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ANNUAL MARKETING CALENDAR

for the client Unihockey Basel Regio

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<p>Abstract</p> <p>The aim of this bachelor´s thesis was to create an annual marketing calendar to meet the needs of the client. The calendar was commissioned by the Swiss floorball club Unihockey Basel Regio, and the goal was to create a compact tool which would combine theory-based knowledge and a practical solution. The goal was to make an easy-to-use tool, which would be feasible in the future as a basis for the association's annual marketing planning. The theory part of the thesis presents the marketing activities that are currently implemented in the association and discusses how they are organized in the form of an annual marketing calendar based on the need of the client.</p> <p>The thesis was approached with a qualitative research method and the aim was to collect the research material from as many channels as possible. Semi-structured interviews, observation and benchmarking were used as data collection methods. After analyzing the data, the results were presented in the form of an annual marketing calendar, where four different periods linked to various themes guided the course of the calendar. These periods were transition period, preseason, regular season/ qualification and play off/ play out time.</p> <p>The thesis meets the requirements of the assignment and the goals set for it were achieved. The applicability of the thesis to the marketing needs of other associations in the field also signals a successful final work. As further research proposals, a more in-depth analysis of the market situation was suggested, through which preparation of a detailed marketing plan would be possible.</p>	
Keywords marketing, annual marketing calendar, sports marketing	

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1 INTRODUCTION

The purpose of this bachelor's degree thesis is to create annual marketing calendar for the Swiss floorball club, Unihockey Basel Regio. The topic for the thesis was found by the client and thus fully meets this need. The goal is to take a critical look at the current state of the club's marketing and based on that, create a tool, annual marketing calendar, that works for the future.

The topic of preparing the annual marketing calendar for the Swiss floorball club is innovative, after all, marketing is the constant ability to renew, develop, receive, and develop ideas, commercialize, and implement them in practice. Marketing is about the everyday challenge of how to stay interesting among existing association members and fans and how to arouse interest in new, external segments. There is no unequivocal definition of innovativeness, but the concepts of spontaneity, ingenuity and systematicity are most often associated with it. It is close to creativity, and it is accompanied by a willingness to renew and an effort to put it into practice. Innovation is the sum of courage, creativity, and motivation. In practice, the annual marketing calendar embodies all these qualities. Systematicity manifests itself as the organization of marketing's operative actions in the shape of an annual marketing calendar, ingenuity is the ability to connect current themes to marketing, and on the contrary, creativity and courage are also stapled to the side of ingenuity. (Sydänmaalakka 2009, 85-130.)

The purpose is to create a functional tool for the client, Unihockey Basel Regio, and to create a compact entity where the marketing measures that take place during one season are presented together with the theory as a clear entity. In the future, the most successful marketing annual calendar will serve as a checklist of operational marketing actions in the club and as orientation material for potential new employees/transfer of information to the following people involved in the club's marketing.

In the reflection part, we are going through possible development proposals to enhance and diversify the club's marketing.

2 CLIENT INTRODUCTION

2.1 Association

The client of the thesis is the Swiss floorball club, Unihockey Basel Regio. The main activity of the club takes place in the northern Swiss city of Basel. Finnish passionate developer of competitive and elite sports and the institute of elite sports, Finnish Institute of High-Performance Sport KIHU, defines a sports club as an association whose main purpose is to organize sports and exercise opportunities for enthusiasts (Finnish Institute of High-Performance Sport KIHU 2023). As a rule, the members of the sports club are private individuals, and the area of operation is the municipality of residence of the association.

The purpose of the Unihockey Basel Regio is to organize the opportunity to practice, play and participate on team activities of floorball in the Basel area. In practice, the club's activities focus on enabling racing opportunities. Currently five of the club's competitive teams play at the highest level of the Swiss age group, and the remaining two at the second highest level. In addition to these, the club offers Floorball School for the smallest juniors, where, in addition to floorball sports skills, other mobility skills are mainly learned through play and games. In addition, the association has a senior team that is a mixed team of men and women over the age of 30 with no athletic goals. They participate on their own so-called hobby league in the immediate area. (Unihockey Basel Regio 2023a.)

Unihockey Basel Regio currently has about 200 active members. If regular associations are added, the association does contain more than 500 members and thus represents the largest floorball club for the entire northwestern Switzerland. For their athletic success, the men National League A, the highest level of Switzerland, and women National League B, the second highest level in Switzerland, makes the club one of the highest classified in the entire Switzerland (Swiss Unihockey 2023).

2.2 History of the association

The sports club Unihockey Basel Regio was born because of a regional cooperation. In 2006 TV Oberwil and Squirrels Ettingen founded the roof association Unihockey Leimental. The highest ranked active and junior teams of Squirrels Ettingen were transferred to this new umbrella club and a partnership agreement was signed between the two mentioned main clubs. In 2013, because of several years of cooperation in Basel's selections, Griffins MuttENZ-Pratteln and UHC Basel United joined the umbrella club as permanent clubs. As a result, the association was named Unihockey Basel Regio and that was when the association has only reached its current functional form, ten years ago, in 2013. (Unihockey Basel Regio 2023b.)

2.3 The athletic success of the association

The success of the association is the outcome of regional cooperation. With open structure and consistent investment in junior teams, Unihockey Basel Regio achieved its first prizes during the 2015-2016 season, when the men's representative team rose for the first time from the first league (the third highest league level) to the national B league (the second highest league level in Switzerland). At the same time the women's representative team became established in the National League and the U21 (under the age of 21) junior boys rose from the C level to B level. That spring, the U21

(under the age of 21) Junior girls were able to play their selves to promotion games from B level to A level for the first time, but the rise could not be reached yet. (Unihockey Basel Regio 2023b.)

In the very next season, 2016–2017, the U18 (under 18-year-old) junior boys reached the highest A-series level, and a year later the U21 (under 21-year-old) girls did the same. With the competing level promotions, the association of the Basel region took big steps forward in Swiss floorball and thus showed its athletic development and success. Already in the season following the promotion to the men's B-League, they fought for the top places in the series, being third at the end of the regular season. (Unihockey Basel Regio 2023b.)

During the following years, sporting success continued to strengthen in the Basel region. The women's representative team reached the playoffs several times, even reaching the semifinals, most recently in the 2021–2022 season. At the same time, the men's representative team won the national league B in 2018 and 2020. However, due to the coronavirus pandemic, the level measurement games to the national league A were canceled and the men's representative team thus remained in the National League B. The same situation was faced by junior boys under the age of 21. (Unihockey Basel Regio 2023b.)

In the spring of 2022, the Unihockey Basel Regio again received athletic success as junior boys under the age of 21 won their own Promotion Games cleanly, without any loss, rising in the A-series level in the age group. The men's representative team, on the contrary, was second in the after regular season (like in the spring of 2019) and continued throughout the Play Offs. The quarterfinals and the semifinals were both crashed with a clean match series of 3-0. In the final match series, Unihockey Basel Regio received an opponent from A-level, and the best team winning four games out of seven, would redeem their place for the upcoming season A series. Eventually, in the fifth game of the series, Unihockey Basel Regio sealed the match wins 4-1 and secured his promotion to the highest league level in Switzerland. (Unihockey Basel Regio 2023b.)

Besides success, Unihockey Basel Regio faced also disappointed with the end of the season 2021–2022 when the U18 boys had to give up their A-series position after losing to UHC Uster with a 3-0 series. (Unihockey Basel Regio 2023b.)

2.3.1 National team representations

As a results of the club's high-quality sports activities, players have been selected to the national teams and competed in international tournaments. The national team is assembled from all athletes of the sport with the same nationality, with the aim of playing for the world championship. Since floorball is not yet an Olympic sport, the sport's biggest competitions are the world championships, which are tournaments organized by the International Floorball Federation IFF. Tournaments are organized every two years so that women and boys under 19 years of age always play in odd years and men and girls under 19 years of age always in even years. (International Floorball Federation, 2020).

From the association of Unihockey Basel Regio players has been named to the men's, boys' and girls' national teams of Switzerland, the Australian girls' and women's national teams, and the Estonian women's national team.

2.4 Sporting framework of the association

Unihockey Basel Regio plays its home matches in the sports center Pfaffenholz or the Sandgruben sports hall. In addition to these, the association's teams train in St. Jakob's sports hall and in the gymnasiums of local schools in Basel area.

The infrastructure of the sports center in Pfaffenholz includes two large grass sports fields, a small grass sports field, an artificial grass field, an athletics center, a gym, and a multipurpose gymnasium. Unihockey Basel Regio uses this multipurpose gymnasium as the arena for its home matches, where the indoor floorball court is delimited by indoor floorball courts (20x40 meters). Cassette stands will be opened in the sports hall of Pfaffenholz for the matches, with a total capacity of 1,200, including other stands. (Bau- und Verkehrsdepartment des Kantons Basel- Stadt, publication date unknown)

Sandgruben's sports hall is slightly more modest than Pfaffenholz. Thanks to the multipurpose platform of the sports hall, which is also the school's gym, the hall is used to play handball as well as floorball. Sandgruben served as the stage for Unihockey Basel Regio home matches until autumn 2022, after which most of the games were moved to the sports center Pfaffenholz.

2.5 Organization of the association

Unihockey Basel Regio's administration consists of seven members in the 2022-2023 season. Alongside the club's president and sports director, the club also has a finance manager, a marketing manager, a communications manager, and an events manager. (Unihockey Basel Regio 2023c.) Naturally, in addition to these, the club has numerous coaches and background personnel working in different teams and roles.

During the ten years of the club's operation, the operation has naturally expanded and changed its form. Athletic success and expansion of operations have happened faster than expected, and the club are in a situation where its operating models and ways may be updated. The professional and athletic development of all employees and players must be guaranteed in the future as well. Furthermore, the club must consider ways and methods for further expansion and in which direction the club wants to be taken in the future. (Mendelin 2022)

3 THESIS PROCESS

3.1 The subject of the thesis

The subject of the thesis was formed based on the needs of the client. Many things have changed in Unihockey Basel Regio during the ten years of the club's operation, and in the autumn of 2022 the club wanted to start "UBR 2.0", Unihockey Basel Regio 2.0 - an improved version of the existing club project (Mendelin 2022). With the project, the club needed to update the existing season script and home game concept. As part of my professional internship, which I completed for introduced association, I updated both databases to meet the club's needs. The idea from the beginning was to use the season script as bachelor's thesis as well. Due to the broad scope of the season script, after discussing with the thesis supervisor, the topic of the actual thesis was narrowed down from all operational activities to just focusing on marketing and preparing the annual marketing calendar for the floorball club Unihockey Basel Regio.

Limiting the topic of the thesis to focus only on marketing was important so that the thesis itself would not become a presentation of the tasks of the Swiss floorball club, but that the material collected for the thesis would be able to bring clarity and innovative development ideas to future needs. The goals and reasons for the association's marketing were mapped out by approaching the association's marketing with the following questions: why does the association do marketing? What is the goal of marketing? Who do you want to reach with marketing and what kind of short- and long-term goals have been set for marketing?

As a subject, getting familiar with the marketing of a sports club is challenging, because, for example, determining the measures under marketing is not so clear-cut. Also, how can you consider all the dimensions of marketing, without forgetting the elements included in it. Most of the activities of the association's subordinate departments take place in close cooperation, and the separation of marketing operative activities from, for example, communication, sponsorship, or game events is not so clear-cut. The preparation of the annual marketing calendar perfectly meets the development needs of business and marketing expertise, as more and more competitive advantage is sought and achieved through marketing. Successful marketing has a key position from the perspective of companies' visibility and thus profitability.

The topic of preparing the annual marketing calendar for the Swiss floorball club is also innovative, after all, marketing is the constant ability to renew, develop, receive, and develop ideas, commercialize, and implement them in practice. Marketing is about the everyday challenge of how to stay interesting among existing association members and fans and how to arouse interest in new, external segments. There is no unequivocal definition of innovativeness, but the concepts of spontaneity, ingenuity and systematicity are most often associated with it. It is close to creativity, and it is accompanied by a willingness to renew and an effort to put it into practice. Innovation is the sum of courage, creativity, and motivation. In practice, the annual marketing clock embodies all these qualities. Systematicity manifests itself as the organization of marketing's operative actions in the shape of an annual clock, ingenuity is the ability to connect current themes to marketing, and furthermore, creativity and courage are also stapled to the side of ingenuity. (Sydänmaalakka 2009, 85-130.)

3.2 Objective of the thesis

The purpose is to create a functional tool for the client, Unihockey Basel Regio, and to create a compact entity where the marketing measures that take place during one season are presented together with the theory as a clear entity. In the future, the most successful annual marketing calendar will serve as a checklist of operational marketing actions in the club and as orientation material for potential new employees/transfer of information to the following people involved in the club's marketing.

With the thesis, the marketing measures taking place in Unihockey Basel Regio will be compiled into a compact entity, which will be structured according to the period of the season into an annual marketing calendar. In the reflection part, I considered possible development proposals to enhance and diversify the club's marketing.

To set the goal of the thesis as clear and consistent as possible, we use the SMART formula when setting the goal. SMART is a memory rule developed by George T. Dora to guide goal setting. George T. Doran himself introduced the term and its criteria for it to guide the setting of goals already in 1981. SMART consists of the first letters of the words of the goal criteria. SMART consists of the words specific, measurable, attainable, relevant and time bound. (Corporate Finance Institute, 2023.)

Specific means that the goal must be concrete and easy to understand. What is the desire to achieve? Why is the goal important? Who or who are involved in the goal? What will be achieved by achieving the goal? (Urhemaa, 2021) As already mentioned, the aim of the thesis is to create a concrete tool, the annual marketing calendar, to meet the client's needs. A successful marketing calendar will serve as a checklist of operational marketing actions in the club and as orientation material for potential new employees/transfer of information to the following people involved in the club's marketing.

Measurability is not directly reflected in the association's annual marketing calendar. The final work is not a measure, and it can hardly be evaluated with ready-made measures. Instead, the qualitative success of the annual marketing clock could be mapped through external stakeholders, such as a marketing survey addressed to the association's followers or something similar. (Johtajuus.info 2023)

Attainable, achievable, feasible and possible to achieve. Basic understanding. Is achieving the goal possible with current skills and knowledge? (Urhemaa, 2021) Through professional training, the understanding of the association's overall operation expanded. Together with economics studies and the association's employees, there is enough knowledge and skill available to create a high-quality and practical marketing calendar.

Relevant, is the goal worth pursuing? (Urhemaapro, 2021) A goal is worth pursuing when it combines interests on several levels, i.e., objects of interest and benefits. The commissioned thesis meets the client's needs and at the same time is a great opportunity for the author of the thesis to demonstrate and develop her own professional skills and expertise in the field of marketing.

Time-bound, how is the goal linked to time? (Urhemaa, 2021) Forming the annual marketing clock is already time-bound. The second time constraint is the temporal goal of getting the work, the thesis, ready for the client within the deadline.

Mirroring the SMART criteria, the goal of creating a marketing calendar is clear and simple, but at the same time inspiring and challenging in a positive sense.

3.3 Research plan

3.3.1 The perspective of the thesis research approach

The overall framework of the research is formed by the philosophical background assumptions (ontology, human perception, and epistemology), the investigated phenomenon, the research approach, the theoretical framework, and the methods used (Pitkäranta 2014, 12). As a rule, research can be done using two methods: qualitative and quantitative. These research methods are very different from each other. Quantitative research is often seen as a systematic and straightforward step-by-step process. Quantitative research is driven by a research problem, and the research itself aims to solve this problem. Primarily, the qualitative method follows the so-called abductive, back-and-forth reasoning, which is often described as proceeding from the center towards the edges. (Pitkäranta 2014, 12.)

Qualitative research can be approached from several different perspectives. These research strategies include case study, ethnography, phenomenography, grounded theory, and action research. The aim of a case study is to understand the phenomenon more deeply, while in an action study a small intervention is carried out and its effects are studied in more detail. In practice, action research is research that aims to find solutions to practical problems, improve social practices and understand them more deeply. Phenomenography is a branch of philosophy that is interested in phenomena and their interpretation. Ethnography as a word means writing about people and its purpose is to understand and analytically describe the researched community and group of people by means of participatory observation. As the last approach, we present grounded theory, i.e., the data-based theory method. In that, the theory of the research is formulated based on the research material, and not based on previous research or theory. (Metsämuuronen 2011, 94-114.)

Since we are trying to understand the phenomenon under investigation, the association's marketing, a qualitative research method is more suitable for completing the process of this thesis. In the qualitative method orientation, the aim is to understand the subject under investigation, i.e., the aim is to find out the meaning and/or purpose behind it, to gain a deeper and more comprehensive understanding of the subject under investigation. The purpose of the thesis is to understand the marketing measures that take place in Unihockey Basel Region during one season, from May to the end of the following April.

Qualitative research starts from a leading idea, in this case the customer's marketing. The idea proceeds in different directions (Pitkäranta 2014, 13) such as social media, printed media, ticketing, or textiles and then returns to the center to consider the connection of these side branches to the main idea. The goal of qualitative research is to increase understanding and, in the best case, to add different interpretations and meanings to a phenomenon or idea (Pitkäranta 2014, 13).

3.3.2 Data collection methods

When collecting data for qualitative research, one must strive for multi-channel (Pitkäranta 2014, 13). To create an annual calendar of marketing, the material has been collected through interviews from association's administrative employees, observing, analyzing the association's social media accounts, interpretation, and familiarizing oneself with the original documents and files regarding the association's marketing. A qualitative research strategy progresses from a practical phenomenon and observation to a general level, i.e., from empiricism to theory (Pitkäranta 2014, 27). In practice, this manifests itself in the thesis as linking the association's practical marketing to theory.

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Qualitative research is often started from as clean a table as possible, without preconceived notions or definitions. In qualitative research, we talk about data-oriented analysis, which in practice means building and justifying a theory starting from empirical data, using a bottom-up principle. In this case, it is important to think about how to limit the material, so that its analysis is still reasonable and, furthermore, meaningful. The problem is that qualitative material practically never ends (Eskola, Suoranta 1998. 14–20). Delimiting the subject matter will prove to be a challenge when doing my thesis, and furthermore, also delimiting which measures are under marketing and which are primarily under another department.

3.3.2.1 Interview

The task of the researcher conducting the interview is to understand the interviewee's thoughts, experiences, perceptions, and feelings. A research interview is always an interaction situation that is pre-planned on behalf of the interviewer. The interviewer is familiar with the research object both in practice and in theory, and the goal is that the interviewer gets important and essential information from the interviewee in terms of the research problem. As a situation, the interview is initiated and directed by the interviewer. Usually, the interviewer must motivate the interviewee and maintain the motivation of the interview. In research interviews, it is essential to remember that the interviewee must be able to trust that the information provided will be treated confidentially. (Hirsjärvi & Hurme, 2018, 41-43.)

The interview can be a face-to-face individual interview, a face-to-face group interview, an interview form collected by mail or on-site, or an interview conducted by telephone. Thus, the format of the interview determines whether the interview itself is a situation that can last from minutes to several days, is structured, semi-structured, or unstructured. A structured interview is usually conducted using a form, where all interviewees answer the same questions in the same order. A semi-structured interview, furthermore, is very close to a theme interview in its characteristics. It deals with pre-defined and selected themes, but the order or format of the questions is not defined in advance.

An unguided, i.e., unstructured, interview resembles an almost free conversation in its essence. The interviewer does not necessarily direct the course of the conversation, but topics arise to be discussed at the interviewee's initiative. In any case, the interview situation itself is an interaction situation, for which the interviewer has a great responsibility. (Metsämuuronen 2011, 115-119.)

For the association's annual marketing calendar, we carry out systematic data acquisition with research interviews. The interviews will be conducted in a semi-structured manner, which means that the theme (the association's marketing) and topics for leading the discussion have been defined in advance. These topics include, for example, the association's marketing situation and measures now, marketing goals in the short and longer term, and, on a general level, why marketing is done in the association. The interviewees were found within the association, and they all had a different role or responsibility in the association's operations. Naturally, the interviews focused on interviewing those persons whose importance from a marketing point of view was the most significant. Each interview is conducted face-to-face between the interviewee and the interviewer.

An important part of research interviews is their planning and defining the interview questions and themes in advance. The interviews delved into, among other things, the following themes, and questions; why Unihockey Basel Regio does marketing, what are the goals of marketing in the short and long term, what do you want to achieve with marketing and what kind of marketing measures are being taken in the association at the moment.

3.3.2.2 Observation

In addition to interviews, material for compiling the annual marketing calendar will also be collected through observation. Observation is about the researcher objectively observing the object of the research and making notes about it (Metsämuuronen 2011, 120). In practice, this manifests as the researcher's own notes and comments added to the research material.

The observation is also closely related to the analysis of the association's social accounts, which in practice is based on the observations made in the association's social media publications and the thoughts and development ideas arising from them.

The researcher's own observations made in the research material were mainly related to thoughts and development proposals about what could be done better and, for example, how to expand and diversify marketing. Naturally, the findings were also influenced by how the interviewees expressed themselves verbally and non-verbally in connection with interview situations. Was the matter discussed with enthusiasm or was the topic passed over with a few shorter comments. As a rule, the interviewee's way of expressing themselves directly correlates with how important a certain thing is perceived and how much one is willing to invest in it.

3.3.2.3 Benchmarking

Benchmarking, i.e., competitor evaluation or comparison (Eskola ym., publication date unknown) is, as the name suggests, comparing one's own operations with those of competitors in the same field. Benchmarking is one data collection method in the thesis, when we compare the client's social

media behavior with other sports clubs to analyze their current market position from a social media perspective.

With benchmarking, we compared things from a social media perspective. The comparisons considered the number of followers on the associations' social media, especially Instagram, and the publication frequency of publications. Through benchmarking, the association was compared in terms of number of followers not only to other sports clubs in the Basel area, but also to all floorball clubs playing in the Swiss national league. Through benchmarking, we can state that Unihockey Basel Regio is currently the fourth most popular sports club in its geographical area based on the number of followers on Instagram. Compared to the other teams playing in the national floorball league in Switzerland, Unihockey Basel Regio ranks first based on followers on Instagram, in the comparison with the national league B teams (second highest national league level in Switzerland) and in the top three when considering all the teams in the highest, national league A level.

3.3.3 Data analysis

Generally, qualitative research data is collected and analyzed at least partially at the same time (Metsämuuronen 2011, 126). Before analysis is possible, the collected data must be put into a form that enables analysis. Naturally, the aim was to produce the material in an analyzable form already in connection with the interviews, and since the interviews were not recorded and therefore also not transcribed, the notes taken from the interviews are an important part of the research material. It was possible to analyze the data immediately after receiving the interviews and summaries. The analysis mainly takes place from a qualitative point of view, and the notes and summaries of the interviews are compiled into Excel and Word files.

The material collected for the thesis must be examined and interpreted analytically, making observations and discoveries, combining theory and discussion. Through analysis, we strive to increase the information value obtained from the material. Learning will be reflected together with theory, practice, and sources.

In his work, Metsämuuronen presents the Qualitative Research Handbook, four different ways of handling the material collected for qualitative research. These four methods are content analysis, analysis of personal relationships, analysis according to social types and description of social structures. The analysis of the collected material usually starts with content analysis, which is one of the basic analysis methods (Pitkäranta 2014, 100). The analysis of personnel relations would map the network of personal interactions, while the analysis according to social types would focus on distinguishing the characteristics and traits of so-called "ideal types". Analyzing social structures, on the contrary, produces information about the quality of interaction. (Metsämuuronen 2011, 126–128.)

Analyzing the material collected for the annual marketing calendar is most logical with content analysis, which progresses through the theorization of the material, classification of the material, definition of concepts and determination of the frequency of occurrence of the phenomenon, to cross-validation, conclusions, and interpretation.

Content analysis is a method of analyzing data used in qualitative research. It is used, for example, in analyzing texts or data in text format. The purpose of content analysis is to find the meanings

that emerge in the text from the text material. The aim is therefore to bring out a condensed and generalizing summary of the matter under investigation, without the material losing its informational value. With content analysis, we want to bring out the similarities and differences in the text, so content analysis is an appropriate method of analysis when we want to describe the central intentions of the material as a summary in verbal form. (Leinonen 2018)

Content analysis can be done from three different perspectives or starting points. In material-based content analysis, the material guides the analysis. The most important issues are highlighted from the material, regardless of what they are or how they relate to previous research. The researcher's challenge is then to analyze the material from the open and the material's own starting points, without theoretical knowledge influencing the issues arising from the material. Another method of content analysis is a theory-oriented perspective, in which theory guides the analysis. The aim is to find things that support the theory in the material, and the meanings and concepts emerging from the material are compared with already existing information or a theoretical model. Theory orientation is an excellent approach when you want to test the validity of a theory in a new matter or environment. The third content analysis method is theory-guided content analysis, where during the analysis the researcher's activities are guided by theory and material in turn. Often the units of analysis emerge from the data, but their interpretation and grouping are guided by theory. Theory guidance also manifests itself as a data-oriented analysis, but finally the observations made based on the data are tied to the theory. (Leinonen 2018)

When creating the annual marketing calendar, the content analysis proceeded from a theory-driven perspective. The analysis started with reduction of the material, where we tried to find the most relevant parts of the material and marked them in the material with highlight colors (Leinonen 2018). The work tasks/deadlines related to the exact dates were processed and organized in chronological order in Excel, from which it was practical to form a linear summary of all the work tasks of one floorball season. The themes and observations that emerged in the interviews were compiled into a Word file, where the material was supplemented by the researcher's own thoughts, ideas, and possible clarifying questions with an eye to the future.

The reduction of the material was followed by the grouping of the material, i.e. clustering, where the tasks and themes of the annual marketing calendar were divided into four shorter periods (Leinonen 2018). Based on the compilation of these files, we ended up dividing the floorball season, into four shorter periods. These periods were formed based on the characteristic features of the period as follows. At the beginning of the season, the floorball clubs experience the so-called transition period, when the old season has just come to an end, the games are over, the championships are divided, and the clubs' activities are more passive, and the training of the competition teams is not so goal oriented. This period is from April to May. The transfer season is followed by the "preseason", i.e., the preparatory period for the season, when preparations for the upcoming season are naturally made both in an administrative and sporting sense. Preseason takes place in the summer, from about June to August. The preparatory period for the season is followed by the period of the regular season, when series games are played, and the club is managed "from behind". This is naturally autumn and wintertime. After the regular season, there is still the final play off/play out time,

when the league rankings, league places and championships are finalized. The play offs take place in the spring, joining February-April as one of the last periods.

Finally, general concepts such as marketing, sports marketing and the theory of the annual marketing calendar were formed and defined around the clustering.

3.4 Reporting and presentation of results

After analysis, the material collected with qualitative methods will be structured into a marketing yearbook according to the needs of the client, Unihockey Basel Regio. Due to the special nature of the floorball association's activities, the annual clock does not progress as a calendar year, but as a modification of it.

The floorball competition season runs from around August-September to March-April, depending on the team's age group and league level. As a rule, the season is thought to end when the games end and the championships are decided, so we also use this as a factor determining the start time of the marketing year clock. The annual marketing clock will thus progress according to the progress of the floorball season. As previously presented, the floorball season was divided into four shorter periods, which Unihockey Basel Regio's annual marketing calendar follows. Client's annual marketing calendar thus naturally starts in April/ May, when the new season starts and it's time, for example, for series registrations (Salibandyliitto 2022). From there, the annual marketing clock moves forward in chronological order following the calendar months towards March/April of the following year, when the floorball season ends again, and the annual marketing clock has turned around.

The annual marketing calendar will be reviewed in the form of a table so that each of these four shorter periods will be treated as its own entity. In this way, the marketing year clock created for the customer is more practical and more theory that can be used in practice can be tied to it, than if the marketing year clock were presented in the form of a traditional year clock, where the entries made for one month would remain quite superficial.

4 MARKETING IN THE UNIHOCKEY BASEL REGION AT THIS MOMENT

4.1 Definition of marketing

Business economics is a part of economics, one of the main trends of which is known as marketing. The term marketing became popular in the United States already at the beginning of the 20th century, and the teaching of marketing began at universities in America twenty years later, in the 1920s. (Bergström, Seija & Leppänen, Arja 2013, 10.) Marketing as a term is impossible to define absolutely because it includes broad entities of companies' value production processes.

Naturally, marketing has developed not only as a term, but also as a procedure during its more than 120-year lifespan. Many different definitions of the term marketing have emerged over the decades. Bergström and Leppänen (2009, 23) define marketing in their book *Yrityksen asiakasmarkkinointi* as a way of thinking and acting based on responsible relationship thinking, with the help of which the aim is to create a selling, competitive offer that produces added value for different parties through interactive communications.

Philip Kotler (born May 27, 1931) is an American marketing author, consultant, and Professor emeritus. He defines marketing as: "The activity or business of marketing and selling products or services, including market research and advertising." (Twin 2023; LinkedIn, Philip Kotler, publication date unknown).

Marketing can therefore be considered to cover all the activities with which the company aims to promote the sales of its products or services. These methods include, among other things, knowing the customer's needs and knowing how to respond to them better than competitors. Research and analysis of factors influencing customers and detailed marketing planning, both analysis and measurement of marketing. Marketing is not just advertising and sales, but a precise and detailed set of carefully planned customer-oriented activities. (Twin, 2023)

4.1.1 Special features of sports club marketing

As a concept, sports marketing or sports club marketing may not yet be familiar to many. However, it is an essential part of sports clubs' operations and is especially used to agree new cooperation agreements, collect spectators or funds. (Helsinki2012.fi, publication date unknown.)

The basis of sports marketing is naturally the marketing itself, but the sports world brings a special feature to it. Sports marketing aims to satisfy the needs and wishes of sports consumers. Sports consumers are people who, for example, use or buy goods or services related to sports (Hoye et al. 2018, 251.) The purpose of sports marketing is to find out the interests of sports consumers belonging to the target group and respond to them with your own offer. The competitive means of sports marketing defined by Alaja (2000, 30) (product, price, availability, sponsorship cooperation and marketing communication) are also a key part of sports marketing itself. Naturally, the background of these is customer-oriented thinking and its goal is effective operation. (Alaraja 2000, 50-51.)

Unihockey Basel Regio's primary marketing goal is to get more spectators to the halls (Degen 2022; Meier 2022; Mendelin 2022) and the association's marketing aims to bring what it offers to the awareness of sports consumers and potential sponsors.

4.2 Purpose of marketing in Unihockey Basel Regio

The goals and reasons for the association's marketing were mapped out by approaching the association's marketing with the following questions: why does the association do marketing? What is the goal of marketing? Who do you want to reach with marketing and what kind of short- and long-term goals have been set for marketing?

To get a comprehensive picture of the association's marketing, association's athletic director, marketing manager and social media manager were interviewed. All the interviews clearly showed the desire to get more people, i.e., spectators, to home games (Degen 2022; Meier 2022; Mendelin 2022). In addition to this, mentioned goals, among other things, were to increase the number of club members, also so that spectators/fans/sponsors could identify themselves as part of the "UBR (Unihockey Basel Regio) family" (Degen 2022) and that these segments in question would like to join the activities of this association (Meier 2022).

Because of this, the association must be got on the market so that the desired target segments can be reached and thus increase not only the size of the club, but also get it a higher position in the geographical area of the society and in the Swiss Unihockey society. In a sporting sense, developing and growing into the number one club in the region, activating a large fan base and reaping sporting success are also important themes alongside the marketing goals. (Meier 2022.)

4.3 Marketing measures in the association now

4.3.1 Social Media

In this section, we will go through social media as part of the marketing department. In practice, to solve the issue of social media, it is also a separate department, but since it is the most visible elements externally, we deal with it alongside marketing. The importance of social media in marketing cannot be avoided, and for Unihockey Basel Regio, it is one of the most important marketing channels. Firstly, Unihockey Basel Regio's social media means and includes the social media platforms Instagram, Facebook, and YouTube.

Instagram is a free social media platform launched by Kevin Systrom and Mike Krieger in 2010, where its users can share pictures and videos (Rojas 2019, 14). Facebook was founded in 2004 by four Harvard students, Marc Zuckerberg, Eduardo Saverin, Dustin Moskovitz, and Chris Hughes. In five years, Facebook became the world's largest social network and in 2021 it had nearly three billion users, half of whom used the platform daily. As a platform, Facebook is free. Users can create a profile there, write updates, upload pictures and videos, join existing groups or create completely new groups. (Hall 2023.) Facebook's position is based on the opportunity it offers to keep in touch and be connected. YouTube is also a free platform for uploading and sharing videos on social media. It was discovered in February 2005 by three former PayPal employees Steve Chen, Chad Hurley, and Jawed Karim. Shortly after the launch, in May 2005, it reached 30,000 visitors per day and by the time YouTube was launched on December 15, 2005, it was serving more than two million video views each day. (Hosch 2023)

Social media has a big role in today's society, so it is association's task to provide followers the best possible content and to give the club more opportunities to grow. Currently Unihockey Basel Regio has over 2800 followers on Instagram and that is more than 500 additional followers compared to two years ago (Meier 2022). In comparison to sport clubs in the region of Basel, Unihockey Basel Regio has the 4th highest follower number on Instagram (behind FCB, Smäesch and EHC). Unihockey Basel Regio has a thousand followers more than the second most followed club in men's National League B had at the end of the year 2021, is more than double the followers the second most followed club in women's National League B has and is 4th place on comparison to National League A-teams. As a closure, Unihockey Basel Regio's social media is growing and has a lot of potential left. (Attachment 4)

All these social media platforms are free for the user, so they also provide Unihockey Basel Regio with an excellent platform to reach new people and to maintain and nurture the relationship with current association members/fans. The association uses Instagram and Facebook to share all kinds of content about the club's activities, and they are the main channels from a marketing point of view. YouTube is used to publish match highlights of the men's national league (Switzerland's highest league level for men).

In practice, the utilization of social media as a marketing tool is divided into two-time periods, season, and off season. In summertime there are posts about things happening in and around the club for example events like Mobiliar Street Floorball tour which Unihockey Basel Regio helped to organize and execute on Summer 2022. A regular task in the summertime is to put out player transfers to publicize complete squads for men's and women's representative teams. Possibly also changes of junior players in the locker room. Throughout the season there are posts about all the games and if there would come up something also special topics. Since the season is more plannable there is a general structure for those weeks and the posts which must be made (if needed it can always be rescheduled when there is a game during the week for example). Basically, everything apart from the highlight videos is uploaded on Instagram and Facebook.

In recent years, Unihockey Basel Regio has started to unify the models it uses as a social media, and the idea is to go in that direction. This is how the association builds its brand and makes itself better known. The game preview, game summary, tomato and news messages all contained the same features in their design. In addition to this, there will also be a similar design for the results flash stories of the National League teams.

The association's social media is a channel for publicizing and marketing the association's events, games, partners, sponsors and possible cooperation associations and clubs.

TABLE 1. Example of a weekly schedule in social media during the season

time slot	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
09:00-11:00 (10:00)							
11:30-14:00 (12:00)	Recap Men's game	Upload Highlights on YouTube (if home game)		Preview Men's game	Preview Juniors' whole weekend		
14:30-16:30							
17:00-19:00 (18:00)	Recap Women's game			Preview Women's game			
19:30-22:00 (20:30)						Totomat + Resultat-flash FNLB, MNLA	Totomat + Resultat-flash FNLB, MNLA

The table presented above describes Unihockey Basel Regio's weekly social media update and marketing plan during the season. The table specifically describes the publications made in the form of pictures and videos, which are stored on the Unihockey Basel Regio's Instagram, Facebook, and YouTube accounts. Publications will remain on account profile in chronological order, so that the most recent publication is always visible first. This does not consider the stories published in Instagram's story section, which are only visible to the public for 24 hours from the time of publication.

The timeslots defined in the leftmost column tell when any type of update should take place. The morning hours until around eleven o'clock in the morning have been left free from daily activities, because that's when people don't use social media and the reach when publishing at that time is not optimal. The first timeslot for updates is timed in connection with the lunch break, when the public discovers social media platforms in larger masses for the first time. After this, the hours used for active work in the afternoon are used for a quiet life on the association's social media. After the work/school day is over, people find themselves back on their smart devices and browsing social media platforms. This time slot is another posting time slot used by the association. Late evening, around seven in the evening, starts to lose its optimality as a time to reach the public again, so on weekdays this time is kept quiet and not for updates. However, on weekend evenings, the result data (totomat) of the matches of all the teams of the entire association is updated for the day in

question, and if possible, a separate result flash for the matches of the men's and women's teams, which details the course of the match itself in more detail, including the scorers, the result and the players awarded in the match. The time shown in parentheses in connection with the timeslot has been found to be the most optimal publication time within the respective timeslot based on the corresponding analyzes of social media. (Meier 2022.)

To concretize the marketing and social media weekly plan presented above, we present the activities of a randomly selected week on the association's social media, combining our theory and practice. Week seven from the beginning of 2023 was selected as the week chosen by random sampling, i.e., the week starting on Monday 13 February 2023 and ending on Sunday 19 February 2023.

On Monday, the week started with the presentation of the results of the previous weekend's games. The first update of the week was a recap from the weekend from the men's team. The post presented the result and scorers of the men's home game on Friday, as well as the result and scorers of Sunday's away game. Later, the same day, another post was also made with the same theme, but this time about the women's team's Playoff matches that started the previous weekend. On Tuesday, the content was uploaded to YouTube in the form of highlights of the men's game, after Wednesday it was calmed down on social media. On Thursday, the midday post was a preview of the men's team's games in the coming weekend, and the early evening post was about the women's representative team's games in the coming weekend.

Previews were followed by a publication on Friday, where they were looking for children to escort players onto the field for the men's game on Sunday. As we can see from the social media plan, the update in question was not on schedule, and space has been deliberately left there for additional posts, so that making other timely updates will also be successful and possible. Since this week's update took place on Friday, the presentation of the Juniors' weekend game schedules was postponed to Saturday. Week was crowned by Sunday evening's post, how Sunday's games went from all the club teams.

4.3.2 Other channels used for communication

In addition to social media, Unihockey Basel Regio does not make much use of other media channels in its marketing, such as print media, radio, or television. Cooperation with local media is not used, and visibility through them is not achieved or even sought now. However, when considering the association's goal to be the region's best-known sports club, expanding marketing to these media in the future could be a worthwhile investment and investment of resources. The association also does not use, for example, physical billboards in its geographical area to advertise its upcoming matches. (Mendelin 2022.)

Alongside social media, the association's website is the only actively used communication channel. On the sports club's website, you can find current news, from match previews to match reports, as well as team presentations with common information from the officials. Naturally, the website also presents the club's status, history, and board. From a marketing point of view, the most important work related to maintaining websites is keeping them up to date. The marketing manager must

update the latest player and team photos, contact information and other relevant information there might be, like upcoming events and home matches. (Degen 2022.)

The association's internal marketing is also done through the newsletter (Kramer 2022). The newsletter reaches the club's active members on average once a month, distributed via e-mail. The main person responsible for producing the newsletter is the association's communications manager, but the topics covered naturally also revolve around marketing. Upcoming National League matches and joint events of all members of the association get the most column space in the newsletters, and from a future point of view, it would be useful to think about how this information would best reach people who do not participate in the association's activities and get them to come and watch the sports club's games and matches.

4.3.3 Marketing materials

An essential part of marketing is all ancillary materials used in the association's activities, such as club textiles, player photos, various match advertisements, banners, and ads (Degen 2022).

Society textiles means all the textile pieces that the association offers to its members. The Club is harmonious in the textiles it uses, and all Unihockey Basel Region members, regardless of age group or team, look the same. Designing and updating the collection is a marketing task (Degen 2022).

According to the guidelines of the club textiles, all ancillary material must be taken care of, which includes player photos, team photos, number cards, team cards, match brochure, match program, banners, and ads (Degen 2022). For player and team photos, the marketing department organizes a photo day with the association's photography partner and prepares these photos in the necessary formats so that autograph cards, team cards and banners, as well as advertisements can be ordered.

The match sheet and match program are made in cooperation with the sponsoring officer (Degen 2022; Mendelin 2022).

4.3.4 Ticketing

One of the main tasks and goals of marketing is to get people to come to Unihockey Basel Regio home games. For this, the marketing department must define the admission ticket options for the association's home games each season and take care of their promotion which is done through social media (Degen 2022). The types of admission tickets in recent seasons have been individual tickets, season tickets and club members' season tickets. Along with defining the prices, marketing is responsible for deciding in which form the admission tickets will be used. Are they physical or digital and for example on a smart device. Designing the visual appearance of the entrance tickets is also part of marketing's tasks. (Degen 2022.)

4.3.5 Peripheral products, fan products

An essential part of marketing is how the association is visible on the local level in the street scene. Naturally, the influential members of the club are free advertising for the association when they

move around the city in the club's equipment. In addition to these, Unihockey Basel Regio has three cars equipped with the club's advertising stickers.

All club members and those interested in the association's activities can order fan products with the Club through the Tramondi store. There are car flags, caps, beanies, fan scarves, fan shirts, key fobs, and mini dresses for the car window available. In addition to these, authentic jerseys are available from the online store. (Floorball-Store, publication date unknown.) Maintaining the fan shop is naturally the responsibility of marketing (Degen 2022).

4.3.6 Other marketing tasks

In addition to the tasks presented above, the association's marketing department is responsible for a few smaller tasks here and there. According to Degen, in addition to the previous ones, marketing's tasks include, among other things, making a summary of men's and women's home games, making a summary of all home games, and making a summary of all games including home and away games. These collections are delivered not only to the Swiss Floorball Association, marketing materials and advertisements for the club's home games are also made based on them. In addition to game summaries, the marketing manager must send the contact information of the association's teams to the association and update them on the club's website. (Degen 2022)

In addition, fanshop coordination and the planning and implementation of various campaigns, coordination of photographers, livestream and "einlauf" kids are essential marketing tasks, along with inviting the award winners for the best players (Degen 2022).

5 ESTABLISHING THE MARKETING YEAR CLOCK

5.1 The annual clock theory of marketing

The annual marketing calendar is a planning tool that allows us to target and gather the marketing priorities of a company or association briefly. Marketing themes and rough schedules are recorded in the annual marketing calendar, so that the whole can be understood immediately. The marketing plan itself is a more specific plan that contains more detailed information about the budget to be used and possible media choices. The goal of the annual marketing clock is to give a comprehensive overview of the association's marketing. The marketing plan, however, describes the goals and measures to achieve the goals in more detail. (Sanoma Media Finland, publication date unknown)

In the annual marketing calendar, important dates, seasons, themes, and other matters affecting marketing are marked for the association. This way, based on the annual calendar, it is possible to understand what is important to consider from a marketing point of view at any given moment. (Sanoma Media Finland, publication date unknown)

5.2 Marketing annual clock Organizing basis

The floorball competition season runs from around August-September to March-April, depending on the team's age group and league level. As a rule, the season is thought to end when the games end and the championships are decided, so we also use this as a factor determining the start time of the annual marketing calendar. The annual marketing calendar will thus progress according to the progress of the floorball season. Due floorball season, the annual calendar does not start from January as a calendar year does, Unihockey Basel Regio's annual marketing clock will start from April and progresses from there to March/April of the following year according to the calendar year.

As already presented earlier, the floorball season was divided into four shorter periods in terms of creating annual marketing calendar for the client. These four periods were defined considering the special feature of the moment as follows: transition period from around April to May, when the previous season has just been completed and so the inviter's desks are cleaned before the next one. The transfer season is followed by the pre-season, which is perhaps the most important period from the point of view of the floorball season and the annual marketing clock. That's when plans and preparations for the coming season are made. Preseason follows season, first regular and then playoff time. Naturally, these periods tied to themes not only give the marketing calendar a time window, but they also determine the themes around which the marketing should revolve at any given time. We will go through the annual marketing calendar for the client through these four periods. Viewing the annual marketing calendar is thus simpler and easier to understand.

Furthermore, these four periods will be divided into even shorter periods, first at the monthly level, then at the weekly level, and from there even at the daily level.

Since we deal with the annual marketing clock in weeks at the beginning, we count that each month contains an average of four weeks, although the calculated truth is slightly different from this (+2/3 days/month).

5.3 Along with time, the association's marketing annual clock is controlled by factors

Now that the parameters related to time have been defined for the annual marketing calendar to be formed, we also define other factors that control the progress of the annual calendar. Along with time, another factor that guides marketing is thematic connection. Through various themes, marketing is tied to time and thus arouses interest in the customer base. Naturally, these themes include Christmas, Valentine's Day, Mother's Day, and Father's Day, in addition to the specifics of the competition season (preseason, regular season, Playoffs and play outs).

6 THE MARKETING YEAR CLOCK OF UNIHOCKEY BASEL REGIO

6.1 Transition period

As already presented earlier, the annual marketing calendar made for the client, Unihockey Basel Regio, starts from April, when we think the new season begins. At the beginning of the annual marketing calendar, the floorball clubs, including the client Unihockey Basel Regio, experience the so-called transition period, when the old season has just come to an end, the games are over, the championships are divided, and the clubs' activities are more passive, and the training of the competition teams is not so goal oriented. This period starts around April (+/- month) depending how the association's teams were successful in sports and lasts until mid-May.

In the annual marketing calendar, the transition period is defined as period of one and a half months, which starts at the beginning of April and continues until the middle of May. Since the previous floorball season may end earlier than planned or desired, the new marketing year can be started smoothly as soon as the previous competition season has ended. Sometimes this can take place as early as March. However, the tasks for the period are the same even when the period itself takes longer.

The transition period is the quietest time of the year from a marketing point of view, and there are not much of tasks during the period (Degen 2022). However, summarizing the previous 12 months, cleaning the table, completing unfinished work tasks, and preparing for the pre-season, as well as remembering and thanking partners and sponsors, take their place during the transition period. After getting familiar with Unihockey Basel Regio's activities on social media and the publications made during the transition period, we add to the transition period task list "probetrainings" the announcement of try-in exercises, where players outside the teams and club can come and show their skills and try to join the team for the coming season. In addition to trial training, we will add the publication of contract news in the used marketing channels together with Mother's Day and remembering mothers to the transition period to-do list. (Instagram, Unihockey Basel Regio 2023).

TABLE 2. Tasks of the first period of the annual marketing calendar; Transition period

week	task		notes
1 st week of April	cleaning the table so that the preseason can start with a clean slate, taking care of undone tasks, the previous 12 months' summary, remembering and thanking sponsors and partners	Try-in exercises for juniors, "probetrainings junioren & juniorinnen"	
2 nd week of April		Contract news, public thanks to partners and sponsors	
3 rd week of April		Try-in exercises for women	
4 th week of April		Contract news	
1 st week of May			
2 nd week of May		A contribution to mothers	Mother's day (international)

In the attached table, we presented the tasks of the first period of the Unihockey Basel Regio marketing calendar, the transition period. The leftmost column shows the weeks in which each task should be completed. The entire transition period is time for so-called cleaning the table, so that the next period, the preseason, can be started with a clean slate. During the transition period, you should also take care of the unfinished tasks, thank, and remember sponsors and partners, and make a summary of the past 12 months. Thanking and remembering sponsors and partners are primarily the work tasks of the sponsorship department (Mendelin 2022), but from a marketing perspective, participating in this can also make sense. Well-managed sponsorships and partnerships bear fruit in the future. Ensuring visibility on both sides is very important to strengthen the association's market position. Summarizing and critically examining the previous 12 months is important to identify areas for development and improve the association's operating methods and marketing. This can be investigated, for example, based on the answers to the feedback survey sent to the club's active members, if paid analyzes of the marketing situation are not used.

Alongside the so-called running tasks, the transition period also includes a few tasks that are more closely tied to time. These tasks are detailed in the column on the right of the table's task column. The announcement and marketing of the try-in practice schedules for the junior teams should take place in the first week of April, and the women should take place in the third week of April. The men's representative team, which plays in the Lidl Unihockey Premium League, is a so-called invitational team, that is, the team's coaching contacts players who it hopes will come to training to show their skills. This way, the men's team does not organize open try-in exercises, which is why they do not need to be advertised either. Tasks related to the publication of contract news/contract status have also been marked for the second and last week of April. Of course, it is better the earlier the player contracts for the coming season can be published (possibly already at the time of the regular

season or playoffs), so that commitment and permanence can be communicated to the outside world. However, from a marketing point of view, it is easy to fill the quieter April with them. Giving public thanks to sponsors and partners is also marked for the second week of April. Making an update on social media handles this task. International Mother's Day is celebrated on the second weekend of May and taking it into account is an important matter that reflects the association's values.

6.2 Pre-season

The transition period follows the preseason, which lasts from about mid-May to the end of August. During the preseason, preparations are made for the starting floorball competition season, and is thus a very important period in the annual marketing calendar from a marketing point of view. During the pre-season, the marketing materials for the upcoming winter are taken care of, among other things, information is updated on the association's website and Swiss Unihockey, the admission ticket options for the season that will begin are defined and their production is ensured.

Since the preseason is already quite full of work from a marketing point of view, we further divide the preseason into two smaller periods to make it easier to visualize the work tasks. Roughly defined, these periods are early summer, May-June, and late summer, July, and August.

TABLE 3. Tasks of the second period of the annual marketing calendar; Preseason; early summer

week	task		notes
3rd week of May	defining "early birds" prices & terms	Early birds campaign ads in social media (1 st week of June)	
4th week of May			
1st week of June			Father's day (Switzerland)
2nd week of June	checking the home game concept for the starting season	contract news (all contract news for the men's and women's representative teams must be published before the end of June)	
	planning side activities for home games		
	update social media plan and design for coming season		
	updating the contact information of the teams/ new coaches on the website		
	Creating a list, which local celebrities can be invited to home games to hand out top player awards	Early birds campaign ads in social media (3 rd week of June)	
3rd week of June			
4th week of June	Ticketing – terms Ticketing – publishing season cards in Eventfrog		

As we can see, the preseason and early summer is more laborious and contains more marketing tasks than the transition period, when the association's annual marketing clock starts. Again, the left-hand column shows the week, when the tasks in the to-do list should be done at that point. However, the beginning of summer does not yet involve so many tasks strictly tied to a week (or a specific day), and the point is that the defined tasks must be completed by the end of June. These tasks include defining the prices and terms of the "early bird" season tickets, checking the home game concept, planning side activities for home games, updating the social media update plan and checking the design, updating the teams' contact information on the home page, making a list of people who could be invited to hand out the best player awards. On social media, marketing of the "early bird" campaign and publication of contract news (Degen 2022; Meier 2022).

As the May marketing to-do list included considering International Mother's Day, on the first Sunday of June we must remember to consider Father's Day, which is celebrated in Switzerland. Again, a small thing to market the company's values.

"Early birds" season ticket campaign refers to a campaign whose purpose is to sell more quantity, but cheaper season tickets for the home games of the upcoming competitive season. Unihockey Basel Region offers just one season ticket option, which includes all home games of both representative (men Lidl Unihockey Prime League and women National League B) teams. To carry out the campaign, the prices and terms must be defined, and the issue must be advertised on social media in the first and third week of June the latest.

Early summer is an excellent time to review the home game concept and plan side activities for home games. How the players arrive on the field for the introduction, how the starting six are introduced, what happens during the breaks, what about after the game and who distributes the awards for the best players (Mendelin, 2022).

The social media plan and design update will also take place during the early summer (Degen, 2022). A weekly plan must be created for the association's social media updates, which can be used every week after the competition season begins. The weekly plan must include a recap for men and women, the publication of highlight videos of men's games, a preview of the weekend's games for men and women, highlights from the association's Saturday games, highlights from the association's Sunday games and result flash from the men's and women's games (Meier 2022). In connection with the social media plan, the design for the next season is checked and updated, which preferably remains the same, to achieve continuity and social media does not become a mess. However, small fine-tuning and corrections are always appropriate. Social media design means that all publications on social media are made using the same base and font, so that the association's visual appearance is harmonious (Meier 2022).

In addition to the above, the to-do list for the early summer also includes updating the teams' joint information on the website and compiling a list of people who could be invited to home games to give awards to the best players (Degen 2022). These people are preferably local celebrities or important people who, by being there, could bring a certain kind of lift to the event or game. For the

games of the junior teams, players of the men's and women's representative teams could also be planned and asked to give prizes, if it would be possible in addition to their own games.

By the end of June, all contract news must be published, including players, coaches, and possible other members of staff. This means contract extensions, new contracts, and possible departing members of the club. Since during the early summer there are no mandatory publications on social media in addition to contracts and the "early bird" campaign, there is room for additional staff. For example, in the spring of 2022, the association's Instagram was filled with posts from the U13 Trophy tournament held in May, and in June, the association's Instagram account was looking for an intern for the association's administrative tasks for the fall of 2022 (Instagram, Unihockey Basel Region 2022).

TABLE 4. Tasks of the second period of the annual marketing calendar; Preseason; late summer

week	task		notes
1st week of July		Remaining active on social media by sharing everyday life news from the association Share reminder in social media about season card campaign	
2nd week of July			
3rd week of July			
4th week of July	organization of photographers for home games the starting season organizing a photoshoot day for player portraits and team photos		
1st week of August	Summary of men's and women's home games, summary of all home games and summary of all games (home + away) document to Swiss Unihockey as pdf	Season ticket promotion on social media and on homepage	Swiss national day 1 st of August
2nd week of August	Sending team info to Swiss unihockey		

	<p>Sending the season ticket information letter and invoices to people who have ordered season tickets</p> <p>Preparation of player portrait and team photos in the necessary formats</p>	<p>(Remaining active on social media by sharing everyday life news from the association)</p> <p>Sharing news about the preparation of the teams for the starting season; tournaments such as Tigers Cup (men), Stöckli challenge (juniors), Swiss games (juniors), Stöckli challenge (men), camps etc.</p> <p>Publishing team photos on social media</p>	
3rd week of August	<p>Produktion of season tickets</p> <p>ordering supporting materials needed for association's functions</p>		
4th week of August	<p>Ticketing – single game</p> <p>Sending team photos and player portraits to Swiss Unihockey</p> <p>Activate and update new player portraits and team photos to homepage</p> <p>Send a summary of what kind of marketing activities are carried out in the association to Swiss Unihockey</p>		

As usual, the leftmost column of the table defines in time when the tasks in the middle two columns should take place. In July, there are practically no mandatory updates to social media, but there is room to share the news of different teams a little more freely (Meier, 2022). However, it is important to remain active so that visibility and reach remain at a good level. By the end of July, from a marketing point of view, photographers should be organized for the home games of the starting

competition season, and a photoshoot day should be organized, during which player portraits and team photos of all active members and teams of the association will be taken.

August involves several tasks defined by Swiss Unihockey, such as sending the association's teams' game squads, sending new player photos and team photos, as well as team contact information to the federation. By the end of the first week of August, the association must send summaries of the games of the upcoming season to Swiss Unihockey. Men's home games, women's home games, home games of all teams and games of all teams including home and away matches should be specified. In addition, during the first week of August, marketing of the season ticket must be taken care of on social media and on the association's website.

By mid-August, the teams' contact information must be provided to Swiss Unihockey, and an information letter and invoices must be sent to those who have ordered a season ticket. In the penultimate week of August, take care of the ordering of season ticket production and marketing materials supporting the association's activities, such as ads, match sheet, match schedule, player cards, team cards, banderols, and the like.

By the end of August, marketing plan for the coming season must be sent for Swiss Unihockey, which details what kind of marketing activities Unihockey Basel Regio will do during the starting competition season (September-April). Player portraits and team photos must be sent to Swiss Unihockey and activated on the association's website. In addition, the terms for single tickets must be defined by the end of August.

Along with these, you should still try to be active on social media by sharing news about the teams' everyday life. How is the preparation for the season going with the different teams, have they participated in finishing tournaments, held camps or training days? After the team photos are completed, also publishing the latest team photos on social media are marketing tasks to be handled in August.

6.3 Regular season, Qualification

After the preseason, the competition season of floorball starts, and the annual marketing calendar moves to the regular season/qualification period. This period runs from September to January of the following year and during this time games of regular season are played. From a marketing perspective, the regular season/qualification period is a more visible time on social media, and the focus of marketing is there. Besides social media, there are not many other tasks from the association's marketing point of view.

Since the regular season/qualification period does not include much time-specific tasks outside of social marketing, we will first deal with the period on a monthly level and then on a weekly level from a social media perspective. Creating a weekly plan for social media publications is practically part of the marketing plan instead of the annual marketing calendar (Sanoma Media Finland, publication date unknown), but to get a comprehensive picture of what should happen from a marketing perspective during the regular season, we prepare a rough weekly plan for social media publications to support the regular season presentation period in the annual marketing calendar.

TABLE 5. Tasks of the third period of the annual marketing calendar; Regular season/ Qualification

month	task		note
September		Following the social media weekly plan	
October			
November	Fan shop: Christmas action		Men ´s day 19.11. Black Friday
December			World championships Christmas
January	Dress design ready for next season		

In practice, careful preparation for the season has been taken care of during the pre-season, thanks to which marketing has no other tasks during the competition season besides following the weekly social media plan. During the qualifying period, Christmas takes place, around which campaigning is one of the tasks of the period. The campaign can be, for example, something related to admission tickets or fan products. The most important time-bound task is planning the dress design for the next competition season, which must be ready at the end of January, i.e., when the regular season ends.

From a marketing point of view, the regular season period has a few themed days, such as men's day (19th of November), Black Friday (the fourth Friday of November, the opening day of the Christmas season and the single most significant shopping day), the sport's world championship competitions and Christmas. Floorball World Championships are played every other year, with women and boys under 19 playing in odd years and men and girls under 19 playing in even years. Of these, the adult competitions (men's and women's) are scheduled between November and December, which gives an excellent opportunity for marketing to consider the sport's biggest competitions and, furthermore, show support for the national team of one's country and promote potential club's own national team players who participate in the world championships. Various marketing campaigns can easily be built around these themes, with which the association can benefit financially as well as visibility.

TABLE 6. Regular season/ Qualification; social media weekly plan

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Recap Men's game	Upload Highlights on YouTube (if home game)		Preview Men's game	Preview Juniors' whole weekend	Totomat + Resultat- flash FNLB, MNLA	Totomat + Resultat- flash FNLB, MNLA
Recap Women's game			Preview Women's game			

As we already went through the client's marketing tasks earlier, we presented the social media weekly plan. Naturally, this plan was the basis of the table presented above, and with the attached table we aim to define the social media publications tied to the day of the week, which on Mondays are a recap from the previous weekend's games of the men's and women's games, on Tuesdays the publication of the highlights of the men's home games on YouTube, on Thursday a preview of the men's and women's upcoming weekend games, on Friday the junior teams' preview and on the weekend, both days totomat about the day's games and result flash in the story section of Instagram about men's and women's games.

Creating a more detailed weekly plan is part of a specific marketing plan, which we will discuss later in the reflection part.

6.4 Playoff/ Payout

After the regular season/qualification, we move to perhaps the most exciting period from a sports perspective, which is also the last period to be dealt with in the client's annual marketing calendar. It is a playoff/playout period, which follows the regular season and runs roughly from February to April. From a sporting point of view, the championships and league places for the upcoming season are decided in the spring during the playoff / payout time, and thus the most important games of the entire season are scheduled for February-April. Important games often attract more spectators and supporters, which is also a good time to become active in the field of marketing through various playoff actions.

TABLE 7. Tasks of the fourth period of the annual marketing calendar; Playoff/ Play out

month	task		notes
February	Fan shop; playoff action	Following the social media weekly plan	Valentine´s day 14.2.
March			Women´s day 8.3.
April	Ticketing; playoff action		

As usual, the left column of the table presents the time window for the theme or task in question, the middle columns the tasks themselves and the rightmost column special considerations, of which there are two in the period under review, Valentine's Day in February, and Women's Day in March. The tasks set in the playoff/playout period revolve around the ongoing games, and the most important thing is to campaign around the playoff/playout and ensure visibility in the channels that can be used for marketing. How to campaign is more of a matter to be dealt with in the marketing plan. Following the social media weekly plan is also a playoff/play out period task, just like it was on the regular season. The basis of the social media weekly plan presented in the previous paragraph can be used as a basis for play off period as well.

6.5 Tasks to be constantly taken care of

If many themes and tasks are tied to time and there is a deadline for them, we still must consider throughout the year that all the things presented above roll forward with their own weight as desired and how we can support and supplement actions.

Coordinating the fan shop and ensuring that products are available, coordinating and ensuring the photographers, livestream, "ein-lauf kids" (=children which escort the players onto the field before game starts), inviting the people to hand over of the best players' award, etc.

7 REFLECTION

7.1 Conclusions and further research suggestions

After creating the annual marketing calendar for the client, Unihockey Basel Regio, we notice that the marketing themes and subject areas are partly well identified and already considered in the marketing. In the annual marketing calendar, these are all recorded in a time-bound manner, and thus the marketing themes remain recorded and organized. In addition, themes have been added to the calendar that had not yet come up in the interviews, such as the Floorball's World Championships and various themed days, such as Mother's and Father's Day and Valentine's Day.

The annual marketing calendar came out as a compact and clear entity, which corresponds to the goals set for the thesis. The practical tool can now be used as a basis for the customer's marketing planning, and it can also be applied to the marketing needs of other similar associations.

The goal of the association's marketing is primarily to get more people to the gyms (Degen 2022; Meier 2022; Mendelin 2022) and through this to get people outside the sports club to be interested in the club's activities and, ideally, to identify themselves as part of the Unihockey Basel Regio family (Meier 2022). Not forgetting the pursuit of a bigger position in the geographical area and the floorball society in general (Meier 2022). After creating the annual marketing calendar for the client, we noticed that behind such ambitions, organized activities and follow-up of achievements are also needed.

In summary, it can be stated that the customer's marketing has a direction and goals have been set for it, which they want to go towards. These have now been compiled into the association's annual marketing calendar, but a more detailed marketing plan is missing and creating one with the future in mind could be the next reasonable step. A marketing plan is a more detailed plan than an annual marketing calendar, based on which marketing is carried out for a predetermined period. The length of the period can vary from weeks to years, and it includes everything from marketing tasks, goals, metrics, and measurement to determining the company's target group, the budget, and the person(s) responsible for all of this (Hietaniemi 2019). Making a marketing plan starts with an analysis of the current situation, which can be approached with, for example, SWOT and competitor analyses. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a strategy tool developed in the USA in the 1960s, which is used to compare the strengths and weaknesses of the target being studied with the surrounding threats and opportunities (Vuorinen 2013). Competitor analysis, furthermore, evaluates and predicts competitors' operations, methods of operation, prices, and their way of marketing (Hietaniemi 2021).

To guarantee successful marketing, it is also important to remember to define exactly the tasks and goals of marketing and how the realization of these goals can be measured and analyzed. A target group or target groups must be selected for marketing and the channels best suited to reach them must be chosen. This also requires analysis and examination of target groups. (Suomi.fi 2019) Finding out consumers' preferences, finding out consumption habits and understanding the motives of activities and behavior is obviously important when defining ways and channels used for marketing.

7.2 Development proposals for marketing for the client

The goal of the association's marketing is primarily to get more people to the gyms (Degen 2022; Meier 2022; Mendelin 2022) and through this to get people outside the sports club to be interested in the club's activities and, ideally, to identify themselves as part of the Unihockey Basel Regio family (Meier 2022). To achieve these goals, the association's marketing must be well-planned and closely monitored.

The association has clear goals for marketing, but how they are systematically pursued has not yet been clearly defined. What measures are taken to achieve the goals, how to monitor, what kind of metrics are used to monitor and analyze the achievement of the goals, must be set for the future. Precisely because of this, especially from the point of view of marketing analysis, creating more detailed weekly plan is part of a specific marketing plan, which we already spoke about in previous chapter. Drawing up a weekly plan is important to successfully define the optimal channels and publication points.

When looking at the channels used for marketing in the association (mainly social media channels), it can be concluded that reaching larger audiences requires diversification of marketing. The association's own members and individuals who are already interested in the association's activities are generally well reached through the newsletter and the association's website and social media accounts. However, if the goal is to be the number one club in the region (Meier 2022), this requires expanding marketing to radio, television, and print media. Naturally, visibility and familiarity improve this way, and it is even possible to reach completely new groups of customers who previously were not even aware of the association's existence. For Unihockey Basel Regio to be able to profile itself as belonging to everyone regardless of age, gender, or ethnic background – investments in diversifying and multichannel marketing are important.

When considering other marketing measures in the association; ticketing, club textiles, player photos, team photos, autograph cards, fan products, team cards and other ancillary materials such as banners, ads, match flyers and match schedules, it can be stated that the association's marketing is on a good foundation. As part of the marketing plan, we can consider, for example, how to increase sales of season tickets or how to sell more fan products.

Social media channels currently focus on advertising matches and publishing their results. A lot of potential is still untapped, and, in the future, the social media publications of the association should be enriched. At this point, one can think that more is more and the more multi-faceted the daily life of the association can be shared, the more successful the association's marketing on social media channels will be.

In addition to game-related publications, material could be distributed, for example, from the equipment testing day, when a partner offering equipment could also be brought to the fore. Paying attention to sponsors and partners in social media and engaging them, e.g., publishing and promoting a new deal or "the match summary is provided by x" is important, as it not only communicates respect and appreciation towards the other party, but also markets them, and naturally the partner's stronger market position strengthens and perhaps also increases cooperation.

From the perspective of the annual marketing calendar, development proposals are mainly limited to more precise marketing planning and forecasting. It is important for marketing to be topical, because topicality speaks volumes, and furthermore, it is easy to build different campaigns around different themed days, such as Christmas or Valentine's Day, and thus increase the association's profit in euros at least a little. By remembering or campaigning, for example, around Mother's or Father's Day, the association's values are also marketed, the importance of which should not be forgotten in marketing.

Along with themes, visiting local schools, junior teams, and other clubs together with game jersey auction might be ways to enrich marketing. In this way, the association can also be brought closer to its supporters. With a jersey action, the association should potentially get some money, including exposure when a team member hangs the jersey they bought in their room, or a business buyer hangs it on the wall of a hair salon or sports bar in their business premises. Club and school visits by junior teams/others are promotion to which marketing resources could and should be directed in the future.

8 DELIBERATION

8.1 Reliability

The reliability of qualitative research can be assessed through four criteria. These criteria are transferability, i.e., how the results of the research can be applied to other research subjects, veracity, i.e., how well the researcher's conclusions describe the real state of the phenomenon under study, confirmability, how the interpretations made receive support from other studies, and credibility, i.e., how well the researcher's own presuppositions have been considered in the research while doing. (Diakonia-ammattikorkeakoulu, 2020)

Validity means the ability of the research method to verify what it is intended to find out. In practice, validity tells how the results correspond to reality, whether they are correct and generalizable, and how the operationalization of the concepts, i.e., the connection to the phenomenon under study, has been realized. (Diakonia-ammattikorkeakoulu, 2020)

When evaluating validity, it is assessed how well the research sample and the methods used in it are suitable for studying the subject of the study. In practice, the assessment of the reliability of qualitative research thus mostly concerns the collection of research materials. (Diakonia-ammattikorkeakoulu, 2020)

Looking at the reliability of the thesis, it can be stated that the researcher's own thinking and reasoning have had a significant impact on the preparation of the annual marketing clock. The researcher's reasoning is based on theory, which, together with her own professional skills and competence, has guided the completion of the thesis.

Reliability can also be examined by whether the research task has been carried out. The research task of the thesis was to create an annual marketing clock for the Swiss floorball club, and this was successful. Along with the annual marketing clock, a draft of weekly calendar of social media publication dates and times were created for the client, following which planning marketing on social media will not take so much time in the future.

Various sources were used in the thesis, mainly books, e-books, internet sources and related social media platforms and user accounts on them. With source criticism, I aim to use only reliable and up-to-date information when forming the reference framework for the thesis. The reliability of the used sources is supported by the uniformity of the information collected from the sources and the fact that most of the sources were from the 2020s, i.e., produced in the last few years. The information can thus be considered to have been very current. To diversify the sources, previous research or the theory base was built on the basis of research conducted in several different languages, and the sources used literature in German, English, Finnish and Spanish, among other languages.

Although when evaluating the reliability of the study, it can be stated that the elements for a reliable study are generally in order, unfortunately, the fact that the questions used to collect the research material could not be pre-tested is a factor that slightly weakens the reliability of the study. The material for the thesis was collected in the framework of a professional internship, and thus the

interview questions could not be tested before the interview itself, and therefore no feedback was received, or it was not possible to supplement them.

8.2 Ethics

To follow good scientific practice, the researcher familiarized themselves with the instructions of the Research Ethics Advisory Board (TENK), which can be summarized as follows. Operating methods, information acquisition, research and evaluation methods, research implementation and planning, sources, research permits, prior evaluation, agreements between the parties of the thesis, affiliations and obstacles in decision-making, and data protection to be observed in the research. (Vaasan ammattikorkeakoulu 2021.)

Operating methods refer to general care and precision in research work. Honest reporting of the results of the thesis and considering the reliability of the research are also important points here. (Vaasan ammattikorkeakoulu 2021.) The thesis has been done with as much care and precision as possible, and for example the research results published with the thesis, in this case the annual marketing calendar, can be reproduced as similar research. The reliability of the thesis is also improved by appropriately and carefully made source references.

In accordance with good scientific research practice, writing while protecting anonymity (Vaasan ammattikorkeakoulu 2021) is preferable, but to be able to respond better to the assignment and the client's needs, the thesis was written clearly aimed at and related to the client, which naturally required the preparation of a data protection notice during the processing of personal data. The study conducted was not a scientific study, so the processing of personal data was based on consent, and this was verified from each interviewee before and after personally. By preparing the data protection statement, the researcher described the processing of personal data and as a researcher I fulfill my obligation to inform the data subject and show that I comply with data protection legislation. At the end of the research, the personal data will be destroyed in an appropriate manner.

The author of the research is data registrar, and their task was thus to consider the regulations regarding the processing of personal data. From the point of view of the thesis, only essential personal information was collected, which was the name of the person revealed in the interviews and the professional position in the commissioning association. Efforts were made to minimize the amount of personal data used in the research, and personal data were only used in the source notes when referring to research material collected through interviews. Naturally, this information was important from the point of view of the reliability of the study. The research material and the personal data collected for it will be destroyed after the completion of the thesis using relevant methods. In accordance with the data protection regulations (Tietosuojalaki 5.12.2018/ 1050, § 13.) a data protection notice has been delivered to all persons who participated in the interviews.

The collection of research data, the method of analyzing the data and the implementation of the research itself must be ethically sustainable (Vaasan ammattikorkeakoulu 2021). The researcher's personal responsibility and understanding of the researched topic are aspects of conducting ethical research, and thus important to consider. In this thesis, this naturally manifested itself as studies in

the field already preceding the thesis and as a constant search for new information while doing the thesis itself.

Together with the supervisor of the thesis, we went through the resources required for the thesis, we clarified the possible need for a preliminary assessment and research permits. (Vaasan ammattikorkeakoulu 2021). Since thesis does not involve external financiers or other relevant affiliations, there was no need to declare them. Nor was a prior assessment or research permit needed at this point.

The agreements necessary for the thesis process were concluded with the thesis supervisor and the client, and at the same time we agreed on the conditions for publishing the thesis and usage rights, as well as the preservation of the thesis.

For the thesis, the researcher also had to find out their possible handicap, i.e., that researcher is not possibly in conflict with the subject under investigation (Vaasan ammattikorkeakoulu 2021). However, the researcher was impartial and independent, which made it possible to do the thesis.

In summary, it can be stated that ethical principles have been considered in the thesis and the researcher is aware that the thesis is a public document that will be checked in the plagiarism detection system before publication.

8.3 Reflections on own learning and doing

After the topic of the thesis was formulated, the topic seemed quite narrow and that it would be impossible to get an entire thesis done on it. However, after getting to know the topic itself, i.e. marketing more deeply, the thesis began to take shape and be completed as if by itself. The deeper we got into the topic, the more meaningful it became to carry out the project. Afterwards, it can be stated that during the work phase of the project we reached a state of flow and in the end the initial challenges turned out to be riches, and in the end the challenge became limiting the content. from the thesis. There were plenty of ideas and thoughts, especially about the development of the client's marketing, and I got very excited trying to put them into verbal form, so that the client might even be able to use them in their own marketing in the future.

In summary of the topic selection, it can be stated that the topic was more innovative and fruitful than expected, and the topic became more interesting and addictive the further we got with the thesis project. I would have liked to have continued to familiarize myself with the subject area even further and deeper, and I hope that in the future I will also be able to participate in follow-up measures and follow-up studies according to my development proposals.

At the beginning of the thesis project, there were challenges in limiting the material and defining the marketing tasks, but in fact, in the phase of creating the annual marketing calendar, the challenge was more about tying tasks and themes to time. Many marketing tasks are done over a longer period and are so-called "on-going" work tasks, and there was always a clear fixed time when, for example, the website should be updated.

Professional growth is thought to be a good feeling towards our work and finding the most efficient ways of working. Professional growth can be measured, for example, by self-assessment, and in

addition to this, acquiring and receiving further education and additional knowledge is related to professional growth. (Mielenihmeet.fi 2019) Naturally, professional growth has taken place throughout the thesis project, as I have become more and more deeply familiar with the theory of marketing and especially the formation of the annual marketing calendar, constantly tying it into practice through the client. I feel that my understanding of the matter has expanded considerably and that I have such a strong foundation for marketing tasks in the future.

As told before, the ideas for the thesis developed incredibly during the project and the interestingness and engagingness of the work surprised me in a positive way and certainly from the combined effect of these I also found the most productive working methods for the project. The tight schedule for doing the thesis served as an excellent motivator and I quickly found the most productive and precious working method that led to the achievement of the goals set for the thesis. The schedule set for the thesis was kept and now the client has a practical tool ready to support the annual planning of future marketing themes and main features.

As already mentioned, getting started with the thesis was a bit challenging, but once I was able to delve deeper into the topic, it was very engaging. The most challenging part during the thesis project itself was the seamless integration of different working languages, when the client was German-speaking, I produced the thesis in English, and the thesis was supervised in Finnish. However, having successfully survived this, I can say that I have received excellent conditions for the future and for international work.

Completing the thesis project strengthened my professional self-image in many ways. In addition to my language skills, my understanding of organization and goal awareness also strengthened. I noticed that I was in a state of flow when I got an internal and external motivator because of working towards the goal.

Overall, I find the thesis project very successful. Personally, the marketing of sports clubs is an interesting topic, and thanks to the thesis I was able to delve into the topic thoroughly. Doing the work was meaningful and the set goals were reached within the schedule.

As a result of the work, the client received a practical tool as a basis for annual marketing planning, and I find the annual marketing calendar to be a comprehensive, very successful and versatile product. I try to approach and approach the thesis openly and by making use of all possible information.

Although I tried to approach the thesis openly, my own personal experiences, both knowledge and skills, had a significant impact on the completion of the thesis. If I were to implement a similar project in the future, I would prefer a peer review during the project, so that I could possibly get a perspective from outside the work as well. Despite the preconceived notions, the results of the thesis can also be used in the marketing of other companies in the field, so I consider my thesis and the project itself to have been successful.

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ATTACHMENT 1: INTERVIEW QUESTIONS ABOUT THE CURRENT SITUATION OF THE ASSOCIATION'S MARKETING

Why does Unihockey Basel Regio do marketing?

What should marketing aim for in the short term?

What is marketing aiming for in the long term?

Who do you want to reach with marketing?

Marketing goals in the short and long term?

What marketing measures are being taken in the association now? How are they handled?

ATTACHMENT 2: INTERVIEW QUESTIONS ABOUT SOCIAL MEDIA

What social media means and includes for Unihockey Basel Regio?

What is done from marketing perspective in association's social media?

ATTACHMENT 3: INTERVIEW QUESTIONS ABOUT ASSOCIATION'S CURRENT STAGE

Would you describe the association's journey from its foundation to today?

What is happening in the association now, what are its future plans?

ATTACHMENT 4: BENCHMARKING

The Instagram accounts that were included in the comparison of the benchmarking method used to collect the material for the thesis are listed below.

Instagram, adastrabwalden	Instagram, floorball.riders
Instagram, alligatorimalans_official	Instagram, floorball_fribourg
Instagram, chilisrr	Instagram, floorballkoeniz
Instagram, churuni hockey	Instagram, floorballtg
Instagram, fcbasel1893	Instagram, floorballuriofficial
Instagram, gc_unihockey	Instagram, uhc_lok_reinach
Instagram, hcrychenberg	Instagram, uhc_nesslau_sharks
Instagram, kdjets_damen	Instagram, uhc_uster
Instagram, kdjets_herren	Instagram, uhcgruenenmattsumiswald
Instagram, piranhachur	Instagram, uhcsarganserland_official
Instagram, ra_floorball	Instagram, uhcwasas
Instagram, reddevils mha	Instagram, uhlejon_zaeziwil
Instagram, redlionsfrauenfeld	Instagram, uh teggiwil
Instagram, sm_aesch	Instagram, uhv_scorpion
Instagram, svwilersigen	Instagram, ula_original
Instagram, ticinounihockey	Instagram, unihockey_beo
Instagram, uchthun_official	Instagram, unihockey_tigers
Instagram, ucyverdon	Instagram, verbanounihockey
Instagram, uh_aergeragiffers	Instagram, visperlions
Instagram, uh_appenzell_damen	Instagram, wizardsbernburgdorf
Instagram, uhc_laupen	Instagram, zugunited

TABLES

TABLE 1. Example of a weekly schedule in social media during the season

TABLE 2. Tasks of the first period of the annual marketing calendar; Transition period

TABLE 3. Tasks of the second period of the annual marketing calendar; Preseason; early summer

TABLE 4. Tasks of the second period of the annual marketing calendar; Preseason; late summer

TABLE 5. Tasks of the third period of the annual marketing calendar; Regular season/ Qualification

TABLE 6. Regular season/ Qualification; social media weekly plan

TABLE 7. Tasks of the fourth period of the annual marketing calendar; Playoff/ Play out