background/criminal check shall be performed by the host nation authorities as part of the accreditation process.

8. The host nation authorities may refuse the issue of an accreditation on the grounds of security without reference to the event organiser or FIFA.

9. Provision must be made for the withdrawal (on a temporary or permanent basis) of any person's accreditation if the holder is acting in a manner that may prejudice the safety and security of others, a criminal act has been committed or suspected by the holder, the holder's actions are prejudicing the smooth running of the event or the holder has breached the stadium code of conduct.

28 *Access for police and other agencies*

1. Subject to the agreed security concept and approved accreditation plans, identity cards held by members of the police and other official agencies (including fire and ambulance services) that allow them to carry out operational tasks at the stadium shall also be regarded as valid permits subject to articles 25 and 27, provided said members are in uniform and clearly identifiable.

2. Police officers and members of other security agencies wearing plain clothes must be issued with appropriate accreditation for the tasks they are performing.

3. Members of the police or other emergency services may not occupy seats in the stadium that would normally be covered by tickets.

29 *Security checks*

1. Security checks shall be carried out on persons and vehicles at the entry points of the outer and inner perimeters, as well as at entry points to areas that are not open to the general public. These security checks shall verify the following:

a) That the person possesses a valid ticket, accreditation or other form of valid permit to gain access to the stadium.

*b) That the person is not in possession of any weapons or other prohibited items as set out in the stadium code of conduct (see **Annexe C**) that may not be taken into the stadium, unless required by accredited staff and authorities in order for them to perform their official duties.*

c) That the person is not in possession of any other dangerous objects that may not, for legal reasons, be taken into the stadium, including aggressive or racist banners and laser pointers.

d) That the person is not in possession of any unauthorised alcoholic beverages or intoxicating substances or drugs as regulated by the stadium authority.

e) That the person is not under the influence of alcohol or intoxicating substances or drugs.

f) That the person has access rights to any restricted areas or controlled zones.

g) That the person complies with the ticket terms and conditions, sales regulations and stadium code of conduct.

2. A person may be subjected to a full search of their person and/or possessions at the security checkpoints.

3. All vehicles entering the outer perimeter of the stadium must undergo security screening and a search. It is recommended that this occurs at a remote search facility located at a suitable safe distance from the stadium. The location and positioning of any remote search facilities shall be identified by a risk assessment conducted by the police/appropriate authority.

4. The identity of a person entering the stadium with accreditation will be checked against the photograph on his badge. The stadium and zoning privileges will also be checked. Accreditation is not proof of identity and accredited persons may be asked to provide an acceptable alternative proof of identity before access is granted.

5. While stewards may not enforce compulsory searches at the stadium points of entry, any person who resists searches shall be refused entry into the stadium.

6. If prohibited or any other dangerous items are found during the search, they shall be handed to the police or stored in a suitable facility until such time as they can be properly disposed of.

7. If a person surrenders his right of ownership to and possession of an object that is banned from the stadium and is not liable to be taken into police custody as no criminal offence has been committed, the confiscated object shall be held in a secure place until such time as it can be properly disposed of.

8. If it is established during security checks that a person is under the influence of alcohol or any other intoxicating substances or drugs, that person shall be refused access to the stadium.

*30 **Stadium zones***

1. For FIFA events, all stadiums shall be allocated specific zones, which shall be secured with appropriate access control measures through the use of accreditation. This is to ensure that restricted areas are kept secure and that only persons with valid permits will be allowed access. Stewards and/or police or other appropriate security staff will be required to control access to specific zones and areas to prevent unauthorised access.

2. It is essential that the stadium security officer contributes to, and if possible takes the lead in, developing the stadium zoning plan. Basic guidance on stadium zones and areas at FIFA events is contained in Annexe D.

31 Stadium perimeters, turnstiles and checkpoints

1. A wall or fence shall enclose the outer perimeter of the stadium. It shall be at least 2.5 metres in height and shall not be easy to scale, penetrate, pull down or remove. Its purpose shall be to deter and delay any unauthorised intruder(s). Perimeter fences shall be protected by CCTV or security posts or a combination of the two.

2. Entry and exit points into and out of the stadium shall be staffed at all times during a match and designed in such a way as to facilitate the flow of people and vehicles in and around the stadium, taking into consideration the special requirements contained hereinafter for VIPs/VVIPs, players and officials and the requirements of the emergency services.

3. All access gates must be able to be opened or closed quickly without causing any danger or hazard. The gates shall be designed to withstand pressure from large crowds of people. When open, the gates must be firmly secured. The gates must also be equipped with fireproof locks.

4. All turnstiles and entry points must be able to accurately check the validity of tickets and/or accreditation and count the number of spectators entering the stadium.

5. Turnstiles and checkpoint facilities may be incorporated within the inner perimeter. They must be able to withstand extreme pressure and be fireproof.

6. Entry points must be equipped with facilities for searching persons and for temporarily storing prohibited items securely.

7. The stadium perimeters must be kept secure at all times for the duration of a FIFA event, including on non-match days.

32 Field of play

1. While the removal of all perimeter fences and screens from football stadiums is desirable and FIFA is opposed to insurmountable fences and screens, it is acknowledged that there are places where local authorities insist upon the provision of such barriers.

2. The field of play must be protected against intrusion by unauthorised persons. Where unauthorised access cannot be controlled by stewards and/or police officers, stadium management may erect a fence, a suitable moat that prevents intrusion, or a combination of the two. Barbed or razor wire shall not be used. Where a physical barrier or fence is used, spectator lines of sight must be taken into consideration. The decision as to whether to have a physical barrier and if so, what type of barrier, shall be considered in a formal risk assessment and the use of such barriers must not present a risk or danger to spectators or players.

3. If a perimeter fence surrounds the field of play, there must be emergency access points/gates onto it. If the spectator areas are separated from the field of play by a moat, crossing points (bridges) must be provided at the emergency gates. Exceptions to the above are permitted if the local authority has granted prior approval in the safety certificate, provided there are suitable alternative exit routes for spectators that take into account all emergency contingencies. All access points onto the field of play must be staffed by stewards and/or police officers.

4. All emergency gates must be able to be opened quickly and easily towards the field of play. They should be positioned directly in line with the stairways in the respective spectator areas. The emergency evacuation routes to the field of play must not be obstructed by advertising boards or any other objects. Advertising boards must be designed in such a way as to avoid creating an obstacle.

5. The emergency exit gates shall have one door and be at least two metres wide. They shall be a different colour from their surroundings and easily identifiable. When spectators are in the stadium, all emergency exits shall be staffed at all times and not secured by locks.

6. If there is a remote-controlled opening mechanism on the gates, each gate must also have a manual override facility so that it can be opened by hand in an emergency.

7. On entering and leaving the field of play, including during the match, players and officials must be protected from spectators.

33 Special security provisions for teams, officials and VIPs/VVIPs

1. Approach roads and entry/exit points for teams, officials and VIPs/VVIPs shall be kept separate from those for spectators.

2. Drop-off and pick-up points for teams, officials and VIPs/VVIPs as well as the parking facilities for their vehicles shall be kept secure at all times and access denied to the public and unauthorised persons.

3. Working with the local and national police authorities, the event organiser must guarantee the safety and security of the participating teams, their officials, VIPs/VVIPs and FIFA match officials at all times.

34 Spectator areas

1. General

a) Guidance on spectator accommodation specifications can be found in the FIFA publication Football Stadiums – Technical Recommendations and Requirements.

b) The three major FIFA tournaments (the FIFA World Cup™ (including qualifying matches), the FIFA Confederations Cup and the FIFA Club World Cup) may only be played in all-seater stadiums. Subject to the respective FIFA competition regulations, other FIFA events may admit standing spectators or permit the use of seated accommodation that does not meet the requirements specified in the FIFA publication Football Stadiums – Technical Recommendations and Requirements, provided prior written approval is obtained from the relevant local authorities and FIFA, following a detailed inspection.

c) The spectator areas shall be divided into sectors that are easily identifiable by spectators and stadium staff alike.

d) There shall be adequate diagrammatic signage to help spectators and stadium staff navigate their way around the stadium and locate facilities and seating areas.

e) There should be easy access to public conveniences and refreshment stalls in all sectors of the stadium.

2. Viewing areas for persons with disabilities

Stadiums shall provide accessible viewing areas to spectators with disabilities. Such areas must have suitable access and evacuation routes, taking into consideration the specific needs of the spectators concerned.

3. Viewing standards

The provision of adequate viewing standards is important in ensuring that seated accommodation is both safe and serves its intended purpose. Spectators should have a clear, unrestricted view of the whole of the pitch. Any seats with restricted views must be noted and the stadium security officer, in consultation with FIFA, will need to assess whether or not the seat in question is to be included in the holding capacity of the stadium. Causes of restricted views may include:

a) Inadequate sight lines.

b) Roof supports or roof structures.

c) Flanking walls, screens or overhanging upper tiers of stands.

d) Barriers serving gangways.

e) Segregation barriers or fences (temporary or permanent).

f) Structures such as floodlights, scoreboards or camera platforms.

g) Advertising hoardings.

h) Media personnel (such as photographers and camera operators), stewards and any other personnel.

i) Substitute/team benches and match officials.

35 Temporary demountable structures

1. Temporary demountable structures, such as temporary stands and award ceremony platforms, should be avoided as far as possible. The use of temporary stands should only be considered if there are no other options available and the local authorities have previously inspected the construction in question and subsequently issued a safety certificate approving its use, on which basis FIFA may carry out its own inspection.

2. All temporary demountable structures must be issued with a safety certificate and a full risk assessment of their use shall be completed.

3. Temporary structures should be constructed in a robust, stable, three-dimensional form and designed to support maximum loads for the required period and use with an adequate margin of safety. The following main points should also be considered:

a) Temporary demountable structures are exposed to the threat of accidental damage, unauthorised removal and alteration and general misuse. Stewards should monitor the

circulation and behaviour of spectators around the structure to ensure that no one is allowed to climb up or underneath any part of it, or behave in such a way that may cause damage or affect the stability of the structure.

b) The robustness of temporary structures should be such that the effects of accidental damage are not disproportionate, and thus do not lead to progressive collapse.

c) Having assessed the structure's overall stability, ballast and/or anchorage to the ground should be provided where necessary to ensure adequate resistance to overturning or excessive lateral movement.

d) Walkways must have non-slip surfaces and be free from trip hazards. e) Handrails must be fitted on walkways, stairs and stages, be one metre high and of a design that is sufficient to prevent a person falling from the structure.

f) If the structure contains flammable material such as wood, additional fire safety precautions must be put in place.

g) Adverse weather conditions – especially high winds – should be monitored. If these conditions affect the safety or stability of the structure, it should be immediately taken out of use.

h) The construction of any temporary demountable structure should not obstruct existing exits or walkways.

i) The positioning of the structure should take into consideration sight lines of other spectator accommodation.

36 *Venue operation centre (VOC)*

1. Purpose and design

a) Each stadium must have a venue operation centre (VOC), which is the room from which those persons responsible for safety and security operations at the stadium can monitor, control, and direct resources in response to any given situation before, during, and after a match. Its main functions include:

i) To allow the stadium safety and security management team to monitor the safety and security of people attending the stadium and in its immediate vicinity.

ii) To coordinate responses to specific incidents.

iii) To provide, if required, a monitoring facility for the emergency services.

iv) To monitor public order.

v) To assist the stadium management in staging the match.

b) The VOC should be located in a secure area of the stadium and have an overall view of the inside of the stadium. The size, configuration, and furnishings of the VOC should be designed to accommodate all equipment and personnel necessary to manage stadium safety and security efficiently. When designing a VOC, the stadium authority should consult with local police, fire and other relevant civil authorities.

c) The VOC and all safety and security equipment must have an uninterruptible power supply.

2. Staffing

a) The exact staffing of the VOC will vary depending on local factors such as the structures of civil authorities and the police. As a minimum requirement, the following posts must be provided for:

i) Stadium security officer.

ii) Police commander responsible for all police activity at the stadium and in its vicinity (more than one police commander may be needed, depending on the structure).

iii) A representative of the medical services.

iv) Fire service commander responsible for all firefighting capabilities at the stadium and in its vicinity.

v) Chief steward.

vi) CCTV operators.

vii) Communications operators and log keepers.

viii) Ticketing coordinator.

b) If any of the above-listed commanders are not positioned in the VOC for any reason, a suitable deputy must be present who has direct contact with the commander at all times.

c) The VOC must be fully operational and fully staffed prior to the gates being opened to the public and must remain operational until the stadium has been cleared and returned to normal non-match operations.

3. Stadium plans, maps and paperwork

Copies of the following must be held as a minimum in the VOC:

a) All contingency plans.

b) Emergency plans.

c) Steward deployment plans.

d) Security personnel deployment plans.

e) Medical plans.

f) Egress and ingress plans.

g) Large-scale stadium maps, including detailed stadium plans (showing key facilities) as well as maps of the surrounding areas.

h) CCTV camera positions.

i) Stadium code of conduct.

j) All relevant regulations and legislation in place.

k) Contact details of all stakeholders.

37 VOC systems

The following systems should be fully integrated into the VOC:

1. Public address system override

Although the public address announcer should not be located in the VOC, he should be situated close by to allow safety and security messages to be passed across the system.

The VOC should have a PA override facility to allow safety and security staff to use the PA system in an emergency that has priority control over that of other operators.

2. Fire alarm control panel

The fire alarm control panel is an electronic panel that is the controlling component of the stadium's fire alarm detection and monitoring system. This equipment will need to be staffed by an appropriately trained and qualified person, with direct communication to the commander of the fire services.

3. Pitch lighting control panel

The lighting control panel controls pitch lighting. If the pitch lighting unexpectedly loses power, the control panel allows the VOC to remotely toggle power (on-off) to restore the pitch lighting.

4. Electronic video screen (giant screen) control system (where installed)

The giant screen control system consists of a control panel and monitoring screens that allow a user to manage the time, score, video replays and other entertainment functions on the giant screen. It should also be able to display written messages in case of an emergency, so that instructions and information can be provided to spectators and stadium staff. As with the public address announcer, the main operator of the giant screen should not be located in the VOC but in a separate room near it, so that messages can be passed from the VOC to the operator. Management should consider having an override facility in the VOC to allow safety and security staff to use the giant screen for sending messages when required.

5. CCTV monitors

Sufficient CCTV surveillance monitors and control systems shall be installed in the VOC to properly undertake proactive and reactive surveillance monitoring and control of the cameras. Furthermore, the system shall contain digital video recorders (DVRs) of sufficient capacity to record and store images for a minimum of 60 days.

6. Communications

There shall be a robust and comprehensive communications system for all aspects of stadium safety and security. Standard commercial mobile phone networks often become overloaded during an incident and therefore cannot be relied upon as a means of communication for the purposes of safety and security. As such, the following systems shall be in place in the VOC:

a) External fixed landline, direct dial (i.e. not through a switchboard)

b) Intercom or internal fixed landlines between key locations around the stadium and the VOC to include:

i) PA system announcer

ii) Giant screen operator

iii) Entry points

iv) First aid rooms

v) Police detention rooms

vi) Team and referees' dressing rooms

vii) FIFA General Coordinator's office

c) Radio network for all safety and security functions*

d) Internet/data facilities

*Experience has shown that when using radios at a stadium, earpieces are required to counteract the noise levels during a match and to ensure that messages can be effectively transmitted.

7. Spectator entry counting system

Stadium entry points must have a system for counting spectators. Ideally, this should be automated, but whichever system is adopted, the information must be collated in the VOC at regular intermissions of 15 minutes from the time the gates are open until kick-off plus 30 minutes, so that the safety and security management team can assess the entry flow and capacity of the stadium. For venues that have more than one match being played on the same day, entry monitoring must be maintained until kick-off plus 30 minutes of the last game.

8. Uninterruptible power supply (UPS)

a) All electrical systems listed above should have an uninterruptible power supply (UPS), which consists of an electrical apparatus that provides emergency power to a load when the input power source, typically the utility mains, fails. A UPS differs from an auxiliary or emergency power system or standby generator in that it will provide instantaneous or near instantaneous protection from input power interruptions by means of one or more attached batteries and associated electronic circuitry for low power users. The on-battery runtime of most uninterruptible power sources is relatively short, with 15 minutes being typical for smaller units but sufficient to allow time to bring an auxiliary power source on line, or to properly shut down the protected equipment.

b) If any or all of the above are not integrated into the VOC, appropriate measures must be put in place to ensure that there is direct and immediate communication between the VOC and system user.

38 Rooms for stewards and police officers

1. Police officers and stewards should be provided with meeting, briefing and storage facilities as well as sufficient space for any vehicles that may be required for their operational tasks.

2. Police detention facilities should be provided and located in a secure and suitable area.

3. All of these facilities shall be easily accessible and have controlled access.

39 Safety and emergency lighting and power supply

1. The safety and emergency lighting shall:

a) Provide sufficient levels of illumination to allow people to see hazards and obstacles.

b) Provide sufficient levels of illumination to ensure effective CCTV operations.

c) Avoid issues such as glare or flicker that could mask or cause a risk.

d) Avoid reflections which could impact adversely on safety.

e) Be suitable for the environment (indoors/outdoors).

f) Be positioned so that it does not cause a fire risk.

g) Avoid presenting a risk to users such as burns.

h) Be properly positioned to allow for maintenance and repair.

2. For matches played when there is insufficient natural light, the following areas must be illuminated:

a) All entry and exit points in the outer and inner perimeters, turnstile areas and approaches to the entry and exit points as well as parking areas and paths leading from public transport facilities to the stadium.

b) Paths/areas between the outer and inner perimeters and the spectator accommodation.

c) Spectator and media areas.

d) Stairwells, concourses and dormitories around the stadium.

e) Toilets.

f) Areas containing concession stalls and refreshment facilities.

3. A careful evaluation of the available utility service is crucial to ensuring that all safety and emergency lighting equipment remains operational. Redundant services and on-site power sources will be necessary to provide back-up and ride-through in the event of utility outages. This is essential for all life safety equipment.

4. For more guidance on lighting and emergency power supply, the stadium management should refer to the FIFA publication Football Stadiums – Technical Recommendations and Requirements.

40 Electronic video screen (giant screen)

1. Where installed, the stadium's electronic video screen may be used before, during and after the match, provided that the relevant FIFA regulations and instructions are strictly observed.

2. Under the direction of the VOC, safety, security or emergency messages may be transmitted via the electronic video screen. When using the electronic video screen to transmit safety, security and emergency messages, it is recommended that only pre-prepared messages are used.

41 Closed circuit television (CCTV)

1. All stadiums shall be fitted with adequate and effective closed circuit television (CCTV) systems, with monitor screens and control consoles located in the VOC. They should be positioned so as to include coverage of the following areas:

a) All entry and exit points.

b) Approaches to the stadium grounds.

c) Spectator accommodation inside the stadium.

d) Stairways and passageways.

e) Concession/refreshment areas.

f) Broadcast/TV compound.

g) Player and officials drop-off and pick-up points.

h) Corridors leading to players' and officials' dressing rooms.

i) Player entrance onto the field of play.

j) Other key facilities including on-site power generators.

2. The primary function of the CCTV system is to allow personnel in the

VOC to identify incidents, or potential problems, assist with the situational assessment and inform courses of action and responses. It is not a substitute for stewarding or safety and security management.

3. The secondary function of the CCTV system is to make recordings that can be used for investigations following an incident or for the purposes of evidence.

4. Personnel operating the system should be suitably trained and, where appropriate, qualified in the operation of CCTV systems. They should also be trained in the interpretation, use and storage of the data.

5. An uninterruptible power supply (UPS) must be provided to ensure continued operation of the CCTV system even in the event of a power failure. Any back-up power supply should be sufficient to enable the CCTV system to continue to function at full load in an emergency, such as a fire or a failure of the mains supply, for up to three hours.

6. CCTV recordings shall be securely stored for a period of 60 days following a match. If there is an incident or accident occurring during a match, recordings shall be securely stored for a period of two years in a format that can be reviewed as required.

*42 **Public address system***

1. The public address (PA) system is the main form of direct communication between the stadium management team and spectators. It can also be used as a form of communication between stadium management and stadium staff during an incident or where mass notification is required.

2. As a guideline, the public address system should meet the following requirements:

*a) **Intelligibility***

The system should be intelligible, so that broadcast messages can be heard under reasonable conditions (including emergencies) by all persons of normal hearing in any part of the stadium to which the public has access, including those people waiting to gain entry.

*b) **Zoning***

Ideally, the PA system should be designed to allow broadcasts to be made to specified individual areas both inside and outside the stadium, including the pitch.

*c) **Override facility***

i) Whilst it is not recommended that the PA system is operated in normal use from the VOC, it is essential that the VOC can override the PA system for safety, security and emergency messages.

ii) Predetermined messages (including any coded messages) should be established and detailed in the stadium's contingency and emergency plans. All such messages must be known by all stadium staff who are required to take action.

iii) If there are areas of the ground which have the facility to turn down the output from the public address system (such as hospitality boxes or lounges), the system should be designed to override these volume controls automatically when emergency messages are broadcast.

d) Back-up power supply

The back-up power supply to the public address system should be sufficient to enable the system to continue to function at full load in an emergency, such as a fire or a failure of the mains supply, for up to three hours.

e) Back-up loudhailers

If the public address system fails, for whatever reason, loudhailers should be available for the use of stewards and police in all parts of the ground, for directing or instructing spectators.

f) Inspections and tests

The PA system must undergo a full system check two weeks before the start of a FIFA event and within 24 hours of kick-off on match days to ensure that the system is fully functional.

43 Public address system – operation

It is important that the operation of the PA system is conducted by a competent and trained individual. The following considerations should be taken into account:

a) Provision of a separate booth

i) It is strongly recommended that the public address announcer is not stationed within the VOC, although, as previously stated, it must be possible for staff in the VOC to override the system during an emergency.

ii) The operating booth for the PA announcer should have a good view of the pitch and be linked to the VOC by telephone or intercom (landline). Ideally, this link should also include the provision of a clearly visible red light, so that the general announcer can see instantly when someone in the VOC is trying to make contact with him.

iii) The ideal location of the PA announcer's booth is directly adjacent to the VOC, with an interconnecting window or door between the two rooms.

iv) Whichever arrangement is provided, it is vital that public address announcements can be heard clearly in the VOC.

b) Pre-announcement signal

Important announcements relating to crowd safety should be preceded by a loud, distinct signal, in order to catch the attention of the crowd.

c) Tone and content of announcements

During an emergency, it is essential that clear, accurate information is given to spectators and staff at the earliest possible time. Messages should be positive, leaving those to whom they are addressed in no doubt as to what is required of them. The messages should be scripted in advance in consultation with the police, fire services, medical teams and stadium security officer.

d) Languages

All emergency public announcements are to be made in the participating teams' native language plus the language of the host nation (if different). For all predetermined safety announcements, it is recommended that these translations are pre-recorded to ensure that there is no confusion.

44 *Stadium announcer*

1. The stadium announcer shall be trained accordingly and provided with texts written in advance for broadcasting over the public address system.

2. Texts covering the following eventualities shall be drafted and readily available to both the public announcer and the police:

a) Congestion in spectator area in front of entry gates.

b) Spectators still outside the entry gates at kick-off.

c) Decision to postpone match.

d) Clashes between violent groups of supporters.

e) Penetration of perimeter fence by one or more spectators.

f) Discovery of potentially explosive/inflammable device.

g) Threat of attacks with explosive/inflammable devices.

h) Possible danger caused by poor weather or stadium construction faults.

i) Danger posed by panic among spectators.

45 *Crowd build-up*

1. Dangerous overcrowding can arise if spectators are able to force their way into a stadium that is already full or nearly full, for example by scaling or breaking through perimeter fences, gates or turnstiles. To avoid this risk, boundary walls, fences and gates should be of the appropriate height and strength, should not provide the opportunity for climbing, and should be monitored by CCTV and/or stewards and/or police officers.

2. Turnstile areas must always be controlled by stewards and/or police officers. For matches where crowd build-up is expected, additional resources may be required.

3. Contingency plans should be drawn up in order to deal with situations where unduly large crowds gather outside the stadium's outer perimeter. Local knowledge of the stadium and crowd patterns should be taken into account in drawing up such contingency plans.

4. It should be stressed that the opening of additional or under-used entrances could lead to sudden uncontrolled movement and possible crushing. If the stadium contingency plans dealing with large crowds outside include the opening of additional entrances, the plan must also contain sufficient measures to prevent uncontrolled crowd movements. It should also ensure that spectators who enter in such situations can still be accurately counted, and that adequate stewarding arrangements are in place for their dispersal once inside the stadium.

5. Under no circumstances should there be uncontrolled admission into the ground.

46 Stadium code of conduct

1. A stadium code of conduct that meets the legal requirements of the host nation and FIFA shall be prepared for all stadiums in consultation with the local authorities and the stadium authority and shall be displayed throughout the stadium.

2. The stadium code of conduct should be made available to spectators in as many forms as required to ensure that they are known. This may include booklets, websites, public announcements, etc.

3. The stadium code of conduct shall contain provisions that help to reduce the risk of spectator behaviour that may threaten safety, security or good order. If these provisions are violated, the offenders shall be punished in accordance with the host nation's laws, which may include eviction from the stadium.

4. Guidance on stadium codes of conduct can be found in **Annexe C**.

47 Safety signs

1. Safety signs appear in five different categories, and should follow the host nation's standardised formatting for signs. The five categories are:

a) Prohibition signs: for example, "No smoking".

b) Warning signs: for example, "Low headroom" or "Uneven steps".

c) Mandatory signs: for example, "Spectators must have a valid ticket".

d) Emergency signs: for example, escape routes or first aid stations.

e) Firefighting equipment signs: for example, hose reels, extinguishers.

2. All signs in these categories should be easily seen and understood. In conditions of poor natural light, it may be necessary to provide either artificial illumination and/or to ensure the signs use reflective material.

3. Where possible, signs should be pictorial in design to assist those who cannot read or understand the language in which the sign is written.

48 Information signs

1. These are signs communicating information relative to the stadium or event or to specific restrictions. Such signs include:

a) Stadium plans: simplified ground plans shall be displayed at suitable locations, such as by main entrances, and, where appropriate, in places where they might benefit spectators. The ground plans should display any colour-coded information relating to ticketing and entry requirements.

b) Stadium regulations/stadium code of conduct: including information on prohibited items.

c) Directional signs: both outside and inside the ground.

d) Block, row and seat indicators.

2. Signs in these categories should not use predominant colouring which could lead to their being confused with safety signs.

49 Commercial signs and hoardings

1. Care should be taken to ensure that signs and hoardings in this category are located in such a way that they do not obscure or detract from safety or information signs, for example, by being too close, by blocking the line of vision, or by the overuse of predominant colours utilised in the safety or information signs.

2. Commercial signs must not restrict movement of spectators or block entrances and exits.

50 Alcoholic beverages

1. FIFA recognises that the regulation of the consumption of alcohol is critical. If the possession, sale, distribution or consumption of alcohol is to be permitted at a match, the event organiser must take all reasonable measures to ensure that the consumption of alcohol does not interfere with the spectators' safe enjoyment of the match. Unless otherwise regulated by the law of the country where the FIFA event takes place, the following minimum measures shall be applied:

a) Restrict the sale and distribution of alcohol to that by authorised personnel only.

b) Prohibit the possession and distribution of alcohol at the stadium premises (outer security perimeter) or in the stadium itself by any unauthorised individuals.

c) Prohibit the admission of any individual who appears to be drunk.

d) Prohibit the possession and distribution of glass, cans or any closed portable containers that may be thrown and cause injury.

2. FIFA, the confederations and associations reserve the right to further restrict the possession, sale, distribution or consumption of alcohol at matches, including the type of beverages that may be sold, where alcoholic beverages may be consumed, or to ban alcohol, as deemed appropriate under the circumstances.

51 Fire services

1. The stadium safety and security management team shall plan, organise, control, monitor and review the necessary preventative and protective fire safety measures and record these arrangements in writing.

2. The host nation's fire safety legislation shall be referred to and adhered to within all stadiums.

3. It is a requirement that a competent person or authority produce a fire risk assessment. If the risk of fire at a stadium or a section of the stadium is deemed as medium to high, the capacity of the section should be limited to the number of spectators who can safely exit within the appropriate time.

52 Minimising fire risks

The following measures and practices should be considered when seeking to minimise the fire risk:

a) Sources of ignition

The fire risk assessment should identify all potential sources of ignition at the stadium. Where possible, those sources should be removed or replaced. Where this cannot be done, the ignition source should be kept well away from combustible materials, be adequately guarded or made the subject of management controls. Ignition sources may include:

i) Cooking appliances.

ii) Central heating boilers.

iii) Room heaters.

iv) Light fittings.

v) Certain electrical apparatus, especially if not maintained.

vi) Smoking areas.

b) Smoking

i) The stadium safety and security management team must ensure that if smoking is permitted inside the stadium perimeter, it does not increase the risk of fire. This can be achieved by designating smoking areas at controlled points that are equipped with suitable ashtrays and extinguishers.

ii) The stadium safety and security management team should adopt and enforce a clear policy on smoking for both staff and spectators. The policy should be supported by suitable signs and use of the public address system to inform spectators.

iii) In areas which are constructed of, or contain, combustible or flammable items or materials, smoking should be strictly prohibited

in that vicinity.

c) Flares and fireworks

i) The stadium safety and security management team must adopt and enforce a clear policy prohibiting spectators from bringing flares, fireworks or other forms of pyrotechnics into the stadium. This should be clearly stated in the stadium code of conduct.

ii) Any event activities which include pyrotechnic displays must be included in the fire risk assessment and a formal plan prepared, which must be approved by the fire services and local authorities.

d) Voids

Voids under seating areas, or under the flooring itself, are often used for the unauthorised storage of combustible materials. They may also accumulate waste or litter. All voids should be inspected prior to an event as part of the risk assessment and made safe.

e) Waste and litter

The accumulation of waste and litter (such as programmes and food and drink packaging) should be avoided. Sufficient waste and litter bins must be provided throughout the stadium and arrangements made for their frequent emptying throughout the match.

f) High-risk fire areas

High-risk fire areas should be separated from any other parts of spectator accommodation by a construction having a fire resistance of at least

30 minutes. Such areas may include:

i) Kitchens.

ii) Catering outlets.

iii) Hospitality areas.

iv) Boiler rooms, oil fuel stores and general stores.

v) Enclosed or underground car parks.

Adequate firefighting equipment must be positioned in these areas, taking into consideration the types of extinguisher required, such as CO_2, water, etc.

g) Catering facilities

Wherever possible, all catering facilities should be located in permanent structures. Any temporary or mobile catering facility must be included in the fire risk assessment.

h) Fuel or power supply

Special care should be taken to ensure that any fuel or power supply used for cooking or heating, in particular liquefied petroleum gas (LPG) cylinders, is stored safely.

i) Hazardous materials

If it is necessary to utilise hazardous materials, such as fuels (whether in containers or within fuel tanks and machinery), fertilisers, weed killers, paints or gas cylinders used for medical purposes, they should, if held within or near to spectator facilities, be stored in fire-resistant facilities that have appropriate access control.

j) Temporary structures and ancillary activities

Any temporary accommodation or facility must be included within the fire safety risk assessment. Any ancillary activity not included in the overall fire safety risk assessment must be the subject of a site-specific risk assessment.

53 Fire warning and detection systems

1. Consideration should be given to the installation of an automatic fire detection (AFD) system in all high-risk fire areas and also in any unoccupied areas that contain a normal fire risk. This system should:

a) Give an automatic indication of the fire warning and its location.

b) If the fire warning panel is located in a part of the stadium other than the VOC, there should be a repeater panel sited in the VOC.

c) Be designed, installed, commissioned, maintained and tested by professionally competent persons.

2. Whichever warning or detection system is in place, the fire services must be informed immediately of any warning.

3. The procedures for notifying the fire services must form part of the stadium's contingency plans and staff must be trained accordingly.

54 Firefighting facilities and equipment

All stadiums must be provided with adequate firefighting equipment. Advice on the type, level of provision and positioning of firefighting equipment should be sought from the fire

services or authority responsible for enforcing fire legislation. When providing such equipment, the following should be considered:

a) Where appropriate, hose reels should provide adequate protection to the whole floor area and be installed in a suitable position by entrances, exits and stairways.

b) Where hose reels are not provided, sufficient portable fire extinguishers should be installed to give adequate cover. The number and type will depend upon the structure's size, layout, fire separation and risk.

c) Fire blankets and appropriate fire extinguishers should be provided in all catering facilities and outlets.

d) Portable firefighting equipment should be located so that it cannot be vandalised but is readily accessible to staff when needed.

e) All firefighting equipment must be regularly inspected to ensure that it is in full working order.

55 *Staff fire awareness and training*

It is the event organiser's responsibility to ensure that all staff working at the stadium are aware of the need to guard against fire, including the possibility of arson. Staff should be trained in how to respond as follows:

a) To raise the alarm and inform the VOC immediately.

b) To save life and prevent injury to others, without becoming a casualty themselves.

c) Provided it is safe to do so, to attempt to put out the fire and/or prevent it from spreading.

d) To assist in the safe evacuation of the section/stadium/area concerned.

56 *Emergency evacuation and places of safety*

1. The emergency evacuation time is a calculation which, together with the appropriate rate of passage, is used to determine the capacity of the emergency exit system from the viewing accommodation to a place of safety or reasonable safety, during an emergency.

2. The fire risk assessment should take into account the availability and location of one or more places of safety or reasonable safety.

3. A place of safety may be a road, walkway or open space adjacent to, or even within, the boundaries of the stadium.

4. Within a large stadium, there may also be a need to designate a place or places of "reasonable safety", where people can be safe from the effects of fire for 30 minutes or more (unless otherwise stated by the host nation's laws and legislation), thus allowing extra time for them to move directly to a place of safety. A place of reasonable safety may include:

a) An exit route that is protected throughout its length by a construction having a fire resistance of 30 minutes, unless otherwise stated by the host nation's laws and legislation.

b) A stairway that is in the open air and protected from fire breaking out onto or below it.

c) The field of play.

5. *Emergency evacuation routes, one inside and one outside of the stadium, must be agreed upon with the police, stewards, fire service, first aid and emergency services. The external evacuation route shall have two lanes and be negotiable by vehicle and must be kept unobstructed at all times.*

6. *The field of play within the stadium must be accessible by at least one vehicle entry point.*

7. *If it is determined that the field of play is to be used as a place of reasonable safety, there must be a method of subsequently moving evacuated spectators from the field of play to a place of safety outside the stadium.*

57 *Emergency evacuation of spectators with disabilities*

Contingency plans for emergency evacuation must take into account the special needs of spectators with disabilities.

58 *Medical*

1. *Every stadium must ensure that appropriate and qualified medical and first aid provisions are available for all spectators, including VIPs/VVIPs, in addition to the medical facilities set aside for players and officials.*

2. *In order to assess the level of requirement, the event organiser should commission a medical risk assessment from a competent person(s) or organisation.*

3. *Medical provisions must comply with the relevant national legislation for the provision of medical services at large public gatherings/sporting events. For further advice and guidance, stadium management should refer to the following FIFA publications:*

a) *Medical Assessment and Research Centre (F-MARC) – Football Emergency Medicine Manual.*

b) *Football Stadiums – Technical Recommendations and Requirements.*

59 *TV and media*

1. General

a) *The stadium security officer is responsible for ensuring that TV and media activities do not interfere with the safety and security operations of the stadium.*

b) *Media and TV companies, in conjunction with the host broadcaster, must provide the stadium security officer with a risk assessment for their installations. In addition, the stadium security officer shall ensure that all media and TV facilities, whether permanent or temporary, are included within the overall stadium risk assessment.*

c) *The stadium security officer is responsible for ensuring that appropriate security is in place to prevent unauthorised access to TV broadcast compounds and other TV and media facilities, in agreement with the host broadcaster. He must further ensure that all TV and media equipment inside the stadium grounds is not stolen, vandalised or interfered with in any way. The following provides guidance on the levels of security required and principles to be applied:*

*i) **Level A:** From the time that broadcast installation starts at a stadium (e.g. cabling, temporary buildings, etc.), suitable monitoring must be in place to prevent the accidental or deliberate tampering with the facilities at any time.*

*ii) **Level B:** From the time that full technical or office installation starts at a stadium, 24-hour security must be provided for the broadcast compound. In addition, broadcast areas within the stadium must be included within the overall stadium security plan.*

*iii) **Level C:** On match day and match day -1 (or on days when team training sessions or similar activities take place), full security must be in place to ensure that all broadcast areas are free from accidental or deliberate interference by unauthorised personnel.*

***d)** TV and media parking and broadcast compounds must be segregated from the public and be provided with appropriate levels of lighting.*

2. TV and media pre-event planning

***a)** Pre-event planning and briefings should include proposed arrangements for pre-match, half-time or post-match entertainment or ceremonies. Consideration should be given to appointing a safety and security liaison officer for media and TV activities.*

***b)** If any TV or media provision results in restricted views for any areas of spectator accommodation, tickets for those areas should not be sold, and access to them not permitted for spectators during the event.*

***c)** TV and media personnel unfamiliar with emergency procedures at the stadium should be fully briefed by the stadium security officer. This is particularly important with regard to any pitch side operators or remote camera positions.*

3. TV and media pre-event inspections

The stadium security officer should consider the following:

i) TV and media vehicles should not be parked in such a manner as to obstruct ingress and egress to the stadium.

ii) Cables should not run along or across gangways or passageways, or otherwise obstruct the movement of spectators. Where laid in front of pitch perimeter exits, cables should be buried or installed in a cable duct.

iii) Where camera platforms are located above spectator areas, protective measures, such as netting, should be provided to guard against falling objects.

iv) Where cameras or camera gantries are located in spectator areas, or where sight lines are restricted as a result of their location, seat kills must be factored into the overall capacity of that section of the stadium. Stadium management should also ensure that tickets for the affected areas are not sold.

v) The precautions listed above apply also to loudspeaker systems and other media installations, such as video screens, stages, etc.

vi) The output from loudspeaker systems should not drown out police and stewards' radios, or the public address system. Provision should be made for an override switch (normally in the VOC), so that the loudspeaker output can be interrupted if necessary.

4. TV and media personnel – identification

***a)** All TV and media personnel, in particular everyone whose function requires them to operate around the field of play or have access to other restricted areas, should be clearly*

identified, but in such a way that their clothing cannot be confused with that of the stewards or other safety and security personnel.

b) Regardless of role and location, all media and TV personnel must be properly accredited.

60 Prevention of provocative and aggressive actions

1. Political action

The promotion or announcement of political or religious messages or any other political or religious actions, inside or in the immediate vicinity of the stadium, by any means, is strictly prohibited before, during and after matches.

2. Provocative and aggressive action and racism

a) The event organiser must guarantee in cooperation with the local security authorities that, in the stadium or its immediate vicinity, supporters do not act in a provocative or aggressive manner. This includes, for example, unacceptable levels of verbal provocation or aggression towards players, match officials or opposing fans, racist behaviour and banners and flags that bear provocative or aggressive slogans. If such actions arise, the event organiser and/or security forces must intervene over the public address system and immediately remove any offensive material. Stewards must draw the attention of the police to serious acts of misbehaviour, including racist insults, so that offenders may be removed from the stadium.

b) Furthermore, all associations and clubs shall observe the relevant FIFA regulations and implement all available measures to prevent such misconduct.

c) Any serious acts of misbehaviour, including racist insults, shall result in the offender being removed from the stadium, in line with the stadium code of conduct. If a civil or criminal offence is committed, the police shall be informed immediately so that appropriate action can be taken.

3. Supporter liaison officer

a) All associations shall employ a supporter liaison officer.

b) The supporter liaison officer shall be responsible for ensuring that all measures are taken to ensure that the association's supporters are prevented from engaging in any behaviour that may threaten safety or security inside or outside the stadium. The supporter liaison officer shall also make special efforts to identify and eliminate any violent tendencies and to eradicate or at least reduce existing prejudices.

c) The supporter liaison officer shall take the following measures in particular to meet the above objectives:

i) Engage in dialogue with spectators and disseminate information.

ii) Mix with spectators and encourage sensible behaviour.

iii) Assist stadium stewards and police in dealing with unruly fans.

61 Stadium bans

1. The relevant authorities retain the right to impose a stadium ban or other sanctions on and take necessary legal action against any identified person(s) whose behaviour either

inside the stadium or outside the stadium affects or poses a threat to the safety and security of the event or to other people.

2. The relevant authorities retain the right to impose sanctions and take legal action against any identified person(s) who is in breach of the stadium code of conduct or whose behaviour is in breach of local laws.

3. The relevant authorities must collaborate and exchange and verify information at their disposal before every event, thus ensuring the smooth application of stadium bans in the area of jurisdiction of the organiser.

4. Only the body that imposed the ban or other sanction may rescind it.

62 *High-risk matches*

1. It is primarily the responsibility of the host association to classify the matches and to determine whether a match is to be regarded as high-risk. This decision shall be taken as soon as possible after consultation with the relevant stakeholders, and in particular, with the senior national security advisor. The association shall inform the FIFA general secretariat of its decision immediately. In exceptional circumstances, the FIFA general secretariat or the respective confederation may, on the basis of its own information, designate the match as high-risk.

2. The following measures shall be implemented for matches classified as high-risk:

a) Strict segregation of fans by allocating sectors other than those indicated on the match ticket (enforced segregation).

b) Creating and reserving empty stadium sectors between "dangerous" spectator sectors.

c) Increasing the number of stewards and/or police officers, particularly at entry and exit points in spectator sectors, around the field of play and between groups of rival supporters.

d) Assigning stewards to the visiting association/club to accompany the fans from the airport, railway station, port or bus/tram station and back. Where appropriate, police services may also be required.

e) Employing a stadium announcer from the visiting association/club.

f) Keeping spectators in the stadium at the end of the match until order can be guaranteed outside the stadium. In such cases, the following principles shall be observed:

i) Shortly before the end of the match, the decision to retain a group of supporters shall be announced over the public address system in the language of the supporter group concerned.

ii) The match organiser shall ensure that, during the period of retention, the retained supporters have access to refreshments and sanitary facilities.

iii) If possible, the retained supporters shall be entertained (music, giant screen, etc.) to help the waiting time pass more quickly and keep them calm.

iv) The retained supporters should be informed regularly of how much longer they may have to wait before being allowed to leave the stadium.

3. Whilst FIFA may decide at any time to appoint a FIFA security officer for its matches, a FIFA security officer will be appointed for all high-risk matches.

4. Associations, confederations and event organisers shall report to the FIFA Security Division any information that may be relevant to illegal activity, illegal gambling or match-fixing. The FIFA Security Division retains the right to appoint an investigator or investigators to any match or event that is under suspicion of illegal activities, illegal gambling or match-fixing without prior communication with the association, confederation or event organiser. Associations shall cooperate fully with FIFA with regard to the above and, where requested, facilitate the investigator(s) attending the match and conduct interviews as required.

63 FIFA Beach Soccer World Cup

*1. The articles contained within these regulations shall also apply to FIFA Beach Soccer World Cups, with the exception of those articles or parts of articles as defined in **Annexe E**.*

*2. It is recognised that certain aspects of safety and security are specific to the requirements of FIFA Beach Soccer World Cups. Further guidance on the additional and/or minimum requirements is provided in **Annexe E**.*

64 FIFA Futsal World Cup

*1. The articles contained within these regulations shall also apply to FIFA Futsal World Cups, with the exception of those articles or parts of articles as defined in **Annexe F**.*

*2. It is recognised that certain aspects of safety and security are specific to the requirements of FIFA Futsal World Cups. Further guidance on the additional and/or minimum requirements is provided in **Annexe F**.*

65 Administrative rules

If a stadium does not meet the structural, technical, organisational and operational requirements specified in these regulations, and severe safety, security or disorder problems are to be expected as a result, a stadium may be prohibited from hosting FIFA events.

66 Violations

Violations of these regulations may be subject to disciplinary measures in accordance with the FIFA Disciplinary Code, provided these regulations are applicable in accordance with article 1.

67 Matters not provided for

Any matters that are not provided for in the present regulations shall be dealt with by the relevant FIFA bodies. Such decisions are final.

68 Diverging texts

The regulations exist in the four official languages of FIFA (English, French, German and Spanish). If there is any discrepancy between the four texts, the English version shall be authoritative.

69 *Effective date*

The FIFA Executive Committee adopted these regulations on 14 December 2012. These Stadium Safety and Security Regulations shall come into force on 1 January 2013.

Tokyo, 14 December 2012

For the FIFA Executive Committee

President: *Secretary General:*

Joseph S. Blatter   *Jérôme Valcke*

Appendix 2. Interview Cover Letter and Questions

Hei,

Olen filosofian maisteriopiskelija ja teen graduani jääkiekko-ottelutapahtumien kehittämisestä Suomessa. Olen vieraillut viime kaudella kaikissa Liiga-joukkueiden kotiotteluissa ja tehnyt havaintoja tutkimukseeni ottelutapahtumien nykytilasta. Nyt haluaisin haastatella kaikkia viime kauden Liiga-seuroja muutamalla kysymyksellä tutkimustani varten.

Olen opinnoissani erikoistunut tapahtumiin ja luulen että valmis tutkimusraporttini auttaisi teidänkin seuraanne kehittämään ottelutapahtumaanne. Mikäli osallistutte lyhyeen haastatteluuni, lähetän valmiin raporttini teille ottelutapahtumanne kehittämisen avuksi.

Olisi erittäin iso apu mikäli ehtisitte käyttämään muutaman minuutin kysymysten vastaamiseen. Jos haluatte mieluummin vastata kysymyksiin puhelimitse, voin myös soittaa teille silloin kuin teille parhaiten sopii. Ellette ole oikea ihminen vastaamaan kysymyksiini, olisin erittäin kiitollinen jos voisitte välittää viestini eteenpäin oikealle ihmiselle organisaatiossanne.

Ystävällisin terveisin,
Maiju Heinonen

Master of Social Science
Södertörns Högskola

Organisaatio ja suunnittelu
1. Onko organisaatiossanne henkilöä, jonka työtehtävänä on ottelutapahtuman suunnittelu ja koordinointi?
2. Onko vastuunjako organisaatiossa ja tapahtumissa selvä kaikille perustasontyötekijöille*?
3. Ideoitteko ottelutapahtumianne koskaan yhdessä perustasontyöntekijöiden* kanssa?
4. Käyttekö palautekeskustelua ottelutapahtumistanne koko organisaationne kesken?
5. Oletteko luoneet minuuttiaikataulun ottelutapahtumillenne?
   Vertaatteko toteutunutta aikataulua suunniteltuun ja kehitätte sitä sen mukaan?
6. Oletteko tehneet ottelutapahtumallenne kirjallisen turvallisuussuunnitelman?
7. Oletteko tehneet ottelutapahtumallenne kirjallisen riskianalyysin?
8. Mikäli olette tehneet turvallisuussuunnitelman ja/tai riskianalyysin, onko suunnitelma käyty läpi kaikkien työtekijöiden kanssa?
9. Kannustatteko perustasontyöntekijätänne* mm. palkinnoilla (kauden työntekijä jne.)?
10. Koulutatteko perustasontyöntekijätänne* säännöllisesti?
11. Käytättekö vapaaehtoisia työntekijöitä ottelutapahtumissanne?

*perustasontyöntekijä: kaikki ottelutapahtumissa työskentelevät työntekijät kuten kioskimyyjät, järjestyksenvalvojat, esiintyjät jne.

Ottelutapahtuma ja ympäristö
12. Oletteko järjestäneet teemaotteluja? Millaisilla teemoilla?
13. Onko ottelutapahtumissanne koskaan ollut live-musiikkia?
14. Onko seurallanne maskottia? Onko se kaikissa kotiotteluissa?
15. Oletteko ottaneet kaikki viisi aistia huomioon ottelutapahtumia suunnitellessanne?
16. Oletteko ottaneet liikuntarajoitteiset huomioon tapahtumapaikallanne?
    Oletteko testanneet ko. palvelujen toimivuutta käytännössä liikuntarajoitteisen kanssa?
17. Oletteko ottaneet ympäristöystävällisyyden huomioon otteluissanne? Miten?
    Oletteko kertoneet mahdollisesta ympäristöystävällisyydestänne katsojillenne?

Markkinointi, tutkimus ja sponsorointi
18. Missä eri markkinointikanavissa mainostatte ottelutapahtumianne?
19. Tiedättekö katsojienne tulotason ja huomioitteko sen markkinointikanavia valitessanne?
20. Mitä eri PR-keinoja olette käyttäneet markkinoinnissanne?
21. Oletteko tehneet markkinatukimusta katsojistanne?
22. Oletteko tehneet SWOT-analyysia ottelutapahtumastanne?
23. Oletteko tehneet tyytyväisyyskyselyä katsojillenne?
24. Onko fanituotteidenne tuotanto ja myynti itse organisoitu, ulkoistettu vai lisensoitu?
25. Tarjoatteko sponsoreillenne muita hyödykkeitä kuin näkyvyyttä?
26. Miten suuren osan sponsorisopimuksenne kattaa kausibudjetistanne prosentuaalisesti?

Appendix 3. Observation Form

	Sisustus	Interaktiivista ohjelmaa	Terveellisiä ruokaa	Audiovisuaalinen teknologia	Valaistus-teknologia	Erikois-tehosteita	Millaista viihdettä
Blues	Jäähallia ei ollut mitenkään "sisustettu" seuran väreillä tmv	Ei	Kyllä	Jumbo-näyttöllä kokoonpanot, seuraesittely, yleisöä, syntymäpäiväonnitteluja	Värivaloja, spotteja, kuviovaloja, strobovaloja	Pyrotekniikkaa	Cheerleaderit, taitoluistelijoita, junnujen peli erätauolla, pelaajien nimmareita, arvonta
HIFK	Jäähalli seuran väreissä kaikkialla	Ei	Kyllä	Jumbolla kokoonpanot ja seuraesittely	Värivaloja, kuviovaloja, spotteja	Savua	Cheerleaderit, taitoluistelijat
HPK	Jäähalli seuran väreissä kaikkialla	Tietovisa (juontaja katsomossa), katsojahaastattelu, frisbee-kisa, polkuauto-kisa	Ei	Erillisiä videotauluja mainoksille, Jumbolla kokoonpanot ja seuraesittely	Majakkavalot, spotteja, värivaloja, strobovaloja	Savua	Cheerleaderit, junnujen rankkukisa
Ilves	Jäähallia ei ollut mitenkään "sisustettu" seuran väreillä tmv	Pesukone-lämäripiste, frisbee-kisa	Kyllä	Jumbolla kokoonpanot, seuraesittely, video jäähylle (vankityrmä), syntymäpäiväonnitteluja, ottelu- ja eräkoosteita	Värivaloja, spotteja, kuviovaloja, strobovaloja	Savua	Junnupeli, taitoluistelijat
Jokerit	Jäähallia ei ollut mitenkään "sisustettu" seuran väreillä tmv	Dance cam, Kiss cam, lippujen ja lahjakorttien pudotusta ilmapalloilla, lämärikisa, katsoja jääkoneen kyydissä	Kyllä	Jumbolla kuvaa pukkarista, pelaajahaastatteluja, tilastoja, kokoonpanot, varoitusvideoita, highlights videoita, seuraesittely, dance cam, kiss cam, syntymäpäiväonnitteluja, kannatuslauluja, katsojia, pelaajakortteja	Spotteja, kuviovaloja	Tulilieskoja	Cheerleaderit
Lukko	Jäähallia ei ollut mitenkään "sisustettu" seuran väreillä tmv	Pelaajat esittelemässä hallia lapsille, lämärikisa	Ei	Jumbolla valmentajahaastattelu, seuraesittely, kokoonpanot, syntymäpäiväonnitteluja, Maskotin "jäynäkamera". Lisäksi käytävällä TV missä samat kuin Jumbolla.	Spotteja, strobovaloja	Ei	Tanssijat, taitoluistelijat, maskotti, pujotteluviestikisa (junnut), pelaajahaastattelu ravintolassa
Pelicans	Jäähalli seuran väreissä kaikkialla	Lainattavia kannatus-kylttejä, lämärikisa	Ei	Jumbolla kokoonpanot, erilaisia seuraesittelyvideoita, pelaaja- ja valmentajahaastattelu, syntymäpäiväonnitteluja, videot mainoksista, eräkooste	Viivavaloja, spotteja, kuviovaloja	Savua, liekinheittimet, pyrotekniikkaa	Cheerleaderit, maskotti
SaiPa	Jäähallia ei ollut mitenkään "sisustettu" seuran väreillä tmv	Karkkia yleisöön, kiekonheittokisa, arpajaiset, paikkalippuarvonta	Ei	Jumbolla kokoonpanot, pelaajahaastattelu	Kuviovaloja, spotteja, värivaloja	Kangastulet	Cheerleaderit, junnurankkukisa
Tappara	Jäähallia ei ollut mitenkään "sisustettu" seuran väreillä tmv	Frisbeekisa	Kyllä	Jumbolla kokoonpanot, ottelukoosteita, seuraesittely, otteluennakko	Kuviovaloja, spotteja, värivaloja	Tulilieskoja, pyrotekniikkaa	Cheerleaderit
TPS	Jäähallia ei ollut mitenkään "sisustettu" seuran väreillä tmv	Lämärikisa käytävällä	Ei	Jumbolla kokoonpanot, kiss cam, syntymäpäiväonnitteluja tmv., yleisöä, pelaajahaastattelu	Spotteja, värivaloja ja srobovaloja	Ei	Tanssijat
Ässät	Jäähalli seuran väreissä kaikkialla	Ei	Ei	Jumbolla seuraesittely, karaokevideo kannatuslaulusta, syntymäpäiväonnitteluja	Kuviovaloja, värivaloja, strobovaloja	Savua	Junnujen rankkukisa

Appendix 4. Content Analysis Form

	Palvelupaketteja?	Internetsivuilla julkisen liikenteen ohjeet ja autopaikoituksen sijainti?	Ottelulippuja internetistä?	Missä ottelulippuja myynnissä?	Jäähalli nimetty sponsorin mukaan?
Blues	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Ei ole kummastakaan tietoa	On	Lippupalvelun myyntipisteet	On (Barona Areena)
HIFK	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Asiasta on puhetta sivuilla mutta ohjeistus on köyhä	On	Lippupalvelun myyntipisteet	Ei
HPK	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Ei ole kummastakaan tietoa	On	Lippupisteen myyntipisteet	Ei
Ilves	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Erittäin hyvät ohjeet kummastakin	On	Lippupisteen myyntipisteet	Ei
Jokerit	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Linkki Hartwall Areenan sivuille ja sieltä löytyy hyvät ohjeet molempiin		Lippupisteen myyntipisteet	On (Hartwall Areena)
JYP	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Erittäin hyvät ohjeet kummastakin	On	Lippupisteen myyntipisteet	Ei
Kalpa	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Parkkipaikoista on puhetta mutta ei julkisesta liikenteestä	On	Lippupalvelun myyntipisteet	On (Data Group Areena)
Kärpät	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Parkkipaikoista on puhetta mutta ei julkisesta liikenteestä	On	Lippupalvelun myyntipisteet	On (Oulun Energia Areena)
Lukko	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Ei ole kummastakaan tietoa	On	Lippupalvelun myyntipisteet	On (Kivikylän Areena)
Pelicans	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Paikoitusalueesta video	On	Lippupalvelun myyntipisteet	On (Isku Areena)
SaiPa	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Paikallisliikenteestä hyvät ohjeet mutta paikoitusalueista ei puhetta	On	Lippupalvelun myyntipisteet	Ei
Tappara	ryhmäpakettien lisäksi löytyy syntymäpäiväpaketteja, ottelu+ruokailu ja ottelu+hotelliyö paketteja	Hyvät ohjeet pysäköinnistä mutta paikallisliikenteen ohjeet köyhät	On	Lippupalvelun myyntipisteet	Ei
TPS	Ryhmille kyllä mutta ei yksittäisille asiakkaille	Erittäin hyvät ohjeet kummastakin	On	Lippupisteen myyntipisteet	On (HK Areena)
Ässät	Perhelippuja	Ei ole kummastakaan tietoa	On	Lippupisteen myyntipisteet	Ei