

**SPORT CLUBS' HEALTH PROMOTION ACTIVITIES FOR THE
SURROUNDING COMMUNITIES**

A comparative case study of Columbus Blue Jackets, HJK and Sotkamon Jymy

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ABSTRACT

The level of physical activity continues to decrease globally. Therefore it is important to explore new ways of promoting physical activity and healthy life style. Sport clubs are an excellent setting for physical activity and health related programs targeted for the surrounding community due to their visibility, popularity and image. They offer also companies a possibility to conduct their health related corporate social responsibility activities by supporting and cooperating with the club. Despite its importance there are not many studies related to the role of sport clubs as health promoters.

The aim of this research is to explore what kind of health promotion activities sport clubs have in order to activate people in the surrounding community towards healthier and more physically active lifestyle and how they use these activities for commercial purposes. This research includes a comparative case study of three elite case study clubs representing different countries and sports: Columbus Blue Jackets (USA, ice hockey), HJK (FIN, football) and Sotkamon Jymy (FIN, Finnish baseball). It also highlights the differences and similarities these sport clubs have regarding their health promotion activities.

The data for this qualitative study was collected by structured email interviews taking place in April 2014. The results revealed that sport clubs have already realized their important role in community level health promotion and have started to plan and execute health promotion campaigns in cooperation with other stakeholders. While children seem to remain the number one target group also company sector was perceived as an important target group mostly for the financial reasons. Health promotion activities were perceived particularly important concerning also future operations. Some differences were found between case study clubs which were mostly due to their different sizes and financial resources.

Key words: sport club, health promotion, setting-based health promotion, cause related marketing, corporate social responsibility.

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1 INTRODUCTION

Sport business is growing rapidly and is nowadays even more mixed with leisure, recreation, entertainment and business sectors. This phenomenon is largely due to the globalisation of sport which has also led to the change in the role of sport within the society. Sport offers the possibility of homogenous groupings that may easily overcome geographical boundaries. These groupings serve as excellent target groups for marketers. Sport also contains and reflects cultural and regional identity and is therefore a good setting to unite different kinds of people together. From this perspective sport can be seen as an excellent channel to combine variety of people and different kinds of target groups together to form an interesting platform for businesses and organisations to a use for commercial purposes such as health promotion purposes. (Westerbeek & Smith 2003)

Sport has been recognised as an excellent setting also for health promotion purposes. According to Kokko (2010) there are four different kinds of models behind the concept of health promoting sport clubs. These are the model of well-being (Allardt 1976), the preliminary criteria for a health promoting sports clubs (Kannas 2000), typology of sports clubs (Itkonen 2000) and the model for setting-based health promotion (Whitelaw 2001). Even though Itkonen's (2000) model is also shortly presented the setting-based health promotion model is the one used in this research. This particular model was chosen because it seemed the easiest to associate with professional elite sport clubs. The word setting in terms of setting-based health promotion is understood as a set of environmental factors that affect health and through which health promotion planning and implementation can be done. Setting is a context in which individuals and communities develop health taking into account also the health relating factors that the particular setting possesses. (Kokko 2010) Sport clubs have been considered as a setting for promoting especially health and social good and delivering health promotion related messages. Sport clubs are so called mediating institutions that operate in the middle of private and public life and that way function as settings for variety of different kinds of people. Since sport clubs have already an active and healthy image they are believable messengers of health related campaigns and activities. Sport clubs can promote health related issues for example in sport events. They can also offer other stakeholders a possibility to promote health related issues through sponsorships. (Donaldson & Finch

2012) Using sport and recreational sector as a setting is still rather new strategy and needs to be studied more (Casey et al. 2009). So far most of the setting-based health promotion applications to sports club settings have focused more on the health effects gained within the club members. However a sport club can also act as setting for promoting health to the people within the surrounding community that are not a part of the club's daily functions. Sport organizations and clubs have already been active in social responsibility and community development initiative for decades. For example athletes have visited schools and hospitals and they have promoted healthy life style and succeeded in increasing sport participation. These are examples of positive social impacts of how sport can do good for the whole community. (Godfrey 2009)

Professional sport teams and athletes are in a unique position since they are able to offer added value to their sponsors and stakeholders with low or no cost. (Pollick 2009) Sport and especially elite sport serve as a great arena for sponsors to seek visibility and awareness for its products and services. Besides this, sport offers also a platform for corporate social responsibility by playing as a vehicle for sponsors to deploy social responsibility plans and actions. Not only companies but also professional sport teams are more and more engaging in socially responsible activities (Babiak & Wolfe 2009). Health promotion can be closely related with cause related marketing and corporate social responsibility issues. Even though most companies are cutting down their marketing budgets the budgets for cause related marketing, such as health promotion related marketing, are still growing (Pollick 2009). In addition to sport there are also other means for delivering corporate social responsibility such as art and culture. However, sport possesses unique features which make it more appealing for sponsors. These are mass media and distribution power, youth appeal, positive health impacts, social interaction, cultural integration and immediate gratification benefits. (Smith & Westerbeek 2007) The higher the commitment is with a sport club or organization and the sponsor the more favourable these cause related promotions are which means better results for the corporate social responsibility actions. (Ngwenya 2010) Health and physical activity is closely related to sport and therefore by creating health promotion programs and campaigns sport clubs are allure sponsors who are seeking a platform for health related social responsibility actions. Addition to this elite sport clubs can offer sponsor good return for their investment by large media coverage. Even though social responsibility issues are not being discussed too deeply in this study the focus is also in

discovering through case study examples how sport clubs can use help promotion campaigns and activities as tools for acquiring sponsors and for gaining other commercial and financial benefits.

1.1 Definition of key concepts

In order to increase the understanding of the purpose and aims of this research I will shortly explain some of the concepts and terms that are frequently used throughout the whole study. Even though some of these may seem rather familiar concepts there are different kinds of theoretical interpretations of them that may slightly vary from each other. There might also be different interpretations from international perspective. The interpretations of these key concepts used in this study are presented below:

Sport club: Sport club is basic local function of unit of several sport systems. They serve as context where people participate in sport while at the same time are influenced by socio-cultural factors. (Kokko et al. 2011) Sports clubs can be divided into two different sub categories which are socio-cultural clubs and sport performance clubs. Whereas socio-culturally oriented clubs are more focused on recreational aspects and aim at producing physical activity in a social atmosphere. Sport performance oriented clubs are more competition-focused. They emphasize preparation, discipline and goal orientation. These clubs are involved in competition systems and can also be oriented toward commerciality and publicity. This is the case especially with elite sport clubs. (Kokko 2010) From a more social perspective a sport club can be defined as social organization which members have common goals and interests related to sport participation, social good and sustainable development of the club. (Heinilä 1986) Due to fact that the case study sport clubs are big elite sport clubs and are therefore highly related to commercial and publicity aspect the term sport club in this study refers more to the sub category of sport performance clubs.

Health: According to WHO (1986) the term “health” is defined as a state of complete physical, mental and social well-being and not only the absence of disease or infirmity. It is not an object for living but more as a resource for everyday life which permits people to live an individually, economically and socially productive life. In this research the focus is mostly on physical health.

Health Promotion: According to (Kokko et al. 2011) Health promotion is defined as activities that are done in order to support environments', communities' and individuals' capacity to improve and control their health. There are three basic strategies which are advocacy for health in creating the essential conditions for health, enabling people in achieving their full health potential and mediating between different interests of society in the pursuit of health. (WHO 1986)

Physical activity / Health enhancing physical activity: Physical activity refers as set of behaviours that include exercise, sport and a wide range of life style physical activities in different setting such as home, work, leisure time and during transportation. Addition to this there is a concept of health enhancing physical activity (HEPA) that goes a bit beyond the term of physical activity by meaning only that type of physical activity which is beneficial to person's health with minimum risk. (Kokko 2011) As mentioned earlier the main focus in this study is on physical health and physical activity. Even though the main focus in this study concerning physical activity is on health enhancing physical activity the term physical activity is the one used more actively in this study in order to make the text more fluent. The following figure (1) tries to clarify the various areas related to physical activity and its relation to sport club.

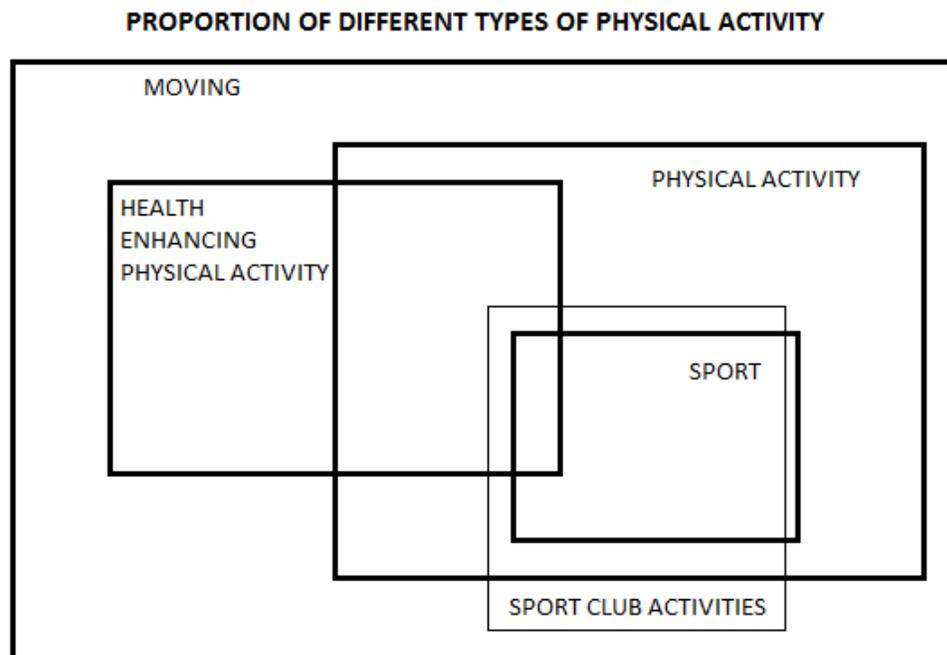


Figure 1. Illustration of different types of physical activity (Modified from Kokko 2014)

Corporate social responsibility: The concept of corporate social responsibility (CSR) has many definitions. Dahlsrud (2008) has made a study related to CSR definitions and according to that CSR can be best defined as concept whereby companies integrate environmental and social concerns in their business operations and also in their interaction with different stakeholders on a voluntary basis. The role of CSR is not a significant in this study. However the concept is referred when discussing sport clubs' health promotion programs and how they clubs benefit clubs companies (future sponsors) as a setting for promotion of their corporate social responsibility related issues.

In addition to these previously mentioned and explained concepts this research contains other concepts such as *setting-based health promotion* and *cause related marketing*. However, since these concepts are broadly introduced and explained in the theoretical part they are not explained more thoroughly here in the introduction part.

1.2 Objectives of the study

This study is focusing on the role of sport clubs in health promotion work that is targeted mainly to the people within the surrounding community. As can be seen from the previous chapter most of the studies relating to health promotion and sport clubs have been focussing on how sport clubs can act as health promoter within the club premises. This means that the main focus has been in enhancing health of people who are already participating in the club's functions. Even though these people are not excluded the focus of this study is broader. The main focus is to concentrate on how sport clubs promote health to the whole community which means also to the people who are not members of the club but live in the same community meaning the surrounding city or town. The main focus of this research is to study what kind of health promotion activities different sport clubs do in order to promote health within the surrounding community. Often these kind of promotional activities are part of a club's social responsibility plan. However, health promotion activities can nowadays be seen also as a part of a club's PR and marketing activities which often also attract new spectators, sponsors and other supporters. The research question of this study is can be defined as

the following: *How sports club take part in community level health promotion?* This research question has been divided into two following sub objectives:

1. What kind of activities and campaigns sport clubs do in order to promote health and physical activity to the surrounding communities?
2. How do sport clubs feel they benefit from these activities and campaigns?

These individual sub objectives together try to create an answer to the research question presented above. Due to the fact that this research includes cases from different countries it is possible to add a thirds sub objective to the research in order to give more international dimension to the research:

3. What are the similarities and differences of these activities and campaigns between different sport clubs?

This study begins with theoretical issues relating to sport clubs' role as a place for setting-based health promotion activities. The second chapter of this research covers the theoretical framework relating to sport clubs and health promotion. It also aims to provide answers relating to first two sub objectives. The chapter starts by presenting the concept of setting-based health promotion theory and its main ideas. Setting-based theory is then applied to a sport club setting. This is followed by more marketing based issues of how health promotion activities can be used for PR purposes, especially relating to sport clubs and how these activities can benefit sport clubs. This section is based on a theory of cause related marketing. Finally all these previously discussed issues are being studied by focusing on four different sport clubs and their health promotion activities. These clubs are located in different countries and represent three different sports. Columbus Blue Jackets (Columbus, Ohio, USA) play ice hockey in NHL, HJK (Helsinki, FIN) is a football club playing in Veikkausliiga and Sotkamon Jymy (Sotkamo, FIN) is a Finnish baseball club playing in Superpesis league. All of the clubs are playing in the highest leagues that their sport has to offer in their country.

The aim of this case study is to elaborate the theoretical part by showing real life examples of different sport clubs from different parts of the world. The idea is to present what kind of health promotion activities these particular sport clubs have done in the

past or currently do and compare these results between each other in order to find out similarities and differences. The third sub objective is being answered only based on the information provided in the case study parts. The case study part provides also answers to the first two sub objectives. However, it is worth remembering that the results are based only on the interpretation and answers of the club representative. Therefore the answers for example relating to beneficial issues are only perceptions of the club and may not present the entire truth.

The purpose of this research is not to create new theories or test existing ones. However, through the case section it aims to provide new real life examples how sport clubs view health promotion work in their club functions and what programs and activities they have done in the past or are doing currently. The theoretical part of this research tries to provide a profound background to the case study section by theoretically presenting aspects that are important related to sport setting health promotion. It also served as a basis for the planning of the interview questionnaire.

2 THEORETICAL FRAMEWORK

Despite a careful search it was not possible to find many previous researches about health promotion work in sport club settings that had focused on the health impacts toward the surrounding community rather than the impacts within the club itself. Nevertheless, the researchers within this topic area have stated the impact sport setting related health promotion activities might have also from the wider perspective. Even though the importance of sport setting has been highlighted in relation health promotion programs there is only a limited amount of studies that have concentrated on how health promotion goals have actually been received through sports. Most of these studies come from Australia or Finland and are done by health promotion researchers who want to work in a sport setting. (Donaldson & Finch 2011)

When looking at the topic from the commercial point of view by figuring out the economical benefits for sport clubs and sponsors concerning health promotion campaigns there were not many previous studies related to that either. The more commercial section of the theoretical part introduces the cause related marketing concept. Most of the previous researches relating to the concept in the field of professional sport have been either on retail or product business rather than social responsibility aspects which is the case when talking about health promotion work. (Roy & Graeff 2003) This section is also closely related to the concept of corporate social responsibility as it presents how sport clubs can offer companies a great setting to promote good causes that are related to their social responsibility plan. There are some studies related to sport and the concept of corporate social responsibility (Babiak & Wolfe 2009; Godfrey 2009; Ngwenya 2010; Sheth & Babiak 2009; Smith & Westerbeek 2007). Most of them have included health promotion aspect to their research since it is closely related to social responsibility actions but they have studied the issues mostly from a company's/sponsor's point of view. However, Godfrey (2009) came into conclusion in his study that corporate social responsibility relationships work both ways and are beneficial also for a sport club or organization.

Health promotion field related to sport setting is still rather new in academic research and has not been examined that much. (Jackson et al. 2005) The following chart presents some of the most important and closely related previous researches that relate

to the topic of this research. As highlighted before most of them have focused on the health benefits received within a sport club. Some studies have concentrated more on youth sport clubs and their health promotion programs and some of them have come up with examples that relate to certain environments or countries such as Finland and Australia. The most relevant studies have been presented in the table (1) below.

Table 1. Earlier studies related to Sport clubs promoting health and physical activity

Researcher(s), year	Name of the study	Method
Crisb & Swerissen (2003)	Critical processes for creating health-promoting sporting environments in Australia	Case study published in Health Promotion International focusing on health promotion aspects of different Australian sport clubs.
Kokko, Kannas & Villberg (2006)	Health promoting sport clubs in Finland – A challenge for the setting-based approach	Scientific article published in Health Promotion International analyzing setting based health promotion approach in Finnish sport club context.
Kokko (2010)	Health Promoting Sports Club – Youth sports clubs' health promotion profiles, guidance, and associated coaching practice, in Finland	Doctoral Thesis of Jyväskylä University representing setting based health promotion aspects of youth sport clubs in Finland
Kokko, Green, Kannas (2013)	A review of setting-based health promotion with applications to sports clubs	Literature review published in Health Promotion International combining and analysing theories and applications relating to health promotion activities in sport club environment.

In this theoretical part of the study the focus is first on setting-based health promotion theory adapted also to sport club environment. After that the focus is more on the commercial side of these health promotion activities including image related issues and cause related marketing theory.

2.1 Setting-based health promotion

Even though setting-based health promotion concept is rather new idea of health promotion has been a part of public health already for some time (Green & Ottoson 1999). From the beginning of 1990's the setting-based health promotion concept has become one of the central features in health promotion studies. The key issue of the theory has been in recognizing the significance of the context where the health promotion activities take place. This approach was built upon various theoretical resources mainly on psychology and organizational sociology. (Whitelaw et al. 2001) (Drygas et al. 2011) One of the reasons behind the invention of the setting-based concept was the shift of focus from individualistic life style choices to social environments and policies. This meant that rather than focusing on individual risk factors the focus in health promotion was addressed to the meaning and context of determinants and actions that keep people healthy. (Kickbusch 2003) Since the setting-based theory is still rather new it has been mentioned that there still exists a need for more pragmatic and realistic work on this setting-based theory (Whitelaw et al. 2001). It is also worth noticing that in previous studies the setting-based theory has been more applied to school or community health settings than sport and recreation settings. (Casey et al. 2007)

Setting-based theory can be applied to different kinds of settings. Largest and most multidimensional setting can be for example municipalities and cities. Other large settings which however are easier to outline structurally are health services and schools. There are also other associations and organizations in public and private sector such as sport clubs, work places, hospitals, universities and even prisons. In addition to these also home and families can be seen as settings that serve for the frame of reference of life. (Whitelaw et al. 2001; Kokko 2010, 21) The key strategic point regarding this approach is to move the attention from individual behaviours to developing a strategy which concentrates and benefits the whole population within a given setting which is

part of individuals' everyday lives. (Kickbusch 2003) There is strong assumption that individuals' life style choices are more easily to be modified when the physical and social environment is more supportive toward healthy life style. The concept of social capital is often associated to setting-based health promotion. It refers to those specific actions and processes within a certain community that leads to a goal of mutual social benefit. This refers to interaction among people via systems which support and enhance the social interaction and does not include benefits related to physical infrastructure or production. The main components of social capital are trust, social engagement, civic participation and reciprocity. (Rootman 2001) All of these components can be easily associated to sport which therefore highlights the importance of social capital when talking about health promotion based on sport and recreational settings such as sport clubs.

The setting-based theory for health promotion purposes has received a lot of support. (Donaldson et al. 2012; Kokko et al. 2013; Whitelaw et al. 2001) This is because the complexity of systems in which people make health choices has been recognised as key points influencing their health-related choices and activities (Donaldson & Finch 2011). The basic idea of setting-based theory is that it is easier to achieve health promotion results by focussing efforts on the setting rather than directly on the individuals. This can be done for example by making health-related changes in organizational culture and setting. (Kokko 2010, 21) The setting-based theory has two essential dimensions. The first is the importance of a context through and within which health appears. The other dimension is that this setting offers a good possibility for research on understanding and determining health related factors that influence individuals and the surrounding community. (Kokko et al. 2006; Kokko 2010, 21)

Health promotion activities are usually connected in a space and time to a setting which provides a social structure and context. The setting also provides features that are needed in planning, implementing and evaluating health promotion programs and activities. Health promotion programs that are conducted by a larger operator such as a local community usually require the use of multiple settings. They also require coordination between these settings and across different community sectors in order the program to be effective. (Kokko et al. 2013)

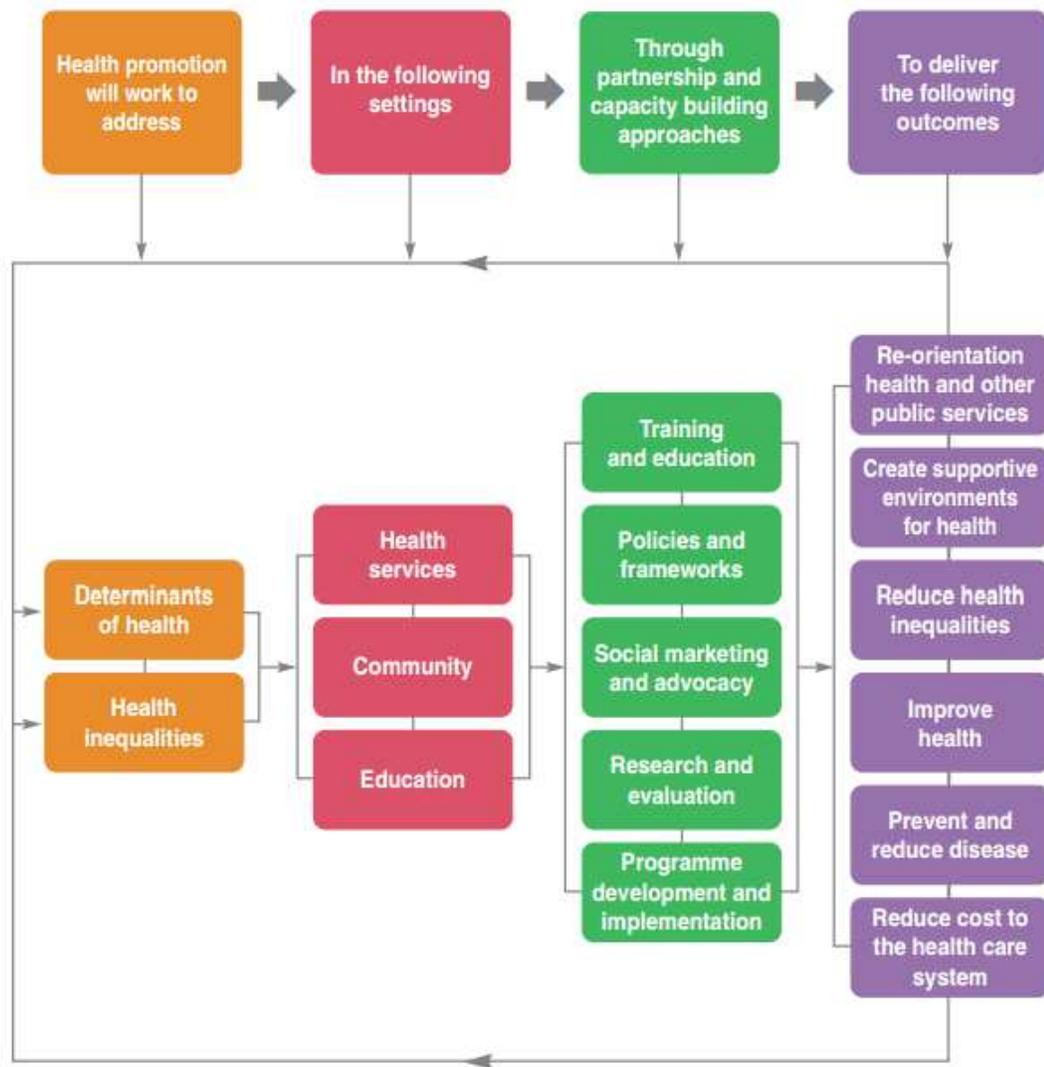


Figure 2. The health promotion strategic framework model (Health Service executive 2011)

The figure (2) above illustrates the main structural elements related to health promotion. It also presents five different approaches which are adopted through community, education and health service settings. These approaches are presented in the third column from the left. In this research the focus is paid more on program development and implementation and social marketing and advocacy since they are most suitable for sport club setting especially when the target audience is the surrounding community and not the club members. Sport clubs can develop health related programs through their sports and implement them in their venues and events. They can also market the health issues through their media coverage and multiple social events and happenings.

Setting-based health promotion has been divided into five different models which are 1.passive 2.active 3.vehicle 4.organic and 5.comprehensive. The role of health promotion varies a lot between these setting so that where as other settings see health promotion as their key function in other ones it barely exists. In the passive model the setting is less active but remains providing a social environment and existing channel for individual-centered health promotion. The health promotion work is separated from sports and is conducted as an educational matter by an external expert concentrating on specific risk behaviour. In active model setting such as a sport clubs promotes health actively and views health behaviours as an important focus. On top of that the importance environmental factors are noticed and the setting understands its tasks in executing support measures to health related issues. In the vehicle model, also seen as club society development model, has a long-term view for health promotion. Its primary aim is in modifying sport clubs through changes in the setting itself. These changes usually mean changes in club's structure and culture which are achieved through changes in regulation, operational principles and practices. However, the model also includes the same goals relating to contribution to individual health behaviours as previous models. The last two models, organic and comprehensive, are too complex to be adapted into sport setting so far. (Kokko 2010)

2.2 Sport clubs as promoters of health and physical activity

In the previous chapter the basic concept of setting based health promotion was introduced. The purpose of this chapter is to adapt the setting-based health promotion theory even more to a sport club setting and also highlights other important factors that are regarded as sport clubs' roles as health promoters. As an introduction for this particular chapter the first attention is paid to the role of health promotion in different types of sport clubs. Sport clubs have different functions and purposes. Therefore also their interest toward health promotion issues can be very different and health promotion programs can also be used for different purposes such as commercial and publicity related purposes.

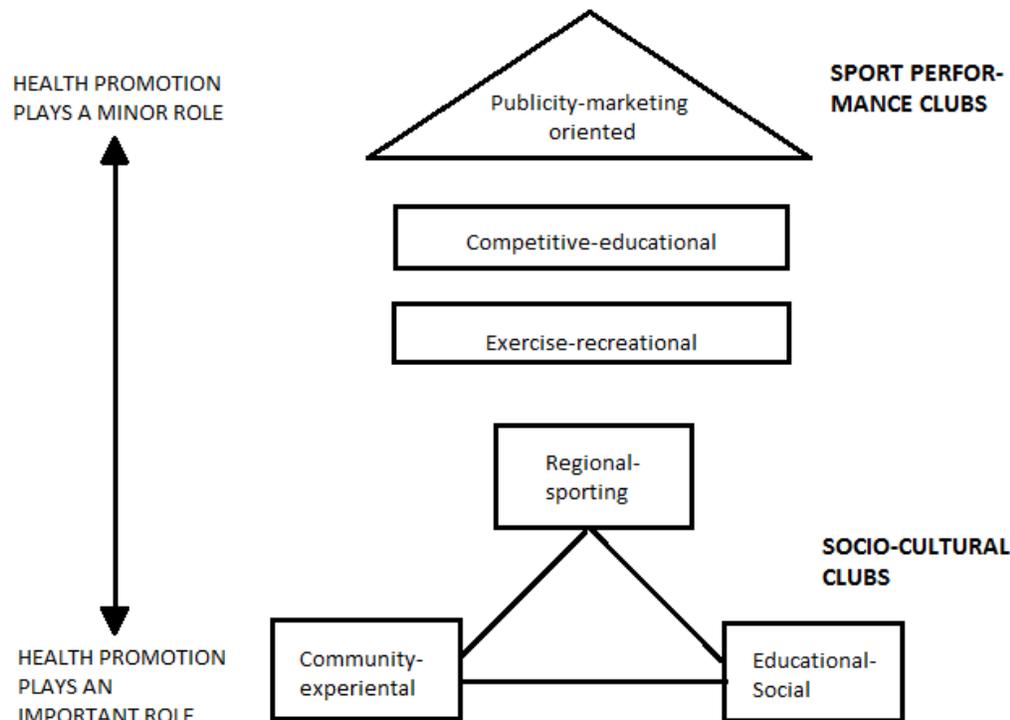


Figure 3. Club typology from the viewpoint of health education (Modified from Kokko et al. 2004)

As illustrated in the figure (3) above the role of health promotion varies depending on the nature of a sport club. As presented in the introduction sport clubs can be classified as more socio-cultural or more sport-performance type of clubs. Usually health promotion issues are more relevant and play a bigger role in socio-cultural clubs where the activities are not based on competitive success. The main goal is in offering exercise and social experiences. Regional sport clubs are formed in relation to physical or social setting where as in community-experiential clubs participants develop the community and search for new experiments. In educational-social clubs sport is used as a mean in achieving other goals in addition to possible competitive goals. Sport-performance clubs have competitive activities and goals. Competitive-educational clubs emphasize competitive goals, discipline and regular training. They usually have clear organizational structure which separates them from exercise-recreational clubs. In the top of the pyramid are publicity-marketing oriented clubs. In these clubs professional business operations have replaced traditional civic activity and the dominating role is given to marketing and media operations. Modern elite sports clubs represent well the concept of publicity-marketing oriented clubs. They function just as other profit seeking

companies. (Kokko 2004) As mentioned before the focus in this research regarding health promotion target groups is not on club members but more on the surrounding community and its people. Concerning these previously presented club types the focus is mostly on publicity-marketing oriented clubs and their health promotion functions. Also the case study is based on this type of modern elite clubs. Even though health promotion in overall seem to play a smaller role within these clubs health promotion campaigns and activities can be used in achieving commercial and publicity related goals.

In different countries different sport clubs have a long history. In spite of this, sports clubs have not yet been used as promoters of health and physical activity that much. (Kokko et al. 2013) Sport is considered to be a mediating institution which provides interface between public and private life. Even though the primary purpose of a sport club is to provide and organize opportunities for participation and competition clubs are also seen as social organizations that social good and especially health. (Donaldson & Finch 2011) Sports clubs' roles as health promoting actors have been recognized internationally. Often this is understood as a concentration on coaches' skills, collaboration with other clubs and social development in health related issues. Sport clubs and sport organizations reach a huge amount of people which makes them ideal actors through which to promote health and physical activity to the surrounding community (Crisp & Swerissen 2003). Sport offers excellent opportunities for setting-based health promotion in improving community health. It is important that health is created in a setting that is part of people's everyday life. Sport clubs have been seen as opportunity to embed health promotion into everyday activities. (Kelly et al. 2010)

Community based health promotion programs are often more likely to be sustained when the programs goals meet the interest of the setting organization. (Casey et al. 2007) In sport setting this theory can be easily applied since it is also sport clubs interest to get people healthy and physically active and also interested in sports. For sport clubs this could mean more members, spectators and supporters. Promoting healthy lifestyle through social environment of sport setting is an attractive goal for health promoters. Sport clubs offer a setting to reach various target groups such as competitors, juniors, spectators, supporters and elite. (Dobbinson et al. 2006) Sport provides physical health through training and playing but it is also important to recognise that social contexts of

sport situations are also able to create many social and mental health effects. (Kokko 2011) Therefore it can be said that sport clubs and their activities provide a setting for enhancing all three aspects of health: mental, physical and social. The following figure illustrates these dimensions.

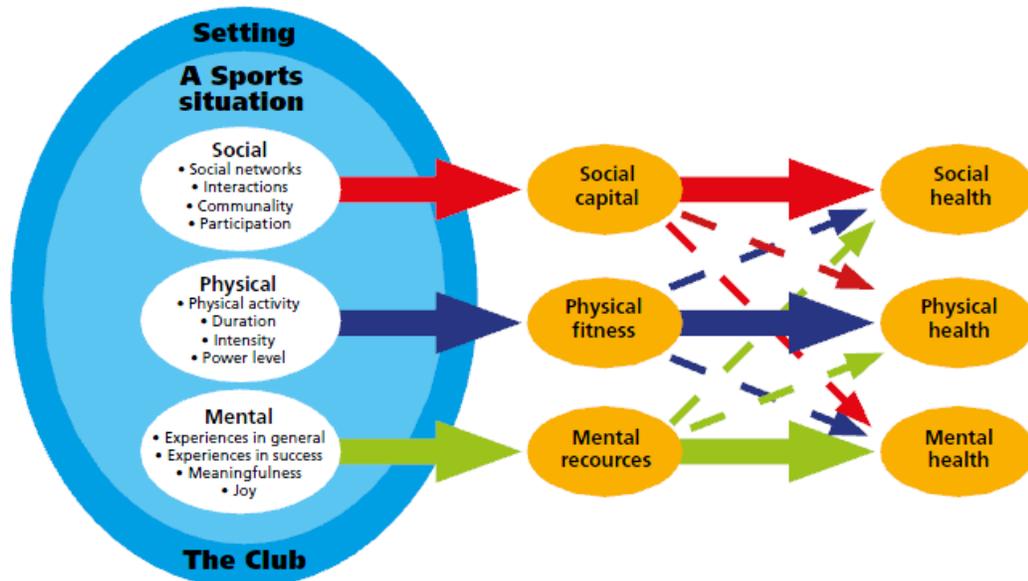


Figure 4. Dimensions of health within sports club activities (Kokko & Vuori 2007)

In the sport setting such as a sport club the health policies development issues are more likely to be conducted if they are promoted by health agencies. Some evidence show that compared to unwritten policies the written policies are more effective in encouraging health related action in the club level. Different health areas suit better different sports so therefore it is important to determine the appropriateness of the health issue being promoted to each specific club and sport. (Dobbinson et al. 2006) Nevertheless, within health promotion research the policy development in sport and recreational setting still is an understudied area. (Jackson et al. 2005) The governments in different countries throughout the world have noticed the importance and taken action towards improving population health through physical activity. They have also realized that sport and recreational sector have an essential role in achieving this goal. This is an accurate portrayal of the situation for example in Australia where sport and sport participation plays a very important role in cultures and identity. A study done in Australia showed that sport clubs are able to succeed in health promotion activities

when they have been given resources and support for club level development. (Dobbinson et al. 2006)

There are few key issues regarding government level and municipality level health promotion organizations and their funding for sport clubs and associations relating to health promotion programs. First issue relates to the values and interest areas of different organizations and sector within the program. It is obvious that difficulties may occur if these values and interests are too far apart. Usually the health professionals view the goals of sport, community cohesion and participation in physical activity, compatible with their own goals and efforts (Dobbinson et al. 2006). Another important issue concerns the longitudinal planning. Creating sustainability for health promotion programs is extremely important in order to avoid the risk of programs ceasing after the initial funding has ended. In order to build sustainability the program developers should not pay attention only to workforce development and provision of financial resources but also changes in organisational strategies must be planned and implemented. In order to facilitate changes within health setting organization structures, processes and resources that support the program must be planned to support the organizational and structural challenges. Also to responsibility of acquiring required funds for the health program should be divided between the funding agency such as health promotion organization and the funded organization such as a sport club or organization. In order to gain long term benefits and get on-going funding the focus of the funded organization should be paid to factors that concentrate on long term changes of public health objectives such as obesity. In order to make these long term plans and programs it is also important to remember to monitor and evaluate the received benefits of the program. (Casey et al. 2007)

Sport clubs are theoretically ideal settings to develop positive and healthy environments and promote physical activity throughout the whole community. Sport clubs can also use this as a strategy in increasing participation the level of memberships or in spectators. (Eime et al. 2008) Participating in sports offers individuals not only a change to develop their physical activity and fitness level but also other important things that are relating to overall health. Through sport participation people develop their social skills and self-esteem, relieve stress, improve co-ordination and generate feelings of belonging. As presented before all these social and mental issues are important factors

when focusing on physical health promotion. Settings for sport and active recreation offer an effective and cost efficient opportunity to promote health. (Moodie & Hulme 2004)

The theoretical base and the planning techniques are the same when comparing setting based health promotion theory in sport settings or in other settings such as work places or schools. However, there are several issues that are important when promoting health especially in a sport setting. 1. *Understanding* the overall setting is really important. This means getting to know other sport groups, organizations and facilities within the surrounding area. Also understanding the audience and their life style is important in order to find out their likes and dislikes and the best ways of communication. 2. Second issue is *undertaking a needs assessment*. This means investigating the needs, wants and requirements of the local community. 3. *Partnership development* can be considered one of the key issues. This means creating a network between local health and sport related organizations and operators such as sport clubs, health agencies, commercial sponsors, sport administrators, sport federations/commissions, youth advisory councils and also transportation and sport facility planners. 4. After research and planning is time *to select the appropriate strategy*. Strategies can be categorized as promotional, educational or structural strategies. Very often these three strategies are used side by side to create a versatile combination. 5. Depending on the strategy it is delivering the message to the specific target group. 6. Finally *capacity building* means creating plan and cooperation with national and local bodies in order to encourage the development of health promotion also in the future. Some other factors that sport sector health promoters have to take into account are for example the seasonality of the games and seasons, special events, sport facility related issues such as alcohol consumption, allocation resources meaning financial and human resources. (Moodie & Hulme 2004)

Despite the fact that sport is usually considered as a great place for health promotion purposes there are also some barriers related to sport settings. One key barrier might be the overall understanding and cooperation between sport and health sectors. Sport clubs and organizations do consider health promotion as a top priority but sport as “the priority” and too often as their only priority. For both of these parties it is important to realize each other’s goals and then determine how these goals can actually benefit each other. In order for health promoters to get an attention of sport clubs they usually have

to have a public support behind them. The lack of health promotion policies or overall support may easily make the cooperation more difficult between health promoters and sport clubs and organizations. (Moodie & Hulme 2004)

2.3 Sport clubs and athletes as role models

In previous chapters the focus has been on the setting based health promotion and how sport club setting can be used for health promotion purposes. This chapter continues the topic by representing the possibilities and advantages sport club and its athletes have when talking about health promotion activities. However, the focus on this chapter is more on the image side and concentrates on how community sees these elite athletes that represent a sport club as role models and what kind of an effect these role models might have from a health promotion aspect.

Role models can have an influence on people on different ways. In order to understand how the mechanism of role modelling operates there are three different theoretical perspectives presented below. *Social cognitive theory* concentrates on the learning process through observation like watching and learning from sport stars. Second theory is called *self-efficacy theory* which highlights the fact that the more similar the role model is the more likely the learner will be motivated. This means that if the learner has similar interests than the role model, for example plays the same sport, the learner is more likely to be motivated by the role model. *Social context framework theory* concentrates to the social interaction between the learner and the role model. The more interaction there is the bigger affect there is for the learner to be inspired by the role model. (Payne et. al. 2003) It has been studied that even though role models can be inspiring for others they may fail to have any impact on other people. This might occur in case of a role model who is unfamiliar or whose excellence and achievements seem too irrelevant for the target audience. In worst scenario inappropriate role modelling may lead to self-deflation and discouragement instead of inspiration. Therefore the ideal role model can be seen as an older person who has achieved what the target audience wishes to achieve them self. (Lockwood & Kunda 1997)

Because of the declining level of physical activity there has been made numerous interventions focusing on making a change in the activity behaviour of people, especially youth. Often the role of a mediator has been highlighted in these kinds of interventions. (Lubans et. al. 2008) According to Bauman (2002) “A mediator can be defined as an intervening causal variable necessary to complete the pathway from an intervention to the targeted behavioural outcome”. Because of publicity elite athletes have become role models and that way they work as a mediator in promoting sport and physical activity to children. The success in elite sport creates new role models which then lead to increasing amount of mediators and positive effect toward physical activity. (Lyle, 2009) The role of a mediator is illustrated in the figure (5) below.

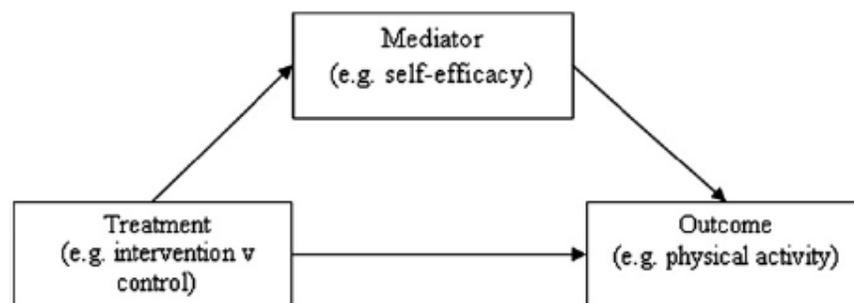


Figure 5. The overview of mediation analysis (Lubans et al. 2008)

Role models can be family members, teachers or other influential people. Role model preferences also tend to change over lifetime especially with children. Even though these previously mentioned initial role models provide a strong model for children other role models, especially sport related role models, have a significant influence on children. This influence seems to be stronger for males. (Payne et. al. 2003) The level of physical activity is usually lower within adolescent girls than boys. The role of sport role models in increasing girls' activity was successful when girls were able to familiarize themselves with the athletes. Therefore women athletes under 40 years old seemed to be most effective. These athletes were often associated also with masculine qualities such as physical strength, aggression and competitiveness. However, they did not always seem to be associated with feminine qualities which are usually considered to be essential for female role models. (Vescio et. al. 2005) Therefore female sport role models can also be seen formulating the idea of perfect body image to a more athletic and healthier direction. Athletes can also be sometime seen as negative role models if

they are related to bad behaviour or inappropriate or unlawful actions. Many sport cultures contain attitudes and practices that are acceptable in the field but which in many cases results unwanted behaviour especially to children. This is called modelling behaviour. Unfortunately this modelling behaviour also extends to include the role models' off-field activities such as misbehaviour in public places. (Payne et. al. 2003)

There is a strong argument from the political circles concerning the "trickle down" effect stating that through these sport celebrities the resources put in elite level sport will eventually benefit also the grass root levels. This concept has resulted led to interventions where sport stars have visited to schools to promote their sports. (Olds et. al. 2004) Athletes do not necessarily have to work in order to become role models. After reaching a certain level of visibility they can already be seen as role models whether they like it or not. Athletes often work hard in order to become positive role models. They are often acting as mentors, talking to student groups or raising money for charities. (Globus 1998)

Besides individual athletes also sport clubs have unique opportunities to increase the level of physical activity and improve health because their athletes are role models and icons for both children and adults. The admiration and interest toward elite sport makes these clubs and athletes an important pathway for getting children move again. (Pfohl 2012) It is also worth remembering that celebrity endorsements are often used in marketing especially targeted to children. Celebrities' such as sport role models' pictures are often used for example in cereal boxes and in TV commercials like Coca Cola ads. (Calvert 2008) This highlights that sport role models and their influence is often being used in promotion of products that are actually not beneficial for health. Since the effect of sport celebrities in commercial purposes has been noticed to be successful it will be very important in the future from health perspective to concentrate this power in promoting healthy products and habits rather than seeking sponsor money relating to unhealthy products just because of more financially beneficial sponsor deals.

Sport celebrities have received an important position in today's media culture. They have been looked upon as role models already for decades but due to the technological advantages in broadcasting the amount and importance of sport role models have increased. A huge part of sport marketing related to use of athletes as role models and using them as spokespersons. This is based on the fact that sport athletes are viewed as

highly dynamic and they possess likable and attractive qualities. They also seem to have a positive influence on the brand loyalty and word-of-mouth promotion within adolescents. There seem to be also differences between male and female consumers since female consumer agreed to be influenced more often to buy a certain product or a brand marketed by an athlete role model. (Bush et al. 2004)

2.4 Health promotion programs benefiting sport clubs

So far the theoretical focus has been on the how sport clubs can benefit the surrounding community by acting as a setting and a mediator in health promotion programs and how they are able to affect from the role model perspective. In this final part of this chapter the focus has shifted from the community's perspective to the club's perspective. The aim of this chapter is to highlight how different health promotion activities and campaigns can benefit the club itself. It is obvious that health promotion campaigns executed by a sport club also benefit the club members even though the main target audience of the campaigns would have been the surrounding community and not just the club itself. Even though this chapter does not exclude the importance of health benefits happening within the club the main focus is on how a sport club benefits from health promotion programs from economical perspective such as image enhancement, media value and sponsorship money.

Image can be used as an effective tool for identification of sponsorship opportunities. The sponsor's image is directly linked for example to a sponsored sport club's image and therefore it is important for a sport club to have an image desired by potential sponsors, an image that could have positive effect on a sponsor's image. Sport clubs and organizations have high emotional content from the social aspect. Sponsorship derives its energy from an emotional involvement in a club, team, sport star or an event. (Ferrand & Pages 1999) From a sport club's perspective health promotion programs and activities can quite easily be used as a way on enhance club's image in order to identify itself as a health oriented club. This is a tactic that would get the attention of those sponsors who want to connect them self to health related issues and perceive a more health concerned image.

In order to get more theoretical perspective to the issues the attention is now paid to cause related marketing theory. It is often used in describing the benefits for a sport club and well as for its sponsor relating to health promotion campaigns. Cause related marketing is a concept that is often brought up when talking about sport sponsoring and health promotion (Adkins 1999). Cause related marketing has been defined as a way of using techniques, strategies and money to support worthwhile causes while at the same time creating extra value to the company. It is a commercial activity by which businesses/organizations and charities/cause form a partnership in order to market an product, service or image for common benefit. At the same time a company is able to demonstrate its values, enhance its reputation and create consumer loyalty. Cause related marketing can be demonstrated in many ways such as sponsorship, PR, direct marketing and cause advertising. (Adkins 1999)

Cause related marketing also enables companies do social responsibility work in a visible way while demonstrating its current values and adding new values on top of them. In other words it provides potential to form a connection between business basics, business ethics, consumer engagement and other bottom line benefits while at the same time creating prosperity and health benefits to the wider community. In addition to image, reputation, awareness and loyalty benefits cause related marketing can also generate increase in sales volumes. (Adkins 2004) The following citation describes the multidimensional benefits that can be achieved by cause related marketing by highlighting its importance also to the surrounding community: *“By investing in communities in which they operate; by authentically integrating their values, principles and social responsibility through all aspects of the business, and by bringing these to life for the stakeholders in the marketplace through Cause Related Marketing, businesses not only build a healthy business, a healthy employee base, and a healthy community but also a healthy society and thus a virtuous circle.”* (Adkins 2004, 55)

Cause related marketing is already a familiar concept in the world of professional sports. Due to the high interest of professional sports and the increasing amount of mass media time make professional sport as ideal settings for cause related marketing campaigns. Many sport organizations and clubs have embraced the concept not only in order to support their communities but more as their philosophy. This philosophy goes to the league, team and even to the level of individual athletes and they try to align

themselves to social issues related to their community and target markets. Many professional athletes involved actively in supporting charities and causes. Some of them are giving their support by taking part in their league's or team's social responsibility work while other athletes may have their own charity organizations. This kind of work usually has a positive image toward the athlete's or club's image. By engaging with cause related marketing a sport club does not only make itself a better target for the sponsors point of view by allowing franchises and companies to demonstrate their concern for social causes. The clubs are also able to demonstrate the club's concern related to social causes within the community which then reinforces the positive qualities of sport, the club and its athletes to the local audience. This concern can easily have positive results also from an economical point of view through increased numbers of spectators, members and media attention.

There are some important factors that have to be taken into account from managerial perspective. First of all it is important to understand how cause related marketing affects different segments of the target market, for example fans versus general public. The involvement and the interest is toward the particular sport also determines the interest toward cause related activities. This is an issue that has to be considered when planning and executing the cause related communication. Professional sport clubs and athletes seem to have a lot to gain from active participation within their local communities. Even though other business supported charity work is also highly appreciated the status of professional clubs, teams and athletes may give an additional responsibility to support their local communities. The influence of professional sport continues to increase which therefore gives sport clubs a competitive advantage compared to other organizations and enables them create and build relationships with different stakeholders such as government, local community, local businesses, fans and media. (Roy & Graeff 2003)

In recent years health promotion experts have adopted several tools and concepts of commercial marketing especially relating to sponsorship. They have taken a role as a sponsor but also market themselves to businesses as targets for sponsoring. Compared to commercial sponsorship health promotion sponsorship has couple of advantages. First of all the number of health related sponsorships is a lot smaller compared to commercial sponsorships. Even though health related sponsorships would not be more noticeable they have more impact due to their rareness. Another benefit is that usually

in health promotion sponsorships the sponsor is more enthusiastic to market and communicate the good cause. This is probably due to the fact that this kind of sponsorship has more positive impact on brand image than commercial sponsorships. (Jalleh et al. 2002) Commercial sponsorship and health promotion sponsorship use many of the same tactics. The biggest difference is that the focus of health promotion sponsorship is in social objectives rather than commercial ones. Health promotion sponsorship aims at increasing the awareness of health related issues through goods or services which can be linked to health or physical activity. Health promotion sponsorship also counts for example the money donated to a health or sport organization for naming rights, clothes, role models or advertisements which aim to influence people's behaviours and attitudes. Especially in countries where the involvement in organized sport is active and widespread sport events and their facilities offer great opportunities for community level promoting. Different sport venues are often seen as opportunities to create healthy environments and target population who already at least in some level are interested in sport and health. (Crisp & Swerissen 2003) Therefore they offer also sponsors a great chance to be part of health promotion work by supporting the club, usually financially. This way it is not only the club nor the health promotion campaign that benefit from this sponsorship. Also the sponsor itself benefits from the cooperation since its name and logo will usually be associated with the sponsored club and with its health promotion activities. However, in case of professional sport there is always a fine line between "doing good" and public relation functions which could be more explored (Sheth & Babiak 2010).

As a conclusion of the theoretical part here is an example of a program relating to setting-based health promotion, sport clubs, health organizations and sponsorship. The program took place in Victoria, Australia and was made by the Victorian Health Promotion Foundation (VicHealth). The program started in 2001 and it included over 90 different sports. The budget of the program for the first four years was AU\$ 25.8 million. The purpose of the program was not only to affect on players' health behaviours within these supported clubs but also to make a broader influence to the surrounding community by providing role models and using their influence. The same way that numerous companies use sport sponsorship as a promotional tool for their key products and messages or in image building VicHealth used sponsorship as a tool in promoting healthy environments within the community. The organization also provided

sponsorship opportunities for different sport organizations for marketing health related issues in major sport events in return. All the sponsorship contracts were done in cooperation with different health agencies and different health related messages were targeted to different sport surroundings. These issues varied from alcohol and smoking policies and injury prevention to sun protection and healthy catering. The program was considered to be successful. Even though sport clubs were expected to get impact on the club level even though they were not included into the sponsorship negotiation nor they were directly funded. (Dobbinson et al. 2006) As stated before the sustainability and longitudinal change are more likely to be obtained when the health promotion campaigns include club level planning. As Crisp & Swerissen (2003) suggest the value of these kinds of health promotion related sponsorships is best evaluated in the club level by their practices and policies.

When considering the clubs' benefits in this particular example the clubs received financial support by being part of this project. By promoting health issues they got a chance to make an effect on their own club members but also affect other people like supporters and spectators. Being able to support health issues on public level most likely exposed the clubs to increased media attention. Through this they would have been easily able to enhance their image toward being more health conscious which could have lead to receiving more club members, new sponsors, overall awareness and popularity.

3 RESEARCH DESIGN AND METHODOLOGY

This chapter outlines the research design used in this particular study by focusing on four different aspects: approach and strategy, data collection, data analysis and validity of the study. First it presents theoretical issues related to each of these topics followed by explanations how these theories were applied to this particular study.

3.1 Research approach and strategy

The two research approaches which are common in sport studies are the quantitative and qualitative approaches. These approaches differ from each other from the procedural point of view. The quantitative approach has many distinct phases, often includes various statistical probabilities and is usually bounded only to particular data. However, in a qualitative approach the results are not acquired by using statistical methods. These approaches also contain different perspectives on knowledge and research objectives. (Ghuri & Gronhaug 2002) In qualitative research data collection and analysis are more combined with each other than in quantitative approach and therefore give the researcher greater influence over how the data is collected and analyzed (Mäkelä 1990). The main purpose of qualitative methods is to analyse and understand the research object and its functions (Hirsjärvi et al. 2000).

The methods used in qualitative research have been argued to provide also a deeper understanding of social phenomena compared to the methods obtained from quantitative data. (Silverman 2001, 32) These methods aim to capture qualities that are not quantifiable such as thoughts, experiences or feelings. In sport studies the qualitative method is argued to be more suitable when developing information about values, beliefs, behaviours, motivations and needs or when determining views or perceptions. This kind of data has a larger degree of flexibility and therefore can be extremely useful for sports managers. (Gratton & Jones 2010) Considering the nature of this particular research and the purpose to study social and economical issues relating to sport clubs' health promotion activities and campaigns a qualitative research method was understandably a more suitable option.

Qualitative research can be divided into five different strategies: experiments, archival analyses, histories, surveys and case studies. These strategies differ from each other regarding the types of research questions posed, the control a researcher has over the actual behavioural events and the focus on historical events as opposed to contemporary events. (Yin 2003) Since the focus in this study is more on contemporary issues rather than historical and since the focus is not on one single experiment or event, the most suitable strategy for this research is a case study. A case study is defined as an empirical enquiry that focuses on contemporary phenomena in some real life context. It is often used as a strategy in situations that deal with social, political and organizational phenomena. In case studies the researcher has only a little control over the events and the research questions often start with the words “why” or “how”. (Yin 2003) Also the case study approach can be divided into different strategies: intrinsic, instrumental and collective. In an intrinsic case study a researcher has chosen only one study object and aims to increase understanding for that particular case. In instrumental strategy the purpose is to provide insight on a certain issue, problem or theoretical explanation and it includes several cases rather than just one. The focus is more on a phenomenon rather than a one single case. Collective strategy is more extensive and includes several instrumental cases. (Berg 2004) The case study approach may be conducted by using one or multiple participants. The multiple case study approach offers a possibility to generate new hypotheses by focusing on many cases and that way offers sport management researchers opportunities to develop and define new ideas. (Edwards & Skinner 2009)

The approach used in this research is an instrumental case study approach including multiple case studies. The purpose of the cases presented in this research is to give a concrete example and provide better understanding about the theoretical issue studied.

The main focus is not so much on the particular cases but more on the social and economic of sport clubs promoting health and physical activity within their surrounding community and highlighting these actions profit the clubs. This study contains three different case study clubs from different countries that represent three different sports. By having multiple cases it is easier to get a deeper understanding of the issue and it is also possible to make a comparative study on the results between these different sport clubs. These sports also represent a cultural heritage in their respective countries. Since these cases study sport clubs represent different countries and cultures is also interesting

to see what kind of effect different cultures might have on the results. The reason for choosing these particular clubs for the case studies was their high level of awareness within the surrounding community and also due to access and availability to do the interviews within the short timeframe this study was conducted. Even though these case study sport clubs have difference in their sizes and function economically on different levels the mutual factor is their importance and effect on the surrounding community. These sport clubs are an excellent setting for health promotion activities since they are one of the biggest and most well known sport clubs within their particular communities.

3.2 Data collection

There are different data collection methods among qualitative research approaches. The first method includes analysing ready produced materials by the research target. These materials can be for example official documents, diaries, letters, biographies and memorials. The focus is on getting a deeper understanding of the study object and its functions. The second data collection method is observation. This method is usually related to a specific event or situation where the researcher is able to observe and analyze how people behave and what their functions are. (Hirsjärvi et al. 2000) The third method is called physical artefacts and it aims to give insight to technical operations or cultural features (Yin 2003). The fourth and most often used data collection method is the interview. An interview can be done by having multiple or just only one interviewee at the same time. An interview can be a thematic interview, structured interview or semi-structured interview. In a thematic interview the themes are decided beforehand but the actual form and order of the questions are missing. In structured interviews the questions and their order has been decided beforehand. A structured interviews is used often especially in research which contains many different interviews. In semi-structured interviews the questions are the same for all the interviewees but the interviewers have more freedom to expand on the themes. (Eskola & Suoranta 1998; Aaltola & Valli 2001) An interview can be done in-person, via telephone or via the internet. The most commonly used method is in-person interview since it usually provides effectiveness in exploring complex issues, more accurate responses and also provides a greater likelihood for self-generated answers. Also the interaction between the interviewer and the interviewee is bigger and more mutual

which usually means that the responses will be more thoughtful. (Gubrium & Holstein 2001)

As mentioned before the reason for choosing these particular sport clubs was their high level of awareness within the surrounding community which enables a possibility to be influential for example for health promotion purposes. Another important reason was the fact that the connections for these particular clubs were already created beforehand and therefore it was easier to get these teams to get involved in the project. However, there were no personal connections with the respondents and the researcher. The perspective was also to find different kinds of clubs from different cultures to participate in the research in order to receive more diverse and heterogeneous sample cases.

In this research the data collection method was a structured interview. This method was chosen because it was the most suitable for an email interview and was able to give deeper insight information about the topic from the current perspective and also from past perspectives. The interview questions were rather complex and therefore a semi-structured interview would have possibly provided more detailed answers. However, due to great geographical distances this option was not possible. The interview questions were categorized by themes according to the research questions. However, the thematic interview was not suitable since there were more than one interview and since the questions were structured beforehand. As mentioned before due to the great distances and short time frame the interviews were conducted via the internet. The sport clubs were contacted in March 2014 and after they agreed to take part in the research the interview questions were sent to them. The sport clubs decided themselves which person was the most suitable for the interview. However, the request was presented that the person with the deepest and the most current knowledge of the clubs health promotion activities would be the one to answer the questions. Aside from the information received from the interviews, information was also collected by studying the clubs' internet pages and their documentation.

The interview questionnaires (see attachment 2, page 70) were sent to each participating sports club on the 27th of March 2014. The questionnaires were first sent to the contact persons of each club and they were asked to forward the questionnaire to a person who

had the best knowledge concerning the physical activity and health related activities their club is targeting to the people in their surrounding communities. From Columbus Blue Jackets the person interviewed was Jen Bowden who is the vice president of Community Relations Department and also an executive director of the Columbus Blue Jackets Foundation. Since Bowden is in charge of the activities and programs targeted to the community it can be said that the knowledge and experience provided by her position in the club is a factor which increased the level of reliability. The answered questionnaire was received back from Bowden on the 12th of April. From HJK the person interviewed was the club's Wellness Manager Stefan Westerback. He is personally in charge of all the physical activity and health related activities that the club is doing within the club and also the ones targeted outside the club. Also his experience and knowledge can be said to enhance the accuracy and reliability of the provided information. Answers were received from Westerback on the 6th of April. From Sotkamon Jymy the person interviewed was the Marketing Manager Jimi Heikkinen. Since the club is a bit smaller compared to the two other clubs the club does not have a person who is responsible for the community related activities. Since these kinds of activities are tightly connected to club's other commercial activities Heikkinen was the person who had the best knowledge regarding their physical activity and health related activities and also has been the person responsible of planning and executing most of these programs and activities. The answers were received from Heikkinen on the 14th of April. The questionnaire was also sent to two other clubs: Gold Coast Sun which is an Australian Football club from Brisbane, Australia and to SSC Napoli which is a football club located in Napoli, Italy. However these clubs did not have the resources to take part in the study at this point. All of the clubs send their answers in English language except Sotkamon Jymy who answered in Finnish.

3.3 Data analysis

The purpose of data analysis is to clarify the collected data in a way to help in creating new information in line with the research aims. The process starts by scanning through the research results and connecting it to the research questions. After this the most suitable analysis process is selected. (Koskinen et al. 2005) There are several different processes of analysing qualitative data. Very often the data is organized into different

kinds of themes and types. One common approach to this is called content analysis, which has four different stages. The first stage is recalling the research question and its purpose. The point here is to review the issues that were the most important according to the research questions. After this analytical categories are determined along with various categorization criteria while scanning through the data. The third step is to divide the data into different categories in order to explore and observe for example repetition and patterns. The last step is interpreting the data. At that point the focus is on finding explanations and reflecting on possible explanations to the literature presented in the research. (Berg 2004) In this research all these above mentioned steps were carefully conducted in order to increase the trustworthiness of the study.

Content analysis was used in this study as described above. The analysing process of the data was started by focusing on each case study separately. The material received from the email interview was first divided into four different categories according to the themes that were already presented and used in formatting the interview questionnaire. After this the data was scanned in order to find the most relevant issues relating to these categories. Each of the case study club was presented by following the structure of these four themes. This same procedure was repeated with all three case studies and all the main findings were reported and presented in their own case study sections. When planning and structuring the summary part of the results the data was divided into two categories according to the first two sub objectives. Finally the received and categorized data was reflected on in regards to the theoretical part of this research. After this the focus turned to the third sub question which concentrated on comparing different case studies between each other in order to find similarities and differences or possible pattern or reasons behind findings. When doing the club comparison the above mentioned steps of data analysis were also used and the findings were divided and presented by different categories. These findings from the club comparison phase were reported in the summary section. The above mentioned steps of data analysis were used also when finding similarities and differences between these clubs presented in the summary section.

3.4 Validity of the study

The validity of its study can be evaluated by the level of its trustworthiness which refers to the overall truthfulness of the research and the results received. It is important to include an evaluation of trustworthiness to each research since the level of credibility and validity usually varies a lot. The terms validity and credibility are often used when talking about quantitative studies that often contain more statistical and analytical information. However, there has been created more dimensions that are more easily applicable also to qualitative studies. (Hirsjärvi et al. 2000) There are four different elements in evaluating a trustworthiness of a study. Also this study will be evaluated by following these on four different dimensions which are 1.credibility, 2.transferability, 3.dependability and 4.conformability. (Lincoln & Guba 1985) All of these elements are presented and discussed below in separate sections and their contents have been reflected to this particular study in order to provide more information about the level of trustworthiness.

The term *credibility* means how the research results correspond to the reality. There are five different ways to increase the level of credibility. They are prolonged engagement, persistent observation and triangulation, negative case analysis, peer debriefing, referential adequacy and member checking. *Prolonged engagement, persistent observation and triangulation* technique refers for example to the sufficient amount of time that is needed in order to get relevant results. In this particular research the time frame was rather short but still enough to be able to get the relevant answers. However, if the time frame had been bigger the interviews might have been able to perform in-person. This could have increased the intensiveness of the interview and that way might have lead to deeper and more versatile answers. This technique also refers to the use of multiple different research methods to study the same issue in order to diminish the possibility of incorrect interpretations. The next technique that is used in increasing credibility is *negative case analysis* which refers to continuous testing of hypothesis until it contains all the known cases without any expectations. Since this particular study does not have any particular hypothesis this technique is not been used in this research.

The third technique, *peer debriefing*, means exposing the research to peer researchers who will evaluate the methodological aspects of it. This technique was used with this study by exposing the study to teachers and fellow students for critical evaluation. *Referential adequacy* technique refers to the fact that research materials and data will be saved and therefore it can be recalled in order to increase the accuracy of the analysis. All the received research material including interview results were stored for possible future purposes. The last technique to increase the level of credibility is member checking. Member checking refers to the point when collected data is being returned to the original source of information for checking the validity. This technique was used also in this research since the information received from the interviews was sent back to the respondents for final checking before publishing the results. (Lincoln & Guba 1985) The experience and expertise of the respondents can also be seen as a factor which improved the credibility of the research. However, having more than one respondent from each club would have lead to an even greater influence on the credibility.

The second element in determining the trustworthiness of a research is *transferability*. This refers to the level of how well the research results and findings can be transferred to another content or environment and in what accuracy this can be done. This helps the reader to evaluate how well this particular research results could be transfered to another environment. (Tynjälä 1991) Because the purpose of this research is more importantly to present health promotion activities within these different case clubs the level of transferability is not essential in this case and the results cannot really be generalized. Also the results from the country comparison part should not be generalized since the findings are based only on one single case study club from each country. Therefore it can be said that transferability is not high in this particular study.

The third element is *dependability*. It refers to the fact that how similar the research results would be if a new study was made in same particular environment. The reasons for possible changes within results could be due to changes in the environment, in the phenomenon studies or in the researcher. (Tynjälä 1991) In case of in-person interviews there is always a chance that the interviewer unintentionally will ask some leading questions or make some leading comments that could have lowered the dependability level of a the research. However, due to the fact that this particular research contained only email interviews the level of dependability was not decreased by the interviewer's

actions. Also the friendly atmosphere throughout the interview processes can be seen as a factor that increased the level of dependability.

The fourth and last element in evaluating trustworthiness is *conformability*. This element refers to the fact how well the readers are able to interpret and evaluate the neutrality of the research. Conformability covers also the fact that each research should be done and reported in a sufficient accuracy so that other researchers could be able to perform the same research by following same steps and instructions. The factors that might affect the level of conformability are the publicity of the research, the amount of information research contains about the overall research process and the conclusions that researcher makes about the validity of his/her own project. Also the level of relationship between the interviewee and the interviewer might affect the level of conformability. (Tynjälä 1991) Also the conformability factors were taken into consideration while doing the research. The research process has been tried to explain with sufficient details and the research has been published without any restrictions. Since there were no prior relationships between the interviewer and the respondents the level of conformability can be said to be rather high. Another issue that increased the level of conformability is the fact that before the study was published all the material regarding their own club was sent to each of the interviewees for revision. All of their comments and corrections were taken into account and put into action before publishing the study. Since all of the respondents were the persons who had the best knowledge of the clubs health promotion activities and were more or less responsible of executing the programs it can be said to have positive effects on the validity of the study especially considering the level of credibility and conformability. However, there can always be speculations about how truthfully the respondents answered to the questions and this is something impossible to determine without further investigations. The information received from all respondents was align with the information provided in the clubs' web pages so therefore it can be said that the truthfulness of the answers seems to be rather high. Most of the research contexts and questions were rather large so there might be a chance that the respondents did not remember to mention every single issue related to the topic but only the ones that they thought were the most obvious. Therefore personal factors can also said to be have an effect on the results which therefore can lower the overall credibility and conformability a little bit.

Another issue worth discussing in the methodology section are related to the third sub objective and the comparability of three case study clubs. Due to the fact that the clubs are rather different from each other when considering for example their sizes, financial and human resources, cultural backgrounds, locations and connections. These factors should be kept in mind when reading and analyzing the results section of this research. The results concerning similarities and differences are added to this study to clarify the reader about research results rather than in order to come up with new theoretical observations. As mentioned before it should be also understood that the research results are based only on one person's interpretation of the issues in each case study club. Therefore the results can and should not be generalized or taken out of this particular context.

4 RESULTS

In order to provide real life examples this study included three case study clubs: Columbus Blue Jackets (ice hockey), HJK (football) and Sotkamon Jymy (Finnish baseball). In this result section each of the club is being presented in a separate section. The presentation is being divided into four different parts according to the interview themes including club presentation and background information, health promotion activities and programs, commercial and financial benefits and finally future plans related to health promotion activities. The first part is club presentation after which the club's health promotion activities are being presented. After that the focus is more on commercial side of these activities followed by issues relating to future operations. In the final chapter the results have been analyzed according to the three sub research questions.

4.1 Columbus Blue Jackets

Columbus Blue Jackets is an ice hockey club located in the city of Columbus, Ohio, USA. The club plays in NHL's (National Hockey League) Metropolitan division of the Eastern Conference. The club was preceded by a club called Columbus Chill before 1997 when the club started to operate under the name Blue Jackets. As well as other NHL clubs Blue Jackets are also a profit making company whose operations are tight to the NHL teams operations. Because of the operational size and overall popularity of ice hockey is obvious that NHL clubs have huge visibility in their surrounding communities. Therefore it is even more important for them to do social responsibility work related to physical activity and health. Blue Jackets have currently approximately 150 employees in their organization. (Bowden 2014) Due to the large size the company has divided its operations into different departments. One of the departments is called Columbus Blue Jackets Foundations which operates together with a community relations department and is concentrating on utilizing the club's unique resources to improve the quality of life throughout the community. Besides health and wellbeing the foundation is also concentrating on cultural, educational and safety issues as well as the development of youth and amateur ice hockey. (Blue Jackets 2014) Even though the community relations department is the one who is concerned about physical activity and

health activities the most the club has not officially mandated the responsibility to the department. The person interviewed from the club was Jen Bowden who works as a vice president of Community Relations Department and also as an executive Director of the Columbus Blue Jackets Foundation. She is a member of organization's executive staff which is responsible of health related activities.

Table 2. Columbus Blue Jacket's health promotion activities (Blue Jackets 2014, Bowden 2014)

Name of the activity	Time	Target group	Location	Partners	Human resources	Financial resources
“Rick Nash 61 Club” School campaign -Lecture/activity tour promoting health, the club and sport	-Between September to April -Annual program -Started 4 years ago	-Elementary aged children (ages 5–12)	-Schools	-Local newspaper	-Community relations staff / occasional player appearance (1 / season)	-Total program budget was approximately \$65,000
“Commit to be Fit” campaign -Public Service Announcements related to health and wellness across the community	-Year-long campaign	-Primarily adults	-Through print and electronic media (newspapers, TV, etc.)	-Local television station	-1 hockey player to record a television commercial	-None
Goals! Achievement Program -Program using ice hockey to reinforce goal-setting as a life skills	-Program launched in season 2013-2014	-School students	-Schools	-No outside partners	-1 full time and 3 part time employees of the club	-Annual budget \$120 000 (includes all activities within the Goals! program)
Junior Jackets -Program developing interest and participation of ice hockey within the community	-44 weeks of training offered throughout the year	-Children	-4 Different locations (ice halls)	-Tim Horton's, Ohio Health, Columbus Parks and Recreation Department	-2 full time and many part time employees of the club -NHL players visiting	-Costs of staff, planning and administrative work covered by the club

As can be seen from the above most of the Blue Jackets physical activity and health promotion activities are targeted for children, usually ages 5-12 with no specific focus on gender or socio-economic status. For example via Rick Nash 61 Club the club has so far been able to reach over 3000 school aged children and aiming at increasing their activity time by 30 minutes per day as well as educating them relating to healthy nutrition. The club has also a Junior Jackets program which purpose is to develop the sport and its interest within the surrounding community by offering children a chance for ice hockey trainings. Besides these activities targeted to children the Blue Jackets have taken part in the “Commit to be Fit” media campaign which promoted health and well being for the people across the community by having adults as the main target group. The clubs players have been connected to all of these above mentioned activities as role models, sources of inspiration or additional coaches. Currently the club is not doing any promotional activities relating to physical activity and physical health. This is because the clubs community-facing programming has changed to focus on character developing which includes different themes such as teamwork, responsibility and respect. In other word the focus has shifted more to a social health related issues. One example of programs that are delivered through sports but which focus more on social issues is the “Goals! Achievement Program” which started its operations during season 2013-2014. The program uses ice hockey and Blue Jackets popularity in order to teach and motivate children about goal setting as a life skill. Even though the club does not currently have any physical activity and health related campaigns the Blue Jackets Foundation provides financial support to organizations that facilitate health and wellness in children by offering them safe and accessible opportunities for physical fitness. (Bowden 2014) The foundation was established in 2000 and since then it has awarded nearly US\$ 5 million dollars in monetary grants and it donates US\$ 50 000 dollars in autographed merchandise annually to local non-profit organizations to support their fundraising efforts. (Blue Jackets 2014)

According to Bowden the biggest benefits of above presented activities and programs have been the possibility to build a connection between the team and young people around the message of health and fitness and the possibility to be able to reach a high number of children. Because the campaigns have been mostly executed in cooperation with local media the club has also received positive media coverage together with the player participation elements. This media attention has included news stories, editorials

and photographs in local news papers as well as television coverage on annual basis. The “Commit to be Fit” campaign also included a TV commercial starred by one of the club’s NHL players. Even though these campaigns have brought only modest additional financial ticket sales the benefit received from media coverage has definitely been very important even though its value is hard to measure financially. While these physical activity and health related programs and activities did not have any negative effects the organization felt that the time and effort to execute the programming was not the best use of those resources, in terms of making an impact and return on the investment. Another thing that made the club turned its focus from physical health to other social issues was the light feedback from the community stakeholders addressing that the club could serve their needs better by addressing other unaddressed topics. (Bowden 2014)

Because of the issues explained above Columbus Blue Jackets is not focusing on physical activity and health related programs at least in the near future. However, sponsor interests and financial support could drive changes to the programming. The club does close cooperation with different stakeholders trying to find out their needs and wants. Here is how Bowden describes their needs assessments relating to local schools: *“Two years ago, the Community Relations department surveyed school teachers and administrators asking for their recommendations on where they need additional resources/programming. School officials felt they had adequate options/offering as related to health/nutrition and fitness. They shared though, that they needed additional resources related to character-development, teamwork, responsibility, respect, anti-bullying, etc. Therefore, the Community Relations department made a shift in the programming we were offering”*. (Bowden 2014)

During the past several years the region of Central Ohio has been invested in health related issues as a matter of public health. This was partly due to the fact that Columbus was identified as one of the fattest cities in the country which encouraged civic sector and business leaders to formulate community-wide programs. Also local health care systems, businesses and media have been focused on the overall health of the city and the city itself has invested millions of dollars to promote health and to provide opportunities for physical activity such as bike lanes and walking paths. Also work places and schools have paid attention to healthy life style and obesity by focusing on nutrition and wellbeing issues. (Bowden 2014) Considering the important role of

physical activity and health it sounds strange that the club is changing its direction of community level programming from physical activity and health related activities to other social issues. However, since these physical activity and health related programs have been already in a pedestal for many years by different stakeholders changing the topic community activities might work as a good way to separate the club from other operators and create something totally new.

4.2 HJK

Helsingin Jalkapalloklubi (HJK) is a football club located in Helsinki, Finland. The club was founded in 1907. Originally the club was active also in other sports such as ice hockey, field hockey, bowling, handball, figure skating and bandy but since 1972 HJK was separated to an independent club operating only in football. The club is located in Sonera Stadium located in the centre of Helsinki. The club has represented Finland also in European level tournaments such as Champions League (group stage) and Eurocup. Despite the fact that ice hockey is the most popular sport in Finland as especially in the capital area HJK can be said to be as influential in the community as the city's biggest ice hockey clubs Jokerit and HIFK. HJK is the most successful Finnish football club throughout the history by having 26 Finnish Championships together with 11 Finnish Cup and 4 Finnish League Cup titles. Also HJK's women team has won 22 Finnish Championships. HJK is also the biggest football club in Finland calculated by the amount of junior players which the club has approximately 2000. HJK's operation has been divided into three different operators. First of all HJK ry is an organization which is the heart of the club. It is responsible of the operation related to women and junior teams and also is in charge of afternoon day care activities. HJK Oy is a profit making company that has concentrated on the Veikkausliiga team which is the flagship of the club. (HJK 2014) The third party operating under the club is Helsinki Stadion Management organization (Stadion organization) which is a separate company which however, is 100% owned by HJK. All in all, the club together with the Stadion organization has 20 employees. The Stadion organization is responsible of planning and executing events and activities related to physical activity and health promotion. The main responsibility has been officially mandated to the organizations Wellness manager

Stefan Westerback who was also the person interviewed for this particular research.
(Westerback 2014)

Table 3. HJK's health promotion activities (HJK 2014, Westerback 2014)

Name of the activity	Time	Target group	Location	Partners	Human resources	Financial resources
HJK afternoon day care -Offering after school day care for 400 children	-On school days between 12.00-17.00	-School children from 1-2. grades	-Organized in school premises -9 locations	-Supervised by the education office of Helsinki city	-Trained employees / instructors	-Costs covered by the participation fees
HJK summer camps -Physical activity -not only football	-Several camps during school summer holiday	-Children age 7-10	-4 different places located in central Helsinki	-No special partners	-Trained employees / instructors	-Costs covered by the participation fees
Leisure days and exercise testing for companies -Testing and exercise sessions	-Approximately 150 events throughout the whole year	-Companies and their employees	Sonera Stadium	-Insurance company Ilmarinen (main sponsor of the stadium)	-HJK employees / instructors	-Costs covered from the program package sales
Football schools for children and adults -Schools for teaching basic football skills	-During summer on weekly basis 1-2 times per week	-Separate school for adults and 3 schools for children age 3-5 in 3 locations	-4 different places located in central Helsinki	-No special partners	-Trained employees / instructors	-Costs covered by the participation fees

The table (3) above combines together HJK's current physical activity and health related programs and activities. The main responsibility of these operations is on the Stadion organization excluding the after school day care program which is operated by HJK ry. As it can be seen from the table children are in an important role of clubs operations. Addition with HJK's junior players the club tries to offer its services to children within Helsinki city centre. HJK is the biggest organization in Finland to organize after school day care services when measured according to the number of participants. Besides after school activities the club organizes football schools and

camps during the summer season. There are also a football school targeted only for adults. HJK has also two football teams that are meant for disabled people which are a good example of the club's diverse range of participants and its aim to provide possibilities for social integration (HJK 2014). According to Westerback the main and growing target group besides children is the company sector. HJK has already approximately 150 sold events per year that are planned and delivered to the needs of the target company. The primary focus of these events is to create wellbeing and offer exercise testing possibilities. The main sponsor of the Stadium organization is the insurance company Ilmarinen through which the club receives most of its company customer related to exercise testing and wellbeing activities. All of these above mentioned activities do not have a special budget provided by the club. Therefore all the activities' costs need to be covered by the participation fees and package sales profits. HJK's employees are very active in planning and delivering these campaigns. However, Veikkausliiga players are not involved in this part of the clubs operations. The role of physical activity and health promotion issues is not very big considering match events. So far there has only been some email advertisement but in the future this is a field where the club wants to put more effort. According to Westerback the biggest challenges related to the clubs health promotion programs are mostly within the company sector: *"Our biggest challenge is to get the companies to see that a single day is not the way to get people active, it should be a much longer process"*. (Westerback 2014)

The main reason for creating physical activity and health related activities has been the financial profit considering the Stadion organizations activities. Currently the company sector wellbeing and exercise testing events have profited the club. According to Westerback these kinds of operations are actually more profitable than actual football and match related operations. The main purpose related to junior team operations, afternoon day care programs and football camps/schools is not to make profit but more to increase the clubs visibility and positive image and to develop the Finnish football culture (HJK 2014). The main reason in creating health promotional activities has been their constantly increasing demand especially from the company sector. Besides the company sector HJK has future plans related to physical activity and health related campaigns which are targeted to different target groups. According to Westerback focusing on physical activity and health related issues also in the future will the key

point in the future: *“If we want to keep this country running it is the only way”*. (Westerback 2014)

4.3 Sotkamon Jymy

Sotkamon Jymy is a Finnish baseball club located in Sotkamo, North-East Finland. The club has played baseball since 1940's and have had Finnish baseball as the club's most popular sport ever since. Even though Finnish baseball is Finland's national sport its popularity has not really reached the urban areas. However, in more rural areas, like in Sotkamo, Finnish baseball is very popular and therefore the clubs have more visibility and popularity within surrounding communities compared to clubs located in more urban areas. Sotkamon Jymy is currently the most successful Finnish baseball club in Finland and has gained success all the way since 1992 when the club started its Finnish baseball activities. During the past 24 years the club has received 24 medals in men's Superpesis of which 15 has been gold medals (Superjymy 2014). The club is also the biggest and most influential sport club in Kainuu region also due to the fact that Finnish baseball is the most popular sport within the region.

The club has many kinds of activities relating to PR and marketing but also to health promotion. The sport club has divided the club into two different sections. SuperJymy is a profit making company which is responsible of the operations related to the club's Superpesis elite team and which also is responsible of most of the commercial operations related to the club. Sotkamon Jymy-Pesis ry is an organization which is responsible of junior teams and their activities. The club plays under the brand Sotkamon Jymy. The focus in this research is mainly on activities of SuperJymy since the company is mainly in charge commercial and health promotional activities of the club related to Finnish baseball. SuperJymy has all together approximately 18 employees which operate almost on daily basis. Even though health promotion related issues have not been officially mandated to anybody the marketing manager and sales manager are the people who mostly initiative health issues. The person interviewed from the club was the marketing manager Jimi Heikkinen whose responsibilities relating to health promotion activities are mostly relating to planning, marketing and communicational issues. (Heikkinen 2014)

Table 4. Sotkamon Jymy's health promotion activities (Heikkinen 2014)

Name of the activity	Time	Target group	Location	Partners	Human resources	Financial resources
JymyHyvä match -Charity event around one match -The main idea is that the club donates 1€ of each sold ticket to charity	-One quarterfinal match that takes usually place in August. -Organized on yearly basis starting from 2008	-Money donated to selected charity organization with low financial resources. Aim to increase physical activities	-Match at Sotkamon Jymy's Finnish baseball stadium	-Approximately 100 companies every year -Companies support by buying ticket packages (150-200€)	-Organized in cooperation with local kindergartens and MLL organization	-No special financial resources -Financial resources come from match ticket sales
Finnish baseball school tours -Lecture/activity tour that promotes physical activity and prevents bullying	-Organized on yearly basis -In April	-School children (10-15 schools)	-Schools	-Karhu pesis (donating baseball equipment)	-Organized together with Vuokatin Veto Superpesis team and Jymy-Pesis	-School tour activities included in players' contracts
Jymy Training Camp -Health related physical activity program for workplaces	-Program was launched in year 2014 -Ongoing program	-Companies, their employees and families	-Tailored according to needs of each company	-No special partners	-Superpesis players (2) in charge of the program	-Costs covered from the program package sales
Finnish baseball training in Holiday Club Katinkulta -Trainings for summer vacationers	-On yearly basis on every July	-People who spent their summer holiday in Holiday Club Katinkulta	-Katinkulta resort	-Activities are related to the sponsor contract with Holiday Club Katinkulta	-Superpesis players	-Activities included in players' contracts
Loiste baseball camp -Guided baseball training to Loiste's customers	-Once in every month during summer time	-Customers of Loiste	-Sotkamon Jymy's Finnish baseball stadium	-Loiste (energy company / sponsor)	-Superpesis players	-Activities are part of sponsor contract with Loiste

Sotkamon Jymy's physical activity and health related activities are presented in the table (4) above. All of these activities are still running on yearly basis. Most of these activities are related to Finnish baseball and besides encouraging people towards physical activity the club tries to increase the awareness and popularity of the sport itself. Good examples of these are school tours, Loiste baseball camp and trainings organized at Holiday Club Katinkulta. Whereas the school tour is targeted to children in primary schools the two latter programs are meant for people who are customers of Loiste or Katinkulta. These programs are included into sponsorship contracts. JymyHyvä match is organized on yearly basis and it is kind of a charity match where the club tries to collect money to a chosen charity organization by donating 1€/spectator to charity. This event is advertised as a social responsibility event that allures each year approximately 100 companies to take part in the event and donate money. The target organization of the donation is selected mostly based on their low financial resources and the target changes every year. The purpose of this charity event is to provide financial support and also to increase the activity level of the target organization. Jymy Training Camp is the newest health related program of the club. It is a program that designs physical activity packages to workplaces. The program is planned and executed mostly by two players of the Superpesis team but the club gives support especially relating to sales and marketing operations. The target audiences of previously presented activities vary a lot according to each program. However, it can be said that children and people at workplaces are currently the number one target groups. The club does not have a special budget arranged for health related activities. Therefore all the costs have to be covered through the financial benefits each program is able to provide. Sotkamon Jymy's players are committed to physical activity and health related activities and are the ones that usually deliver the actual teaching and coaching work. These activities are included into players' contracts and therefore there are no additional financial cost caused by these activities. There have not been any big challenges related to these activities. The most important thing is that all the activities are well planned and the players are informed early enough. During the matches the importance of physical activity and health promotion activities has not yet been very essential. (Heikkinen 2014)

Sotkamon Jymy operations are very financially oriented which is essential for the club due to the small market area where the club operates. Even though the club is the

biggest and most popular sports club in the Kainuu region the population in the area is not very big compared to urban areas. The main idea behind creating different physical activity and health related activities has been the creation of brand equity which eventually leads to financial resources through. The club has built their image and awareness and popularity by creating campaigns that are not entirely related to club's sport related operations such as campaigns related to social responsibility and health. This way the club has not only being able to separate itself from the competitors but also to attract people that are not necessarily big fans of Finnish baseball. The club has managed to get a lot of media visibility at local newspapers, TV and internet medias. So far the club has not had any negative financial effects related to physical activity and health related campaigns. Considering all the aspects Heikkinen sees that the most important reason behind doing these kinds of activities is to strengthen the club's position within the local region and to create and maintain good relationships to various stakeholders. (Heikkinen 2014)

Considering future operations Sotkamon Jymy finds these current physical activity and health related programs and their development very important. Also some additional activities such as extreme exercise events or events related to work place wellbeing could be created. According to Heikkinen the future of physical activity and health related activities is bright. The importance and popularity of these activities will grow. The club does not feel outside pressure to do these activities but financial situation of the club might bring some pressure since the club has to all the time come up with new ways to attract people and new potential sponsors. However, the financial issues are not the main reason for the club to create these activities. *“Everything is derived from our own ambition and from the want to show example in every single field”* is how Heikkinen sums up the club's main motives. (Heikkinen 2014)

4.4 Summary and discussion

4.4.1 *Health promotion activities and programs*

The aim of this summary section is to combine and highlight the most important issues presented in all three case study sections. The structure of this summary follows the three sub research questions. By going through these three steps the goal is to find an insight to the main research question relating to sport club's role in community level health promotion activities and also highlight similarities and differences that these case study clubs had in their physical activity and health related activities.

In this first part of the summary the focus is on the first research sub question: What kind of activities and campaigns sport clubs do in order to promote health and physical activity to the surrounding community? As we can see from previous chapters all three case study clubs are currently doing several physical activity and health related campaigns that targeted to the surrounding community. Most of the programs are planned and targeted for children even though all of the clubs have or have had also campaigns and activities for adults. The reason why children are the main target group may be due to the fact that the public perception in the community level is usually more positive and supportive to social responsibility related actions which are targeted to children and youth. Another reason might be that children are usually a target group that gets easily inspired by various activities and that way are an easier target group to communicate with and to get involved. Third reason might be that children are an easy and cost effective target group to contact. As could be seen from the cases studies all of the clubs were doing activities related to school environment. The fourth reason why children are a beneficial target group for the clubs might be that by focusing on children the clubs are usually able to allure new players, participants and fans for their clubs while simultaneously raising the overall awareness of their club and their sport. Besides the school tours all of the clubs have sports camps that are available for children in rather low price. The clubs highlighted the fact that school activities and camps are not only executed in order to enhance physical activity and the popularity of sport. Through sports and physical activity these programs also enhance children's social health such as life skills, motivation, cooperation and social integration.

Besides children another target group that seems to be important for the clubs is the company sector. Especially both of the Finnish clubs have recently started to focus on this target group and constantly trying to develop new activities. The most trendily programs at the moment seem to be exercise testing and wellness-related programs that are planned to increase the health of company's employees and that way make the company more productive. However, the clubs have not seemed to take into account that the use of physical activity as a tool in increasing communication and cooperation between different companies could also be a valuable asset for the companies as well as for the club. For example organizing an event where all the stakeholders and sponsors could meet and play sports together would most likely provide companies with new contacts and opportunities. By providing this opportunity the sponsors could see the sponsorship deal to be even more beneficial for them which then would increase their commitment to the club also in the future. Besides these company targeted programs there seems to be only few campaigns that have been targeted to adults. Columbus Blue Jackets delivered with other stakeholders a community wide "Commit to be Fit" campaign and HJK is offering football trainings for adults during the summer time and Sotkamon Jymy is offering Finnish baseball trainings for Holiday Club Katinkulta and energy company Loiste's customers. However, especially these Sotkamon Jymy's activities are strongly tight to sponsor deals and therefore are available to only small specified customer groups. It seems that none of the clubs are not at the moment having health related activities combined to their match events. When considering the accessibility factor the matches would be the best way to reach different kinds of people from the community. This would make the activities more cost effective and easier to execute for the clubs. Even though the actual campaign would be delivered outside the clubs premises it would be easy to enhance the campaigns effect by supporting the cause also during matches.

Even though Health promotion activities play already rather significant roles in clubs activities HJK was the only club where these activities had been officially mandated to somebody. However, since the Blue Jackets have an organization for community relations it has taken the responsibility of health related activities. When considering their future operations related to community health related issues all the clubs perceive this issues becoming even more important and something they keep on putting more

efforts on. For Finnish companies this meant focusing even more on physical activity and health related issues where as for Columbus Blue Jackets the direction has shifted from physical health to social health. This can be due to the fact that physical activity and health issues have a longer history in Blue Jackets operation as well as in the Columbus community than here in the Finnish clubs. The role and commitment of the organization relating to physical activity and health related activities seems strong when considering the club employees in all three clubs. However, there were differences in the use of players. In HJK the use of their players were almost nonexistent. In Columbus Blue Jackets the players were committed to campaigns by visiting in schools and trainings couple of times per year. The players were also involved in making promotional materials related to campaigns. In Sotkamon Jymy the situation is different compared to other case study clubs. All of the activities are planned and built around the clubs players they are the main human resource in executing the activities. One issue definitely worth highlighting is that most if not all of the clubs current employees are former or current star players of the club. Sotkamon Jymy's interest is to offer their player a support and possibilities also to do activities that are not directly linked to their athletic career. For example the Jymy Training Camp program is originally an idea of two of their current players who wanted to develop their personal career already during their athletic career. This is a good example of a win-win situation which at the same time increases the commitment between the players and the club.

4.4.2 Commercial benefits

Now the focus is more on the commercial side of these health related activities and the aim is to highlight how these case study clubs have actually benefitted from their activities and campaigns. As can be seen all of the case study clubs are doing close cooperation with their sponsors and other stakeholders in regarding clubs health promotion activities. This tight connection can be seen beneficial for both parties. For clubs this cooperation provides better resources to execute these campaigns and at the same time it brings financial income to the clubs. This is the case especially with Finnish clubs who clearly stated that one of their main purpose is to raise money with these health related activities and campaigns. This is the case especially with company targeted activities. In Sotkamon Jymy's case some of health related activities are

directly connected to the sponsorship agreement and that way are in a way making the deal more financially valuable for the club. Club can use their sponsor contract also in acquiring new customer. A good example of this is how HJK receives new customers for company targeted leisure days and exercise testing via its main sponsor Ilmarinen. It is obvious that health promotion campaigns have also increased the level of the case study clubs' brand awareness and visibility. Since Columbus Blue Jackets is very well known in the area the club uses the visibility for image enhancement purposes as well as increasing the overall interest and popularity towards ice hockey. For Finnish clubs the health promotion activities and the media attention received is a way to separate their club from the competitors and make the club more attractive for the sponsors as well as to potential spectators and customers. In Sotkamon Jymy's case creating physical activity and health promotion programs has been a way to keep the club financially stable by using clubs and its players' image and skills to attract new sponsors.

When looking at the situation from a sponsors' perspective all of the case study clubs offers their sponsors a setting for social responsibility related activities and cause related marketing. Most of the health promotion activities were done in cooperation with some other organizations or local media. An excellent example of cause related marketing activities is for example the JymyHyvä match where companies get visibility by taking part in the event and donating money to a charity target. However, according to Heikkinen this is a beneficial event also for the club since it is also able to make more income for the club through increased ticket sales and merchandise and food sales. As mentioned earlier the clubs are one of the most influential and popular sports clubs within their surrounding communities. This means that companies are able to attach themselves to the club and clubs values via sponsor contracts. A good example of this is the Columbus Blue Jackets' marketing campaign "Commit to be Fit". Since the campaign was executed community wide and received a lot of visibility from different media channels it is likely that also the clubs sponsors were attached to this campaign in people's minds and that way attached health related values also to their brand images. Sponsorship deals have also provided companies to provide better services for their own clients. This has been the case for example for Ilmarinen who is able to recommend its clients a service provided by HJK. Also Holiday Club Katinkulta and Loiste are providing their customers the chance to meet Sotkamon Jymy's players and to train with them. These kinds of activities can be an effective way to increase customer loyalty.

All of the case study clubs are doing close cooperation with various stakeholders within the community. However, none of the clubs received any kind of financial support from the government or the local municipality which therefore did not cause any kind of pressure to promote health related activities. For HJK and Sotkamon Jymy the reason for doing these activities comes from their own motives, needs and wants. However, for Columbus Blue Jackets the messages and slight pressure received from community stakeholders made clubs community development department to turn their focus from physical activity to social health related issues as mentioned before. The reason for feeling this outer pressure could be related to the size and important role of the club considering community level operations. Since the club realizes its importance it is understandable that it tries to promote issues that are currently the most important and relevant within the whole community. Since HJK and Sotkamon Jymy are still relatively smaller clubs the outside pressure is not that recognisable, at least not yet.

4.4.3 Club comparison

The third research sub objective concentrated finding the similarities and differences these case study clubs have regarding their health promotion activities. Most of these issues have already been highlighted during previous discussions. Despite of that the aim of this chapter is to combine the biggest similarities and differences in order to make these points more clear.

Before starting to analyze the similarities and differences it is important to take into account the different sizes and financial resources of these clubs. Columbus blue Jackets operations are a lot bigger compared to Finnish clubs measure from all different scales. However, there can be differences also compared to Finnish case study clubs since HJK is a much bigger club compared Sotkamon Jymy when considering club's operations, human resources and financial resources. Another reason that might cause differences is the fact that HJK operates in the capital area surrounded by large population Finland's biggest companies where as Sotkamo is located in rural area with less limited resources. All in all it can be said that these three case study clubs are rather different in many ways. These differences are being highlighted in this chapter in order to give the reader a proper perspective needed for the club comparison. Despite the big differences it is

interesting to see that these clubs actually have something in similar and especially this part is creates value for this study and that way makes the comparison task worthwhile.

Table 5. Similarities and differences

Similarities	Differences
Children as the main target group	Use of own financial resources and the size of budgets (Blue Jackets vs. other clubs)
Executing programs in cooperation with other stakeholders	Monetary donations (Blue Jackets vs. other clubs)
Aiming health promotion to bring visibility and popularity (via media)	Health promotion activities created in order to make financial profit (Blue Jackets vs. other clubs)
Offering stakeholder a possibility for health related social responsibility	Use of players popularity and role model effect for commercial purposes (HJK vs. other clubs)
Realizing the importance of physical activity and health related campaigns	Use of players as human resources (HJK vs. other clubs)
High level commitment of club employees	Planning future operations related to physical activity and health (Blue Jackets vs. other clubs)
Increasing focus on health related activities in the future	External pressure (Blue Jackets vs. other clubs)
Lack of match related health promotion activities	

Despite the size and financial differences the clubs seem to have very much in common as can be seen from the table (5) above. First of all, all the clubs have already realized the importance of physical activity and health related activities which are targeted to the surrounding community. Children seem to be the most important target group for all the clubs. The clubs all are doing different health programs and activities and usually in

cooperation with other stakeholders and local media. By doing this the clubs aim at gaining positive media attention which then could lead into increased awareness and popularity for the club and for the sport itself. All of the clubs do health promotion activities in order to gain new supporters and sponsors by offering them a possibility and a suitable setting for cause related marketing purposes related to social responsibility issues. The club and its employees are highly committed to health promotion activities and have planned to pay increasing attention to health related activities also in the future. Currently none of the clubs had many health promotion activities related to their match events. However, some of the clubs highlighted their interest to increase this kind of promotional activity in the future.

Together with the similarities there were also many differences between the case study clubs. The biggest differences were probably the ones related to financial issues. Columbus Blue Jackets have started a separate. Whereas Columbus Blue Jackets are annually budgeting club's own money for community level health promotion activities is HJK's and Sotkamon Jymy financing their activities with participation fees or sponsor money which is directly linked to the particular activities. Their aim is not only to cover the program costs but also to gain financial benefits. Another big difference was the use of players as human resource and their image for marketing purposes. HJK does not to use this potential very much compared to other case study clubs. Sotkamon Jymy seems to be well ahead in this issue by building all their health promotion activities as well as their marketing activities around the players' image and the use of their personal talents. As mentioned before this mentality has provided the players a possibility to create business careers also outside their athletic careers. Even though all the clubs have realized the importance of their previous and current physical activity and health related programs the future focus seem to be different. Whereas Finnish clubs keep on putting more effort into these activities has Columbus blue Jackets decided to focus on other important community level issues in their activities. The main reason for this is the pressure the club received from its stakeholders. This is external pressure is something which the Finnish clubs have not yet felt at least relating to their community level health promotion activities.

When considering the reasons behind the differences the biggest factor seems to be the different sizes of the clubs. This most likely explains the financial issues as well as the

issues relating to external pressure. However, also cultural factor may have an effect for the factor of external pressure. Before the research the assumption was that cultural differences would have more effect on the results than they actually seemed to have. All sport clubs presented different sports but this did not seem to cause any significant differences. This was because the sport that the clubs presented had one unique factor: they were all one of the number one sports within their surrounding community. Despite the size and cultural differences the main motive behind executing community wide health promotion activities seemed to be the same for all the clubs: strengthening their position within the community.

As mentioned before the purpose of this club comparison result was to increase the level of readers' acknowledgement about the clubs' different backgrounds and also to make the result section easier to understand. However, few academic observations could also be made from the club comparison section. First of all it seems that the level of sport club's own resources (human/financial) determine how much the club is able to invest on health promotion activities. Another observation is that If a club's own resources are limited the more the club seems to connect its health promotion activities and programs to commercial and financial issues and that way hoping to receive financial benefits of these health promotion activities. The results also show that sport clubs are becoming more aware of their possibilities and importance in community level health promotion actors.

5 CONCLUSIONS

The purpose of this research was to study how sport clubs promote physical activity and health within the surrounding community. The focus was also to discover how sport clubs might benefit from this kind of activities and campaigns. In order to connect the theoretical framework to current and real live information this research included also a comparative case study of 3 different elite sport clubs which present different sports and are located in different countries. The aim of the case study was also to bring an international aspect to this research. Together with the theoretical framework and case study this research tried to present an answer to main research question: How sport clubs take part in community level health promotion? This question was then divided into three different sub objectives:

1. What kind of activities and campaigns sport clubs do in order to promote health and physical activity to the surrounding communities?
2. How do sport clubs feel they benefit from these activities and campaigns?
3. What are the similarities and differences of these activities and campaigns between different sport clubs?

5.1 Theoretical and managerial implications

As explained in the theoretical part the setting-based health promotion concept is well applicable to the sport clubs when studying their role as health promoters. Since sport clubs already represent active and healthy life style it is easier for them to successfully adopt health promotion practices and principals. However, it takes time and a lot of problem solving when implementing a health promotion program to a new setting. In order to create long term health promotion practices it is important to develop strategies that support development in organizational structures, processes and resource management. However, it will require a lot of resources, effort and research to make this sustainable. Sport and sport clubs serve as excellent settings for health promotion activities. Sport clubs as well as their sponsors have already at least in some level realized this and created in cooperation more activities and programs that aim at increasing physical activity and health in the surrounding community. While sport clubs

are often gaining financial resources out of this kind of cooperation also sponsors are benefitting through image enhancement brought by these campaigns.

The main interest in this study was to explore and present 3 different elite sport clubs and their physical activity and health promotion activities. It was also interesting to see what kind of role these activities and campaigns have in the club's interest and how they have benefitted from it. Even though this research includes also a small comparison between the results of different case clubs the main focus was on presenting what health promotion activities these clubs actually do and how do they benefit from them. Even though these clubs have a big social impact to their surrounding communities the clubs' size, financial background, cultural surroundings and level of resources varied between each other. All of these above mentioned factors have to be taken into account when analyzing the results and making conclusions.

When looking more closely at the case study clubs in the terms of sub research questions the following conclusions can be made. 1. First of all it can be said that sport clubs have seemed to understand the importance of health promotion activities in their daily operations and especially in cooperation with their stakeholders and sponsors. While children still seem to be the most important target group clubs have also started to target their health promotion activities to adults and to companies. Most of the health promotion activities seem to relate to physical health but also social health related issues seem to be becoming more important. Health promotion activities are most often built around the sport the club represents. 2. When looking the situation from the commercial and financial aspect sport clubs have still executed health promotion activities targeted to children with none or limited financially oriented purposes. However activities offered to adults and especially to companies seemed to have also financial profit as the main motive. Sport clubs seem to plan and execute health promotion activities and campaigns in cooperation with other stakeholders and media which is beneficial for sport clubs in terms of increased media visibility and relationship building. 3. Regarding the third sub research question it can be said that there were many similarities and also differences between the case study clubs. The biggest similarities related to having children as main target group, seeking for media visibility, cooperation with different stakeholders and offering them a chance for health related social responsibility activities through cause related marketing. Other similarities were the high commitment of club

employees and the lack of match related health promotion activities. The biggest differences were related to the amount of financial resources reserved for health promotion activities, the use of players as role models and human resource in health promotion activities, the aim to plan health promotion activities in hope of financial success and the external pressure felt from the surrounding community. However, it is important to remember that this research presented only three case clubs and therefore the conclusions made out of this study should not be generalized. Another issue worth realizing is that all the interview material received from the club was based on only one person's experience and opinion.

The process of planning this research started already in spring 2013. After long planning and consideration the actual research process started in November 2013. Due to the thorough planning and material collection period it was possible to deliver the actual research process in a rather short time period. However, it might have been possible to include even more case study clubs in the time period had been longer. The research process was educational for many purposes. It enhanced the material collection and information scanning skills together with academic writing skills. However, the most important issue gained from the research process was the increased knowledge about the topic in overall. Theoretical background provided information with help of what it was easier to study the real live cases presented through these three different sport clubs. However, since the topic has not yet been very much researched also the case studies were able to highlight new and educational issues and that way increased the interest towards further studies related to sport clubs' health promotion activities.

5.2 Suggestions for further research

Since sport clubs and their community targeted health promotion activities is still rather new topic there are still many different opportunities to research. First of all when considering health related issues it would be interesting to see what kind of promotional activities or campaigns sport clubs have which promote unhealthy life style. A good example of these kinds of issues would be tobacco and beer advertisements. The financial issues related to sport clubs' health promotional activities were already highlighted in this research. However, since the role of financial motives and benefits seemed to be even bigger than anticipated beforehand it would be interesting to keep on

researching this particular issue. Especially the relationship and cooperation between a sponsor and a sport club related to health promotion could be worth concentrating on.

As mentioned before this research presented only three case study clubs which presented three different sports and came from two different countries. In order to receive more examples and information a similar study could be done by presenting many more case study clubs. By having clubs from different countries could provide more information and diversity regarding cultural issues. It would be interesting to include for example an Asian sport club to this study. Another option would be to make a similar research that would concern sport clubs only within one single country or maybe even within one single region or city. It would be also interesting to do a similar study where all the sport clubs would present the same sport. One more thing worth studying, which was also highlighted by Donaldson & Finch (2012) is the actual result and level of effectiveness of these physical activities and health promotion programs that clubs are delivering. However, this could be difficult to monitor and measure. Similar kind of studies could be also done by using different data collection methods like observation which could lead to different results.

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APPENDICES

Appendix 1: Operationalization table

Objective of the Study	Sub objectives	Theoretical Framework	Source of information
To explore how sport clubs take part in community level health promotion	Sub objective 1: To explore what activities sport clubs do in order to promote physical activity and health to surrounding community	Chapter 2.1 Chapter 2.2 Chapter 2.3	Various articles and books relating to sport clubs, health promotion, and psychology Information received from the case study (interviews)
	Sub objective 2: To find how do sport clubs feel they benefit from doing health promotion activities and campaigns	Chapter 2.4	Various articles and books relating to sport clubs, health promotion, and social responsibility Information received from the case study (interviews)
	Sub objective 3: To compare results received from different case study clubs. What are the biggest similarities and differences		Case study section (interviews of different sport clubs' representatives)

Appendix 2: Interview questions to sport club representatives

Theme 1: Club presentation

1. How many employees does the club have?
2. Which part of the organization is responsible for planning and implementing health promotion related issues?
3. What is your position in the club?
4. What is your relationship to the club's health promotion activities?
5. Have health promotion activities been officially mandated? If yes, by whom and to which department/person?

Theme 2: The club's physical activity and health related activities and campaigns in the surrounding community. (This part is concentrated mostly on activities outside match related activities, except question 10.)

1. What health promotion activities or campaigns have there been in the clubs history? Please specify the following facts: Aim, time, target group, location, partners, resources (human, financial, other)
2. What were the results/outcomes of the previously presented activities /campaigns?
3. What current health related activities are there in the club?
4. How often is the club able to perform health promotion activities during one season? (You can consider past or upcoming season)
5. What is the main target audience of these activities? (age, sex, social status)
6. How large are the resources (human, financial) reserved for health promotion related activities? Is there any special budget for them?
7. How do the club employees and players view the club's health promotion activities? How committed are they in their daily work life?
8. Are there any stakeholders that the club operates with concerning the club's health promotion activities? Who are the key stakeholders?
9. What have the biggest challenges been in implementing health promotion campaigns and activities?
10. How are these health promotion activities implemented during match activities, if at all??

Theme 3: Physical activity and health related activities and campaigns benefitting the club. (Consider only activities that are targeted on the surrounding community)

1. In your opinion, what were the biggest benefits of the previously presented physical activity and health related campaigns?
2. Has the club received media visibility by doing these activities? If yes, what kind and how much?
3. Have health promotion activities and campaigns brought in new financial resources?
4. Are there any negative effects these campaigns and activities have brought had on the club?
5. Considering all the previously presented aspects, what do you feel is the main reason for investing in health related activities?

Theme 4: Future plans relating to promotion of health and physical activity

1. Are there any future plans related to health promotion activities?
2. Do you think health promotion activities and programs will receive more attention in the future?
3. How would you describe the societal pressure/interest for your club to do its part in promoting physical activity and health to the surrounding community?