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GOTHIA CUP

- INTERNATIONALISATION STRATEGY

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Abstract

Gothia Cup is the world's foremost youth football tournament held annually in Gothenburg, Sweden since 1975. The tournament has kept increasing over the years in participants as well as the number of nations represented. There are many theories of what features make an event successful and this thesis has identified eight that can be particularly important to the internationalisation and internationalisation strategy of an event, such as Gothia Cup. The organisation has 7-9 people working all year round with the tournament and its side projects and it is this group that lays the basis for the internationalisation. Therefore qualitative interviews were conducted to identify in what way these features have contributed to the internationalisation of the event.

It was found that the one most important feature for the internationalisation of Gothia Cup is the product in itself and particularly the quality of the product. The other dimensions were more or less utilised to develop, improve and secure the product in various ways.

Keywords: *Gothia Cup, internationalisation, strategy, event, success, sports, football, youth*

Acknowledgements

There are many people we would like to thank that have played major roles throughout the process of this thesis. Firstly, we would like to say a huge thank you to our supervisor Harald Dolles, without your advice and guidance we would never even have figured out what we actually were doing. Thank you for being patient with us and our confusion.

Also we would like to dedicate a big thanks to our interviewees, thank you for taking your time and answering our questions. Your views and stories have been invaluable to this thesis and to us.

Last but not least we would like to say thank you to our friends for inspiring us throughout the thesis. A special thanks to Ingrid Oscarsson and Maria Strandberg whom let us know that taking a break now and then is vital when producing a thesis.

Thank you!

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1. Introduction

1.1 Background

Over the past decades the number of people travelling abroad to participate in various events has increased significantly (Hinch and Higham, 2001) and in the leisure travel market; event tourism is one of the fastest growing branches and includes everything from festivals and cultural activities to sporting events. The latter in particular has played a key role in the development of the industry (Kotze, 2006) and the interest in international sports events has increased substantially (Koc, 2005). Sport has been regarded as the world's largest social phenomenon (Koc, 2005) and there is a large body of research and academic study approaching this from a business management point of view, conducted by among others; Arthur (2004), Byers (2004), Sullivan (2004), Pawlowski, Breuer and Wicker (2011), Turner, Kellett, McDonald, and Stavros (2010). Football is one of the sports that has achieved global status and the Fédération Internationale de Football Association (FIFA) has today more members than the United Nations (Dolles and Söderman, 2011, p. 1). Furthermore, football has developed from an informal, social activity to a sport that ranges from children kicking a ball and playing around in the streets to a major multinational business (Hamil and Chadwick, 2010).

Gothia Cup is a youth football tournament held annually in Gothenburg, Sweden, which attracts youths from all over the world. Not only are a large number of young people from around the world involved, but also the residents of Gothenburg see it as an important event and a contributor to the Gothenburg spirit (Fingal, Kviberg and Nilsson, 2013). Gothia Cup has been keeping reaching its goals each year by expanding both in terms of the number of participants as well as in terms of number of different nationalities (Interview B). Success; is defined as the "*Achievement of an action within a specified period of time or within a specified parameter. Success can also mean completing an objective or reaching a goal*" (Business Dictionary, 2013:1). In light of this definition the Gothia Cup can be viewed as a successful event. Even though it is Gothia Cup's own perception that it is constantly reaching it's goals, the fact remains that it is the world's largest youth football tournament (Nilsson,

2008) and thus begs the question; what factors that have been instrumental in contributing to this development.

1.2 Problem Discussion and Purpose

Today, International football events involve professional as well as amateur players in different age groups. Many of which attract a large number of people; both as players and spectators. These include; the world championships, the Olympic games, Champions league, the UEFA European championship, the FIFA U-20 world cup, Dana Cup and Gothia Cup, to name but a few. There is much study and research into event management and the internationalisation of manufacturing and service industries, both of which could be linked to sports events and their internationalisation. However, there has been little research concerning the internationalisation strategies of events and in particular youth sports events.

When looking into event theories, many different factors contributing to the success of an event can be identified. Bowdin et al. (2003) suggest the event concept, planning, leadership and human resources, sponsorship, marketing, control and budgeting, legal and risk management, logistics and evaluation and reporting to be important features for a successful event. Furthermore, Shone and Parry (2004) imply that planning, financial management, venue finding and logistics, marketing and public relations and evaluation and legacies are all important components of a successful event. Although these two theories support each other, they were developed for events in general and do not specifically address the internationalisation strategies of events. However, these are all features for which there could be an international aspect and thus could be assumed to also be components in the internationalisation of an event. Furthermore, the features that are important for a certain event and to what extent can be assumed to depend on various things like the size of the event as well as the goal and the target markets. However there may also be things that are generic. Looking at these two theories, eight dimensions can be seen as important for an event to be successful and possibly have international aspects within; internal structure, human resources, finance, law, logistics, facilities, product and marketing.

The internal structure could be one of the most important features of an event, and thus Gothia Cup, since how the organisation is structured has a direct effect on how and by whom the work is performed (Bowdin et al., 2001, p. 79), and therefore also on the internationalisation strategy. However, also the human resources could be important, not least because there are certain strategies one could focus on in the internationalisation, such as providing quality service to international customers and thus increasing the attractiveness of the event. How an event is financed, whether the funds come from the local authorities, sponsorships or ticket sales (Raj, Walters and Rashid, 2009 Ch. 11), and how much funding an event receives, has an impact on its potential growth (Andersson and Getz, 2012), and therefore also the internationalisation. FIFA controls the regulations of international football (FIFA, 2013) and being a member of FIFA could facilitate the internationalisation of Gothia Cup. Logistics and facilities could be important factors of an event's internationalisation, depending on what its internationalisation strategy is. An event's organisation might have facilities with the main purpose to help expand internationally and these could thus play a key role. The same counts for logistics, where e.g. transportation of international customers could be provided or facilitated by the event (Bowdin, et al., 2001, pp. 216-221). In order to be able to discuss different aspects of the internationalisation of an event one must first define the product, which in itself needs to be developed in a way that it attracts the targeted customers (Goldblatt, 2005, p. 273). The last dimension researched in this thesis is the marketing of an event. In the internationalisation process of an event, marketing often play the key role since marketing directly develops strategies for those markets the event strives to reach (Hall, 1997, p. 136).

This thesis aims at exploring whether these eight dimensions are important, and how these dimensions contributed to Gothia Cup's international development. Conclusions might be drawn towards the internationalisation of other (youth) sport events.

1.3 Disposition

This thesis is divided into six major sections. To start with a case description of Gothia Cup is presented. This chapter provides background information about the study choice: Gothia Cup. It aims to give an insight into the event and its participants as well as the vision of Gothia

Cup. Secondly a research framework that provides the reader with a literature overview in order to outline the most central aspects and drivers of internationalising events and what strategies are successful is presented. Issues concerning different aspects of the internationalisation of an event are discussed. Eight different dimensions and their importance for a successful international event are specifically scrutinised. Thirdly, the methodology and research approach is evaluated. This chapter is intended to describe the methodology utilised in the research process. The choice of research approach, research design, data collection method as well as the reliability and validity of the thesis is presented. The fourth section lays out the empirical findings collected through primary data from in-depth interviews. Fifth, the analysis chapter aims at answering this thesis' research question. A detailed analysis of the findings of Gothia Cup's internationalisation strategy is provided. Finally a concluding chapter is given to provide a final discussion of the findings in the thesis.

2. Case Description: Gothia Cup

Youth teams from all over the world come to Gothenburg every year to participate in Gothia Cup and the tournament is today the world's largest youth football tournament. It is recognised by FIFA as the World Youth Cup, because it is the leading youth football tournament in the world (Nilsson, 2008). The cup has since 1975 grown from 275 teams representing 6 nations, to 1615 teams representing 78 nations and 6 continents in 2012 (Gothia Cup, 2013:1; Gothia Cup, 2013:2). Gothia Cup's growth and internationalisation have developed simultaneously and steadily, which has facilitated the adaptation of the management and other factors essential to a successful event. The event is today renowned enough to reach out to all parts of the world, with the goal to host as many nations as possible (Interview A; Interview B).

2.1 The Event and the Participants

The Gothia Cup tournament targets youth football players in the age of 11 to 19 from all over the world (Gothia Cup, 2013:3). There are some nations that have been represented more frequently than others, six nations have participated every year since its conception; Sweden, Norway, Denmark, Finland, Germany and England (Gothia Cup, 2013:4). Today the cup has grown so large that Gothia Cup has been forced to reject teams, because of accommodation and facility capacity issues. Teams that register first have priority (Gothia Cup, 2013:5). This year, 54% of the participating teams are international, with 3 nations represented in the cup for the first time (Gothia Cup, 2013:6; Interview A). So far, 137 nations have participated in the cup and 119 of them have been represented more than once. Gothia Cup has today participants from all 6 continents (Gothia Cup, 20130:4).

The Gothia Cup tournament is organised by the football club BK Häcken (Gothia Cup 2013:7), which is one of the most economically healthy football clubs in Sweden (Sahlström, 2011). The profit that is generated by the cup goes to a non-profit organisation that distributes the resources to different projects of the club. However, most of the profit generated by Gothia Cup is reinvested in the event (Interview A; Interview B).

Gothia Cup has around 2200 volunteers working every year during the one-week duration of the event, all of whom are provided a symbolic compensation for their work. Gothia Cup is today not only a football tournament; teams travel the world to be a part of an event that leaves them with great memories and experiences of international interactions and cultural meetings (Interview B). The opening ceremony of the tournament has been compared to the ceremonies of the Olympic games and teams go to Gothenburg just as much for the happenings around the event as for the tournament itself (Fingal, Kviberg and Nilsson, 2013; Interview A; Interview B). All teams of a club registered in an association of FIFA are welcome to compete in Gothia Cup. There are two playoff series, and teams from different nations in every group. The event takes place in Gothenburg and the areas around it during six days every year (Gothia Cup, 2013:5). During the stay, teams can chose to live either in school classrooms that are provided by Gothia Cup, at hotels coordinated by Gothia Cup, or in accommodation arranged by the teams themselves (Interview A; Interview B).

For Gothia Cup 2013 a new temporary arena for the final matches is being built. The finals are usually held in the arena Gamla Ullevi, but because of the UEFA European Women's Championship the arena is already booked. Gothia Cup's back-up arena Nya Ullevi is unfortunately also booked because of a Robbie Williams concert. The solution therefore is to build a new temporary arena in the heart of the tournament at Heden. The arena will have a capacity of 14,000 spectators and a total of 58 matches will be played there, of which 13 are final matches (Pettersson, 2013).

2.2 Vision of Gothia Cup

The aim of the event has been to create a meeting point for youths from all over the world regardless of sex, religion and social background (Andersson, 2011; Interview A; Interview B; Interview C). Gothia Cup has a project group, consisting of 7-9 full-time employed people, that are working all year round (Interview A; Interview B) as well as several agents throughout the world that can help teams with travel and participation issues (Gothia Cup, 2013:8; Interview A; Interview B). Furthermore, Gothia Cup has many local, national and international partners that support the tournament. The main partner of the cup 2013 is the

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Gothenburg based company SKF (Gothia Cup, 2013:9 Interview A; Interview B; Interview C). Not only does Gothia Cup organise the football tournament itself, it has also many different projects together with its partners. One example of this is the joint project with SKF "Meet the world", which is a tournament that each year is held in 15-25 countries where SKF is represented (Gothia Cup, 2013:10, Interview A; Interview B). The team in each country that wins the tournament is offered a spot in Gothia Cup that year and the opportunity to represent their country and SKF in the tournament. The project gives teams with less financial resources the opportunity to participate in the cup as SKF covers all expenses for the winning team (SKF, 2013:1; Interview A; Interview B). In 2013 the project will take place in 24 different countries (SKF 2013:2) Other projects of Gothia Cup are; football schools mainly in Africa, which is a joint project between Gothia Cup and a Swedish religious organisation, and the Kim Källström trophy; which is a project together with Special Olympics Europe, special Olympics Sweden and the former BK Häcken player Kim Källström. The project works as a side tournament for youths with psychological and learning disabilities (Interview A; Interview B).

3. Research Framework

This research framework has been developed through looking at eight different dimensions that can be important for the success of an international event. Using this framework as a basis, a discussion is held about how the eight chosen dimensions can explain the strategies of how events, such as Gothia Cup internationalise. Moreover, it will outline what components can be most important for the internationalisation of a sport event.

3.1 Product

In order to discuss and analyse the different aspects of the Gothia Cup's internationalisation one first needs to clearly define the product. Quality for example, is an aspect within the product that only can be defined after the product's definition is clearly stated. When trying to define what 'product' an event is, it is helpful to look at the definition of a service, since an event can be categorised within the service industry (Bowdin, et al., 2001, p. 115).

3.1.1 Service

A service has four characteristics that separate them from manufactured goods. First of all services are *intangible,* i.e. they cannot be touched and are difficult to measure and define. Secondly, they are *perishable*, which means that they cannot be stored and therefore an inventory of services is impossible. Seats for a game that are not sold cannot be saved and sold later, a key concern in capacity management for sports and events. Thirdly, services are

heterogeneous, meaning that each time a service is provided it is unique in its nature. This makes the relationship with the provider of the service and the customer important since every customer will have different demands and expectations. Finally, a service is produced and consumed simultaneously, which makes it difficult to standardise the same way as can be done with a manufactured good (Byers, 2004, p. 249-250; Bowdin et al, 2001, p. 115).

3.1.2 Definition of the 'Event Product'

Allen et al. (2002) described a special event as: "*the specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions or to achieve particular social, cultural or corporate goals and objectives*". Every event product utilises a combination of history, quality and value in order to produce a unique program. Each event needs to create value in terms of 'added value', which basically can be translated to "*everything one deserves and a little bit more*" (Goldblatt, 2005, p. 273). The customer of the event can be defined differently depending on the event and how active the customer is in the event. In experience consumption activities the consumers can undertake different roles; in some events the consumer is participating in the event while in other the consumer is merely a spectator (actors and observers) (Yang, Mao and Peracchio, 2012; Koc, 2005).

An event is an opportunity to deliver an experience to the attendee and in order to deliver the most favourable experience possible the organiser needs to carefully plan to accomplish the desired outcome. Received service, goods used, theme and programme design are all important features for a successful product (Tsuji, Bennett and Zhang, 2007; Crowther, 2010) and in order to remain competitive it is important to keep developing the product and be innovative (Byers, 2004, p. 246). For an event there are core and peripheral components to consider and for the desired experience of the attendee, these two components are as important as each other (Tsuji, Bennett and Zhang, 2007; Crowther, 2010). Peripheral components may be available parking, welcoming, how questions and concerns are handled, food, accommodation, transport and small things like which soap is used for washing hands. It is also important to consider that the event attendees are rarely from a generic group and often consist of different stakeholders such as media, participants, viewers, suppliers etc. This means that the design and delivery must be able to provide different experiences dependant on

the event objectives and the attendee grouping. A prevailing quality of events is the opportunity to customise the event design and delivery (Crowther, 2010).

3.1.3 Quality and Value

One of the major factors that influence the long-term profitability of a service is quality. A high level of quality increase customer satisfaction and loyalty. Consumers that are provided with a quality experience will most likely promote future event attendance and consumption (Tsuji, Bennett and Zhang, 2007).

By weighing in all the benefits and all the costs involved in a product, the value of that product is perceived. Consumers see the value as the evaluation of a product's usefulness based on the perception of what is received and what is given. Ideally, a sport activity should be judged on its ability to satisfy expectations of the consumer (Augé, Pedenon and Vernhet, 2011). Controlling the quality of the product can be done in different ways. Managers often set up certain policies and systems for the employees to follow, however they are often focused on financial measures. There are several other non-financial aspects to take into consideration when controlling and evaluating the quality of a service, e.g. customer satisfaction, customer loyalty, facility utilisation and employee retention (Byers, 2004, p. 247-248).

3.2 Marketing

Marketing is a broad concept that has been difficult to define in a general sense, one definition of event marketing that may is be used is: "*Marketing is that function of event management that can keep in touch with the event's participants and visitors (consumers), read their needs and motivations, develop products that meet these needs, and build a communication program which expresses the event's purpose and objectives*" (Hall, 1997, p. 136). This definition outlines that marketing is the action of reaching out with the product to the consumers or, in the case of an event such as Gothia Cup, how to attract the consumer to the product. Marketing can be assumed to be one of the core actions of internationalisation since it works actively to reach the international consumers.

3.2.1 Views of International Marketing

The meaning of international marketing differs between organisations. For some it is deeply ingrained in their marketing strategy, with domestic marketing being of less importance. For others the opposite is true. The EPRG classification developed by Perlmutter in 1969 highlights four different approaches to attitudes or orientation an organisation might have towards international marketing. The *Ethnocentric approach* views the domestic market as the most important and the international market is not seen as a direct threat. The *Polycentric approach* views each foreign market as a separate domestic market and the organisation seeks to be seen as a local actor in each country. The *Regional approach* groups countries together on a geographical basis (e.g. Europe or South-East Asia). Cultural rather than national boundaries are of greater significance in this approach. The *Geocentric approach* sees the global market as one large market and looks for global segments and global opportunities to make communication, production, and product development more efficient (Baines, Fill and Page, 2011, pp. 252-259).

There are different strategies for international marketing and Baines, Fill and Page (2011) suggest that an organisation can either adapt its marketing strategy to the local markets (multi-domestic competitive strategy) or standardise it (global competitive strategy). In a multi-domestic competitive strategy the organisation has a separate marketing strategy for each of its foreign markets. This marketing strategy means that each country is approached differently and adapted to each market's culture, law, language, communication, geography etc. Using this strategy, operations in each foreign market is strategically independent. Adopting the global competitive strategy on the other hand means that the organisation operates as if there is only one single global market by standardising the marketing strategy and not taking regional and national differences into consideration. Analysis of environmental forces can help to identify which markets or regions to approach and what marketing strategy that is best suited (Baines, Fill and Page, 2008, pp. 255-259).

3.2.2 Market research

Market research in event organisations is based on the simple premise that the risk of failure is higher when the data is of lower quality or absent (Bowdin, et al., 2001, pp. 143-146). It is conducted to gain an understanding about customers, markets, industries and competitors in

order to decide on what marketing strategy to choose (Baines, Fill and Page, 2011, p.119). There are three interrelated reasons to why it is important to research event motivation; it is a key to developing and designing better products, it is closely linked to motivation to attend, and it is a way of understanding the decision-making process of the visitors (Nicholson and Pearce, 2001).

One important area of the marketing strategy is the pricing. To help determine the price of the event it is important to conduct market research. Many of the potential customers might choose to attend a different event if the price is wrongly set. There are typically two factors that determine price. Firstly, there is the internally centred method, which means looking at the financial philosophy of the event. Is the event's goal to make profit or is it a non-profit venture? Secondly, there is the externally centred method, which means looking at the perceived competition from similar events. The event must be price competitive so that customers do not choose another event that they perceive as having a higher value for the price paid (Goldblatt, 2005, p. 275; Sullivan, 2004).

3.2.3 Promotion

Goldblatt (2005) mentions a number of typical techniques for promoting an event.

Advertising includes a wide range of media, both print and electronic. Different events might use different types of media to advertise the event, often depending on the size of the event. Print advertisement is not limited to adverts in magazines and newspaper and may also include flyers, posters, brochures and newsletters. Electronic advertisement includes advertising on radio, television and the internet.

Public relations involve contacting the media and your target market about the event with the aim that they will be persuaded into supporting it. This might include producing public announcements for radio and television, producing and distributing audio and video newsletter releases or producing events. Events are in fact the fastest growing segment of the public relations marketing strategy. The two main aims of public relations are to inform and persuade groups to deliver the information forward to the target group.

Cross promotion means including partners in the marketing campaign, often through 'tagging advertising'. This means that the partners use the event to market themselves by adding lines such as: "official sponsor of…" or "meet us at the … event". This is an effective way to reach a large audience at a low cost (Goldblatt, 2005, pp.282-287). One part of cross promotions can be sponsorship, which is an agreement by which a sponsor usually provides financing or other resources to support the sponsored organisation in order to establish a connection between the sponsor's brand and the sponsored party (Söderman and Dolles, 2008). Who the sponsor is and what the sponsor wants to gain from sponsoring the event is important to bear in mind. Likewise, it is important to consider what the event wants to gain from the sponsorship. One of the more important reasons for choosing commercial sponsors is usually that it brings credibility to the event. Securing the sponsorship with a famous and popular brand immediately positions the event as a major player and may help attract other sponsors as well (Goldblatt, 2005, pp. 287-296). Sponsorship is closely related to co-branding as it consists of an agreement, which links the event organisation to a company (Söderman and Dolles, 2008).

3.2.4 Internet Event Marketing

It goes without saying that marketing via the Internet has grown substantially and the event industry is no exception. Between 1996 and 1998 the number of Internet users in the event industry grew from 50 per cent to 80 per cent. The Internet can be used for different purposes for the event, such as brand building, direct marketing, online sales, customer support, market research, and product development (Goldblatt, 2005, pp.296-312).

Internet and social media are widely used among tourists to communicate with friends and family while on vacation and keep memories by uploading photos and blogging. This is also available for organisations and with Facebook, MySpace, YouTube, Instagram, Twitter, LinkedIn, Flickr, etc. there are a wide range of opportunities for companies to market themselves and build their brands. Using this type of social media also opens a dialogue between the organiser and its consumers, it encourages discussion, voting, comments, sharing of information and feedback (Hede and Kellett, 2012).

Word of mouth (WOM) refers to traditional interpersonal information exchange and may be about a trip, an event or a product. Electronic word of mouth (eWOM) refers to consumers' comments about a trip, event or product on the internet. EWOM is generally from unknown individuals rating a certain product or service while WOM usually is between people that have a personal relationship with each other (Bronner and Hoog, 2011). Research has shown that events are successfully marketed through the participants' recommendations (Hede and Kellett, 2009) and consumers are increasingly trusting in the opinions of their peers rather than marketing messages (Hede and Kellett, 2012).

3.3 Human Resources Management

"Human Resources is the process of organising and effectively employing people in pursuit of organisational goals" (Raj, Walters and Rashid, 2009, p. 52). The event industry is a service industry, where the event is about creating memorable positive experiences for the people participating (Tsuji, Bennett and Zhang, 2007; Crowther, 2010). The staff of an event are therefore a critical resource, since their work is a strong contributor to the overall experience and perceived quality for the consumers. In the case of an international event, such as the Gothia Cup, human resources management (HRM) can be an important part of the internationalisation strategy as it is possible to provide services that are specifically aimed at helping international consumers. This may be achieved throug training, motivation, appraisal and coordination of the employee. This may in turn make the product more attractive to international consumers.

3.3.1 Volunteers

The majority of events are driven by volunteers and without them many events would not exist (Goldblatt, 2005, pp 117-121). When describing human resources in terms of volunteers one must define the word volunteer. A volunteer is "*a person that actively takes on a task, responsibility, or project on his or her own accord without needing to be assigned, ordered, or told to do so. Often a volunteer is not paid for the work that they provide*" (Business Dictionary, 2013:2).

In order for volunteers to effectively contribute to an event they need training, coordination and appraisal. Training will increase the volunteer's understandng of the importance of their work, develop them personally and give them the possibility to gain new skills (Bowdin, et al., 2003, pp 92-100). During the event, it is important to make sure that the coordination of volunteers works well in order to achieve the goals of the event. Therefore, team leaders should be designated the task of overseeing the performance of the volunteers. This is especially important during large events, when the skills of the volunteers can vary greatly. Appraisal systems are also important when attracting volunteers and may include evaluations, reviews and rewards. In the case of volunteers the reward system might include new skills, hospitality in the form of opening and closing parties, free meals and drinks, promotion to more interesting volunteer positions or free tickets to the event. In order to develop a strong loyal and functioning team of volunteers it is critical to give the workers early, frequent and constant recognition (Goldblatt, 2005, pp 117-121).

3.3.2 Motivating the Volunteers

During an event, it is of great importance that the staff are motivated and do their best. How motivation arises depends from person to person and there are several theories treating the creation of motivation.

Training is the most important tool to motivate the workforce. It is important to promote team building and the development of new skill so that the workforce can contribute to the event in a positive way. If the workforce feels like they gain experience and new skills by working for the event, the likelihood that they want to return will increase. As a result, the staff turnover rates are reduced. Boella and Goss-Turner (2005) claims that in order for a worker to succeed in their role, he or she needs to possess the knowledge, skills and attitude required for the job. This can only be achieved through mentoring and effective training.

Another factor of motivation is one of organisational commitment. The assumption is that a person will perform well if he or she is committed to the organisation, its objectives and its goals. When it comes to events, the commitment is not necessarily directed to the organisation itself but to the event or the responsibility associated with the work. It is

however the organisation's responsibility to make sure the commitment is maintained and enhanced.

A third theory of motivation is one of diversity. The Chartered Institute of Personal Development (2007) divides diversity into three different categories; social diversity, informational diversity and value diversity. Social diversity involves demographic differences such as race and age. Informational diversity relates to differences in people's background regarding knowledge, education and experience and value diversity acknowledges the differences in people's personality and attitudes. Depending on the background of the worker of an event, such as age, experience or race, it may impact his or her motivation or commitment to the event. Managers must also be aware of the diversity of the workforce regarding guidance and treatment the staff.

A fourth factor that can be a source of motivation is the social aspect of work. Factors like interactions with other people or customers may be strong motivating factors during an event (Raj, Walters and Rashid, 2009, pp. 52-65).

3.4 Internal structure

The strategies used when internationalising an event are decided by the management team of an organisation. The team is the core of the organisation and the outcome of the event depends on the structure and work of the management team. The decisions made by the management team will affect all other operations and therefore, how the team is structured will have an effect on the success of the internationalisation.

Generally, there are five main functions when creating an event which need to be included in the organisational structure. These five functions are visitor service operations, support service operations, marketing, administration and finance. It is important that the information sharing runs smoothly between these functions and that the channels of communication within the organisation run both horizontally and vertically. This is crucial because the information needs to be passed around quickly in the organisation (Shone and Parry, 2004, pp. 190-192).

Event organisations generally have a small number of staff and therefore a low level of complexity in their organisational structures. The differentiation of work between the positions in the organisations is often low and the decision making process is characterised by minimal vertical levels. An identification of three types of organisational structure can be made for these kinds of organisations with small management groups: simple structure, functional structure and network structure (Bowdin et al., 2001, pp. 79-84). It is however unlikely that any event has exactly the same structure of the organisation (Shone and Parry, 2004, p. 190). Regardless of which structure is applied, the choice should be based on available resources, size, strategies and the operating environment.

In a simple structure, the level of complexity is low. The event manager has control over all the activities of the staff and the decision-making. This structure is most common among event organisations since it is flexible, adaptable, easy to understand and clear that the manager is accountable for the activities. Since this structure is flexible, the staff of the organisation need to perform various tasks and be multi-skilled. The staff may however not be specialised in any area.

When organisations apply functional structures it means that the employees are divided into departments with different functions. This means that employees specialise in particular tasks and duplication of equipment and expertise is avoided. The organisation can subsequently become more effective.

The network structure is a fairly new structure and can be defined as '*made up of discrete but interrelated parts consisting of a number of co-operating organisations'*. This structure may be applied when organisations are inactive between events. Specialist organisations can then be contracted when needed (Bowdin et al., 2001, pp. 79-84).

3.5 Finance

In order for an event to survive in the industry, a key financial tool is the fundraising. When it comes to fundraising, there is a two-pronged approach that needs to be applied; developing

good relationships with people or organisations that can give support and making sure that the event or the organisation is attractive to a wide range of funders. Creating partnerships with another organisation is also an option where money, support and employee involvement is shared. The approach to fundraising varies depending on the size and the ownership of the business. The longer the business has been active, the easier it is to obtain finance for it.

There are both internal and external sources of finance of an event. The simplest internal one is retained profit. The retained profit of a business is money that has been generated in the past and which has not been spent on any other activity of the business (Raj, Walters and Rashid, 2009 ch. 11). An external source is local authorities that may have an interest in funding the event. An example is if the event will attract a large number of tourists (Shone and Parry, 2004, pp. 113-114). Another external source of finance is sponsorships (Raj, Walters and Rashid, 2009 ch. 11).

3.5.1 Sponsorship

According to Meenaghan (1983) sponsorship refers to *"provision of assistance either financial or in kind to as activity by a commercial organization for the purpose of achieving commercial objectives"*. Through sponsorship a company has the unique position of building brand awareness, providing differentiated marketing platforms, facilitating direct business benefits and providing valuable hospitality and networking opportunities. There has been an increase in companies sponsoring events over the past decade (Kim, 2010). It is also clear that large-scale events such as cultural and sporting events cannot take place without sponsorships (Raj, Walters and Rashid, 2009 ch. 11). Sport organisations that have long-lasting relationships with sponsors generally perform better than organisations that are less able to deal with sponsors and partners in a sustainable manner. In a study made by Pieters, Knoben and Pouwels (2012) it is shown that the most important factor in raising sponsor funds is the "quantity of ties" i.e. the number of ties available to an organisation has a positive effect on the amount of attracted funds. More sponsor relations correspond to more funds being attracted. It also shows that frequent contact and long term relationships with the sponsor is positive in terms of attracting funds.

In order to attract sponsors to an event the company sponsoring need to get something in return for the event and there are several aspects to this. First of all, the event and the sponsor should target the same market. Secondly, the sponsor needs to be able to benefit from the publicity and public relations plan of the event. In addition, there may be other direct benefits for a company that contribute to a decision about sponsorship. This could be free admission to the event or places at a table of a gala dinner. Without any of these benefits, few potential sponsors would consider sponsoring the event.

There are other ways of financing an event than by sponsorship, but the range of alternative income sources depends on the type of event (Shone and Parry, 2004, pp. 114-116). For example, an event can also generate revenue through ticket sales.

3.5.2 Ticket Sales

Selling tickets before the event takes place increase the opportunities for management to utilise funds raised. Ticketing may often be the main source of income for an event and can prevent cash flow problems. The number of participants attending an event depends partly on price. Therefore, management face the dilemma of attracting customer and at the same time cover the cost of the event (Raj, Walters et al., 2009 ch. 11). Three factors can decide the right ticket price: the covering costs, the market demand and the customers' perceived value of the event (Bowdin et al., 2001, p. 185)

3.6 Law

Because of a globalising trend in sports, a shift in the way sport is organised and controlled has occurred. A shift from government towards self-governance. Before the early 1970's, the control of football had a hierarchal structure, with FIFA as the ultimate authority and the UEFA and national football associations occupying lower levels of the hierarchy structure. At the bottom of the authority structure were clubs and players. Today however, it is impossible to look at the organisation and control of sports in terms of a national or international governing body. In a contemporary setting, associations, agents and sponsors can exert pressure to have their own interests met. At the same time National and European governments and the European Union are able to regulate frameworks of contracts for clubs,

players and media. Thus, the top-down system has been replaced by interrelationships between stakeholders that can influence in different ways through alliances with other stakeholders (Henry and Chao Lee, 2004).

The Federation Internationale de Football Association, also known as FIFA, was founded in 1904 under Swiss law with a goal of constant improvement of football. FIFA has 209 member associations (FIFA, 2013). *"FIFA bears a special responsibility to safeguard the integrity and reputation of football worldwide. FIFA is constantly striving to protect the image of football, and especially that of FIFA, from jeopardy or harm as a result of illegal, immoral or unethical methods and practices. The conduct of persons bound by this Code shall reflect the fact that they support the principles and objectives of FIFA, the confederations, associations, leagues and clubs in every way and refrain from anything that could be harmful to these aims and objectives. They shall respect the significance of their allegiance to FIFA, the confederations, associations, leagues and clubs, and represent them"* (FIFA, 2012).

3.7 Facilities

In this thesis facilities refer to football fields, schools, arenas and other buildings and grounds necessary for an event such as Gothia Cup.

As public entertainment facilities include a wide range of different facilities there are also a wide range of ownership structures and stakeholders. Fenich and Bordelon (2008) have made research on what ownership and organisational structures are optimal when developing entertainment facilities. The conclusions drawn from their research are that the relationship between the public entertainment facility management and the management of the owner is important. Sharing the same objectives, missions and goals is key to success. According to their study the QUANGO management model (Quasi Autonomous Non-Government Organisations) is best suited for managing public entertainment facilities. This model strives to utilise the best aspects of both private and public management.

When it comes to the sustainability of event facilities a sustainable venue design can broaden and support the stakeholders by strengthening the event's and the facility's reputation. In

developing countries where an international event is held, the event can provide an opportunity for integrating environmentally friendly technologies at an early stage in the planning process (Koukiasa, 2011).

3.8 Logistics

Most theories concerning logistics apply to the supply of products to the customer, whereas event logistics mainly concerns the supply of the customer to the product (Bowdin, et al., 2001, p. 216). With many event companies working internationally, understanding the available services for event logistics has become crucial. There are four major modes of transportation: rail, road, sea and air (Raj, Walters and Rashid, 2009, pp.202-211). The choice of transportation mode for the customers will vary depending on the distance to the event.

Transport to the event site is a physical commitment made by the audience. The transportation mode and the timing of the arrival is important to the overall plan for logistics. When the audience arrives simultaneously, event managers call it 'dump'. Solving logistical problems can become a significant issue for the event organiser as it is the first and the last impression of the event for the customer. It is therefore an important part of the overall quality and experience of the event (Bowdin, et al., 2001, pp. 216-221).

In the event industry the location can be of great importance and there has been much research on the relationship between time and sport consumption. It has been found that the time it takes to travel to the sporting facility affects consumption (Pawlowski, Breuer and Wicker, 2011). It is important that the event is located where logistics are developed in a way that it is easily accessible for the attendants. If it is an international event, the time to travel to and from the airport should be less than an hour (Bowdin et al, 2003, p. 250-251; Shone and Parry, 2004, p.121). It has been shown that events located near inexpensive, safe and effective public transportation or a close-by parking with reasonable pricing are more likely to attract more people than events that do not have these amenities (Goldblatt, 2005, pp. 276-277; Bowdin et al., 2001, p. 218).

3.9 Framework Discussion

With the framework in mind, it is difficult arguing which of the eight dimensions are most important for the internationalisation of an event such as Gothia Cup. Each of the dimensions cover very different organisational aspects and may all be important depending on where focus lies and what resources are available.

The product is arguably most important because without it there is nothing to internationalise. It can be developed in a way that is more or less adapted to attract international consumers. A product that is not internationally oriented will most probably not attract international participants. However, it is the management that makes the decisions about how to develop and improve the product and thus it may be argued that the internal structure is more important for the internationalisation strategy. A poorly chosen strategy can result in a non-existent internationalisation. On the other hand, the actions of attracting the target market lie on the marketing dimension and without this functioning in a satisfactory manner, the product might not succeed in becoming international.

In addition, human resource management can be assumed to be a very important part of the internationalisation strategy as it provides services that are specifically aimed at helping international consumers. This may be achieved through training, motivation, appraisal and coordination of the employees which in turn makes the product more attractive to international consumers. However, this reasoning is related to the product itself and further underlines its importance in this context.

The importance of logistics should not be overlooked. This dimension can be vital for the success of an international event since the customers need to be able to access the event easily in order to want to take part. If the right logistics are not provided, an event cannot internationalise as it is only accessible to those close by. The transportation may not necessarily be an internationalisation strategy used by management since external actors might provide this service. Although this may be the case if the logistics are run by the organisation or through cooperation between the organisation and the external actors. This

again brings back the reasoning to the product and the internal structure, which again emphasise their importance in the internationalisation strategy.

Similarly, the law dimension is not necessarily a part of the internationalisation strategy itself but may in the form of sanctions from FIFA or other governing bodies. This can bring credibility to an event and may therefore be seen as a part of the marketing strategy. On the other hand, being an international football event means following the regulations of FIFA, which may affect the internationalisation strategy.

Facilities are also of great importance for a successful event, however it is questionable whether it is important for its internationalisation. Establishing sustainable facilities in developing countries offers one example of this as it could favour the internationalisation of an event and be connected to its marketing strategy. In addition, finance is of importance to the success of an event, yet the international aspect of finance can be difficult to identify. Partnerships can help both parties achieve their goals and if they are striving towards the same ones, like internationalisation, it could be a part of the event's internationalisation strategy to find the right sponsor.

4. Methodology

4.1 Research Approach

The main aim of this thesis was to explore how the organisation of Gothia Cup has developed its internationalisation strategy and how it has been able to become as big as it is. When reviewing existing literature on the concept of internationalisation and foreign market entry it became evident that there has been a large amount of research involving the internationalisation strategies of manufacturing and service industries, however little research has been conducted on the events industry, this being especially true in the youth sport events sector. Due to this lack of research, the research framework is constructed with the help of previous studies concerning the internationalisation of events, that can be applied to an international youth sports event such as Gothia Cup. Where this was not possible parallels were drawn from the service industry, as events or leisure services share many of the same characteristics as any other service (Bowdin, et al., 2001, p. 115). When dealing with inadequate evidence and describing a specific case in a general pattern qualitative research is suitable (Yin, 2003).

A challenge when doing a case study is that there is little knowledge available about how representative the object of the study is of the whole industry. Even if the overall concept of sport events are the same there are differences between each event and especially with this being a youth tournament that is quite unique. Another issue has been that there is little literature about internationalisation strategies of youth events, therefore the literature review mainly covers important features for successful events in general and in some cases internationalisation of the service industry.

Research was conducted as new information was gathered and the research framework was developed throughout. This resulted in additional theories being identified and used for complementary purpose. Finding theories was an on-going process as there was a lot of stepping back and forth between reality and theory. This makes this research approach an abductive method according to Dubois and Gadde (2002). Using an abductive approach

means that the theoretical framework, the empirical findings and the analysis are developed somewhat simultaneously (Söderman and Dolles, 2013). Firstly a rough understanding of the eight chosen dimensions was developed, mainly to formulate the questions for the interviews. The eight dimensions were then developed further and a deeper understanding of them was sought alongside the interviews.

It should be mentioned that there might be some subjectivity issues since only the empirical data that the authors found relevant is presented in the thesis, which means that the personalities and opinions of the authors might have affected which data was presented.

4.2 Data Collection

To be able to gain a better understanding of the internationalisation strategy of Gothia Cup and events, primary as well as secondary data were collected.

4.2.1 Primary Data

To get a better picture of which internationalisation strategies were used by Gothia Cup, the identification and understanding of the working methods of members of the Gothia Cup project group and other involved people needed to be established. This could ideally be done with help of interviews with people belonging to these groups. Therefore primary data was mainly collected through qualitative interviews.

Since this thesis is about Gothia Cup's internal strategy of internationalisation the number of available people with insight in this matter was restricted and the choice of respondents was therefore relatively simple. It had to be people within the Gothia Cup organisation or with insight into the organisation. The interviewed people were; Jorge Gómez, tournament secretary, Gothia Cup (Interview A), Niclas Andersson, marketing executive, Gothia Cup (Interview B), Dennis Andersson, club director, BK Häcken and general secretary, Gothia Cup (Interview C) and Marie Hermansson, volunteer, Gothia Cup (Interview D). Furthermore, it should be noted that only four interviews were conducted and only three that could answer all of our questions fully.

To prevent major surprises and avoid misunderstandings during the interviews the design and structure of the interviews was carefully formulated. Because of the fact that the research was qualitative the questions were open in their nature and each of the dimensions was covered by one general question each, and follow-up questions were formulated to ensure that the pertinent information was given. Furthermore, the interview guide was formulated in a way that the questions did not need to follow a specific order but rather as the questions were answered the next question to be asked could be the question that best suited to what the respondent just had said.

Interviews A and B were conducted face-to-face, and interviews C and D were held over the phone, all interviews were however recorded and transcribed. Conducting the interviews face-to-face was preferred because it is that way possible to gain a deeper understanding for the information given as the opportunity to also read the respondents' body language and facial expressions presented itself. Telephone interviews were held when the respondents did not have the opportunity to meet for a face-to-face interview. The decision to have open interview questions was made because that method was considered to give the research the most comprehensive replies as it provided the opportunity to hold the interview more as a conversation rather than an interrogation. Furthermore the order of the questions and follow-up questions differed between interviews as these followed the flow of the conversation. The two face-to-face interviews lasted for approximately one hour each and the phone interviews for approximately 30 minutes each. The provided answers allowed for the discovery of different concepts and relationships between different factors that could be related back to the theory and conceptual framework and later contribute to the analysis and discussion.

4.2.2 Secondary Data

In order to get an initial understanding of the research field secondary data was collected and analysed. This data mainly consisted of previous research papers, journals, books and articles. After a cursory examination of the literature eight dimensions that could be further relevant to the research into Gothia Cup's internationalisation strategy were identified. The research framework is built upon these eight dimensions. The dimensions were at the beginning equally important, but throughout the process a hierarchy of dimensions seemed to develop as it became apparent that some contributed more than others to the internationalisation of

Gothia Cup.

The information found in the secondary data review and thus the research framework was later collated with our empirical findings, and then analysed together leading to the discussion and conclusion.

4.3 Research Credibility

To provide a picture of how credible the results of this research are a discussion and description of their reliability and validity has been performed. Hernon and Schwartz's (2009) definition is chosen to define the two concepts. Validity refers to whether the research is correct and whether the results have been interpreted correctly. Reliability on the other hand refers to the extent to which the data is consistent.

To gain high reliability and validity in this thesis a lot of time was spent in developing the interview guide. Long discussions about what questions needed to be answered and how they should be formulated were held. Due to the open nature of the questions many follow-up questions were formulated in order to get the necessary answers and making sure that there was no room for misunderstanding and that the 'right' question was answered. Before each interview the topics and basic questions were sent to the interviewee so that they were given time to prepare. All interviews conducted were recorded with the interviewees' consent, which allowed for going back and listening again to prevent misinterpretation of the answers. The recordings also allowed for a transcription of the interviews word-for-word, which further reduced the risk for misunderstandings and missing important comments from the interviewees. Furthermore, increased reliability of the study was gained through the fact that two researchers could compare views with each other after registering, interpreting and categorising the material separately. It should also be noted that three of the interviewed people have a very good insight into the Gothia Cup organisation and their collective responses were consistent and are thus very reliable. The results in this thesis can therefore be considered valid and reliable.

5. Empirical Findings

5.1 Product

5.1.1 Defining the product

The product of Gothia Cup is defined by the organisation itself as an experience (Interview A; Interview B). It is an opportunity for youths from all over the world to meet, despite race, religion, nationality or culture; with the football as a common interest (Interview B; Interview C). Everyone is interested in football and plays football, but it is off the pitch where the greater values of Gothia Cup are realised, when the youths get the chance to meet each other and learn from each other (Interview C). It is not just the tournament itself, but all the arrangements and activities around it that defines the 'package' of Gothia Cup. *"The product is a packaged experience, a sporting experience that we need to preserve"*(Interview A). Gothia Cup is creating other meeting points as well, such as; a party for the trainers and team leaders, a disco for the participants, cooperation with Liseberg, and the opening ceremony, etc. *"It is about creating memories for life, something that one brings home and that can live in people's minds longer than a manufactured good or a smaller event"*. The opening ceremony is the activity that most participants attend to and it has about 58,000 visitors in the largest arena in Gothenburg (Interview B).

From the beginning Gothia Cup mainly strived to survive and not that much focus was put on 'uniting the world'. Once the economy stabilised they started to work more with less wealthy participants, which in turn also lead to an increased interest among the wealthier participants. In the 1980's the mission to unite the world mainly involved Europe and the USA. This unification of the world has now come to include the whole world and Gothia Cup has strived to blur the obvious boundaries, partly through its pricing strategy (Interview C).

About 50 percent of the teams are Swedish and the other half consists of international teams. A large share of the tournament's and thus the product's attractiveness lies in that it is an international event. The goal of the product is to make it as international as possible e.g. to have as many different nationalities participating as possible. As a result of this Gothia Cup

has restricted the number of teams that can register from Gothenburg (Interview A). Gothia Cup is constantly working on developing the arrangements around the cup to attract international participation (Interview B).

The diversity of the people coming to Gothia Cup has seen the activities around the tournament developed in a way that there should always be something that attracts everyone. Most focus is put on the opening ceremony, the goal of which is to be an attractive event for people ranging from the ages of 1 to 100 (Interview C). The Gothia Cup project group is working hard with the opening ceremony every year and constantly striving to improve and develop it (Interview A). In its infancy the ceremony was a short walk with all the teams to a meeting point with some local musicians greeting them (Interview B). This has now grown into an event at Ullevi that on several occasions has been compared to the opening ceremony at the Olympic Games (Interview A; Interview B).

Furthermore, Gothia Cup is every year organising a disco for the participating youths. The disco started modestly, but Gothia Cup soon started to also invite local youths from Gothenburg to this event and it quickly grew into becoming one of the most popular activities during the week. It has moved from a small venue at one of Gothenburg's student unions to larger premises and is now held at Svenska Mässan, which can hold 6000 youths for this purpose and is the largest premise Gothia Cup can procure (Interview B).

Gothia Cup also wanted to develop the product for the team leaders and therefore created a party for them, which also grew quickly in popularity from around 1000 people to filling Scandinavium, which is mainly used as an ice hockey arena. The area where the ice normally lies has come to be too small so that the people that come late will have to sit in the bleachers (Interview B).

Many of the participants are starting to demand more comfort and are more and more often choosing to stay at hotels instead of the more simple accommodation in schools. Gothia Cup is trying to work with this to keep them coming back, by improving the standard of the simpler types of accommodation (Interview A). Another area within the product where Gothia

Cup is currently working to develop the product so that it will become more attractive for the residents of Gothenburg (Interview C).

5.1.2 Quality

The main goal for Gothia Cup is to be world leading in its area and retain that position. They want to be the best in everything they do; the best youth football tournament, serve the best food, have the best referees, offer the best accommodation, have the best playing fields and to add to this a continuous development and improvement (Interview C). Gothia Cup has been an annual event for approximately 35 years and has therefore been able to learn from their mistakes (Interview A; Interview B), it has however been impossible for them to learn from other similar events since Gothia Cup is world leader in this area (Interview A). The more participants Gothia Cup gets the harder it is to secure the quality. However, Gothia Cup has been lucky in the sense that the number of participants has never increased dramatically between any two years, which has lead to the opportunity to improve quality at the same pace as the tournament has been growing (Interview B). Although it has now come to the point where Gothia Cup has reached its maximum capacity in terms of participating teams, if they were to keep expanding it would be difficult for them to maintain such a high quality product (Interview A).

Gothia Cup constantly tries to see problems, quality issues and areas with potential for improvements from different angles (Interview A, Interview B). The primary components of the tournament e.g. playing football, eating and sleeping are prioritised and these components need to be functional at all costs (Interview B). Instead of comparing itself with other tournaments and trying to copy what they do Gothia Cup is every year letting participants evaluate their experiences of Gothia Cup through a survey, which is aimed at different groups to see if there are any differences between nationalities, gender or age (Interview B). Gothia Cup then have evaluation meetings where they go through what they can improve for next year and where everyone in the project group can think and speak freely in order to capture the best ideas (Interview A). They put emphasis on listening to the opinions of the customers, as they would not be able to improve and develop the product without their views (Interview B).

"Working with quality is everything we do, everything is quality, improve, simplify, clarify, and secure" (Interview B)

5.2 Marketing

The marketing of Gothia Cup has also gone through significant development over the years. As the technology has developed, the marketing and communication mediums have changed. In the beginning it was Dennis Andersson (the present club director of BK Häcken and Seceratary General of Gothia Cup) who travelled the world to meet people and spread the word, now most of the communication is conducted via emails (Interview A). The product is seen as the biggest asset Gothia Cup has in terms of making teams return and the most emphasis on marketing is seen during the tournament (Interview C).

5.2.1 International marketing

Most of the focus throughout the years has come from having as many teams as possible and as many different nationalities as possible (Interview A; Interview B) and this year extra focus has been placed on countries such as Indonesia and Lebanon, where development in the organisation of their football associations has been discovered (Interview B).

The big challenge for Gothia Cup is that the target customers consist of a small group that is spread all over the world and it is thus difficult to make a targeted marketing effort, the marketing will therefore need to be through personal communication with teams and taking care of the existing relationships to keep teams coming back (Interview A; Interview B).

The Gothia Cup project team has different markets to focus on. The division of these markets amongst team members is mainly based on language skills, in order to maintain good communication with those countries and be able to develop a deeper understanding of certain cultures (Interview A; Interview C), e.g. Jorge Gómez, who was born in Mexico is the main contact for the Spanish-speaking teams because it is advantageous not only to speak the language fluently but to know about cultural differences and norms (Interview A). However, Gothia Cup has a basic marketing plan upon which all marketing is built, but then there are certain differences. For example if communicating with a person from the USA more focus is

put on the safety aspect, as that is important to them, while communicating with a Spanish speaking market more emphasis is put on the football and the tournament and how prestigious it would be to win (Interview C).

Gothia Cup has a marketing plan with which they work, this plan has been developed over the years. There are however different strategies for how to get in touch with different markets. Getting in touch with teams from Africa for example is not always as easy as other countries, therefore the marketing efforts there look somewhat different. The strategy is mainly to use existing contacts in order to get new contact information of other teams. If the perceived interest is large, people from Gothia Cup travel there to learn more about their culture and what possibilities exist there (Interview B).

The marketing of Gothia Cup is mainly focused on the larger nations, as it is often easier, cheaper and more effective to recruit teams from smaller countries by using the contacts available and develop a more personal relationship with the new teams (Interview B; Interview C), mainly because there will probably not be many teams coming from those countries, meaning that a larger marketing effort would not be worthwhile (Interview C).

5.2.2 Market research and Promotion

The Gothia Cup project group often travels to teams and football clubs in other countries to gain a better understanding of; what their training looks like, how teams are managed there, what kind of field and quality of field they are playing on, what national tournaments there are, how many people participate in football, how far they need to travel to play a game against another team, how organised they are, etc. anything that will allow them to gain a better understanding of the culture as well as knowing how to target the market and how to develop the product of Gothia Cup further (Interview B).

In some countries it has to be researched whether it is even possible for a whole team to travel to Sweden due to visa issues. For some countries it is impossible to get a visa for that many people because the risk of dropouts is too big according to the Swedish Migration Board. Another aspect to bear in mind is communication, as methods of communication differ between countries and so focus is put on different aspects. Often African cultures are more

reticent in their communication and have a more 'laid back attitude', while people from the USA for example are more detailed oriented (Interview B).

Boundaries between the participants are not only blurred through creating activities and meeting points for the youths, but also through the pricing strategy. The fee for participating in the tournament is somewhat different depending on what country the team is coming from. Gothia Cup wants to make the world a bit more equal and make it also possible for countries with less financial resources to participate. For example a team from the USA pays a higher fee than a team from example Poland, which in turn pays more than a team from example Zambia as the same amount of money in real terms varies considerably in relative terms for the different countries (Interview C).

Gothia Cup has many personal contacts with teams, but they also use so-called agents, that work as ambassadors for Gothia Cup in some markets (Interview A; Interview B; Interview C). In the markets where they have agents it is the agent that has the contact with the teams in that particular market and helps to promote Gothia Cup locally (Interview A; Interview C). One example is in Mexico, where there is an agent who gives presentations about Gothia Cup and promotes it in different schools and football clubs (Interview A). This kind of cooperation exists in about 30 countries, mainly in the larger markets where many teams come from. Many teams have seen it as preferable to make contact with an agent that speaks their own language. About 15 years ago almost 50 percent of all the teams came via agents, a number that has changed dramatically to about 10 percent of the teams coming via agents today (Interview C). Each autumn, printed brochures are sent to the agents to help them with their promotion work. Teams that have been participating in Gothia Cup and are listed in a database, receive these brochures via email (Interview A).

As a part of Gothia Cup's marketing strategy they have CSR (Corporate Social Responsibility) projects. The main aim with these is to give something back, especially to countries that do not have the ability to come to Gothia Cup. One of these projects is that they have built football schools in Africa "*to give them more meaningful leisure time, but also to promote certain values and maybe give them more faith about their future; helping to educate the youths that live there*". Gothia Cup believes that if you do these types of projects

genuinely for the greater good, it will promote the brand, then more sponsors are willing to fund the organisation and even more can be invested in these projects (Interview C).

5.2.3 Internet marketing

"*If you want to do something and reach the world you should be damn smart on the Internet and social media*" (Interview C)

The main marketing through the Internet is aimed at western countries as less developed countries usually do not have the same access to the Internet (Interview C). The Gothia Cup web page is available in four different languages; Swedish, English, Spanish and German and the goal is to constantly have the web page updated (Interview A). There has been a shift in the distribution of teams coming to Gothia Cup via agents versus teams having direct contact with the Gothia Cup project group, which has been made possible mainly through Google Translate, which has opened up for the opportunity to communicate in the rarest of languages (Interview C). Gothia Cup is not alone promoting themselves on the Internet. A large share of the marketing is through social media and word of mouth combined, as it is mainly the participants' postings on social media that spreads the word about Gothia Cup worldwide (Interview A). In this it is important that the product quality remains high as negative comments can cause severe damage to Gothia Cup (Interview A; Interview B).

The tournament and the product itself are seen as the best channels for marketing and publicity, and Gothia Cup relies on Word of Mouth promotion (Interview A). The tournament has to be of high quality so that the participants tell their friends about it and spread the word. This is one of the reasons to why Gothia Cup has managed to have a steady growth rate in participating teams (Interview B), many of the teams that come to Gothia Cup bring their experiences home and tell their peers, which has lead to many teams wanting to come again and many teams wanting to experience the same things as their friends are telling them about (Interview A; Interview B).

5.3 HRM

5.3.1 Gothia Cup and Volunteers

Gothia Cup has more than 2000 volunteers working during the Cup (Interview A; Interview C). Only people fluent in Swedish (Interview A; Interview B) and with a Swedish social security number can work as volunteers for Gothia Cup (Interview A). Some volunteers, for example the guides of the event, are required to speak an additional language besides Swedish and English. It is an advantage for all the volunteers to have skills in languages, but Swedish and English are mandatory (Interview B). Referees are hired from other countries to further enhance the international feeling of the tournament (Interview B).

Starting this year, all volunteers of the cup regardless of working tasks will be educated during at least two days prior to the event (Interview A). The amount of education given and the number of meetings to be attended depends on whether a person has volunteered at Gothia Cup before (Interview C). Previous years, there has been one day of information about Gothia Cup, about what the job included and a few teamwork undertakings (Interview D). Since there are a lot of foreign teams participating, the cultural aspect of work is considered during the training (Interview C). Since there are a large number of people working together during a short period of time the volunteers need to be prepared for what will be demanded of them during the event, which is why it is important to lay the basis for and understanding of the work beforehand (Interview B). The project group wants to give at least a proportion of the volunteer group some kind of education that will benefit them even after the event, for example fire safety, security skills, health education and so on (Interview B). The full time employees are educated in languages when needed but not in cultural aspects (Interview C)

All volunteers working at Gothia Cup receive compensation but it cannot be compared to the salary of an actual job. The compensation also depends on the age, what kind of work the person does and how many times a person has participated (Interview C; Interview D). The volunteering part of the event is built on people being engaged for reasons other than money and the pay is of symbolic kind (Interview A; Interview B). The volunteers are also provided with food and clothes during the event. They travel for free on buses and trams (Interview B) and at the end of the week there is a party for all the volunteers and workers (Interview D).

The Gothia Cup organisation has this year employed a full time worker responsible solely for a human resources department. This means that this person also handles parts of the recruitment of volunteers for Gothia Cup. However, since each member of the project group has different areas that they are personally responsible for during the event, they are each responsible for the recruitment of their own department (Interview A). People that want to work on Gothia Cup can apply on the Gothia Cup web page, which is the only place from which the advertisement of work and the collection of applications takes place (Interview A; Interview D).

When you are accepted to work as a volunteer at the Cup, you get informed of the HR policies that are practised by the organisation. According to Marie Hermansson, a volunteer at Gothia Cup 2010, the volunteers were informed about the policies in writing, and possibly verbally as well. They were also informed about the structure of the organisation, in that there are a few full time workers working the whole year, and that a large number of volunteers are brought in for the duration of the event (Interview D). The organisation has core values and staff policies, which all the employees need to possess, these are to be happy, thoughtful and understanding (Interview C).

5.3.2 Motivation

The main reason as to why volunteers want to work for Gothia Cup during the tournament is that it is an international event, with people from different nationalities and cultures participating (Interview B; Interview D). It is an opportunity to meet a large number of new people and new friends, and it is a work that motivates people, with responsibilities and self-solving tasks. People generally enjoy working as a volunteer at Gothia Cup, and do it for the fun aspect of it (Interview B). Also, the education given, appraisals like the sum of money the volunteers receive, the clothes, the food and the party at the end, all contribute and are motivating factors (Interview A).

5.4 Internal Structure

BK Häcken founded Gothia Cup in 1975 and the current club director of BK Häcken, Dennis Andersson has worked with the tournament since 1980. He is today secretary general for the tournament, which means that he does not interfere in the operational daily work a lot, but works more with strategic aspects of the tournament (Interview B). The Gothia Cup organisational structure is flat, most discussions and decisions are made together, although it is the secretary general that has the final say. Underneath him, there is the tournament leader, also called the CEO. The CEO and the secretary general cooperate in the decision making process (Interview A).

Three employees are working mainly with administration, which includes contact with the teams. Each person in the management group is especially responsible for their own department of the event; an example is hotels (Interview A; Interview B). Since everyone in the management team has a field they know best, it leaves space for actions and decision for the person in question, but since the management group is very small and flexible, most issues can be discussed and decided together (Interview B). The marketing manager is also responsible for all IT in the organisation. This year, a new full time employer responsible for HR joined the organisation (Interview A). Normally, the management team consists of seven people, but depending on the year, one or two extra people may be hired for different projects (Interview B). Printing and sometimes translation is outsourced. But most of the work is handled in-house by the seven full time workers, which saves money for the organisation.

To balance the workload, and to make the best use of the skills of the group, each person is also personally responsible for a market. Which market is handled by whom depends on the language skills of the team but also on who is suitable to handle which market when taking into consideration knowledge, experience and cultural aspects. Since the work consists of contact with a large number of teams during the year, being responsible for a certain market removes confusion and increases the chances of a well maintained dialogue with the teams (Interview A). To work in a small management group like the one of Gothia Cup, all employees have to be flexible in their work, as Dennis Anderson expresses it: *"The working tasks blend together, one has to be a multifaceted artist to work with Gothia Cup fulltime"*.

The closer to the event it gets, the more people get involved in the preparation of Gothia Cup. Volunteering team leaders for the 30 different projects of the event start working a couple of months before the event with planning and structure, and when the event is due, more volunteers are brought in (Interview B; Interview C).

5.5 Finance

The goal of Gothia Cup financially over the years has been to provide the association BK Häcken with financial resources. Gothia Cup, among other projects that BK Häcken has, has contributed to the club being one of the football clubs with the most economic wealth in Sweden (Interview A). Since Gothia Cup is an event that the participants need to sign up for, the organisation can prepare and work out strategies beforehand, both financially and in the other areas. Another thing that has facilitated the financial success of the tournament is the stable and steady growth of the tournament, the organisation has been able to adapt to growth without being overwhelmed by it (Interview B). The potential profit of the event is distributed back to BK Häcken, which in turn reinvests the money in the tournament (Interview A).

The biggest revenue for Gothia Cup is the participation fee, a cost that covers the accommodation, food and the tournament with all included (Interview B; Interview C). It is decided that there will never be an overcharge in participation fee, and that the possible financial surpluses will be generated from other sources. This is mainly through sponsorships, which is the reason why Gothia Cup exists, no subsidy is given by the state or the local government (interview C). The organisation has fixed rents for schools, trams, and football fields and so on during the event. To arrange an event in Sweden has its advantages since the costs for these things are held rather low (Interview B).

The brand Gothia Cup is today very attractive, which makes for a large number of sponsors wanting to be promoted together with the event. A lot of companies want to be associated with Gothia Cup and the values the event has and create valuable CSR work. So far there has been no need for Gothia Cup to actively search for sponsors, the organisation has even been forced to say no to some companies that have not had the same orientation of ideas and

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values. It is important how participants, spectators and people visiting the web page perceive the sponsor of the event (Interview A). The main sponsor of Gothia Cup is the international Gothenburg based company SKF (Interview B; Interview C). SKF does not only sponsor Gothia Cup directly, the company also sponsor teams with less financial resources around the world to participate in the Cup. In this way, Gothia Cup becomes even more internationally spread and more attractive (Interview C). Most of the sponsors of the event are international companies, but the cooperation with Gothia Cup is mostly handled from the offices in Sweden (Interview A). A lot of partnerships are about ensuring the tournament and therefore Gothia Cup are cooperating with Nike for example to provide the cup with footballs and clothes for volunteers, Telenor facilitates the communication, Intersport is the only one that has the right to sell souvenirs and bus companies that drive the participants to their games and accommodation (Interview A). Turkish Airlines is Gothia Cup's official airline partner, which makes it easier for teams to book group travel to Gothenburg, but foremost it facilitates the management team with the possibility to visit teams in their home environment (Interview B).

Ticket sales and merchandise are also sources of finance for Gothia Cup, however not as important as participation fees and sponsors. The opening ceremony of Gothia Cup is included in the participation fee, which counts for about 40 000-45 000 seats. The rest that can be bought, about 5000-8000 tickets, finance part of the ceremony, the ceremony is only possible because of these revenues. There are also ticket sales for final games and the sales of souvenirs (Interview C).

5.6 Law and Ethics

Gothia Cup, being an international tournament, is the only youth tournament sanctioned (Interview B) by FIFA, which means that it needs to follow FIFA's regulations and rules regarding the football (Interview A; Interview C). A dialogue is therefore continuously held with FIFA and also UEFA (Interview A). The tournament was in 2008 recognised as the World Youth Cup, because of its size and quality (Interview A; Interview B). *"We are the Youth World Champions, but it is not official since FIFA is not the organiser"* (Interview B). This recognition gives the tournament a certain status, but primarily it puts a lot of pressure

on the regulations of the tournament. However, these days there are not many rules that differ between Sweden and the world regarding football (Interview B).

To participate in Gothia Cup, all teams need to be registered to a club, which in turn needs to be registered with FIFA. If the teams are European, they need to be registered with UEFA, which is Europe's football association. There are also claims on the composition of the officials of the tournament, which should include among all members of the Gothenburg football association, the Swedish football association which is connected to UEFA and experts within the field. The officials take decisions on for example referee decisions.

If the tournament were not international, it would have been under the regulations of either the Gothenburg football association or the Swedish football association (Interview B). Being sanctioned by FIFA and UEFA is a good thing for Gothia Cup, however as Dennis Andersson express himself: *"We do not want too many people from UEFA or FIFA running around during Gothia Cup because when they are involved, so is a lot of bureaucracy"*.

5.7 Facilities

Gothia Cup uses many football fields in Gothenburg during the tournament. The main fields are located at the heart of Gothenburg at Heden, and the others are located nearby (Interview A). Gothenburg is a great city in the sense that it has the football fields; it is the most football dense city in the world. Another aspect as to why Gothenburg is a good location is that almost all schools in Sweden, and thus Gothenburg, are public. This means that schools are easy to access and rent because they have one owner, compared to many other places in the world where one would have to go to each separate owner to get access to the schools. Furthermore having the participants sleep in schools makes it possible to also serve food where they live, which is not possible in many other places (Interview B).

It is however not just for the tournament itself Gothia Cup needs facilities. During the 'Meet the World' tournament SKF organises and makes sure all the needed facilities are available (Interview A). The project with the football schools abroad also requires facilities. The first one was a joint project together with SIDA in Ouagadougou, Burkina Faso, in 1998. Here

they built a football field (of grit, since there was not enough access to water) and a building with electricity, which helped the youths study under the streetlights during the nights because there was no light to be found elsewhere. The project then developed further to Congo Kinshasa and Congo Brazzaville, where two other football schools were built and are now run together with Svenska Missionskyrkan (a Swedish religious organisation). It is Gothia Cup that owns the buildings and playing fields of the football schools (Interview B)

5.8 Logistics

"A tournament like this, how we organise it, would probably not work anywhere else, Gothenburg has the infrastructure that makes it possible". Gothenburg is a big city that still is very small, you find everything you need within a small radar and everything is within walking distance (Interview A).

For many teams it is the ticket to Gothenburg that is the largest expense, and many cannot afford it, Gothia Cup is because of this cooperating with sponsors to help those teams to come. The Meet the World tournament is one example of this as one part of winning that competition is that SKF pays for the team's ticket to Gothenburg.

One of Gothia Cup's official partners is Turkish Airlines, but since Turkish Airlines only have about one flight per day to Gothenburg it is impossible for all teams to travel with them and thus impossible for them to sell a product with the journey included in the Gothia Cup product. In order for Gothia Cup to do that they would need to cooperate with all big transportation companies. The cooperation with Turkish Airlines relies on another component of Gothia Cup, namely the visits by the Gothia Cup project group to teams and football clubs over the world (Interview B).

6. Analysis

In this chapter the empirical findings will be applied to the chosen theory to analyse if there are some dimensions that are more important to the internationalisation of Gothia Cup and in what way.

6.1 Product

The four characteristics that define a service; intangibility, perishability, heterogeneity, and simultaneous production and consumption (Byers, 2004 pp. 249-250; Bowdin et al. 2001, p. 115) can also be applied to Gothia Cup. This definition lays out the basis for the understanding of the Gothia Cup product. Gothia Cup defines its product as the experience people get from being a part of the tournament. A big part of this experience is the international exchange. In the product all activities are included and Gothia Cup management team is constantly working on ways to improve the experience for the participants (Interview A; Interview B; Interview C). It can be connected to what Goldblatt (2005) said about added value to an event: "*everything one deserves and a little bit more*".

The customer of an event can be defined as actors or observers (Yang, Mao and Peracchio, 2012; Koc, 2005). In the Case of Gothia Cup there can be both depending on whom Gothia Cup sees as the customer. Actors would be all the participating people in the teams playing football and the spectators would be the people coming to watch the game or buying tickets to the opening ceremony. As stated by Crowther (2010) the consumers of an event rarely form a generic group. Even though Gothia Cup targets youths with an interest in football, one must be aware of the differences there might be. A 19-year old boy from England might not have the same preferences as an 11-year old girl from India and the product must therefore be developed to attract the whole target group. This goes for both the core components as well as the peripheral components described by Tsuji, Bennet and Zang (2007) and Crowther (2010). The core components of Gothia Cup and be assumed to be the tournament, the games and the football. These are the components described as essential for the event to take place at all. The peripheral components would then be the side-activities such as; the disco, Liseberg, transportation around Gothenburg, etc.

For the event, peripheral and the core components are just as important for a satisfactory overall experience (Interview A, Interview B), something that is supported by the theory. Connecting this to internationalisation, the core product and the peripheral components, can be argued to be adapted to the internationalisation of the event. The core product, the football, is the only thing that all of the participants have in common. However, because it is international, it has to follow the regulations of FIFA, which affect the rules of the game. As a part of increasing the experience of the internationalisation of the event, it is secured that the participating teams are guaranteed to play against other nationalities. Also, some international refugees are recruited to further increase this international experience (Interview A). The adaption of the peripheral components can also be seen as a strategy for internationalising. This can be adaptions to culture preferences to make the event attractive to a wider crowd. Gothia Cup for example has chosen to serve food that everyone can eat and the opening ceremony is adapted to make every nation be equally important (Interview B)

Byers (2004) states that quality can be controlled and evaluated in different ways, one that support the method used by Gothia Cup is the one of customer satisfaction, which is measured through evaluation forms (Interview B). It can however be important to point out that different individuals might define quality differently. According to Augé, Pedenon and Vernhet (2011) the quality is based on the product's ability to satisfy the expectations of the consumer. Since one expectation of the consumer can be assumed to be the international exchange, a way of securing the quality can be to arrange for these meetings to occur, which can be the aim with providing the possibility to attend for example the Gothia Cup disco.

6.2 Marketing

International Marketing

The theory of EPRG identifies 4 different approaches to attitudes or orientation an organisation might have towards international marketing (Perlmutter, 1969). One can argue that Gothia Cup's approach towards international marketing is a mixture of the geocentric and the regional. The geocentric approach can be applied on Gothia Cup since the organisation has developed a core-marketing plan that is meant to be applicable on all targeted markets.

However, this core market plan is somewhat adjusted depending on what market and culture is targeted. This means that also the regional approach is utilised by the organisation. This also means that the Gothia Cup organisation has a marketing strategy that could be defined as both the theory of the multi-domestic competitive strategy and the global competitive strategy (Baines, Fill, Page, 2011) however with slightly more emphasis on the global competitive strategy.

The management group of Gothia Cup perform market research by visiting teams and footballs clubs all around the world in order to increase their knowledge about the markets they want to reach and about how they can improve the tournament (Interview B). This also becomes an opportunity to be seen and create and strengthen relationships. Being an event with customers spread widely abroad, this strategy is a way of gathering qualitative data about preferences, expectations and behaviours of the potential participants of the cup. With this knowledge in mind, the product can be further developed in order to attract a wider audience and it is possible to prevent resources being spent on things that do not add value to the event.

Price

The price the teams pay to participate in the tournament is only supposed to cover the direct expenses related to the tournament itself, accommodation and food, i.e. the fees are not set in a way to make profit or used for financing other side-activities. This means that Gothia cup is mainly determining the price after the internally centred method according to Goldblatt (2005, p. 275) and Sullivan (2004). From the interviews information about Gothia Cup not comparing itself to other similar events regarding development of the product was given (Interview A), therefore the conclusion can be drawn that there is no marketing research conducted regarding the price competitiveness and thus utilisation of the externally centred method can be disregarded. On the contrary, Gothia Cup adjusts the price depending on what country the teams come from (Interview C), hence some sort of market research regarding the price must be conducted in order to come to the conclusion about how much different teams should pay. The participation fees are said to only cover the expenses for each participant (Interview B; Interview C), but with the adjustment of the prices there must be a gap in payment between nations. Whether this statement is based on an average, meaning wealthier countries' fees cover the gap, and thus partly the expenses of less wealthy countries, or if

other financial sources cover these costs can be questioned. This is however a clear internationalisation strategy because it is a way to increase the diversity of the participants.

Promotion

In the theory three different techniques for promotion are mentioned, advertising, public relations and cross promotions (Goldblatt, 2005 pp. 282-287), all of which Gothia Cup utilise as strategies to reach out to new and existing customers. This is a dimension for which mediums have changed over time because of technology, which also implies future modifications. More and more focus is on advertising via the Internet, which will be discussed further down.

Even though the 'Meet the World' tournament is not officially about marketing Gothia Cup, it can be seen as a public relation marketing strategy in the sense that the tournament improves Gothia Cup's reputation. Also, not only does this bring Gothia Cup one step closer to uniting the youths of the world, it also makes the tournament more attractive. It is through this project possible for people from a greater variety of nations to meet. Moreover it helps spreading the word about Gothia Cup internationally. Lastly, there could be an underlying motive that BK Häcken gets the chance to discover and recruit talents from these countries.

Gothia Cup's cooperation together with sponsors, might contribute to the internationalisation, as internationally famous and recognised brands such as McDonald's, Nike and Samsung will bring credibility and a certain status to the event, which is supported by Goldblatt's (2005, pp.287-296) theory. A few of the chosen partners of Gothia Cup are brands that could arguably help the internationalisation further by being specifically attractive to youths.

Even though the distribution of teams coming to Gothia Cup via agents versus not via agents has changed dramatically, having this structure also helps facilitate the internationalisation. It can be assumed that teams feel more comfortable communicating in their mother tongue and with a person who understands their culture. It could thus be assumed that these agents would have a greater importance if the management team would have a different structure and also if the technology with Google Translate, etc. would not have been developed.

Internet Marketing

The importance of word of mouth and the Internet in marketing purposes is stated by Hede and Kellet (2012). As stated in the result the Internet and all the opportunities it opens with reaching a broad audience all over the world in just a few second and being able to translate whole paragraphs through Google Translate has been of great importance to Gothia Cup. And using this type of media to communicate with teams is thus a part of the internationalisation strategy. Moreover, the web page is translated into four different languages of course makes it accessible to many people. Furthermore, Gothia Cup is active on many social media as part of their marketing, which also contributes to the internationalisation. Even though people from the Gothia Cup project group still travel and meet people for marketing purposes, it cannot be denied that the Internet and the wide usage of it has contributed to Gothia Cup's marketing efficiency and internationalisation significantly.

However, what seem to be most important to Gothia Cup and its marketing is the marketing the participants do for the tournament. Word of mouth marketing seems to have been important already from the beginning of Gothia Cup, but thanks to the Internet word of mouth marketing has gone from the participants telling their friends and family about Gothia Cup once their back home, whereas now they are able to write a quick update on Facebook, twitter or upload a picture on Instagram telling the world about their experience in only seconds (Interview A). This development with the participants spreading the word about Gothia Cup widely and quickly leads to advantages as well as disadvantages for the tournament. Gothia Cup will constantly need to work with the quality of the product and making sure everything runs smoothly, because the smallest mistake can be known to the world very quickly. This could cause severe problems as consumers are increasingly trusting the opinions of their peers rather than what an organisation says about itself (Hede and Kellett, 2012). On the contrary this development can also be beneficial to Gothia Cup as a happening perceived in a positive way by the participants can go through the same process just as quickly as a negative event.

However, marketing is increasingly taking care of itself, foremost through the word of mouth and through the eWOM. This means that the management team of the organisation relies on that the word about Gothia Cup is spread and more focus can be put on quality. However, this does not necessarily mean that marketing is becoming less important, just that it is changing.

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On the other hand, because of the fact that Gothia Cup is very well-known around the world and because it has been held for many years, one can question the vitality in the importance of the active marketing of today. Is it better to focus more resources on maintaining or improving the quality of the event than to market themselves as prior years in a world that already know it exists? This would however mean moving away from its objective of attracting new markets and nations. Also it could mean taking a risk, since the only perception people would have of Gothia Cup would be based on mainly the consumers' opinions. The organisation would then loose its control of the marketing.

6.3 HRM

Gothia Cup has 7-9 full time employed and more than 2000 volunteers working for the organisation every year (Interview A; Interview B; Interview C) One may think that it is a surprise that it is not until this year that a person working full time with HRM is employed (Interview A) since the recruitment, training, coordination, appraisal and motivation of volunteers need to be planned and performed every year. With HRM being structured and consistent, it leaves little space for misinterpretations by the employees regarding foremost information concerning everyone. This in turns can improve the overall quality and thus both the volunteers' and the participants' experiences.

Because Gothia Cup is an international tournament, there are certain requirements for people who want to volunteer. A part of the strategy of internationalisation is clearly to be able to provide international teams with good service. In the area of HRM this includes volunteers with certain language skills, people working as guides and pick up services at airports and so on (Interview A). Coordination of these employees is an important part of this strategy.

During events, it is important to have staffs that are motivated. The organisation of Gothia Cup does provide training for their volunteers (Interview A; Interview B; Interview C; Interview D), but not in an extensive way. Because the tasks often are problem solving and responsibility demanding, this can be assumed to enhance their motivation according to Raj, Walters and Rashid (2009, pp. 63-64) but possibly also decrease it with lack of confidence because of a not extensive training. There is however always support functions for everyone

working. Motivated employees will help the event in its internationalisation, however being an international event will motivate the employees. A big part of the motivation for the employees is the diversity and social aspect of being a part of Gothia Cup (Interview B; Interview D). Furthermore what could increase the motivation of the volunteers is that they actively have to apply to become a volunteer and a particular interest in Gothia Cup and its work is needed because otherwise the volunteers would not be able to apply since Gothia Cup only advertises the open positions on the web page. This does not necessarily increase the motivation of the volunteers, but it makes people that are motivated to work for Gothia Cup even before being recruited to apply for the available positions.

6.4 Internal structure

As the theory insinuates about event organisations, the organisation of Gothia Cup has a small number of staff and the decision-making is characterised by minimal vertical levels (Bowdin et al. 2001 pp. 79-84). A possible identification of two, out of the three structures presented in the theory can be made regarding the organisation of Gothia Cup.

The first possible structure of the organisation is the simple structure, which includes a low level of complexity of the organisation and an event manager with full control of activities and decision-making. Gothia Cup's structure can also be associated with the one of simple structure since the organisation is flexible, very adaptable to changes and easy to understand. Also, the staffs are clearly not bound to only specific task but perform several different tasks and are multi-skilled. It is an organisation where the boundaries of the different roles are constantly blurred out. What argues against this structure regarding Gothia Cup is that the staffs of the organisation are divided and specialised in certain areas, which is unusual when applying the simple structure. Therefore, the organisation may be identified also as using a functional structure, which involves the staffs being divided into departments, each with a different function (Bowdin et al. 2001 pp. 79-84). Since the staffs of the Gothia Cup organisation are specialist in different areas of the event, the structure could be identified as functional. However, this structure does not leave room for shared expertise in tasks, which argues against it regarding this event organisation.

The organisation is not only divided into responsibilities of different areas, but also into different markets and into different functions. At the same time interviewee C of the organisation emphasise the need for multi-skilled and flexible people in the organisation and the cooperation and side-to-side communication between them. Therefore, a mix of the simple and functional structures can be said be applied on the Gothia Cup organisation.

The way the organisation is structured can be assumed to have an impact on the internationalisation of the event. Since the employees are responsible for different markets and therefore stay in contact with different teams and associations, connections and good relationships can occur, compared to if it would be different people handling the same customers. Also, since the employees are divided according to what market suits them best regarding culture and language, it provides the opportunity for well-working relationships and communication as well as a mutual understanding between the parties involved. Focusing on different markets as the project group does also makes it possible for them to learn more about that particular culture and develop and use their language skills. It is for example a clear strategy to have a Mexican person taking care of all the Spanish-speaking teams, not only because it is easier due to language barriers but also because the understanding for their culture deepens the relationship and thus further improves the quality of the product.

6.5 Financing

Events can be financed in different ways. Gothia Cup is mainly financed through the participation fees and through sponsorships. A lot of the profit generated from the event is also reinvested. Other sources of finance are ticket sales and merchandise (Interview A).

One strategy for internationalisation connected to finance could be the cooperation with sponsors that have a similar interest in being noticed globally or are working for the same cause in sharing Gothia Cup's values as a part of their CSR-work. The 'Meet the World' tournaments organised together with SKF could be one example of this. SKF's motive in this cooperation is not possible to analyse, however for Gothia Cup this is a way to finance the internationalisation, as it facilitates for many teams to participate in the tournament that would not have been able to come without this partnership. Also, the more nations that

participate in Gothia Cup, the more nations the cup will attract, there is a clear snowball effect. As mentioned earlier the co-branding can also be a part of Gothia Cup's internationalisation strategy. Sponsorship can be assumed to be one of the reasons to why the event has been able to grow to the size it is today and one can assume that because it is an international event, it attracts international sponsors. The sponsors of Gothia Cup are therefore a vital resource for not least Gothia Cups internationalisation.

The participation fee only covers the expenses for the participants, but is the main source of income of the event (Interview C). Because of the decision to not overcharge the participants the event has been able to grow and retain teams. Since the vision is to make Gothia Cup a meeting point for youths from all over the world, another strategy would not work without abandoning the main objective. Furthermore, adjusting the prices is an important internationalisation strategy as it facilitates for more teams to come the same way as the 'Meet the World' tournament. It could thus also be said to have the same snowball effect in attracting teams internationally.

Gothia Cup has long term partnerships with many sponsors that keep on returning each year, which can be seen as a sign of good relationship between the different parties. It also means that instead of introducing new sponsors to the event every year, retaining a good relationship with the ones from previous years can save resources and bring credibility to the event in the sense that it makes the event trustworthy experience wise.

6.6 Law

Gothia Cup is under the regulations of FIFA and thus also under the regulations of UEFA and the cooperation between the parties do not stretch much further (Interview C). If Gothia Cup had been a national tournament, it would only have to obey the regulations of the Swedish football association, even though some rules would then be different, most rules in FIFA and in the Swedish football association are the same. However, in the few areas where there might be differences the regulations of FIFA are superior to Swedish regulations (Interview B). Not only does Gothia Cup follow the regulations set by FIFA the tournament is also examined

regularly by FIFA in order to secure that all rules are being followed satisfactory (Interview C).

Being under the regulation of FIFA is an important part of Gothia Cup's internationalisation in the sense that FIFA is well known in the world of football and stands for quality. Gothia Cup would not have been as credible and seen as a high-status tournament without the sanction from FIFA. It is also an important component to Gothia Cup's work with trying to attract teams from more internationally recognised football clubs. Following the code of conduct of FIFA is however something that goes in line with Gothia Cup's own mission and in *"striving to protect the image of football (...) from jeopardy or harm as a result of illegal, immoral or unethical method and practices"* (FIFA, 2012). On the other hand, being part of FIFA means that only teams registered in a football club, which is a member in FIFA can participate in the tournament. This could limit the internationalisation of Gothia Cup, since this hinders some teams to participate.

6.7 Facilities

The main facilities owned by Gothia Cup are the sustainable buildings used as schools in Africa. The schools are located in areas where young people are in need of a safe place to play or study. Not only do these schools bring hope and safety to kids in Africa, it may also be a step on the way of affecting the society as a whole, which makes it a CSR-project. Providing these schools and sending volunteers to work there may create a possibility for a Swedish organisation like Gothia Cup to affect the lives and views of the kids simultaneously as they strengthen the brand of Gothia Cup and further emphasise the vision of the organisation. This however also contributes to the marketing and could thus also be seen as a marketing strategy, even if that is not the main aim of these schools.

6.8 Logistics

According to Bowdin et al. (2001) the first and last impression of an event are vital to the overall experience and perceived quality. One can assume that Gothia Cup accomplish this by; providing transportation to and from the airport and also having volunteers welcoming,

guiding and helping the teams upon their arrival and during the week. Furthermore, Gothenburg is a city with many international connections in the travelling sector, which makes it accessible in many ways as it is possible to get there choosing any of the four transportation modes; road, rail, sea or air, which goes in line with what Shone and Parry (2004, p. 121) says about events; easily accessible events are more likely to attract people.

Gothia Cup has chosen to cooperate with Turkish Airlines, however this cooperation is not developed to facilitate the transportation of the consumers to Gothenburg, since this kind of cooperation is currently not possible for Turkish Airlines due to lack of capacity. The participants are too many and come from too many places of the world and they all arrive during a few days, which makes it impossible for one airline to handle them all. Instead this cooperation is about facilitating the journeys made by the project group abroad, and Turkish Airlines get publicity internationally together with Gothia Cup and can that way strengthen their own brand (Interview B). The conclusion can therefore be drawn that this is not a strategy for facilitating travels for the consumer but rather for the project group in marketing purposes.

Since Gothia Cup has no involvement in the transportation of customers to and from Gothenburg, it can be argued that logistics is not a big part of the organisation's internationalisation strategy, this with disregards to the travels of the management team.

6.9 Comparative Analysis of Dimensions

It is difficult arguing for which of the eight dimensions that might be the most important for the internationalisation and the strategies for internationalisation of an event, such as Gothia Cup, since they all cover very different aspects and simultaneously many of the dimensions overlap. Each one of the different dimensions is more or less important to the internationalisation of Gothia Cup, however not necessarily to the internationalisation strategy. One cannot simply remove one of the dimensions or claim that it is unimportant for the internationalisation of Gothia Cup, since they are all important for the event to even take place. Even though all dimensions are important for the event to occur, this part of the analysis aims at identifying which of the dimensions that might be of highest importance for

Gothia Cup's internationalisation strategy, and in some cases how they can be developed further to make Gothia Cup even more international.

The product of Gothia Cup is the most important dimension seen from an internationalising perspective, it is developed to attract customers regardless of their origin and the ensuring of quality pervades the work in every aspect. The product is as stated by the interviewees their most important channel of marketing and even though the football is the core of the product, it is the surrounding events that make customers participate in this particular event, Gothia Cup. Also, as can be seen through the 'Framework Discussion' many of the dimensions lead back to the product when discussing their contribution to the internationalisation and internationalisation strategy. Through the dimensions the quality of the product is a common denominator because improving these dimensions would also improve the quality of the product and thus its attractiveness. The product that Gothia Cup provides is the 'Gothia Cup experience', which is a package created of all the dimensions and thus improving these will indirectly also improve the product. For example the HRM-dimension in itself can be difficult to link directly to the internationalisation of the event, however viewing the dimension from a quality point of view it is important for providing the best service to the participants and hence indirectly contributing to the internationalisation through improving the quality. Having a product that is internationally attractive is most important in the strategy of internationalisation since it is the results of all other dimensions combined. Therefore it is meaningless to further discuss and compare the importance of this dimension with the other dimensions; instead the discussion must be about how the other dimensions contribute to the internationalisation of this product.

Marketing can be argued to be the most important of the remaining dimensions, contributing to the internationalisation through a strategy of reaching out and selling the product to the customers as well as laying the basis for development of the product to make it internationally attractive. If there is no marketing what so ever, it is hard to reach out internationally, even if the product is attractive to the world. Regardless of how the marketing is performed, it is of great importance, to the extent that it is one of the most important internationalisation strategies used by Gothia Cup.

HRM strategies seem to be of importance for the internationalisation of Gothia Cup in the sense that the human resources and their work is important to the overall service and perceived quality. The received service will in turn affect how the event is marketed as the main marketing of Gothia Cup is through WOM.

One dimension that could also be said to be of great importance, alike the one of marketing or even more so, is the internal structure. The management group decides the internationalisation strategies and personal contact is held with possible and present participants of Gothia Cup. The internal structure is important to the internationalisation strategy in the sense that the management group is organised in a way that somewhat reflects the international market which brings more trust and seriousness to the communication and relationships with the teams. There is an obvious internationalisation strategy in this structure because without this type of structure the current communication and contact with the teams would not have been able to be facilitated with the same efficiency, and thus the marketing strategy would have looked different.

Comparing the dimensions of internal structure and marketing with each other it is difficult to come to a conclusion which one of these two that might be of highest importance for Gothia Cup's internationalisation. It has been argued that without the marketing efforts the internationalisation would not have been possible, on the other hand however it is the management team that makes the marketing decisions and the way the project group is structured facilitates the marketing strategy.

The fundraising of an event is vital because without it many events could not exist. This would be the case of any event and is not something that exclusively is the case of an international event. The importance of finance for internationalising is thus dependant on *how* the funds are raised. In Gothia Cup's case it is of high importance as the funds are collected in a way to become even more international and that way also becomes a marketing strategy *and* improves the quality of the product.

The law in this thesis has mainly treated the influence of FIFA on international football events and Gothia Cup. Being a part of FIFA affects the product and how the tournament is

structured. It also brings credibility to the tournament in the sense that FIFA is well known and stands for quality, which in Gothia Cup's case further helps improving the quality of the product, or at least the perceived quality. Furthermore, being sanctioned by FIFA can be used in marketing purposes to increase the prestige of being in Gothia Cup. All of these arguments for the importance of the law puts it as not as important as the product, the internal structure or the marketing, however it can be argued to be of higher importance than facilities and logistics in the sense that it for Gothia Cup to a larger extent contributes to the product and particularly to the quality of the product.

Facilities utilised by Gothia Cup in internationalisation purposes are few. Gothia Cup owns football schools, but it is rather CSR-work than an internationalisation strategy in itself. Of course these football schools increase the knowledge about Gothia Cup in the places where they are located, but they are not that important for the internationalisation as the event would have been able to be just as international without them. They can however improve Gothia Cup's reputation and help promoting the event for participants as well as sponsors and could in this sense be a marketing strategy.

As been stated previously in this thesis, logistics can be of great importance for an event regarding internationalisation. However, in the case of Gothia Cup and strategies of internationalising, this can be seen as of least importance compared to the other dimensions. External sources provide the majority of these types of services and it can be argued whether this dimension even can be seen as a strategy used by Gothia Cup. More important for the internationalisation of Gothia Cup would instead be the location as it was stated before that Gothenburg is an easily accessible city. In this sense logistics would be important to the internationalisation of Gothia Cup, but it is currently not a strategy for internationalisation, and thus it can be claimed that this dimension is least important to Gothia Cup's internationalisation. However, it could be a part of the internationalisation strategy if Gothia Cup chose to cooperate with international travel agencies and transportation companies. It could thus be reasoned whether Gothia Cup could develop its product and quality if it was possible to offer whole packages of the product to teams where the travel, and everything else was included. This could go in line with developing the standards of the accommodation. As mentioned earlier Gothia Cup is working on improving the alternatives for accommodation as

a result of many teams demanding more comfort. Taking this one step further could be to also offer these 'travel packages', not least to attract teams from more famous football clubs, that currently not see the point in being part of Gothia Cup (Interview A). Having teams from these clubs playing in Gothia Cup could then further increase the quality of the product and not least the prestige of the tournament.

7. Conclusion

In the case of Gothia Cup the importance of the different dimensions for the internationalisation would thus be that the product is the foremost important, followed by the marketing and internal structure as somewhat equally important. The strategies utilised by Gothia Cup to finance the event would put this dimension after the product, marketing and internal structure. HRM is an important dimension for the internationalisation, however not the most important, but because its contribution to the quality of the product it is more important than for example the law, which would be placed after HRM in importance to Gothia Cup's internationalisation. The arguments for HRM and law are similar, but since HRM is a dimension controlled by the management team to a larger extent than law it can be argued to be more important for the internationalisation strategy. Facilities and logistics are both important to Gothia Cup, but in the internationalisation strategy they could be argued to be of least importance.

Depending on what goals and objectives an event might have focus and strategies within the dimensions will look different compared to Gothia Cup. However in general the product, and particularly the quality of the product would be the most important, especially for a recurring event.

8. Interview List

Interview A – Jorge Gómez, Tournament Secretary, Gothia Cup

(Interview conducted May 2nd, 2013)

Interview B – Niclas Andersson, Marketing Executive, Gothia Cup

(Interview conducted May 3rd, 2013)

Interview C – Dennis Andersson, Club Director, BK Häcken and Secretary General, Gothia Cup

(Interview conducted May 16th, 2013)

Interview D – Marie Hermansson, Volunteer 2010, Gothia Cup

(Interview conducted May 16th, 2013)

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10. Appendix

10.1 Interview Guides

10.1.1 Interviews A, B and C

Questions sent to the Interviewee before the interview

Introduction questions

Do you agree on this interview being recorded?

Who are you?

What is your role in Gothia Cup?

Product

How do you define the "Gothia Cup product" and how has it been developed over time?

Internal structure

How is the organisation of Gothia Cup structured?

Marketing

What is the marketing strategy of Gothia Cup?

Finance

What is Gothia Cup's financing strategy?

Human resources management

What HRM-policies does Gothia Cup have?

Law, ethics

Is there any influence from UEFA/FIFA on the tournament?

Facilities

Who owns the facilities and what is the relation to the provider of the facilities?

Is Gothia Cup cooperating with nations/national football associations for qualification tournaments?

Do you know any thesis or publications treating Gothia Cup and/or Häcken?

Interview guide with follow-up questions

Introduction questions

Do you agree with this interview being recorded?

Who are you?

What is your role in Gothia Cup?

Product

How do you define the "Gothia Cup product" and how has it been developed over time?

Follow-up questions: Has the product changed because of the internationalisation, or has the internationalisation affected the development of the product? What is the international part of the product? How do you define quality of the product? What cooperation exist concerning the product? How do these cooperation work? Will there be an increase in these types of cooperation? Is it a way of attracting teams?

Internal structure

How is the organisation of Gothia Cup structured?

Follow-up questions: Organisational structure? Outsourcing? How is quality controlled? How are decisions made – who make what decisions? How is the distribution of professional staff and volunteers? How are the internationalisation aspects reflected on the internal structure? When organising the event, what cultural aspects are considered?

Marketing

What is the marketing strategy of Gothia Cup?

Follow-up questions: How has it developed over time? Who is the target? What countries/markets are focused on? How do you decide what markets to focus on? What do you focus on concerning teams and nations, finding new teams or keeping old teams coming back? How do you work together with local clubs and actors? How does the marketing differ between different countries/markets? Are there long-term contracts with clubs or national football associations?

Finance

What is Gothia Cup's financing strategy?

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Follow-up questions: How is the financing distributed between 1. corporate sponsors, 2. subsidies from government and municipality, 3. Ticketing, merchandising participation fees? Is there an increase in demand for financial resources because of the internationalisation? Are international sponsors and partners targeted?

Human resources management

What HRM-policies does Gothia Cup have?

Follow-up questions: How does Gothia Cup recruit? Is there an international recruitment of volunteers? How are the workers affected of the fact that it is an international tournament? Are the employees educated in language and cultural differences?

Law, ethics

Is there any influence from UEFA/FIFA on the tournament?

Follow-up questions: What is the collaboration with FIFA and UEFA? Safety regulations? Structure of the competition (size of fields, playing time, etc.)?

Facilities

Who owns the facilities and what is the relation to the provider of the facilities? Is Gothia Cup cooperating with nations/national football associations for qualification tournaments?

Do you know any thesis or publications treating Gothia Cup and/or Häcken?

10.1.2 Interview D

What was your role in Gothia Cup?

How were you recruited?

How were you motivated?

What skills were required from you?

How did the international aspect affect you?

What kind of education did you get?

How is the organisation structured?

What HRM-policies does Gothia Cup have?

How much responsibility did you get?

How were you supported by the organisation?