UNIVERSITY OF TURKU

ABSTRACT

Abstract

Sports industry and sports events evolve continuously. Event organizers need to be able to find new ways to adding value to different actors. Thus co-operation becomes important. One way to understand the complex nature of adding value in sports field is to look at it through the principles of value co-creation. Therefore the main objective of this study is to provide insights into value co-creation in sports industry. This is executed by investigating value co-creation in sports events in Finland. In addition to this, one of the objectives is to provide a deeper understanding of what and how different patterns and processes are involved when co-creating value in sports events in Finland.

As this study seeks to get an understanding of a specific phenomenon it is conducted as a single case study. The research adapts qualitative and exploratory research methods. The case company investigated is Yonoton Limited. Yonoton Limited provides a mobile application enabling value co-creation within various actors. The application operates as a platform for different actors in sports events enabling them to for example optimize resources, offer in-seat deliveries and deliveries to fast lanes when making purchases. The empirical part of this research constitutes of two semi-structured and one structured qualitative interviews with four different stakeholders. In order to add strength to the study, also field observation was conducted. In the end this study poses one main research question: "How is value co-created in sports events?" and five sub-questions: "What different actors are involved when using Yonoton?", "How users & non-users benefit from Yonoton?", "What characterizes the co-operation surrounding Yonoton?", "How are services exchanged when utilizing Yonoton?" and "How institutions shape the processes when utilizing Yonoton?"

The results suggest that value co-creation in sports events should be investigated more. Value co-creation constitutes of a set of processes that have an impact in various actors. Different direct and indirect factors such as institutions influence in many ways shaping how people behave in events. Yonoton could therefore be a useful tool enabling value co-creation in this field. This research emphasizes that it is important for actors to understand how value could be co-created and on the other hand what could cause value destruction. In the end this research provides grounds for future research. It is suggested that also research in value co-destruction should be conducted.

Key words	Yonoton Limited, Yonoton, value, value co-creation, sports industry, sports events
Further information	

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Tiivistelmä

Urheilutoimiala ja urheilutapahtumat kehittyvät jatkuvasti. Tapahtumajärjestäjien on kyettävä suunnittelemaan ja toteuttamaan tapahtumia, jotka tuovat lisäarvoa eri toimijoille. Tästä johtuen yhteistyön merkitys urheilutapahtumissa kasvaa. Yksi mahdollisuus ymmärtää arvon monimutkaista luonnetta on tutkia sitä hyödyntäen arvon yhteisluonnin periaatteita. Tämän tutkielman tavoitteena on luoda käsitys arvon yhteisluonnista urheilutoimialalla. Ilmiötä on tutkittu urheilutapahtumissa Suomessa. Lisäksi on pyritty saamaan laajempi käsitys miten ja mitkä eri tekijät vaikuttavat arvon yhteisluontiin urheilutapahtumissa Suomessa.

Tämä tutkielma pyrkii luomaan ymmärrystä tietystä ilmiöstä. Siitä johtuen tutkimus on yksittäinen tapaustutkimus ja hyödyntää kvalitatiivisia ja tutkivia tutkimusmenetelmiä. Tutkimuksen kohteena on Yonoton Oy. Yonoton Oy tarjoaa matkapuhelinsovelluksen, joka mahdollistaa arvon yhteisluonnin eri toimijoiden kesken. Sovellus toimii alustana useille toimijoille urheilutapahtumissa mahdollistaen mm. resurssien optimoinnin, tuotteiden kuljetuksen suoraan katsomoon sekä tuotteiden kuljetuksen pikatiskeille. Tämän tutkielman empiirinen osuus koostuu kahdesta puolistrukturoidusta ja yhdestä strukturoidusta kvalitatiivisesta teemahaastattelusta neljän eri edustajan kanssa. Tämän lisäksi kenttähavainnoinnin avulla pyritään luomaan tarkempia tutkimustuloksia. Tutkielma asettaa yhden pää-kysymyksen: "Miten arvoa yhteisluodaan urheilutapahtumissa?" sekä viisi ala-kysymystä: "Mitkä eri toimijat ovat läsnä kun Yonotonta käytetään?", "Miten käyttäjät ja ei-käyttäjät hyötyvät Yonottomasta?", "Mikä kuvastaa yhteistyötä Yonoton -sovelluksen ympärillä?", "Miten toimijat vaihtavat palveluita Yonotonta käytettäessä?" sekä "Miten instituutiot muovaavat eri prosesseja kun Yonotonta käytetään?"

Tutkielma suosittelee, että arvon yhteisluontia urheilutoimialalla tulisi tutkia lisää. Arvon yhteisluonti koostuu joukosta prosesseja, jotka vaikuttavat useisiin toimijoihin. Suorat ja epäsuorat tekijät kuten instituutiot vaikuttavat monella tapaa muokaten mm. ihmisten käyttäytymistä urheilutapahtumissa. Tästä johtuen Yonoton voi olla hyödyllinen työkalu mahdollistaen arvon yhteisluonnin. Tutkielma painottaakin, että eri toimijoiden tulisi ymmärtää miten arvon yhteisluonti tapahtuu ja mitkä tekijät voivat aiheuttaa sen tuhoutumisen. Tämä tutkielma toimii pohjana tuleville tutkimuksille ja suosittelee, että arvon yhteistuhoutumista tulisi myös tutkia.

Asiasanat	Yonoton Oy, Yonoton, arvo, arvon yhteisluonti, urheilutoimiala, urheilutapahtumat
Muita tietoja	

Turun kauppakorkeakoulu • Turku School of Economics

VALUE CO-CREATION IN SPORTS EVENTS

CASE: Yonoton

Master's Thesis
In International Business

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1 INTRODUCTION

This chapter incorporates on introduction to the research. Background and purpose of the research will be discussed. In addition to that also focal theoretical concepts are introduced. What comes to the the implementation of the research, an overview of a case description, research questions, research design and research structure are provided.

1.1 Background of the research

In Finnish sports industry there is a dilemma when it comes to attitudes towards queuing. Many people consider Finns as people who like queuing, yet some hate it (MTV, 2016). At the same time traditionally in sports events the sales windows are short and queues long during the breaks. This might create challenges for event organizers trying to maximize positive customer experience and at the same time conduct business.

According to Lähdesmäki (2014) the role of entertainment in event organizing industry is becoming more important every day. Events such as ice hockey games are nowadays more about entertainment rather than only sports (Lähdesmäki, 2014). The fact that things such as queuing could impact in the overall customer experience makes sports industry at the same time challenging and interesting.

Various factors drive change in sports industry. Event organizers could face changes in for example how value is perceived by different stakeholders. This increases the pressure towards event organizers in how they are able to meet the needs of these various actors. Therefore both service providers and event organizers need to be able to find new ways in adding value for different stakeholders.

What comes to the concept of value, it has been evolving over time. In past value was considered as something that could be exchanged by for example companies (Prahalad & Ramswamy, 2004). In sports industry organizations have traditionally been considered to focus on utilizing their own organizational resources rather than others' resources when creating value (Woratschek et al., 2014b). This resembles the principles of traditional goods-dominant logic. This g-d logic perceives value as something that is exchanged through different outputs, namely products or services that are offered to customers by companies (Vargo & Lusch, 2015). However, a new logic in understanding value and its antecedents has been emerging. One of the fundamental principles of this service-dominant logic is that value is co-created by the different stakeholders in different settings. Products in service-dominant logic are considered to be tools for value distribution rather than value.

According to s-d logic value creation or more precisely the emerging of value is experienced differently through value-in-use and value-in-context (Vargo et al., 2008). As marketing literature evolves continually, also s-d logic approach was extended by Vargo and Lusch in 2016 to meet the requirements of the changing field. These new extensions take into account also institutional factors. According to the extensions also institutions could be important in explaining how value is co-created (Vargo & Lusch, 2016).

As Woratschek et al. (2014a) pointed out different companies in sports management have traditionally been focusing on utilizing their own organizational resources. It is suggested that in this kind of environment s-d logic perspective should be adapted in order to be able to understand value creation in the whole ecosystem. In addition to this Woratschek et al. (2014a) also propose that s-d logic could be useful in understanding value co-creation among different actors.

1.2   Purpose of the research

Grönroos (2011) argue that value co-creation is a process of interactions between customers and companies. According to s-d logic literature value can be co-created and perceived through for example value-in-use and value-in-context (Vargo et al., 2008). In general three fundamental questions are considered to be important when investigating value co-creation: what value is created, what resources are needed and through which channels value is created (Dieck & Jung, 2015). This is a rather new viewpoint to be utilized in sports industry and could include several limitations (Woratschek et al., 2014b).

This research seeks to understand value co-creation in this field in order to get a deeper understanding of what could be perceived as value in various levels. Managers should be aware of the fact that value nowadays might not always be created by firms by offering outputs but rather through a collaborative process with different stakeholders (Woratschek et al., 2014b). In order to get a broader understanding of the phenomenon this research explores value co-creation in sports field by utilizing s-d logic as a lens for investigation.

Edvardsson et al. (2011) suggest that future research in service exchange and value co-creation should utilize multiple methods. These methods should include for example interviews, observations and case studies. Following these suggestions, one of the methods of this research is to investigate the phenomenon through a case study. A case company Yonoton Limited and namely their mobile application Yonoton are analyzed. Following the suggestions of Edvardsson et al. (2011) interviews and field observations are utilized as some of the main tools for gathering data. In addition to these

suggestions, also personal interest of the researcher towards the phenomenon impacted in the formulation of this research purpose and area of investigation.

As previously mentioned, s-d logic lens is utilized in order to understand for example how different services and processes might lead to value co-creation. Also the possibility of value co-destruction is taken into account. As Vargo & Lusch (2016) indicate, also institutions could have an impact in the value co-creation process. Following these insights this research also seeks to investigate the role of institutions in value co-creation in this setting.

1.3   Focal theoretical concepts

As there are many different theoretical concepts that might be perceived differently in different setting an overview of the focal theoretical concepts are provided below. These concepts play crucial role in this research and are therefore clarified briefly.

Service-dominant logic is a theoretical concept that seeks to explain for example value co-creation by adapting a service-oriented view rather than a traditional price and output approach. According to Vargo et al. (2008) service-dominant logic sees value-in-use or value-in-context as key value drivers. Vargo et al. (2008) also suggest that the purpose of value in service-dominant logic is to "Increase adaptability, survivability, and system wellbeing through service (applied knowledge and skills) of others".

Service in this context is understood as a process rather than an output. According to Vargo & Lusch (2016) "Service is the fundamental basis of exchange". Goods on the other hand operate as tools for exchanging service provisions (Vargo & Lusch, 2016; Vargo et al., 2016).

Value was traditionally seen as something offered by companies through exchanging outputs (Vargo & Lusch, 2015). A new emerging approach, s-d logic proposes that value is something that can be experienced in various ways, namely value-in-use and value-in-context. Value could be generated for example as a side product of interactions between different stakeholders (Vargo et al., 2008).

Value co-creation is a theoretical concept used to explain how different stakeholders can co-create value through for example interacting and exchanging services. Different interpretations and contributions to value co-creation literature have been presented lately. Grönroos (2011) argue that value co-creation constitutes of the interactions between customers and companies. Vargo & Lusch (2016) on the other hand propose

that an actor-to-actor approach should be adapted instead and that value co-creation occurs in networks. Yet, as Pohlmann & Kaartemo (2017) pointed out, this can also evolve indirectly namely related to the context and assessment of value creation. What comes to different roles in value co-creation, Agrawal & Rahman (2015) identified that companies can operate as for example facilitators of value while customers as co-producers, co-distributers and others through interacting and exchanging resources.

Institutions on the other hand are social structures including for example values and norms influencing humans, namely different stakeholders (Vargo et al., 2016; Vargo & Lusch, 2016). Institutions in this context should not be considered as organizations but rather as codes of conduct or unwritten social habits. Therefore institutions could play important role in service-exchange and value co-creation. They could for example affect how different actors are connected (Vargo & Lusch, 2016). When it comes to value creation, institutions could have an impact in resource integration and other processes that are considered important in this context (Vargo et al., 2016).

1.4 Case description

The case company investigated in this research is called Yonoton Limited. Yonoton Limited is a technology based start-up company from Finland. It was founded by Teemu Karenius (CEO), Mikko Väisänen (CSO) and Jouni Stam (CTO) in 2016. Yonoton Limited offers a mobile application solution called Yonoton for event organizers such as sports clubs and festivals in order to increase their sales by minimizing queuing during events (Yonoton, 2017).

The unique selling point of Yonoton is that through the application event organizers are able to solve a common problem: long queues during event breaks. Through Yonoton end-customers such as spectators who use the application are able to for example pre-order beverages, food, fan items and other products either directly to their seats or to fast lanes that are reserved for only Yonoton users. This will save them time from queuing. In addition to this, it is also possible to store and save event tickets to Yonoton and book and pay items in advance even before entering events (Yonoton, 2017). For event organizers there are also many features that could be useful. As an example through Yonoton event organizers are able to offer a more profound customer journey. This will help them in many ways. The following picture demonstrates the customer journey that is possible through Yonoton.
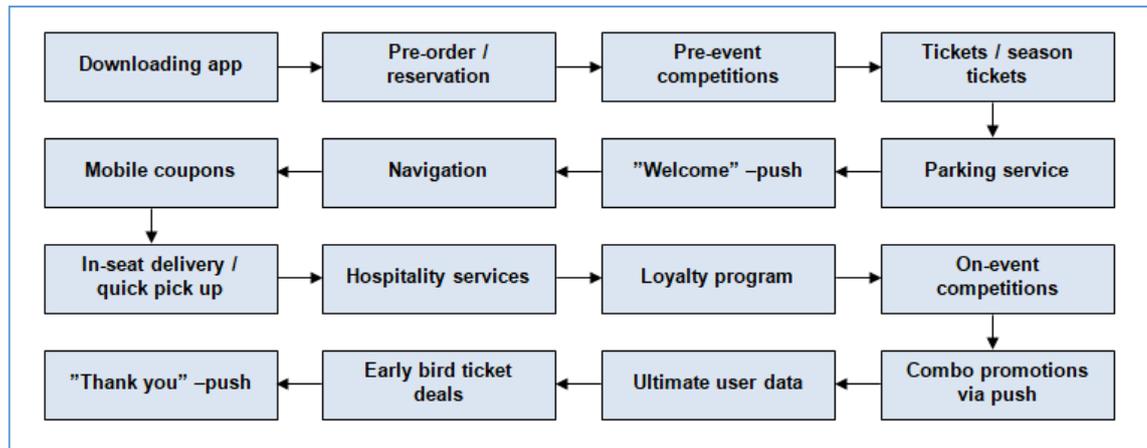
Figure 1 Yonoton customer journey. Adpated from Competitionentries Yonoton (2017).

Yonoton Limited states that by utilizing their solution sales could be increased by up to 30% making sales 10 times quicker than traditionally. Transactions could be even 20 times faster. In addition to solving the challenges related to queuing Yonoton also gathers analytics which could be further useful for various actors in developing their operations (Yonoton, 2017).

The case company was selected because of the researchers' personal interest towards the solution offered by Yonoton Limited. The researcher was also a member of a test-group when the application was tested in Turku in an ice hockey event. In this research Yonoton Limited and Yonoton are investigated in the context of sports field in Finland. As the case company represents a technology start-up from Finland and there is still limited amount of previous research in this specific field and the personal interest of the researcher in this field the topic was considered suitable.

1.5 Research questions

Using s-d logic lens and following different past theoretical contributions regarding to value co-creation presented by for example Vargo & Lusch (2016) this research seeks to understand value co-creation in sports industry by proposing one main research question. The research question is:

- **RQ**: How is value co-created in sports events?

In order to understand the different patterns in the value co-creation process and to be able to gather new insights that could provide both managerial and theoretical contributions, four sub-questions are posed. The four sub-questions are:

- **SQ$_1$**: What different actors are involved when using Yonoton?
- **SQ$_2$**: How users & non-users benefit from Yonoton?
- **SQ$_3$**: What characterizes the co-operation surrounding Yonoton?
- **SQ$_4$**: How are services exchanged when utilizing Yonoton?
- **SQ$_5$**: How institutions shape the processes when utilizing Yonoton?

1.6   Research design

As one of the research objectives is to find out different patterns in value co-creation in a specific field and to explore s-d logic in sports context, an **exploratory approach** is taken. **A single case study** approach is further utilized in order to get a deeper understanding of this in a specific environment. In order to increase the reliability of the research, data triangulation is further adapted when collecting data. By utilizing both **primary and secondary data** the researcher seeks to draw more valid conclusions. **Semi-structured qualitative interviews** with different representatives operate as the main source of data. These interviews include both representatives of Yonoton Limited and other stakeholders that are closely co-operating with them. In order to be able to gather diverse data and provide interesting insights, also secondary data is utilized. Secondary data in this research consist of for example both traditional and online media coverage and publications of Yonoton Limited. Ethnographical approach such as field observation is further utilized in order to add strength to the study.

1.7   Research structure

The structure of this research constitutes of seven main chapters: introduction, value creation, value co-creation, research design, value co-creation in sports events, discussion and summary.

   The **introduction** chapter introduces the main focal theoretical concepts that are present in this research. It provides the reader a short background of why and how this research is conducted. In addition to these also case description, research questions, research design and structure are provided.

   Value creation chapter on the other hand presents how value creation was understood in past and how it has been changing lately. This is important in understanding the complexity of the phenomenon under investigation. This chapter also incorporates a brief comparison between the traditional goods-dominant logic and service-dominant logic views.

Value co-creation chapter introduces the key concepts and seeks to explain how previous theoretical contributions conceptualize value co-creation. This chapter incorporates a brief analysis of the fundamental premises of service-dominant logic that are utilized in this research. Value co-creation as a concept is further investigated by introducing different previous models that complement the conceptualizations presented by Vargo & Lusch in 2016.

Research design chapter introduces the reader how this research was conducted. It provides a deeper analysis of the different tools and methods utilized in the various stages of this research. What methods and how data was gathered in this research are some of the questions that will be answered. The research approach, research structure and how data was analyzed are also analyzed. In addition to this, limitations and issues related to reliability are also discussed and analyzed.

Value Co-Creation in Sports Events chapter constitutes of the main empirical findings. This chapter incorporates an analysis of the results of this research that are utilized in order to answer the research questions proposed. **Discussions** chapter follows by utilizing the results provided in previous chapter in order to propose both managerial and theoretical implications. Recommendations for future studies and how this knowledge could be utilized are also provided in the discussions chapter. In the end **summary** chapter summarizes the research.

2 VALUE CREATION

According to Stephen L. Vargo and Robert F. Lusch (2004) prior to 1960 marketing was traditionally viewed as transfer of ownership. There has been a shift from a traditional goods-centered view to a more service-centered view in recent years. Due to this shift value creation is nowadays viewed more as a social and economic process in order to create value propositions greater than competitors (Vargo & Lusch, 2004). This view is sometimes linked to for example core competency theory which proposes that intangible tacit competencies organized often in bundles such as processes like routines, actions and learning in organizations ultimately leads to companies separating from each other (Vargo & Lusch, 2004; Schilling, 2013). Recently one of the emerging theories in service-centered field is service-dominant logic. This chapter incorporates an introduction to how value was traditionally understood and how service-dominant logic understands it. This clarifies the complexities of value as a concept and helps to understand value co-creation that is discussed in the next chapter.

2.1 Traditional view of value creation

Grönroos (2011) argue that little is known about the value creation process and its components. However as Vargo et al. (2008) point out, it is a core component of economic exchange. Even though value creation as an expression is quite often used in literature there has been discussions whether "create" is a suitable word for describing it. Sometimes value is not purposefully created but on the other hand unconsciously experienced. This is why some argue that the word "emerge" should be used instead (Grönroos, 2011).

Different theoretical approaches use different concepts of value. Traditionally value was considered as something that could be created by firms. According to this view firms exchange value in markets through for example products and services (Prahalad & Ramswamy, 2004). Therefore, value creation was mostly explained by price and output. This traditional goods-dominant logic separates different stakeholders such as customers and firms. According to this view of value creation companies for example purchase raw material and turn them into end-products and sell them to customers. The value is experienced when end-customers buy the end-products. This concept of value-in-exchange is built on the idea that value is something that is manufactured by companies and transferred to a customer trough an output by exchanging products and money (Vargo et al., 2008). That being said this approach separates the companies producing value and customers buying an output that ultimately creates the value. The picture below demonstrates the traditional view of value creation.
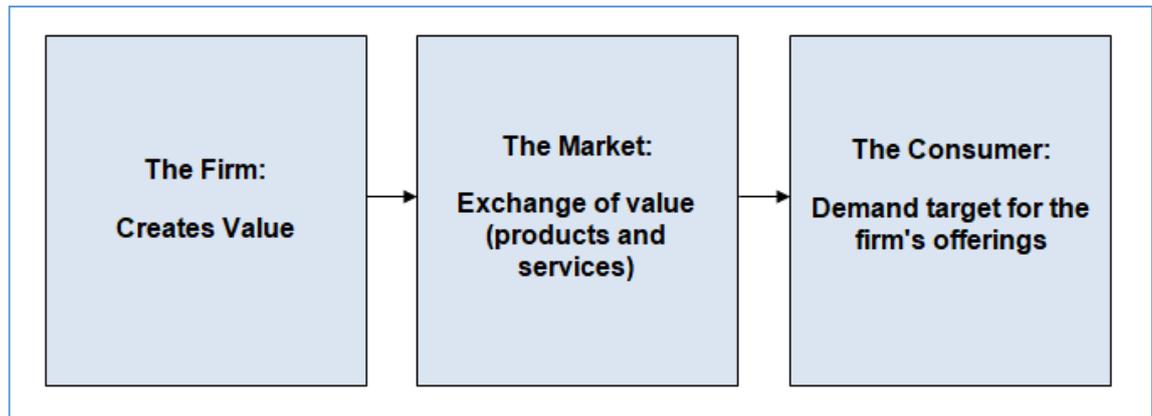
Figure 2 Traditional view of value creation. Adapted from Prahalad & Ramswamy (2004).

2.2   Service-centered view of value creation

In addition to the traditional value-in-exchange approach a new approach has been emerging. In this approach value-in-use is utilized in order to interpret what value is constructed and through which mechanisms (Vargo et al., 2008; Lin et al., 2017). Vargo et al. (2008) introduced a model combining two frameworks: service-dominant logic and service science. "We take the view that (1) service, the application of competences (such as knowledge and skills) by one party for the benefit of another, is the underlying basis of exchange; (2) the proper unit of analysis for service-for-service exchange is the service system, which is a configuration of resources (including people, information, and technology) connected to other systems by value propositions; and (3) service science is the study of service systems and of the co-creation of value within complex configurations of resources" conclude Vargo et al. (2008). The main idea of this approach is that value creation does not take place in exchange but rather in use.

In general s-d logic differs fundamentally from the traditional goods-dominant logic. Differences in for example the perception of value driver, purpose of value and the roles of firms, customers and goods exist. G-d logic focuses on mainly explaining value as something that is exchanged through intangible and tangible outputs (Vargo & Lusch, 2015). In this approach value is often created by firms while in s-d logic different networks and customers can also be involved in the value creation process. Thus one of the main distinctions between traditional g-d logic and s-d logic is that s-d logic sees for example firms and customers as part of a collaborative value co-creation process while in g-d logic the process is often more simplified (Vargo & Lusch, 2008). Table 1 demonstrates the main differences between traditional g-d logic and s-d logic.

Table 1 Service-Dominant Logic vs. Goods-Dominant Logic. Adpated from Vargo et al. (2008)

	G-D logic	**S-D logic**
Value driver	Value-in-exchange	Value-in-use or value-in-context
Creator of value	Firm, often with input from firms in a supply chain	Firm, network partners, and customers
Process of value creation	Firms embed value in "goods" or "services", value is 'added' by enhancing or increasing attributes	Firms propose value through market offerings, customers continue value-creation process through use
Purpose of value	Increase wealth for the firm	Increase adaptability, survivability, and system wellbeing through service (applied knowledge and skills) of others
Measurement of value	The amount of nominal value, price received in exchange	The adaptability and survivability of the beneficiary system
Resources used	Primarily operand resources	Primarily operant resources, sometimes transferred by embedding them in operand resources-goods
Role of firm	Produce and distribute value	Propose and co-create value, provide service
Role of goods	Units of output, operand resources that are embedded with value	Vehicle for operant resources, enables access to benefits of firm competences
Role of customer	To 'use up' or 'destroy' value created by the firm	Co-create value through the integration of firm-provided resources with other private and public resources

2.2.1 *Foundations of service-dominant logic*

The shift towards a service-oriented approach may make it possible for companies to understand different stakeholders better and be more customer-oriented through learning and adapting different needs. That fore a service-oriented approach could be understood as somewhat market driven. "A service-centered dominant logic implies that value is defined by and cocreated with the consumer rather than embedded in output" conclude Vargo and Lusch (2004).

What comes to s-d logic, there are several basic premises called foundational premises that the logic is built on (see Table 2). Eight foundational premises were proposed by Vargo and Lusch in 2004. The foundational premises were later modified in 2008. These modifications included namely specifications to FP1, FP4, FP6, FP7 and FP8. In addition to these specifications, two foundational premises were added: FP9 and FP10. The new foundational premises proposed that actors operate as resource integrators including social and economic actors (FP9) and beneficiaries play crucial role when determining value (FP10). Yet the main idea remained somewhat similar: services play important role in s-d logic and value could be co-created (Vargo et al., 2008).

In an article "Institutions and axioms: an extension and update of service-dominant logic" Spethen L. Vargo and Robert F. Lusch (2016) further extended their previous theoretical contributions to s-d logic by investigating co-operation within markets and society in value co-creation process. Co-operation in this context found out to be an important factor which is paid less attention than for example competition. One of the most important extensions that were introduced included the idea of providing a broader and realistic view of the value creation process not only by taking firm-customer relationships but also actor-generated institutions and institutional arrangements into account (Vargo & Lusch, 2016). "To alleviate this limitation and facilitate a better understanding of cooperation (and coordination), an eleventh foundational premise (fifth axiom) is introduced, focusing on the role of institutions and institutional arrangements insystems of value cocreation: service ecosystems." concluded Vargo and Lusch (2016).

Table 2 Foundational premises of s-d logic. Adpated from Vargo & Lusch (2016) &
Vargo et al. (2016).

Foundational Premise	2008	2016
FP1	Service is the fundamental basis of exchange	No Change
FP2	Indirect exchange masks the fundamental basis of exchange	No Change
FP3	Goods are a distribution mechanism for service provision	No Change
FP4	Operant resources are the fundamental source of competitive advantage	Operant resources are the fundamental source of strategic benefit
FP5	All economies are service economies	No Change
FP6	The customer is always a co-creator of value	Value is cocreated by multiple actors, always including the beneficiary
FP7	The enterprise can not deliver value, but only offer value propositions	Actors cannot deliver value but can participate in the creation and offering of value propositions
FP8	A service-centered view is inherently customer oriented and relational	A service-centered view is inherently beneficiary oriented and relational
FP9	All social and economic actors are resource integrators	No Change
FP10	Value is always uniquely and phenomenologically determined by the beneficiary	No Change
FP11		Value cocreation is coordinated through actor-generated institutions and institutional arrangements

In 2016 Vargo and Lusch further reduced the ten foundational premises into five axioms (see Table 3). The six remaining foundational premises could be used in a more simplified theoretical framework (Vargo & Lusch, 2016). The new extensions take an actor-to-actor (A2A) orientation rather than a business-to-business approach. This A2A orientation highlights that value co-creation occurs in networks. These networks change due to the integration of for example services. Different mechanisms make it easier to manage the integration and exchange of services and resources. Modifications that have been presented in this context range from specifications to what value constitutes of to perspectives that emphasize ecosystems etc. The extensions in 2016 included also specifications to the language used in order to increase accuracy (Vargo & Lusch, 2016).

Table 3 Five axioms of s-d logic. Adapted from Vargo and Lusch (2016).

Axiom 1 (FP1)	Service is the fundamental basis of exchange
Axiom 2 (FP6)	Value is cocreated by multiple actors, always including the beneficiary
Axiom 3 (FP9)	All social and economic actors are resource integrators
Axiom 4 (FP10)	Value is always uniquely and phenomenologically determined by the beneficiary
Axiom 5 (FP11)	Value cocreation is coordinated through actor-generated institutions and institutional arrangements

2.2.2 *Institutions and service ecosystems in s-d logic*

Vargo and Lusch (2016) suggest that the emerging explanation of s-d logic constitutes of "…value cocreation (FP6) and determination (FP10), through resource integration (FP9) and service-for-service exchange (FP1)." Institutions may also play crucial role in service exchange and resource integration by providing common purpose and understandable processes to value co-creation (Vargo & Lusch, 2016). In the end different processes lead to the creation of ecosystems such as markets. These service ecosystems constitute of assemblages and sub assemblages of society which can be further viewed in micro, meso and macro levels (Vargo & Lusch, 2016). These assemblages and sub assemblages further constitute of different structures and activities. "Very loosely, we tend to place individual and dyadic structures and activities (e.g., what sometimes is considered B2B or B2C) at the micro level, midrange structures and activities (e.g., 'industry,' brand community) at the meso level, and broader societal structures and activities at the macro level, though we see all levels as social and also as relative, rather than absolute, and thus these assignments are somewhat arbitrary" conclude Vargo and Lusch (2016). In the end markets constitute of different subsystems which create a base of an economy (Vargo & Lusch, 2016).

This new systems orientation approach emphasizes the role of service ecosystems constituting of different actors engaging in service exchanges. Service exchanges further lead to value creation through sharing and integrating different arrangements within institutions (Vargo & Lusch, 2016). In this context institutions consist of for example rules, beliefs and social norms, not organizations. "Institutions come in many forms; they can be formal codified laws, informal social norms, conventions, such as conceptual and symbolic meanings, or any other routinized rubric that provides a shortcut to cognition, communication, and judgment." conclude Vargo and Lusch (2016). Institutions usually take place within institutional arrangements which consist of

institutionalization of processes and roles (Vargo & Lusch, 2016). In s-d logic literature, service ecosystems seek to explain the role of institutions in terms of processes rather than connected to a specific technology. Service exchange and value co-creation is further possible due to the institutions that result into networks. That being said institutions play important role in different processes that are connected to value co-creation. More potential benefit could be achieved when more actors share same institutions. In addition to this better informed decisions could be possible if actors are able to understand the role of institutions in the whole process (Vargo & Lusch, 2016).

In the end s-d logic has no boundaries and is not only limited to specific kind of exchange such as services or goods but can be utilized in all exchange (Vargo & Lusch, 2016). The fifth axiom makes it possible to utilize this framework even broadly. "At the heart of this compatibility and inclusion is the concept of 'value cocreation,' not in the normative sense of suggesting a service beneficiary should be included in production processes (e.g., Moeller 2008)—what we call 'co-production' (Vargo 2008)—or in the restricted meaning of direct, dyadic, one-on-one (i.e., business–customer) interaction (e.g., Gronroos and Voima 2013), but in the sense that it accommodates, if not necessitates, recognition of the full range of the cumulatively coordinated resource-integrating and service-for-service exchange activities of the multiple actors always involved in every instance of value creation" conclude Vargo and Lusch (2016).

3   VALUE CO-CREATION

Traditional g-d logic sees companies as value creators. Value is exchanged through outputs. On the contrary s-d logic view to value co-creation sees value creation as a collaborative process between different actors with different motivations. According to s-d logic value could be co-created in different processes. This chapter incorporates an overview of the key components of value co-creation.

3.1   Foundations of value co-creation

Contrary to value-in-exchange view, value-in-use view emphasizes that real value results from co-creation between various actors. Value might evolve for example within different service systems (Grönroos, 2011). "In our view, when considering value-in-use the best way of understanding value for customers, value creation cannot mean anything other than the customer's, or any other user's, experiential perception of the value-in-use that emerges from usage or possession of resources, or even from mental states" conclude Grönroos (2011). Interaction and integration are some of the key drivers of value-in-use (Vargo et al., 2008; Grönroos, 2011). Direct interactions can be either positive or negative. Positive interactions might lead to value creation while negative interactions to value destruction. Prahalad & Ramaswamy (2004) agree that interactions and managing those interaction between companies and customers might play crucial role in the value co-creation process. "It is important to realize that the existence of interactions is only a platform for favourably influencing the customers' usage processes and value creation, which in order to become a value co-creator the firm must manage to make use of" point out Grönroos (2011).

Different features of communication further operate as foundations of value co-creation processes. These features include for example dialogue and transparency (Ramaswamy & Prahalad, 2004; Ramaswamy, 2008). In the end customers' end up determining what value and how much value is generated through using certain services or products (Lin et al., 2017). Customers and firms can co-create value through these interactions. Even though Grönroos (2011) emphasize the role of interactions in value co-creation, Pohlmann and Kaartemo (2017) point out that it could be also possible indirectly. As an example institutions can have an impact to the context and assessment of value creation and that way indirect impact in these processes (Pohlmann & Kaartemo, 2017).

3.2 Value co-creation process

In general value co-creation is a process that consists of actors, resource integration process, service exchange, institutions & institutional arrangements and service ecosystems. These factors are somewhat connected and important in value co-creation. The different parts build up the foundations of value co-creation (see Figure below).
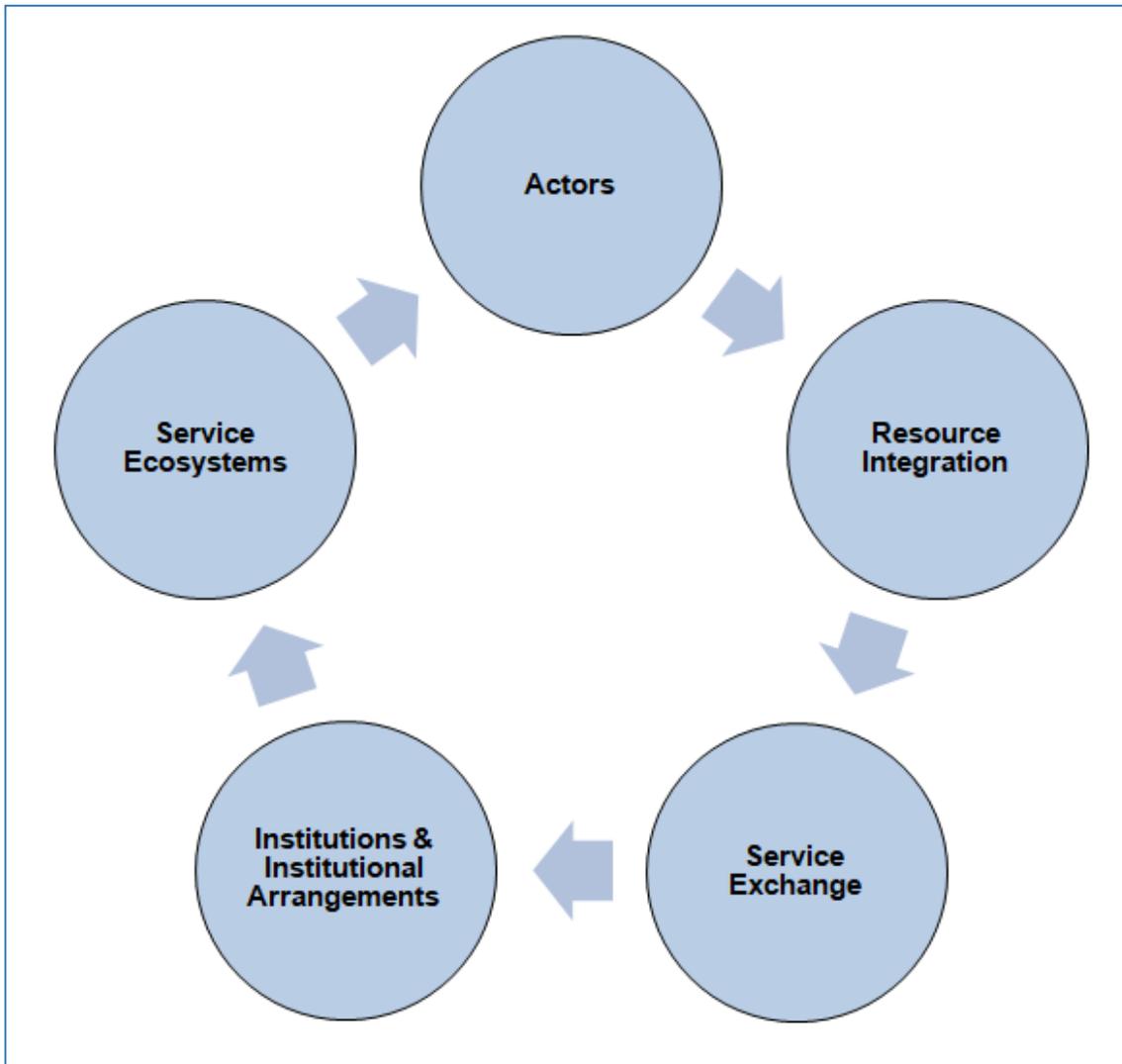
Figure 3 Value co-creation process. Adapted from Vargo & Lusch (2016).

3.2.1 Actors

In contrast to traditional g-d logic view, s-d logic takes an actor-to-actor approach. According to s-d logic different actors engage in different processes by engaging in exchange of services that benefit both themselves and others (Vargo & Lusch, 2016). In technology-enabled value co-creation different actors could constitute of for example

service customers and service providers (Breidbach & Maglio, 2016). However due to the actor-to-actor approach actors and their roles could vary. In the end actors operate as resource integrators by utilizing and/or sharing different services. In addition to integrating resources also service exchange processes might play important role at this stage.

Customers can further operate as for example co-producers or co-promoters of value (Agrawal & Rahman, 2015) while firms as facilitators of value (Agrawal & Rahman, 2015; Grönroos, 2011). Exchanging different operand and operant resources lead to different kinds of benefits. Benefits for customers might include for example satisfaction and learning while from firm's perspective these benefits could constitute of for example financial benefits or feedback (Agrawal & Rahman, 2015).

Through value co-creation also value-in-context might emerge. Value-in-context explains the value generated for different service systems. Value-in-context could be generated through for example integrating and adapting different resources within the service system. It is also one of the fundamentals of s-d logic (Vargo et al., 2008). Some of the different roles of different actors are presented in the illustration below.
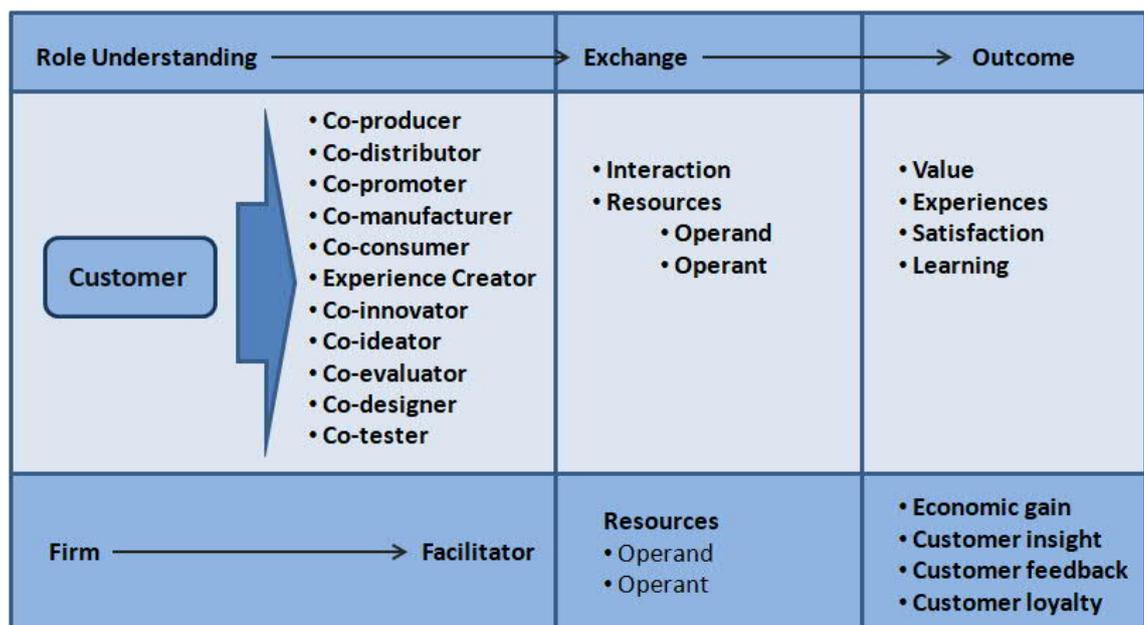
Figure 4 Value co-creation. Adapted from Agrawal & Rahman (2015).

3.2.2 Resource integration

Resource integration is important when it comes to value co-creation. Integration of operand and operant resources is important in order for the resources to be effective (Pohlmann & Kaartemo, 2017). According to Vargo et al. (2016) "All social and

economic actors are resource integrators". One of the core components of s-d logic is that value is exchanged through either tangible or intangible outputs (Vargo & Lusch, 2015). Different actors such as customers and firms could be involved in resource integration processes which are ultimately important factors in value co-creation (Vargo & Lusch, 2008).

Different actors integrate resources through for example interaction (Singaraju et al., 2016). "In this respect all actors (e.g. customer, firms, social media platforms, etc.) are seen as generic nodes in a larger business network where value co-creation is effectively realized, in a many-to-many approach (Gummesson, 2006), between a supplier firm in interaction with a business customer and its network, particularly the consumers as alluded to by Cova and Salle (2008)" conclude Singaraju et al. (2016).

Merz et al. (2009) agree that interactions could be important. All actors could be understood as resource integrators that create value for mutual purposes. Value that emerges is further context-dependent and could be achieved through for example negotiation and dialogue (Merz et al., 2009). However, even though interactions are emphasized, Peters (2016) reminds that it does not solely explain resource integration. As previously briefly mentioned, value co-creation might also include indirect aspects. The picture below demonstrates the resource integration process between various actors.
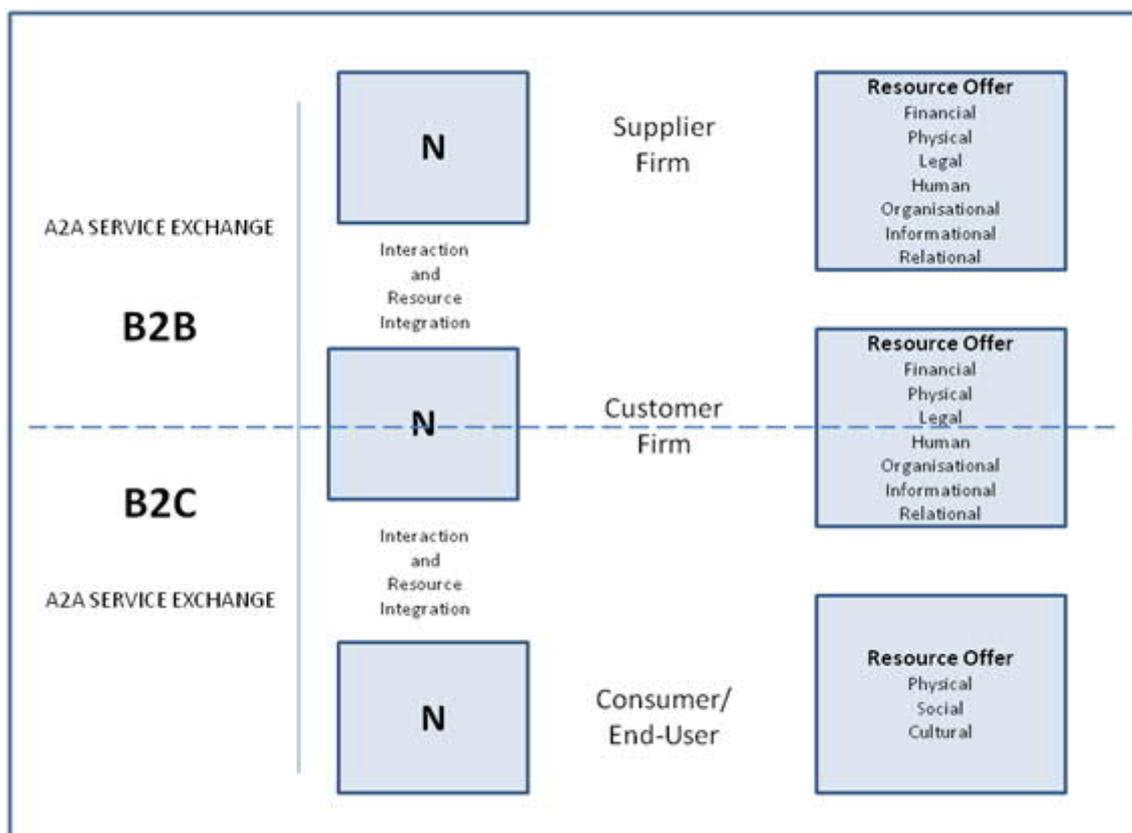
Figure 5 Resource integration. Adapted from Singaraju et al. (2016).

Elina Jaakkola and Matthew Alexander (2014) investigated value co-creation in terms of a multi stakeholder service system. The specific focus was to explore how customer engagement behavior (CEB) influenced value co-creation process in a specific field. "By assimilating the findings of the empirical study with the literature on CE and value co-creation, we conceptualize the role of CEB in value co-creation as the customer provision of resources during nontransactional, joint value processes that occur in interaction with the focal firm and/or other stakeholders, thereby affecting their respective value processes and outcomes." conclude Jaakkola et al. (2014). Various types of customer engagement behaviors were identified including augmenting, codeveloping, influencing, and mobilizing (see Table 4). Companies could gain positive results by focusing on the needs and wants of their customers in order to find out what is the real value that is desired. Understanding these different behaviors and being able to utilize them could be fruitful in order to enhance value co-creation processes. Therefore according to Jaakkola et al. (2014) customers may be beneficial for companies by contributing to the value co-creation processes.

Table 4 Different CEB Types. Adapted from Jaakkola et al. (2014)

Type of CEB	Definition
Augmenting behavior	Customer contributions of resources such as knowledge, skills, labor, and time, to directly augment and add to the focal firm's offering beyond that which is fundamental to the transaction
Codeveloping behavior	Customer contributions of resources such as knowledge, skills, and time, to facilitate the focal firm's development of its offering
Influencing behavior	Customer contributions of resources such as knowledge, experience, and time to affect other actors' perceptions, preferences, or knowledge regarding the focal firm
Mobilizing behavior	Customer contributions of resources such as relationships and time to mobilize other stakeholders' actions toward the focal firm

3.2.3 Service exchange

Service as a concept in value co-creation might mean something else than usually when it comes to services. According to Greer et al. (2016) "service is the application of resources (primary knowledge and skills) for the benefit of another individual or

organization (the beneficiary)". Goods on the other hand operate as a mechanism for service provision. According to the s-d logic literature both economies and businesses are either service businesses or service economies (Greer et al., 2016). Contrary to s-d logic in g-d logic producers are considered as main value creators. As previously indicated, in s-d logic the interaction between customers and companies enables co-creation of value either directly or indirectly. According to Greer et al. (2016) the overall value is somewhat context-dependent.

Different services can be exchanged throughout the value co-creation process. Breidbach and Maglio (2016) identified that when it comes to technology-enabled projects information and access to it found out to be key resources in the exchange process. This process does not only occur between for example a company and a customer. In addition to providers of services also beneficiaries and other network actors are involved in the service exchange process (Ekman et al., 2016). Different actors could operate in service exchange processes either actively or passively. The following picture demonstrates the complex nature of service exchange and the potential roles of different actors.
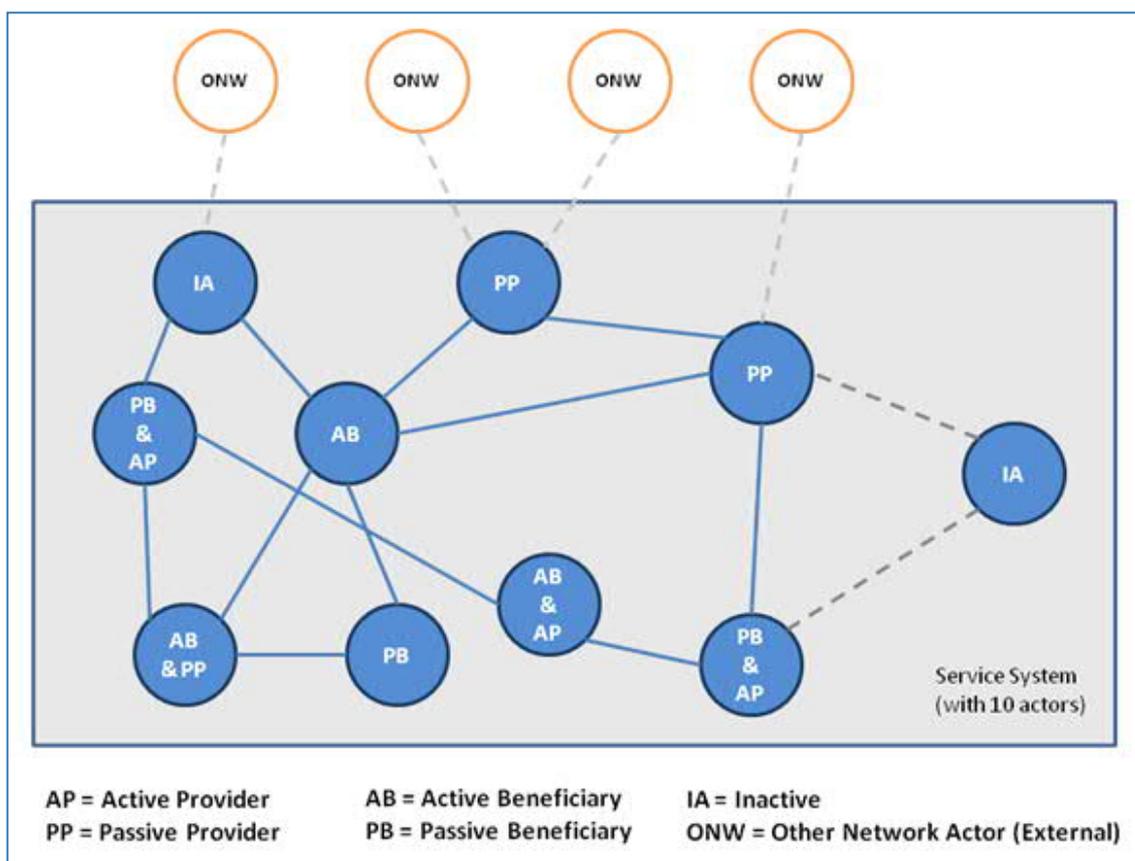
Figure 6 Service exchange among actors. Adapted from Ekman et al. (2016).

Chaoren Lu, Wei Geng, and Iris Wang (2015) also emphasize interactions and emphasize that value is provided through information and service. "However, the company can only play the role of platform provider if it enables other service operators to facilitate interactions with and between customers." conclude Lu et al. (2015). They investigated the role of mobile technology in customer experience creation. It was found out that there is a link between mobile devices and customer travel experience in transport services namely through providing access to information and customization (Lu et al., 2015). "The results show that self-service mobile devices enhance the information accessibility for passengers to create customized travel experiences through a closer interaction with other actors, including transport service providers, transport-related service providers, and other passengers." conclude Lu et al. (2015). Self-service mobile devices could therefore positively impact in the accessibility of information. This on the other hand could have an impact in customized customer experiences and therefore also in value co-creation.

3.2.4   Institutions

Some of the recent contributions to s-d logic literature have been focusing on the role of institutions in service-ecosystems. These institutions are not organizations but rather social structures such as norms and values that influence in how different actors act (Vargo et al., 2016; Vargo & Lusch, 2016). Institutions play important role due to the limited abilities humans have (Vargo & Lusch, 2016). "Institutions enable actors to accomplish an ever-increasing level of service exchange and value cocreation under time and cognitive constraints" conclude Vargo & Lusch (2016). The important role of these institutions in value co-creation is reflected on the fact that the more people share similar institutions the more benefit could be gained due to network effect. However, sometimes the shared institutions might also lead to ineffective outcomes. This is due to the tendency of actors to act without thinking (Vargo & Lusch, 2016).

Institutions and institutional arrangements have an impact in different actors, namely to how they are associated (Vargo & Lusch, 2016). Vargo et al. (2016) emphasize that institutions play important role when for example integrating resources and how processes are formulated. "In particular, value cocreation is represented by the reciprocity of exchange, as well as by the existence of the shared institutions that facilitate this exchange, as will be discussed" conclude Vargo & Lusch (2016). Institutional arrangements might influence in for example different contexts and perceptions of value. Due to the different interpretations resources constantly face changes. Therefore institutional arrangements could also impact in the use of these resources (Vargo et al., 2016).

That being said institutions may play crucial role in s-d logic and how value is co-created. "In short, institutions represent the humanly devised (Simon 1996), integrable resources that are continually assembled and reassembled to provide the structural properties we understand as social context (Chandler and Vargo 2011; Edvardsson et al. 2011) and thus are fundamental to our understanding of value cocreation processes" conclude Vargo & Lusch (2016).

3.2.5 Service systems

Value co-creation sees value as something that is exchanged through processes rather than units of output. A service system constitutes of the concept of gathering different resources into a system that operates towards a common goal. Interaction in service systems are conducted through service exchange. This makes mutually beneficial resource integration possible (Vargo et al., 2008). "Service systems interact through mutual service exchange relationships, improving the adaptability and survivability of all service systems engaged in exchange, by allowing integration of resources that are mutually beneficial." conclude Vargo et al. (2008). Service-ecosystems further enable the understanding of different social patterns that shape how people act (Vargo et al., 2016).

Service systems can be for example individuals, companies or governments with necessary capabilities in applying and sharing resources in a way that benefits all in that specific service system. These resources could include for example tangible and intangible resources such as people, knowledge, technology and others. It is a process where improvements in own and others' circumstances could be achieved through collaboration and sharing resources. In terms of service systems value is explained by improvements in that specific service (Vargo et al., 2008).

Service-for-service exchange could be seen as fundamental exchange in determining different concepts such as value-in-exchange, value-in-use and co-creation of value. According to Vargo et al. (2008) value of service providers is based on their capabilities and competencies. Different service systems can further accept, reject or ignore these service providers. "The service proposed can be provided directly (e.g., tax preparation service) or indirectly through a good (e.g., tax software)" conclude Vargo et al. (2008). In the end the desired outcome is to be able to utilize others knowledge in terms of services in a mutually beneficial way.

3.3   Value co-creation in sports events

According to Sebastian Uhrich (2014) customer-to-customer value co-creation in sports events not only occurs during live events but also in other places. These places could include for example various locations such as bars and online discussion forums that are related to a specific sports team. Value co-creation could even take place in locations that are not directly related to a specific team such as in a train when a fan engages in a discussion (Uhrich, 2014). Value co-creation could therefore take place through for example associating and dissociating opinions, engaging and sharing experiences, competing, intensifying or exchanging information (Uhrich, 2014).

Herbert Woratschek, Chris Horbel and Bastian Popp (2014a) introduced a framework for understanding value co-creation in sports events. This Sport Value Framework (SVF) follows similar basic principles than previously discussed s-d logic. However SVF proposes that sport management differs from other types of management in various ways. The presence of uncertainty and emotions are just some of the examples that make sports management different (Woratschek et al., 2014a).

What comes to services' role in economic exchange, SVF follows similar foundations than presented by Vargo & Lusch (2016). According to SVF the integration of resources through exchanging services is essential for value creation. These services or products (sports goods) further operate as a bridge for customers to experience value in terms of for example emotions (Woratschek et al., 2014a). When it comes to value propositions the event operates as an environment or platform for different actors for offering value propositions. "For example, the value proposition of fans and spectators is usually their contribution to stadium atmosphere through singing, chanting and other activities" conclude Woratschek et al. (2014a). The value propositions provided are further connected to other actors in terms of value co-creation. These actors include for example participants.

According to SVF one of the core roles of firms and organizations in sports field is to connect different actors together in order for value creation to be possible (Woratschek et al., 2014a). Customers' roles in value co-creation in sports events are explained through different social groups as recommendations and other experiences are shared within different social groups. These actions further contribute to the overall value co-creation. Firms and other stakeholders on the other hand use for example sports events as platforms for creating value for themselves and others. For example sponsors might communicate with other stakeholders' values through events but at the same time promote themselves (Woratschek et al., 2014a).

Woratschek et al. (2014a) emphasize that value creation takes place when using a product or service. Value is therefore context-dependent. Therefore according to SVF value is always experienced either through value-in-use or value-in-context. This is

possible through co-operation of various actors. Actors in sports events might include for example the event organizers, staff members and other people that are involved in making a specific event possible (Woratschek et al., 2014a). In the end the SVF follows similar characteristics than s-d logic. The following table demonstrates the foundational premises of SVF.

Table 5 Sport value framework. Adapted from Woratschek et al. (2014a).

FP1	Sporting activities are the core of sport management
FP2	Service is the fundamental basis of exchange in sport
FP3	Sport goods (products and services) are vehicles for service provision
FP4	Firms and customers can only offer value propositions
FP5	Sport firms create value propositions mainly in the configuration of a value network
FP6	Sport customers co-create value primarily by integrating resources from their social groups
FP7	Value is always co-created by firms, customers and other stakeholders
FP8	Co-created value is always value-in-use
FP9	Co-created value is always value-in-context
FP10	The role of firms, customers and other stakeholders is to integrate the resources of their specific networks to co-create value

4 RESEARCH DESIGN

This chapter incorporates an overview of the research design that was utilized in this research. An overview of the research characteristics, research structure, case study method, data collection methods, data analysis methods and limitations are provided.

4.1 Research approach

4.1.1 Research characteristics

Hennink et al. (2010) suggest that qualitative research method is useful when investigating for example experiences. It may be used for example in order to understand different meanings, views, behaviors and other complicated issues. However, as Hennink et al. (2010) emphasize, it is not only the idea of just using different methods but also getting a broader view of the issues. The methods that could be utilized include for example interviews and observations. These methods could be useful when conducting qualitative researches (Hennink et al., 2010).

In addition to these methods general themes could be utilized when interpreting qualitative data (Creswell, 2013). "Those who engage in this form of inquiry support a way of looking at research that honors an inductive style, a focus on individual meaning, and the importance of rendering the complexity of a situation" conclude Creswell (2013). Yilmaz (2013) suggest similar findings and proposes that qualitative research approach seeks to for example describe a phenomenon and is that fore descriptive and flexible. As one of the purposes of this research is to understand and explain value co-creation in a specific context, qualitative approach was adopted as suitable. Another reason for choosing qualitative research approach is the fact that the researcher is limited in terms of resources such as time and money.

Following the suggestions of Hennink et al. (2010) interviews were chosen as suitable technique for gathering major data. Open-ended interview questions further enabled the researcher to understand different patterns in explaining why different things take place. In order to add strength to the research also ethnographical tools were utilized. In this case these tools included field observations in real-life situations. These field observations consisted of visits to different events where the case company is present.

In addition to qualitative methods, this research utilized a framework introduced by Hennink et al. (2010) called the interpretive paradigm. The interpretive paradigm framework was used to understand how reality is understood. Interpretive paradigm is

often used in qualitative research as it focuses more on subjectivity rather than facts. One of the objectives is to explain different patterns through observation (Hennink et al., 2010). Following these suggestions, an interpretive paradigm was chosen to be utilized in this research.

What comes to reasoning, Yilmaz (2013) suggest that when using a qualitative approach, inductive reasoning could be utilized in order to be able to focus on for example context and processes. Following the suggestions of Creswell (2013) and Yilmaz (2013) this research adapted an inductive approach in reasoning. This served the researcher in order to understand the context and generated both managerial and practical implications.

4.1.2   *Research structure*

This research utilizes a process structure called 'action research spiral process' introduced by Berg (2004). Four important stages are followed in how this research was conducted (see figure below). "The basic action research procedural routine involves four stages: (1) identifying the research question(s), (2) gathering the information to answer the question(s), (3) analyzing and interpreting the information, and (4) sharing the results with the participants" conclude Berg (2004).

In the first stage, the researcher identified a problem that should be investigated. In this case a growing logic (s-d logic and value co-creation) was adapted to a field that is less researched (sports field in Finland). After that multiple methods were utilized in order to gather information and data that is valuable in answering the research question.

This data was further analyzed and interpreted by utilizing appropriate tools. After analyzing and interpreting the information, results are shared within the stakeholders through different settings (Berg, 2004). In the end this action spiral process served as a roadmap when conducting this research. The picture below illustrates the four stages that were followed in this research.
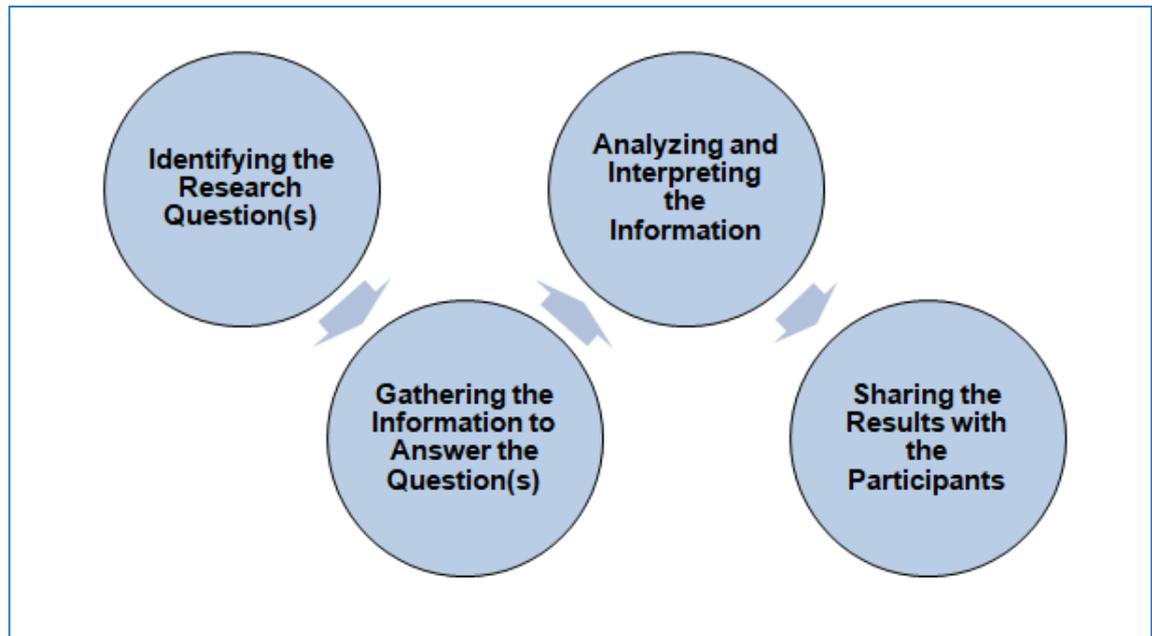
Figure 7 Action spiral process. Adapted from Berg (2004).

4.1.3 Single case study

According to Farquhar (2012) "A case study is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident." A case study is an attempt to understand different real-life situations in-depth (Yin, 2013). By utilizing a case study approach the researcher is able to investigate different patterns within the context. In addition to this specific situations could be researched. What comes to business research, Farquhar (2012) suggests that by utilizing a case study approach the researcher is able to collect data inside a specific case company.

As one of the objectives of this research was to analyze value co-creation in a specific context, utilizing a pre-selected case company through a single case study approach was chosen as suitable. A single case study format made it possible to get more insightful understanding of the case company in order to be able to answer to the research questions. This is why also characteristics from exploratory approach were utilized. The following table presents the research characteristics of this research.

Table 6 Research characteristics. Formatted by the Author.

Characteristic	Specification
Action research	Utilizing action spiral process
Primary data	Interviews, field notes and company material
Secondary data	Media coverage and publications
Inductive reasoning	Understanding context & processes
Qualitative approach	Explaining why and how things happen
Single case study	Yonoton Limited as a case company
Exploratory research	Understanding a specific phenomenon (value co-creation)
Data triangulation	Using data from various sources to increase credibility

4.2   Data collection

In qualitative research data collection is important. This research utilized a method called data triangulation in order to maximize the credibility of the outcomes. Data triangulation consists of the idea of gathering data from various different sources (see the figure below).

The primary method of data collection consisted of qualitative interviews. All together four people participated were interviewed in 3 interview sessions. Two of the interview sessions were semi-structured live interviews and one a structured e-mail interview. In 26.09.2017 I interviewed Mikko Väisänen and Teemu Karenius. They are some of the key stakeholders of Yonoton. Mikko Väisänen is the CSO and Teemu Karenius CEO of Yonoton Limited. In order to get a broader picture of the phenomenon also Jussi Vahteristo was interviewed in 11.10.2017. Jussi Vahteristo is the head of Bollis Bar & Bistro which offers catering services in for example Telia5GAreena in Helsinki. Also a person whom work includes working with Yonoton was also interviewed. Due to confidentiality reasons the inputs of the last interviewee are analyzed anonymously utilizing "Interviewee X" as a code. In addition to using a code also some of the answers were modified in order to make sure that also second and third party actors remain anonymous. This was conducted so that the main message of the answers remained same. The interview guides can be seen in the Appendix –section.

Other company materials such as presentation materials were also utilized. In order to add strength to the study also ethnographical tools were utilized to get a broader understanding of the phenomenon. The researcher visited in various events where Yonoton is utilized. Both customers and staff members were observed without them knowing about it. In addition to this the researcher also used the application himself in order to get an understanding how it works. Field notes about these insights were made

both during and after the observations. They were further utilized to add strength to the empirical findings.

Secondary data in this research consisted of for example media coverage and publications related to the case company. What comes to the theoretical lens, the contributions of Vargo and Lusch built the grounds for this research.
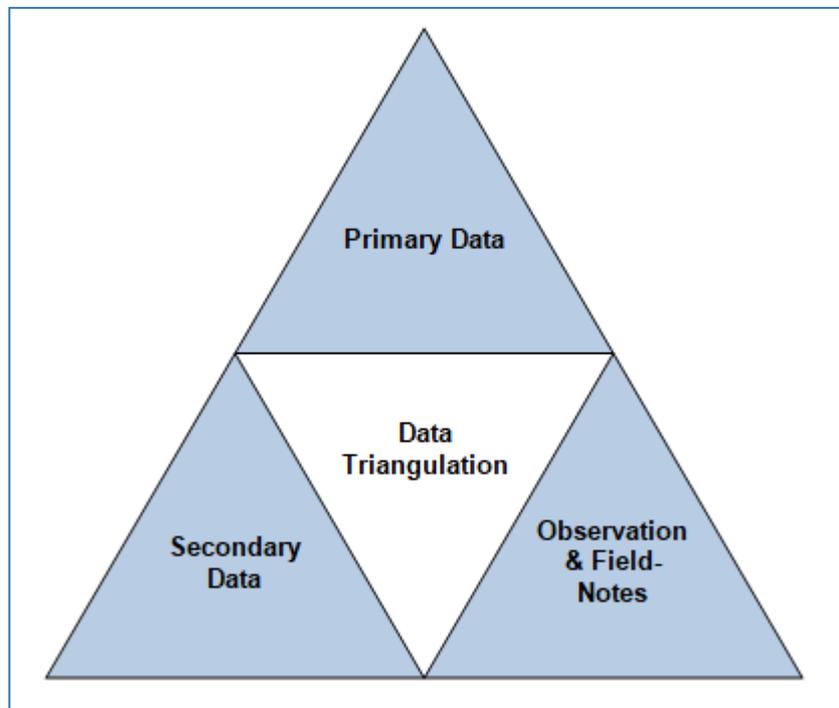
Figure 8 Components of data triangulation. Formatted by the author.

4.3   Data analysis

What comes to data analysis, this research follows the main stages of qualitative data analysis proposed by Malhotra & Birks (2007) and Miles & Huberman (1994). Both Malhotra & Birks (2007) and Miles & Huberman (1994) propose similar tools and steps that could be useful when analyzing qualitative data. Based on the proposals of these scholars four stages were included and utilized in the data analysis of this research:

- Data Assembly
- Data Reduction
- Data Display
- Data Verification & Conclusions

Data assembly constitutes of the idea of getting data from different sources. This is where data triangulation takes place. According to Malhotra and Birks (2007) data assembly could include for example different interviews, observations, secondary data and other sources of data. As previously mentioned, this research utilized various tools in order to gather data from different perspectives. These included for example semi-structured interviews, structured e-mail interview, field observations and utilizing company materials and online publications such as social media posts, news and stakeholder homepages. All of these were included in the data assembly stage. Interviews with stakeholders such as company representatives that are involved with the service provided insightful findings from different perspectives.

Due to the nature of the research as qualitative, interviews were chosen to be the best suitable method. These interviews were conducted in order to get a deeper understanding of the phenomenon. As mentioned, field-work in terms of being present in real-life situations is utilized in order to add strength to the study. The purpose of this field-work is to get unbiased insights in a natural environment. The field-work material was collected through various visits in ice-hockey games.

The second part of the data analysis process was data reduction. It consisted of modifying the data into more understandable format. In this stage, the researcher organized the data into a more meaningful form so that is easier to analyze. This stage includes for example making transcripts of the interviews and observations and further coding the data (Malhotra & Birks, 2007). "Data reduction refers to the process of selecting, focusing, simplifying, abstracting, and transforming the data that appear in written-up field notes or transcriptions" conclude Miles and Huberman (1994). Due to the spoken language of the interviewees the interview transcripts were first made in Finnish and further translated into English. The researcher carefully translated the transcripts in order for the message of the interview to remain same. However, this still creates limitations which are discussed in the next chapter.

As the amount of data gathered through interviews and observations is vast and the researcher is limited by resources such as time and money, data was reduced into meaningful summaries that are easier to analyze. Different themes and repetitive concepts were identified and analyzed.

After this stage data is further displayed in order to draw conclusions and get new insights. Malhotra and Birks (2007) suggest that this stage makes it possible for public to see how different connections and interpretations were made by the researcher. According to Miles and Huberman (1994) the display of data makes it easier to decide next steps by building an understanding of for example what is going on. That fore data display was utilized in order to be able to make sense of the different patterns. As value co-creation is a complex concept, data was displayed in various formats including text,

figure and table formats. This makes it easier for both the researcher and reader to understand different context and their connections.

The last stage constitutes of data verification and drawing conclusions. "Data verification involves seeking alternative explanations through other data sources and theories" conclude Malhotra and Birks (2007). Through data verification the researcher seeks to justify that the different conclusions and interpretations are valid. According to Miles and Huberman (1994) "Verification may be as brief as a fleeting second thought crossing the analyst's mind during writing, with a short excursion back to the field notes, or it may be thorough and elaborate, with lengthy argumentation and review among colleagues to develop 'intersubjective consensus,' or with extensive efforts to replicate a finding in another data set". By utilizing secondary data, theoretical explanations of the investigated issues and going back-and-forth with the data the researcher seeks to verify that the explanations and interpretations are justified (Malhotra & Birks, 2007).

Various forms of data, theoretical reviews and going back-and-forth through the empirical findings and literature review were some of the key data verification methods that were utilized in this research. In addition to this, the researcher utilized different sets of data including comparisons with primary and secondary data. By going back-and-forth and cross-checking the researcher tried to make sure that the conclusions were relevant, rational and reliable. Therefore an interactive model of data analysis presented by Miles and Huberman (1994) was utilized in the data analysis stage.

In addition to these methods the research was also sent to the interviewees for checkup. The idea of this was to make sure that the data is as accurate as possible. After receiving suggestions and comments from the interviewees these comments were taken into account by modifying the research in order to ensure reliability. The following picture demonstrates the process of the interactive model that was utilized in this research.
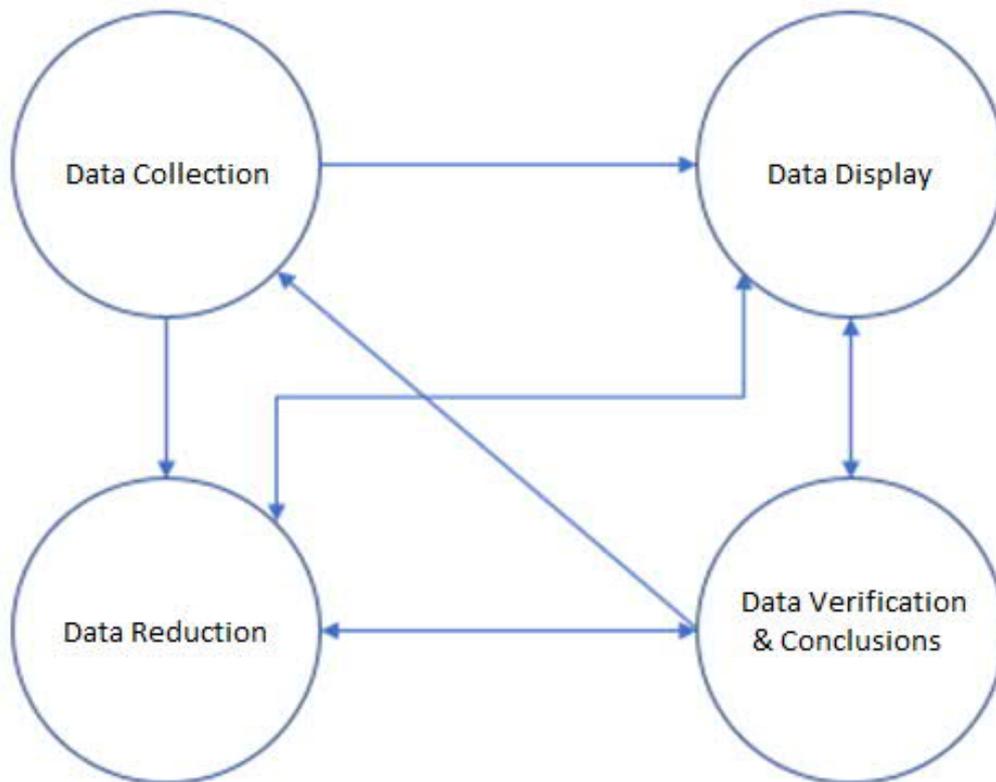
Figure 9 Interactive data analysis model. Adapted from Miles and Huberman (1994).

4.4 Operationalisation

The following table presents the operationalisation table of this research.

Table 7 Operationalisation table. Formatted by the Author.

Research Question	Sub Questions	Operational Equivalents	Themes Identified
How is value co-created in sports events?	What different actors are involved when using Yonoton?	What actors are involved in sports events?	Sports clubs
			Catering companies
			Venue providers
			Services providers
			Spectators
		How different actors co-operate when using Yonoton?	Knowledge transfer
			PR & Marketing
			Education
			Communication
			Engagement
		Why co-operation is important?	Knowledge transfer
			Limited resources
			Newness of the service
			Credibility
	How users & non-users benefit from Yonoton?	Why Yonoton serves also non-users?	Flexibility
			Larger sales window
		How users benefit from Yonoton?	Less queues
			Faster purchases
	What characterizes the co-operation surrounding Yonoton?	What resources are integrated when using Yonoton?	External expertise
			Physical products sold
			Events
			Venues
			Crowds & customers

			Money transaction services
	How are services exchanged when utilizing Yonoton?	What services are exchanged?	Payment method
			Fast purchases
			In-seat delivery
			Customer experience knowledge
		Through what mechanism are services exchanged?	Yonoton application
			Communication
			Education
			Other external services
	How institutions shape the processes when utilizing Yonoton?	What institutions exist in sports field?	Queuing culture
			Past habits
			Individual preferences
			Group pressure
			Laws & regulations
		How the institutions influence in different actors?	General behavior
			Local & international trends
			Structures for business

4.5   Limitations

Case studies may include several limitations. These limitations often narrow case studies as being descriptive or exploratory rather than general. Limitations in terms of internal validity may occur when explaining different situations and interpreting data (Yin, 2013). Farquhar (2012) proposes similar findings. A case study approach limits the research not being able to propose statements (Farquhar, 2012). Therefore this research includes several limitations regarding to liability. Due to the limited resources of the researcher, this research should be considered as descriptive and not generalized.

As Yin (2013) points out, a case study is an in-depth understanding of a real-world situation or phenomenon. Case studies should also take into account context in addition to the case (Yin, 2013). This might generate limitations in how the context is understood and how it influences the outcomes. As sports field in general varies a lot depending on the sports, these limitations are relevant. Due to the nature of the research and the limitations regarding to the resources, the researcher is not able to analyze specific factors that each sport might individually hold. Therefore some of the contextual factors could cause limitations regarding to the interpretation of the results. Also interpretations of messages could cause limitations. Qualitative researches are many times focused on insights that are based on what researchers have been told or how people have acted in certain situations (Gillham, 2010). This generates limitations regarding to the reliability of whether people objectively communicate different things with the researcher and whether the researcher objectively understood these things.

Another limitation is related to specific language and how it is translated. As this research was conducted in English but the interviews were conducted in Finnish and further translated to English might generate limitations when interpreting and translating the interview data. In addition to this jargon regarding to the theoretical parts existed. The fact that value co-creation in sports field in Finland has been studied little may cause limitations as there are not too many contributions in this area which the researcher could use in order to cross-check different parts of the research.

In general some of the biggest limitations in this research are related to time and resources. As the researcher is only able to utilize a small sample might generate limitations in terms of reliability. As the amount of the interviews is small and the case company is rather young, not much data was available. Also the fact that many people refused or did not answer to the researchers inquiries in terms of interviews narrowed the sample size.

Even though there are many limitations in this research, the research seeks to explain the themes through a case approach as reliably as possible. Therefore these findings provide grounds for future research and should be considered as descriptive rather than general. The results should be analyzed critically keeping in mind these limitations.

5 VALUE CO-CREATION IN SPORTS EVENTS

This chapter incorporates an overview of the key empirical findings. The findings are further utilized in order to provide both managerial and theoretical proposals and that way contribute in previous literature. Interview quotes, field-work findings etc. are utilized as main examples in order to demonstrate the key findings.

5.1 Actors and their roles in co-operation

5.1.1 Sharing and exchanging resources

Co-operation between different stakeholders is essential for value co-creation in sports events to be possible. In order for Yonoton to function a network of different actors need to work towards a common goal. The ultimate goal of this co-operation is added value for various stakeholders.

Some of the key stakeholders in the value co-creation process when utilizing mobile applications as resources include companies offering physical venues (i.e. stadiums or arenas), sports clubs, companies offering catering and restaurant services, media, external payment services, end-customers and non-users. All of these actors have their unique roles and are considered to be important in determining the outcome of the co-creation. As mentioned, in order for the value co-creation to be possible and efficient the vast network of actors needs to perform certain activities that are commonly accepted. Sometimes these might include indirect activities that are not always recognized as part of the value co-creation such as when spectators talk about Yonoton and that way engage in various activities.

As a small start-up, Yonoton Limited is limited in terms of resources. Due to the small size of the company, Yonoton Limited is not able to be physically present in every location where Yonoton is offered and used. Therefore other actors are required to perform certain activities. Thus external actors are essential and needed in terms of knowledge and resources. As Teemu Karenius emphasizes, the role of other actors is important.

> "It is essential that we enable this digital service concept and the customer experience to be possible. However we cannot do it alone, we are not physically in the arena except digitally in cloud. So we make things possible but it is dependent on the second party whom we co-operate with how fast they want it to take off." (Teemu Karenius, Yonoton Limited)

Due to the involvement of different actors, understanding roles is important. By understanding these could serve various actors by making the whole co-operation process clear and understandable. In sports field actors generally understand this. This was also discussed during the interviews and field-work. As can be identified from the quotation of Interviewee X specific roles are set and understood.

"My role is to generally supervise how Yonoton as a concept works and functions in our location." (Interviewee X)

As previously mentioned, Yonoton Limited is not able to provide all resources that are needed for the concept to fully function. Just as an example, some other actors need to provide beverages, staff members, venues etc. In addition to these, also marketing and promotional aspects are considered important. These operations are some of the cornerstones when introducing new mobile services in sports field. This will be discussed more later on.

In case of dysfunction of co-operation serious negative impacts in different areas may evolve. This could impact in for example how customers experience sports events. Also monetary impacts such as reduced sales might occur. Lack of active co-operation in this environment might even cause value destruction. If actors are unaware of their roles or what they should do, the whole service concept might become vulnerable.

According to the fieldwork and discussions these dysfunctions could consist of for example technical challenges, educational issues or motivational issues. In 2016 Raumalainen magazine reported that Yonoton was shut down during their pilot event in Rauma. This was due to an overload. These technical challenges led to shutting down the application for iOS-users. Generally thought this is a disaster for various actors and could impact in their reputation negatively. The negative impact could even increase as for example Yonoton Limited and sports clubs may be linked together as a cluster. However despite obstacles, through active co-operation these issues can be overcome. As in Yonoton's case they were still able to reach the sales targets set and the negative impacts were somewhat minimized.

What comes to co-operation in terms of education, it could not be emphasized too much. Inefficient and lack of education in the introduction stage of new services in sports events could lead to serial effects that reduce the opportunity to achieve the goals set. In sports field sometimes customers, sports clubs and other actors might not always be active in educating other actors in using mobile applications. This might be due to the newness of them in the industry. Slow adaptation of these new services from the customers' side could test the patient of other actors. However, without proper

knowledge and experience it might be difficult to introduce such services efficiently. As Jussi Vahteristo points out, knowledge and experience could lead to efficiency.

> *"This was the first season for us and I believe next season will be much smoother if people start understanding what Yonoton is about. Maybe we have to promote it also in a more efficient way." (Jussi Vahteristo, Bollis Bar & Bistro)*

Simplicity and accessibility are some of the most important things that represent Yonoton. The fact that the application is simple makes it easy to use it in all stages. This applies not only for end customers but also for other actors such as catering staff members. This is possible due to the intelligent design of the application. By making the design easy to use makes Yonoton more adaptable for end customers. This influences also in how different actors perceive it. Complex services might raise resistance and cause confusion. Simple and easy-to-use applications serve also catering companies as they do not have to put a lot of resources in education. During my field work I discussed with a person who works as a cashier in a sports event and the importance of a working concept and design was emphasized. As Teemu Karenius points out, one of the basic ideas of Yonoton was to focus on utility.

> *"Our starting point was that everything is done so easy that if you would go behind a cashier you can use Yonoton after watching a 54 seconds video." (Teemu Karenius, CEO, Yonoton Limited)*

If actors inactively and passively just wait for positive results without co-operating in for example marketing, the service concept rarely takes off quickly. This might also hinder the adaptation of these services in sports events. Due to the limited resources, customer education and marketing-related activities are some of the most essential parts of co-operation that is required in order to Yonoton to work efficiently, especially in the introduction stage. In order to ease this, Yonoton Limited provides a service concept that provides guidelines in these processes. Following and promoting this service concept through various channels is therefore very important. Mobile service providers in sports field are somewhat dependent on other actors such as sports clubs as they manage some of the key resources such as spectators that are essential.

In the end the lack of active co-operation is rarely the case. A good example of an actor who engages in active promotion is sports club HC TPS. Yonoton is sometimes promoted actively both before and during ice-hockey games. Announcements through the scoreboard have been made and promotional materials have been published online. HC TPS even posted an article "Updated Yonoton is in use in the whole Gatorade

Center" in order to promote it after the initial launch (HC TPS Website, 2016). In addition to these marketing activities also flyers are shared, newsletter promotions have been made and some staff members have been wearing promotional clothes. These staff members not only promote Yonoton but also guide in the use of it. Sometimes Yonoton Limited provides these staff members in order to ensure proper education for end customers. This is a good example of how co-operation in this area works efficiently and promotional and educational aspects are emphasized.

What comes to marketing aspects, it is characterized by a co-operation of many actors. Not always sports clubs are solely in charge of the marketing activities. Sometimes if the venue is owned by different stakeholders than a specific sports club, also they have to be involved in this area. If the company owning the venue is different than the sports club, usually the former is in charge of the advertising space in the venue. They might have the last say whether to utilize their physical venue as a marketing platform. In general actors in charge of marketing understand the value of Yonoton and see the benefit for them also and therefore co-operate efficiently in this area. As Mikko Väisänen highlights, this co-operation will not only have an impact in marketing but it could also create a fruitful environment for co-operation where everyone works towards common goals.

> *"When everyone has the same agenda we can create this functioning symbiosis but we have to be noticed everywhere and we have to take everyone into account." (Mikko Väisänen, CSO, Yonoton Limited)*

In order for the co-operation to be efficient, every actor involved needs to be taken into account. This is not limited to business-to-business co-operation but also business-to-customer. In addition to regular spectators also spectators with emotional connections needs to be taken into account. This is both a possibility and a challenge for the actor network. As sports clubs attract people that are emotionally involved makes the process more complicated. Emotionally connected spectators might not always make rational decisions. These emotionally connected people could include for example both fans and haters. In the end both of these spectator groups are somewhat important as they either hate the sports club or like it. These spectator groups are important in many ways. As an example if Yonoton is able to reach these customer groups, they could be able to attract potential customers who will actively use their application. Therefore targeting and understanding the importance of these spectator groups is a mutual interest for both Yonoton Limited and sports clubs. If for example fans associate sports clubs to new services they might be more open and willing to try them. If Yonoton is associated to a specific sports club, it might build an environment of trust where it is easier for them to try and use it. On the contrary, haters could connect these services to their negative and

dubious feelings towards a sports club and therefore hinder the willingness to try them. Therefore emotional connections are important drivers that could lead the behavior of various stakeholder groups and should be therefore considered an important part of value co-creation in sports field. This is not only important to get new people to try new services but it also builds grounds for various activities such as marketing. That being said, the ability to utilize for example sports clubs in the network as resource providers is one of the cornerstones of the co-operation in this field.

5.1.2 Education within the actor network

As already briefly discussed, learning and education are important for value co-creation to be possible. In order to launch new services in sports field, multiple different activities needs to be performed on a collaborative basis. What comes to the launch of Yonoton in a specific location, lots of effort needs to be put into the learning and education. This learning and education occurs in multiple directions, not only b-to-c but also c-to-b, b-to-b and c-to-c. What comes to the launch of Yonoton, test groups were organized before the initial launch and feedback was gathered in various forms through for example interviews, discussions and written format. This knowledge was further utilized in order to develop the service to match the unique needs of the actors in the network. By learning from others makes it possible for the value co-creation to be efficient so that it benefits not only Yonoton but the whole actor network.

Even though the idea of Yonoton is simple for both customers such as sports clubs and end customers such as spectators, educational material is provided in various different formats. These materials include for example flyers how end customers can use the application, videos for cashiers, e-mail conversations with stakeholders and being physically present and consulting in the beginning. In addition to this also a starting package is provided with proper educational material. This material covers all necessary information for different actors how to use Yonoton. As Mikko Väisänen states, education and learning occurs in various formats in different ways and it is important that actors in various levels understand and know how the service concept works.

> *"It is an all-encompassing package where information how this concept works is provided by using sample photos and videos. And we try to go through this with the management and if possible, try to speak with the restaurant manager and other staff members so that all knows where we stand." (Mikko Väisänen, CSO, Yonoton Limited)*

Educating staff members properly is not enough. Also end customers need to be taken into account. Therefore resource exchange in terms of promotional staff is sometimes essential. Yonoton Limited sometimes offers these resources when for example launching the application into a new location. These resources could be staff members that are not only educated to guide potential end customers but also promote Yonoton as well. Through these resources knowledge is exchanged not only to customers but also to other stakeholders.

In order for the education and learning to be possible, building a right attitude in learning is essential. Change management in terms of how different concepts and changes are introduced in various levels is therefore important. As an example sometimes restaurant workers might have negative attitudes because they think that Yonoton will increase their workload. This change process starts from the managements' attitudes towards the application and change. It further reflects how it is introduced for others and therefore might also impact in how others perceive it.

In addition to education and change management before the initial launch, also planning in terms of product lists are conducted as a collaborative activity. This in-application planning could consist of for example choosing what is being sold and where. In the beginning they are planned together with Yonoton Limited but the aim is that catering companies could be able to individually design their product lists. This will be discussed more later on. Jussi Vahteristo points out that also when planning to launch a promotional product, there might be many different stakeholders involved and co-operating.

> *"...and we also think about the product-line that is offered here. Our staff makes it and of course we co-operate with HJK and HIFK and other stakeholders what the product could be and so on." (Jussi Vahteristo, Bollis Bar & Bistro)*

That being said, building a fruitful environment in terms of attitudes towards change and learning is an important building block for co-operation. If this is efficient, positive results could reflect in many ways. These could include for example positive attitudes and quick adaptation of new services.

5.1.3 **Building credibility through co-operation**

Sports clubs not only operate as a source of resources for other actors but also as a mechanism in building credibility. As a new brand Yonoton faces challenges in how to build credibility and how to make the brand known. Support from sports clubs as promoters and committers to the service concept are important. Companies offering

physical venues (i.e. football stadiums or ice hockey arenas) and sports clubs together build a credible environment where Yonoton could be used. Therefore co-operation in this field is important in order to build credibility.

Some of the activities that could build credibility are related to the physical environment. Physical labels and marketing materials are sometimes attached in the facilities. As an example HC TPS is a sports club with long traditions and history in sports field. Many people that follow this sports industry realize this. If Yonoton and HC TPS are cognitively combined, it could potentially increase the credibility of both of them. In these cases Yonoton Limited could not only be perceived as a company offering a mobile solution but as part of a convincing and known organization. As an example of building credibility through a sports club is related to HC TPS. They have taken an active role as a trailblazer in creating new ways to satisfy customers and create better customer experiences. This means more emphasis on for example Yonoton. HC TPS has been in the news couple times regarding to these radical changes. One of these cases included an announcement of HC TPS to forgo their cheerleaders. These all are factors that might influence in the credibility of sports clubs and therefore also other actors that are linked to it. The cheerleader case will be discussed more later on. In the end these decisions have been fruitful for Yonoton as a new brand.

What comes to local and social media, they are both important for Yonoton in terms of marketing and creating awareness. If done properly, this could also build credibility of various actors. Media operates indirectly as a messenger, either positively or negatively. In addition to public media, also sports clubs' own media channels are important. Through these channels they can reach many active followers easily and efficiently. Media reach in for example websites and social media further engages discussion and that way creates awareness and emotional connections.

Social media is an efficient tool which could be utilized in the co-operation of sports clubs and Yonoton. Sometimes it is utilized in order to create awareness by engaging discussion while sometimes it might be used to introduce new products and services. Same applies to local media such as radio, TV and newspapers. Traditional media, event organizers and sport clubs (if separate) could have a big influence in what and how messages are distributed and perceived. As Jussi Vahteristo points out, the appearance of these messages are important in how people perceive and transmit it.

"The event organizers if we define HJK and HIFK as an event organizer have a great influence in how they market and promote this, how positively they speak about it because it directs the behavior of a client." (Jussi Vahteristo, Bollis Bar & Bistro)

Sometimes sport clubs have thousands of followers in their media channels. However, also local media and traditional communication tools could impact in how

messages are perceived. Some of these traditional methods could include for example game commentators and word-of-mouth. As previously mentioned, Yonoton is promoted during events. Mikko Väisänen points out that these media channels are acknowledged and utilized in creating media reach for Yonoton.

"There (in local media) ice-hockey games are being commentated and reported. One could and we have contacted those channels in increasing the awareness of our application." (Mikko Väisänen, CSO, Yonoton Limited)

5.1.4 Roles determine the nature of co-operation

Every actor involved in the use of Yonoton has their own organizational resources. In fact they could be seen as resources for other actors. These resources are being utilized in many ways. Therefore different actors have different roles in the whole network. These roles impact in the nature of co-operation within the actor network.

Some of the key actors when utilizing Yonoton include sports clubs, companies offering physical venues, companies offering products, catering staff members etc. These actors co-operate collaboratively through Yonoton. In the end this large network of actors consists of various different roles that are performed in a symbiosis towards creating additional value for others. As an example sports clubs work closely with catering companies that sell their products through Yonoton. Catering companies and Yonoton on the other hand utilize external payment services in money transfer. In fact one of the most important roles of Yonoton Limited is to manage and supervise the money transfer through Yonoton. Outsourced payment service providers such as Verifone are therefore also involved. Through co-operating with right partners Yonoton can ensure safe money transactions between different actors.

In the end these different actors provide different resources that are essential for various operations. In order for this co-operation to be possible in the first place, specific roles need to be determined and acknowledged. As can be indicated from Interviewee X, these roles are acknowledged and understood.

"Sports club does the marketing, we serve and Yonoton manages the money transactions between us and customers." (Interviewee X)

Co-operation is not only tied between direct stakeholders but it is also visible between various indirect and external resource providers. The use of external services might sometimes cause uncertainty within other actors. However without a unite network that provides necessary resources it is difficult for Yonoton Limited to offer

Yonoton in sports events. This network of actors and co-operation within the network characterizes the basic nature of value co-creation in sports events. Many actors are involved and they have to work in a symbiosis on order for the service concept to be possible. Yet uncertainty is often present. As Jussi Vahteristo points out, the ability to overcome uncertainty is a challenge not only for businesses but also for end customers.

"The first time I bumped into Yonoton, I started to think how it works as a business and security related issues and how one can be sure that the kiosk will get the money they deserve from purchases. Of course there are vulnerabilities but then I started to think more of the positive sides. I bet many consumers also think in a same way." (Jussi Vahteristo, Bollis Bar & Bistro)

The co-operation between actors occurs both internally and externally. Stakeholders in various levels are therefore involved. For example managers' roles are emphasized when launching mobile services. For example the CEO of that specific company and restaurant managers might work closely with Yonoton in different ways as they might educate other stakeholders in using the application. Managerial staff members are usually involved in operations such as planning, organizing and educating others.

During my field observation I noticed that some of the most important resources of Yonoton that are visible for end customers are restaurant and kiosk staff members. These stakeholders are often provided by the catering company, not Yonoton Limited. Contrast to managerial staff, employees working as cashiers and customer service are those who directly connect with end customers when for example delivering items and serving end customers. Therefore they represent various stakeholders and are important in order for the whole service concept to function properly. If these staff members are not educated properly or they do not work according to the service concept, it can be very damaging for Yonoton's reputation. If Yonoton is connected to other actors such as sports clubs and catering companies, negative impacts could be serious. As Jussi Vahteristo points out, they are in a key role in the whole process.

"It has a great influence because in the biggest matches we have about 80 employees and unfortunately we do not have always time to brief everything to everyone. And even though we have staff that is in charge of the things and knows more about Yonoton, people might ask about it from someone else and they might answer that they do not know." (Jussi Vahteristo, Bollis Bar & Bistro)

This is a common challenge in many industries that involve customer service. Information flow through education is one of the key competencies that could help in

this issue. Therefore through proper education employees could be able to serve end customers better. In the end this is not only the responsibility of Yonoton Limited but also other stakeholders. That being said one of the key challenges for Yonoton is to communicate with other actors such as kiosk staff members in a way that they understand that Yonoton is a solution that helps them instead of creating additional workload. This might sometimes be difficult as in many sport events these actors might not always actively work during the periods while through Yonoton they might have to also make in-seat deliveries during the periods. In addition to this they may have to prepare orders that are ordered through the application during the periods. In addition to these issues, also temporary staff members create challenges. Due to the limited resources of different actors, education is often quick. Therefore the ability to communicate the service concept transparently and educating other actors to function according to the service concept are important factors that might influence in the success.

5.2   Various forms of value in sports events

5.2.1   Mental capital and customer knowledge

Some might argue that there is not enough customer knowledge when it comes to sports events in Finland. How customers spend their time during events is something that event organizers and other actors involved are constantly trying to figure out. This knowledge is valuable for them. If they know how time is spent during events they could be able to organize events that satisfy their participants. In addition to this also products sold during those events could be customized to meet the desires of participants.

This knowledge does not only benefit sports clubs but also other actors. If the knowledge is shared it could serve the whole network of actors and the industry. This knowledge is something that is one of the core values Yonoton generate. As Teemu Karenius points out, customer knowledge is one of the key benefits that Yonoton provides.

> *"At the moment different clubs have little – not much knowledge of their end customers and who visit their events in terms of where do they come from, what do they like or how they could improve their services. These are the things where we can help the clubs." (Teemu Karenius, CEO, Yonoton Limited)*

Due to the intelligent design of Yonoton it constantly harvests analytics and data regarding to its users. This data could be further utilized in various activities such as future planning. The data from sports events could be for example analytics regarding to purchasing behaviors. This data could expand the knowledge within the industry and could also increase the mental capital of other actors. The industry benefits from this data due to knowledge spills as people change organizations and positions in different organizations.

Some of the actors that co-operate with Yonoton closely include sports clubs and catering companies. These actors are those that benefit from this data most evidently as they work closely with end customers. Different operations such as product lists and others could be improved with this data. Therefore this knowledge is very valuable in sports field. As a matter of fact according to Teemu Karenius customer understanding is one of the core values that Yonoton provides.

"Better understanding, know-how about their own customers: what they like or what they do not like. And of course it is easier to communicate with the customer in an event for example about bigger changes." (Teemu Karenius, CEO, Yonoton Limited)

"And also CRM so that one can learn to know what kind of people visit the arenas. Through us one is able to get a bigger picture of what works, what does not work and what people like or dislike." (Teemu Karenius, CEO, Yonoton Limited)

Through the integrated analytics meters the massive amount of data Yonoton acquires is very accurate and specific. Without applications this would be difficult to harvest. Due to the accuracy of the data Yonoton Limited could be seen as a trailblazer in sports industry. This could be very important in order to be able to create or provide better customer experiences.

In the end data of end customers could be utilized in various future development processes. This data is very useful when for example designing new services, product lines, sales strategies and other activities. Not only does this knowledge benefit the actors involved in the use of Yonoton but also other actors. As mentioned, this could even serve the whole industry and also other industries where customer knowledge is considered important.

In general many companies in sports field might not have the capabilities to analyze and understand customer data through quantitative tools (except sales analytics). Through these kinds of mobile applications for example catering companies could get understanding of behaviors of specific customer groups. What for example men or

women at specific age consume might enable kiosks to offer more products that they like. In addition to this they could also develop their inventory management as they get an idea what sells for whom etc. These are just some examples of how this data could be utilized. This will be discussed more later on.

However, if this data is not spread through the network of actors, it could create a block that hinders value co-creation or even leads to value destruction. As Jussi Vahteristo highlights, it would be very beneficial for other actors if this data is actively shared. In the end this intelligent data makes it possible for different actors to design better events that satisfy their stakeholders. Therefore the benefits are not only tied in terms of b-to-b but they occur also in other.

> *"They get a massive amount of data about Finnish events and they should utilize that and probably also share it to their clients in terms of guiding for example what works elsewhere and what could also work here." (Jussi Vahteristo, Bollis Bar & Bistro)*

As mentioned, this data creates a better understanding of sports events in Finland, namely through customers understanding. Actively sharing this data with other actors could create a chain-effect that serves the whole industry. As Teemu Karenius concludes, they have grown into specialists within the industry when it comes to digitalized mass events. Therefore it would be very fruitful for the whole industry if this knowledge is not locked inside Yonoton but rather shared.

> *"We can say that we probably know best how to digitalize a mass event, we have gained experience from 11 different districts in 7 different sports so we are experts who have grown into the digitalized model." (Teemu Karenius, CEO, Yonoton Limited)*

As mentioned, also catering companies could potentially utilize the analytics. Data could be used in for example planning future product listings and campaigns so that they match the unique needs of their customer. In the best scenario this will ultimately lead to both increased sales and better customer satisfaction leading to increased visitor volumes. As Teemu Karenius points out, through this data they could also impact in for example purchases and experiences. Therefore this knowledge is also very valuable for catering companies.

> *"We have a massive amount of data what is going on in the arena, what procedures work if one makes a purchase. We can maximize the purchase and*

the customer experience so that everyone could be better off." (Teemu Karenius, CEO, Yonoton Limited)

In the end customer data could be as precise as statistics of purchase times and quantities including sales volumes. Through proper data analysis right products for right events could be decided. In this Yonoton contributes by providing ranking lists. Through these lists other actors can observe for example live sales statistics and make decisions based on them. This makes it possible for them to react fast in changing situations. In addition to this also data from past events could be utilized as Teemu Karenius points out.

> *"We know how many spectators there were in a certain game last year, what day was it – okay it was Tuesday or Wednesday, almost the same weekday so there will probably be around 5000 people in the arena today, the sales was this – so our prediction would be this…" (Teemu Karenius, CEO, Yonoton Limited)*

In future there is a huge potential regarding to using this kind of application and the data from it in order to organize and design better events. In fact Yonoton has ambitious plans for future. They want to not only be an application for paying and delivering products but also a management tool that different actors could utilize. However, as two representatives point out there is still work to be done in this matter. Sometimes this data could be underutilized, sometimes there seems to be no sense on it. Sometimes it can be difficult to analyze the data due to inconsistency. As the service is rather new and sales quantities are still somewhat small, it might take time before the data is usable in larger picture. However, in this is something that will be very valuable in future if the quantities become larger. As can be indicated from Interviewee X and Jussi Vahteristo, there is still some confusion regarding to the sales statistics.

> *"We do not utilize it (information through Yonoton) much." (Interviewee X)*

> *"We get reports from every game immediately after it from every kiosk indicating what was sold and how much in terms of quantity and money. Sometimes it feels like there is no logic what is sold. If we have consecutive games, we cannot compare the games of HIFK and HJK. They cannot be put into the same lime because the purchasing behavior in those games is totally different." (Jussi Vahteristo, Bollis Bar & Bistro)*

However, as Jussi Vahteristo points out, in HIFK and HJK games there could be totally different purchasing behavior. The fact that one is able to recognize this through

Yonoton is valuable itself. How this data is utilized in order to design personalized service offerings in HJK and HIFK games is a different question. In the best scenario catering companies could use this knowledge in order to make different service offerings in different games based on who is playing against whom. However, this requires a lot of data and is not something that should be done in the beginning.

5.2.2   *Mediareach and marketing aspects*

In addition to analytics value could emerge also in terms of marketing. For example Yonoton benefits from other actors through media and marketing reach. When other actors use Yonoton, they operate as marketers at the same time. Because sports clubs want to build better events and offer better customer experiences it is a mutual interest to promote Yonoton.

Various sports events in Finland attract massive amounts of spectators. If co-operation in marketing field works, through collaborative efforts various actors could reach these large volumes in terms of marketing and promotion. However, it is important to remember that different events attract different participants. The volumes could vary a lot depending on events and locations. Therefore marketing operations during events should be designed to match the characteristics of that specific event. Jussi Vahteristo gives an example of the variation of these volumes.

> *"We have 16 or 17 home matches here with both teams that play in Veikkausliiga. Of course the number of spectators varies from 10 000 in a HJK match to 1000 in HIFK match so there is pretty heavy fluctuation." (Jussi Vahteristo, Bollis Bar & Bistro)*

Marketing reach is not only possible in live events but also in other places. Interesting real-life case regarding to these aspects took place when HC TPS announced that they are not going to continue the contracts of their cheerleaders. HC TPS chose to rather invest their efforts in order to build better customer experiences through other services. They announced that they will focus on for example in-seat deliveries and other services (Iltalehti, 2017). This basically indicated that HC TPS started to put effort in utilizing Yonoton as a tool for adding value for end customers.

In the end this announcement was discussed in various media channels. HC TPS was both criticized and praised due to this radical decision. As a result also Yonoton gained lots of media reach due to the discussion. In addition to the media reach through online discussion forums and news media also athletes took part to the discussion. One of these athletes was Teemu Ramstedt, a known ice hockey player from Finland who is active in

social media. Whether this publicity was good for different actors or not could be argued. What is a fact is that this announcement definitely gave Yonoton lots of media reach. Below is an example of a comment from Teemu Ramstedt's Twitter account (@teemuramstedt) regarding to the cheerleader case.

> "#HCTPS on näkyvästi tasa-arvon kannalla ja sitten poistaa erittäin miehisestä ottelutapahtumastaan naiset tanssimasta. Ok. #Liiga" (Teemu Ramstedt Twitter Account, @teemuramstedt, 2017)

In the tweet Teemu Ramstedt states that HC TPS is visible in speaking for equality and then it removes women from dancing in their very manly event.

This cheerleader case was a huge opportunity for Yonoton to reach lots of people with very little cost. In the end the discussion ended up being nation-wide including both supportive and opposite arguments. This was an important step for Yonoton. At this moment many people finally noticed Yonoton as part of sports events. An example of the marketing reach volume for Yonoton is given by Teemu Karenius.

> "One example related to the cheerleader-case is that we calculated that we got a 1.7 million media reach when some magazines directly talked about Yonoton and others about digital services without mentioning the name. And when I looked at Jatkoaika online discussion forum, most of the people thought that Yonoton was introduced just recently." (Teemu Karenius, CEO, Yonoton Limited)

As this case points out, value can also emerge in the form of publicity. Not always companies offering services have to promote their services solely but sometimes it can happen through collaborative processes or sometimes not purposefully or even by accident. According to Teemu Karenius this is one reason why Yonoton Limited has not put too much effort in marketing solely. However at some point in some locations neither had the sports clubs. People tend to forget new things if they are not reminded actively until they start to consider them as norms. This is what characterizes sports field in general. Many times marketing is a common interest that serves multiple actors.

5.2.3   Content management and engagement tools

Mobile services such as Yonoton are often flexible solutions that are adjustable platforms that different actors can modify and customize. The idea of Yonoton is that later on for example catering companies could be able to modify and adjust different

parts of it independently. These adjustable parts could include for example sales point locations, product lists and other promotional aspects. In some locations, some of these aspects could already be utilized.

> *"We can manage product lists and Yonoton desk locations fully." (Interviewee X)*

This customization allows actors to independently react to different events and situations. They do not always have to contact other actors when it comes to changes. This also makes the co-operation smoother and customer-oriented. When looking at this through s-d logic principles, other actors further determine whether this is a good thing or not. Some might think that it could add workload when modifying different aspects of it but on the other hand if a middleman is removed from the chain, time could be saved making changes faster.

This freedom makes the whole network. Based on various types of data for example catering companies could develop their offerings and independently update them to Yonoton. For Yonoton Limited the possibility for customization of other actors moves workload from Yonoton Limited and releases their resources that could be used for example to future research and development.

As an example this takes place in practice when modifying and monitoring product lists before and even during games. This is important as also legislative differences exist. In some occasions legislation or other rules might influence in what could be sold and where. In these occasions it is important that also other actors are able to modify product lists etc. independently. As Jussi Vahteristo points out, regulations related to for example alcohol selling might sometimes be strict and affect the operations of catering companies.

> *"For example yesterday we had an international match where it is not allowed to sell alcohol so we had to remove all the beers and other alcoholic items from the sales lists in Yonoton." (Jussi Vahteristo, Bollis Bar & Bistro)*

Through customization and data actors are able to more efficiently develop their individual competencies and knowledge of the events and further of industry. If these customization opportunities and sales analytics are combined, Yonoyon could operate as a platform for education and future strategic planning. Therefore the possibility for customization is important for various actors.

Another interesting aspect how value can emerge is related to communication. Yonoton serves as a marketing and communication platform where different actors can reach other actors such as customers before, during and after events. This interaction

makes events interactive and customers potentially more engaged. Various marketing communication activities and notifications in order to engage and reach end customers are possible through Yonoton. Announcements can be done together with traditional communication methods. In sports events these methods could include for example combining Yonoton, video screens and live announcements. Notifications through Yonoton are possible. They could not only activate but also to entertain end customers.

In addition to these methods there are also various ways how Yonoton in co-operation with other actors could engage other actors. These engagement methods could include for example live competitions. Participating to a competition usually makes the event more exiting for end customers as they might for example bet something and have a chance to win something. Teemu Karenius gives an example of this.

> *"We have different ways to activate customers such as competitions and other features. In last season we had an opening goal competition where the winner got 50 euro worth of Yonoton credits to their account." (Teemu Karenius, CEO, Yonoton Limited)*

Another interesting aspect in engaging customers is the utilization of artificial intelligence. Yonoton utilizes artificial intelligence and live data when engaging end customers. This makes it possible for various actors to react to live and fast situations during events. The application knows what is going on in events and is able to react to changes. For example if a glass surrounding an ice hockey rink breaks during a period, the application is able to identify it. This intelligence could further be utilized in for example organizing competitions and other engagement methods. This makes the event experience unique.

Live competitions are often more attractive and therefore this opportunity could be very useful for event organizers and catering companies when trying to contact and communicate with customers. Engagement methods are even possible when entering events. As Teemu Karenius concludes, these tools could end up in very intensive and experiences are not only tied to in-game events but also outside the event itself.

> *"If Tomi Kallio, an ice-hockey player from HC TPS scores, it will react to it. We have different tools to activate customers – if something happens in the rink or outside of it, we can react to it. We can program our systems so that it will give you a welcome discount when you come in. If Tomi Kallio scores and we have programmed our application to react to it, we can for example start a 5 minutes discount for certain items." (Teemu Karenius, CEO, Yonoton Limited)*

That being said mobile applications in sports events could be utilized as part of marketing communication and engagement. These engagement tools serve not only end customers but also other actors, namely catering companies and event organizers. Engagement could further lead to enhanced customer experience and better customer loyalty. Therefore it is a mutual interest for many actors.

Competitions such as guessing the first scorer are ways to activate customers. These could take place even before event participants enter the event venue. Social media and other media channels are sometimes collaboratively used as platforms to promote these competitions. Ideally these tools could attract more people and generate better customer experience as they arouse emotions such as reasons to be excited and nervous. Below is an example of how a sports club has utilized these competitions as part of their marketing communication.

"Oletko kiekkotietäjä? Nyt pääset todistamaan sen hauskalla tavalla ja voit voittaa 50€ Yonoton-tilillesi!

TPS ja Yonoton järjestävät jokaisessa kotipelissä avausmaalikisan. Homma on yksinkertainen: arvaat Yonoton-sovelluksen kautta kotijoukkueen avausmaalin tekijän ja maalin syntyajan.

Oikean maalintekijän sekä lähimmäksi oikean maalintekoajan veikannut voittaa 50 € Yonoton-tililleen.

Lue lisää: http://hc.tps.fi/" (Adapted from HC TPS Facebook Page, 2018)

In this Facebook post HC TPS announced that HC TPS and Yonoton organized an opening scorer competition in their every home game. In the competition people have to guess which player does the opening goal and when they do it. The person who guesses the right scorer and the closest scoring time wins 50 euro to their Yonoton account.

Similar competitions were also organized by Rauman Lukko. Rauman Lukko posted an article in their website announcing that also they have an opening scorer competition. In their post they stated that if no-one guesses the right opening scorer the price pool will double for the next game. In addition to this also instructions were included: "Download Yonoton, Log in, Vote, Tense" (Rauman Lukko Homepage, 2016).

Also Oulun Kärpät organized an opening scorer competition. They posted an article in their website "Sarjakakkonen Kärppien vieraaksi – Osallistu avausmaalikilpailuun!" (Oulun Kärpät Homepage, 2017). In english this means that the "The team holding the 2nd place in the league will arrive as guests of Kärpät – Participate in an opening scorer competition!"

In addition to these examples, there are also other mobile applications could be utilized as part of marketing communication and engagement strategies. As mentioned, even though Yonoton is a service for delivering and ordering items, it also operates as a communication tool between stakeholders allowing for example catering companies to connect with actors. Competitions are just one way to activate customers. Therefore this data-driven technology that mobile solutions provide could be an important part of futures' marketing communication. For example the opportunity to target different people with different activation methods could be valuable.

This collaboration occurs between different actors. When for example sports clubs promote their events through their channels including competitions through Yonoton, also Yonoton will be promoted. Catering companies on the other hand might be involved as products promoted in different campaigns could be theirs. These competitions are also often collaboratively designed. In the end new users and engaged customers that are attracted through these processes provide for example statistics and sales that benefit different actors including Yonoton Limited. Therefore these marketing operations not only have promotional aspects but also create many other benefits that are valuable various different actors.

5.2.4   *Longer sales window*

Value in sports events is not always the ability to offer better experiences. Sometimes value could be related to existing processes and possibilities, namely improving them or making them better. One example of this is improved security. An interesting benefit that could be achieved through utilizing mobile applications as payment and delivery method is related to event security.

In many sports events time pressure and venue-related physical obstacles are relevant. These could be related to for example the possibilities to freely move inside arenas. Due to the nature of sports events there is usually a short sales window in which the sales are done. During breaks lots of people gather into small areas in order to make purchases. As the number of kiosks is usually limited due to the size of the venue and also legislation there might evolve serious security issues. Yonoton provides a solution also to these issues. It eases the time pressure and widens the sales window by minimizing queuing times. It could also remove the need to queue in the first place. This could be helpful for actors that work in security departments. As Jussi Vahteristo and Teemu Karenius point out, making the sales window longer could also impact in these issues.

"I would say that if Yonoton would work well also the queues for non-users would get shorter. In some games where fan sections might be crowded Yonoton could ease the pressure by providing smoother solutions. So in a way also venue security would benefit from this." (Jussi Vahteristo, Bollis Bar & Bistro)

"In many places there are only one or few places where one can buy for example fan items and those places might be crowded during the breaks. So we can help this time pressure because people can order their products directly to their seats or fast desks." (Teemu Karenius, CEO, Yonoton Limited)

That being said, also people in charge of venue security could benefit from this. It not only makes the sales window longer but also distributes the queuing pressure. In other words it makes consumption in sports events more flexible and smoother.

Yet one of the most valuable assets that could be achieved through Yonoton is the ability to optimize resources. As previously mentioned the sales window in sports events is usually short and most of the sales have to be traditionally made during the breaks. This means that for example in football games the sales window is 15 minutes and in ice hockey games 2 times 15 to 18 minutes. Some sales could be also done before and after the game. This ties massive amounts of resources from various stakeholders including security officers, catering staff etc. According to Yonoton Limited (2018) around 85% of the resources and time during games are potentially underutilized. Traditionally only 15% is being used to making actual sales (see figure below). In addition to this many sports events are organized in venues that are limited in terms of sales points. Therefore for example in-seat deliveries and Yonoton desks could distribute the sales during events through enabling customers to make purchases more flexibly when they wish. As Mikko Väisänen highlights, this not only makes consumption more flexible but also enables other actors to re-organize their resources.

"We optimize the usage of resources. This means that for example that restaurant and kiosk employees can deliver food to the stands making the sales window open throughout the whole event which leads to more efficient use of resources. So there is no need to hire new but to utilize existing resources."
(Mikko Väisänen, CSO, Yonoton Limited)

What comes to resource optimization, employees working in for example restaurants and kiosks in specific events could have more potential than is being already utilized. Therefore mobile applications could also serve as resource optimization tools that make it possible for different actors to optimize the use of their resources, namely employees. As Interviewee X points out this could be used to for example balance sales during

sports events enabling for example catering companies to utilize their existing staff more efficiently.

"It (Yonoton) should align the kiosk sales longer." (Interviewee X)
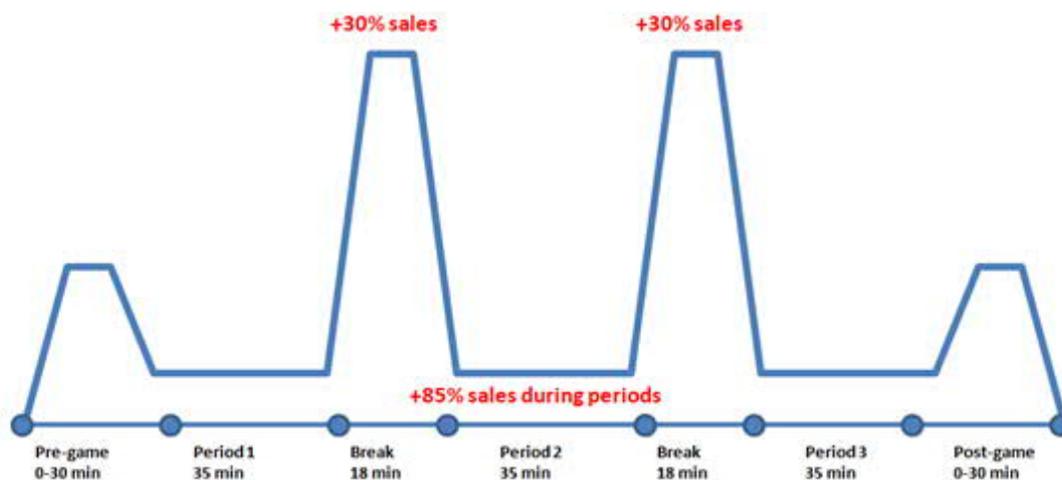
Figure 10 Ice hockey game's fast food sales. Adapted from Competitionentries Yonoton (2018).

Thus in the optimal situation there is no need to hire new resources. However, it is still somewhat unclear how well this functions in this specific area. As Interviewee X mentions, it should widen the sales window trough aligning sales. However it is still difficult to measure the success in this area due to the newness of the application.

5.2.5   Enhanced customer experience and additional sales

For different actors in sports field good customer experience is an important meter of the value created. Customer experience is a factor that not only measures the success of Yonoton but also the success of an event itself. In addition to the benefits already mentioned, Yonoton also provides a general solution in order to create better customer experience. This is a combination of many factors but in some cases Yonoton could solve certain issues that are considered important in influencing how end customers experience events. As an example in general long queuing times might impact in the

overall experience negatively. Of course exceptions exist but generally smooth events are connected to positive images.

Even though customer experience is difficult to measure one factor reflecting to better experiences could be related to increasing sales volumes and visitor quantities. As Mikko Väisänen concludes, customer experience is a factor that impacts into many different things. It could ultimately cumulate into various positive results in different areas. This is also considered as one of the value propositions of Yonoton.

> *"For the event organizer and the catering company we have also value propositions: better event experience which will result into many other things later on and increased additional sales." (Mikko Väisänen, CSO, Yonoton Limited)*

Through new purchasing options catering companies are able to offer new and smoother solutions. Thus spectators participating in sports events have more choices from which they could choose. This could satisfy their needs better. If things work as they should, it could lead to better customer experiences. This could further lead to additional sales and increase in visitor quantities. As Mikko Väisänen and Teemu Karenius highlight, this freedom will make sport clubs more attractive. In the end when looking at this through s-d logic lens, the beneficiary will ultimately determine whether or not additional value is experienced. In this many institutions play crucial role. These institutional factors will be discussed more on the next part.

> *"In my opinion, we offer more options for the end customer. And what we have understood, customers are willing to use more money when they have more options." (Mikko Väisänen, CSO, Yonoton Limited)*

> *"They (sports clubs) are able to attract people to their events because things work there." (Teemu Karenius, CEO, Yonoton Limited)*

As many different things impact in customer purchasing behavior in sports events, it is challenging to measure the impact of mobile applications solely in additional sales. Analytics of the sales made using Yonoton are possible but it is challenging to track whether those sales were made because of the applications itself or not. As Interviewee X points out, this is still something that is difficult to measure.

> *"Hopefully we will get additional sales, Yonoton advertising and sports clubs acknowledgement." (Interviewee X)*

In the end this is not possible if customers are not properly informed how to use Yonoton. Customer education plays crucial role also in this area. In case of lack of proper education potential benefits could be lost and in the worst case make things even worse. Sometimes if people do not know how to these services properly might even create queues. During my field observation I was also able to identify this issue couple times. In some occasions people using mobile applications for ordering items were confused how to use them and when to pick up their orders. Even though there are clear notifications when the orders are ready for pick-up, sometimes people were ignorant or unable to follow or understand these instructions. In these cases the core idea of these services could be lost. Jussi Vahteristo gives an example what happens when people do not know how to use Yonoton properly. These challenges not only impact end customers but also catering companies.

"We have had problems when people come to the kiosk and order products there in front of the kiosk with Yonoton and wait for their product immediately. In these cases we just have to say that it will take a while." (Jussi Vahteristo, Bollis Bar & Bistro)

These issues were also brought up in media. During an interview conducted by MTV (2016) the interviewer asked whether there could be problems related to queues that are generated from Yonoton users in front of sales desks. As a respond Teemu Karenius differentiated queuing and waiting as concepts. As mentioned, if Yonoton is used properly it informs kiosks and sellers when an order is taken place and when it is ready for pick-up (MTV, 2016).

However, I was able to identify the efforts that sports clubs put in educating customers. In some sports events short announcements and videos were shown in the screens. These videos and announcements provided information of the benefits in using the service and guided end customers in using it. In addition to these instructions, also flyers were shared in many events. These flyers operated as education material in for example how to get the application and how to use it.

Depending on the event and how crowded it was I was also able to notice issues regarding to fast-lane pick-ups. In case of a very crowded event kiosk staff members had to actively serve during the whole breaks and even after the breaks. In some occasions people queuing in traditional queues might have missed the start of a new period. This is not unusual in sports events. However, in some occasions it seemed that when there was a lack of staff members reserved for customers that order through Yonoton, utilizing fast lane pick-ups might have benefitted them in the sake of normal people queuing. That being said even though resource optimization is possible through

Yonoton, it is something that should be carefully planned. There has to be a balance throughout the whole event in order for everything to function properly and smoothly.

5.2.6   Less queues and more time to prepare

Many people desire freedom to do what they want. This is not always possible in sports events. If one wants to purchase something in sports events during the breaks, often significant amount of time is spent queuing. This is of course depends on the event but rarely there are no queues. Queuing for during breaks is often not an option as usually it is not allowed to bring own supplies to these events.

Various things are reflected from the lack of freedom. Yonoton enables people to have more time to prepare purchases. It could be something that could be considered as value for end customers. If people do not know what is available in that specific event, traditionally they would have to go to queue and see what is available. Rarely the product lists are available before events. Sometimes there might be campaigns that are marketed before events but these campaigns often concern only certain products. Thus people participating to the events are not able to prepare beforehand. For example families who usually make bigger purchases might value the option to prepare or even make purchases before an event.

Through Yonoton end customers are able to see product lists and make their purchases in advance. This serves especially larger customer groups. Less time is spent in queuing during breaks as orders could be made during or before the periods. This ultimately leads to shorter queues for traditional customers. At the best Yonoton users do not have to queue at all. At the same time this gives end customers more freedom to do also other things during the breaks as they do not have to spend time in queues. Because people will have freedom to do things that they like it could impact also in the overall event experience. Teemu Karenius and Mikko Väisänen highlight the all-encompassing impact of queues in various fields.

> *"Another benefit is also that if you will go and purchase for example a beer through Yonoton you will get it immediately. You still have time to take another if you want. You might not even use Yonoton for the second one because there are no queues. So because of Yonoton you have basically doubled your consumption. If you do not want another one, you will still have time to do something else, for example go to the bathroom." (Teemu Karenius, CEO, Yonoton Limited)*

"Customer experience will increase because everything is based on queuing and the fact that you do not have enough time to do other things. If you drink a beer, you will usually have to go to the bathroom. Do you want to drink your beer with one swig and go back without going to the bathroom or enjoy the beer with time. Very practical but everything is based on the fact that we will erase the time pressure which will directly impact in the experience." (Mikko Väisänen, CSO, Yonoton Limited)

Fast purchases also benefit other actors such as catering companies. As customers who use Yonoton are able to quickly pick up their orders, kiosk staff members have the ability to invest more time in serving traditional customers. This could also lead to faster and better customer service which benefits also traditional customers. In terms of sales shorter queues could lead to more efficient use of time during breaks. This could lead to growth of overall sales. Jussi Vahteristo and Mikko Väisänen acknowledge these benefits that Yonoton offer: flexible and smooth ordering.

"If the traditional queue will get smaller and people do not have to queue that long, it will result in organic growth of sales." (Mikko Väisänen, CSO, Yonoton Limited)

"I believe that customer experience is better and smoother and everything is more flexible when using Yonoton. Smooth and fast – that is what Yonoton is about." (Jussi Vahteristo, Bollis Bar & Bistro)

This is possible because of the information that Yonoton provides. Efficient purchases are possible as for example end customers are able to easily see information regarding to the different brands sold, locations of the pick-up desks, prices, fan item product lists, fan item sizes, timetables, teams that are playing and also other things depending on the event. In addition to this Yonoton also operates as a place to store event tickets. In the end Yonoton users might not need anything else than the application when participating in different events.

As already discussed, in sports events time pressure is often present. The fact that many sports games usually have certain pre-determined lengths when it comes to for example periods and breaks makes it even harder various actors to maximize sales and at the same time offer good experiences and customer service. In a way Yonoton is a platform for better experiences. But at the same time it makes transactions faster. Due to this traditional queues become shorter and at the same time it eases the time pressure. During my field observation I was able to see how quick and easy the use of Yonoton was for both end customers and other actors such as kiosk staff. If people know how to

use it properly, it was a smooth and easy way to make purchases. However, during some observation cases I was also able to identify that some customers had to wait for a while. This was many times because of lack of staff resources or uneducated users. Interviewee X gives an example of a situation where there might be challenges for also other actors than end customers.

> *"In minor use, it (Yonoton) increases the convenience of spectators, however in overcrowd –situations, it does not function as it should." (Interviewee X)*

In the end if everything functions properly the value proposition of Yonoton could be achieved. This is possible through collaborative operations if all of the stakeholders know how Yonoton functions and how to operate in different situations. A big part of this is the ability to educate Yonoton users to use it properly. Below is the main value proposition that Yonoton offers.

> *"For end-customer we have a simple value proposition: you do not have to queue when using Yonoton." (Mikko Väisänen, CSO, Yonoton Limited)*

As already briefly discussed, also non-users could benefit from others' using Yonoton. This indirect effect evolves from the fact that Yonoton users utilize fast pick-ups and in-seat deliveries. As people order through Yonoton, they get their purchases from separate Yonoton fast lanes. Another option is to order the items directly to their seats. This will reduce the queues for traditional customers as Yonoton users are not in the normal queues. Therefore also non-users do not have to wait as long as normally. Potentially this will also lead to additional sales and better customer experience for both Yonoton users and non-users. As Interviewee X and Jussi Vahteristo point out, also non-users could experience value through this.

> *"Users are away from the sales points during the breaks." (Interviewee X)*

> *"In the end non-users will also benefit if people use Yonoton because the queues in other kiosks will get shorter." (Jussi Vahteristo, Bollis Bar & Bistro)*

During my field observation I realized how difficult it is to see this two-way effect in practice. Without being a Yonoton user it is difficult to notice this. However, it is an indirect effect and is probably more visible in larger events.

5.3 Institutions shaping behavior

5.3.1 Spectator culture, past habits and rules

Institutions play important role when it comes to how people behave. This is also the case in sports events. Therefore they also impact in value co-creation. Due to the limited human capabilities, institutions shape how we see the world and act in certain situations. Generally the more institutions people share, the easier it is to perform activities.

An interesting factor influencing in how Yonoton is being used is related to regional differences. Sometimes people in certain regions might be more conservative than people in other locations. This is a result of many different things including age distribution. Sometimes in smaller cities people follow more traditional purchasing behavior and might not be as open to change and new services that change the whole purchasing process – at least they might adapt new applications slower. This could be partly explained by also the limited offerings in those locations due to the limited resources. Also the fact that some people might be somewhat reserved when it comes to trying new things is worth mentioning. Those people who are more conservative than others might wait until they can see and hear that these new services work as they should. As Jussi Vahteristo points out, change takes time.

> *"Finnish people are slow to try new things. For example it took long when I started to use mobile applications that banks offer." (Jussi Vahteristo, Bollis Bar & Bistro)*

Some of these institutional factors shape how people behave. If one has always done things in a certain way and is not used to change, it might be more difficult to adapt new ways of doing those things. Yonoton is an example of a revolution in sports industry in Finland. It changes radically how people make purchases and spend their time in sports events. Therefore some people might not adapt it as quickly as others. Teemu Karenius gives an example of how some people in Rauma, a small city in Finland, have certain habits that they are used to follow when participating sports events. These habits impact in their behavior in sports events. These institutional factors include for example eating at home before going to sports events etc.

> *"When we interviewed for example people in Rauma, we found out that most of the people eat before they come to arenas so that they do not have to spend money in the arenas. However, it might be partly because they feel that there is*

nothing they want in the arenas and the prices are high and therefore they choose to eat and drink before." (Teemu Karenius, CEO, Yonoton Limited)

In addition to this there might also be differences in how people perceive queuing. Generally accepted opinions are often influenced by institutional factors and play therefore major role when using Yonoton. If people are already used to queuing, it might become an institution that is generally accepted and not considered as something that is necessarily bad. These types of institutional factors might play crucial role in the usage of Yonoton as the value proposition is to reduce queuing. Different reasons behind these institutional factors exist. As Teemu Karenius points out, the fact that people like queuing might be because people want to interact with other people.

"Another thing based on our research regarding to spectator culture is that people say that queuing is fun because you can see friends in the line. It is fun to talk in the line for 15 minutes while waiting for drinks they say." (Teemu Karenius, CEO, Yonoton Limited)

However, based on the research conducted by Yonoton Limited most of the people still consider queuing as something that they would like to avoid if possible. Sometimes they could avoid it even if they would miss parts of the event. Sometimes they might not make the purchase that they desired at all. In the end this forces spectators into difficult situation. They have to decide whether they want to order something or potentially miss something. As Mikko Väisänen points out, according to the research conducted by Yonoton Limited around 80% of people do not like queuing. Therefore many people have to make this difficult decision. If people will not order anything because they want to avoid queues might not only lead them to miss parts of the event but also for example catering companies to miss potential sales. The fact that spectators have to make this decision could also impact in the overall event experience which directly impacts to the sports club as they often organize the events and are linked to them. Mikko Väisänen gives an example of this.

"Some people hate queuing and therefore do not even go to the line and do not purchase anything. In this case the seller of course loses money. About 80% of the people are like that, we have been researching it and there have been also other researches. This means that there is lot of potential if one is able to develop their services." (Mikko Väisänen, CSO, Yonoton Limited)

As already mentioned, sometimes these different opinions might radically impact in how people behave in sports events. People who want to order something with the cause

of missing parts of the event might also plan their time during the events according to how long queues are. If they miss an important part of that specific event, they might feel regret which could leave a bad memory that is linked to the specific event. This is of course something that different actors want to avoid as it might impact in the customer experience. Jussi Vahteristo acknowledges this issue.

> *"Yesterday one customer said that he came to buy 5 hot dogs after the break. I said that it was a wise decision where he replied that at least I do not have to queue." (Jussi Vahteristo, Bollis Bar & Bistro)*

Sometimes these institutional factors are so powerful that even if there would be a solution to these issues people would still not change their behavior. As an example even if there would be a possibility to watch a sports event at the same time while enjoying and consuming beverages, the institutional factor is so deeply rooted that it might not have an impact to the behavior. Jussi Vahteristo identifies also this issue. Institutional factors are powerful in influencing how people act and behave.

> *"We have a terrace in front of the main stand where people can drink during the game and watch it but only few use it. Usually people just drink their beverages fast and go back which is funny because it will generate queues during the breaks when everyone make their purchases. We have even tried campaigns in order to get people here earlier but it seems that nothing guides consumers to act in a certain way. They have to buy their drinks during the break." (Jussi Vahteristo, Bollis Bar & Bistro)*

However, sometimes it might not be about queuing. Different customer groups in different sports events are used to different purchasing habits. These differences are not only tied to customer groups but also sports fields and locations. In different sports events there could be different spectator cultures. Thus spectator culture impacts in the purchasing habits and how people behave. It is of course impacted by also many other things such as length of periods and breaks etc. As Jussi Vahteristo highlights a good example of how these institutional factors might play important role in the usage of Yonoton is related to the differences in spectator cultures.

> *"Football spectators are not used to eat in the stands. On the other hand in ice hockey it is totally normal." (Jussi Vahteristo, Bollis Bar & Bistro)*

Another institutional factor influencing how Yonoton is being used is related to different rules such as length of different parts games. Length of for example games and

periods build frames in which different actors operate. For customers purchasing behavior might be impacted and even limited by these rules and therefore they could also impact in the use of Yonoton. As I was able to identify during my field observation, in for example ice hockey games some people left before their seats before the break had started. In many occasions this was done because they wanted to get better positions in queues or have the time to go to both bathroom and also make purchases. Even though, in some occasions, such as in ice hockey playoffs games in ice-hockey in Finland the breaks are often longer than in normal games many people still left their seats before the breaks. As Teemu Karenius concludes, the ability to save queuing time is present on many sports events.

> *"Another institutional factor is that everyone who is watching sports knows that in football the break is 15 minutes and during that time you have to buy whatever you want. In ice-hockey the breaks are 2x17 minutes but often people leave couple minutes before the break starts so that they do not have to queue."* (Teemu Karenius, CEO, Yonoton Limited)

If spectators have to balance between for example watching the whole period of a game and getting better positions in queues, they might lose something why they came to the event in the first place. I identified that sometimes people were about to leave but due to an unexpected happening in for example the rink, they were hesitating whether they should leave or stay. This relates to the same issue what Teemu Kareniues brought up: people are in events because of the event itself and would prefer not to leave before the break starts and potentially miss something. However as Jussi Vahteristo points out differences in sports exist.

> *"Here we have only football matches but I would assume the purchasing behavior is different in ice-hockey matches because here in football matches we only have one break while in ice-hockey there are two. This probably guides people to behave differently."* (Jussi Vahteristo, Bollis Bar & Bistro)

5.3.2 Time of arrival

Another interesting influencer is related to timing, more precisely the time when people arrive to events. In Finland many people are used to come to sports events just before they start. I was able to recognize this in almost every event that I participated during my field observation. Many people arrived just before the event started. Some people arrived even after the event had started. In the end it does usually make a significant

difference what sport event it is. As people come to the events just in time or even late, there will be less time to make purchases before the event. This could also be an opportunity for Yonoton. This could increase the demand for it as it solves some of the issues related sales windows. As people are able to place their orders even before the event, they could for example pick them up just before the game. This could make their purchasing possibilities more flexible even they would enter the events just in time. In the end this could even impact in the experience of other people who enter events earlier as they might have to stand up and give room to those people arriving late. What comes to these institutional factors, they are also emphasized by Teemu Karenius and Jussi Vahteristo.

> *"Comparing Finnish spectator culture to central Europe, in Finland people come to the arenas 5 minutes before the game which obviously affects to the overall atmosphere and sales. In central Europe people can come even 3 hours before a game to have fun, drink and eat. They do everything there unlike in Finland where people eat before the game so that they do not have to spend money in the arenas." (Teemu Karenius, CEO, Yonoton Limited)*

> *"Football fans come couple minutes before the game starts and leave immediately when it ends. This should be somewhat good for Yonoton." (Jussi Vahteristo, Bollis Bar & Bistro)*

In order to tackle with these issues some sports clubs have put effort in designing and organizing pre-game shows in order to attract people to enter events in advance. However, in Finland the scale of these pre-game shows is still quite small and does not generally work as efficiently as in abroad. Some sports clubs in Finland still organize these shows in special occasions. A good example of this is HC TPS. Aamuset (2018) published an article which stated that HC TPS, Jori Sjöroos and Sun Effects have designed a new pre-game show and a new anthem for HC TPS. According to the article Heidi Aalto, the business director of HC TPS stated that the pre-game show will be something that has not been seen in ice hockey in Finland before (Aamuset, 2018). These pre-game shows are often organized during for example season openings and special occasions. In minor scale some pre-game shows are also organized before normal matches. However, as Mikko Väisänen concludes, the fact that people arrive late is a cultural factor that is difficult to change.

> *"People have tried this in Finland but people just do not come early enough which is a cultural thing for sure. And it does not even matter which sport event it is." (Mikko Väisänen, CSO, Yonoton Limited)*

Even though it was previously mentioned that it does not matter what the sport event is, it does not always reflect to specific behavior of people in different events. Small differences in behavior still exist. Due to the differences in for example rules such as amounts of breaks and lengths of periods, people in different sports events might behave somewhat differently. For example people who participate in ice hockey events might act differently than people in football events as in ice hockey games there are two breaks while in football only one. Jussi Vahteristo gives an example of this in football events.

> *"In ice hockey matches there is a totally different culture of behavior than in football. In here no one moves during the 45 minute period. No one will come to buy anything. But when the break starts, it's a total chaos. And in ice hockey matches people might stay in the serving areas and watch the match from a screen even if the period had started." (Jussi Vahteristo, Bollis Bar & Bistro)*

Ideally this could serve Yonoton if people are open-minded and order items directly to their seats. Yet the reasons behind these institutional factors are difficult to analyze. It could be affected by many different things such as locations of events, structures of venues etc. As Jussi Vahteristo concludes, also the type of venue could impact in this.

> *"I do not know what it is. Maybe it is because here (football stadium) you are staying partly outdoor. People feel cold or something." (Jussi Vahteristo, Bollis Bar & Bistro)*

5.3.3 Legislative issues

Laws and regulations are institutions that impact in how sports events are organized. Different laws related to for example serving alcohol and other products might be in crucial role in determining what could be sold and where. Even though some changes in the alcohol laws in Finland were introduced in 2018 they still have a major impact when organizing sports events.

Laws and regulations build frames in which various actors operate. Not only does it influence in what could be sold and where but also who can sell for whom. In the end laws and regulations impact also in how in-seat deliveries are managed. For example in Finland it is not allowed to serve alcohol to the stands if it is not a specific alcohol serving area. As in some locations beer is one of the most selling item through Yonoton, these regulations have a huge influence in how Yonoton is being used. Users are not

allowed to freely order alcohol beverages to every location. In some games selling alcohol could be even prohibited.

These regulative issues characterize Finnish sports industry. Yet they are not applicable all around the world. As Teemu Karenius highlights, these regulations limit the use of Yonoton and they could be able to serve customers better if the regulations and laws were alleviated.

> *"Laws of course impact how Yonoton is used because it is not allowed to deliver everything to the stands. For example we are not allowed to deliver alcohol to the stands while for example in Central Europe it is possible. We would be able to serve customers even better if the legislation regarding to what can be sold to where would be more open." (Teemu Karenius, CEO, Yonoton Limited)*

Due to the coercive nature of legislation, laws build frames in which actors perform activities within sports events. They also bind many actors including spectators or end-customers who participate in events. In Finland with alcohol drinks it is allowed to move only in specific areas dedicated to alcohol serving. This causes issues as legislation limits the free movement of people. Sometimes during my field observation I saw people who left or were about to leave the alcohol serving area but were stopped by staff members. Teemu Karenius gives an example of these regulations in different regions.

> *"You are not able to walk with for example a beer freely in the hallways while for example in Switzerland you can freely walk with anything anywhere. This of course complicates the life of consumers." (Teemu Karenius, CEO, Yonoton Limited)*

Not only regional laws influence in actors but also regulations set by other organizations. Some events could be organized under the license of these organizations. As an example UEFA influences in football when organizing events. UEFA could for example influence in where the events are held by posing minimum standards of venues or even what could be sold in those events. For some actors these regulations may play crucial role in how they conduct business in the first place. As Jussi Vahteristo concludes, these regulations limit also their opportunities to conduct business.

> *"Laws regarding to alcohol pretty much determine how we can make business here. For example in last match we were not able to serve beer because of the UEFA regulations. These regulations limit our opportunity to make business because for example through Yonoton the number one product sold is beer.*

Yesterday we were not allowed to sell beer and therefore there were no orders through Yonoton. If we would be able to sell alcohol to the stands, I would say that the volumes would be totally different. Now people are kind of forced to stand up and queue." (Jussi Vahteristo, Bollis Bar & Bistro)

In the end these regulations set by legislation and organizations influence also in the usage of Yonoton. As Jussi Vahteristo concluded, it could radically impact in the sales made through Yonoton.

5.3.4   *Sales window and purchasing behavior*

Arenas and companies in charge of different catering operations might have a big role in how Yonoton is being used. To some extent they are able to determine sales windows during events, namely by determining the opening hours of kiosks. The fact that in some events kiosks might close even before the event is over might leave spectators in a situation where there is no option but to leave. This could be even though they would have liked to purchase something. I was also able to notice this. Many times during my field observation some of the kiosks were closed or closing during the last period. At the end of the event most of the people quickly leaved and did not even pay attention to the kiosks. This might be because they are used to the fact that kiosks are closed. Teemu Karenius acknowledges that this could be an issue for some customers.

"Personally I am usually pretty hungry or thirsty after a sports event but in many places they close the kiosks after the second break and I am forced to go somewhere else." (Teemu Karenius, CEO, Yonoton Limited)

In addition to the sales windows also physical structures have an impact in Yonoton. For example in Telia5GArena (football stadium) different parts of the stands are closed. This limits the possibilities for customers to move freely or buy products. Therefore it impacts in how time is spent in the event. As in Telia5GArena certain products could be sold only in certain kiosks. Therefore all of the people might not have the same products available. As certain customer groups have a tendency for specific purchasing behavior, also the locations of these customer groups and sales points in events could play crucial role.

If people participate to events often and have a tendency to sit in the same location, it could become an institution. Sometimes they might be fans sitting in fan sections, sometimes other spectators who might have a seasonal ticket or like to sit in the same place. Therefore these institutional factors become important in determining how

Yonoton is used. Not all of the products ordered through Yonoton are always available in every location. Thus these factors might influence in what is being sold through Yonoton and from where orders are placed. As different customer groups have different consumption habits, it might determine what is being sold through Yonoton in specific locations. Jussi Vahteristo gives an example of this.

"There are differences between different stands. In the main stand most of the people are usually men who come in groups. In the east there are often younger people who belong to different sports clubs. So the purchasing behavior is totally different in different stands." (Jussi Vahteristo, Bollis Bar & Bistro)

In addition to these also physical size of serving area might have an impact in the usage. Small serving areas are more likely to generate longer queues. This could serve Yonoton as they provide a different option for purchasing which could be faster and smoother. In the end this could impact in the usage of Yonoton positively. If customers value shorter queues or in-seat deliveries, they might choose Yonoton when making purchases. However, as institutional factors are often deeply rooted it is often a long process to change these patterns. Co-operation and communication plays crucial role in this. As Jussi Vahteristo points out, the sizes of serving areas are topical especially in football events in Finland.

"In football arenas we have some sort of tradition to make the serving areas poorly small. This is a poor situation when a whole stand of people packs to those areas during a break. Obviously we have a good situation. In many other places there are not enough places to sell. This leads to people thinking that if they go to the line, they will never get the product." (Jussi Vahteristo, Bollis Bar & Bistro)

5.3.5   *Support groups and trends*

An interesting institution that indirectly impacts in how and when Yonoton is being is the tendency of many people to follow others example. The more people see others using new services, the more they might be willing to try and use them also. This creates a chain effect that could encourage others to try new things. I saw this also when participating to some ice hockey events. One time when a person tried Yonoton and talked about it, the person behind him started to talk about it too. This might initially encourage others to download the application and make purchases. As Teemu Karenius

points out, seeing, hearing and word-of-mouth is a good way to reach potential customers.

> *"When talking about an ordinal consumer, I think if they see the person next to them getting their products 10 times faster, they end up trying Yonoton, at least I hope so." (Teemu Karenius, CEO, Yonoton Limited)*

What comes to others' example, fan and support groups are influential for people in in-groups. Especially the roles of support group leaders or people in leading roles in those groups could have significant impact in the usage rates and sales volumes of Yonoton, especially in football. This is closely related to following others example. Encouragement could operate as a facilitator for new users. Jussi Vahteristo gives an example of this in football. Sometimes this can be directly seen in the sales volumes.

> *"In here we have so called opinion influencers in the fan groups. If an opinion leader uses Yonoton, others will follow. If the leader does not use it, others will not use it too. At least this is the case in football. There are strong people who lead the fan groups." (Jussi Vahteristo, Bollis Bar & Bistro)*

In addition to people's influence, also trends could influence in how people behave in sports events in Finland. Both local and international trends are institutional factors that could shape different aspects which impact in the usage of mobile applications in sports events. This is also the case for Yonoton. Digitalization, change towards mobile services, increasing importance of personalized services and other trends might positively impact in the future of Yonoton in sports events. However, it is important to recognize that trends in this field do not evolve quickly. It often takes time for people to adapt new things such as services. Jussi Vahteristo sees this as a possibility for Yonoton.

> *"I believe that in future there will be a trend towards sales directly to stands which will also benefit Yonoton as consumers will be able to get what they want." (Jussi Vahteristo, Bollis Bar & Bistro)*

These international trends are powerful and could also influence in Finland. Yet regional differences exist. In bigger cities there might be more demand for mobile applications and services than in smaller cities. Depending on the location, sometimes this could be the opposite. In the end the trend towards serving customers through mobile channels is growing. In one stadium where I visited during my field observation there were points for customers to re-charge their mobile devices. This could indicate an

increasing demand of mobile devices in various aspects. Therefore mobile solutions are becoming also important. Not only is this visible in sports events but also in other fields.

As mobile services are becoming more important every day, it is also the trend in payment services. The trend towards more mobile solutions influences internationally and could be seen as an opportunity for Yonoton-like solutions. Even some radical changes could be seen in future as Mikko Väisänen points out.

> *"Both international and local trends are going pretty much in the same direction: payment services are moving towards mobile services. In some of the most extreme cases people have suggested that people should give up using cash. This affects our industry positively and the growth of companies like us. We have seen this before and this is also one of the reasons why we started this business." (Mikko Väisänen, CSO, Yonoton Limited)*

In the end the trend towards more mobile solutions increases the need for solutions like Yonoton. If properly managed, this could be a huge opportunity for growth. New generations are more used to utilizing mobile devices for different purposes such as making purchases or banking. Therefore the future of such services could have huge potential.

In the end many institutions impact in different ways in sports events. These ways include for example the fact that they shape customer behavior. Institutions impact in how people behave and how business is conducted in sports events. As institutions continually develop and change, it makes the research of this field challenging. As Interviewee X concludes, institutions have different ways how they influence in the usage of Yonoton. Yet there is still lack of information regarding to these issues and they still require further research.

> *"Everything (institutions) impacts in own way but so far Yonoton has been in the market so little time that we do not have more in-depth information about this." (Interviewee X)*

6 DISCUSSION

This chapter provides both theoretical and practical implications. How this research contributes to past literature and knowledge is provided. In addition to that, also practical suggestions for businesses are provided. In the end this chapter incorporates recommendations for future.

6.1 Theoretical Implications

Value co-creation discussion has been fruitful in many ways. However, the discussion has been focusing on fields such as product development that are considered more traditional for the most part. Discussion regarding to sports field still lacks proper investigation. Especially insights into sports industry in Finland could be useful for many different actors operating in that field.

As the development of service-dominant logic indicates, it is an ongoing process where which continually develops. Specifications and updates to the theory are presented now and then. Therefore this research contributes to the past theoretical discussion by providing insights particularly into sports field in Finland. Thus one of the main objectives of this study is to generate discussion in this topic area and provide grounds for future research. At the same time this research seeks to contribute to past theoretical contributions by enabling researchers in this field to better understand the complex nature of value co-creation namely through investigating what different aspects might affect to it in sports field in Finland.

Value through Yonoton is generated through co-creative activities by multiple different actors and stakeholders that engage in various processes such as resource exchanges. Due to the nature of sports events not being physical products but rather platforms for sharing experiences value is often experienced through value-in-use or value-in-context rather than value-in-exchange. These findings contributes to what Vargo et al. (2008) have been discussing previously. Sports events are not physical products but on the other hand platforms that enable different operations that could play crucial role in the emerge value.

Following the principles of s-d logic that Vargo & Lusch presented in 2016 as actor-to-actor systems, value perceived in sports events in Finland is often context-dependent and determined by the actors and beneficiaries themselves. Therefore this study expands the ideas that Grönroos (2011) proposed that value co-creation constitutes of interactions between customers and companies. Different actors further determine whether and how value is experienced. These actors also play crucial role in determining what is considered as value that might be experience. That being said value

is not always monetary value but could be also measured in other forms. These forms include for example how different actors feel about certain situations.

Due to the nature of the industry, institutional differences may play crucial role in the value co-creation processes as they might impact in various levels in various ways. This study acknowledges to what Vargo et al. (2016) and Vargo & Lusch (2016) already proposed that institutions could build basic structures that impact in how people behave in certain situations, how they feel about certain things and how business is generally conducted. Therefore institutional impact in how Yonoton is being used cannot be emphasized too much. Vargo et al. (2016) concluded that institutions could be connected to resource integration processes. This study contributes to their findings by identifying this in sports field. Informal institutions such as queuing habits and individual preferences could influence in how for example spectators spend their time in sports events. They could also impact in what is considered as value for different actors. Formal institutions such as legal systems and other coercive institutions on the other hand operate as structures such as rules, laws and borders in which different operations takes place. This is a crucial factor influencing in how different actors operate in sports industry in Finland.

As earlier Agrawal and Rahman (2015) and Grönroos (2011) identified, customers and companies could have different roles in the value co-creation processes. This study recognizes these various roles and provides new insights precisely into sports field in Finland. In the end actors in sports events co-operate closely when it comes to for example using and launching different operations. The aim of this co-operation is often knowledge transfer between these different actors. Jaakkola et al. (2014) proposed that this augmenting behavior is one type of Customer Engagement Behavior (CEB). This study further proposes that this augmenting behavior in sports field in Finland could happen in many directions, not only from customer to company. This enables information to be flown in order for future development to be possible. This so called service exchange constitutes of not only exchanging information and knowledge but also experiences, feedback, expertise and other things that are present in sports events. As Ekman et al. (2016) presented, a service system constitutes of various actors exchanging services among others. This is also the case in sports field in Finland. In this process stakeholders from different levels are involved. As an example Yonoton provides an application and information regarding to different aspects related to it, event organizers event where Yonoton could be used, catering company products and other resources that enable products to be sold through Yonoton and users data and statistics through using and giving feedback when using Yonoton.

In this symbiosis Yonoton operates as a platform through which various operations take place. Through these operations and service exchanges value could be emerging. It is often a necessity that different actors are involved in these processes in order for

value co-creation to be possible in the first place. Institutions further shape how this co-creation takes place by providing structures and rules of behavior in various levels.

This study acknowledges the fact that value co-creation in sports field is not a concept that is easily explained. Previous studies (Vargo & Lusch, 2016; Pohlmann & Kaartemo, 2017) have pointed out the complex nature of institutions in value co-creation. These different roles that institutions play are also emphasized in this research. In fact this study contributes by revealing some of these institutions and institutional differences among different actors through different perspectives in sports field in Finland. These insights could be fruitful for future researchers when investigating specific parts of value co-creation more. In addition to this, the outcomes of this research also revealed how certain institutions dominate in sports field in Finland and how they could impact in various processes.

As Vargo & Lusch (2016) concluded, institutions are important due to the limited abilities humans have. This research agrees with this statement and revealed that the behavior of event participants in sports field in Finland often consist of processes that are influenced by traditions and past culture of behavior. This makes sports industry difficult to change and therefore it is important to understand the complex nature of these socially constructed rules and boundaries. Institutional differences do not only impact through personal habits and social rules but also how these co-creative activities are shaped through international forces such as international trends. These international trends could shape the future direction in which sports industry in Finland evolves. The picture below demonstrates some of the the institutional factors surrounding sports events in Finland and Yonoton and how they could impact role in different levels.

Yonoton
- International Trends
- Industry-Related Norms and Trends

Sports Club
- Location-Specific Trends & Differences
- Change Management and Acceptance in Sports Clubs

Catering Company
- Laws
- Regulations
- Locational Purchasing Habits
- Acceptance of New Services

User
- Personal Habits
- Perception of Value

Figure 11 Institutional impact in the use of Yonoton. Formatted by the author.

What comes to the discussion about the concept of value past, theoretical contributions explain value differently in different circumstances. As Vargo & Lusch (2015) pointed out, traditional goods-dominant logic perceives value somewhat differently than service-dominant logic. This study recognizes the fact that value is often difficult to measure. This reveals the sophisticated nature of value in sports field. This research identified that value and defining value in sports field follows somewhat similar characteristics than presented before. This study adds to the value discussion by providing insights and researching it in sports field in Finland.

In sports field value is often context-dependent and is impacted by the subject who experiences it. Depending on the beneficiary, value that emerges through Yonoton is often considered as the idea of better customer experience for both users and non-users. For some actors it is not always monetary value but also potential information flow, knowledge transfer and tools for future planning. These findings were brought up both during the interviews and fieldwork. As Axiom 4 presented by Vargo and Lusch in 2016 state "Value is always uniquely and phenomenologically determined by the beneficiary". This research proposes similar findings. Depending on the beneficiary, value that emerges through Yonoton can be quite different. As previously pointed out, for users value might be the availability for more options, less queues and more time to do other things. On the other hand for event organizers it might be the ability to offer better experiences and for catering companies the additional sales and knowledge that is potentially acquired of what works and what does not work in specific events.

In the end different actors are those who determine what value is and how it is experienced. In some occasions value can be even destructed if things do not function as desired. As the empirical findings indicated, some people thought that these types of services are not always something that are positive but could even be perceived as something that impacts in their operations negatively. However, whether the perceived value is better customer experience, more choices or more sales, it is the beneficiary that determines the nature of it. Therefore knowing and understanding how different actors operate in sports events is important in order to understand what could be considered as value for different actors and why they participate in events in the first place. Through understanding this various actors could develop their operations so that they enhance the value that is experienced through the value co-creation process.

Past service-dominant logic and value co-creation literature has been discussing about the different roles of resources (Vargo et al., 2008). Yonoton as an application could be viewed as a resource for different stakeholders in sports events. Yonoton enables various actors to perform different roles. In general it provides multiple different capabilities that support various actors in their processes. The operand nature of this resource serve stakeholders by providing a platform that enables them to offer new ways for beneficiaries to experience additional value. In other words Yonoton

functions as a platform that makes value co-creation in sports events possible through actor-to-actor collaboration. This is not only tied to business-to-business or business-to-customer relationships but also customer-to-customer relationships as they could engage in activities such as competitions before and during events that unite them also socially.

What comes to the roles of different stakeholders such as event organizers, catering companies and kiosk staff members in this setting, this research identified different activities and resources that are necessary in order for value co-creation to be possible. These activities range from marketing-related activities to individuals behavior. These co-operational processes form a complex network where stakeholders perform different activities that are necessary different processes to function. End customers such as users are actively involved in this value co-creation process by interacting and using the application. Similarly sports clubs and for example catering companies engage in these activities by providing resources that are necessary for Yonoton to function. These resources could include for example physical venues, events and staff members. If some of these resources are not provided, value co-creation in this setting is difficult, sometimes impossible to achieve. Therefore this study acknowledges the importance of various different actors and actions that these actors perform in order for the whole system to function.

Following the principles presented by Vargo & Lusch (2016) and Vargo et al. (2016) regarding to Axiom 2 (FP6) this study agrees that value co-creation in sports field includes a beneficiary. Following the suggestions of Ekman et al. (2016) this study also agrees that these beneficiaries could be either direct or indirect. In general users, catering companies and sports clubs could be considered as some of the main beneficiaries. However, as this study identified also non-users and other actors could experience value. Through Yonoton non-users could be able to get shorter queues which make their purchasing activities faster. In addition to this, also catering companies could benefit in various ways, not only through potential additional sales. As briefly previously pointed out, Yonoton acquires lots of knowledge in sports events in Finland. This transfer of knowledge could be utilized in different ways such as future planning. In the end sports clubs could be able to attract more spectators as events satisfy various actors better. In addition to this, the whole industry could develop through the knowledge.

In general these insights contribute to what was already discussed regarding to the variety of different beneficiaries and how they experience value in sports events. Therefore this research emphasizes that in this context there could be lots of different beneficiaries that are involved when using Yonoton. It also provides new insights explaining what these beneficiaries are and what their roles are in the value co-creation. The following picture conceptualizes and simplifies the value co-creation in sports events through Yonoton.
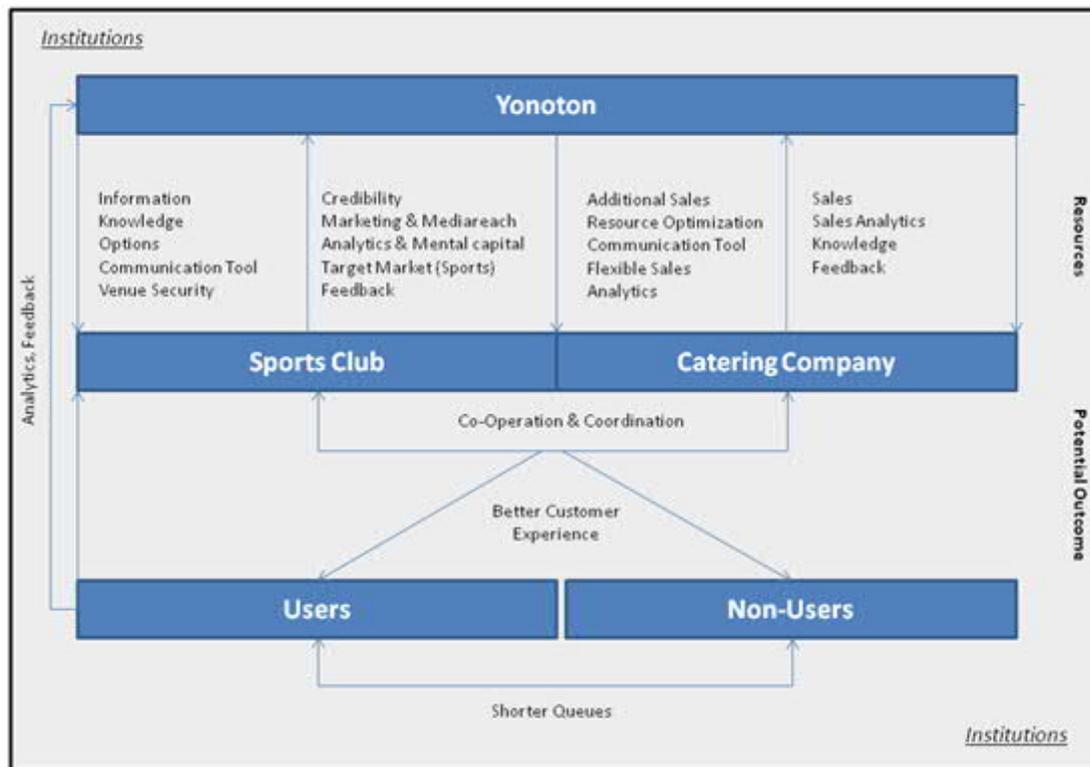
Figure 12 Value co-creation in sports event through Yonoton. Formatted by the author.

In the end value co-creation as a concept in sports field is something that still requires further research. Studies in this field in Finland lack and therefore this study aims to open up the discussion in this field. Mobile applications such as Yonoton could potentially widen the opportunities to understand how different services and co-creative processes take place in sports field. This could make it possible for different actors to perform activities that enable also other stakeholders to experience value. Understanding these processes and the nature of value co-creation in sports field in Finland could ultimately serve different actors and develop the whole industry.

6.2   Practical Implications

In order to understand what is important for different stakeholders in sports field it is important to understand how value emerges. Research in value co-creation in sports field in Finland could benefit from these insights. This enables various actors in this field to understand the complex nature of value. This is not only important in solving theoretical but also managerial issues. Knowledge of the roles of different actors could enable managers to make educated decisions that could benefit different sectors of their business.

As sports industry is slowly facing changes due to digitalization both internationally and nationally this knowledge becomes more important every day. In the end digitalized services could make it even more challenging for managers to be able to identify what is the true value that different actors experience. Therefore also research needs to be up-to-date. This research provides insights that could be useful in understanding the complex environment in sports industry.

In Finland ice-hockey "smart pucks" and mobile applications have been introduced in the field recently. As previous studies suggest, the role of entertainment in sports events is becoming more emphasized every day (Lähdesmäki, 2014). One way to meet the requirements of this changing field is the ability to offer more entertainment. Mobile solutions as engagement tools could be tools for this. These applications offer different ways to activate event participants and make the event more interactive.

In the end events are becoming not only about teams playing against each other but on the other hand more about different experiences. Offering these experiences and entertainment are important for various actors. Sometimes for event participants the level of entertainment experienced could be crucial in determining whether an event is successful or not. The ability to offer these experiences could often be achieved through co-operation of different actors. Therefore managers should pay more attention how co-creation takes place in their operations. If managers are able to understand these complex patterns they could be able to design their services and operations in order to maximal the positive results of value co-creation.

As this research proposes, managers should not always look into the direct beneficiaries such as users in this case but also those who benefit indirectly. As this research indicates, also non-users could be seen as beneficiaries that could benefit from Yonoton. This is important for managers in order to understand that there could be different ways how value emerges. Value should therefore not always be measured by numbers through quantitative methods but also qualitative methods. As mentioned, value could be also measured in terms of better experiences. Thus value is not always direct value. In the end value is not only quantified in financial statements but also in other forms that are often more challenging to measure. That being said this research suggests that actors operating in sports field should communicate with other actors in order to understand the underlying reasoning. By understanding the network of stakeholders in specific events could further cumulate into multiple positive things that might for example increase spectator numbers, additional sales and other crucial aspects for actors operating in sports field.

Sports clubs should put effort in researching and understanding what different actors participate in their events and what is it that they desire and want from that specific event. Some actors could participate in specific events just in hope for local teams to win but for example families could participate in order to spend good time together and

improve personal relationships. These things play crucial role in how value is perceived and is important to acknowledge.

In addition to this open dialogue in terms of business-to-business relationships could be beneficial in many ways. Also knowledge and understanding other relationships such as b-to-b relationships could be fruitful in order to understand the complicated nature of co-operation within different actor networks.

This study also emphasizes the role of families in sports events. As pointed out, there are many customer groups such as families who often order more items than single people. Therefore this segment is something that could be targeted and emphasized. During my field observation I was able to identify that often when in-seat deliveries were utilized the customer was a person with children or with someone else. These customer groups often make bigger purchases than single people. This is could be an opportunity for various actors and should be considered when designing different services and operations.

What comes to resource optimization, this research proposes that it should be investigated more. In many occasions there are limited amount of resources such as staff members. The lack of proper resources could impact in many ways including worsening customer service, inefficient co-operation within actors etc. By acknowledging the fact that resources might be limited is important. Open-minded attitude towards co-operation with also other actors outside the direct stakeholder network could solve some of these issues. This also provides fruitful grounds for co-operation and enables value co-creation to be efficient. Therefore consultation and research regarding to resource planning should be emphasized.

In the end this research proposes that value co-creation in sports events through utilizing different mobile services such as Yonoton shares similar characteristics than what Vargo and Lusch (2016) presented through the five axioms. This could help actors in this field to get a better understanding of the different patterns that are important in value co-creation. Yet one of the main contributions of this study for managers is to provide understanding and new insights that help them to understand what value is and how it emerges in sports events in Finland. These findings including the roles of institutions and non-users could help actors to broaden their perspectives of sports events in general. In the end the main message of this research for managers and other actors in this field is that they should put effort in learning how value co-creation takes place in their operations and to encourage them to open and active communication within the actor network.

6.3　　Recommendations for future

This research suggests that more emphasis should be put in research in identifying the roles of indirect beneficiaries such as non-users in value co-creation in sports events. In addition to this it would be interesting to investigate institutions in sports field more. As was presented in this study, institutions could play crucial role in different settings in many ways. Due to the limited resources in this research the findings provide only an introduction to the subject. Therefore information of institutional impacts also in other countries could be beneficial. In addition to this also the roles of non-users in this environment should be studied. More in-depth future research in value co-creation processes in sports field could serve both scholars and managers in future activities and researches. As different sports hold different patterns that impact in how people behave in those environments it could be interesting to know why these patterns exist and why they are different across different sports fields. Also how this impacts in different parts of value co-creation could be useful for various actors.

Even though value co-creation is the main theme in this research, also value co-destruction is something that should be investigated. This study briefly grasped how value could be destructed in some occasions. However, future research in this field could provide managers' insights that help them in understanding what works and what does not work in this specific field. Through this knowledge they could be able to optimize their operations so that value co-destruction could be possibly avoided. This would also enable various actors within the actor network also to understand what different parts of co-operation should be emphasized. In addition to this event organizers could be able to plan and organize better events that could satisfy participants more.

What comes to research in resources, further investigation in exploring the roles of different operant resources could be fruitful. The roles of different operant resources in sports events through utilizing mobile applications could serve future service providers when designing their services. Questions such as what are the roles of other spectators, sports teams playing in sports events and other actors could provide interesting insights. It could also help actors in understanding what is considered as value for different actors and how it emerges.

To conclude this study recommends more emphasis in research in value co-creation in sports field in Finland. In addition to this also international studies could be fruitful for also other markets. In addition to this scholars and managers should invest more efforts in researching and understanding value co-creation not only through practice but also through theoretical perspectives. This is it important for both scholars and businesses and could enable them to develop existing theories and operations.

7   SUMMARY

Value, value co-creation and how value emerges has been a topical concept that many scholars have been researching in past. Different views in how value creation and co-creation processes take place have been presented. Yet studies of value and value co-creation in sports field in Finland are limited. Therefore the purpose of this study was to investigate value through co-creative processes and activities namely through investigating value co-creation in sports field in Finland through mobile solutions. This research utilized service-dominant logic as a theoretical lens. In addition to this, a case company called Yonoton was investigated.

As sports industry in Finland is facing changes, more mobile solutions in that field have been presented lately. Nowadays sports events are not only about sports but also about other things. Therefore it is important to understand what is considered as value and how value emerges. By understanding this actors could for example be able to provide services that provide additional value for other actors. In order to be able to provide new solutions that meet the standards of the changing field also value co-creation and the different parts of it should be investigated. Thus different actors should understand what value co-creation is and why it matters. One of the purposes of this research was to provide insights in these subjects and provide grounds for future research. In order to investigate these concepts, this study posed one main research question which was:

- **RQ**: How is value co-created in sports events?

In order to get information in specific topic areas, also five sub-questions were posed. The five sub-questions were:

- **SQ$_1$**: What different actors are involved when using Yonoton?
- **SQ$_2$**: How users & non-users benefit from Yonoton?
- **SQ$_3$**: What characterizes the co-operation surrounding Yonoton?
- **SQ$_4$**: How are services exchanged when utilizing Yonoton?
- **SQ$_5$**: How institutions shape the processes when utilizing Yonoton?

In the end this study was able to identify that value co-creation in sports field in Finland through mobile applications is something that cannot be easily conceptualized. It is a process where multiple different stakeholders are involved. These stakeholders engage in different activities that are necessary for value co-creation to be possible. If some of these activities are mismanaged, value could be even destructed.

In addition to this also the roles of institutions were investigated. Different institutions in sports field build frames for different processes and are connected to value co-creation. Therefore they impact in various levels. In sports field in Finland these institutions are often considered as norms and rules of behavior that are not easily changed. Also the roles of laws and regulations play important role in this environment. Therefore institutions could impact in for example how people and businesses behave and operate in certain situations.

In the end this study revealed the complex nature of these co-creative activities. Value co-creation research in sports field is something that should be focused more in future. As the industry is changing, more understanding in this field could be useful in order to be able to design different operations and events that meet the high standards of various actors.

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9 APPENDICES

9.1 Interview guide

Theme 1: Actors
- What different actors are involved when using Yonoton? (i.e. users, event organizer, catering etc.)   - What different actors were involved when developing Yonoton? (i.e. programmers, market research agency etc.)

Theme 2: Resource Integration
- What operant resources are exchanged between Yonoton and other actors? (Operant = non-physical i.e. knowledge, skills, routines, relationships etc.)   - What operand resources are exchanged between Yonoton and other actors? (Operand = physical i.e. raw materials etc.)

Theme 3: Service Exchange
- How does Yonoton share knowledge between other actors in the service system it operates in?   - What is the service you are offering to other actors and how do you offer it?   - How does Yonoton acquire new knowledge and information from other actors?   - What is the role of different actors when developing Yonoton?

Theme 4: Service Ecosystems
- What are the core stakeholders that impact your business? (i.e. government, event organizer, users, accounting people)   - How do these stakeholders have an influence on your operations?   - What are the core services from other actors that you utilize?

Theme 5: Institutions & Institutional Arrangements

- How do you see institutions impacting Yonoton's operations? (Institutions = social norms, values, rules etc.)
- What are the core values of Yonoton and how do they impact in your business?
- How do you choose to whom you co-operate with?

Other Questions

- What constitutes value for Yonoton?
- How do you see non-users benefitting from others using Yonoton?
- What is the core value proposition that Yonoton offers?

9.2 E-mail interview guide

- What is your role when using Yonoton?

- Could you describe the co-operation between different stakeholders when using Yonoton (For example customers, service provider, marketing, sales, restaurants, kiosks etc.)?

- How different stakeholders benefit from Yonoton application?

- Could you describe the co-operation between you and Yonoton?

- What resources are required in order for you to be able to utilize Yonoton application?

- When you started to use Yonoton, how you and other stakeholders were educated in installing and starting to use it?

- How do you think Yonoton improves event experiences?

- How do you benefit from Yonoton application?

- How non-users benefit from others using Yonoton?

- How can you impact in the content of Yonoton?

- What information do you get from Yonoton application and how do you utilize it?

- What information other stakeholders get from you (For example Yonoton, users etc.)?

- How different institutions impact in the use of Yonoton application (For example spectator culture, legislation, queuing culture etc.)?

- Do you want to add something regarding to Yonoton and value co-creation in sports events?