

Chenxi Pan, Dongxiao Ye & Xin Zong

**Organizer's Decision-making Process during Sport Event Tourism
Management in Finland**

- A Case Study of Finlandia Marathon 2007 in Jyväskylä

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PAN, CHENXI; YE, DONGXIAO & ZONG, XIN:

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ABSTRACT

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Sport tourism is nowadays one of the fastest growing industries in the global travel market. Sport event tourism is one of the most important components of sport tourism in making profit and building reputation for the travel destinations. In successful managing of sport event tourism, decision making act as principals and substantial ingredients. The focus of this thesis is the management of sport event tourism, specifically illustrated by the case of Finlandia Marathon 2007 in Jyväskylä. The purpose of the thesis is to examine whether sport event tourism is recognized in decision making process of the organizers of the Finlandia Marathon 2007. The qualitative research method is the main method while the quantitative research method is used as a support. All data was collected in three interviews with the event organizers and one survey of the visitors. The results demonstrate that sport event tourism is beyond the organizers' consideration of decision-making process and planning in the Finlandia Marathon 2007. Nonetheless, sport event tourism has the appreciable development prospects in Finlandia Marathon. In the end, suggestions are given based on research evaluation, organizers' conditions and Jyväskylä's circumstances.

Keywords

sport event, sport event tourism management, decision-making process, case study, Finlandia Marathon

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INTRODUCTION

Sport tourism is one of the fastest growing industries in the global travel market, with a value of 4.5 trillion dollars. Sport event tourism, as one of the most important components of sport tourism, may amass great profits and a superior reputation for the destination. Finland has a much open space in which to develop sport event tourism because of its nature advantage and numerous public sport events, which are held frequently. Moreover, decision making and planning are two crucial parts during the development and management stages of sport event tourism. However, the accessible English-language research of sport event tourism from the management perspective in Finland is insufficient. Therefore, it is worthwhile to carry out a research on sport event tourism management in Finland.

This master's thesis deals with management of sport event tourism in Finland. The Finlandia Marathon 2007, which was held on September 15th 2007 in Jyväskylä, was a case used in this study for examining two aspects of organizers' management of sport event tourism, namely, decision making and planning.

In this thesis, four pillar theories are utilized: sport tourism, sport event tourism, the decision-making process and sport event tourism planning. First of all, the theories of sport tourism act as the basic background knowledge in the thesis. Based on the definition and classification of Gibson (1998; 1999), Getz (1999) and other scholars (Standeven & De Knop, 1999; Hinch & Higham, 2003) in their previous researches, the specific direction of this thesis is narrowed down to sport event tourism. In relation to sport event tourism management, theories concerning the decision-making process and planning are brought to attention. The decision-making process, cited from the research of DuBrin and Ireland, is the fundamental model for this study. Meanwhile, the relevant theories of sport event tourism planning are expatiated as well based on the book *Event Management for Sport Directors*. The theory of sport event tourism in management is

the junction of this thesis.

The thesis structured along the main topic, whether sport event tourism is recognised in the organizers' decision-making process, addressed in the case of Finlandia Marathon 2007. In the first chapter, we overview the concepts related to the sport event tourism, which are included the definition of sport tourism, sport event tourism and the current situation of sport event tourism in Finland.

The second chapter is focused on the decision making, which is the one of the important elements of management. The definitions and basic decision-making process are introduced in this part.

Planning is another crucial portion of sport event tourism management. The related concepts are indicated in the third chapter, which consist of planning of sport events and planning of sport event tourism.

Based on the fundamental theories of the decision making and planning, the adaptable theoretical framework of decision-making process and sport event tourism planning are formulated in the fourth chapter so that they can be exploited for the case of the Finlandia Marathon 2007.

The fifth chapter states the research tasks and purposes of this thesis. Under the main research question, the specific questions are listed around three clear aims and four particular aspects.

In the sixth chapter, three main methods of our research are elaborated. Firstly, the explanation is about the obvious case study. Then, the qualitative method conducted by interviews is the main method of this thesis. Lastly, the support quantitative method is expatiated as well.

The results and analysis of this research are illustrated in the seventh chapter. According to the interviews and the statistical results of questionnaires, the general results are presented in the first and second sections. Then, the detailed analyses of decision-making process of the organizers are implemented in three levels of decision, strategic decision, tactical decision and operational decision.

Through the systematical analysis of data on the Finlandia Marathon 2007, relevant and objective evaluations are provided; meanwhile the constructive and practical suggestions are given in the eighth chapter. And finally, the conclusions of our research are drawn in the chapter nine.

In this research, through the data collecting from the Finlandia Marathon 2007, by analyzing of organizer's management process on sport event tourism, reliable and valuable information and the beneficial and realistic proposals can be offered for developing sport event tourism in Finland.

1 SPORT EVENT TOURISM

As a growing component of event and the event tourism industry, sport event tourism has become a hugely profitable power in event and event tourism industry. Actually, despite the academic interesting of sport tourism having increased only from mid-1990, the links between travel and sport events even can be traced back to ancient Greece. As the most celebrated ancient sport event, the ancient Olympic Games attracted tens of thousands of people, including athletes, peasants, nobleman, politicians, and splendid state embassies from all parts of Greece every four years (Standeven & De Knop, 1999, p. 4). This clearly illustrates a fact that elite athletes toured for professional reason and spectators travelled with sport-related intentions in ancient times. Given that events constitute one of the most exciting and fastest growing forms of leisure, business and tourism-related phenomena, sport events can still be related to participation opportunities in modern society. And their special appeal stems in part from their limited duration and the innate uniqueness of each event, which distinguishes them from permanent institutions and built attractions. FIFA World Cup and Olympic Games are both good examples of the appeal of sport event to sport fans. These large-scale spectators sport events usually attract high tourists' attendance (Getz, 1997, p. 1). Moreover, by natural advantage, Finland can hold, and has held, many sport events in multiple cities. Sport event tourism in Finland might have a large space of development and bring much more share of profit. This is the reason why we have selected sport event tourism to be the interest in our research. This chapter addresses the theoretical background of this study, which includes sport tourism, sport event tourism and the current situation of sport event tourism in Finland.

1.1 Sport Tourism

In the first part, the general information is addressed based on the previous study in order to lay a foundation for the understanding of sport event tourism and sport event tourism planning. Thus, the basic conceptions of sport tourism, the forms of sport

tourism and the possible impacts brought by sport tourism are presented in turn.

1.1.1 Definition of Sport Tourism

One of first examples of sport related tourism can be traced back to ancient times, when ancient people travelled for sport purposes, such as the ancient Olympic Games in Greece. Nowadays, the connection between sport and tourism is more developed than ever before. Sport tourism has become one of the largest and fastest-growing industries in the world (Standeven & De Knop, 1999, p. 4). Taking as an example Canada from 2000 to 2003, the remarkable market increase of sport tourism made it the fastest emergent segment of the tourism industry (Canadian Sport Tourism, 2008).

Sport is “an athletic activity requiring skill or physical prowess and often of a competitive nature” (Dictionary.com, 2008). However, in different parts of the world, the understanding of sport is not exactly the same. In North America sport refers merely to the competitive physical activity, while in Europe, both competitive and non-competitive physical activity are considered as sport (Standeven & De Knop, 1993, p. 4). And in some cases, sport is not only about physical activities, but may include mind activity, such as chess games.

Definitions of tourism often contain three criteria, duration, place and the purpose of travel. In 1982, Mathieson and Wall (1982) regarded tourism as people’s temporary movement to places outside their normal working or living places, “the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs” (Northern Arizona University, 2002). However this definition is far from perfect since both the duration and purpose of the movement are not mentioned. Four years later, Macintosh and Goeldner (1986) explained tourism as ‘the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments and host communities in the process of attracting and hosting these tourists and other visitors’ (Ibid) . According to the definition from the World Tourism Organization (WTO), tourists are people who “travel to and stay in places outside their

usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited” (Malta Tourism Authority, 2008). On the basis of Standeven and De Knop’s (1999) definition, tourism could be described as people’s temporary movement from home and work resident, which includes experiences that differ from everyday life. These experiences may be part of holiday or work/business related travel.

During the past two decades, definitions of sport tourism were discussed and put forth by scholars. Together with definitions of tourism, these definitions mainly consist of three factors: time, distance and purpose of the trip. Time and distance are defined here in almost the same way as in definitions of tourism; they tell how far individuals have to travel and how long they have to be away from home in order to be counted as tourists. For example, in one document sport tourism was described as “a sports related trip of over 40km, involving a stay of at least one night away from home, to participate in sporting competitions, training or be a spectator at a sporting event” (The Information Module of Economic Impact of Sport & Recreation, Recreation Planning Framework for West North West Tasmania, 2001, p. 7). In this case, distance is regarded as more than 40km and time is considered as no less than one night.

More attention is given to the definition of the purpose of the tour. Hinch and Higham pointed out that, in the situation of sport tourism, sport is the main purpose for people to travel although the touristy aspect may also impact in the general knowledge (Hinch & Higham, 2004, p. 20). Based on different understandings of sport, scholars present different definitions. Ruskin proclaimed that sport tourism is “an expression of a pattern of behaviour of people during certain periods of leisure time – such as vacation time – which is done partly in specially attractive natural settings and partly in artificial sports and physical recreation facilities in the outdoors” (Ruskin, 1987, p. 26). Moreover, Gibson (1998) suggested that sport tourism is “leisure-based travel that takes individuals temporarily outside of their home communities to participate in physical activities, to watch physical activities, or to venerate attractions associates with physical

activity” (Gibson, 1998, p. 49). In 1999, Joy Standeven and Paul De Knop (1999) synthesized varied definitions by describing that sport is “the whole range of competitive and non-competitive active pursuits that involve skills, strategy, and/or chance in which human beings engage, at their own level, simply for enjoyment and training or to raise their performance to levels of publicly acclaimed excellence.” They also argued that tourism is “the temporary movement of people beyond their own home and work locality involving experiences unlike those of everyday life. The experiences might take place as part of a holiday or as an ancillary to business travel.” Based on these two definitions, they defined sport tourism as “all forms of active and passive involvement in sporting activity, participated in casually or in an organized way for non-commercial or business/commercial reasons that necessitate travel away from home and work locality” (Standeven & De Knop, 1999, p. 12).

1.1.2 Forms of Sport Tourism

Based on the varying purposes of sport tourism, scholars categorized sport tourism in different ways. In 1997, Gammon and Robinson suggested two different concepts in terms of the importance of sport in a travel, which are sport tourism and tourism sport, and divided both of the concepts into hard and soft definitions. Whether hard or soft it is distinguished by the kind of sport, the former focus on competitive sport while the latter gives attention to sporting or leisure interest. In Gammon and Robinson’s explanation, the hard definition of sport tourism refers to active or passive competitive sport while the soft definition is described as recreational, non-competitive sport. In tourism sport, sport is no longer the main purpose for travel; rather it is a secondary motivation, which may improve the quality of the visitor’s holiday or travel experiences. When sport is the secondary reason for travel, with planning and organization beforehand, it is seen as the hard definition of tourism sport. If sport, either active or passive, is not planned before but is just incidental, that is the soft definition for tourism sport. (Gammon & Robinson, 1997)

Standeven and De Knop provided their classification of sport tourism in Figure 1

(Standeven & De Knop, 1999, p. 13). In general, tourism is classified as three types as non-holiday/business, relevant to sport and holiday. Both non-holiday/business tourism and holiday tourism include passive sport and active sport tourism. More specifically for holiday tourism, passive sport tourism covered casual observer and connoisseur. For example, in top international sport events, such as the Olympics and Football World Championships, a large amount of spectators are visitors from outside of the host city or even host country. Among these visitors, there are sport fans who watch the event as casual observation; there are also journalists or coaches, who watch the event with professional eyes, as connoisseurs. In active sport section, the difference between sub-types lies in the order of the words, that is holiday sport activities and sport activity holiday. Again, they are classified by the importance of sport motive in the trip.

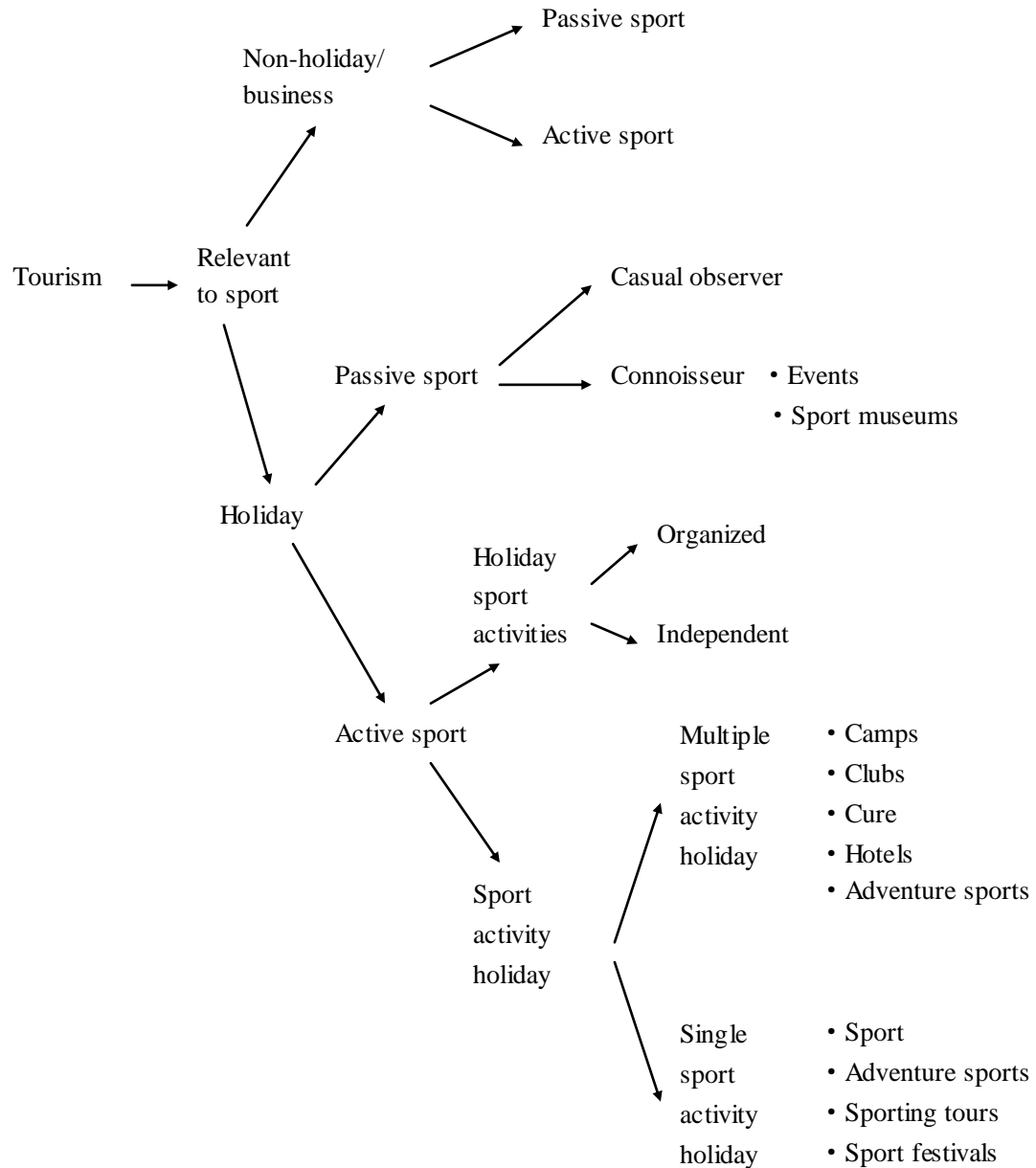


Figure 1. Types of Sport Tourism (Standeven & De Knop, 1999, p. 13)

In 1999 Gibson pointed out that there are three distinct types associated with sport tourism based on attitude of the tourists, that is, active or passive: actively participating (Active Sport Tourism), spectators (Sport Event Tourism), and visiting and, perhaps, paying homage (Nostalgia Sport Tourism) (Lecture Material, 2007). Active sport tourism refers to participation in sports away from the home community, in which active sport tourists are those individuals who are physically active in their leisure at home. Sport event tourism, in its prominent guise, involves travel to experience sporting

events, where the body of spectators usually outweighs a small number of typically elite competitors. Nostalgia sport tourism includes tourist visitation to sport museums, halls of fame, themed bars and restaurants, heritage events and sports reunions. Figure 2 explains the segments and categories of sport tourism. It shows that these three forms of sport tourism do not separately or individually exist, but have overlapping parts with the others. It depends on the role that people play, for example a high level participatory event could both be active sport tourism for athletes and sport event tourism for spectators.

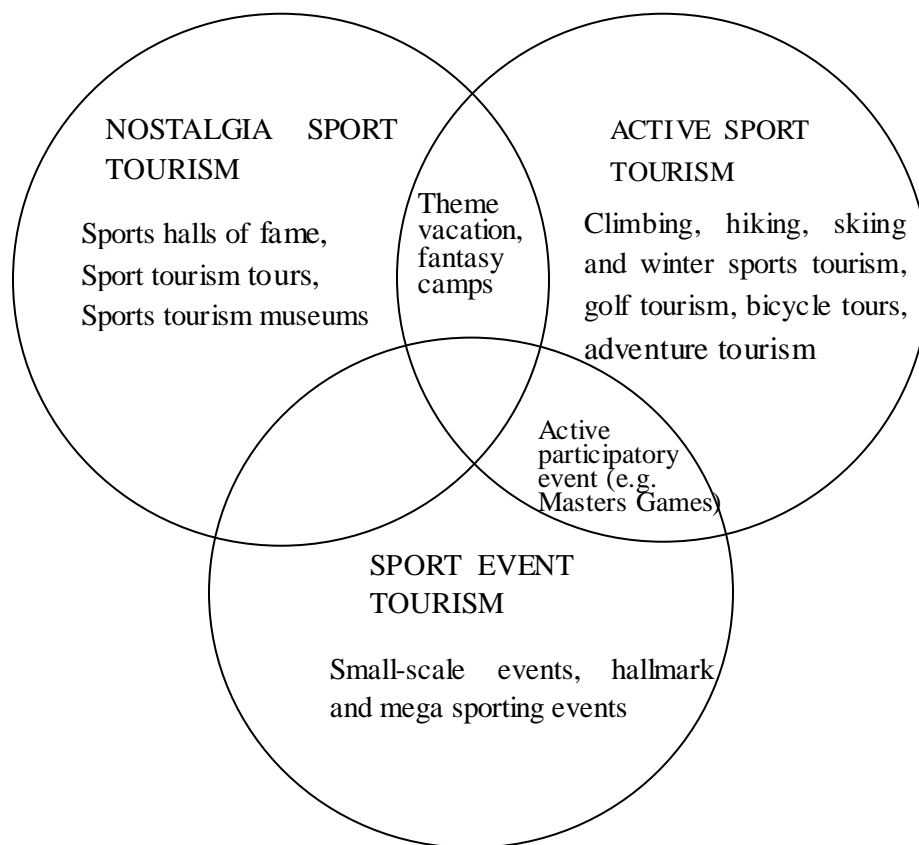


Figure 2. Sport Tourism Segments and Categories (Ritchie, 2004, p. 160)

1.1.3 Impact of Sport Tourism

Development of sport tourism impacts the world in different aspects. Standeven and De Knop classified all the impacts in four parts as economic impact, socio-cultural impact, environmental impact and health impact (Standeven & De Knop, 1999, p. 169).

Sport tourism provides business opportunities to different industries. In the tourism industry, travelling either as participants or spectators in sport is a special concept. In the recreational industry, sport tourism acts as a redesigned marketing tool that gives more business opportunities to active recreational and leisure sport activities. For the sport industry, business is increased both in non-competitive and competitive sports by combining with tourism and recreation (Neirotti, 2003, pp. 1-2). Furthermore, business opportunities are given to other industries, an example for that is in 2007 the first on-line engine particularly for sport tourism activities was set with a slogan saying “watch sport while travelling” (Sportsevents365, 2008). Specifically for a city or a country, sport tourism has been making contributions to the local economy. According to the idea of Kotler et al, sport is of much importance for regenerating local economies of where “manufacturing job base and built fabric is obsolescent, or places which have tourism as their major hope for development” (Kotler et al., 1993 as cited in Standeven & De Knop, 1999, p. 196). Standeven and De Knop also indicated that sport tourism is somewhat significant in the economy of many countries. Evidence of this are statistics from the Sydney Olympic Games Organization showing that from the year 1994 to 2004, about 7.3 billion dollars was added to Australia’s Gross Domestic Product, and more than 1.32 million visitors were attracted by Sydney hosting the Games (Ibid).

There are both potentially positive and negative socio-cultural impacts of sport tourism. On the positive side, sport tourism can utilize surplus lands for new values, create a sense of national identity, broadcast local culture to visitors, stimulate the development of built infrastructure and the natural environment and internal reform, and preserve cultural traditions. Negative impacts include the facts that sport tourism may destroy traditional communities and the balance of local economy, bring about a loss of cultural identity and heritage, lead to a change of cultural experiences, arouse crowd disorder at events or violence, and result in increased tension between hosts and visitors. (Standeven & De Knop, 1999, p. 230)

Standeven and De Knop pointed out that sport tourism results in negative impacts on

environment. Outdoor activities may cause pollution to air, land, water and sound. For instance, a motor rally can give rise to carbon dioxide. Despite pollution, there could be depletion of resources, for more sport facilities and equipments require the use of more resources. (Standeven & De Knop, 1999, p. 266)

Positive health impacts include physiological impacts, psychological impacts, and social health impacts. Physiologically, people who participant in sport tourism have a motivation of gaining better health and fitness (Becheri, 1989; Crompton, 1979; Goodrich & Goodrich, 1987; Murphy & Bennett, 1990; Niv, 1989; Rea, 1987 as cited in Standeven & De Knop, 1999, p. 274). Standeven and De Knop argued that sport is wildly known as the most efficient cure to many modern diseases by increasing blood flow and oxygenation and reducing muscle tension. Psychologically, the perceptions of control can be developed and people can have a better understanding of his/her body through sport activities. At the same time, sport tourism can raise “positive feedback from significant others” as social impacts. However, there are also negative health impacts, especially risks and dangers in the adventure trips (Standeven & De Knop, 1999, p. 275).

1.2 Sport Event Tourism

With the booming of the event industry, sport event tourism has become one of the most profitable components of the sport tourism industry. Just as the name partially suggests, sport event tourism is powerfully related to sport events and event tourism. Indeed, sport event tourism is an amalgamation of sport events and event tourism. Therefore, sport event tourism is expounded gradually from the standpoints of the event, event tourism and sport event tourism in this part.

1.2.1 Event and Event Tourism

There is no doubt that the event has become a new stimulant to tourism in the contemporary world due to its special allurements to fans. By nature, every event has its distinctive features to attract diverse audiences, just like Getz's notes in his book that,

“events are transient, and every event is a unique blending of its duration, setting, management, and the people” (Getz, 1997, p. 4). In other words, people cannot experience the same event again after it is over, because both planned and unplanned events have a finite length. Even for those periodic events, each of them has a distinctive ambience, which is created by its length, setting, management and audience. This is to appeal to participants and usually can be fixed and publicized during event planning. Thus, by offering customers something out of ordinary, events can be employed as a major ingredient in destination’s tourism market or satisfied the different requirements of tourists and fans. Events can also help destinations or local communities to meet the various roles of economic, culture and environment (Ibid). Consequently, with the increasing popularity of festivals and events, coupled with their positive impacts on local tourism industry, event tourism has led to a growing interest of tourism managers.

Different types of events appeal to different groups of people. Therefore, to define the type of event appropriately is a very essential start to organization work. For this reason, Getz (1997) classified events in several categories in his study, though the universe of events is amazingly diverse. He indicated that culture celebrations, which include festivals and carnivals, religious and heritage events, parades and processions, and all kinds of historic commemorations can be found in virtually every culture and communities, and then it can also be an important element in any of the other types of event. Besides, sport competitions and sporting activities played purely for recreational purpose have been given a separate category. And sport competitions are also discernible by the difference between professional and amateur participants since there are so many assortments of sport competition. Art and entertainment events are often held in a for-profit environment and marked as celebrations though they perform in their own way. Based on these diverse categories, events can be used as tourist attractions for tourists or become a reason for visitors who are already in the destination to stay longer. (Getz, 1997)

Culture Celebrations -Festivals -Carnivals -Religious events -Parades -Heritage Commemorations	Sport Competitions -Professional -Amateur	Private Events Personal Celebrations -Anniversaries -Family holidays -Rites de passage
Art / Entertainment -Concerts -Other performances -exhibits -Award ceremonies	Educational and Science -Seminars, Workshops, Clinics -Congresses	Social Events -Parties, galas -Reunions
Business /Trade -Fairs, Markets, Sales -Consumer and Trade Shows -Expositions -Meetings and Conferences -Publicity Events -Fund-raiser events	Recreational -Games and Sports for fun -Amusement events	
	Political / State -Inaugurations -Investitures -VIP visits -Rallies	

Figure 3. A Typology of Planned Events (Getz, 1997, p. 7)

In many cases, the tourism industry is required to focus on one or more of the “peak seasons” rather than being spread uniformly over the year. By contrast, events have unique advantages in overcoming traditional “seasonality problems”, they can, for instance, ignore the climatic changing and concentrate on indoor or outdoor activities. Also, events can offer a special experience to sport fans, athletes and other special interest travellers who will potentially attend events at any time. Especially Mega-events like Formula One not only attract significant numbers of foreign visitors and domestic travellers, but they also make a big contribution to local economic industry by pushing host community to improve their marketing, to boom local tourist attractions, to create a positive image and to catalyse infrastructure construction. Getz summarizes the possible economic roles of events in Figure 4. (Getz, 1997)

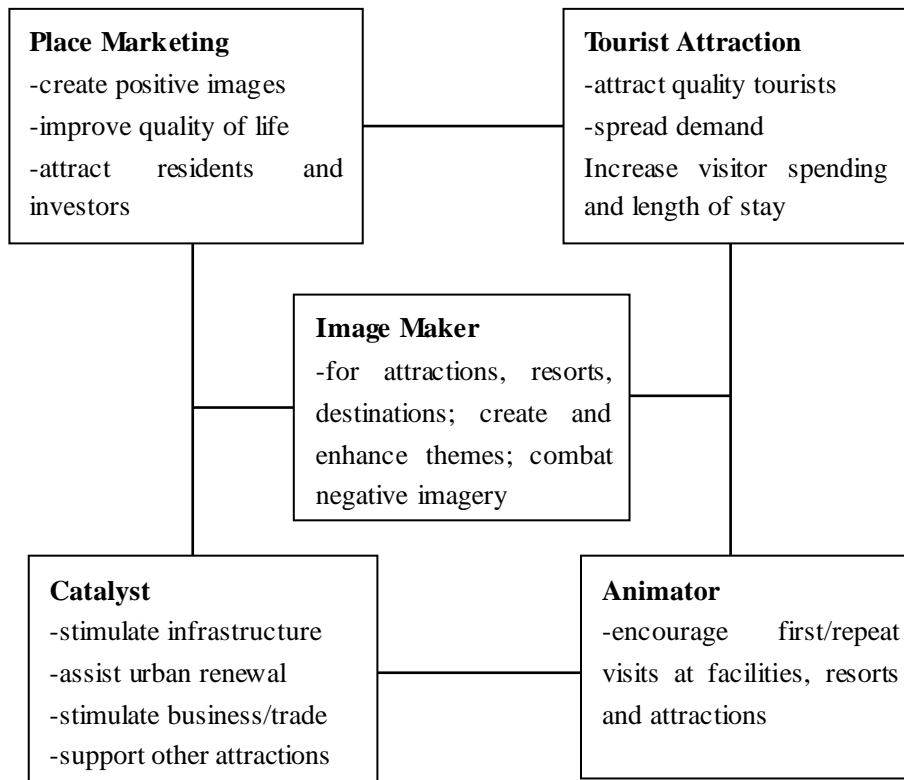


Figure 4. Economic Roles of Events (Getz, 1997, p. 53)

Thus, a series of goals can be achieved by managing event tourism. First of all, those existing events not only can be developed and promoted as tourist attractions, but also can give support to create new events or bid for events. Next, good events play an important role in extending tourist seasons and the geographic spread of tourism. Meanwhile, events can also help host communities, particularly a destination area or attraction theme, build and enhance positive images and correct negative imagery. Sometimes, the level of arts, culture, sports, recreation or nature and heritage conservation can also be fostered by events. However, a few questions have to be answered beforehand, that is, who can pay the bill associated with development of event tourism; how can negative impacts caused by event tourism be identified, prevented, ameliorated, or removed; what is the need for organizational development at the level of interest groups, communities, destination areas, and government agencies/departments to support event tourism. (Getz, 1997, p. 102)

Getz further pointed out objectives, which may yield by different types of events in

Table 1. In the table, the goals are general and the sample objectives are more specific statements of how the goal is implemented and each of them should include measurable key results or performance criteria (Getz, 1997, p. 102). Due to sport event being a category of events, all studies of events and event tourism are basically suitable for sport events and sport event tourism. Thus, based on the understanding of theories of event and event tourism, the previous studies related to sport event tourism are presented in next part.

Table 1. Sample Goals and Objectives for Event Tourism (Getz, 1997, p. 103)

Goals	Objectives
Create a favourable image	Attract and create high-profile events to maximize positive media exposure. Key results: bid and win one mega-event each of decade; achieve television coverage of major existing events; increase awareness of destination by 50% in key market segments.
Attract foreign visitors and increase their yield	Favour events that attract foreign visitors. Key results: increase foreign tourist attendance at events by 10% within 3 years
Expend the tourism season and spread demand throughout the area	Attract or create new events during winter and autumn, especially where none exist
Use events as a catalyst to expand and improve tourism infrastructure	Achieve a new multipurpose event facility within 5 years
Stimulate repeat visits	Produce and market s program of events at all attractions and facilities
Develop and improve the infrastructure and management necessary to create, attract, and sustain events	Provide and market a program of events at all attractions and facilities
Forster development of the arts, sports, culture, heritage, and leisure	Assist all types of events; link events to other policy areas
Ensure maximum benefits to the host community	Conduct cost-benefit studies; follow community- based planning process
Avoid negative environmental impacts; foster conservation	Stimulate nature tourism through events; require impact assessments

1.2.2 Definition of Sport Event Tourism

In this part, the general study about the conceptions is revealed in order to have a better understanding to sport event tourism and carry out the further study.

Generally speaking, the definition of sport event tourism emphasised that the purpose of travelling is related to sporting events. For example, Tourism Queensland defined sport events tourism as:

travel where the main purpose of the travel is to take part in an 'organised' sporting activity, either as a spectator, participant or official. 'Organised' sporting activities involve some type of formal organisation, where there are teams, classes or bookings required. Competitive sports, recreational activities such as sailing and surfing, and less active sports, such as chess and yoga are all included in this definition (Tourism Queensland, 2003, p. 1).

Furthermore, Thomas Hinch and James Higham have cited Getz's ideas in their book, which is "sport event tourism, in its most prominent guise, involves travel to experience sporting events, where the body of spectators usually outweighs a small number of typically elite competitors" (Getz 1998 as cited in Hinch & Higham, 2003, p. 44). In addition, Getz further defined sport event tourism from destination's perspective and event organizer's perspective in 2003, namely:

From destination's perspective the sport event tourism is the development and marketing of sport events to obtain economic and community benefits. To the customer, it is travel for the purpose of participating in, or viewing, a sport event. From event organizer's perspective, tourist might be one of several target markets to attract, and to event sponsors (companies and organizations who pay to participate in events for their own marketing purpose), the tourism market is only one several within which relationship are forged. (Getz, 2003, p. 50)

According to the research of Bjelac and Radocanovic, sport event covers the size of local, national, national with international participation, and continental, intercontinental and global ones (Bjelac & Radocanovic, 2003, p. 260). Hence, in terms of the definition, sport event tourism can be divided in two ways: elite sport event tourism, such as the Olympic Games, the Soccer World Cup; and non-elite sport event tourism, for instance the National Sports Festival for Elders (Japan) (Hinch & Higham, 2003, p. 44).

The myriad of profits from tourism may be related to elite sport events easily. The 2000 Olympic Games is one good example. As Hinch and Higham published in 2003, “the outcome was effective destination promotion, successful pre-Games training and acclimatization camps, the stimulation of convention and incentive travel, the promotion of pre and post-Games travel itineraries and minimization of diversion and aversion effects” (Hinch & Higham, 2003, p. 45). On the other hand, non-elite sport event tourism may have large numbers of competitors but a small number of spectators, as Figure 5 shows. However, the study of National Sports Festivals for the elderly identifies that participants have a propensity to attend a wide range of tourist activities, like sightseeing (Hinch & Higham, 2003, p. 46). Thus, it shows that non-elite sport event tourism represents a unique market to make business profit for other tourist attractions and services within hosting destination. In this thesis, we focus on non-elite sport event tourism.

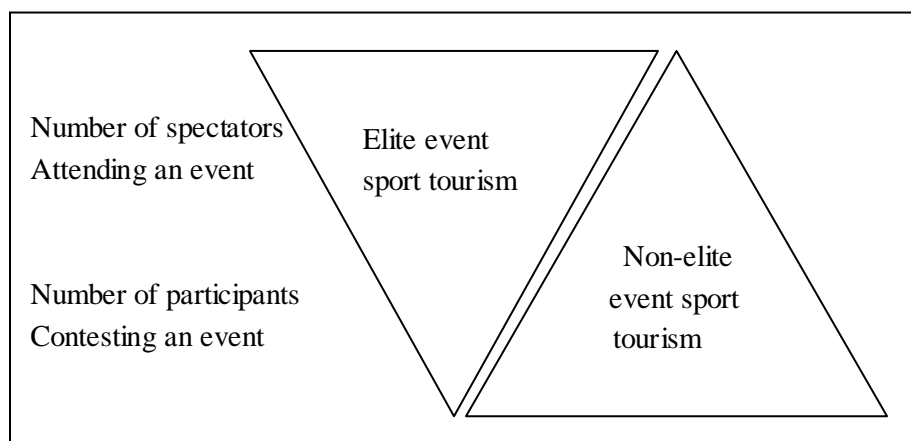


Figure 5. Conceptualization of the Relative Engagement of Spectators and Participants in Elite and Non-elite Sport Contests (Hinch & Higham, 2003, p. 45)

Furthermore, sport events can also be categorized as large-scale events and small-scale events. By far, much of the research in this field concentrates on large-scale events for it has wide affection among spectators of sport events. However, Higham (1999) indicates that small-scale events can also create positive impacts without the negative impacts usually brought about by mega-events, such as the displacement of residents (Higham 1999 as cited in Bernt, 2005, p. 160). He notes that small-scale events include regular season sports competitions, international sport fixtures, domestic competition Master's or disables sports (Ibid). For the case of this study, The Finlandia Marathon 2007 is classified as a non-elite and small-scale sport event by considering that the number of runners is 2000.

1.2.3 Sport Event Tourism Market

It is fair to say that "sport and tourism have been closely connected to social stratification" because of the limited resources. But in the 20th century, as the development of economic, technological, political and attitudinal factors, resources have become more widely available (Standwen & De Knop, 1999, p. 29). So there are more possibilities and feasibilities for people to do sport tourism. Getz (1998) presented his comment that sport event tourism is a substantial and highly desirable niche market. And then, like other niche markets, the benefits of the sport event tourism market, expressed in terms of economic impacts, rise from visitors' expenditure in local markets. In a matter of fact, sport event trips involve about the same amount of spending as other types of trips. For this reason, convention and visitors' bureaus and other Destination Marketing Organizations (DMOs) pursue to stimulate new demands for local commercial accommodation and other business, to create needs in off-peak seasons, to generate positive publicity, and even to earn money by holding events. (Getz, Anderson & Sheehan 1998 as cited in Getz, 2004, p. 53)

There is no doubt nowadays that sports tourism is a profitable business and one of the fastest growing and the most significant service industries. With the massive expansion of satellite and digital television coverage over the last 10 years, development of sport

tourism has been increased with the increased global interest in sporting events (World Tourism Organization [WTO], 2007). Statistics of WTO shows in Figure 6, in 2006, that 51% of all international tourist arrivals motivated by leisure, recreation and holidays – a total of 430 million; business travel shared some 16% (131 million), and 27% (225 million) represented travel for other purposes, such as visiting friends and relatives, religious reasons/pilgrimages, health treatment, etc. Consequently, with more leisure time, more disposable income and cheaper travel expenditure, sport is one of the reasons to travel in the first place. And also, it is obviously that sport related tourism is a worldwide trend and is taking big share of international tourism market gradually.

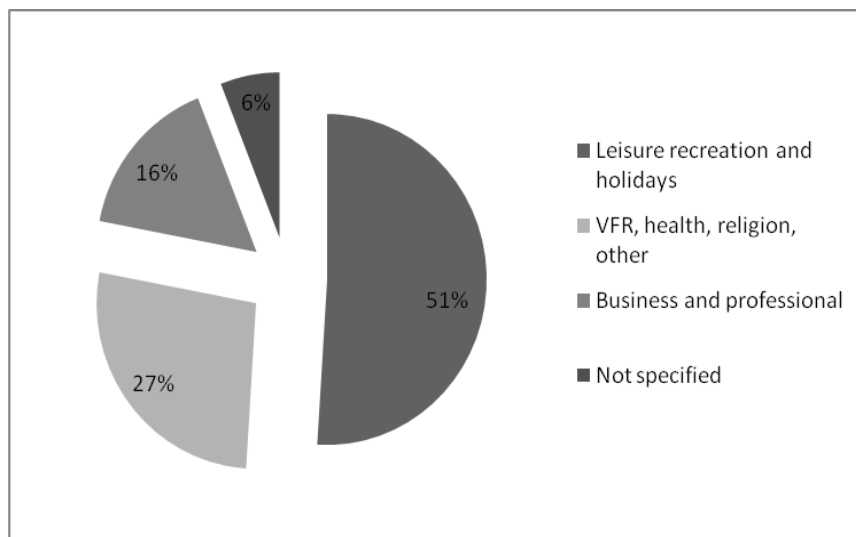


Figure 6. Inbound Tourism by Purpose of Visit, 2006 (share) (UNWTO, 2007, p. 3)

Moreover, travel to participate in sport or as a spectator has always been a major part of the sports tourism market and continues to grow, partly driven by increased popularity and the appeal of sport event such as the Olympic Games and World Cup. Germany is an example of the significant gains to be experienced – international arrivals were up 10% brought by hosting of the FIFA Football World Cup in 2006 (UNWTO, 2007, p. 5). Usually, the more important the event is, the more visitors would be from outside the host city, which Hinch and Higham (2003) indicated. It is obviously that a local sport event would mainly be watched by local residents while a global sport event would fascinate visitors all around the world. Then the constitution of visitors could be greatly

varied because of the status of the event. And a high level sport competition would have much more spectators while non-elite sport event tourism perhaps draws only a few or even no spectators (Hinch & Higham, 2003).

WTO indicates that some 75 countries earned more than 1 billion dollars from international tourism in 2006 (UNWTO, 2007, p. 6). In Europe, the demand of sport event tourism was stimulated by the spread of cheap transportation across the region. A whole host of sport events in 2006, the Winter Olympic Games in Turin, the FIFA World Football Cup in Germany, the Ryder Cup in Ireland, and various cultural events pushed the developing of tourism effectively. For example, the United Kingdom showed strong performances, as usual, which achieved a healthy 9% increase in tourism market. The destinations made numerous profits from visitor's expenditure on accommodation, food and drink, local transport, entertainment, shopping, etc. Sport event tourism becomes an important pillar of their economies, creating much needed employment and opportunities for development (Ibid).

The above contents demonstrate that sport tourism, especially sport event tourism, is very attractive to countries and geographical regions, events and tournaments, travel companies, tourist boards and sports as a lucrative business and its market is continuing to expand.

1.3 Sport Event Tourism in Finland

The current situation of sport event tourism in Finland is introduced in this part. Since not many materials, especially English material, about Finnish situation of sport event tourism can be found; the sport event tourism in Finland is described from tourism perspective and sport perspective separately first, then an expatiation about current situation of sport event tourism in Finland is given.

1.3.1 Tourism in Finland

Finland has natural advantage on tourism with nearly 200,000 lakes renowned for

excellent water quality. During the summer time, Finland has long days, especially in the far north where the sun does not set at all. Tourists can enjoy various outdoor activities, such as fishing, canoeing and walking. And in wintertime Finland provides excellent opportunities for cross-country skiing and some for alpine skiing too. Many of the popular ski resorts are situated north of the Arctic Circle in Lapland, but there are exceptions such as Kuusamo in the north-eastern part of Oulu Province. The Finnish Tourist Board has reported that the tourist attractions in their online statistics were visited by 35.4 million visitors in 2006. The most popular of the actual tourist attractions are spas and leisure centres, which had a total of 3.9 million visitors in 2006. Foreign visitors spent a total of nearly 1.5 billion euros in Finland alone total spending increased by 11 % from the previous year. Foreign visitors spent, on average, 53 Euros per day and visitors on business trips spent, on average 71 euros per day. Foreign travellers on day trips spent 102 euros, on average. On average, 283 euros were spent per visit to Finland, and visitors on business trips spent, on average, 409 euros per visit. The value added by tourism is about 2.4% of the Finnish GDP, and provides around 60,000 jobs (Matkailun edistämiskeskus [MEK], 2008, p. 1). It is apparent that tourism is becoming an important component of the Finnish economy.

1.3.2 Sport in Finland

Finland has bilateral sports cooperation agreements with almost 40 countries all over the world, especially in Europe. On account of its environment, Finland is one of the most well known winter sport destinations in the world as well as a destination famous for cycling, motor sports and other outdoor physical activities in summer time.

On the other side, more and more Finnish people would like to spend their spare time on the nature activities. Sports have always been some of the most important aspects in Finnish life. As one of the leading countries for physical activity in Europe, 64 % of Finnish women and 60% of Finnish men engage in physical activity and sports at least twice a week (Suomen Liikunta ja Urheilu ry [SLU], 2008). Moreover, Finns watch, practice and take part in organized sports and exercise enthusiastically. Thus, leisure

travelling is very important component of Finnish life. For example, when the 2006 Soccer World Cup was held in Germany, many Finnish soccer fans joined tour groups attend the games and have a trip to Germany as well. Finland is also an attractive sport tourism destination to foreigners. The following tables show the participation rate of foreign visitors in Finland related to sport tourism in the last few years. Table 2 and Table 3 suggest that there are many different sport activities in Finland for visitors to choose.

Table 2. Summer Activity Participation by Foreign Visitors in Finland in 1998-2005 by MEK (Lecture Material, formulated by Vehmas, 2007)

Summer activities	1998	1999	2000	2001	2002	**)2003	****)2004	2005
	%	%	%	%	%	%	%	%
Fishing	8	5	5	4	5	-	-	4
Hiking (over 3 hrs.)	9	5	4	3	3	-	-	3
Rafting, kayaking	2	1	1	1	1	-	-	1
Golf	1	1	1	1	1	-	-	1
Mountain bike/ bicycling routes	5	4	3	3	3	-	-	3
Organized bicycle tours	0	0	0	0	0	-	-	0
Horse riding	0	0	0	0	0	-	-	0
*)Other activity	-	-	-	-	13	-	-	11
****)Renting a motor or sailing boat	-	-	-	-	-	-	-	1
Any activity	18	19	17	20	20	-	-	19

Notes: *) added in 2002

**) only winter activities available in survey in 2003

****) activities inquired only by the main reason for travel in 2004

*****) added in 2005

Table 3. Winter Activity Participation by Foreign Visitors in Finland in 1998-2005 by MEK (Lecture Material, formulated by Vehmas, 2007)

Winter activities	1998	1999	2000	2001	2002	2003	**)2004	2005
	%	%	%	%	%	%	%	%
Cross country skiing	8	4	6	5	6	4	-	5
Downhill skiing	4	3	2	3	-	-	-	4

Snow boarding	-	-	-	-	-	-	-	1
Down hill skiing,	-	-	-	-	3	7	-	-
snow boarding								
Snow mobile riding	7	4	5	6	7	7	-	7
Dog sledge riding	5	3	4	5	5	6	-	6
Ice fishing	1	1	1	1	2	2	-	-
Other activity	10	8	5	-	13	-	-	5
*) A walk over 3 hrs.	-	-	-	4	4	5	-	3
Any activity	24	16	19	18	18	20	-	17

Notes: *) added 2001

**) activities inquired only by the main reason for travel in 2004

In Finland, sporting life is largely based on volunteer activities. Sports facilities are provided by local authorities. The Ministry of Education's role is to create favourable conditions for sports and physical activity. They make effort to promote health-enhancing, competitive and performance sports and related civic activities with the aim of advancing well-being and health and supporting children's and young people's growth through sports. The Ministry also develops and coordinates sports policies and finances sports. There are 7,800 sports clubs in Finland, and 350,000 children and young people and 500,000 adults annually use the services provided by sports clubs and federations. These all, to some extent, provide chance to Finland to explore its great potential market of sport event tourism. (Minister of Education, 2007)

1.3.3 Sport Event Tourism in Finland

In top-level sports, Finland is known not only for its success in competitions but also as the host of many world-class sporting events. Since the 1952 Olympics, Finland has hosted dozens of high-level international sports events. Helsinki hosted the Track and Field World Championships in 1983 and 2005. In 1971 and 1994, the European athletics championships were staged in Finland.

The country has also a strong tradition in organizing ice hockey and skiing events: it has hosted the ice hockey world championship tournament five times

and the world skiing championships have been hosted by the town of Lahti on five occasions. (Virtual Finlandia, 2001)

Finland also provides facilities for practicing all kinds of sports, from cross-country skiing to canoe adventures, from marathons to motor rallies. Helsinki held the Olympic Games in 1952 and the first IAAF World Championships in Athletics in 1983. From historical background, Finland used to hold large-scale international sport events, which provided opportunities for travel for international athletes and spectators.

In modern times, Finland continues to attract sport fans from all over the world. In 2005, the IAAF World Championship came again to Helsinki and attracted more visitors than the previous time due to more advanced transportation and economical globalization. Currently Finland is also famous for unusual and creative sport competitions held all through the year, such as wife-carrying, mobile-phone throwing and winter swimming events. Every year, these competitions catch the attention of great numbers of visitors from around the world. Finland also holds many professional sport events, such as Neste Oil Rally, and International Skiing Competition. And most of these sport events are held in major tourist areas, which already have diverse sports and accommodation infrastructures and strong and complementary skills in training and different forms of sport. Moreover, with the growth of wellbeing, sports tourism is a major development trend in Finland and a growing trend of visitors travel to in Finland for the purpose of sport event tourism as Table 4 showed.

Table 4. Outdoor Activities and Sport Events as Main Reasons for Visiting Finland by Foreign Visitors in 1998-2006 by MEK (Lecture Material, formulated by Vehmas, 2007)

Thousands of travellers	of main reason	1998 (%)	1999 (%)	2000 (%)	2001 (%)	2002 (%)	2003 (%)	*)2004 (%)	2005 (%)	*)2006 (%)
Outdoor activities		5 (0)	10 (0)	14 (0)	15 (0)	41 (0)	35 (0)		28 (0)	
Sport events		49 (1)	44 (1)	81 (2)	70 (2)	-	-			

*Notes: *) inquired by different countries*

In summary, the sport event tourism market is developing prosperously worldwide. It brings increased profit to event hosting cities and countries. Finland's natural environment is well suited to the expansion of sport tourism. However, it is difficult to hold many mega-events in Finland due to its sparse population and other factors. Therefore, the best choice for Finland is to organise some middle-scale or small-scale events with the advantage of its natural environment as to attract foreign visitors and stimulate national sport tourism without negative effects, which mega-event can bring. For this reason, the research of sport event tourism is imperative to study how to have more successful sport event tourism in Finland. Therefore, the natural environment of the country contributes to a growing sport event tourism market in Finland.

2 DECISION MAKING

In this section, we focus on management in sport event tourism. Due to the development of the sport industry as a pillar industry in the social economy, management plays a vital role in the sport industry. Many scholars (Chelladurai, 2001; Masteralexis, Barr & Hums, 2005) have paid more attention to these areas in recent years. However, what we are interested in is the general function of management in specific areas of sport event tourism, namely, decision-making process and planning. Because of the process of decision making and planning is the responsibility of the manager or the head organizers of the organization, the research objective is just the organizer of the sport event. This research focuses on the organizer of a sport event, the Finlandia Marathon 2007. The main tasks of the organizer for the marathon event may concentrate on decision making of the event, planning for the event or other new projects.

The concept of management is quite familiar for everybody, but standardizing the concept can be done in several ways. Chelladurai expatiated that three key points should be highlighted in the definition of management: goals/objectives to be achieves, with limited resources and with and through people.

The goal of managerial work and the role the manager plays within an organization is to get the workers to do what the manager wants them to do, in an efficient and cost-effective manner. The management process is performed using knowledge areas such as planning, organizing, leading, and evaluating. (Chelladurai, 2001 as cited in Masteralexis et al., 2005, p. 20)

The development of management experienced two important phases. One is the scientific management, which attempts to discern best way for workers to finish their

job. The second phase is the human relations movement, which works toward balancing the relationship of human beings. Current management theories stress the concepts of employee involvement, employee empowerment, and managers' concern with the human component of employees. We call it organizational behaviour, which is defined as "actions and attitudes of individuals and groups toward one another and towards the organization as a whole, and its effect on the organization's functioning and performance" (Business Dictionary.com, 2008). More and more topics explored within organizational behaviour research include communication, decision-making, leadership, and motivation (Masteralexis et al., 2005).

Parks, Quarterman and Thibault (2007) quoted the definition of sport management by Pitts and Stotlar (2002), "all people, activities, businesses, and organizations involved in producing, facilitating, promoting, or organizing any product that is sport, fitness, and recreation related" (Humankinetics, 2008, para.1). For many sport managers, some functional measures of management usually are utilized in their jobs, including planning, organizing, leading, and evaluating. Firstly, Hums and MacLean (2004) define the planning process as establishing organizational mission statements, goals, objectives, tactics, roles, and evaluation. It is important to keep in mind that the planning process is continuous. Organizational plans should change and evolve. Secondly, after planning, the organizing function is all about putting plans into action. As part of the organizing function, the manager determines what types of jobs need to be performed and who will be responsible for doing these jobs. Thirdly, the leading function has often been referred to as the "action" part of the management process. The sport management is involved in directing the activities of employees to accomplish organizational goals. The sport manager participates in a variety of activities when they carry out the leading function, which are delegating, managing differences, managing change, and motivating employees. Last but not least, the manager performs the evaluating function to measure and ensure the progress of management is toward the organizational objectives (Chelladurai, 2001 as cited in Masteralexis et al., 2005).

People make decisions every day, ranging from simple to complex. Decision-making acts as an important role that is the hot topic when investigating the organizational behaviour in modern management. Masteralexis et al. (2005) explained that any decision we make consists of two basic steps - gathering information and analyzing information. Sport managers have to make decisions on how to pursue opportunities or solve problems every day. Sport managers, therefore, need to have a comprehensive understanding of the opportunity or problem and engage in a decision-making process that will lead to an effective decision. As a matter of fact, the decision-making process is not as simple as we think. We need to explore the basics of the decision making in order to utilize them in this thesis for our own case study.

Decision-making is nucleus to human activities (Arsham, 2004). It is a thinking process, which is consecutive, purposeful and strategic. The definition of decision making is explained in the dictionary: decision making can be simply understood as a “cognitive process of reaching a decision”, which “a good executive must be good at” (Dictionary.com, 2008). Simon (1987) already indicated the importance of decision making and he also mentioned that the knowledge of the decision making had been widely used in many different areas not only limited in research area. In fact, with the rapid progress of science and technology, many decisions can be made through using high technology to analyze the data which is collected from the decision problems, whether the area of healthcare, engineering, or business and management, decision makers can be released from the complex, enigmatical decision making work.

Decisions are not simply made after a thought comes to mind suddenly, it is a process of thinking, analyzing, designing and implementing, etc. Thus, to make a successful decision is a very complex affair. According to the idea of DuBrin and Ireland (1993), success of a decision is a complicated combination of personal decision styles, perceptions, and levels of authority. Managers have to realize potential risk in some degree and to exercise judgment when making decisions. If risk is not considered beforehand, problems that arise will be ill prepared for. Arsham indicated that the

decision-making process can be summarized in the following stages: 1) To achieve the goal you wish, “goals to follow from the values, and from our capacity to achieve goals”. 2) To find the possible solutions with their related information. 3) To forecast the outcome. 4) To select the best alternative to achieve your goal with minimizing the risk. 5) To implement the decision (Arsham, 2004, para. 10). Then, Shimizu (2005) stressed that strategic decision-making progress can be described in five phases: 1) Select: Select an appropriate strategy; 2) Plan: Formulate a master plan; 3) Do: List the action alternatives; 4) Check or see: Evaluate the preliminary results and decide upon a control procedure, and 5) Action: Implement. These stages of two scholars are all based on the procedure PDCA in Management Science, namely, Plan, Do, Check, and Action.

Moreover, it is easy to understand the specific systematic structuring decision-making process from the Figure 7 below.

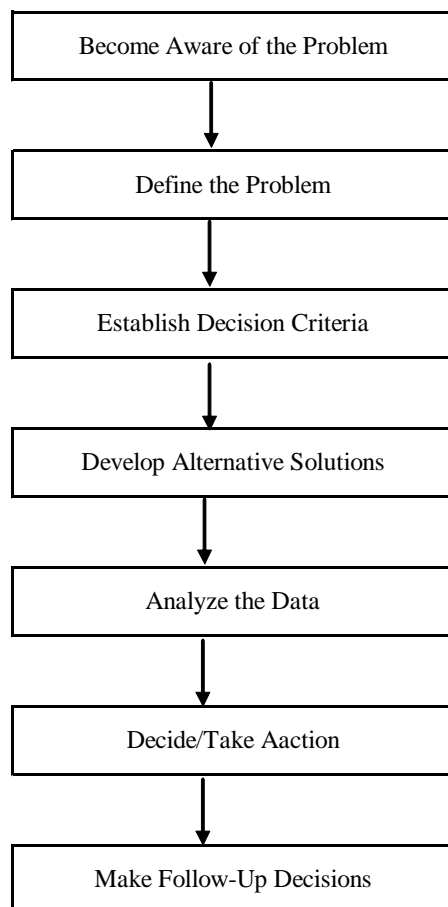


Figure 7. The Decision-making Process (DuBrin & Ireland, 1993, p. 91)

Also, we can find the similar theory of structuring the decision-making process, which is:

1. Define the problem and the relevant variables (parameters);
2. Establish the criteria, factors, goals, or objectives of the decision¹;
3. Relate the parameters to the objectives, i.e., model the problem;
4. Generate the decision alternatives and the possible alternative scenarios, for different values and parameters;
5. Evaluate the alternatives and choose that which best satisfies the objectives;
6. Implement the decision chosen and monitor the results through:
 - a) Sensitivity analysis of the results to be able to answer “what if?”- type questions.
 - b) Learning, using feedback from the results to be able to change or improve the method. (Clemen & Reilly, 2001; Monks, 1985; Simon, 1997; Shimizu, 2005, p. 214)

In order to make a correct decision, the first step should be to decide on what the problems are and how to define them. Based on the theory of Turban and Aronson (1998) which is quoted in Shimizu’s work (2005), any decision problems can be identified in three kinds: structured (a problem is considered to be structured if its definition and the phases of operation required to arrive at the desired results are very clear and its repeated execution is always possible.), semi-structured (problems with well known operations, but that have some variable factors or criteria that can influence the results) and non-structured (the problem neither the scenarios nor the decision

¹ In decision analysis, criteria, factors, goals, and objectives are terms used without a clear distinction. In mathematical programming, a goal or an objective is expressed by a mathematical function to be optimized.

making criteria are fixed or previously known).

In this way, a decision problem can be presented by three levels of decision. Firstly, the strategic decision, which is usually a highest level decision with a forecast of two to five years. It concentrates on general direction, long-term goals, philosophies, values and policies for resource allocation. Due to the strategic decisions long reach into the future and they are of great importance, hence they are the most risky and have the most uncertain outcome. Secondly, the tactical decision, which can last for a few months and up to two years. Tactical decisions support strategic decisions. They tend to be medium range, medium significance, and carry moderate consequences. They refer to the acquisition and efficient utilization of resources in the accomplishment of organizational goals. Thirdly, the operational decisions have a range of a few days or a few months and are used to support tactical decisions. They are often made with little thought and are structured. This kind of decision concerns the efficient and effective execution of specific tasks. Their impact is immediate, short term, short range, and usually low cost. Operational decisions can be pre-programmed, pre-made, or set out clearly in the manuals. (Harris, 1998; Shimizu, 2005)

Table 5 depicts the characteristics, duration and frequency, decider and complexity of different type of decision problem with their corresponding levels of decision. We can clearly see that if a problem is considered to be structured it can be solved in any level of decisions. But in non-structural problems, neither the planning in the strategic decision level nor the operation level is the challenge for the decision maker. Semi-structured problems are well known in the operational level, but have some variable factors or criteria that can influence the results.

Table 5. Types of Problems and Level of Decision (adapted from Turban & Aronson, 1998; Shimizu, 2005, p. 200)

Decision level		Operational	Tactical	Strategic
Problem type				
Structured	Characteristics	Well-defined Repeatable	Defined Process Varied Results	Well -defined objective Several alternatives
	Duration/ Frequency	Days / a month	Months / a year	One to five years
	Decider	Operations manager	Functional Manager	Board of Directors
	Complexity	None	Low	Average
Semi Structured	Characteristics	Well-Defined Varied Routine	Layers of decision	New services Planning
	Duration/ Frequency	Days / Week	Months to a year	Years
	Decider	Operations Manager	Manager, Board of Directors	Board of Directors
	Complexity	Low	Average	High
Non-structured	Characteristics	Routine subject to unforeseen	Non routine	New undertakings
	Duration/ Frequency	Days/ by period	Case by case	Years
	Decider	Operations Manager	Manager / Director	Board of Directors Stockholders
	Complexity	Average	High	Very High

After the decision problem is defined, the relevant factors and information are still concern. We can collect this information through asking some questions which are “who”, “what”, “why”, “when”, “where” and “how” (Arsham, 2004). Then separate them into three groups: uncontrollable, controllable and parameters. In Arsham’s theory, the uncontrollable factor is the important factor, which directly affects the prediction of the outcomes. The best course of action can be decided after evaluation of the various possible courses of action with the controllable input and consideration of various hypotheses for uncontrollable input. He also indicated that the decision-making process includes three stages: describing, prescribing and controlling the problem. Each of the three stages corresponds to a relevant question. Arsham provides an example of

planning by asking the following questions: What should be done? When? How? Where? By whom? And from the following diagram we can see how the relevant questions are set.

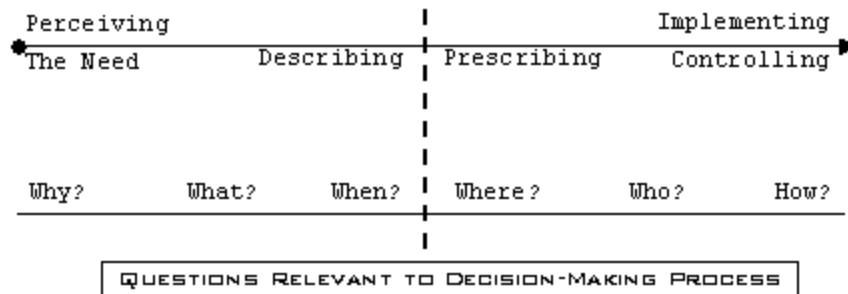


Figure 8. Questions Relevant to Decision-making Process (Arsham, 2004, para. 30)

Arsham (2004) further expatiated a few components of the decision-making process:

1. Performance Measure (or indicators). Base on the values among the different objectives of the decision problem, decision makers have the different solutions. He gave a good example of performance measure (or indicator) for different levels of organizational:

Table 6. Different Levels of Organizational (Arsham, 2004, Chapter Decision-Maker's Environment)

Level	Performance Measure
Strategic	Financial, Growth, and Innovations
Tactical	Cost, Quantity, and Customer's satisfaction
Operational	Target setting, and Conformance with standard

2. Uncontrollable inputs: it is from the decision maker's angle to realize the problem in advance and constrain the actions.
3. Parameters: Parameters are the constant elements that do not change during the time horizon of the decision review. These are the factors partially defining the problem. Strategic decisions usually have longer time horizons than both the Tactical and the Operational decisions.

4. Controllable Inputs: The collection of all possible courses of action you might take.

With the decision problem defined and all the relevant information of decision problem collected, the objectives or goals are established. The next step of the decision making process is deciding how to deal with the data and how to analyze data. In recent years, decision makers have used an increasing number of decision models in order to make decisions correctly and efficiently. Depending on the specific situation surrounding the decision problem, some models can be used by decision makers directly. Even more and more creative computer software packages to be used in today's decision-making process. For example, IdeaFisher 4.0 (from Fisher Idea Systems) is a kind of brainstorming thesaurus with two databases that work together. People can either find the relevant solution by answer the questions in the 'QBank' database, or discover correlative results of their own problems in the 'IdeaBank' database (Thierauf, 2006). However, in many decision-making processes, using a logical, mathematical approach, for instance, Grid Analysis², Linear programming³ and even ready computer software, to calculate the data which collect from decision problem and relevant information is not the only way to model the decision problem. Some other evaluating analysis approaches can also be the models to analyze the data. We are quite acquainted with the SWOT analysis, abbreviation for strengths, weaknesses, opportunities and threats, which is an important tool for auditing the overall strategic position of a business and its environment (Totur2u, 2008). Some of the key areas to consider when identifying and evaluating strengths, weaknesses, opportunities and threats are listed below:

² Grid Analysis: analysis done by comparing the weighted averages of ranked criteria to options. It is a way of comparing both objective and subjective data.

³ Linear programming: optimization problems in which the objective function and the constraints are all linear

		Positive	Negative
Internal Factors	Internal Factors	Strengths <ul style="list-style-type: none"> • Technological skills • Leading Brands • Distribution channels • Customer loyalty / Relationship • Production quality • Scale • Management 	Weaknesses <ul style="list-style-type: none"> • Absence of important skills • Weak brands • Poor Access to distribution • Low customer retention • Unreliable product / service • Sub-scale • Management
		Opportunities <ul style="list-style-type: none"> • Changing customer tastes • Liberalisation of geographic markets • Technological advances • Changes in government politics • Lower personal taxes • Change in population age-structure • New distribution channels 	Threats <ul style="list-style-type: none"> • Changing customer tastes • Closing of geographic markets • Technological advances • Changes in government politics • Tax increases • Change in population age-structure • New distribution channels

Figure 9. SWOT Analysis (Totur2u, 2008)

In this thesis, Finlandia Marathon 2007 is chosen as a case study to analyze the decision making process of the one of the organizers from Keski-Suomen Liikunta ry (KesLi). The interviews presented that KesLi had the strategic decision and tactical decision when they decided to be a member of the organization work along with the JKU club. Then, the organizers should also have the operational decision for ensure the success of the marathon event when the time toward the event and especially in the event day. The organizer would make both long-term and short-term decisions in planning, organizing and implementing a sport event tourism project. Consequently, through the interviews with the organizer, we tried to find whether the organizer put the sport event tourism into their decision-making process when they prepare the marathon event; what kind of strategic decision, tactical decision or operational decision do they have during the Finlandia Marathon 2007; whether the organizer was responsible step by step for the decision-making process or what steps they may miss. Furthermore, we examined the efficiency and outcomes from the data and investigated the participants and spectators by questionnaires.

3 PLANNING OF SPORT EVENT TOURISM

Based on the theory of event planning and tourism planning, sport event tourism planning is made in the context of a sport event. It could be different due to the decision making process by following sectors. First of all, no matter what the organizer's purposes are, the aims of modern sport event affect the tourism since there would be no event without visitors. It always includes components like economic income, image branding and so on. Although the number of each type of attendant varies depending on the level of the event, generally speaking, there are at least three types of people involved: athletes and working staffs related, spectators and media workers.

Secondly, the place and time where the sport events are held can also impact the tourism market. Bjelac and Radocanovic (2003) implied that sports events that are held each time (traditionally) in the same location are a component of the tourist product of the city. Usually these locations have well developed conditions both on nature and service. The sports events held each time in another place are attractive continental and planetary ones. The attraction of these sports events is such that many participants and visitors arrive, which increases the touristic value of the places where they are held.

Sport tourism is focused primarily on fostering sporting events. The objective has been to build a positive image for destinations, as well as to attract tourists during the event itself (Getz, 1998). Thus, when combining planning with marketing of sport tourism, organizers have to identify two forms of sport tourism – mainly for sport, and sport as an incidental component. Therefore, as Dellaert, Borgers and Timmermans (1995) indicated when sport is not the main desired, but an accompanying element of tourism, good sport opportunities of activities and attractions of the destination would be more attractive to visitors. In other words, sport-related opportunities at the destination may enhance the attractiveness of the destination. Sofield pointed out in 2003 that sport events will play a critical role in determining whether or not the destination becomes part of the tourists' itinerary, so that sport events have been used as an essential part of tourism strategies by many countries, in order to build or change for the better the brand or reputation of the destination.

At the same time, if the event can attract great number of visitors, we can see ‘the importance of sports events is reflected also in the growing interests of leading multinational companies to invest in the marketing of their products there, to appear as sponsors and organizers, thus, ultimately to profit, which is also profitable for the event organizers’, as Bjelac and Radocanovic implied in 2003. (Bjelac & Radocanovic, 2003)

Historically, sporting activities, especially events, have been organized for purely sporting purposes. The organizer has not taken maximizing the tourism potential of the events into a major consideration. This is a potential failure of the market. Further, business or organizational skills or experience may not develop as well as the volunteer sector, which is the main force for sport events, in many sporting organizations. Both of these factors can lead to lost tourism opportunities. For dealing with this, better linkages need to be established between the sporting and tourism groups at all levels – regional, state/territory and national (Ministry of Tourism of Fiji, 2008).

Beside the sport itself, cultural, recreational and entertainment contents attracted more and more visitors in sport event nowadays. A place with rich natural or cultural resources can always attract more visitors. But it’s not the most common phenomenon in sport tourism. The main aim of visitors is the sport itself because sometimes the host city may not have those natural views to attract visitors. In these conditions, management of sport events, especially related to services, such as hospitality, is rather essential. Therein, when organizers make the planning of sport event, they have to consider many aspects and to set the aim of the sport events. At this step, tourism purposes could be taken into account, or ignored. One of the organizers’ or managers’ tasks is to think about different sources in order to have more participants for the event. Bjelac and Radocanovic (2003) emphasized that not only should the needs of athletes and their staff and media workers be satisfied, but the needs of visiting spectators should be satisfied as well, including accommodation and food, protection and medical care, and transportation. Other services outside the hotel are also important, which may get more revenue than those from accommodation and meals as Bjelac and Radocanovic (2003) suggested.

When organizers make the decision about the sport event tourism planning they should consider upper factors. If not considered, opportunities for sports tourism, especially the

benefits, sometimes would be not be maximized or may even be lost. For example, they could change the sport product to improve the status of the sport as a tourist attraction in order to generate new sport tourism markets, or upgrading of sports facilities to affect strategies for exploring new markets for sport event tourism.

As mentioned before, sport tourism, especially sport event tourism makes an important contribution to local and national economies and appears to have substantial potential to further build to this contribution. Thus, benefits from sport event tourism should be truly exploited by event organizers and destinations through strategic planning and management, as well as other domains. The event needs to be well managed in order to produce maximum the profits from sport event tourism for the organizers and destinations (White, 2004 as cited in Deery & Jago, 2006, p. 246). In terms of this understanding, many State and National Tourism Officers even regard event tourism (not just sport events) as an important component of their strategic business plans they ensure events are built from a tourism perspective (Deery & Jago, 2006, p. 249). For sport event tourism managers, how to amalgamate tourism planning and sport event planning is the most important and most difficult task in sport event tourism planning.

It is important to recognize the differences between sport event and tourism, although there is a clear connection between these fields. Sport events are organized for various aims such as helping people enjoy the sport, promoting a healthier lifestyle, and fostering local, national and international competition. But tourism, which is advised by Deery and Jago in 2006, is to encourage people to travel beyond their destination and to spend money in the process. And the tourism industry tends to regard sport as one part of the range of motivators for travel, but there is no obvious connection in the opposite direction. Nevertheless, a good event is the precondition to have more tourists in sport event tourism. Hence a successful sport event planning is necessary for a good sport event tourism planning.

3.1 Planning of Sport Events

In the dictionary, the definition of planning is stated as “the process of setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals” (Investorwords, 2008). According to Watt’s (1996) opinion, “planning is that aspect of managing which establishes aims, targets, goals and objectives, and identifies the

methods by which these targets can be achieved” (p. 128). In fact, planning is a part of decision-making. In Hall’s word, “Planning is a kind of decision-making and policy-making; however, it deals with a set of interdependent and systematically related decisions rather than individual decisions. Therefore, planning is only one part of an overall ‘planning-decision-action’ process” (Hall, 2000, p. 7).

Good planning will result in an efficient and conflict-free event for an organization. Event planning includes aspects as budgeting, establishing dates and alternate dates, selecting and reserving the event site, acquiring permits, and coordinating transportation and parking. Shone and Parry (2004) suggested that a sport event is under the leisure events category of special events. Thereby, the planning for special events is also proper for sport event.

Graham (2001) pointed out the importance of planning process, and emphasized that a professional sport event planner must constantly be planning to improve the events through a thorough evaluation process. Watt (1996) insisted that certain steps should be taken when planning, no matter what size the event is. However, the length of each stage could be varying in different sized events. The seventeen stages described by Watt in Figure 10.

Watt (1996) also indicated that a good event is of most of the following characters: definite purpose, market research, customer care, feasibility study, committed personnel, clear objectives, co-ordinated effort, quality leadership, appropriate structures, business planning, good communications, resources committed, appropriate management, political support, flexible systems, public support, accurate budgeting, financial control and detailed evaluation.

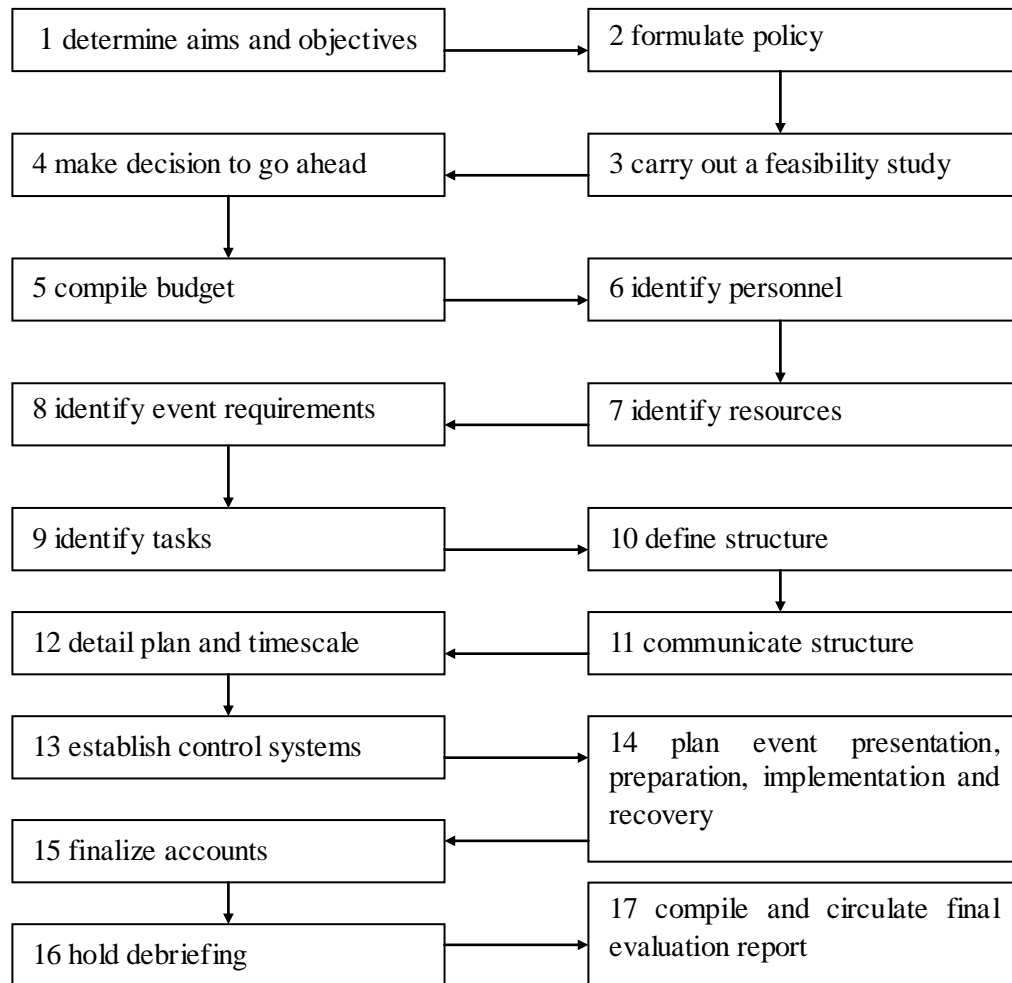


Figure 10. Stages of Event Planning (Watt, 1996, formulated by Pan)

Similar planning categories of sport events are outlined by the American Sport Education Program in 1996. In the book *Event Management for Sport Directors*, it is described that there are eighteen aspects that organizers have to consider in their planning of a sport event. Specifically, these categories are planning of the event objects, financial, rules and officials, coach development, risk and emergency, registration, awards and recognition, food service, transportation, scheduling, facilities, equipment, uniforms and suppliers, accommodation, promotion, public relation, communication, staff and event evaluation. For different sport events, organizers may have different focal points and may skip some of the aforementioned parts if they are not needed. Combining with the stages by Watt as Figure 10 shows, it is quite obvious that in each category of sport event planning, organizers can go through the seventeen stages for a final plan, of course if the problem is not difficult, some stages could be skipped. Plans

should be as detailed and comprehensive as possible. From the process and categories of event planning, it is obvious that a decision is made for every step.

3.2 Planning of Sport Event Tourism

The injection of positive impacts, whether economic or social, to local community is brought by tourism planning. During the development of tourism, in order to balance the demands, supply, goals and any other factors of the tourism, planning can be an effective approach either minimising potential negative impacts, or maximising economic returns to the destination, and therefore encourage a more positive response from the host community towards tourism in the longer term (Hall, 2000, p. 10). From the figure below, it is easy to discover that tourism relate to a wide range of different dominations, and must be in an integrated planning process to promote certain goals of the economic, enhance or maximise the goals of society and the environment (Hall, 2000, p. 14).

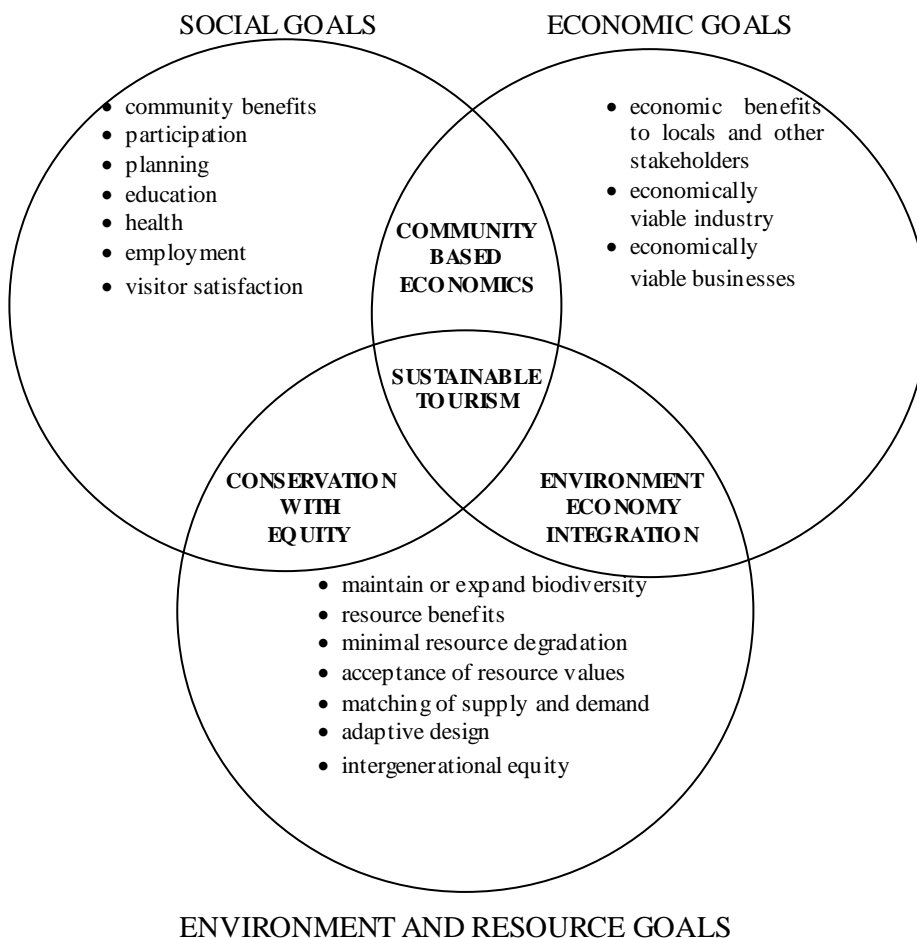


Figure 11a. Sustainable Tourism Values and Principles (Hall, 1998b; Hall 2000, p. 14)

Consequently, the planning of tourism should be considered comprehensively and long time before the implementation. In the Figure 11b, the first step in the strategic tourism planning process is to identify the purposes, which the planners are required to achieve. Due to the tourism planning deal with the interests of different parties, groups and individuals, they would like to achieve their goals. Therefore, integrated tourism planning is an interactive or collaborative approach, which requires participation and interaction between the various levels of organisation. Then, during the planning process, coordination has become a necessity in order to respond directly to and reach an agreement on any planning problems. In the strategic tourism planning process, “evaluation is increasingly becoming a significant component of the tourism planning” (Hall, 2000, p. 89). Only through monitoring and evaluation, planners can get to know whether they find the correct purpose or not, whether they have the integrated plan or not, whether they achieve their goals or not. Tourism planning relates to social, economic, physical and political factors, so that it is necessary to make tourism planning holistic, integrated and comprehensive.

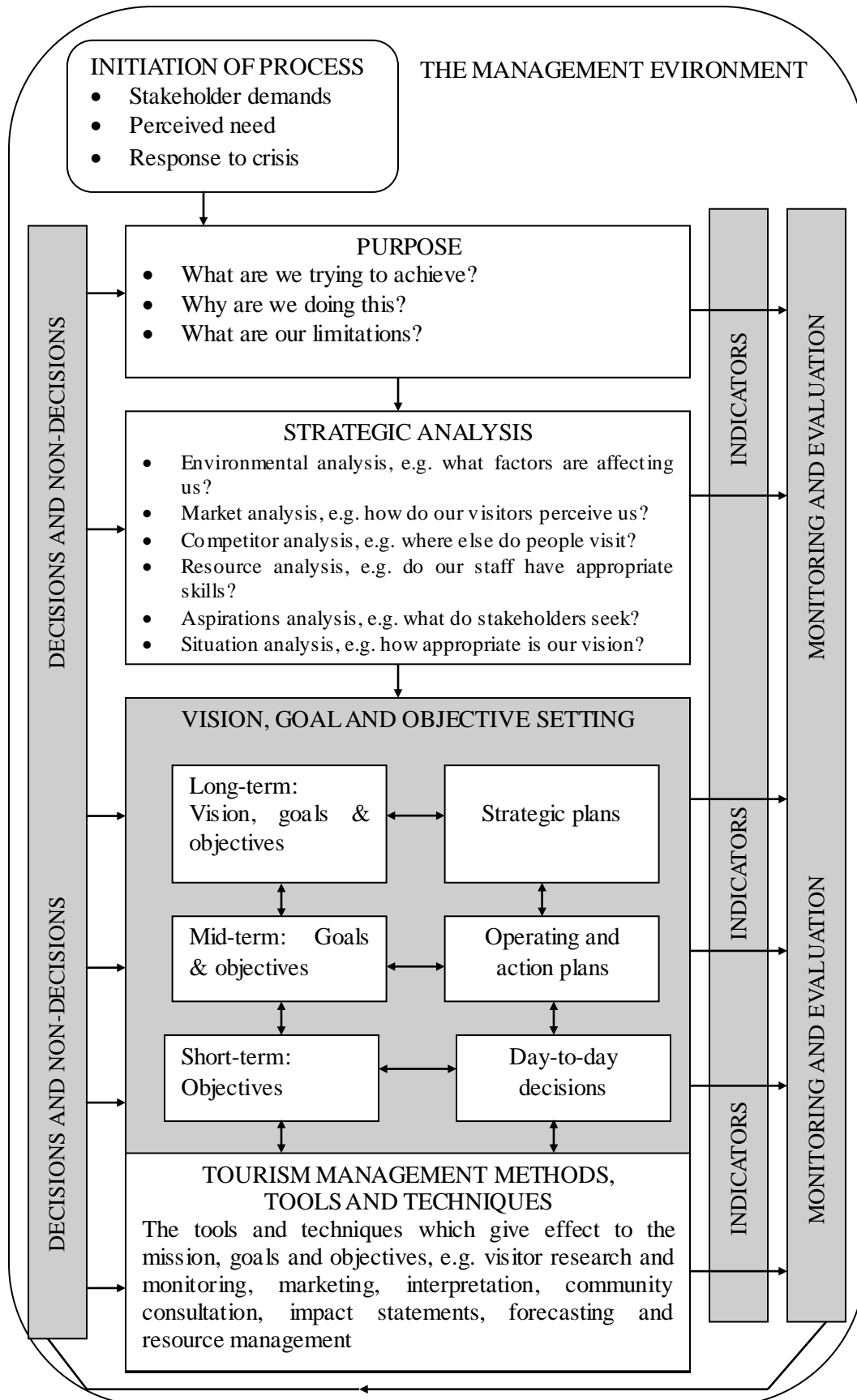


Figure 11b. Strategic Tourism Planning Process (Hall & McArthur, 1998 as cited in Hall, 2000, p. 78)

The first step in the strategic tourism planning process is to identify the purposes, which the planners are required to achieve. Due to the tourism planning deal with the interests of different parties, groups and individuals, they would like to achieve their goals. Therefore, integrated tourism planning is an interactive or collaborative approach, which requires participation and interaction between the various levels of organisation. Then, during the planning process, coordination has become a necessity in order to respond directly to and reach an agreement on any planning problems. In the strategic tourism planning process, “evaluation is increasingly becoming a significant component of the tourism planning” (Hall, 2000, p. 89). Only through monitoring and evaluation, planners can get to know whether they find the correct purpose or not, whether they have the integrated plan or not, whether they achieve their goals or not. Tourism planning relates to social, economic, physical and political factors, so that it is necessary to make tourism planning holistic, integrated and comprehensive.

Based on both theories of sport event planning and tourism planning, sport event tourism planning is more comprehensible. Getz (2004) indicated the importance of strategic planning in sport event tourism and recommend a planning process as Figure 12 demonstrated. It illustrates that both demand development and supply development should be taken into consideration with strategy planning. When going through the process of planning work, competitive advantages of the event also need to be evaluated.

There are nine elements involved in sport event tourism planning as shown in Figure 12. Getz emphasized that these elements are not in a serial order, they just need to be covered during the whole procedure. From the very start, usually the first thing is to have a general vision of what is in the leadership position of the whole event. In sport event tourism, it is a partnership of tourism and sport event. Partnership between sport and tourism does not come out automatically. Therefore, in organization work it is a challenge to formulate a working partnership. Otherwise, sport event tourism may not happen successfully as described in the example given by Swart and formulated by Gets as “a lack of communication between sport and tourism bodies can also be identified as a barrier to developing sport tourism in South Africa” (Getz, 2004, p. 67).

At the audit step, it is necessary for organizers to be familiar with the resource base,

which actually is the competitive advantage of the event, and to see to it that technologic facilities meet the requirement of visitors. A SWOT analysis is suggested for evaluating the resource base in order to help organizers to define a distinctive competency of the event.

Goals are desired outcomes or benefits of the sport event tourism that organizers need to set. For instant, it is beneficial to attract grants from the government and sponsorship from corporations. Organizers have to consider unintended impacts as well, because outcomes are unpredictable. Strategies must be formulated individually or collectively. Getz (2004) suggested following aspects for strategy planning: creating new events, facility development, assistance to events, bidding on event, packaging and an event portfolio. In the implementation plan, it is important to make a time lines so that all the tasks can achieved as planned. Impact assessment, monitoring and accountability can be combined together. Monitoring and accountability are needed in economic impact assessment, evaluating marketing effectiveness and media impact assessment.

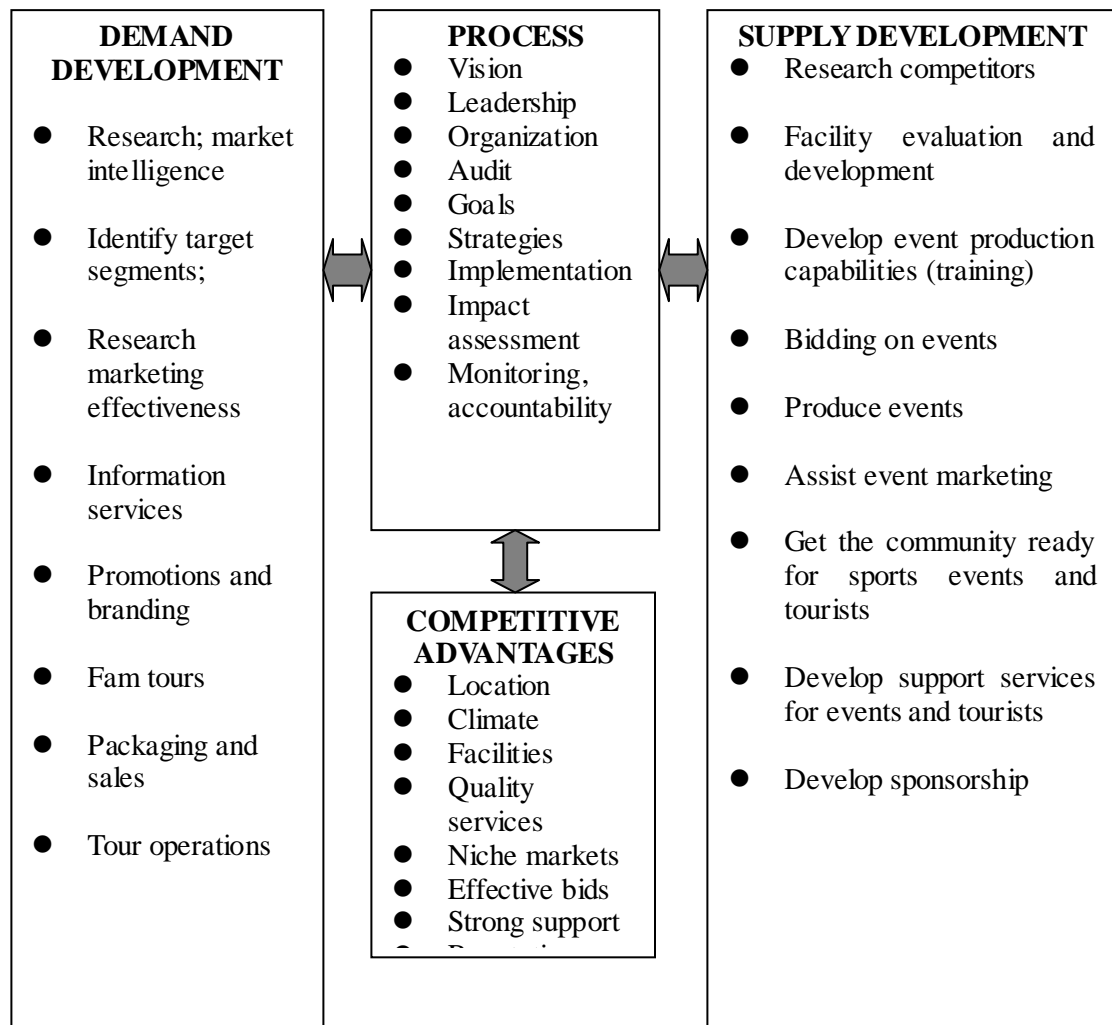


Figure 12. Sport Event Planning, Development and Marketing Process (Getz, 2004, p. 65)

4 THEORETICAL FRAMEWORK

In this part, two primary theories, which specifically focus on sport events and sport event tourism, are summarized according to the general theoretical background above. One is the decision-making process which can be used for the sport event determination, planning and implementation. Another main theory is sport event tourism planning.

4.1 Decision Making for Sport Event

According to the two decision-making processes mentioned above and all the important components of decision-making process, here we have summarized and synthesized into one integrated process for the purpose of the case. The structure of the adaptable decision-making process is derived from the basic decision-making process of DuBrin and Ireland. Some theories of Shimizu and Arsham become the complementarities to reinforce and explain each procedure of the decision-making process.

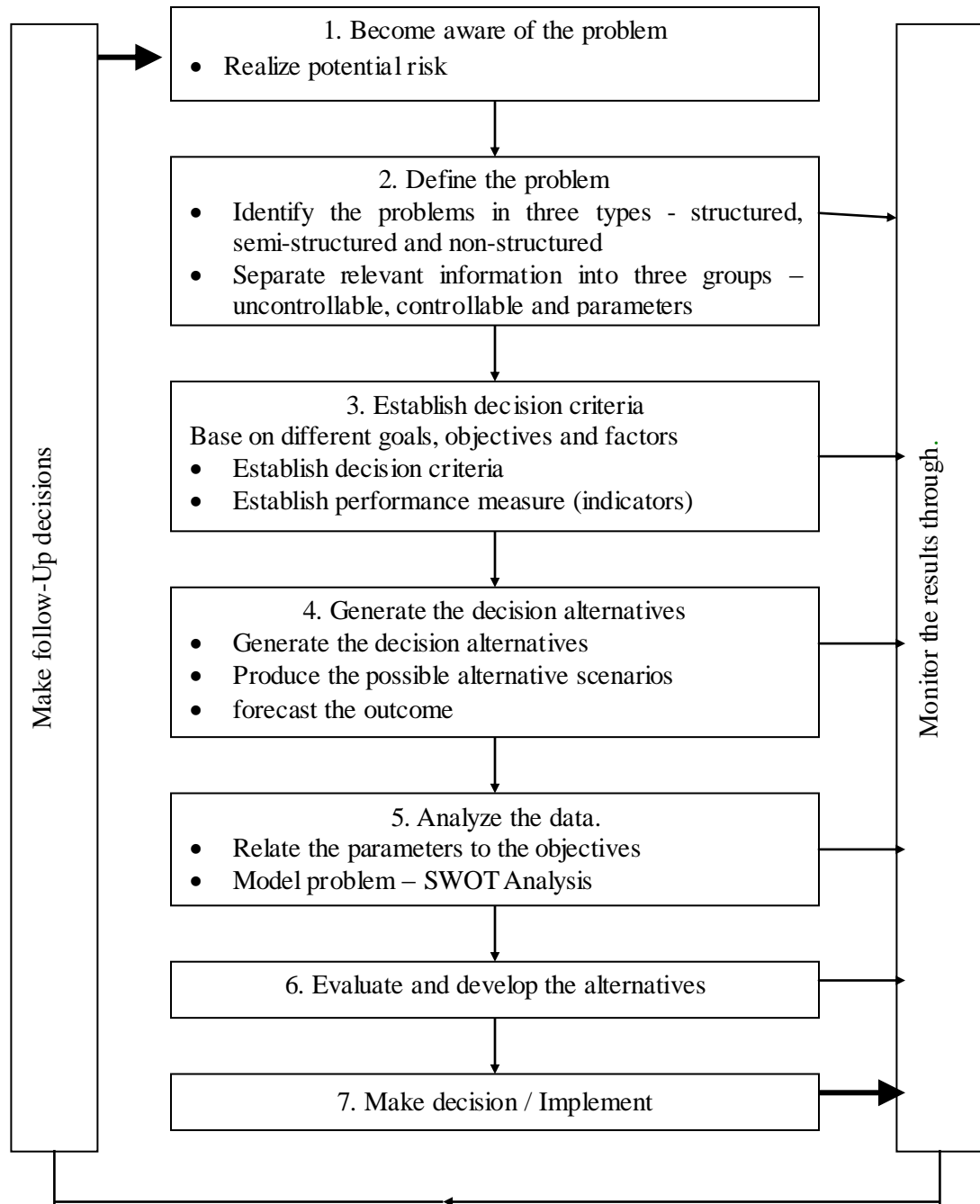


Figure 13. Decision-making Process (Formulated by Zong, 2008)

When organizing a sport event becomes a decision making problem, the organizers act as the decision makers for every decision that happens before or during the sport event.

1. The organizers firstly need to affirm that to hold a sport event, all decision problems need to be identified. When they believe the decision problem has been founded, the potential risks should be considered at this time.
2. The next step is to define the problem. Based on Table 5, the type of problem and the level of the decision can be standard. And then, by asking some questions which

are “who”, “what”, “why”, “when”, “where” and “how” to collect the information about the sport event from all kinds of aspects. Thereby, distinguish relevant variables about a sport event into three groups, namely, uncontrollable, controllable, and parameters.

3. By measuring the decision problem; the task of organizer is to establish the decision criteria. In another words, the organizer needs to standardize the decision according to the different goals, objectives or factors. The different levels of the goal require different decisions. Then the organizer can make the criteria reification, which are called performance measure (indicators) (See example of Table 6).
4. The decision alternatives generate after the establish decision criteria step. Organizers need to discriminate the possible alternative scenarios from all alternatives and forecast the relevant outcomes.
5. With the abundant information of decision problem, effectively analyzing the data can help the organizer to make right decisions. Firstly, the constant parameters can be related to the different goals or objectives. For example, the type of the sport or the sport event is the parameters once decided, rally event, diving event or marathon event. There are various data analysis models in analyzing work, SWOT analysis is a kind of recognized and widely used model, which is the only analysis model used in this thesis.
6. Evaluate the alternative and try to develop it.
7. The last step is making the decision and having it implemented.

Still it is not the end of the decision-making process. From step 2 to step 7, the result of each step needs to be monitored so as to make the follow-up decisions. As Arsham (2004) points out, most problems tend to go unsolved when conditions change, even if these problems have been solved before. So, the new problems emerge endlessly. We have to monitor every step during the decision-making process in order to solve the continuously created problems. Decision-making is not a monomial process, but circular one, and it progressively increases by level of decision-making.

4.2 Sport Event Tourism Planning

Based on the theoretical background of sport event planning and sport event tourism planning, we believe that sport event tourism planning is tourism involving sport event planning. Sport event tourism planning amalgamates with event planning, thus, the

procedures of sport event tourism planning is mingled with the procedures of event planning. Therefore, it is adapted to the categories given by the American Sport Education Program (1996) as our framework of sport event tourism planning. As Figure 14 reveals, the eighteen parts build the whole of a sport event. However, not all these aspects must be covered in each sport event, but may have different focuses in different events.

It is indicated that the first thing in planning a sport event is to planning the event objectives. At this step, the fundamental state, including the type, target participants group, size, categories of competition, time and location of the event, is decided. The 57th NBA ALL-Star Game for example, it's a basketball match played between basketball stars from east and west part on 18th of February, 2008 in New Orleans.

Financial planning is important even if the event is not aiming for profits. Balance between income and expenditures should be considered carefully in the budget. Income may be from government grants, registration fees, and sponsorships while expenditure may take in advertisement, services and so on. As for a sport event, planning rules is necessary. The planner or organizer has to test the rules beforehand, and sometimes little changes of commonly known rules are needed for the certain event. At the same time, judges, referees and any other officials related to the rules work need to be caught-up on any changes. Coach development planning seems not necessary in all kinds of sport events, especially in small- scaled sport events. Due to the fact that the Finlandia Marathon 2007 was open to a great number of armatures, the coach is not important, and is not of importance in this research also. Risks and emergencies cannot be predicted, but the harm can be lowered with enough preparation. Since risks and emergencies often occur in crowded areas, sport event planners must have a risk management and emergency plan for any possible accident, taking into account the large number of spectators. The method to take for decreasing the level of risk another thing the planner has to consider, such as insurance.

In the process of registration planning, first of all, as mentioned in the event objectives above, the planner has to define the qualified participants. More personal information, like age and gender, which the organizers need for grouping is requested in the registration step. Also at this point, the opening time for registration is decided. When

scheduling, not only the time of each tasks for planners, but also the duration of the event needs to be calculated in advance. According to the scheduling plan, all the facilities, equipment, uniforms and suppliers that are needed should be noted and awards for the winners should be determined as well. Food service, transportation and accommodation are also significant. Based on the size of the event and the amount of funding, the planner can decide what kind of services they will provide - real food or information about discounts at local restaurants.

A good sport event cannot lack a good promotion plan; otherwise people may not even become aware of it. The American Sport Education Program (1996) suggested that when promoting, planners need to decide what to promote and to whom. Target groups for promoting could be the potential participants, potential spectators, sponsors, or sometimes even the government if the event needs support from it. The way to promote is also need to be thought over carefully, as different channels could touch different groups of people. The planner needs to determine the very channel they need for each target group. Public relation and communication are required to create a good image of the event. Good public relation and communication with participants, media and volunteers will actually promote the reputation event. The staff planning including both the people hired and volunteers is of great importance. All staff should get acquainted with their assignment since a communication system among staff could improve the efficiency of whole event. Both Gibson (1998) and Watt (1996) also suggested the significance of evaluation. As Graham also pointed out in order to be “a professional sport event planner, you must constantly be planning to improve your events through a thorough evaluation process. This process begins with your first meeting and continues long after the event has concluded and you begin to plan the next event” (Graham, 2001, p. 35).

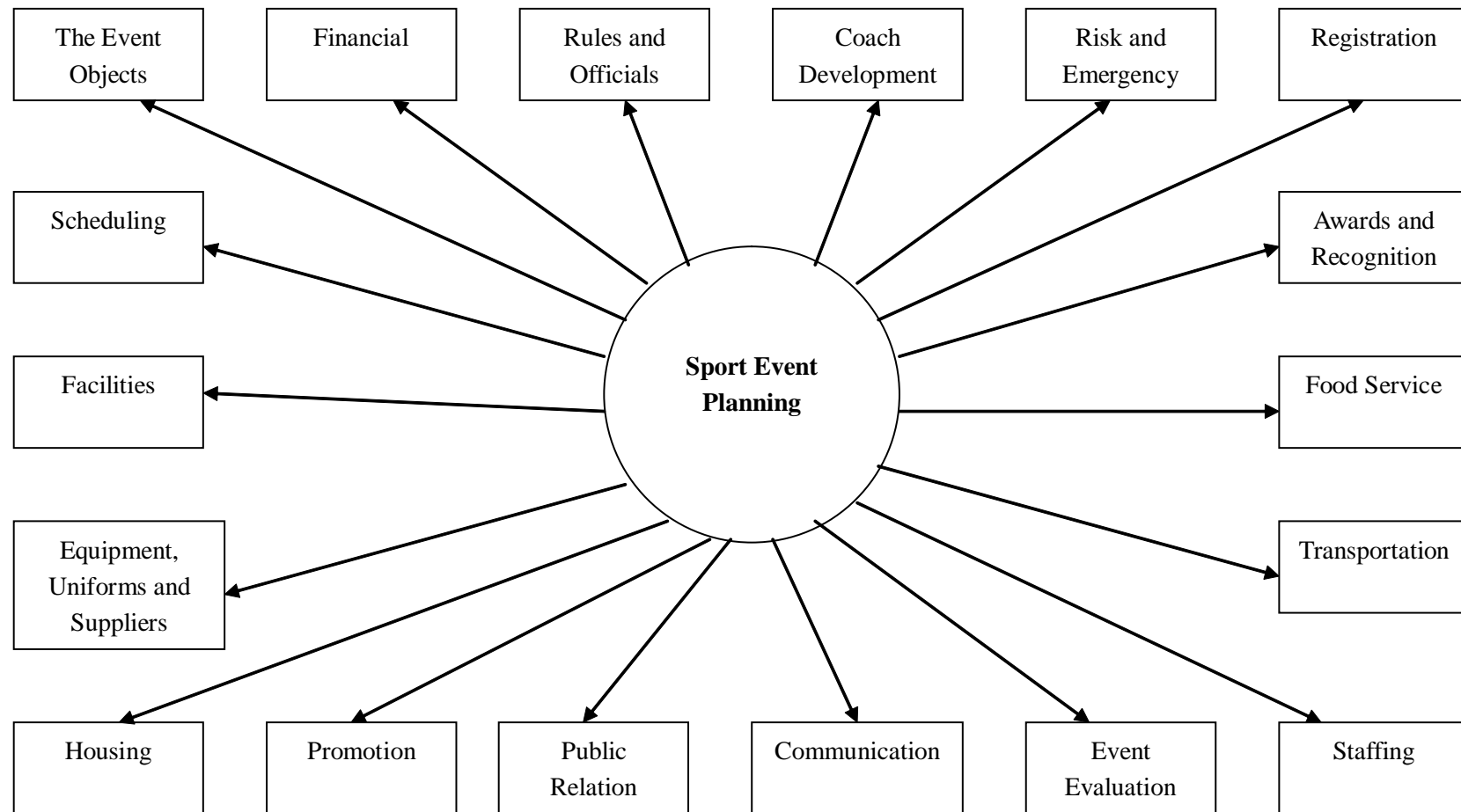


Figure 14. Sport Event Planning (American Sport Education Program, 1999, formulated by Pan, 2008)

5 RESEARCH TASKS AND PURPOSES

The research purpose of this thesis is to study the organizer's decision-making process during the sport event tourism management in Finland through the case of the Finlandia Marathon 2007 by applying the related theories of decision-making and sport event tourism.

Hence, the main question for this study is: How do organizers make decisions during the sport event tourism management in the case of Finlandia Marathon 2007 in Jyväskylä?

For answering this question, we set three clear aims. First of all, the focus of research in this thesis is to understand the decision making process of organizers during the sport event tourism management through the case of the Finlandia Marathon 2007 in Jyväskylä. Secondly, we want to know whether the organizer's decisions are reasonable and feasible, and whether the organizer's decisions influence on final outcomes. Thirdly, some constructive and practical suggestions are to be proposed to organizers.

To achieve these aims a number of clear specific questions were developed around four aspects. These included:

1. The goal of organizing the sport event
 - What is the purpose of the organizers in holding the sport event?
 - Do the organizers take sport tourism into account?
2. The decision making process of the organizers
 - What is the process of their decision-making?
 - What are the effects on outcomes of these decisions?
3. The strategy of improving sport tourism
 - What is the strategy of improving sport tourism during the event?
 - How many factors the organizer considered during the organizing procedure?
 - How do the factors affect the event?
 - How does the organizer arrange the existing resources (e.g. city services, transportations)?
 - How the organizer communicates strategy to arrange of public and private

sectors?

What promotion services the organizer will provide?

What are the outcomes which the sport event tourism brings?

4. The visitors' opinions

Why visitors join in this event?

How do visitors evaluate the event and relevance services?

What are the visitors' expectations to the event?

What kind of sport event tourism the visitors want to have?

6 METHODOLOGY

In this chapter, three aspects about methodology are introduced. Firstly, selecting process of the case is illustrated in the case study. The qualitative method, which includes three interviews, is the main method of this study. Then the quantitative method acts as a support method and is presented in the third section.

6.1 Case Study

A case study is “an exploration of a ‘bounded system’ or a case (or multiple cases) over time through detailed, in-depth data collection involving multiple sources of information rich in context” (Creswell, 1998, p. 61). Because organizing work is a complex process, case study method is being used in this research to examine the process, especially the decision making of sport event tourism.

When we started to select the case for this research, we made some limitation of the time and location. The sport event should be held no later than the autumn of 2007 because, according to the research plan, we have to collect all the data during that period or even earlier to make sure that the study is completed on schedule. The location of the event is limited to Jyväskylä Finland. There are several reasons for limiting this location. Jyväskylä is announced as a sporting paradise, the famous Neste Rally Finland has been hosted here for quite a few decades; also, all three authors of this thesis are students of Finland’s only Faculty of Sport and Health Sciences, which belongs to the University of Jyväskylä. So data on sport events held in Jyväskylä is convenient to collect first hand.

On the basis of the limitations stated above, for the first time the Ultra Multievents Championships 2007 that was held on 25th and 26th of August in Jyväskylä was chosen as our case. In June we interviewed the organizers to get general information about the sport event. However, to our disappointment, the result of that interview showed only a small number of people in the world are training for ultra multievents, which is also called a double decathlon. Moreover, organizers of this event did not take sport tourism into any account and only hold the game for fun. From the information they provided, usually there were few spectators of this event because this sport is not widely popular

and the travel fee to Finland is expensive. After careful consideration, we believed that this case was not what we were looking for. It is an extremely special case and has little to do with sport tourism.

Finally, the Finlandia Marathon 2007 that was held in Jyväskylä in 15th of September was chosen as the case. The marathon is a very popular sport in Finland. The Helsinki marathon for instance, is “Finland’s biggest running event and second-largest in Scandinavia, with more than 6000 runners every year” (Helsinki City Marathon, 2008). The Finlandia Marathon is not a new event in Finland. It has been held for seventeen years which is from 1978 to 1994. Although it has interregnum of twelve years, KesLi and JKU club corporately became the organizers of the renewed Finlandia Marathon in 2007. They deal personally with all amateur runners and fans of the marathon participating in the event, both foreign and local. Therefore, this sport event can be the proper case for our thesis.

Our research is focusing on the decision making of organizers during sport event tourism management in Finland. We carry out our research work from two sides. First we have interviews with the organizers of the sport event in order to know how they make decisions on sport event tourism and what factors are being considered. And then, feedback from event visitors was gathered via questionnaires. Finally, we can use quantitative and qualitative methods to analysis the data, according to the background knowledge, which we summarized in our literature review, and we could examine the result we get.

6.2 Qualitative Method

After we affirmed the Finlandia Marathon 2007 to be the case of our Master Thesis, we were helped to arrange three turns’ interviews with one of the organizers of the event. From the methodology, we utilized the method of a single face-to-face semi-structure interview which is the qualitative research method aiming to capture qualities such as feelings, thoughts and experiences. Some supporting tools such as sound-recording machines and digital camera were used in the interview. We tested the reliability and validity of the interview questions beforehand. The interviews were implemented within one and a half hours separately before the event in September 2007, and afterwards in October 2007 and April 2008. In all three interviews, Mr. Petri Lehtoranta, the area

manager of Keski-Suomen Liikunta ry, was the interviewee who took part in the work all along by planning, organizing and implementing of the Finlandia Marathon. During the interviews, three of us took different responsibilities that Xin Zong was the main interviewer to ask the questions according to the prepared material, Dongxiao Ye's task was to observe the whole scene and to complement the questions and Chenxi Pan had the responsibility to record and note. After each interviews, we coded the content and conducted a brief analysis.

On September 11th 2007, it was the first turn interview with the event organizer. We selected around thirty questions in that turn. The questions were divided in two parts. The first part was about the background of the event – Finlandia Marathon 2007. Before the interview, our knowledge of the Finlandia Marathon 2007 was that it is a marathon event which was suitable for our master's thesis. Therefore, this part of questions referred to the history of the Finlandia Marathon, the past event scale, the form of organization, schedule of the past events and the amount of athletes and spectators in attendance. Then, we could have an integrated, exhaustive understanding of the Finlandia Marathon. In the second part of our interview questions, we focused on the decision-making process of the Keski-Suomen Liikunta ry how they made the decision to participate in holding the Finlandia Marathon 2007. According to the decision-making process we mentioned in our theory background, we put the questions to Mr. Petri Lehtoranta from the goal of their holding this event, what kind of strategy they had, how to implement their decision (or plan) and how they adjust their decision when they met the problems. (See Appendix 1)

The second interview was carried out on 23rd of October. In this time, our interview questions mainly emphasized five things. Firstly, the general results of the event which included: what were the results of the runners? What exactly did the Keski-Suomen Liikunta ry received from the event? Did they achieve their goals? Secondly, we set some questions about athletes and spectators which related to statistics of numbers, satisfaction, etc. Thirdly, the questions were all about their organizing work (i.e. how they implement their plan?). In this part, we just wanted to know whether the organizers implement their initial plans, whether they changed their decision after they met some problems, whether they need any improvement in their previous decision-making procedure and their practical work. As matter of a fact, we did not completely follow the

decision-making procedure we mentioned in theory background. We tried to realize the organization work of Keski-Suomen Liikunta ry during the event in different, comprehensive sides. Fourthly, we would like to know whether the sport tourism aspect be paid more attention by whoever the participants or the organizers. And finally, some decision-making questions were asked again. We hoped that the organizer could give us a summary of the decision-making procedure of their whole organization work. (See Appendix 2)

On April 17th 2008, the third interview took place in the office of Mr. Petri Lehtoranta who is one of the head organizers for the Finlandia Marathon 2007. The aim of this interview was to seek answers for questions that were neglected in last two interviews. Firstly, we asked for the instruction of Keski-Suomen Liikunta ry which we omitted in the past. This information is useful to be the background knowledge in this thesis. Secondly, the questions were focusing on the beginning of KesLi to make the decision for organizing the Finlandia Marathon 2007 with JKU. More details about them when they made the first decision of organizing Finlandia Marathon had been asked. Moreover, whether the organizers had long time plans at that time, how they planned, and other questions of this nature. Lastly, some simply questions which we were not completely clear about the Finlandia Marathon 2007 were all clarified. (See Appendix 3)

6.3 Quantitative Method

Although we used both qualitative method and quantitative method during the research process, the quantitative method was only a supplementary to the qualitative method.

Regarding this thesis, quantitative methods were adopted for collecting opinions of participants and spectators of the Finlandia Marathon in terms of the research purpose. By conducting this research it was possible to evaluate the decisions made by organizers during Finlandia marathon from participants and spectators' perspective. In other words, two issues were analyzed by using quantitative method, one is whether the purpose of organization's decision reached what they expected; the other is satisfaction of the visitors. A survey was conducted on the day of the Finlandia Marathon 2007 for the reason that it is known,

Questionnaires are perhaps the most commonly used method in sport-related research. Defined simply, a questionnaire is standardized set of questions to gain information from a subject. They are often associated with quantitative research designs, when relatively simple measurements are required from a large sample group. (Chris & Ian, 2004, p. 116)

The questionnaire was designed in terms of theoretical studies on sport event tourism management and decision-making and referenced two considerable questionnaires related to sport event tourism. And then the questionnaire was revised according to the opinions of specialists. The final version of the questionnaire consisted of three parts and includes 27 questions concerning the participants of the Finlandia Marathon 2007. The first part is from Q1 to Q12 and is related to general information of respondents, including the gender, age, education level, working status and family background. Next, Q13 to Q20 were designed for getting the information of participants' purpose and experience at the Finlandia Marathon. The last part includes Q 21 to Q27 and was intended to collect data of participants' experience on travel and hobby. Since our respondents are mainly Finnish and we cannot speak Finnish well, the questionnaires were translated in Finnish by our thesis supervisor. (See Appendix 4)

The population of this study consists of the participants of the Finlandia Marathon 2007 in Jyväskylä, including runners and spectators. We adopted face-to-face questionnaire for saving the money and time on 15th of September. At that day, we found out that most of participants were gathered into Paviljonki since it is the place for preparation, resting and shelter in case of bad weather. Hence, we choose Paviljonki as the main location to deliver the questionnaire. Some questionnaires were also delivered to spectators around the lake. We divided into three groups to find respondents.

There were 24 respondents selected at random who answered our question, 23 of them were valid for analysis. It is not a big sample; however, considering quantitative method is not main research method in our thesis, 23 questionnaires is an acceptable number of samples in our research. During the survey, we found out two main reasons led to the diminution of the number of sample. Firstly, the poor communication made some

participants refuse to fill questionnaire. Another reason was that athletes were busy preparing for the marathon, at that time they did not have enough time to answer questions and obviously can not focus on our questionnaire. After they finished the marathon, they were too tired to respond our survey.

All data was sorted and analyzed by the software Statistical Package for the Social Sciences (SPSS) 14.0 for Windows. Since the aim of quantitative method in this thesis is to get background information and experience of participants, description was mainly used in quantitative analysis. The information gathered by questionnaire is used as reference when we evaluated decisions made by organizers and can be used as reference when we discussed what kind of service the organizer should provide to participants.

Based on the purpose of this study, we collected participants' general information by analyzing twenty-three questionnaires, which were collected from the Finlandia Marathon 2007 in Jyväskylä so that we can understand the participants and participants' feeling well. In this section we demonstrate the main results, which were got from those questionnaires. And results were showed in four parts, i.e. general information of participants, including runners and spectators; participants' evaluation of the Finlandia Marathon 2007; the expectations of participants of the Finlandia Marathon and the participants' attitude to the sport tourism.

7 RESULTS AND ANALYSIS

The general results of the case, the Finlandia Marathon 2007, are presented in the first two parts. First part embodies the results which are summarized from three interviews with the organizers of the event. The results in the second part are collected from questionnaires with the participants of the Finlandia Marathon 2007. Then, in the analysis part, through the analysis model which was outlined in the Theoretical Framework, the organizer's decision-making process for this case is clearly revealed based on all results from the interviews and the questionnaires.

7.1 General data from Interviews

As previously stated, one of the organizers of the Finlandia Marathon 2007 is Keski-Suomen Liikunta ry and it was the manager of this organization who was interviewed for this thesis. Therefore, the background information about Keski-Suommen Liikunta ry is introduced primarily. Then, the core focus is on the Finlandia Marathon, its history and current situation.

7.1.1 Keski-Suomen Liikunta Ry

Keski-Suomen Liikunta Ry (KesLi) is a sport organization in the central of Finland. It was founded in 1993. At that time, it was the one of the first sport organizations of the five big areas in Finland. The tasks of KesLi are to supply the consulting, advising and educating for sport clubs, schools and some private companies. KesLi is a local level service organization, which connects the government with sport clubs, schools and companies. There are three departments within KesLi whose responsibilities are different from each other. One mainly takes charge of the issues of children and youth, they work with schools to educate the students. Another department is for the sport clubs; they host some seminars, and take care of consulting and advising. And the task of the third department is for the adult sports. The Finlandia Marathon belongs to this third department. They also arrange some sports days for the companies. Except for the camp for youth, the Finlandia Marathon is the only event that KesLi hold with the sport club - JKU⁴.

⁴ JKU (Jyväskylän Kenttaurheilijat): A membership athletics club in Finland. The club commit itself to create sports chance, practice and competition performance. And also promote the competitive and top level juvenile athletics sport as well as leisure activities.

7.1.2 Finlandia Marathon

Finlandia Marathon is not a new event in Finland. In the 1970s, marathons were popular in Finland so the Finlandia Marathon was established then. The Finlandia Marathon was held for seventeen consecutive years, from 1978 to 1994. It is not difficult to imagine why the Finlandia Marathon was the biggest marathon event in Finland at that time. The average number of runners ranged from 1,300 to 1,700 during those years. The record of participants reached 2,107 in 1983. However, during the 1990s, the number of participants of marathon decreased continually and lowest number of participants was at 312, hence the organizers finally decided to stop organizing the Finlandia Marathon in 1995. Then from 1995, the interest in marathon running was increasing gradually till 2004. In the past the Finlandia Marathon was organized only by the JKU club.

On 15th September 2007, the 18th Finlandia Marathon was held in Jyväskylä again after the interregnum of twelve years. KesLi and JKU corporately became the organizers of the renewed Finlandia Marathon 2007. From the interviews, the statistics of Keski-Suomen Liikunta ry displayed that around 2,000 runners participated this event. The participants were divided into three groups which were 12km marathon group, half distance marathon group and full distance marathon group. There were 500 or more runners for the full distance marathon. Among these participants, around half of them were coming from outside Jyväskylä and some even came from Denmark, Sweden and Germany. The event was successful except for the weather, which was very rainy the whole day.

The advantage of the Finlandia Marathon 2007 in Jyväskylä was the flat routes and the beautiful scenery surrounding the lake, Jyväsjärvi. The lake with the shores is located in the centre of the Jyväskylä. The distance around the lake is 14 kilometres with few curves and slopes. Moreover, the technical timing system was used for this Finlandia Marathon, which was also successfully used in Helsinki Marathon event. There were two more events held on the same day as the Finlandia Marathon in the same area, Paviljonki. The Ween Maan Wiljaa⁵ was an outside open market in the yard of Paviljonki, and Hyvän Olon Viikonloppu⁶ was held inside the Paviljonki building. So, the total participants for the three events estimated at 50,000 people; 20,000 of which

⁵ Ween Maan Wiljaa: An open agriculture fairs.

⁶ Hyvän Olon Viikonloppu: A sport related products fairs.

were inside the Paviljonki building.

7.2 General Data from Questionnaires

1. Basic information of the samples

The basic findings were described with frequencies and percentages. Among the 23 questionnaires, male respondents represented 52.38% (N=23) and female represented 47.26% (N=23) of the respondents (Figure 15). The age of the majority respondents ranged from 26-years-old to 55-years-old (Figure 16).

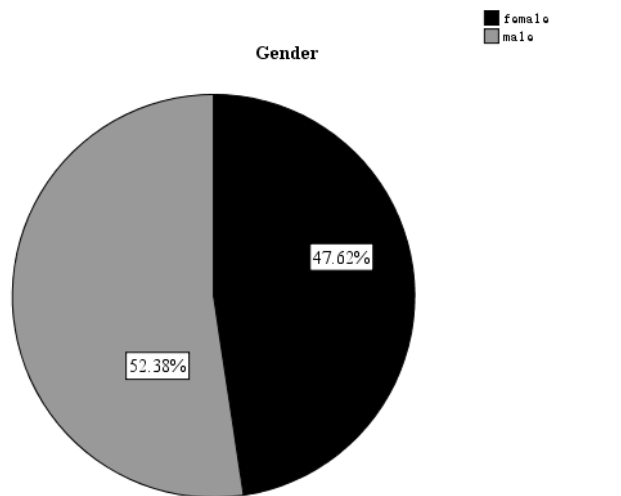


Figure 15. Genders of Respondents (N=23)

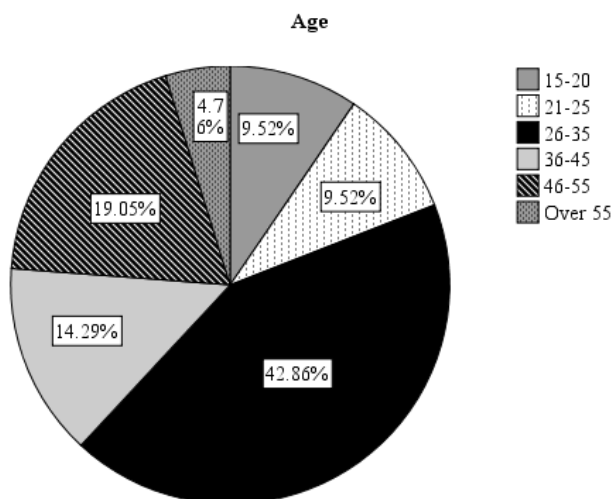


Figure16. Age of the Respondents (N=23)

The data shows that the most of respondents have a higher education background. 66.67% of respondents have a high-school level education, 14.29% of respondents have

a lower secondary education and 9.52% of respondents have a primary school education, which means most of respondents have studied in basic education system at least 9 years old (Figure 17a). Meanwhile, 42.86% of respondents gained Doctoral Degrees or Master Degrees (Figure 17b).

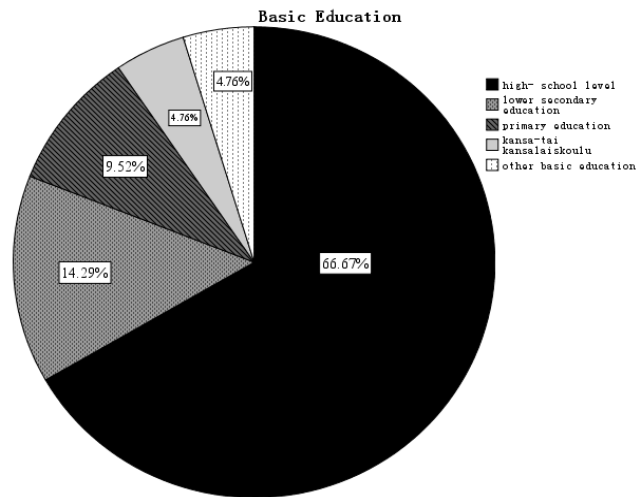


Figure 17a. Education of Respondents (N=23)

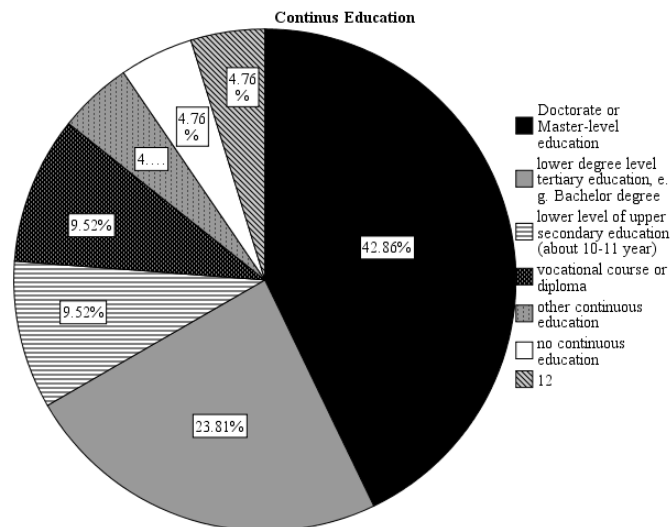


Figure 17b. Education of Respondents (N=23)

The results also show that majority respondents (80.95%) are employed and 14.29% are students. This means that the most of respondents have steady income (Figure 18).

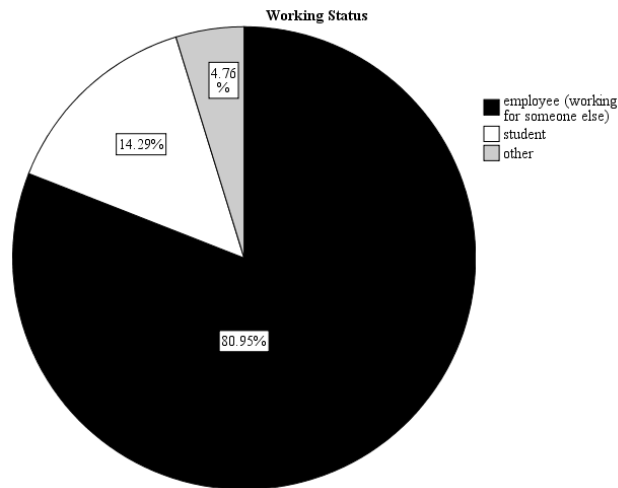


Figure 18. Working Statue of the respondents (N=23)

7.3 Decision-making Process Analysis

The purpose of this thesis is to examine the factors of the sport event tourism that were considered in decision-making process of the organizers during the Finlandia Marathon 2007. Deciding to organize a sport event like the Finlandia Marathon is the initial decision. How to organize the event is the second decision. The two main decisions can be examined through the decision-making process that was outlined in the framework. During the two main decision-making processes, sport event tourism can be a factor of consideration that connects with the each step of organizer's decision-making process.

The Finlandia Marathon is not a new event; it has only experienced a twelve-year hiatus. To hold this significant and representative marathon event once again in Jyväskylä is an idea that can be traced to 2004 and 2005. When an article, *Should we have a marathon event in Jyväskylä?* published in the Keski Suomalainen newspaper an idea came to Petri Lehtoranta, one of the heads of Keski-Suomen Liikunta (KesLi): he wanted to hold a marathon event in Jyväskylä. He naturally thought of the historic Finlandia Marathon in Jyväskylä and then he contacted the only organizer for the past Finlandia Marathons, JKU, to suggest that the event be held again. JKU agreed, but they asked for KesLi to organize it with them, otherwise, they were not able to hold the big event alone. Actually, KesLi had organized a running event, named Bridge Run, in 2003 and 2004, with club HU.⁷ The route of the Bridge Run was just around the Jyväsjärvi Lake by 14-kilometer-long.

⁷ HU: Harjun Urheilijat. A sport club.

With the cooperation request from JKU, for KesLi, whether to organize the Finlandia Marathon became a problem. Therefore, following the decision-making process described above, we can clearly see the whole process of the decision-making of KesLi.

The first step of the decision-making process is to become conscious of the decision problem. Currently, the decision problem is whether the KesLi should organize the Finlandia Marathon with JKU.

The second step is to define the problem. Based on the table of problem types and levels of decisions, to organize or not to organize the Finlandia Marathon with JKU is a structured problem for three reasons. First, KesLi has experience organizing sport events, especially running events as they successfully held the Bridge Run twice in 2003 and 2004. Second, JKU has been the only organizer of the past 17 Finlandia Marathon events. Because of this, they should have a lot of historic material about the Finlandia Marathon that could be used in the future. There would not be many risks for KesLi if they cooperate with JKU to organize the Finlandia Marathon. Thirdly, KesLi could cooperate with sports clubs quite well for organizing sport events. For example, KesLi successfully organized the Bridge Run with the sport club HU. Hence, this decision problem is an operational decision because to organize the event or not is well defined, the decision can be decided within a few days or a month without many complexities.

Moreover, we can obtain more relevant information about this problem through six questions. Why organize the Finlandia Marathon with JKU? The answer is to have a marathon in Jyväskylä. What should KesLi do for organizing Finlandia Marathon with JKU? The answer is that KesLi needs to prepare a lot of things, including manpower and material resources if they want to organize. When should KesLi organize? To decide on the date of the new event is not simple because much relevant information needs to be collected to prove the date is a suitable choice. Where to hold the Finlandia Marathon? It is easy to answer that it would be in Jyväskylä. Who would organize? KesLi and JKU would get together to be the organizers. How to organize the Finlandia Marathon? This question can be answered after KesLi makes the decision to organize the Finlandia Marathon with JKU. Therefore, the information can be separated in three groups. At this moment, the date of the Finlandia Marathon and how to organize the

Finlandia Marathon are the uncontrolled factors. But, if KesLi decides to be an organizer of the Finlandia Marathon, the two questions will not be uncontrollable any more. KesLi and JKU all know what they should do if they organize the Finlandia Marathon. So, this is the controllable information. The information from these three questions, namely, why to organize, who will organize and where to organize the Finlandia Marathon are constant elements of the decision problem.

The third step of the decision-making process is to establish decision criteria. As the goal of this decision problem is to reintroduce a marathon to Jyväskylä, the criteria are that Jyväskylä will host its own marathon if KesLi decides to organize the Finlandia Marathon with JKU.

The fourth step is to generate the decision alternatives. For this decision problem, three decision alternatives can be produced. The first one is KesLi deciding to organize the Finlandia Marathon with JKU. Then, Jyväskylä will hold its own marathon event someday in the future. The second alternative is KesLi refusing to organize the Finlandia Marathon with JKU; perhaps suggesting that JKU organizes the event alone as it had done in the past years. The goal of the decision problem, which is holding a marathon event in Jyväskylä, can be achieved but the decision is in the hands of JKU. The third alternative is that KesLi wants to organize the Finlandia Marathon on its own. But, this is an impossible alternative because, according to the introduction of KesLi in the third interview, KesLi is not an independent implementation organization for the sport event. In terms of the manpower, the material resources and financial resources required KesLi lacks ability to organize a big sport event, especially a marathon, by itself.

The next step is analyzing the data. If KesLi organizes the Finlandia Marathon with JKU, Jyväskylä will have its own marathon event. The parameters have correlated with the goal of this decision problem. Then we use SWOT to analyze the data, which we supposed could have two possible alternatives before. One is KesLi deciding to organize the Finlandia Marathon with JKU. Another is KesLi does not want to organize the Finlandia Marathon with JKU. The table below indicates this clearly.

Table 7. SWOT Analysis for Whether KesLi Organize the Finlandia Marathon with JKU

	KesLi organize the Finlandia Marathon with JKU	KesLi does not organize the Finlandia Marathon with JKU
Strengths	<ul style="list-style-type: none"> • The running event organization experience of both of them • The advantage of KesLi and JKU can be superimposed • Ingathering profit and reputation • Risk share 	<ul style="list-style-type: none"> • No extra expense • No risk
Weaknesses	<ul style="list-style-type: none"> • Cooperation between KesLi and JKU unsatisfied • Capital injection • Profit and reputation share 	<ul style="list-style-type: none"> • No representative marathon event in Jyv äskyl ä • No extra profit and reputation
Opportunities	<ul style="list-style-type: none"> • Possessing a marathon event of Jyv äskyl ä • Expending the influence of KesLi and JKU • To attract more visitors to Jyv äskyl ä 	<ul style="list-style-type: none"> • Unpredictable opportunities for independent KesLi and JKU
Threats	<ul style="list-style-type: none"> • The first time for both of them to organize a big and renewed marathon event together 	<ul style="list-style-type: none"> • Unpredictable threats for independent KesLi and JKU

Through the analysis, the strengths of KesLi cooperating with JKU to organize the Finlandia Marathon are obvious. At the same time, weaknesses exist as well. However, they have opportunities to achieve the goal to have a marathon event in Jyv äskyl ä and the threat is not the hardest obstacle for the connection of KesLi and JKU.

The sixth step of decision-making process is to evaluate and develop the alternatives. By now, it is obvious that KesLi can benefit from organizing the Finlandia Marathon with JKU, and so can JKU. So, that is why KesLi made the decision to organize the Finlandia Marathon together with JKU. It is worthy of drawing attention that sport event tourism factor is not a considered factor of KesLi or JKU at the beginning stages of the case.

7.3.1 Strategic Decision

After KesLi made the decision to co-organize the marathon, the next step is to implement, in other word, they need to start to organize the Finlandia Marathon with JKU, which is just the result monitor by the decision-making process. Then, this result immediately converts to another decision that needs to be made, which is how KesLi will organize the Finlandia Marathon with JKU. Thus, how KesLi will organize the Finlandia Marathon with JKU become the second main decision problem of this case.

By the recycled decision-making process, the arrival of the second decision problem is

following the first main decision problem being solved. In this case, the second main decision problem has become clear at the end of first decision-making process, which is how KesLi will organize the Finlandia Marathon with JKU. Next, we need to define this decision problem.

Since the Finlandia Marathon had been suspended for twelve years, KesLi and JKU need to treat the Finlandia Marathon as same as a new sport event. Nevertheless, KesLi has organization experience of the Bridge Run, and JKU has been the only organizer of Finlandia Marathon in the past years. The decision problem can be located in the type of semi-structured problem. To hold an almost new marathon event is not a simple thing, nor is it an easy thing to achieve in a short time for KesLi and JKU. Therefore, in their whole decision-making process, strategic decision, tactical decision and operational decision were all experienced. Then, based on the categories of sport event planning, 18-group-planning problems can be consulted for sport event organizers without any omission. These planning problems can be seen as the sub-decision problems for the decision-making process of the second main decision problem. For Finlandia Marathon 2007, the corresponding content of the sub-problems are listed in the table below. The problem type and the decision level are itemized in order to make this thesis more compact and logical.

Table 8. Classification of Decision Problems of Finlandia Marathon 2007

How KesLi organize the Finlandia Marathon with JKU in Jyväskylä?			
Sub-problem	Content	Problem Type	Decision Level
1. Event object	Type		
	Target participants group	Semi-structured	Strategic
	Size of event		
2. Rules	Route	Semi-structured	Strategic & Tactical
	Rule	Semi-structured	Strategic & Tactical
3. Facilities	Shower room	Semi-structured	Tactical & Operational
	Parking lots	Semi-structured	Tactical
4. Equipment and Supplier	Time system	Semi-structured	Tactical
	Uniform	Semi-structured	Tactical & Operational
5. Finance	Balance income and expense	Semi-structured	Strategic
6.Coach Development	-	-	-
7.Risk and	Injury	Semi-structured	Tactical

Emergency	Weather	Semi-structured	Tactical
	Crowded situation	Semi-structured	Tactical
8. Registration	The way of registration	Structured	Tactical
	Registration fee	Structured	Tactical
	Deadline	Semi-structured	Operational
9. Awards and Recognition	The awards and certification for participants	Semi-structured	Tactical
	The awards and certification for winners	Structured	Tactical & Operational
10. Food Service	Food package	Semi-structured	Tactical & Operational
	Restaurant	Structured	Tactical
11. Transportation	Access to Paviljonki	Structured	Tactical
12. Accommodation	Recommended Housing	Structured	Tactical
	Price	Structured	Tactical
13. Promotion	Attract people's attention	Semi-structured	Tactical
14. Communication	Communication in the organization	Semi-structured	Tactical
	Communication with others	Semi-structured	Tactical
15. Public Relation	Band Show and Performance	Semi-structured	Tactical & Operational
16. Schedule	Place, date	Semi-structured	Strategic & Tactical
17. Staff	Staffs of organization committee	Semi-structured	Strategic & Tactical
	Volunteer	Semi-structured	Tactical
18. Event	Before the event	Semi-structured	Tactical
Evaluation	After the event	Semi-structured	Tactical

Consequently, as summarized in the table above, at the beginning of their strategic decision phase the organizers primarily considered the problems of the Finlandia Marathon, which included the object of the event, organization committee, drawing the route, making the rules, concretizing the event date and working out any finance problems. The six aspects problems were the general strategic decision problems of the Finlandia Marathon.

After the strategic decision problems defined, next step is to establish the decision criteria. As mentioned before, the goal of organizing the Finlandia Marathon basically is that Jyväskylä can host its own marathon event. Moreover, organizers imparted the deeper signification to Finlandia Marathon, at least KesLi did. KesLi wanted to broadcast the idea through the marathon event which was to encourage people to maintain themselves in a good shape by regular running exercise. Focusing on the six strategic decision problems, their own decision criteria all depend on solving the main

decision problem. From the interviews:

1. Event objects: The organizers hope the Finlandia Marathon can be a representative marathon event in Jyväskylä. But for the first time, the important thing was to hold this marathon event successfully, and let more people recognize it.
2. Organization committee: Due to the Finlandia Marathon was organized by two organizations, the work was divided and cooperation was required. The staffs that work for the Finlandia Marathon were mostly coming from the two organizations, only a minority was volunteers. Also, all the staffs acted as the volunteers on the event day.
3. Route: Jyväsjärvi Lake is the symbol of the city of Jyväskylä. It is located in the centre of Jyväskylä city and trans-campus of University of Jyväskylä. The organizers preferred the best route, which was around the lake.
4. Rules: The organizers hoped all running amateurs and fans participate the Finlandia Marathon whether the old or young, men or women, local or foreign.
5. Date: The organizers planned to have the first Finlandia Marathon held in 2006. Furthermore, they wanted to select both the best season of Jyväskylä and the proper day which fit for marathon event.
6. Finance problem: Capital is the root for doing everything. The purpose of the organizers for Finlandia Marathon was to make use of their limited funds in the right place in order to provide good conditions for the runners.

With the different decision criteria of each sub-decision problems, the decision alternatives are generated.

1. Event objects: Based on the decision criteria, there were not so many decision alternatives for the Finlandia Marathon. By the previous experience of the Bridge Run and the ability of the organizers, Finlandia Marathon should be a non-athlete marathon event. The public would be notified that all the marathon amateurs and running fans were able to participate in this event. Moreover, this time was a new beginning for the Finlandia Marathon in Jyväskylä, the scale of the event could not be as large as the Helsinki Marathon. It would be held in a small scale within one day, which similar to the Bridge Run.
2. Organization committee: The organizers established a five-person group for the top-level organization work to make the important decisions for the Finlandia Marathon. Then they built a ten-person group to be responsible for different aspects

of the marathon. For example, they had a route group to take charge of the drawing route, a marketing group, and a service group, etc. The staffs of the five-person group and the ten-person group were members of the two involved organizations.

3. Route: The route could be around the lake, but the problem could be running on clockwise or counter-clockwise, how is the situation of the wind. These problems had not been uncertainties but unknown.
4. Rules: This problem was related to how to set the marathon event and how to set the group for runners. Normally, official marathon events set a full distance marathon, a half distance marathon and a short distance marathon. The short distance marathon always depends on the situation of the marathon place.
5. Date: Although the organizers had the experience of organizing the Bridge run, there were still a lot of incertitude factors in selecting the date of Finlandia Marathon.
6. Finance problem: The registration fee from the runners could be the income of the organizers. However, before collecting the registration fees, the organizers would be using their own money to organize the Finlandia Marathon. If they could obtain more support from the City of Jyväskylä or contacted more sponsors, the finance situation of organizing work would not be changed.

Through the SWOT, the best decision will be selected from these decision alternatives.

1. Event objects

Table 9. SWOT Analysis of Event Objects

	For non-athletes, one day Finlandia Marathon
Strengths	<ul style="list-style-type: none"> • Can attract the fans of marathon or running exercise • Organizers had experience of organization work for running event. • The event risk can be controlled.
Weaknesses	<ul style="list-style-type: none"> • It is the first time. • Not enough experience for Finlandia Marathon.
Opportunities	<ul style="list-style-type: none"> • Can be a representative event for Jyväskylä city. • Attract more people to participate, to come to Jyväskylä • Expand the reputation of Finlandia Marathon and organizers.
Threats	<ul style="list-style-type: none"> • Crowding • Lack of participants

2. Organization committee: The two organizations cooperated to form two levels of decision groups in order to organize the first Finlandia Marathon.

3. Rules: It is no doubt that groups should be separated by gender and age. The organizers had only chosen one short distance marathon besides full distance and half distance marathon. Nevertheless, more short distance marathon can be set in a marathon event. Was it necessary to set more short distance marathon in this Finlandia marathon event?

Table 10. SWOT Analysis of Rules

	Set more short distance marathon	Set one short distance marathon
Strengths	<ul style="list-style-type: none"> • To fit for different runners. 	<ul style="list-style-type: none"> • Easy to control
Weaknesses	<ul style="list-style-type: none"> • Add burden for organization work 	<ul style="list-style-type: none"> • Can not satisfied with every runner
Opportunities	<ul style="list-style-type: none"> • Can attract more people to participate 	<ul style="list-style-type: none"> • To observe the abilities of the runners. • To examine whether to set more short distance marathon in the future.
Threats	<ul style="list-style-type: none"> • Difficult to control so many groups. • Without many runners in each marathon 	<ul style="list-style-type: none"> • Loss some runners for short distance marathon.

4. Route and date: With the uncertainties of these two problems, SWOT analysis can not result in a clear analysis and must be tested in a real running event.
5. Finance problem: For this problem, the organizers did not have many alternatives. They only could try two possibilities: asking for the support from the City and looking for sponsors.

Next is the step of evaluating and developing the alternatives.

1. Event object: The object for the first time Finlandia Marathon was built appropriately. The organizers correctly positioned the event with their experience and abilities.
2. Organization committee: The division and cooperation of two organizations can bring advantages of each other. Reasonable organization can facilitate effective decision-making and result in satisfaction with the Finlandia Marathon.
3. Rules: Based on the SWOT analysis, to set one short distance marathon besides the full distance and half distance marathon seemed better for the organization and development in the future.
4. Route and date: There is a common saying in China that practice is the sole criterion for testing truth. For the uncertain problems of the route and the date, to have a test

was the only way to find the right answers. The annual Bridge Run should be the right running event for testing the route of Finlandia Marathon. It would happen on September 17th 2005.

Lastly, the organizers made the decisions in response to strategic decision problems. The Finlandia Marathon would be a non-athlete, one-day marathon event, which welcomed amateur marathon runners and fans of running exercise. The main route of this sport event was arranged around the Jyväsjärvi Lake. A five-person top-level decision-making group and a ten-person practical decision-making group consisted of the organization committee of the Finlandia Marathon. The details concerning the route and the exact date could not be confirmed as correct until tested in a real running event. The organizers decided to test the route and date for the Finlandia Marathon and possible future related events during the Bridge Run 2005.

Then, the organizers decided to run a test marathon event in the form of the Bridge Run 2005. The group was only separated by gender. The tentative route was counter-clockwise around Jyväsjärvi. The organizers asked for feedback from the runners to help them make the decisions pertaining to the Finlandia Marathon. First of all, the organizers asked the route for the marathon event. Lots of answers were affirmative that the route was good and easy to run with nice scenery, but a little bit windy. Secondly, the organizers asked what would be a suitable date for the event. Mid September or in the middle of May were the options and many runners preferred running in September. Thirdly, the questions were about the services provided at the running event. For example, what did the runners think about the service? Did they get enough water and food supply during the marathon event? The responses of the marathon runners were all positive. And also, the organizers asked about the start and finish place – Viherlandia. At that moment, there was no voice about Viherlandia being an unsuitable location to start and finish the event.

After Bridge Run 2005, feedback from runners showed that the route was not satisfactory because the wind was quite heavy. They also suggested changing the route in an opposite way, which was the clockwise of the lake. Therefore, in order to have an ideal they made the follow-up decision to postpone the Finlandia Marathon one year later in 2007 in order to have another test marathon during the Bridge Run 2006.

7.3.2 Tactical Decision

As is shown above in Table 8, tactical decisions played an important role in decision-making process of the Finlandia Marathon 2007 since there are fourteen main categories of problems included. The following analysis of tactical decisions skips the first step of the decision-making process, and starts from the second step, which is define the problem.

Choosing a location for participants' preparation and other services is a semi-structured problem. The place should large enough to hold all event participants and staff. So it is important for organizers to find a place with a sufficient amount of space. On the other hand, the renting fee of locations must be considered as a controllable variable. The event date is a structured problem. The season of the event is already decided upon in the strategic decision-making process. So the season is actually parameters. Uncontrollable variables are the schedule of the rental location and possible overlap with other big events in Finland in 2007 autumn.

To design a route for the event is a semi-structured problem. In this problem, the route is selected for participants of the Finlandia Marathon 2007. The distance is a parameter for it is a marathon event and participants are controllable variables since there are limitations of participant groups. Specific roads and streets for designing the route and environment along them are controllable variables as well as the starting and finishing line.

The target group is a structured problem, which the marathon event planned for. It is also a controllable variable problem since organizers can divide different participants into specific groups clearly. During a sport event, shower rooms and parking lots are necessary facilities. These problems are semi-structured. According to the results of the interviews, at first the organizers of the Finlandia Marathon 2007 felt challenged in providing enough shower rooms and parking space for the participants because of a deficiency at the start and finish location.

Equipment problems are also semi-structured. The timing system is one of the most important pieces of equipment needed in a marathon event. The problem is to decide what kind of timing system to use in the event. Deciding whether or not a uniform for

all staff and volunteers is required on the event day is also a problem.

Risk and emergency is a non-structural question in this case. Managing risk-avoidance and risk-reduction and planning emergency measures can provide a safe environment for participants. Participants are parameters in this problem while weather, the size of the crowd and the injuries incurred by participants are three uncontrollable variables. So the most problem for risk and emergency is how to prevent and quick response if it happens.

Registration is a structural problem. For this problem, organizers have to plan three elements: how to register, what information will be collected at the time of registration and how much will registration cost each participant. Awards and recognition are divided into two aspects. One is awards for all participants, and the other is awards specifically for the winners. Organizers have to decide what awards to give and how to give them. It's a semi-structured problem.

It is well known that in most marathon event, water service along the route is needed. The food package is all the other refreshing food provided by organizers. Organizers need to decide what kind of food is included and how to give to each participant. The food package is a semi-structured problem. Moreover, organizers can provide indirect food service by cooperation with restaurants if a large amount of participants are visitors. This is a structured problem.

Transportation here means the access to the place where the marathon starts. It is structured. In the interview, Mr. Petri Lehtoranta proclaimed that half of the participants are from outside of Jyväskylä. Therefore, organizers have to make sure to give enough accurate information to help every participant find the right place.

Organizers have to consider how to arrange accommodation for participants from outside of Jyväskylä who cannot go back home during the night. Since organizers do not own their own housing for participants, they have to communicate with other possible housing locations and negotiate a favourable price. Accommodation is also a structured problem.

Promotion is semi-structured. Proper promotion can make the event more widely known by the target group and attract positive public attention. Organizers need to choose the method of promotion and make clear the intention of every promotion step. Communication of the event can be mainly divided into two types: communication inside the organization and communication with others. Both communications in and out of the organization are semi-structured.

Planning public relations is important for raising the image of the event and is a semi-structured problem. Mr. Petri Lehtoranta believes target audience of Finlandia Marathon 2007 is for runners. Therefore, the public relations of the event focused on participants. At the same time, the public relation with volunteers should also be taken into consideration since there would be many volunteers on the event day.

The specific schedule of the event day must be decided on beforehand. This semi-structured problem is based on many factors, such as grouping and estimated time of each running group. The staff decisions made by the organization have already been mentioned in the strategy decision part. In the tactical part, focusing of staff is about volunteers. This is a semi-structured problem and requires organizers to decide the amount of volunteers required and how to recruit them. Event Evaluation is a semi-structured problem. Organizers have to confirm who will be collecting evaluations and what questions will be used for evaluation in order to get feedback from participants and evaluate the event.

After defining the problems, the second step of this analysis is to establish decision criteria of all the tactical problems noted above. For a marathon event, it is very important to have a reasonable and attractive route for to attract potential participants. Factors that may impact the feeling of participants are the status of road surface, hills or waves in the route, and the surrounding environment. So the decision criterion for route design is to meet the satisfaction of runners based on these factors. The location of the event is closely connected with route design, though they constitute different sections in sport planning because the location actually determines where the marathon starts and finishes. In addition to calculating the expected number of participants and staff, planning convenient transportation is also a significant factor, as is securing a suitable location with sufficient parking facilities at an affordable rental fee. The event date must

be based on the availability of the location, because the organizers have to book the time for renting. In order to avoid overlap with other large sport events taking place in the area, the event date was decided upon as autumn, so an available location must be found within the season.

Defining a clear target group would help organizers in plan for the whole event better. A decision criterion for the target group is mostly based on the factors of gender and age. Criteria for both the shower room and parking lots are that the location should not be far from the place where the marathon event is held. At the same time, organizers need to pay attention of the cost of more shower rooms and parking lots since so as to not disrupt their limited budget.

Currently, it is not difficult to have accurate timing, nevertheless, in a marathon situation that is not enough. A marathon event can involve thousands of participants and demands a convenient timing system to ease the workload and stress of the staff involved with timing. For uniform problem, it is quite necessary to count the cost and looking for possible support for free uniform.

The decision criterion for risk and emergency is to make sure the safety of all the participants on the event day, including runners, spectators and staffs. The right prevention and emergency plans are prepared.

Most of the organizers' income is from the registration fee of participants. So the registration fee should be properly decided upon so that it can balance the expense and revenue. At the same time, it must be acceptable for potential runners. Registration should be convenient for participants both from Finland and other countries. Information required for registration should be made readily available. Based on the goal of the Finlandia Marathon 2007, awards and recognition can be used for encouraging people to keep on running even after the event. The type of awards and recognition should be able to maintain the spirit of the event.

Good food service can show organizer's consideration to participants and enhance the image of the event. The decision criteria for refreshing food around the event location are easy to eat, and will renew the energy of runner and will taste great.

Decision criteria for transportation are to have clear and easy access for visitors. Organizers need to consider possibilities of public and private transportation. Accommodation provided for participants from outside of Jyväskylä should be of an acceptable price and should be located within easy reach of the event location.

When promoting the event, organizers have to be persistent in order to maintain continuous interests of the target group with a reasonable cost. Communication within and outside of the organization should be efficient. Public relations with runners and volunteers should illustrate the consideration and enthusiasm of the event organizers in order to enhance the image.

The principle of scheduling is to make accurate predictions of the duration of each running group in order to coordinate the event effectively. A criterion for deciding upon staff, specially the volunteers, is to have enough people trained for different tasks and to direct them in a professional manner. Event evaluation must be based on objective feedbacks from participants, so organizers should conduct a questionnaire closely with a literal connection to the event.

The next step is to generate the decision alternatives. There are mainly two alternatives to the route problem. One alternative is to use the previous route used in for the Bridge Run event, which started at Viherlandia, follows the path along the lakeshore and crosses the large bridge over Jyväsjärvi, finally ending up back at the starting point. The other alternative is to locate the starting and finishing point at Paviljonki and just go around the lake. Here the problem is not simply about the route, it also concerns the starting and ending location. Organizers have to decide which place to rent, Viherlandia or Paviljonki. The alternative decisions of the event date are based on the final decision of the place. So for organizers, they do not have many choices about the accurate date because the schedule of places would determine the date to a great extent.

Based on different possible distance, target groups were determined for people of all ages in different social groups. The organizers of the Finlandia Marathon 2007 made groups as shown in the following table. As is illustrated in the table, they divided a common group and an elder group at the age of forty and from forty to sixty, five years of age is a step. As is understood by the writers of this thesis, there could be also other

choices when grouping, for example making ten years as a age step and making more groups for men over the age of seventy.

Table 11. Group of Finlandia Marathon 2007

Distance		Age Groups				
Marathon	M*)/W**) Common	M/W 40	M/W 45	M/W 50	M/W55	M/W60+
1/2 Marathon	M/W Common	M/W 40	M/W 45	M/W 50	M/W55	M/W60+
12 km	M/W Common	M/W 19	Recreation (no timing system)			

**Notes: *) M for Man,*

***) W for Woman*

According to the fact that there are not enough shower rooms and no parking lots in Paviljonki, organizers decided to rent more shower rooms and parking lots at other locations. Mr. Petri Lehtoranta also mentioned that if there is no shower room at all, a possible way to mitigate confusion is just to tell people beforehand. Unlike showers, more parking space was an absolute necessity. For shower rooms, a possible renting place is Sokos Hotel Alexandra, which is also in the city centre, only fifty meters away from travel centre. Therefore, it is also nearby the Paviljonki, where the marathon starts. In the situation of lack of shower rooms, some other event organizers may just tell participants they do not offer shower. To solve the problem of too few parking spaces, the organizers rented 300 extra spaces for marathon and half marathon runners nearby and recommended that people to come by public transport.

Decisions concerning the timing system were about whether to use a new high technology timing system, including microchips for each runner and sensor mat at the starting line, as was used during the Helsinki City Marathon. Uniforms can make staffs identifiable at the scene of the event. The organizers decision regarding uniform was that every staff would have a T-shirt and they tried to cooperation with sponsors in order to get free uniform.

Decision alternative in risk and emergency includes three aspects: weather, crowd and injury. Organizers of the Finlandia Marathon 2007 did not develop alternate solutions for risks and emergencies, but gave specific solutions to each aspect. In case it would be

a rainy day, raincoats for staffs are necessary. Also in case of rain, sufficient room inside the starting place for spectators, families or friends of runners, also for runners who do not start or complete their running is significant. In order to avoid crowds on the event day advanced notice for local people and preparation of volunteers, as guides are essential. At the same time, doctors are required for any injury or accident.

Organizers of the Finlandia Marathon 2007 only set single choice for each elements of registration. The registration process took place online, allowing runners from all over the world to register and pay the fee as long as they have access to the internet. Those who could not register beforehand had the opportunity to arrive on the event day before eleven o'clock to register on the spot. In the registration form gathering personal and contact information is of the greatest importance. The registration fee is suggested to be varied from 25 euros to 55 euros with different deadlines. Understandably, the full marathon is more expensive than the half marathon, and the 12 km run costs the least. Early registration was also rewarded with a lower registration fee.

When planning participant recognition and awards organizers of the Finlandia Marathon 2007 decided that every participant would receive a golden medal and the winner of each group would receive a bicycle. In some other marathon events awards for winners are in the form of money.

Alternate decisions were plentiful when considering what food to provide and in which way. They finally decided to give a free food package with bananas, chocolates and drinks for every runner at the finishing line. The food in the package was mainly supplied by sponsors. Other available alternative could have been to sell food or to not provide food at all.

Since there were not enough parking places, it was recommended that participants travel via public transportation. Organizers provided transportation information in the brochure for participants. Although they did not think about, if there were participants come by teams from other cities or countries by plane, organizers could pick up the participants from airport.

Organizers of the Finlandia Marathon 2007 do not have their own housing for those

participants from out of the Jyväskylä area; however, they managed to cooperate with sponsor to provide a discount for Sokos Hotels Alexandra and Sokos Hotels Jyväskylä. Since it was a one-day event, it is not an obligation for organizers to arrange accommodation for participants. It is the responsibility of participants to book the room in advance. Decision alternatives for promotion mainly focused on different form of promotion. One is advertising on different media by paying, the other is publicity, which is basically as free advertising.

Because staffs of the Finlandia Marathon 2007 organization committee are from both JKU and KesLi, communication within the committee took place mainly at meetings. When being in touch with others out of the committee, many forms were used such as meeting, telephone calls and network communication. Organizers developed public relations with different objects. For participants, organizers decided to have band show and performance near the starting line on the event day. By cooperating with sponsors, they had small display area of sponsors' products. At the same time, in the display area, a playground for children was prepared.

Organizers designed the Finlandia Marathon 2007 schedule as Table 12 shows. The same table was published in Finnish on the brochure delivered to every participant beforehand and was available on-line as PDF document.

Table 12. Finlandia Marathon 2007 Schedule (Translated and formulated by Pan, 2008)

Time	Contents
Friday 14.9	
10.00-21.00	competition number and microchip delivery at information desk in the lobby of JyväskyläPaviljonki
Saturday 15.9	
09.00	competition number and microchip delivery at information desk open in the lobby of JyväskyläPaviljonki
11.00	close the late on the spot registration
12.00	competition number and microchip delivery for marathon participants finish
13.00	marathon start
14.00	1/2 marathon and 12 km: competition number and microchip delivery finish
15.00	1/2 marathon and 12 km start
17.30	prize-giving of Super Weekend program
19.00	service point along the route and organized traffic guidance end
20.30	competition board close

Since one part of the organization is JKU club, which has human resources as volunteers and experience in training volunteers, most volunteers were from the sport club. Still there were not enough volunteers so Mr. Petri Lehtoranta put an advertisement in the newspaper requesting more people to come join the event as volunteers if not as runners.

In order to evaluate the event, organizers have to collect information and feedback from participants. Decision alternatives for collecting this information and feedback were on-line questions in the website of the Finlandia Marathon 2007 beforehand and questionnaires sent by E-mail afterwards. The on-line questionnaire was about participants' purpose while questionnaires afterwards focused on feedback of satisfaction with the event.

When all decision criteria are clear the next step is analyzing the data with the help of SWOT tables. Viherlandia used to be the event location for the Bridge Run prior to 2007 and is away from the centre of Jyväskylä city, while Paviljonki is a conference centre in the centre near the travel centre. Since the location impacts the route a lot, the analysis of them cannot be separated. Dates available in these two places are also different. Viherlandia as a garden can provide more choices because they are usually not very busy. However, Paviljonki is a professional congress and trade centre. The agenda of Paviljonki is very tight. Only one weekend is available there and with two other events at the same time. The following table is a SWOT analysis combining the route and place problems with consideration of dates also.

Table 13. SWOT Analysis of Alternative Decision of Route and Place

Route/Place	Across Bridge /Viherlandia	Around the Lake / Paviljonki
Strengths	<ul style="list-style-type: none"> • Relatively low price of renting • Beautiful plants both in and out of the garden • Routed is tested and easy for controlling • More dates available 	<ul style="list-style-type: none"> • Right in the city centre • Bid enough to hold expected number of people • Very flat road with beautiful sight seeing around the lake
Weaknesses	<ul style="list-style-type: none"> • Far from city centre • Not big enough size for participants • Hills on the road 	<ul style="list-style-type: none"> • Expensive renting fee • Only one weekend available
Opportunities	<ul style="list-style-type: none"> • Long time cooperation from 2003 to 2006 	<ul style="list-style-type: none"> • Next to the travel centre with convenient public transportation

		On the only weekend there will be other two events also, it would be stronger if three events go together
Threats	<ul style="list-style-type: none"> • Quite strong wind on the bridge • No cooperation before 	

Grouping people by gender and age can help participants get better judgment of their own condition when comparing their running time and status with others. Generally, it is reasonable to have specific groups for relatively old people. However, special groups for children and teenagers seem to be lacking. The following SWOT table shows the concrete analysis.

Table 14. SWOT Analysis of Targeting Groups

	Targeting Groups
Strengths	<ul style="list-style-type: none"> • Forty years as dividing line of old is very reasonable for male • Five years gap between groups over 40 is appropriate since the older the human is, the easier to have distance in physical strength • Recreation group for 12 km provides a practical opportunity for those who loves running but cannot run as long as marathon or 1/2 marathons
Weaknesses	<ul style="list-style-type: none"> • Age groups for women are the same as for men, however, it is widely acknowledged that the ideal physical perfection age of women ends up earlier than men • Group for under 19 is not distinguished of children and teenagers, the age group could be divided more specific
Opportunities	<ul style="list-style-type: none"> • Sports for all
Threats	<ul style="list-style-type: none"> • There may be not enough participants for 60+ group

The main problem for facilities is lack of room for both shower rooms and parking lots. JyväskyläPaviljonki cannot provide enough room to meet the demand of the Finlandia Marathon 2007 since there was supposed to be 1000 and finally were 2000 participants. Table 15 shows that the problem of shower rooms can be solved while the parking lots problem cannot reach a perfect solution.

Table 15. SWOT Analysis of Facilities – Shower Rooms and Parking Lots

	Shower Rooms	Parking Lots
Strengths	<ul style="list-style-type: none"> • The shower rooms in the Sokos Hotels includes sauna • The location of shower rooms is not far from the where the event held 	<ul style="list-style-type: none"> • The parking lots are near where the event held
Weaknesses	<ul style="list-style-type: none"> • Extra cost for renting fee 	<ul style="list-style-type: none"> • Extra cost for renting fee still quite small number of parking places

Opportunities	<ul style="list-style-type: none"> • Shower is very important for participants on the condition that it rains 	<ul style="list-style-type: none"> • If most of the participants accepted the recommendation of organizers and come by public transportation, the lack of parking places can be relieved
Threats	-	<ul style="list-style-type: none"> • Private car is common in Finland • About half participants come out of Jyväskylä

High-tech timing system has already been used in many events, such as Helsinki City Marathon, so it is not an entirely new thing for running events in Finland. The system includes a sensor mat at the starting and finishing line and a microchip for every participant. But since it is expensive to buy the system, organizers chose to rent. The SWOT analysis of the decision of renting the timing system for the marathon event is illustrated in Table 16.

Table 16. SWOT Analysis of Renting Timing System

	Renting Timing System
Strengths	<ul style="list-style-type: none"> • Accurate with high technology • Save a big amount of human resources since there were 2000 participants
Weaknesses	<ul style="list-style-type: none"> • Quite high cost for renting fee
Opportunities	<ul style="list-style-type: none"> • The system has been used in other marathon event and works well
Threats	<ul style="list-style-type: none"> • Risk of unexpected malfunction, although the probability should be very low

Uniform is another problem of equipment. By cooperation with one of the sponsors, Reebok, which is a famous sport brand, organizers secured free uniforms for all the staff and volunteers on the event day.

Table 17. SWOT Analysis of Uniform

	Provide Uniform to Staffs
Strengths	<ul style="list-style-type: none"> • Make staffs identified • Get for free from sponsor • As souvenir to volunteers
Weaknesses	-
Opportunities	<ul style="list-style-type: none"> • Sponsor has the ability to provide the uniform • Sponsor has the will to provide the uniform • As a sport brand, Reebok can gain a good image and popularity
Threats	<ul style="list-style-type: none"> • In the case that there was no sponsor dealing with the sport clothes area

Since there is single decision in risk and emergency planning, it can be tested with the SWOT analysis to see whether these decisions are necessary.

Table 18. SWOT Analysis of Risk Alternative Decision of and Emergency

	Prevent for rainy day with raincoats and enough indoor space	Make advanced noticing for local people and provide guides for runners	Have doctors
Strengths	<ul style="list-style-type: none"> • If it rains, staffs outside in raincoats can keep good working status. • In Finland, most staffs for an event are volunteers; the raincoats can show the consideration of organizers and win a reputation among volunteers. • Participants and other visitors can stay inside and get rid of rain. 	<ul style="list-style-type: none"> • Avoid local residents gathering in the same area of the route. • People can be evacuated by guides if any crowded emergency happens. 	<ul style="list-style-type: none"> • Professional first aid to any possible injures. • Show organizer's consideration for participants and win a nice reputation among participants.
Weaknesses	<ul style="list-style-type: none"> • It's an additional cost for organizers. • Nothing to do for running participants. 	<ul style="list-style-type: none"> • Need more volunteers as guides 	<ul style="list-style-type: none"> • Cost for hiring doctors
Opportunities	<ul style="list-style-type: none"> • It may rain. 	<ul style="list-style-type: none"> • The number of expected participants is much more than 500, which is the number of 2006 Siltojen Juoksu. • It may happened to be crowded if Paviljonki is chosen as place for there will be another two event also. 	<ul style="list-style-type: none"> • Volunteer doctors
Threats	<ul style="list-style-type: none"> • Environment effect if throwaway raincoats are used 	<ul style="list-style-type: none"> • It's uncontrollable of how many local people can see the notice beforehand. 	<ul style="list-style-type: none"> • If too many people get injured with not enough doctors

The registration is one of the most important parts of organizing work, because the most budget comes from the registration fee. Table 19 explains the convenience of on-line registration, the advantage of different prices in different periods and other impacts of their decision on registration.

Table 19. SWOT Analysis of Alternative Decision of Registration

	Registration
Strengths	<ul style="list-style-type: none"> • Fast and convenient for people in and out of Finland with internet access

	<ul style="list-style-type: none"> • Easy for connecting with participants • Fair price setting can attract people joining in different groups • Price varied before different deadline would help organizer to predict the final number of participants
Weaknesses	<ul style="list-style-type: none"> • Participants in recreation group have to pay the same but without timing system
Opportunities	<ul style="list-style-type: none"> • On-line paying can give more opportunities for abroad participants
Threats	-

The aim of decision of award and recognition is to have every participant recognized for their accomplishments, in order to encourage people to continue running as exercise.

Table 20. SWOT Analysis of Awards and Recognition

	Awards and Recognition
Strengths	<ul style="list-style-type: none"> • Every participants get encouraged • Sport spirit can be shown from the prize for winner – bicycles • Bicycles are offered by sponsors, no cost
Weaknesses	<ul style="list-style-type: none"> • Bicycles are not easy to carry if the winners come by public transportation and from out of Jyväskylä even Finland • Only the first one of each group can get the winner prize, second and third cannot
Opportunities	<ul style="list-style-type: none"> • The sponsor have the ability to offer bicycles • The sponsor have the willing to offer bicycles
Threats	<ul style="list-style-type: none"> • In case there is not that sponsor, other prize may be considered

Quality food service can increase the satisfaction of participants and make contribution to attract them for next year's event. However, since double the amount of participants than expected showed up for the event, the food resulted in extra costs for the organizers. Food packages were promised but sponsors refused to cover the costs of more. Based on the decision of food service made by organizers of Finlandia Marathon 2007, we can achieve a SWOT analysis as following table indicates.

Table 21. SWOT Analysis of Food Service

	Food Packages
Strengths	<ul style="list-style-type: none"> • Quite plenty types of refresh food in the food package • Food packages are free for participants • Half of the food packages are get free from sponsors
Weaknesses	<ul style="list-style-type: none"> • The food only be given after participants finished their running, no supplies on the way except water
Opportunities	<ul style="list-style-type: none"> • There are sponsors have the abilities to offer the food • Sponsors willing to offer food for 1000 packages
Threats	<ul style="list-style-type: none"> • Wrong predict of participants numbers make the organizers have to afford another 1000 food packages by themselves

Organizers provided information about transportation to participants on the basis of the fact that there is the travel centre near the Paviljonki and not enough space for parking. Concrete analysis of decisions concerning transportation can be seen from Table 22.

Table 22. SWOT Analysis of Transportation

	Transportation
Strengths	<ul style="list-style-type: none"> • Convenient to the location by public transportation (train, coach, bus) • Also easy if people come by private car because the locations of parking lots are marked clearly on the map of brochure
Weaknesses	<ul style="list-style-type: none"> • If people come from airport, they can only take taxi to come
Opportunities	<ul style="list-style-type: none"> • If there are quite many participants come from airport, it would be more considerable to pick them up by organizers
Threats	<ul style="list-style-type: none"> • Still not enough parking places

The aim in terms of accommodation was to provide a place for overnight participants to stay while in Jyväskylä Ensuring that there would be available accommodation within the city increases participant satisfaction.

Table 23. SWOT Analysis of Accommodation

	Accommodation
Strengths	<ul style="list-style-type: none"> • Sokos Hotels is the largest and most well-known hotel chain Finland • Four stars hotel with high quality of service • Located in the city centre, only 500 meters to travel centre, a few minutes walking to Jyväskylä Paviljonki • much cheaper price for participants
Weaknesses	<ul style="list-style-type: none"> • Limitation of booking time for accommodation
Opportunities	<ul style="list-style-type: none"> • Sokos Hotels is one of the sponsors of the event
Threats	<ul style="list-style-type: none"> • If Sokos Hotels is not the sponsor

The purpose of promotion is to let as many potential participants as possible to recognize the event and lead them to participate.

Table 24. SWOT Analysis of Promotion

	Promotion
Strengths	<ul style="list-style-type: none"> • A long term advertisement on different media made the event continuously be known • Using publicity as free advertisement
Weaknesses	<ul style="list-style-type: none"> • Cost of advertisement and making posters, brochures
Opportunities	<ul style="list-style-type: none"> • Marathon is popular in Finland in recent years
Threats	<ul style="list-style-type: none"> • Competition with other marathon event in Finland

Effective communication can achieve maximum results with little effort. Inside the organization committee, meeting is one of the most useful ways for communication. Big problems can be solved in the meeting by a brainstorming. Meanwhile, organizers in charge of different groups can exchange their information so that everyone would have a general idea of the whole thing and move on working to the same direction. When connecting with those out of the committee, multiple strategies made the communication flexible and easier to reach different target group.

Public relation is focusing on the promotion of a positive image of the Finlandia Marathon 2007. Since this was the first instalment of the Finlandia Marathon in twenty-first century, organizers put their emphasis on participants and their families. Table 25 shows the SWOT analysis of their decisions concerning public relations.

Table 25. SWOT Analysis of Public Relations

	Public Relations
Strengths	<ul style="list-style-type: none"> • Make the atmosphere active at the spot • Consideration about children of participants' • Attract more spectators
Weaknesses	<ul style="list-style-type: none"> • No special new ideas to attract people
Opportunities	<ul style="list-style-type: none"> • No the event day, there would be a lot of visitors since there was the super weekend program
Threats	<ul style="list-style-type: none"> • Raining day would decrease people's interests in outdoor band show and performance

The schedule of the Finlandia Marathon 2007 is very clear and reasonable. Delivery of competition numbers and microchips started the day before the event. The full marathon started first, followed by the half marathon and 12 km, which started simultaneously. It was practical to start half marathon and 12 km in the same time because the amount of participants for these was comparatively the same as the number of participants running the full marathon. The closing of route service and the whole event is not just after the event finished. It shows the careful attitudes of organizers so that no one would be missing on the route.

Volunteers are an important part of the event. Since the organization cannot provide enough staff by themselves, and it is not necessary and economical to hire all the staffs needed, it is practical to have volunteers for sport events. JKU club has a resource of volunteers and used to have experience in leading and training volunteers, so it is a wise

decision to have JKU club deal with volunteers.

By evaluating the event, organizers would understand what they did well and what could be improved in their organization work. The feedback collected before the marathon is helpful to see the individual reasons for participating and the effects of promotion. Questionnaires after the event can give more specific information about what happened on the event day, so that organizers can calculate statistics about participant satisfaction.

After analyzing the data of decision alternatives, the following steps of decision-making process are evaluation and implementation. According to the feedback from participants of previous bridge running events, the wind through the bridge is quite strong and is a burden to runners. During the Bridge Run in 2006 organizers tested the marathon route; there were 500 participants in all. In 2006 many participants complained about a lack of space in Viherlandia. However, organizers wanted the Finlandia Marathon to be a much bigger event, with at least double the participants, so if Viherlandia was used as the starting and finishing point it would be very crowded. The only problem of Paviljonki is the expensive renting fee; however, considering its excellent location, it is worth the higher price. Moreover, although there is only one weekend available in Paviljonki in September, with two other events taking place at the same time – an outdoor food fair and an indoor well being exhibition. If the Finlandia Marathon 2007 could cooperate with these other two events, they may all be stronger and attract more people.

Finally, the organizers of the Finlandia Marathon 2007 chose Paviljonki as the starting and finishing point of the marathon, companied with the decision of the route around the lake. The date was also decided to be the 15th of September. A direct result of these decisions is there came the super weekend on that day, which is named as ‘Hyvää Viikonlupuaa’ in Finnish.

Since the Finlandia Marathon 2007 was announced as a “marathon festival designed for everybody from a top athlete to an amateur jogger” (Finlandiamarathon, 2007), the target group is quite wide. Finally they implemented their decisions, divided common groups and old groups by the age of forty, then every five ages for a group, till sixty plus. Also for the young under nineteen years old, they can participate in the 12 km group.

All age of participants were welcomed to take part in the recreation group for 12 km.

The problem of not enough shower rooms was solved by cooperation with Sokos Hotels Alexandra and Hippos Hall. Both of the shower rooms are not far from the lake. Organizers finally also rented two parking lots for participants use, one is near the Paviljonki for marathon participants and the other is parking places of Nokia and Agora not far away for half marathon and 12 km runners. However, organizers knew those 300 parking places were not enough, so in the brochure given to participants, they also pointed out three chargeable parking lots in the city centre.

After analysing the timing system, it is quite obvious that, although expensive to rent, the new timing system can save a lot of time and energy. And since it is accurate and becoming increasingly popular in Finland, there is no excuse to refuse using it. As for the uniform, luckily one of the sponsors is Reebok, and provided every staff a T-shirt in order to make them identifiable. These shirts also act as a gift for all voluntary staffs.

Based on the SWOT analysis of risk and emergency problem, it can be easily identified that risks and emergencies are unpredictable. There is a probability that the event day will be rainy, that there will be crowds of people and that runners will be injured. Since Finlandia Marathon is not designed as a one-time event, rather it forecasted to be held annually, it is very important for organizers to obtain a good reputation at this time. Thereby, risk and emergency problems need to be dealt with as effectively as possible. Disposable raincoats were prepared in advance, and were used on the event day since it was raining quite heavily. Mr. Petri Lehtoranta, head of KesLi, wrote a paper to Keski-suominlainen newspaper warning that the route along the shore would be crowded for runners and that people not ride their bikes there on the event day. Guides and doctors were also confirmed before the event.

The analysis of registration shows the rationality behind registering. The registration fee was different based on the when a participant registered and what running group they were part of, as the following table shows. It is very clear that for the marathon and half marathon, the registration fee varied for three deadlines, the later the participant registered the high the fee. For 12 km, the trend of progressively increase price was not obvious. The price stayed the same for first and second deadline, and then increased by

ten euros by the final deadline while for the full and half marathons the increase was 15 euros.

Table 26. Registration Fee of Finlandia Marathon 2007

	Before 22.6	Before 7.9	After 7.9 (Before 11 o'clock of 15.9)
Marathon M/N	40 €	45 €	55 €
1/2-marathon M/N	35 €	40 €	50 €
12 km M/N	25 €	25 €	35 €

The participant recognition and awards dispersed at the Finlandia Marathon 2007 can show the spirit of sport. However, if the organizers want to attract more foreign participants, perhaps something smaller, like direct money awards are more attractive. In 2007, organizers used bicycles as awards to winners, and of course flowers. Then all the participants could get their own 'golden medals' and certificates for participating in the event.

Food package with water, chocolates and bananas were provided free to participants. Since twice as many participants as expected showed up for the event, and the agreements with sponsors were agreed upon beforehand, organizers had to cover the costs of the additional 1000 food packages. The reason why organizers accepted so many participants than they estimated may be because they did not want to exclude people this year and deter them from participating in subsequent years.

Concerning transportation, the organizers did not consider arranging transportation for participants; rather they provided information both in a brochure and on the website to guide the participants to the event. Maps can be easily found and tell the way. Again, due to the fact of limited free parking places, public transportation was highly recommended.

The cooperation with Sokos Hotels was feasible. All the participants could book their room in Sokos Hotels Alexandra or Sokos Hotels Jyväskylä if they wanted. The book should be done earlier than 7th of September, the price for Sokos Hotels Alexandra was 33 euros per person each day in double room, and price for Sokos Hotels Jyväskylä was 38 euros per person each day in double room. Booking numbers of the hotels could be

found in both the brochure and website as well.

In order to promote the event, advertisements were published in newspapers, running magazines, on the radio and on the internet. The first advertisement could be traced back to at least half year before the event. The advertisement cost a lot, so free advertisement, such as public report place in newspaper was also used in their promotion work.

Mr. Petri Lehtoranta indicated that they meet a lot. Because this was the first time for them to be organizers of Finlandia Marathon, they met a lot of different small or big problems to solve. They had to meet each other and exchange their ideas in order to solve every problem. Communication with others would depend on the situation at that moment. For example for sponsors meetings and telephone calls may be more effective than E-mail while for participants E-mail may be better to get reached.

Public relations did not cost much when compared to the whole event. Because of the rain on the event day, the live bands and performances did not achieve the impacts that were anticipated. The schedule worked well for it is very clear that every participant could follow. Before the event day, organizers were worried about the number of volunteers because not all of them confirmed that they would be coming. However, 150 volunteers showed up on the event day even though only 120 were actually expected, and they all worked well with the lead of JKU club.

For the purpose of getting valid feedback organizers set questions for participants before and after the event. At the first time, they asked questions about how the participants came to know about the event, their previous experience in the Finlandia Marathon and the reason they joined in this time. These questions were asked after the registration process. Afterwards, organizers sent a questionnaire via email to many participants, including questions about their satisfaction with the following: information, service, accommodation, parking, marketing, website, registration, group division, schedule, date, service point on the route, leaflet, dressing rooms and showers, and the atmosphere of ceremony as well as three basic questions about gender, age and the length he or she took in the event.

7.3.3 Operational Decision

Since we already listed all sub-problems at the beginning of this section, an analysis of operational problems starts from the second steps of decision-making process, i.e. defining the problem.

Operational decisions are those, which is require a few days or a few months, and which are concerned with the efficient and effective execution of specific tasks. In the case of the Finlandia Marathon, the following decisions of the marathon were listed in the operational decision group since they were generated by the unexpected amount of runners, and decisions were made in few days or one month before the event day.

First is the decision to supply staff uniforms. Since the organizers promised that every volunteer receives a T-shirt, it had to be decided how many T-shirt had to prepare beforehand. The final number of volunteer was 150, not 120 as they estimated. Some volunteers even just joined them at the day of game. Although 150 volunteers were good for event, the number of T-shirts was a problem that the organizers had to deal with.

Next is the decision of the deadline of registration. In the strategic plan of the Finlandia Marathon 2007, the target number of runners was set as 1000, but there were already nearly 2000 runners registered online at the beginning of September. Because of this, a series of problems emerged. Therefore, the organizers had to decide when the deadline of registration is.

The third one is the decision to provide enough food and awards to runners. The unforeseen amount of runners led to the new problems before the event day. The organizers had to buy 1000 food packages and awards for the extra runners for keeping the promise, which is a food package and a medal would be given to every runner.

According to Mr. Petri Lehtoranta's word, "the 5-person group was responsible for making everyday decisions" (Lehtoranta, personal communication, September 11, 2007). Therefore, most of these operational decisions were made by this 5-person group, however, some operational decisions associated with finance, such as buying more food packages, had to be upon by a 10-person group, which tackles big decisions by meeting

each other every three weeks. There were also a lot of operational decisions made by JKU club on the event day. Nevertheless, the KesLi's work is the foremost concern in this study due to KesLi being the primary organizer of the Finlandia Marathon, and because they were involved in the processes of strategic, tactical and operational decision making. Thus, the operational decisions made by JKU club were ignored.

Next, these decisions were labelled as one of three types: structured, semi-structured and non-structured. In the case of the Finlandia Marathon 2007, we regarded all operational decisions as semi-structured in terms of the definitions of structured, semi-structured and non-structured problem.

In the third step, all relevant information was collected by asking a series of questions, and then was separated into three sorts: uncontrollable, controllable and parameters. (Table 27)

Table 27. The Information Relevant to Operational Decisions

Decision	Uncontrollable	Controllable	Parameters
Staffs' Uniform	<ul style="list-style-type: none"> • The number of volunteers • Whether the sponsors provide them more T-shirt. 	<ul style="list-style-type: none"> • The money they can spend on this problem 	<ul style="list-style-type: none"> • The price of T-shirt.
Registration Deadline	<ul style="list-style-type: none"> • The number of new registration runners 	<ul style="list-style-type: none"> • The deadline of registration. 	
Food Package	<ul style="list-style-type: none"> • The number of new registration runners and volunteers • Whether the sponsors provide them more food. 	<ul style="list-style-type: none"> • The standard of food packages 	<ul style="list-style-type: none"> • The quantity and category of food contained in the food package. • The price of each of food
Awards	<ul style="list-style-type: none"> • The number of new registration runners 	<ul style="list-style-type: none"> • The quality of awards 	<ul style="list-style-type: none"> • The price of awards

Based on the information of the operational decisions, the decision criteria were established by organizers. As mentioned previously, the unexpected number of runners generated the problems surrounding the Registration Deadline, Food Package and Awards. Nevertheless, Mr. Petri Lehtoranta stated many times in the interviews that the purpose of the organization work is to "have a very high quality happening and make people coming next year" (Lehtoranta, personal communication, September 11, 2007).

Also, he said that they had promised runners and volunteers that certain things would be provided, and they wanted to keep their words. Thus, all these decisions were made based on two criteria; one is to provide a good event for runners, and the other is to keep promises. However, finance is another important factor on decision making.

In the fourth step, the decision alternatives for each operational decision were generated based on the information collected in a previous step.

1. The decision about uniforms: It is obvious that two choices were considered for solving this problem, one is that KesLi pay for the extra T-shirts, and another is to ask sponsors to provide more. Luckily, Reebok provided all uniforms for the marathon staff. It is the most efficient way for solving this problem.
2. The decision about the registration deadline: When the number of registered runners reached nearly 2000, the organizers met to discuss this problem seriously. Their discussion included whether they should stop registration immediately; if not, when should they stop it. Finally, they decided not to stop registration, and the people who want to register on the day of the event will be accepted also.
3. The decision about awards and recognition: The organizers promised every runner a medal for participating. Therefore, there is only one choice for them: to buy more medals when faced with 1000 more runners than expected.
4. The decision about food package: In the same situation of awards, organizers have to provide food packages for 2000 runners instead of the anticipated 1000. The problem is that the sponsors only supplied 1000 food packages, as agreed upon in their sponsorship contracts. The organizers therefore had no other choice but to buy 1000 more food packages.

In this part, the SWOT method is employed to analyze the alternative options for each decision developed in the previous steps, so that organizers can choose the best solutions.

Table 28. SWOT Analysis of Operational Decision - Uniform

	Uniform-Rebook sponsored
Strengths	<ul style="list-style-type: none"> • If Rebook can provide enough T-shirts, the organizers could save their money • Since Rebook is an old partner of KesLi, the cooperation will be

	efficiently and fluently.
Weaknesses	<ul style="list-style-type: none"> • The organizers can not control the style and quality of uniform freely. • They have to contact with sponsor beforehand so that they can have enough T-shirts
Opportunities	<ul style="list-style-type: none"> • They have to pay the equal benefit to sponsors • Rebook is a famous brand among the people, so it kind of a guarantee of game's quality • When volunteers wear T-shirt in other time, it is a promotion of the game
Threats	<ul style="list-style-type: none"> • Other Marathon game also provide T-shirt to volunteers

Table 29. SWOT Analysis of Operational Decision - Food Package

	Food Package-buy more food
Strengths	<ul style="list-style-type: none"> • Organizer can handle the number of food package flexibility in order to provide it to every runner
Weaknesses	<ul style="list-style-type: none"> • The extra 1000 food packages cost much • They have to pay the equal benefit to sponsors
Opportunities	<ul style="list-style-type: none"> • The organizers keep the promise so that give a good image of the game to publics • Establish a connection between sponsors and the game.
Threats	-

Table 30. SWOT Analysis of Operational Decision- Awards

	Awards
Strengths	<ul style="list-style-type: none"> • Organizer can handle the number and quality of awards flexibility in order to provide every runner a medal
Weaknesses	<ul style="list-style-type: none"> • The extra 1000 food packages cost much
Opportunities	<ul style="list-style-type: none"> • The organizers keep the promise so that give a good image of the game to publics • To give participants a good feeling about the game, and then encourage them and their friends participate game next year
Threats	-

At the end of the decision making process, the alternatives will be evaluated and implemented by organizers. Usually the operational decisions need to be made and implemented quickly, and there are not many alternatives for the organizers at times. Therefore, sometimes the evaluation does not happen before the organizers implement their operational decisions. Sometimes the decision-making process is not being followed exactly. In this case, the operational decisions were easily made, or can be made by applying the previous experience. The organizers' operational decisions were only evaluated according to the runners' opinions, which were collected from E-mail after the event.

On the whole, the entire operational decision-making process is basically satisfied and reasonable in the Finlandia Marathon 2007 organization work. Clearly, a number of operational problems were caused by the unforeseen large number of runners during the organization of the Finlandia Marathon 2007. Of these operational problems, the outcome was an additional cost for the organizers to cover the extra food packages and awards required. Rather than saving money, the organizers preferred to satisfy the runners' demands and create a positive public image at the same time. This allows for the organizers to run a successful event and encourages more people to participate again in subsequent years. In the end, the organizers professed that they were pleased with the results generated by the Finlandia Marathon 2007.

8 EVALUATION AND SUGGESTIONS

All evaluations of this thesis are summarized and included in the evaluation of the Finlandia Marathon 2007, of the decision-making process of organizers of Finlandia Marathon 2007; and of whether sport event tourism had been recognised during the decision-making process and planning of the Finlandia Marathon 2007.

An effective evaluation gives organizations (and managers) the knowledge whether their actions have achieved the desired results; they will learn what actions cause what effects. There are three basic types of evaluation: formative evaluation, process evaluation and outcome or summative evaluation. "Formative evaluation is undertaken during feasibility studies and preplanning of events, or as part of strategic planning." Process evaluation can be applied to help organizations (as a management audit) improve effectiveness during the operation of an event, or during the implementation of a plan. "Outcome or summative evaluations are conducted after the event or at the end of a program or planning period to evaluate its impacts and overall value; results are fed into the planning process." (Getz, 1997, p. 332)

For the Finlandia Marathon 2007, the three kinds of evaluation were implemented. When runners registered online, there were three questions asked by KesLi in order to estimate or evaluate the status of the runners and control the event. This can be considered a kind of formative evaluation. When we use the decision-making process to examine the organizer's decision procedure, there is an evaluation performed in each cycle of the decision-making process for each decision problem, though it was not especially strengthened by the organizers. The type of evaluation at this stage is the process evaluation. When we evaluate if and how sport event tourism was being recognised during the decision-making process, it is the process evaluation as well. Lastly, the evaluation of the Finlandia Marathon 2007 performed after the event is the outcome evaluation. The organizers performed this evaluation after the event so that they had already received the feedback about the Finlandia Marathon 2007, consequently, their organization work could benefit in some extent. The evaluation for the event is summarized briefly in this thesis.

8.1 Evaluation of Finlandia Marathon 2007

In general, the Finlandia Marathon 2007 was organized successfully and the participants, organizers and sponsors were all satisfied. The event organization proceeded smoothly and in an orderly fashion because the organization structure was reasonable, the organization aims and objective were tangible, the cooperation between KesLi and JKU was harmoniously and efficiently and the communication was not lacking at any point throughout the organization process. Therefore, the marathon event took place on schedule, without any delay or pause during the rain that lasted the whole day. For the Finlandia Marathon 2007, the organizers had adequately prepared for the event and possibly hindrances thereof. For example, they prepared a contingency plan for bad weather, readied enough food packages for the runners, and supplied first aid facilities to minimize the risk.

However, although the success of the organization that went into the Finlandia Marathon 2007 is obvious, the organizers should focus attention on a few things more carefully in the future. For instance, the number of volunteers was insufficient, there was poor press coverage of the event and the promotion was somewhat lacking. Nevertheless, from the feedback of the runners, most of them were satisfied with the Finlandia Marathon 2007 and plan to participate again.

8.2 Evaluation of the Decision-making Process

The Finlandia Marathon is not a new event, but after a twelve-year intermission it required just as much work to organize as a new event would have. The decision-making for the Finlandia Marathon 2007 began in 2004 and 2005, more than two years prior to the event taking place. Hence the whole decision-making process for the Finlandia Marathon 2007 consisted of strategic decision, tactical decision and operational decision. The evaluation for the decision-making process of the Finlandia Marathon addressed five questions: When was the decision made? Who made the decision? Where did the organizer make the decision? How did the organizer make the decision? What was the effect of the decision made by the organizers? According to the experience of KesLi with organizing the Bridge Run, the decision to organize the Finlandia Marathon 2007 was not a difficulty after several rounds of talks that went well with their cooperated partner, JKU.

8.2.1 Strategic Decision-making Process

The strategic decision-making process of the Finlandia Marathon started two years before the event took place. The organizers from KesLi and JKU established the organization committee for the Finlandia Marathon in order to make the crucial decisions. The strategic decision-making process can be match with the model decision-making process we designed in the theoretical framework. As KesLi and JKU both had past experience organizing running events, the decisions for the marathon event, to some extent, were not unregulated. Some steps that were included in the decision-making process model were not taken by the organizers when actually planning the event. Moreover, many limitations came from the first again but not the new event of Finlandia Marathon in Jyväskylä. The limitations affected the organizers when making decisions. For example, the financial limitations restricted the organizers in hiring more staff and promoting the Finlandia Marathon. All decisions were made to ensure the execution of the event. Therefore, there were not many decision alternatives for the organizers to compare and choose during the decision-making process. Nevertheless, the strategic decisions made were all based on the essential goals and decisions were made to the best ability of the organizers in order to produce the best results. With their previous experience, organizers could easily grasp the key points of the decision problems in order to make the proper decision with efficiency. For example, organizers conducted two marathon tests, by way of the 2005 and 2006 Bridge Runs, in order to be certain of the route and other related services. They duly made route-testing decisions that were implemented in the Bridge Run of the same year. In general, the visible or fateful decision-making mistakes were not discovered in the organization strategic decision-making process of the Finlandia Marathon 2007.

8.2.2 Tactical Decision-making Process

Great deals of decisions about the Finlandia Marathon 2007 were made a few months to a year before the event took place; these were all tactical decisions. The decision-makers belonging to the 10-person group made many important decisions to ensure that all the assignments given to them would be fully performed. The group members of the 10-person group met each other every three weeks. The 5-person group also had many responsibilities relating to the successful execution of the Finlandia Marathon. The order of the tactical decision-making process of organizes for Finlandia Marathon is basically complying with the model decision-making process. However,

due to the Finlandia Marathon is not a large-scale sport event, hence the decision problems which met the organizers were usually dealt with simply and with little effort. The organizers omitted some steps or had to skip some steps of the model decision-making process because of limited alternative and choices for the simple problems. For instance, when it came to the weather forecast the day of the event, the organizers obviously would have no control. What they did was to realize the possibility of an unfavourable weather forecast and prepared a contingency plan. Most of the tactical decisions made were effective and efficient. Since the organizers had the experience organizing running events, the decisions made for the Finlandia Marathon maximized the benefit and minimized the risk without any crucial mistakes.

8.2.3 Operational Decision-making Process

The operational decisions were made within a month before the Finlandia Marathon 2007 and on the event day. The decisions were made primarily by the 5-person group, but on the event day JKU was in charge of the details of the implementation of the marathon event. Some operational decisions were made in the meeting before the event; some were made on the scene of the event. Not all of the operational decisions of the Finlandia Marathon 2007 followed the model decision-making process. Since some decisions concerned only tiny problems the decisions were easily to make and be solved quickly. However, some problems followed the decision-making process; purchasing more food and awards for the increased number of runners, for example, was financially possible because of the organizers following the decision-making process. Consequently, the organizers made the decisions based on the time and the essentiality of the problem. Additionally, some decision problems had only one solution. The effects of operational decisions for the Finlandia Marathon 2007 satisfied both the runners and the organizers. Considering the conditions and limitations of this marathon event, the decisions of the organizers were all reasonable. Most of the operational decision problems were dealt with easily on account of the experience of the organizers, so major mishaps were avoided.

8.3 Evaluation and Suggestion from Sport Event Tourism Perspective

Now that the organizers evaluation and decision-making processed have been addressed how sport event tourism factored into the organizing of the Finlandia Marathon 2007 is examined by using SWOT analysis in this part. In the end, the suggestions based on the

evaluation from results of examination and the opinions of participants and authors are given as well.

8.3.1 The Possibility of Developing Sport Event Tourism

It is safe to draw a conclusion that the organizers of the Finlandia Marathon 2007 did not take sport tourism into consideration while organizing the event. There was a 12-year hiatus of the Finlandia Marathon's, therein, so much time and energy was spent revitalizing this event and reintroducing it as the premiere running event in Jyväskylä. This goal is reasonable and feasible. As the result, sport event tourism took a back seat to the actual planning and execution of this re-emerging local event. However, the organizers do plan to commence more sport tourism activities in 2008.

However, the influence of Finlandia Marathon 2007 to a sport event tourism plan, which can be launched in the future Finland Marathon should not be ignored. Because the attempt at reintroducing the Finlandia Marathon and left a good impression on the participants was a successfully attained overall. Also, the event laid the groundwork for progressing sport event tourism in Jyväskylä. In addition, it showed organizers a possibility of developing sport event tourism when organizing the Finlandia Marathon. Based on the study of the decision-making process, an evaluation of the potential for improvement of sport event tourism in organizing the Finlandia Marathon is presented in four categories: strengths, weakness, opportunities, and threats.

8.3.1.1 Strengths of Developing Sport Event Tourism

The first strength is the objective of the Finlandia Marathon. As we mentioned before, the Finlandia Marathon was held for improving the health condition of people. Based on this objective, the organizers try to offer a chance for everybody to enjoy running and experience a recreational sport life in a competitive setting. Thus, the event itself is attractive to people wanting to improve their running and their health. The results of the survey have displayed the people's interests to event itself. More than half of respondents (71.43%) listed that to participate in the Finlandia Marathon 2007 as their first purpose to visit Jyväskylä and less than half of them stated that came to watch the Finlandia Marathon was the second purpose (42.86%). (Figure 19 & 20)

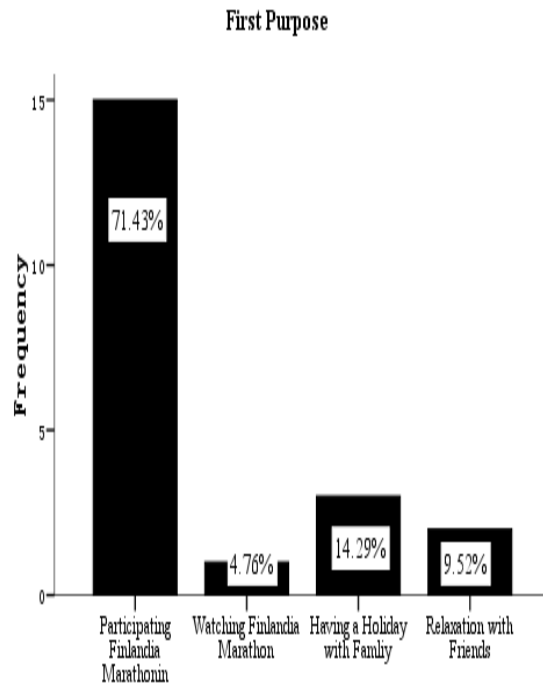


Figure 19. The First Purpose of Respondents to Visit Jyväskylä

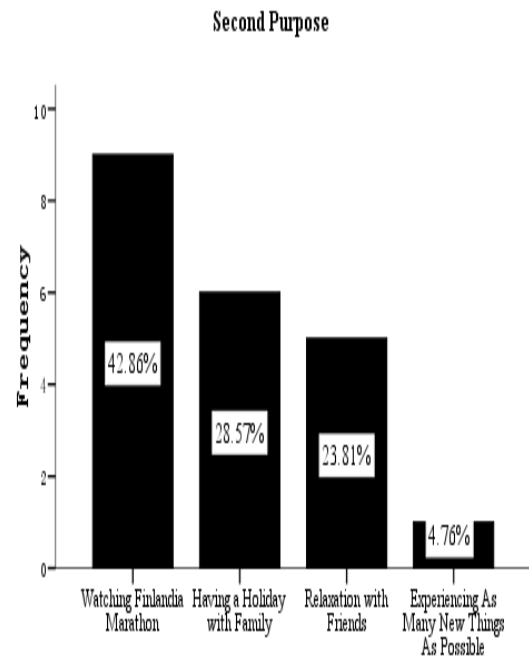


Figure 20. The Second Purpose of Respondents to Visit Jyväskylä

Secondly, the number of participants is increasing. Marathons are becoming very popular in Jyväskylä and throughout Finland. That is also one of the reasons why KesLi and JKU club decided to reorganize the Finlandia Marathon. In fact, 2000 participants is doubled the number of the organizers' expectation beforehand. And, according to the survey, the preponderant number of respondents took part in the Finlandia Marathon for the first time (Figure 21). Also, in the end of survey, they said that they would like to participate in the Finlandia Marathon again (Figure 22). This information suggests that the Finlandia Marathon has obtained and will continue to draw more and more solid spectators.

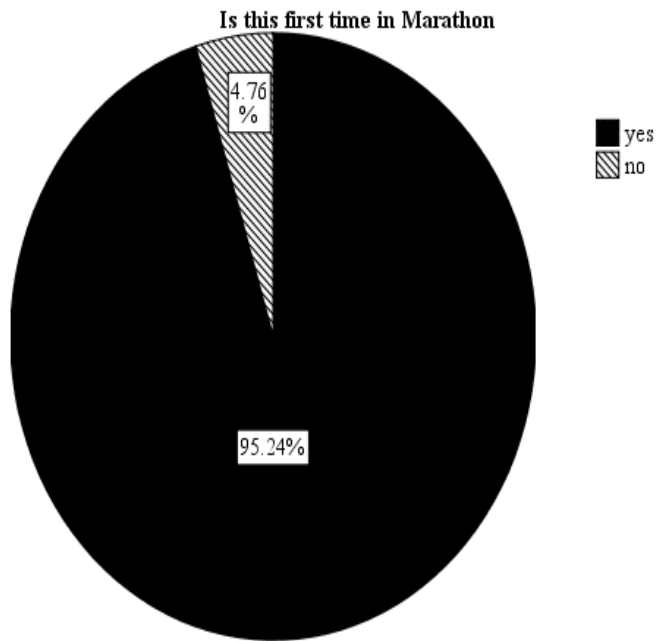


Figure 21. Is This the First Time in Finlandia Marathon (N=23)

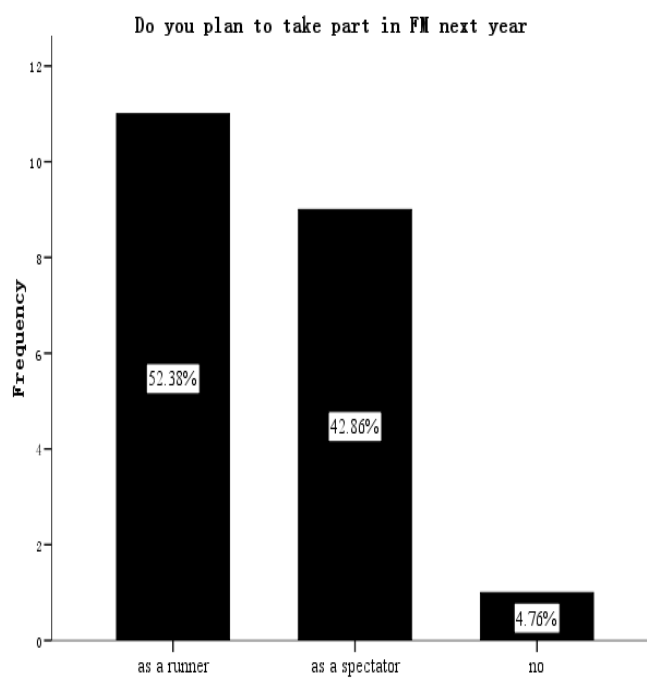


Figure 22. Do You Want to Take Part in Again (N=23)

Thirdly, as Figure 23 shows, most of the participants have a good salary (Figure 23). Also, the majority of participants were accompanied by their spouse (47.62%), other family members (23.81%) or friends (9.52%) and most of them (90.48%) regarded this trip as a relaxed family trip paid by their own (Figure 24 & 25). This information shows

that the Finlandia Marathon has the potential to develop sport event tourism in Jyväskylä since the main participants' economic strength allows them to plan and go on a trip, and they would like to have a leisure sport trip with their family.

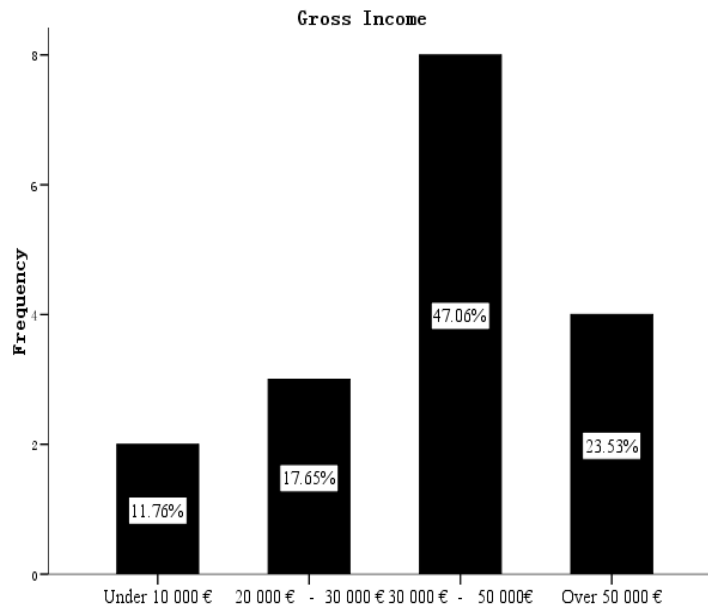


Figure 23. Gross Income of Respondents (N=17)

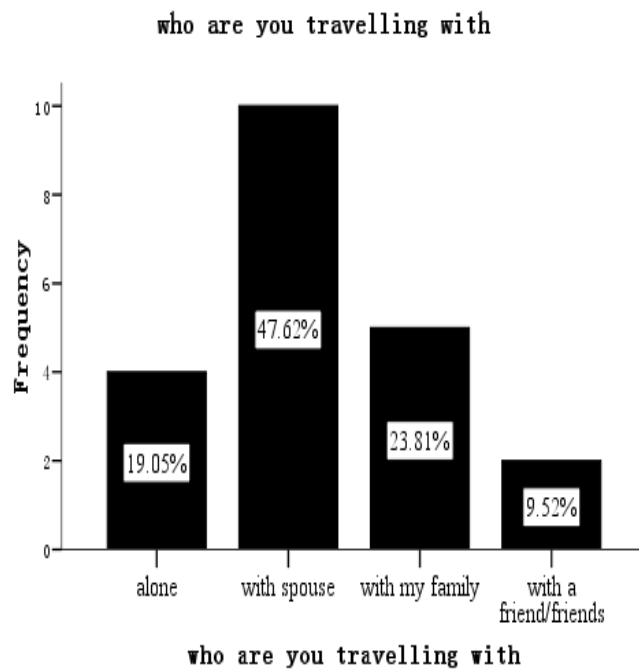


Figure 24. Who Are Participants Travelling With (N=23)

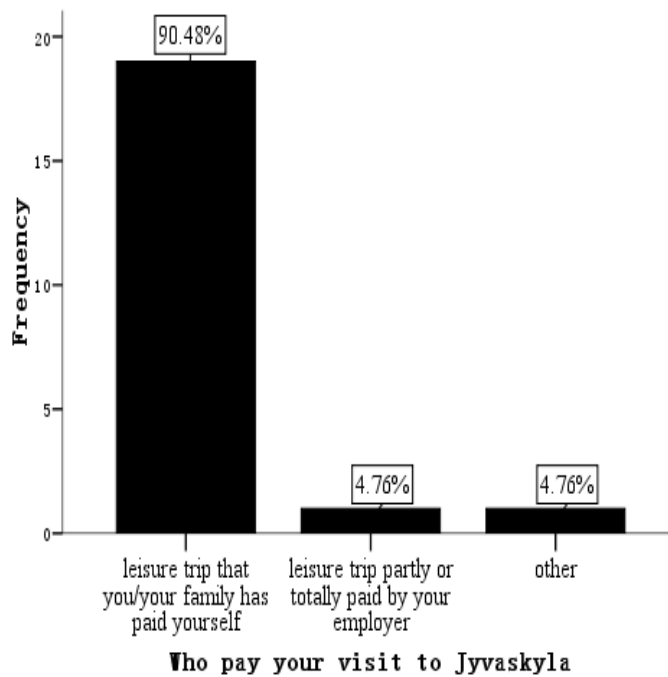


Figure 25. Who Pay the Trip (N=23)

Moreover, the route of the Marathon is surrounding the beautiful lake and through the exquisite campus of Jyväskylä University. This unique and beautiful route is another factor that attracts people to this marathon. Besides, Jyväskylä is an ideal centre for activities and is a relaxing natural environment for a cottage holiday. Consequently, more participants could be attracted to Jyväskylä for it is an ideal place where they can enjoy a wonderful Marathon event as well as to have an agreeable sport family trip. As a matter of fact, to have a relaxing trip with family was the third most popular reason people came to the Finlandia Marathon 2007 (Figure 26). In addition, more than sixty percent of respondents were satisfied with environment (Figure 27). Thus, staying with friends and relatives can be a possible point that draws a tourist audience to the Finlandia Marathon, and may lead them to become regular attendees of the event in future years.

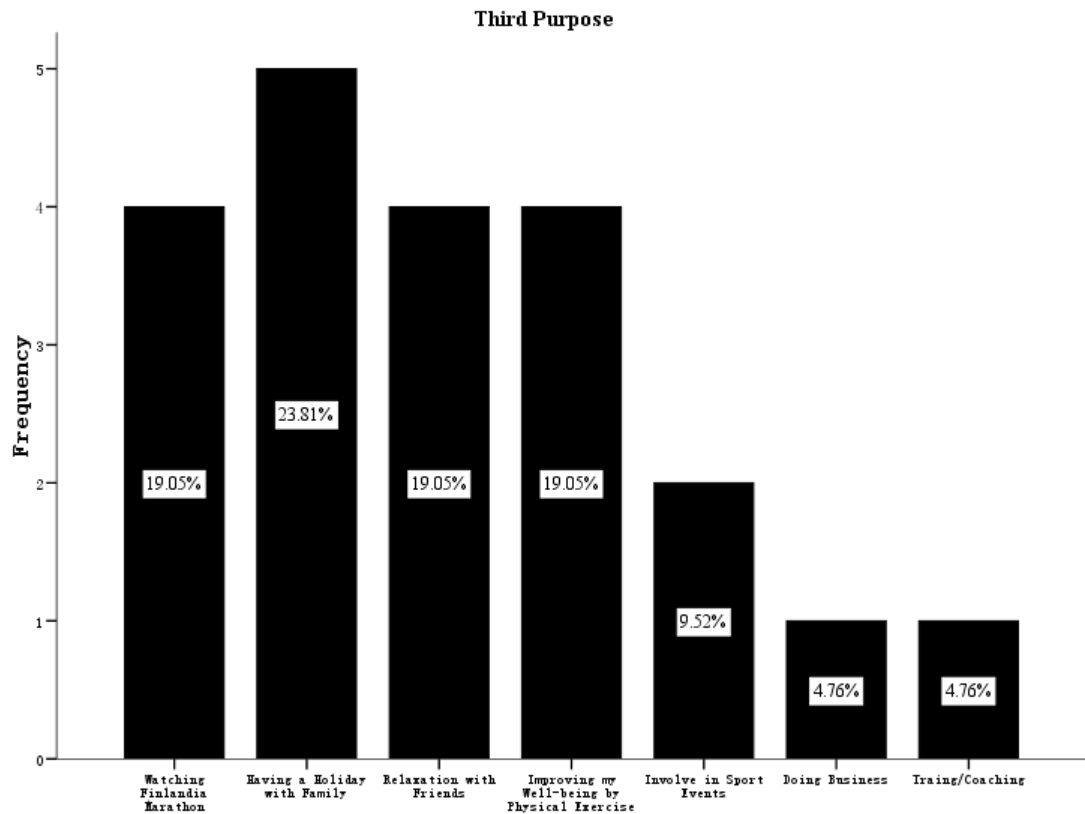


Figure 26. The Third Purpose of Responds to Visit Jyväskylä (N=23)

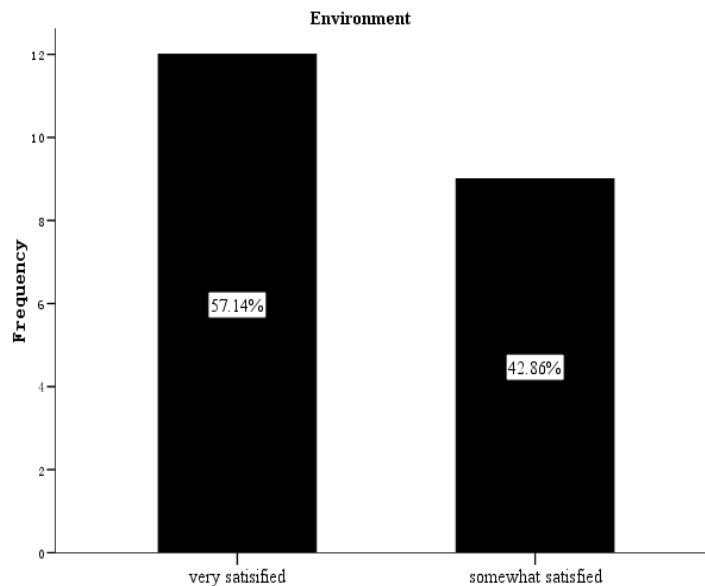


Figure 27. The Feeling of Respondents to Jyväskylä's Environment (N=23)

There is no doubt that high-quality service is an important factor in creating an

attractive sport event tourism plan. The organizers of the Finlandia Marathon 2007 have a clear idea that they should provide high quality services to participants, although at this point the service quality of the Finlandia Marathon needs to be improved more. For this time, basically, respondents' feedbacks about service are positive. Of respondents, more than half were somewhat satisfied with transportation (52.38%), food and beverage (65%), and event information (66.67%) (Figure 28-30). Also, nearly half of respondents (47.62%) commented that they were somewhat satisfied with tourist information (Figure 31). Half of respondents stated they could not evaluate accommodation since they would return home after the event. Those who did not return home immediately were satisfied with the accommodation (Figure 32).

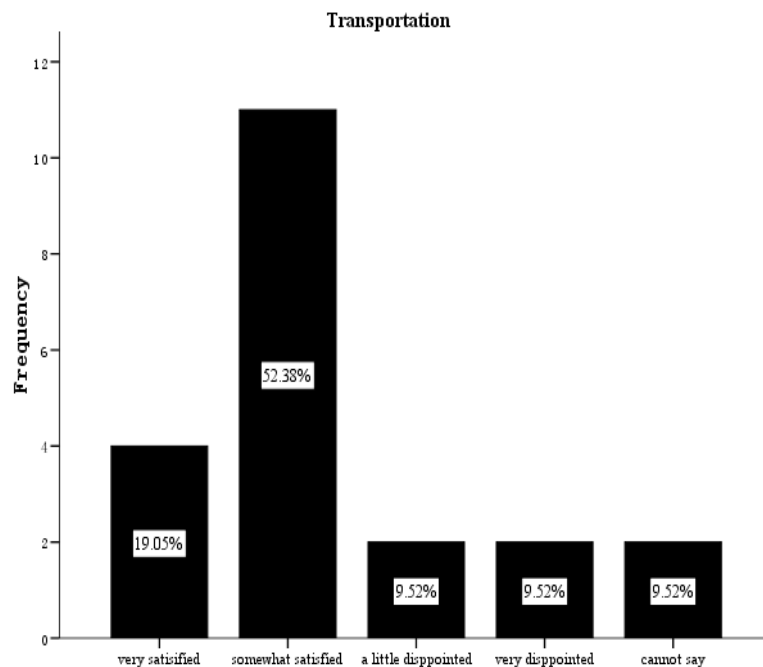


Figure 28. The Evaluation of Respondents to Transportation (N=23)

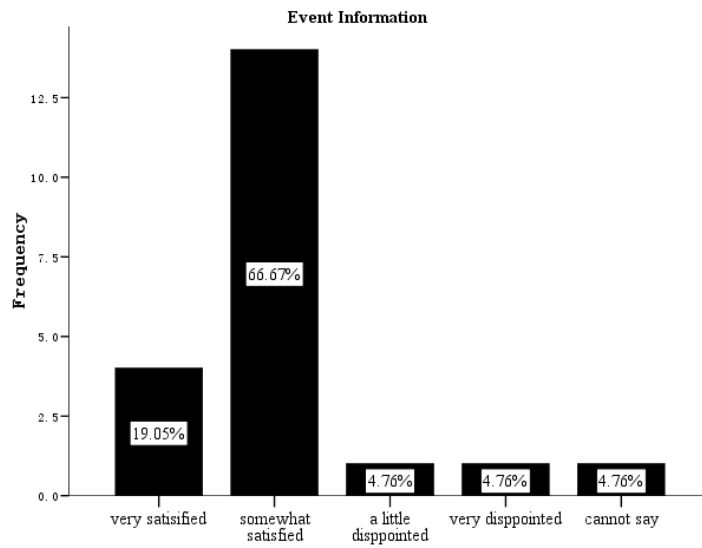


Figure 29. The Evaluation of Respondents to Event Information (N=23)

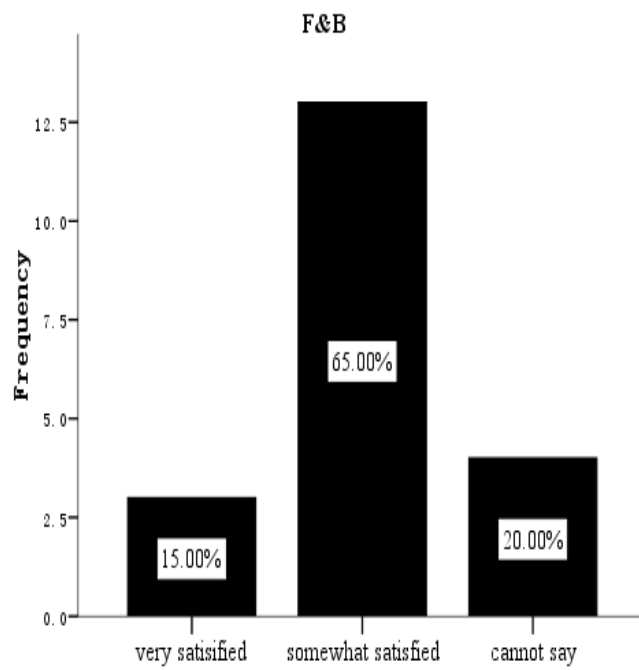


Figure 30. The Evaluation of Respondents to F&B (N=23)

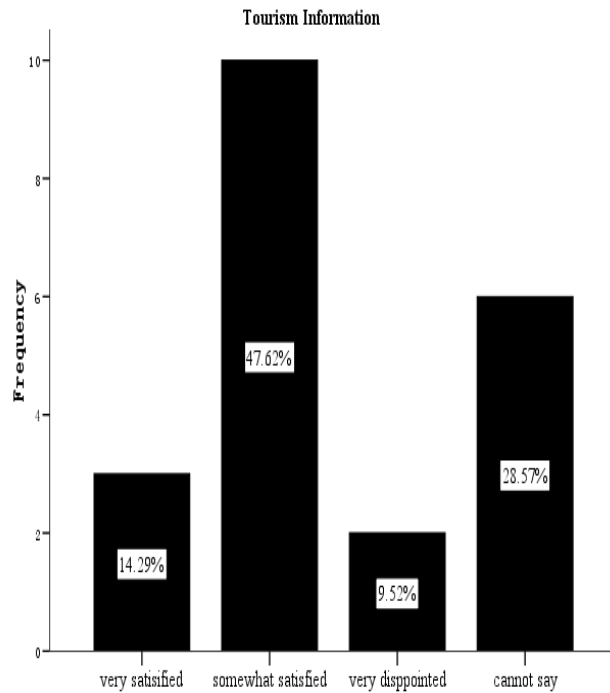


Figure 31. The Evaluation of Respondents to Tourism Information (N=23)

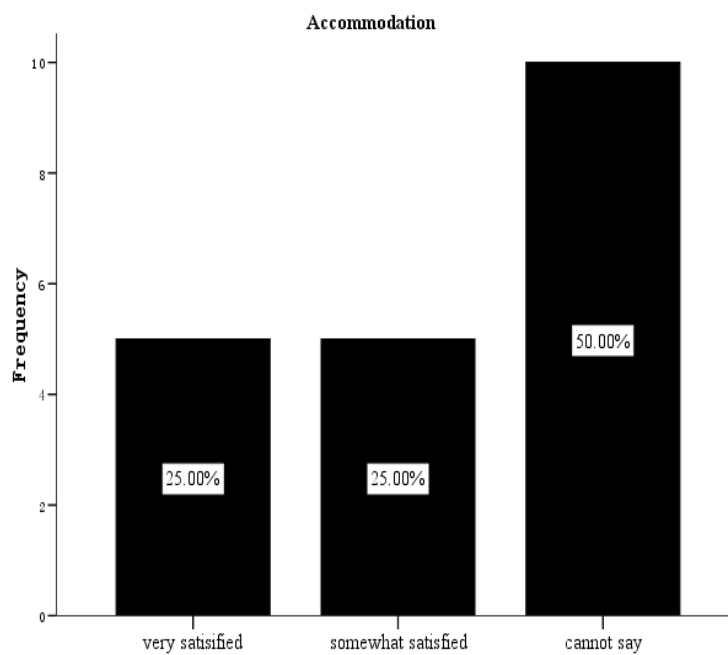


Figure 32. The Evaluation of Respondents to Accommodation (N=23)

In addition, the organizers endeavored to build a good reputation for the Finlandia Marathon 2007 in the community. For example, even when faced with financial problems they still decided to spend more money on buying food packages and awards in order to keep their promises to runners.

The organizers were unsuccessful in acquiring sufficient sponsorship, possibly because this was the first attempt at reintroducing the Finlandia Marathon and sponsors may worry about partnering with an unproven event. However, some sponsorships were organized with Panda and Intersport, to name a couple. In accordance with the feedback of sponsors, they were very pleased with how the Finlandia Marathon 2007 turned out and they promised that they will continue to sponsor this marathon event in the future. Furthermore, more and more sponsors show their interests in the Finlandia Marathon after the success of the Finlandia Marathon 2007. If these sponsors become the solid partners of the Finlandia Marathon, they will also help to bolster the development of sport event tourism with the Finlandia Marathon.

Furthermore, KesLi and JKU club, as co-organizers, have their own responsibilities. As mentioned before, KesLi is a local level service organization, which provides consulting and advising services and educates sport clubs, schools and companies. It fosters a connection between government and sport clubs, schools and companies. By this, KesLi has advantages to take charge in high-level management work, like communicating with government, during Finlandia Marathon's organizing. In contrast, JKU club has plenty of practical experience in organizing sport event, and they were the sole organizer of the Finlandia Marathon before 1995. As a result, JKU club was responsible for implementing many of the details related to the marathon. They are complementary to each other. Thus, KesLi and JKU club have enough abilities to develop sport event tourism in organizing the Finlandia Marathon.

8.3.1.2 Weakness of Developing Sport Event Tourism

It is known that Jyväskylä does not have many special appeals. Therefore, from tourism angle, Jyväskylä is not a attractive tourism destination in general.

A lack of widespread promotion is another problem for the Finlandia Marathon 2007. The organizers did not promote this event via far-reaching media, such as TV, on account of their limited budget. The most common form of promotion which the organizers employed was publishing advertisements in newspapers. This is not the most effective means of broadcasting the event to persons living outside of Jyväskylä or outside of Finland.

Solid support from the government, especially from the tourism organizations, is fundamental to the success of event tourism management. However, according to the organizers, they did not get much support from government since it is the first time they organized the Finlandia Marathon. The value of Finlandia Marathon had to be proved first before the government would decide to support the event or not. This lack of support impeded on the potential for the Finlandia Marathon to develop sport event tourism in the organizing process.

To have enough volunteers is a problem for developing sport event tourism in organizing the Finlandia Marathon as well. When organizing the Finlandia Marathon 2007 there were 150 volunteers recruited by JKU club. If the organizers want to increase the ingredient of sport event tourism in the whole event, more volunteers who can work for this Marathon event are necessary, but whether they can recruit more volunteers is uncertain. Besides, if the Finlandia Marathon attracts more audiences, the place which they hold event may not be big enough. Already in 2007 crowd control was a major issue facing the event.

Also, the meager profits made from event is one of the factors that affects the development of sport event tourism in the Finlandia Marathon. In regard to the Finlandia Marathon 2007, registration fees were the main revenue which was used to cover all expenditures. Beyond that, there is little chance to make a profit so far, except for receiving a little support from the government or sponsors.

The last weakness of the Finlandia Marathon is that both KesLi and JKU club do not have any experience managing sport event tourism. Both of them have managed various of sport events but sport event sport tourism is still a new challenge for them.

8.3.1.3 Opportunity of Developing Sport Event Tourism

It is quite clear what is the opportunities of developing sport event tourism in organizing Finlandia Marathon would allow for Jyväskylä to become known as a sports destination city. First of all, the Finlandia Marathon is an excellent opportunity to promote Jyväskylä's positive image, and thus to develop a new event market in the local sport industry. Also, with more tourists coming more money could be invested in the local sports industry. Lastly, allowing more people to participate in the marathon encourages

people to improve their health and fitness; a key goal of KesLi.

8.3.1.4 Threats of Developing Sport Event Tourism

There are many Marathon events be held in Finland every year, especially in September, since the autumn seems to be the best season to host a marathon. Thus, as a new Marathon event inevitably faces intense competition from other events taking place at the same time. Organizers should ask themselves how the Finlandia Marathon can compete with other established events and what can it do to attract more participants.

To summarize, to develop sport event tourism in organizing Finlandia Marathon is a possibility in spite of the problems, such as financial problem, the lack of government support and support from tourism organization and so on. The analysis illustrated that the factors which are related to sport event tourism do exist in the organization work of the Finlandia Marathon 2007 even though the organizers did not attempt to focus on sport event tourism. However, the most important is how the organizers solve these problems with existing conditions in order to extend the sector of sport event tourism in the organization work.

8.3.2 Suggestions from Sport Event Tourism Perspective

In terms of the analysis, suggestions are given to the organizers for the further developing of sport event tourism in the Finlandia Marathon organization work. Firstly, the most essential matter for the organizers is still to give potential participants an idea about that Finlandia Marathon is a worthy of participating. In terms of the analysis, some suggestions have been given to the organizers of the Finlandia Marathon 2007 so that they can further develop the sport event tourism aspect of their event. Firstly, the organizers should strive to promote the Finlandia Marathon as enjoyable to participate in as well as to attend as a family excursion. Secondly, to get support from government and tourism organization is very important. If the organizers want to develop sport event tourism, they have to gain enough support from government and tourism organizations. In the case of the Finlandia Marathon, the Jyväskylä government has promised to give more support in the future after seeing how successful the event can be. However, the support promised by the government and the organizers' needs are still miles apart. So, for developing sport event tourism, the organizers of the Finlandia Marathon have to strive for gaining more support from government and tourism organizations. Thirdly, to

make increase promotion is crucial to increasing the sport event tourism aspect of the marathon. Now, the Finlandia Marathon has been added into the brochure of Jyväskylä city as one of main annual sporting events. Yet, more effective media advertisements is needed since it is still the best way to increase awareness about the Finlandia Marathon nationwide. The last but not least, a complete and feasible sport event tourism plan is of the essence to progress the sport event tourism in organizing Finlandia Marathon. Participants and spectators want to experience a relaxed sport-related trip or to experiences many types of sporting events at their destination. In order to make Jyväskylä a sport event tourism destination further development of the event and consideration of how it benefits the City of Jyväskylä is crucial.

Additionally, a few detailed suggestions are offered based on the results of survey. It's a fact that the supply of ample information can help people make a decision about taking part in the event. The comprehensive and useful information could uphold the event's image in the people's mind as well as help participants plan their trip. What kind of information do prospective participants need? The survey revealed that nearly half of respondents (42.86%) expected to receive some information about sport activities other than the marathon, nearly a third of them (35.71%) wanted to have information about environment possibilities, and the tourism information was listed on the third place (21.43%) (Figure 33). Information on things to do and see in conjunction with the Finlandia Marathon could help to promote the marathon and Jyväskylä as a sport event tourism destination, however such information is currently lacking from the event brochure.

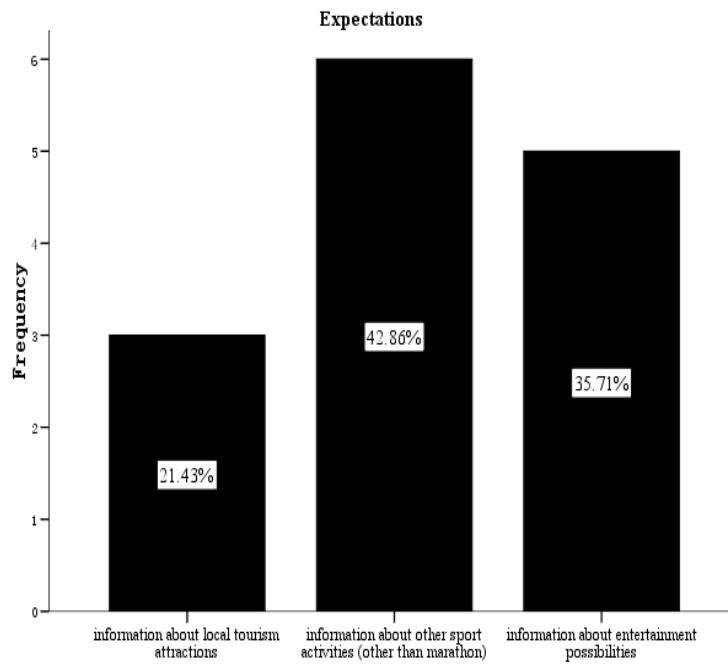


Figure 33. The Expectations of Respondents (N=23)

Next, according to the results of the survey, possibility to get away from home (61.90%), the weather at the destination (60%), the prices at the destination (52.38%), culture possibility (57.14%), difference from daily life (52.38%), accommodation (47.62%), nature environment (42.86%) and sport possibility (42.86%), influence the respondents' choice of their travelling destination (Figure 34 a-i).

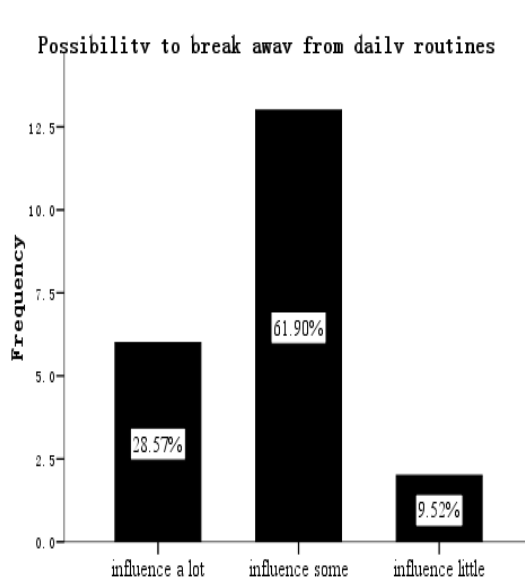


Figure 34a. The Influence Factors of Choosing Destination

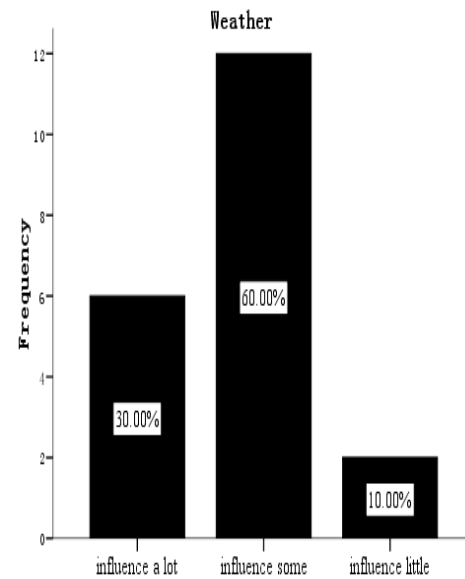


Figure 34b. The Influence of Choosing Destination

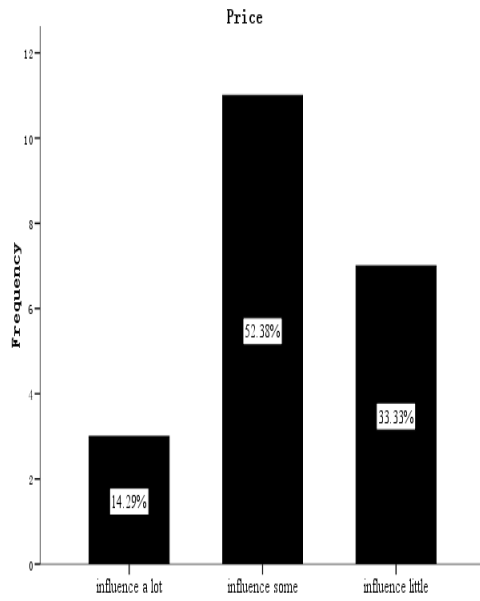


Figure 34c. The Influence Factors of Choosing Destinations

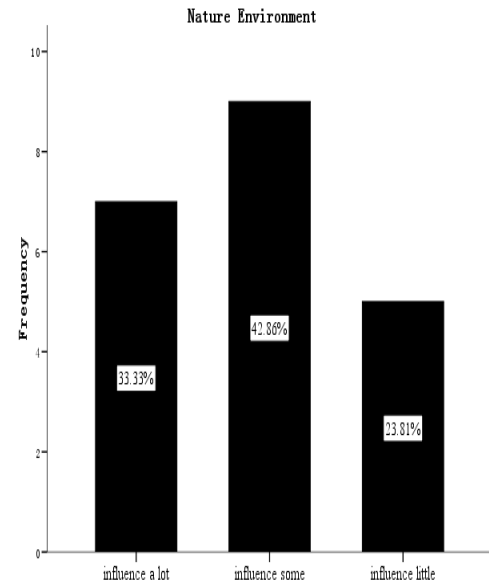


Figure 34d. The Influence Factors of Choosing Destinations

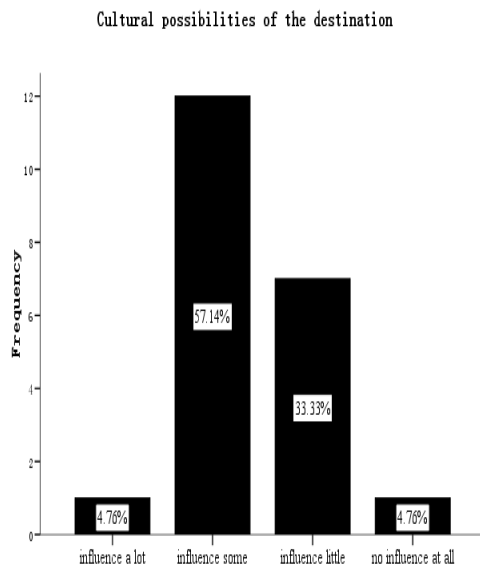


Figure 34e. The Influence Factors of Choosing Destinations

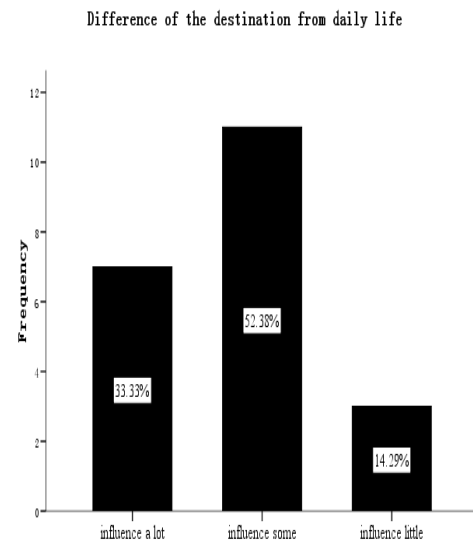


Figure 34f. The Influence Factors of Choosing Destinations

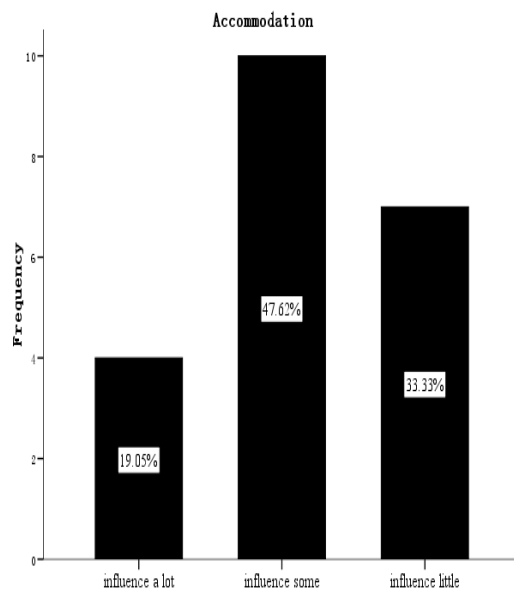


Figure 34g. The Influence Factors of Choosing Destinations

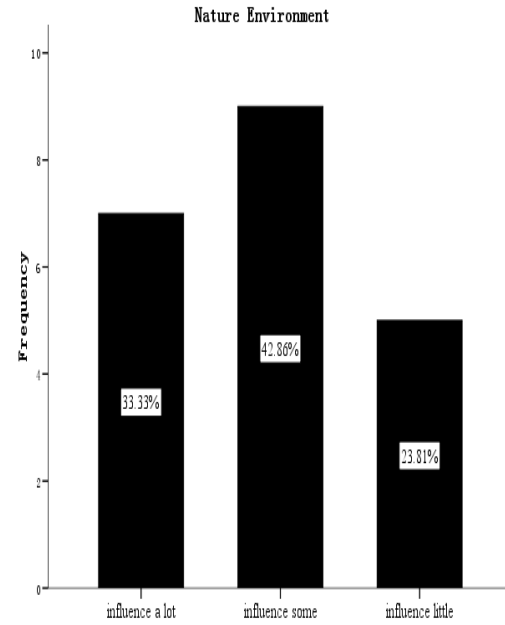


Figure 34h. The Influence Factors of Choosing Destinations

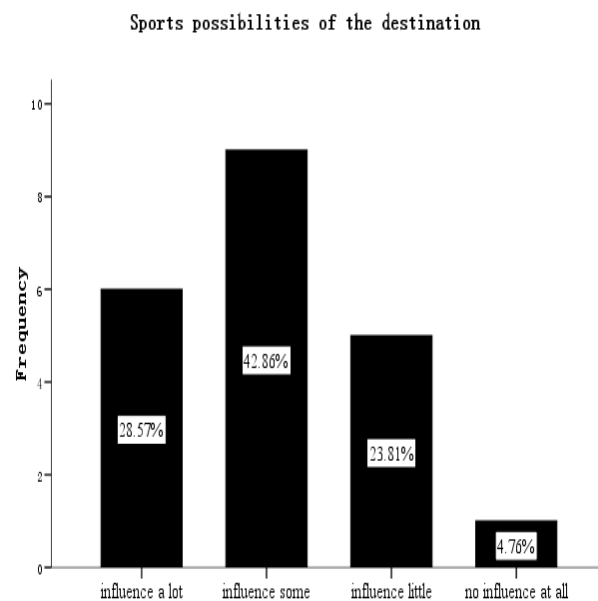


Figure 34i. The Influence Factors of Choosing Destinations

However, familiarity to the destination (47.62%) and the distance to the destination (38.10%) has less influence to respondents' decisions. (Figure 34j-k)

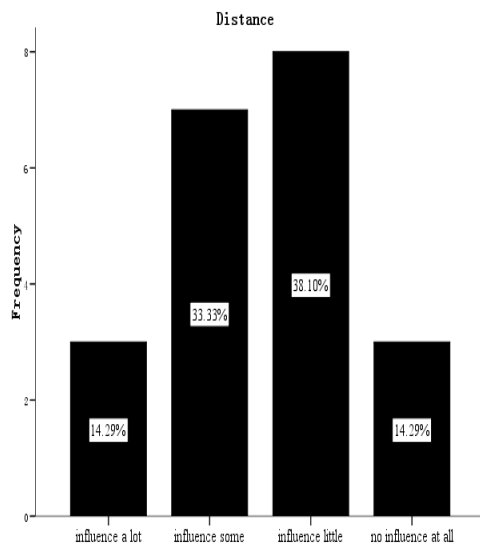


Figure 34j. The Influence Factors of Choosing Destinations



Figure 34k. The Influence Factors of Choosing Destinations

Therefore, when the organizers design their sport event tourism plan, the quality of service is still the most important factor to be focused on. High-quality service is the superior premise to a successful sport event tourism plan.

As Table 31 shows, the participants of the Finlandia Marathon are regular sport fans for the most part; they like travel and take pleasure in nature. During the trip, to have some recreational sport activities would be great for them but they do not like dangers or risk activities. Moreover, new experience are important for them while travelling. In response to these participant characteristics, the recreational sport activities and outdoor activities should be more agreeable for them. Therefore, the organizers could try to provide some information about alternate sport activities, especially outdoor sport activities, sport centers and nature, to the marathon participants and spectators.

Table 31. The Respondents' Attitudes to Sport Tourism (N=21)⁸

Options	Mean	Median
Traveling is an important hobby	2.10	2.00
I want to spend holiday actively	1.86	2.00
I do not participate organized trips usually	2.29	2.00
Relaxing in restaurants is part of travelling	2.67	3.00
I like sunbath	2.67	3.00

⁸ Scale: 1=totally agree; 2=somewhat agree; 3=somewhat disagree; 4=totally disagree; 5=I cannot say

I take care of my physical condition by exercising regularly	1.62	1.00
I do not like to travel to the traditional beach resorts	2.14	2.00
I travel abroad more than people in general	2.76	3.00
New experiences are very important to me while travelling	1.57	1.00
Nature is an important mental resource to me	1.38	1.00
I want to return home rest from a holiday	1.52	1.00
The safety and familiarity of the travel destination	2.24	2.00
The local people in Jyväskylä interest me	2.24	2.00
I consider myself fashionable	2.71	3.00
I like dangerous and risks in life	2.90	3.00
I like wander in nature when traveling	2.00	2.00
Mass tourism puts more pressure to nature	2.14	2.00
I have time to participate in sports only in holiday	2.67	3.00
Improving myself is important to me during holiday	2.62	3.00
Doing nothing is most important during holiday	3.05	3.00
I consume more alcohol when traveling than other time	3.57	4.00
Traveling is wasting time	3.57	4.00
Sport tourism is a suitable form of incentive tourism	2.10	2.00

Furthermore, an interesting side event could catch the attention of participants. Just like the survey exposed that more than half respondents (57.14%) would like to have side events with the marathon, especially sport related events (40%) (Figure 35 & 36). Thus, the organizers also can organize some sport-related events as a side event in order to supply more variety of experiences to participants, for example a sport facility testing.

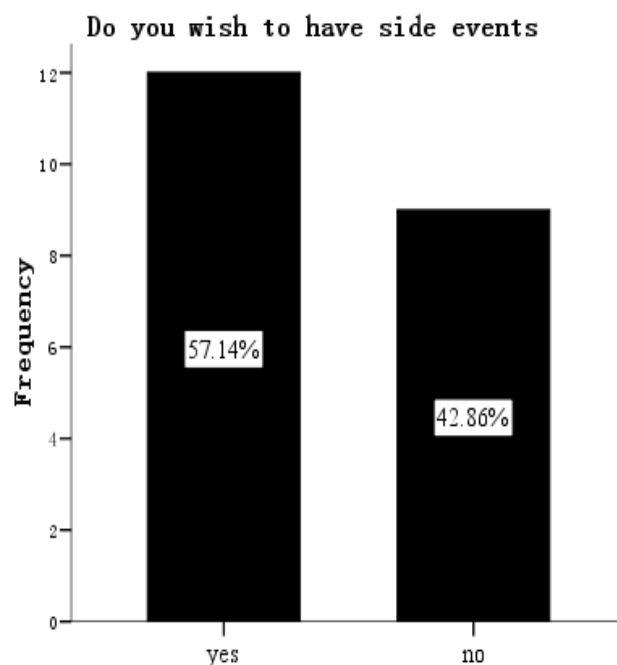


Figure 35. Do Participants Wish to Have Side Events (N=23)

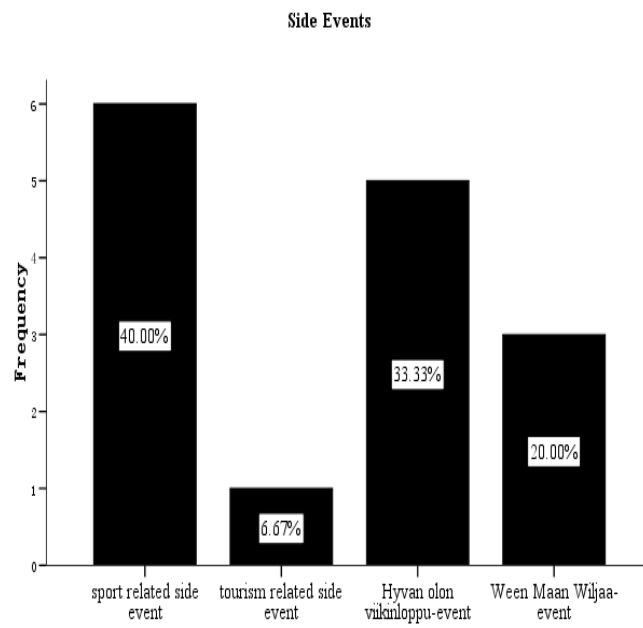


Figure 36. What Kind of Side Event Participants Want to Have (N=23)

9 CONCLUSIONS

The purpose of this thesis was to examine the decisions related to sport event tourism made by organizers of the Finlandia Marathon 2007. For achieving this research purpose, all decision problems were collected into three interviews. Problems were classified into eighteen groups in terms of the theory of sport event planning. The decisions of the organizers were analyzed on three decision levels: strategic decisions, tactical decisions and operational decisions. In addition, the problems were organized into three types: structured, semi-structured and non-structured. Thus, a deeper analysis was carried out to examine these decisions step by step according to the theory of decision-making process. After that, the evaluation was offered from the participants' and authors' perspectives.

The eight core findings of the case study were detected according to the analysis. 1) The Finlandia Marathon 2007 was mostly successful; and the organizers' decisions were made relatively appropriate. One of the concrete manifestations was that the organizers built a good reputation among the participants effectively; this was the goal of the Finlandia Marathon 2007 as set by organizers. Accordingly, the organizers and sponsors were all satisfied with the results of the event. 2) Even though the organizers admittedly did not pay much attention to sport event tourism in their planning procedures, some factors pertaining to sport event tourism did exist in the process of organizing the Finlandia Marathon 2007. 3) The promotion of the event, the communication with the local city government and the cooperation with tourism organizations needs to be improved. 4) The majorities of participants of the Finlandia Marathon 2007 were people with a relatively good income and were living in a healthy manner. They like travelling and exercise often. Thus, sport related trips, especially those with recreational activities are an agreeable choice for them, whereas more extreme activities are unwelcome. 5) Most of the participants taking part in the Finlandia Marathon 2007 were accompanied by their spouse, another family members or friends, and they regarded the marathon as a relaxed family trip. 6) Considering the population of Jyväskylä, volunteer may become a serious problem in the future. Besides, the growth of the Finlandia Marathon is affected by the limited facilities of Jyväskylä. The number of participants that the event can accept, and the number of visitors that the Jyväskylä city and environment can hold,

will also constraint the development of the Finlandia Marathon. 7) The Finlandia Marathon could bring following impacts to Jyväskylä city. Firstly, the Finlandia Marathon can act as a social role of local communities. If the organizers of the Finlandia Marathon could offer interesting sport event tourism, more people could be attracted to involve in the marathon activity so that their health condition could be improved to some extend. Besides, the Finlandia Marathon could add the value to the Jyväskylä's image as a sport city. Secondly, the Finlandia Marathon could bring more business opportunities to Jyväskylä. The more people visit, the more money will be spent on service industry. Lastly, although over amount of tourists may burden the environment of Jyväskylä city, the negative impact of the Finlandia Marathon does not appear obviously since it is not a big sport event at this time. 8) Some limitations could be noted although the results of the interviews and surveys used in this study answered the research questions. As one of the co-organizers, JKU club also played an important role in making the Finlandia Marathon 2007 a reality. They took charge of making and implementing many tactical and operational decisions on the event day. Yet, this study only focused on the work of KesLi. All decisions made by JKU club on the event day were ignored in this study due to time and budget restrictions of the research. This limitation provides a chance to continue this study in the future. Moreover, some analysis of the decision-making process is not deep enough due to the time lapse between the interviews and the shortage of interviewee's to choose from.

Then suggestions were presented in regard to the aforementioned findings. First of all, the organizers should keep improving the organization of the event, such as the service section, promotions of the event and so on. The second suggestion is that a complete and feasible sport event tourism plan should be developed. A reasonable sport event tourism plan can go a long way in developing the Finlandia Marathon and the City of Jyväskylä as an ideal destination for sporting events and sport-related family vacations. With more planning and development of the sport event tourism factors of the Finlandia Marathon the participants can enjoy the marathon as well as a great sport tourism trip with their family members or friends. The third suggestion is that the organizers should provide more information about sport activities other than marathon, including sport facilities and environmental information in order to appeal to larger audiences and help participants design a complete trip. Promoting unique sport-related side events is a good idea for attracting participants as well. On the other side, an appropriate scale of the

Finlandia Marathon could guarantee the quality of the event and protect the environment of Jyväskylä city.

As mentioned at the beginning of this thesis, sport event tourism is one of the fastest growing components of the sport tourism industry. Thus, to study how to operate sport event tourism management successfully is very reasonable for developing sport tourism. In sport event tourism management, organizer's decision making of the event has a significant impact on the results of sport event tourism. Therefore, the framework of the decision-making process and sport event planning in this thesis make a contribution to the development of sport event tourism. It suggests the process of making decision during a sport event, and shows the important linkage between sport event and sport event tourism management. Also, the organizer's decisions directly influence the results of sport event tourism.

Although tourism is not always the main reason for organizing a sport event, the fact is a successful sport event naturally accompanied with tourism affairs. Not only spectators, but also athletes, coaches, sometimes even media workers may travel to the event place to participate in the event in different ways. If the goal of sport tourism is set together with the goal of sport event, the whole organizing work would be more balanced and more effective. Otherwise, the sport tourism aspect may not be paid much attention although organizers realized the importance of it. In the case of this study, organizers did think that sport tourism was necessary, but since the goal of sport event was set separately from sport tourism, they mainly focused on the event without much tourism consideration.

Though this study is performed from organizer's angle, we found out that sport tourism would develop better with the support and corporation with government or tourism organization. The level of government depends on the level of sport event, for instance the Finlandia Marathon gained support from Jyväskylä city government in the year 2008. With the support of government, sport event tourism could be carried out easier to reach a successful result. Sport tourism may bring diverse impacts to the host country or city, such as a better and healthier local image, more investment opportunities, and stimulation to local service industry. Because of the duration of strategic decisions is quite long as years, organizers of sport event sometimes are not able to design long term

sport event tourism plans by themselves, but the government could make the sport event tourism as a part of city development.

Our research is conducted from the organizer's angle to examine the sport event tourism being recognized in sport event organization work. Finlandia Marathon 2007 is chose to be the case with a combination of qualitative method and quantitative method that utilized in the research. Due to the research carried out in Jyväskylä of Finland and the time limitation of the authors, the case embodied regional character and time effect. The usage of research methods of this thesis is effective and efficient. To be the main research method, the qualitative method was conducted by three-turn interviews with sport event organizer. The contents of the interviews represented in the results part of the thesis. The quantitative research method was a supplementary method in this thesis, which the questionnaires were distributed to the participants of the sport event on the event day in order to obtain the feedback of the organization work. The data were stated a few in the results part and mainly in the evaluation part. Therefore, with the subjective description and objective data display, the abundant results of the case can be summarized; also, the detailed and integrated evaluation of the case can be conducted. However, as the languages of authors, the interviewee and the respondents of the questionnaires were all used in the non-mother tongue, thus the differences of the culture and language brought a few difficulties in proceeding the research smoothly. These difficulties can partly explain the lesser number of respondents and a little misunderstanding made during the interviews.

Moreover, the sport event tourism is a rapidly developing industry at present. In the theoretical background of this thesis, we reviewed a lot of theories, which related to sport tourism and sport event tourism. Then, to put the concept of sport event tourism into practice, in other words, to recognize the sport event tourism in the sport event organization work is the decision made by the senior organizers. The aim of the research is to examine whether the sport event tourism is in the organizer's decision-making process. It seems that the study of this thesis is the primary stage of integrating theory of sport event tourism with practical management. Hence, how to apply theory of sport event tourism to practice can be kept exploring in the future. In addition, the Finlandia Marathon 2007 is the first instalment of Finlandia Marathon; the sport event tourism management is also at the initial step during the event management. Therefore, to

continue a study on this periodical marathon event can explore how organizers develop sport event tourism, and detect how tourism factor influences sport event.

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APPENDIXES

Appendix 1

First turn Interview Questions – Organizers

- Event
 - How many years has this event been held?
 - Who are the organizers?
 - The amount of the visitors (including athlete, spectator, coach etc.).
 - Who are the spectators? (Fans? Friends of athletes?)
 - Who pay all expenditure of event?
 - What is the route? Why design the route like this?
- Decision making
 - Goal
 - What is the purpose of the organizers to hold this event – Finlandia Marathon 2007?
 - What is the mission of the organization work?
 - What kind of organization system they have in this event? How many staffs involve the organization work?
 - Do the organizers take sport tourism into account? Why? (Do they think sport tourism is important to event?)
 - Strategy and implementation
 - What is the strategy of improving sport tourism during the event?
 - What benefit did previous events get from sport tourism? (previous experience)
 - How many factors the organizers considered during the organizing procedure? What effects do organizers expect? How do the factors affect the event?
 - What kind of support can Jyväskylä city provide? What can the city benefit?
 - How is it possible to improve the co-operation between club and the city?
 - How the organizers communicate event's strategy with public and

private sectors (meeting etc.)?

- How do the organizers arrange the existing resources (e.g. city services, transportations)?
- What kind of promotion services that the organizers will provide (brochure, side events, etc.)?
- What are the purposes the organizer arrange these side events? How do they choose side events?
- What are the functions of the brochure?

What are the outcomes which the event sport tourism brings? (Economic impact, social impact, creates a reputation etc.) (expected)

- What it would bring to the club/city?

➤ Problem (cases)

- What is the problem?
- How do you define it?

➤ Solution (cases)

- How do you get information you need (select & identify)?
- Do you have decision criteria?
 - How many alternative solutions do you have?
- How do you weigh and consider your options (collecting information, previous experience, data analyze)?
- Do you need to review and evaluate what you did?
- So then you made your decision and take action?
- Do you have any outcomes till now?

YES...

- How do you feel about the outcomes (satisfy or not)?
 - If not, how you deal with it?

Appendix 2

Second Turn Interview Questions

Event

- What do you feel about the result of this Finlandia Marathon?
- Do you have any evaluation about this Finlandia Marathon?
- Do you think you received the expected result of this event?
- How about the result of the runners?
- Do you receive any feedback from participants?
- Do you have any feedback from spectators?
- Does this event make profit? Or only for improving the health condition of people who are living in the middle of Finland.

Athletes and spectators

- Do you have any statistic about the number of the participants (how many men, women, and different numbers in different ages...)?
- How many participants are from outside of Jyväskylä? And which areas?
- Many senior citizens came, even from other countries, Do you have any information of them? (Germany)
- Do you have any statistic about the number of the spectators? Were there many spectators around the lake? Do you satisfy the number of the spectators?

Organization

- When do you decide to cooperate with JKU? Why do you choose this event?
- How about the cooperation work with JKU?
- How do you divide the specific work with JKU? What's benefit for JKU? What is the benefit for you?
- Do you think many people pay attention to this event? Was the event recognized?
- Did the city show interests in it? Will they give any support for next year? If so, what will the event bring to city? (tourism?)
- What is the impact of other two events- Hyvän olon Messut and Ween Maan Wiljaa-tapahtuma? Will you plan to hold the Marathon combine with other events in the future? (According to our statistics... side event)
- Do you want people (spectators) to participate in other sport?
- How about using Timer machine system in this Finlandia Marathon?

- How about the volunteer work? Were there enough volunteers on that day?
- Party (how many people? Content?)

Sport tourism

- Did anybody ask for tourism information from you on that day?
- Will you pay more attention to sport tourism aspect next year?
- Do you get anything about Sport tourism through this event though it was the first time for you to organize?
- What will be operated for next time? Do you have any plan on the sport tourism aspect?(Details)
- Will you ask for help from city on sport tourism? How you get it?

Decision making

- Did you meet any problems during the event? How did you solve it?(Cases related to sport tourism)
- When you made decisions (3 weeks a time, ...Meeting procedure) (Cases related to sport tourism)

Others

Impact of factors

- Weather: Did the bad weather cause problems to you? Will you take any methods to prevent it happens again?
- Control of crowds
- Shower

Parking

Appendix 3

Third Turn Interview Questions

1. Keski-Suomen Liikunta ry. Introduction
2. Strategic plan of the Finlandia Marathon 2007
3. Tourism plan for next Finlandia Marathon
4. Other questions
 - uniform
 - equipments
 - food service
 - scheduling

Appendix 4

I BACKGROUND VARIABLES

1. Sex ___ female ___ male

2. Age ___ years

3. Marital status ___ married ___ in cohabitation ___ divorced ___ widow(er)
 ___ single

4. Basic education ___ high school –level education, about 12 years
 ___ lower secondary education, about 9 years
 ___ primary education, less than 9 years
 ___ other basic education

5. Continuous education ___ Doctorate or Master-level education
 ___ lower degree level tertiary education, e.g. Bachelor degree
 ___ lower level of upper secondary education, about 10-11 years
 ___ vocational course or diploma
 ___ other continuous education
 ___ no continuous education

6. Occupation/profession _____

7. Present working status ___ private entrepreneur
 ___ employee (working for someone else)
 ___ retired
 ___ student
 ___ unemployed
 ___ other, what? _____

8. Town and country of residence _____

9. Gross income (salary, pension, capital income and other) of the household per month
(in your own currency)

Approximately _____ per month.

10. Number of children under 18 years in your household _____

11. Number of adults in your household? _____

12. Is this your first time in Marathon?

___ Yes

___ No. How many times have you participated before? _____

II VISIT IN JYVÄSKYLÄ

13. Is your visit to Jyväskylä

- ☐ leisure trip that you/your family has paid yourself
☐ business trip
☐ leisure trip partly or totally paid by your employer
☐ rehabilitation trip paid by someone else other than you or your employer, by whom?
☐ other, what? _____

14. Who are you travelling with?

- ☐ alone ☐ together with spouse
☐ with my family ☐ with a friend/friends
☐ with colleagues ☐ with other companionship, what? _____

15. What is the main purpose of your trip? Please, choose **no more than three (3)** of the following alternatives so that **1=** the most important purpose of the trip, **2=** the second most important purpose of the trip, **3=** the third most important purpose of the trip

- ☐ watching marathon
☐ participating in marathon
☐ relaxation with friends
☐ improving my well-being by physical exercise
☐ experiencing as many new things as possible
☐ doing business
☐ volunteer work
☐ coach, supporter
☐ incentive trip
☐ participating in other sports than marathon
☐ other, what? _____

16. How would you estimate the following aspects of the Finlandia Marathon 2007?

Please estimate your opinion of the following factors of Finlandia Marathon 2007. The alternatives are: **1= very satisfied**, **2= somewhat satisfied**, **3= a little disappointed**, **4= very disappointed**, **5= cannot say**

	VERY SATISFIED	SOMEWHAT SATISFIED	ALITTLE DISAPPOINTED	VERY DISAPPOINTED	CANNOT SAY
Transportation.....	1	2	3	4	5
Accommodation.....	1	2	3	4	5
Food and Beverage.....	1	2	3	4	5
Environment of the event.....	1	2	3	4	5
Event information provided by organizers.....	1	2	3	4	5
Tourism information provided by organizers.....	1	2	3	4	5

17. What kind of expectations you have while visiting Jyväskylä this time?

- ☐ Information about local tourism attractions
☐ Guided tours
☐ Information about other sport activities (other than Marathon)
☐ Information about entertainment possibilities
☐ Other, what?
-

18. Do you wish to take part in the side events during the Finlandia Marathon in Jyväskylä?

- ☐ YES
☐ NO. Please go to question 20.

19. What kind of side events do you expect?

- ☐ sport related side events
☐ tourism related side events
☐ evening programs, parties, etc.
☐ Hyv ään olon viikonloppu -event
☐ Ween Maan Wiljaa -event
☐ other, what?
-

20. What is your opinion about the following statements concerning travelling? Please circle the right alternative, they are: 1 = I totally agree, 2 = I somewhat agree, 3 = I somewhat disagree, 4 = I totally disagree, 5 = I cannot say

	I TOTALLY AGREE	I SOMEWHAT AGREE	I SOMEWHAT DISAGREE	I TOTALLY DISAGREE	I CANNOT SAY
1. Travelling is an important hobby to me.....	1	2	3	4	5
2. I want to spend my holidays actively	1	2	3	4	5
3. I do not usually participate in organised trips ...	1	2	3	4	5
4. Relaxing in restaurants is a part of travelling ...	1	2	3	4	5
5. I like to sunbathe	1	2	3	4	5
6. I take care of my physical condition by exercising regularly.....	1	2	3	4	5
7. I do not like to travel to the traditional beach resorts	1	2	3	4	5
8. I travel abroad more than people in general....	1	2	3	4	5
9. New experiences are very important to me while travelling	1	2	3	4	5
10. Nature is an important mental resource to me ..	1	2	3	4	5

- | | | | | | |
|--|---|---|---|---|---|
| 11. Above all, I want to return home rested from a holiday | 1 | 2 | 3 | 4 | 5 |
| 12. The safety and the familiarity of the travel destination
are very important to me | 1 | 2 | 3 | 4 | 5 |
| 13. The local people in Jyväskylä interest me | 1 | 2 | 3 | 4 | 5 |
| 14. I consider myself fashionable | 1 | 2 | 3 | 4 | 5 |
| 15. I like danger and risks in life | 1 | 2 | 3 | 4 | 5 |
| 16. Above all, I like to wander in nature when travelling | 1 | 2 | 3 | 4 | 5 |
| 17. Mass tourism puts more pressure to nature than
individual tourism | 1 | 2 | 3 | 4 | 5 |
| 18. I have time to participate in sports only on holidays..... | 1 | 2 | 3 | 4 | 5 |
| 19. Improving myself is important to me during holidays | 1 | 2 | 3 | 4 | 5 |
| 20. Relaxing and doing nothing is most important during holidays.. | 1 | 2 | 3 | 4 | 5 |
| 21. I consume more alcohol when travelling than other times | 1 | 2 | 3 | 4 | 5 |
| 22. The friendliness of northern people had an impact on my
travelling to Jyväskylä | 1 | 2 | 3 | 4 | 5 |
| 23. Travelling is wasting money | 1 | 2 | 3 | 4 | 5 |
| 24. I am interested in new and trendy types of physical activities | 1 | 2 | 3 | 4 | 5 |
| 25. Sport tourism is a suitable form of incentive tourism | 1 | 2 | 3 | 4 | 5 |

III HOBBIES AND TRAVEL

21. What type of physical activities you practise in normal everyday life and how often?

Summer season activity _____ about ____ times a month

Summer season activity _____ about ____ times a month

Summer season activity _____ about ____ times a month

Winter season activity _____ about ____ times a month

Winter season activity _____ about _____ times a month

Winter season activity _____ about _____ times a month

___ I do not practise any physical activities at all

___ I cannot say

22. How many leisure trips you have made during the last year?

Please list all the domestic and foreign leisure trips with the length and the destination of visits that you have made during the last 12 months.

DOMESTIC

<u>Destination</u>	<u>Length of stay/days</u>			
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days

ABROAD

<u>Destination</u>	<u>Length of stay/days</u>			
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days
_____	___ 1-4days	___ 5-7days	___ 8-14days	___ over 14days

23. How many business trips that include at least one overnight stay you take in average a year?

Domestic business trips about _____ trips/year

Foreign business trips about _____ trips/year

___ No overnight business trips at all

24. On what basis you usually choose your leisure travel destination?

Please estimate the influences of the following factors on your choosing a leisure travel destination. The alternatives are: 1= **influences a lot**, 2= **influences some**, 3= **influences little**, 4= **no influence at all**, 5= **cannot say**

	INFLUENCES A LOT	INFLUENCES SOME	INFLUENCES LITTLE	NO INFLUENCE AT ALL	CANNOT SAY
Weather conditions.....	1	2	3	4	5
Clean nature.....	1	2	3	4	5
Price level of the destination.....	1	2	3	4	5
Familiarity of the destination.....	1	2	3	4	5
Distance from home.....	1	2	3	4	5
Level of accommodation	1	2	3	4	5
Possibility to break away from daily routines	1	2	3	4	5
Difference of the destination from daily life	1	2	3	4	5
Cultural possibilities of the destination.....	1	2	3	4	5
Sports possibilities of the destination.....	1	2	3	4	5

IV OBSERVING AND PARTICIPATING IN SPORTS/PHYSICAL ACTIVITIES DURING TRAVEL

25. What type of physical activities you have tried/participated in while travelling during the last 12 months?

During leisure trips _____

During business trips _____

26. What type of sports you have observed while travelling during the last 12 months?

During leisure trips _____

During business trips _____

27. And finally the last question, do you plan to take part in the Finlandia Marathon next year?

___ Yes, as a runner

___ Yes, as a spectator

___ No, why not? _____

THANK YOU!

I TAUSTAMUUTTUJAT

1. Sukupuoli ___ nainen ___ mies

2. Ikä ___ vuotta

3. Siviilisääty ___ avioliitossa ___ avoliitossa
 ___ eronnut ___ leski
 ___ naimaton

4. Pohjakoulutus ___ ylioppilas
 ___ keskikoulu
 ___ peruskoulu
 ___ kansa- tai kansalaiskoulu
 ___ jokin muu koulu

5. Jatkokoulutus ___ korkeakoulututkinto
 ___ ammatillinen opisto/ammattikorkeakoulu
 ___ ammattikoulu
 ___ ammatillinen kurssi
 ___ jokin muu
 ___ ei jatkokoulutusta

6. Ammatti _____

7. Nykyinen työtilanne

___ yrittäjä
 ___ työssä toisen palveluksessa
 ___ eläkkeellä
 ___ opiskelija
 ___ työttömä
 ___ muu, mikä? _____

8. Asuinkunta _____

9. Kotitalouden yhteenlasketut bruttotulot (palkka-, eläke-, pääoma- ym. tulot)
kuukaudessa (euroa)

Noin _____ euroa/ kuukausi

10. Kuinka monta alle 18-vuotiaasta lasta kotitaloudessanne on? _____

11. Kuinka monta aikuista kotitaloudessanne on? _____

12. Onko tämä ensimmäinen kerran Finlandia Marathonissa?

___ Kyllä
 ___ Ei, olen ollut mukana aikaisemmin ___ kertaa

II VIERAILU JYVÄSKYLÄÄN

13. Onko Jyväskylän matkanne

- ☐ vapaa-ajan matka, jonka olette itse kustantanut/perheenne on kustantanut
☐ työmatka
☐ työnantajan osittain tai kokonaan kustantama lomamatka
☐ valtion/kunnan tms. kustantama kuntoutus- tms. matka
☐ muu, mikä? _____

14. Kenen kanssa matkailette Jyväskylässä?

- ☐ yksin
☐ perheen kanssa
☐ työtovereiden kanssa
☐ kaksin puolison kanssa
☐ ystäväni/ystävien kanssa
☐ muun seurueen, minkä kanssa? _____

15. Mikä on **matkanne pääasiallinen tarkoitus**? Valitkaa seuraavista **enintään** kolme vaihtoehtoa siten, että numeroitte vaihtoehdot seuraavasti: **1=** tärkein matkan tarkoitus, **2=** seuraavaksi tärkein matkan tarkoitus ja **3=** sitä seuraavaksi tärkein vaihtoehto.

- ☐ Finlandia Marathoniin osallistuminen
☐ Finlandia Marathonin seuraaminen katsojana
☐ lomailu perheen/puolison kanssa
☐ rentoutuminen ystävien seurassa
☐ kunnon kohottaminen liikkuen ja urheillen
☐ mahdollisimman monien uusien elämysten kokeminen
☐ urheilu- tms. tapahtumaan osallistuminen
☐ työyhteisön ilmapiiriin vaaliminen ja työn laadun parantaminen
☐ liikeasioiden hoitaminen
☐ häämatka tai muu perhejuhlaan liittyvä syy
☐ harjoittelu-/valmennusmatka
☐ opiskeleluun tai koulunkäyntiin liittyvä matka
☐ terveyden hoitoon, kuntoutukseen tms. liittyvä matka
☐ muu mikä? _____

16. Miten arvioisitte seuraavia Finlandia Marathoniin liittyviä tekijöitä?

Rengastakaa mielestänne sopivina vastausvaihtoehto, vaihtoehdot ovat: **1=** olen erittäin tyytyväinen, **2=** olen jokseenkin tyytyväinen, **3=** olen jokseenkin tyytymättön, **4=** olen täysin tyytymättön, **5=** en osaa sanoa

	ERITTÄIN TYYTYY- VÄINEN	JOKSEEN- KINTYY- TYVÄINEN	ERITTÄIN TYYTYY- MÄTÖN	JOKSEEN- KINTYY- TYMÄTÖN	EN OSAA SANOA
Liikennejärjestelyt.....	1	2	3	4	5
Majoituksen taso.....	1	2	3	4	5
Ravintola-, kahvila- yms. palvelut.....	1	2	3	4	5
Tapahtuman ympäristö.....	1	2	3	4	5
Järjestäjien tarjoama tieto tapahtumasta.....	1	2	3	4	5
Järjestäjien tarjoama matkailuinformaatio.....	1	2	3	4	5

17. Minkä tyyppisistä matkailupalveluista toivoisitte saavanne tietoa/olisitte kiinnostuneita

Jyväskylän vierailulle aikana?

- ___ tietoa alueen muista matkailupalveluista
 ___ opastetuista kiertoajeluista
 ___ tietoa alueen muista liikunta- ja urheilumahdollisuuksista
 ___ tietoa alueen iltaelämästä, viihteestä yms.
 ___ jostain muusta, mistä? _____

18. Aiotteko osallistua Finlandia Marathonin aikana järjestettäviin oheistapahtumiin?

- ___ Kyllä
 ___ En, voitte siirtyä suoraan kysymykseen 20.

19. Minkä tyyppisistä oheistapahtumista olette kiinnostuneita Finlandia Marathonin aikana?

- ___ liikuntaan liittyvät oheistapahtumat
 ___ alueen matkailukohteisiin tutustuminen
 ___ iltaohjelmat
 ___ Hyvän olon Messut
 ___ Ween Maan Wiljaa -tapahtuma
 ___ muuta, mitä? _____

20. Mitä mieltä olette seuraavista vapaa-ajan matkailua koskevista väittämistä?
 Rengastakaa oikea vastausvaihtoehto, vaihtoehdot ovat: **1= täysin samaa mieltä, 2= jokin samaa mieltä, 3= jokin eri mieltä, 4= täysin eri mieltä, 5= en osaa sanoa**

	TÄYSIN SAMAA MIELTÄ	JOKSEEN- KIN SAMAA MIELTÄ	JOKSEEN- KIN ERI MIELTÄ	TÄYSIN ERI MIELTÄ	EN OSAA SANOA
1. Matkailu on tärkeä harrastus minulle.....	1	2	3	4	5
2. Haluan käyttää lomapäiväni aktiivisesti.....	1	2	3	4	5
3. En yleensä osallistu järjestetyille retkille matkoilla.....	1	2	3	4	5
4. Matkailuun kuuluu rentoutuminen ravintoloissa.....	1	2	3	4	5
5. Otan mielelläni aurinkoa.....	1	2	3	4	5
6. Huolehdin fyysisestä kunnostani liikkumalla säännöllisesti.....	1	2	3	4	5
7. En matkusta mielelläni perinteisiin rantakohteisiin.....	1	2	3	4	5
8. Olen matkaillut ulkomailla enemmän kuin ihmiset yleensä.....	1	2	3	4	5
9. Uudet elämykset ovat minulle tärkeitä matkalla.....	1	2	3	4	5

10. Luonto on minulle tärkeä henkinen voimavara	1	2	3	4	5
11. Haluan palata lomalta ennen kaikkea levänneenä.....	1	2	3	4	5
12. Lomakohteen turvallisuus ja tuttuus on minulle tärkeää.....	1	2	3	4	5
13. Jyväskylän paikallisyhteisö ja –kulttuuri kiinnostaa minua	1	2	3	4	5
14. Olen muotitietoinen.....	1	2	3	4	5
15. Pidän vaaroista ja riskeistä elämässä.....	1	2	3	4	5
16. Liikun matkoilla mieluiten luonnossa	1	2	3	4	5
17. Massaturismi kuormittaa luontoa yksilömatkailua enemmän.....	1	2	3	4	5
18. Haluan liikkua lomalla, koska siihen ei ole arkena aikaa	1	2	3	4	5
19. Itsensäkehittäminen on minulle tärkeää lomalla.....	1	2	3	4	5
20. Lomalla on tärkeintä lepo ja löhöily.....	1	2	3	4	5
21. Käytän alkoholia enemmän matkoilla kuin arkena.....	1	2	3	4	5
22. Keski-suomalaisten ihmisten ystäväisyys vaikutti Jyväskylään tulon.....	1	2	3	4	5
23. Matkailuun kuluttaminen on turhanpäiväistä tuhlausta.....	1	2	3	4	5
24. Uudet trendilajit kiinnostavat minua.....	1	2	3	4	5
25. Liikuntamatkailu sopii hyvin kannustematkailun muodoksi.....	1	2	3	4	5

III VAPAA-AJAN HARRASTUKSET ja MATKAILUTOTTUMUKSET

21. Mitä eri liikunta- ja urheilumuotoja Te harrastatte normaalina arkena ja kuinka usein?

Kesäkausilaji _____ noin ____ kertaa kuukaudessa

Kesäkausilaji _____ noin ____ kertaa kuukaudessa

Kesäkausilaji _____ noin ____ kertaa kuukaudessa

Talvikausilaji _____ noin ____ kertaa kuukaudessa

Talvikausilaji _____ noin ____ kertaa kuukaudessa

Talvikausilaji _____ noin ____ kertaa kuukaudessa

___ en harrasta mitään liikuntaa tai urheilua normaalina arkena

___ en osaa sanoa

22. Kuinka monta lomamatkaa olette tehnyt viimeisen vuoden aikana?

Olkaa hyvä ja luetelkaa kaikki viimeisen vuoden aikana tekemänne kotimaahan tai ulkomaille suuntautuneet **lomamatkat**, niiden kesto ja kohde.

KOTIMAAHAN

<u>Matkakohde</u>	<u>Matkan kesto/vrk</u>			
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk

ULKOMAILLE

<u>Matkakohde</u>	<u>Matkan kesto/vrk</u>			
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk
_____	___ 1-4 vrk,	___ 5-7 vrk,	___ 8-14 vrk,	___ yli 14 vrk

23. Kuinka monta vähintään yhden yöpymisen sisältäviä työmatkaa te teette keskimäärin vuodessa?

Noin ___ kotimaan työmatkaa / vuosi

Noin ___ ulkomaan työmatkaa / vuosi

___ en yhtään yöpymistä sisältäviä työmatkaa

24. Millä perusteella valitsette yleensä lomamatkakohteen?

Olkaa hyvä ja arvioikaa seuraavien tekijöiden vaikutus lomamatkakohteen valinnassa rengastamalla oikea vaihtoehto. Vaihtoehdot ovat: **1**= vaikuttaa paljon, **2**= vaikuttaa melko paljon, **3**= vaikuttaa vähän, **4**= ei vaikuta ollenkaan, **5**= en osaa sanoa

VAIKUTTAA PALJON	VAIKUTTAA MELKO PALJON	VAIKUTTAA VÄHÄN	EI VAIKUTA OLLENKAAN	EN OSAA SANOA
---------------------	------------------------------	--------------------	-------------------------	---------------------

Ilmasto-olosuhteet.....	1	2	3	4	5
Puhdas luonto.....	1	2	3	4	5
Hintataso kohteessa.....	1	2	3	4	5
Kohteen tuttuus.....	1	2	3	4	5
Etäisyys kotoa.....	1	2	3	4	5
Majoituksen taso.....	1	2	3	4	5
Mahdollisuus irtautua arjesta.....	1	2	3	4	5
Kohteen erilaisuus arkioloista.....	1	2	3	4	5
Kohteen kulttuuritarjonta.....	1	2	3	4	5
Kohteen liikuntamahdollisuudet.....	1	2	3	4	5

IV LIIKUNNAN JA URHEILUN HARRASTAMINEN TAI SEURAAMINEN MATKOILLA

25. Mitä liikunta- ja urheilulajeja olette harrastanut tai kokeillut matkoilla viimeisen vuoden aikana?

Lomamatkoilla: _____

Työmatkoilla: _____

26. Mitä urheilulajeja olette katselijana seurannut (paikan päällä ei siis esim. televisioista) matkoilla viimeisen vuoden aikana?

Lomamatkoilla: _____

Työmatkoilla: _____

27. Lopuksi, onko suunnitelmisianne osallistua Finlandia Marathoniin myös ensi vuonna?

___ kyllä juoksijana

___ kyllä katsojana

___ ei, miksi ei? _____

LÄMMIN KIITOS JAMUKAVAA LIIKUNTAMATKAN JATKOA!