If You Want to Catch up with the Train, You'll Have to Pay

- A study of Swedish elite hockey organizations that are facing commercialization

Master Thesis within Business Administration

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Abstract

Research Questions: Following questions will be looked at from a management perspective in the researched elite hockey clubs: (1) How has the commercialization affected the areas of responsibility? In regards to areas of responsibility: (a) How has the commercialization affected the decision making? (b) How has the commercialization affected the information and communication? (c) How has the commercialization affected the motivation? In addition, we need to find out the overall structure of the clubs and the managers' view on commercialization in non-profit organizations. Therefore we need to add two more research questions: (2) In what respect is the organizational structure experienced in a different way today? and (3) How has the commercialization changed Swedish hockey clubs?

Purpose: The purpose of this thesis is to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organizations.

Method: With an interpretive hermeneutic approach used in the sense of a qualitative study, we explain how the managers of five hockey clubs within Elitserien experience the adjustments when turning into more commercial organizations. The qualitative study consisted of a number of personal and phone interviews in order to collect the empirical data.

Results: The main implication of the commercialization of Swedish hockey is that it has created conflicts in the daily operations, caused by the contradictions between commercial and non-profit activities. In addition, the organizational structure has in general become more professional with an increasing amount of distinct areas of responsibility.

Preface

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Åsa Elfström   Anna Nilsson

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1   The Game is on Tonight…

In this chapter we will introduce the reader to Swedish ice hockey[1], discuss the problem in contemporary hockey clubs[2], and formulate the purpose of this thesis: "…to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organizations". The chapter concludes in a thesis outline.

[This is an imaginary story] We used to live on the same street, but since we moved away five years ago, a lot of things have happened. Back then we played in the same hockey team and sport was our life and the only thing we were interested in was hockey, hockey and even more hockey. The team we used to play in has today entered Elitserien[3] and the players have become professional, they are not slaving away in part-time jobs like we used to do. Our friend is today the Club Director[4]. We were supposed to meet up tonight but he was busy since the last game for the season is on. The whole town is discussing the game and the tickets sold out months ago. This whole season has been crazy, it has been impossible to get a hold of tickets since Christmas.

We understand that he is busy tonight and cannot meet up with us since he must have a lot of things to think about prior to tonight's game. Just imagine all things that must work properly in the organization. The players must be motivated to perform well and by the way, what about that new player that the club just bought from Finland last week. Has he found his place in the team and will he really perform in accordance with his high salary? Our friend probably worries daily about how to generate money in order to fund the increasing player salaries. However, the pressure on him has probably not been as high as previous years when the club was playing in lower divisions and not generating as much money. A lot of money though must have been generated in the club throughout this season, since almost all games have been sold out and the sponsors showed large interest in supporting the team this season. Wonder if the sponsors are at the game tonight? Maybe they invited some of their customers to their VIP lounges or maybe to the new restaurant that was opened last week in connection to the building of the new arena being finalised. There cannot be a lot of money left after the club built the arena since it cost so much money. At least the youth team will play for free tonight in the intermission and their parents will probably enjoy helping out since they get to see their kids on the ice. He really has a lot of things to be concerned about. Is he really responsible on his own for all these things? [To be continued in chapter six…]

1.1   Problem Discussion

The above story was written by the authors and is based on the findings from a pilot study conducted prior to this study (see section 3.2) in which we saw apparent examples of problems with structure and areas of responsibility in elite hockey clubs. The increasing commercialization of today's elite sport organizations have brought the tough reality of a profit oriented business into the previously non-profit organizations aiming for social commitment and solidarity (Club Director HV71, personal communication, 2006-02-06). This change has created resentment within elite sport organizations (Jensen & Helber, 2004). One difference is that non-profit organizations have the advantage to entice volunteers to a larger extent than corporate

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[1] Ice hockey and hockey will be used interchangeably in this thesis

[2] Hockey clubs and clubs will be used interchangeably in this thesis

[3] Elitserien is the highest division within Swedish ice hockey

[4] Club Director = President of Teams

organizations due to the profound dedication the public has towards the organization. Sport touches people's hearts. On the other hand, this dedication often leads to problems since many parties think they belong to the inner organization and have responsibility for its success. Consequently, one might argue that there is a need for a business management type organization in order to handle the potential resentments within the organization. Furthermore, people in clubs are often so deeply involved that they tend to forget about the organization's goal. There is also a risk that every member wants to decide upon and participate in everything; this often leads to a messy and unorganized situation where no one really knows what they are responsible for (Club Director LHC, personal communication, 2006-02-02). However, since the hockey clubs are dependent on the income that the elite hockey teams and the commercial arrangements around the games generate, it is important for the clubs to stay successful in order to keep their place in the Swedish elite league. Today's hockey clubs have developed from almost only consisting of non-commercial operations to an event industry, turning over billions, consequently a new situation for both club managers and members has been created (Jensen & Helber, 2004). As illustrated with the above story.

We have seen the importance of understanding the underlying organizational structure in hockey clubs in order to influence the future achievements in the organizations since, in accordance with Jacobsen & Thorsvik (2002) superior business leadership demands ideal management. In addition, to develop a distinct structure when designing the organization is important, especially when the organization is growing and/or changing (Jones, 2004). Consequently, when dealing with changing conditions for contemporary elite hockey clubs as a consequence of the commercialization, we need to form an understanding about how the organizations are structured. The respondents in the pilot study pointed out the problems in regards to structure in their organizations and implied that commercialization and non-profit is hard to combine within the same organization. Furthermore, when the individual recognize their position in the greater system, he or she develops a stronger sense of responsibility, according Edquist and De Man Lapidoth (2003). In view of that, using distinct areas of responsibility makes it easier to coordinate the activities towards the common organizational goals (Jones, 2004). To coordinate the commercial and non-profit activities is not easy, according to the respondents in the pilot study. Rather they are each others opposites which make it even more important to understand the areas of responsibilities within the clubs and the factors underlying responsibility. Therefore, in addition to structure we need to examine who is responsible for the development of both the commercial and non-profit activities within the hockey clubs.

1.2   Purpose

The purpose of this thesis is to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organizations.

1.3   Disposition

The Game is on Tonight…

In this chapter we will introduce the reader to Swedish ice hockey, discuss the problem in contemporary ice hockey clubs, and formulate the purpose of this thesis: "…to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organizations". The chapter concludes in a thesis outline.

Theoretical Framework

Based on the purpose of this thesis we chose to limit our study to the following theoretical framework: organizational structure and areas of responsibility with the underlying dimensions: decision making, information and communication, and motivation. The dimensions are concluded in the A-DIM Model, illustrated in the end of this chapter and specific for this research.

Methodology

In this chapter we describe the interpretative hermeneutic approach used in this qualitative study. We explain how the five hockey clubs within Elitserien were chosen due to certain characteristics. In addition, we explain how we conducted the personal and phone interviews in order to collect the empirical data. This chapter ends with a discussion regarding the quality of the results.

Empirical Findings

This chapter describes how managers in five Swedish elite hockey clubs experience the assumed adjustments when turning into more commercial organizations. The empirical study is made with regards to the dimensions that affect the areas of responsibility and organizational structure, defined in the theoretical framework. This chapter also includes the thoughts of the Director of National Teams concerning commercialization.

Analysis

This chapter analyses the theoretical framework and the empirical findings in order to fulfill the purpose of this thesis. Each section will be summarized through the answers on the corresponding research questions. We aim at creating a foreseeable analysis where the reader can understand the critical issues when operating a contemporary non-profit elite hockey club.

Conclusion

In this chapter, we discuss the clashes between commercial and non-profit activities that the managers of five elite hockey clubs experience when turning into more commercial organizations. We also find out what happened with our 'friend' in chapter one, how did the game end? What can we expect to happen in the future in Swedish hockey?

2 Theoretical Framework

Based on the purpose of this thesis we chose to limit our study to the following theoretical framework: organizational structure and areas of responsibility with the underlying dimensions: decision making, information and communication, and motivation. The dimensions are concluded in the A-DIM Model, illustrated in the end of this chapter and specific for this research.

We have tried to localize the most important characteristics that describe the organizational structure and areas of responsibility in order to fulfill our purpose: "…*to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organizations*". Therefore, we chose to examine how the managers of non-profit organizations experience the change in the communication and information, decision making (including empowerment), and motivation when going through the process of becoming more commercialized. As seen in section 2.2, these dimensions are important when describing areas of responsibility in this context.

2.1 Structure in Commercial and Non-profit Organizations

Organizational structure is a formal system for tasks and authority used to control how people coordinate actions and resources to reach the organizational goals (Jacobsen & Thorsvik, 2002; Jones, 2004). The structure is also used to control methods and means that affects peoples' motivation. To develop distinct structure when designing the organization is important, especially when the organization is growing and/or changing, in order to make everybody work towards the same goal. By using distinct areas of responsibility it is easier for people to know who can make decisions in the different areas and who to call when problems arise. Using clear roles makes it also easier to coordinate peoples' activities towards the organizational goal (Jones, 2004).

Today many corporations are influenced by the classical and modern schools when designing their organizations, according to O'Connor (1999) and Robinson (2005). The classical schools (bureaucratic and scientific & administrative) are both focused on formal rules, work specialization, structure and rationality and do not care much for the humans in the organization, while the modern school (human relations) focuses on human relations and social functions in the organization (Flaa, Hofoss, Holmer-Hoven, Medhus & Rønning, 1998; Robinson, 2005. The modern school was developed because of the lack of empirical proof that the classical theories worked in reality and that people did not accept the classical schools' view of human beings. The characteristics of the classical and modern schools are listed below to get a better understanding for the theories (Flaa et al., 1998; O'Connor, 1999; Robinson, 2005).

Bureaucratic	*Scientific- & Administrative*	*Human relations*
- Distinct areas of responsibility	- Distinct areas of responsibility	- Communication
- Hierarchical organization	- Flat organization	- Social rewards
- Specialization	- Decentralization/Delegation	- Informal organization
- Effectiveness	- Specialization	- Participation
	- Effectiveness	

Theories concerning organizational forms is continuously developing and adapting to the changing environment (Jacobsen & Thorsvik, 2002; Sahlin-Andersson & Söderholm, 2002). As mentioned before, corporations as well as the new organizational theories are influenced by the classical and modern organizational theories (O'Connor, 1999; Robinson, 2005). Today a combination of the above presented schools is often used when organizing (Robinson, 2005). Flaa et al. (1998) define the combination as the socio-technical theory. The socio-technical theory is based on a mutual relationship between the socially focused theory and the technically focused theories. Empirical studies supporting the socio-technical theory have shown that an organization does not work with only the technical focus or only the social focus. Therefore a combination of the above mentioned characteristics are usually found in corporations (Flaa et al., 1998).

A non-profit organization often differs to corporations because of differing goals. A non-profit organization has a goal of generating good to the society, while the main goal of a corporation is to make profit (Berry & Arons, 2003; Pakroo, 2005). For example, sport can give *"…a social structure in the daily life. It requires discipline, following a time schedule, responsibility, and a long-term perspective…"* (Grünewald, cited in Brunius, 2001). Non-profit is defined as working without any interest in profit for a good purpose (NEO, 1996). Non-profit is also defined as a sector between the state and the market that both serve a social and economic mission. The non-profit sector should be of general interest and should not have a final goal of making profit (Lindblad & Lundén, 1998; Noya & Nativel, 2003). Skloot (1988) argues that a non-profit organization is organized for a non economic advancement purpose. He implies that a non-profit organization still can earn profit, but it should not be the main purpose. The profit made by such organization should also not be distributed to private persons or owners; it should be used to fulfill the non-profit organization's goals (Skloot, 1988). However, the members of a non-profit organization have usually chosen to work there because of a personal interest in the organization and its goals, they are working as volunteers or as employees, but for lower salary than if they had chosen a job in a profit making company (Berry & Arons, 2003, Seippel, 2002). Philips (2005) agrees that non-profit organizations are mission driven, but he argues that there is a need for the non-profits to become more effective and professional to be able to reach their goals, this is further supported by Bednall, Walker, Curl and LeRoy (2001). Philips (2005) bases his arguments on the fact that there are increasing competition between non-profits for private donations and foundations from the government. An effective organization can use the donations in a more effective way; therefore they are more interesting for donators. He continues that knowledge and skills are important to create an effective organization (Philips, 2005). Problems in non-profits are that people engage and work in the organizations mainly because of their commitment (Berry & Arons, 2003) and do not always have the knowledge and skills that are needed (Philips, 2005).

According to the NEO (1996) commercialization is defined as a direction towards a profit making business which main purpose is to serve the interest for profit. In similarity Berry and Arons (2003) argue that the main goal for corporations is to make profit. To be brief, profit-making organizations are commercialized organizations. Cantner, Dinopoulos & Lanzillotti (2003) define commercialization as a process where the trademark or good is promoted and transferred to the market in order for the seller to earn money and the buyer to own the good. Sellgren (cited in Lahger & Svensson, 2003) adds to the definition by arguing that competition also is an important part of the commercialization.

One can see a difference between the definitions of commercialization presented here and the definitions of a non-profit organization presented above. However, Oster, Massarsky & Beinhacker (2004) argue that non-profit and commercialization can be combined within the same organization. It has become more and more popular to start a business venture for non-profit organizations (Lindblad & Lundén, 1998: Oster et al., 2004; Skloot, 1988). Usually non-profit organizations are dependent of private donations and foundations from the government, but

since there are many organizations applying for such donations and foundations, the interest for earning money from own business ventures has increased (Noya & Nativel, 2003; Oster et al., 2004). Warda (2005) also argued that non-profits can make a profit; the difference is that it should not be distributed to the owners or members, and if it is distributed to its members it should be as a part of fulfilling the organization's mission that is of a general interest. According to Oster et al. (2004) there are not only positive sides of starting a business venture. It costs a lot of time and knowledge to run a business, and the non-profit organization faces the risk of loosing its focus from the core mission when using both money and people from the organization to develop the new business (Oster et al., 2004). Philips (2005) agrees and argues that a structured and effective organization is needed to handle a non-profit organization.

2.2 Areas of Responsibility

The conception responsibility is brought up in association with actions (Bergvall, 1995). Senge (1995, p. 231) argues that "…*we learn to recognize when our actions are consistent with the flow of the greater system around us. Knowing how we create each other's world, we develop a stronger sense of responsibility*". In other words, each individual needs to create an understanding for and the result of the own actions in order for the members of the organization to work as a whole (Edquist & De Man Lapidoth, 2003). By using distinct areas of responsibility and distinct roles, it also facilitates the use of empowerment and people know what they are responsible for and who to talk to concerning other responsibilities (Johansson, Frevel, Beissler-Gruber & Strina, 2004; Jones, 2004). How to divide responsibility by delegating certain decision problems to subgroups or individual group members is a central issue to take under consideration in every organisation (Bergvall, 1995; Grünig & Kühn, 2005). Someone should be responsible for the actions carried out, no matter their nature; however, the way responsibility is divided within the organization differs between organizations (Bergvall, 1995).

The responsibility can either be concentrated to the management, or distributed on several levels within the organisation, as illustrated by the star in the organizational charts in figure 2.1. Furthermore, the responsibility can be broken up on many individuals in a function or within the organization, or be shared between several functions (Bergvall, 1995).
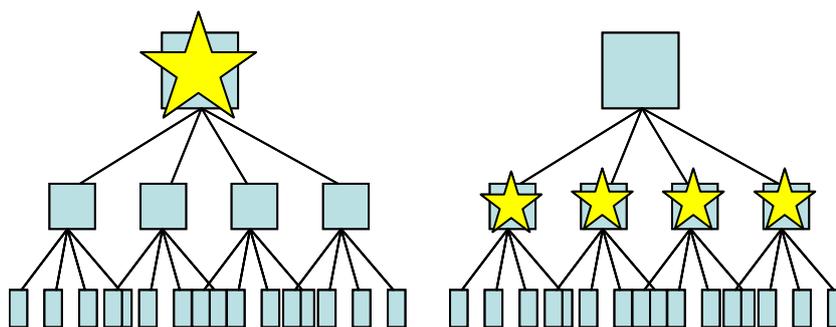
Figure 2.1 Responsibility on Different Levels within the Organization

It is a good idea, according to Grünig and Kühn (2005) to try to strengthen the sense of responsibility of the individual group members. Still, the leader must be engaged, understand the task, and feel responsible for the organization (Bruzelius & Skärvad, 2000). Consequently, the leader must be able to use his or her power in order to influence the other members of the organization and to perform **decision making**. Decision making is several times stated as an important function connected to areas of responsibility which if they are distinct can facilitate the

decision making (Johansson et al., 2004; Jones, 2004). Remarkable is that many managers are more worried about protecting their own positions and benefits rather than making themselves useful for their own operations. In some organizations there are implications on arrogance, greediness and neglecting, instead of resolute leadership (Edquist & De Man Lapidoth, 2003). Who is responsible is not always clearly demonstrated, accordingly some people might lack in interest in taking on responsibility for their actions (Bergvall, 1995). Edquist and De Man Lapidoth (2003) on the other hand argue that even if there are managers that carry formal responsibility in an organization, the organization's members never question their own responsibility and normally act when something goes wrong. The reciprocal responsibility for the shared organizational performance is made easier if the organization is decentralised and consists of smaller units (Dahlgren & Dahlgren, 1990).

As understood, the form of the organization embrace the way the areas of responsibility is separated in regards to work tasks and processes (Bruzelius & Skärvad, 2000). They continue, if the responsibility for a work task is indistinct, it often creates problems. Dahlgren and Dahlgren (1990) argue that there is no room for indistinct areas of responsibility on any level in the organisation. The indistinct areas of responsibility can lead to a person performing actions that he or she is not responsible for. The consequence can on the other hand be that no one does anything since everybody thinks that someone else is responsible for the conduction of the actions. Confusion in regards to areas of responsibility within an organization can result in serious consequences and should therefore be avoided (Bergvall, 1995). In order to overcome potential problem in regards to indistinct areas of responsibility the management can construct comprehensible descriptions of every employee's position (Dahlgren & Dahlgren, 1990).

In order for an individual to take responsibility for a work task, it is important that responsibility is assigned the individual in regards to that specific work task. Also it is significant for the management to give the employees the opportunity to decide what form the responsibility takes in the daily operations (Dahlgren & Dahlgren, 1990). Additionally, Bergvall (1995) differentiates between assigned responsibility and actual responsibility. The person who is assigned responsibility might not perform accordingly whereas someone else takes on the actual responsibility and completes the task. Actual responsibility can be described as a practise in regards to the person that in fact takes on the responsibility for the work task being conducted. The third alternative is that no one takes on neither the assigned responsibility nor fulfils the actual responsibility. In order for a person to take on responsibility, it is important that the responsibility is adjusted to fit that person's individual experience and competence within the area of responsibility. To be assigned a responsibility that exceeds the individual's area of knowledge is a tough as if the individual is assigned a diminutive area of responsibility (Bergvall, 1995). Lack of influence on the own work situation increases the risks for both physical and psychological dissatisfaction and stress (Dahlgren & Dahlgren, 1990). Furthermore, it is important that the individual is willing to take on responsibility. Individuals will be **motivated** to take on responsibility by receiving continuous feedback on the performed tasks (Bergvall, 1995). Motivation is stated as an important factor to actually make people act the intended way for the organization to reach it goals (Johansson et al., 2004; Jones, 2004). The assigned areas of responsibility within an organization result in the creation of different roles (Bruzelius & Skärvad, 2000). The people within the organization become the transporters of the different roles of responsibility and **information and communication** is therefore very important. The roles are attached to certain positions within the organization, what tasks that are to be solved, and the relations and teamwork with people in other roles (Bergvall, 1995). Consequently, the organization becomes more dependent on coordination and integration between the roles when additional roles are created (Bruzelius & Skärvad, 2000). Communication is important in all of these areas to make them work in practice, without the right information people will not know

what decisions to make, who to call when problem arises or what tasks to perform, that kind of a situation is not motivational (Johansson et al., 2004).

The three dimensions; decision making, information and communication, and motivation illustrate the most important issues that have to be raised when discussing areas of responsibility and changing environments. Therefore these theoretical dimensions are further explored in the coming sections in order to understand the changing Swedish elite hockey organizations.

2.2.1 Decision Making

Grünig and Kühn (2005) argue that the decision maker can be one person or a group of individuals holding a decision making position. Decisions are logically harder to make the more people involved in the decision-making process. This since it involves differing views on what the problem really is and also differing ideas about how to solve the problem (Grünig & Kühn, 2005). A general view is that knowledge gives power and consequently enables decision making. Rather the power often identifies what is knowledge and defines the line between legitimate and non-legitimate knowledge, according to Lundahl and Skärvad (1999). In other words, whether something is regarded the truth or a vast misunderstanding depends on who formulates the statement. Mortensen (2004) argues that influence is gained through the use of power and persuasion, and utilized in order to get results for the long-term. Power can also be connected to the position one hold or where one is positioned within the flow of information. This does not only correspond to the formal position one hold, but also due to the personal network, where one is physically placed, and how the informal information channels function (gossip and small talk) (Jacobsen, 2005). According to Jacobsen (2005), the classical viewpoint regarding power is that everyone that control a resource which others desire, possess some kind of power. However, power is not effective when it is applied through aggression and dominance, subsequently creating poor morale and meager relationships (Benfari, 1991). Power is, according to Graetz, Rimmer, Lawrence & Smith (2002) linked with the possibility to influence, the allocation and mobilization of resources, the ability to manipulate situations, the capacity to affect systems and processes, the fulfillment of needs and the achievement of objectives. These characteristics can be summarized in the capacity to overcome resistance (Graetz et al., 2002). Still, it is hard to find one consent definition of power since a wide variety of explanations is given by different authors. However, power is generally considered as a set of behaviors influencing behavior of others in order to accomplish desired outcomes (Benfari, 1991; Graetz, et al., 2002; Huczynski & Buchanan, 1991). Hence, no actor can master the decision situation completely. There are certain factors that fall outside the decision makers control, in other words uncontrollable situation variables such as the opinions of the general public (Grünig & Kühn, 2005). However, if there is a group of people making the most important decisions, not only one single individual is exposed for external opinions.

Accordingly, it is becoming increasingly common for organizations to solve problems in groups of people due to a range of reasons such as fewer businesses owned by an individual, the ideals of democracy, increased employee interest to take part in the decisions, and the debate that group decisions leads to better decisions (Grünig & Kühn, 2005). Following features characterizes a group decision, according to Grünig and Kühn (2005):

- A collective decision made by a group of more than 3 people.

- Formally established committees or working group with well defined areas of responsibility and authority. Can be the board, the management group or the management of a department.

- The differences in the individual goals within the group need to be recognized and discussed.

It is hard to get an overview on group decisions since it consists of a multilayered phenomenon. Still, previous research has shown on that the members of a group strive for conformity rather than trying to solve the problem, consequently some members change their opinion and facts can be misinterpreted or even ignored (Grünig & Kühn, 2005; Nilsson & Waldemarson 1994). Group decisions also make it easier for the individual to hide and create diffuse responsibilities since the members merely feel jointly responsible for the decision made. Furthermore, not only can facts be ignored but the members can start believing in themselves too much and assume that the own group cannot be wrong. Moreover in-group bias might occur and noncompliant facts from outside might be ignored since it does not conform to those of the group (Grünig & Kühn, 2005).

Another form of decision-making is empowerment which is defined as the distribution of power to make decisions within the organization. Empowerment can be seen as a process and a mental attitude, how one apprehend oneself and the own capacity (Renblad, 2006). It can be considerably affected by changes in the distribution of task assignments, physical placements or rights to attend different decision forums. The loss of power in its self that might occur in changes like these does not normally affect the individual. Rather power is important since it gives the individual an opportunity to create a space for action, predictability through controlling others, consequently power (Jacobsen, 2005).

A way of looking at empowerment is to define it as re-distribution of decision-making within organizations to involve employee participation (Graetz et al., 2002). Using empowerment one assume that people are competent and equal and are based on humans strengths (Renblad, 2006). In addition, empowerment denotes different kind of formal and informal ways of dividing up the right to make decisions and leverage between leaders and subordinates. Whether empowerment is possible depends on the values of the members in the organization (Hofstede & Hofstede, 2005). The redistribution of power is conducted, according to Graetz et al. (2002), in order to improve the probability that the objectives of the organization will be achieved while simultaneously increasing employee satisfaction. Empowerment is a form of employee involvement where the organizational member can feel belonging and involvement in the organization. Empowerment is considered as being a motivational factor for employees and can create an innovative environment. By using empowerment in organizations the workers can become more self-efficient and perform at a higher level (Grünig & Kühn, 2005; Singh, 2006).

Empowerment and participation is two closely related areas, and it is difficult to separate them. Participation is described as influencing the planning of work and accepting responsibilities (Johansson et. al, 2004). This should be dependent on the competence of the employee rather than hierarchical levels in the organization (Johansson et al., 2004; Lundahl & Skärvad, 1999). Participation can arise from an informal understanding between the employer and employee but can be strengthening by a formal structure that visualizes the relationship at the working place. Participation can help employees to reach a higher competence level and perform better. Participation can be seen as a necessary step that co-workers need to undergo before empowerment can arise. Empowerment is also described as influencing the planning of work, but mainly as receiving and accepting responsibilities. The differences between participation and empowerment is that participation can be seen as bottom-up approach where peoples willingness to be engaged in their work is valued. Empowerment can be seen more like a top-down approach where the employers' ideas are represented and transferred to the employees (Johansson et al., 2004).

Empowerment is dependent on other factors in an organization to work, especially communicating information and distinct boundaries (Bergvall, 1995; Blanchard, Carlos & Randolph, 1997). Communication is important for empowerment since it is used for spreading information to every co-worker. A co-worker can not make decisions unless she or he has the right information, and if she or he has the right information it is more likely that she or he feel like it is necessary to make decisions. Information helps the individual to understand the situation in the company and can affect the individual to feel responsible for the organization. By creating distinct boundaries between areas of responsibility people can easier see how she or he contributes to the organization's success. It also helps people understand what authority they have and what decisions they are allowed to make (Blanchard et al., 1997). Johansson et al. (2004) claims that even if empowerment is most often described as a positive way of working where co-workers become motivated by the responsibility and trust they are given, it is not only positive. According to Johansson et al. (2004) people that receive more responsibility rarely receives resources to the same extent which means that they must work under greater pressure than before they received the responsibility. The decision maker should analyze the consequences of the different decisions and from that chose the most appropriate option, but without the information it is impossible for the decision maker to make a relevant decision (Miller, 2003).

2.2.2 Information and Communication

Information and communication are important factors to make the organization work (Drucker, 1996). Communication can be used in various ways (Holtz, 2004) and is an effective tool since the communication between organizational members affects the process of organizing (May & Mumby, 2005). Information is what makes communication important since it is a way to reach out with the information to the whole organization (Drucker, 1996) and also to external parties (Malmsten, 2002). Malmsten (2002) continues that external information sharing in for example the form of media exposure and webpages are important for the organization in order to create a public overall picture of the organization.

Communication can also be used for motivating co-workers in the organization, this is called social communication. Example of social communication is to have special games and contests, send out birthday cards, offer non-work-related educations etc. By this type of communication the co-worker feel like the organization care for them as an individual who creates satisfaction with their job and commitment. Graetz et al. (2002) agree that communication is an important factor to create commitment and motivation and argues that this is especially useful in changing environments. This since new information needs to be communicated at all times and be accepted by all co-workers to keep and increase motivation and commitment (Graetz et al., 2002). However, there are risks involved when the individuals within organizations communicate excessively. The individuals then risk to receive too much information which they cannot process (Strid, 1999). Another form of communication is business communication that is used for communicating news and important information about the organization, communicating relevant information between co-workers and for helping members understand there role in the organization (Holtz, 2004). If the members of the organization do not get appropriate information about their areas of responsibility or their role they will probably not be as committed to the work as if they had good knowledge about their area of work. It is also more likely that members feel satisfied with their work if they see that the organization have succeeded in their area of responsibility (Bergvall, 1995; Holtz, 2004). Informal communication is a third form of communication. This occurs in all companies but there are no specific objectives that should be achieved with this type of communication. Informal communication usually happens in the hallways of the office, around the coffee machine or at other informal occasions and it is communication between different organizational members. Even if formal communication often is the preferred way of receiving formal information for organizational members, it usually also

circulate as informal communication. Therefore it is important for the informant to be clear when communicating the information in the first place (Holtz, 2004).

In addition, Shockley-Zalabak (2002) suggests that communication is divided into different functions: organizing function, relationship function and change function. In every organization people talk a lot about how to perform a task. This communication can be used to guideline co-workers by affecting what is discussed among the co-workers. Organizing functions such as these are used to set rules and regulations. By publishing these in policy manuals or employee handbooks one can influence the communication between the co-workers about how tasks should be done. That way it is more likely that tasks are performed the intended way in the organization. The relationship function in the organization helps to define individuals' roles, organizational goals and status symbols. The relationship function aims to create a relationship between the individual's values and the organization's values, so they can work towards the same goal. Change function has its focus towards communicating new and developing ideas for the organization and occurs in problem solving, individual decision making, and feedback from the environment and other decision making situations (Shockley-Zalabak, 2002).

Every organization has a communication network that connects the different parts of the organization and the organizational members together. This network is developed from the formal structure as well as the informal social structure and consists of several different communication channels. One can use organizational charts to clarify who reports to whom and in what area of responsibility; this illustrates a formal communication network. An informal network is built from informal social relationships between the co-workers and can not be viewed as an organizational chart. The formal and the informal communication networks exist side by side in an organization and uses different communication channels. In the formal network channels, meetings and technical means are used. The informal networks on the other hand most often use face-to-face interaction, but also technical means (Shockley-Zalabak, 2002).

Further, Bruzelius & Skärvad (2000) emphasize the importance of feedback. If a co-worker have done a good job it is important to let this person know this since it will increase her or his self-confidence. This will create a positive circle where people get better self-confidence and because of that perform better and get even more positive feedback (Bruzelius & Skärvad, 2000). Holtz (2004) suggest, as mentioned above, that a co-worker feel more satisfied with their work if they get positive feedback on the work done in their area of responsibility. If all parties know their area of responsibility, it is easier to give feedback to the person who deserves it (Holtz, 2004). Consequently, information is important for the individual to be motivated to perform well and feel committed to the organization (Strid, 1999).

2.2.3   Motivation

What stimulates or drives a person to act in a certain way is called motive. When the person actually acts in this way, it is called motivation, that is; motivation is a driving force for a person to act in a way to reach her or his needs or desires (Bruzelius & Skärvad, 2000). To achieve quality in the organization's objectives the organization should have a process for motivation. The motivational process is important for continual improvements and to create an innovative environment (Singh, 2006). According to Barbuto and Moss (2006) there are two main types of motivation for an organizational member, intrinsic motivation and extrinsic motivation. Intrinsic motivation is a personal inner drive to succeed. The main driving factors are the pleasure and rewards the member receives when engaging in the tasks. Also, to reach challenging goals and to see the outcomes of the task are personal motivational factors (Barbuto & Moss, 2006). In similarity, Herzberg (cited in Niel, 2004) argues that the possibility to growth can be motivating as a way to please the need of self-achievement. Also, the work itself can be motivating.

Bruzelius and Skärvad (2000) divide the intrinsic motivational factor based on personal interest into three different areas; activity motive, performance motive and contact motive. The activity motive is the motivation that comes from the desire to experience, be curious and get excited and the willingness to be creative. This can be mainly satisfied by work tasks and one way to satisfy the need for curiosity and excitement is to have work tasks that changes after a period of time. The performance motive and contact motive are closely related since it is the willingness to perform something and perform it together with equal persons. To satisfy the performance motive, it is necessary to find a work task for the individual that permits her or him to make use of her or his knowledge. The contact motive can be more difficult to satisfy since it depends on the co-workers' personality and how they fit together. If this motive is not satisfied at work, it must be satisfied in the private life for that person to be motivated also at work. If a person is motivated he or she will perform a better job, therefore it is relevant both for the individual and the organization that the individual can combine her or his own interest with the work (Bruzelius & Skärvad, 2000).

Extrinsic motivation is motivation that comes from outside factors. There are two categories of extrinsic motivation; the first category has a tangible reward-seeking motive while the second category focuses on external reputation enhancing motive (Barbuto & Moss, 2006). Examples of extrinsic tangible motivation factors are when the worker sees results from her or his job e.g. in form of a successful completion of a specific job it is motivation for the worker (achievement) and whether the worker knows that it is possible to reach a higher position if she or he makes a good job at the current position (advancement). Examples of extrinsic reputation enhancing motivational factors are if a leader or someone else gives positive feedback it can be motivating for the worker that someone like the job she or he does. Also achieving a certain position within the organization is motivating (recognition). In addition, the way that the person who gets responsibility feel that people trusts him or her is motivating and whether the person has the possibility to decide over some parts of the organization or not (responsibility). If these factors or some of them are fulfilled, the individual in an organization is motivated and can perform at a higher level (Niel, 2004). These correspond to the motivational factors defined by Herzberg (cited in Niel, 2004). Herzberg (reproduced in Niel, 2004) argues that the motivational factors answer the question if the individual is being used in a good way in the organization and these factors decides how motivated a member can be.

A motivated person is more willing to work and works towards the common goals (Niel, 2004; Prabhaka, 2005). The motivated individual also has a commitment to the work and puts a lot of effort and energy into it. These are some of the reasons why motivation is important for an organization to be able to succeed and reach the goals. To have a team where every individual is motivated the members need to be able to motivate themselves as discussed above (Niel, 2004), but it is also important that the leader can motivate the team members (Field & Keller, 2002; Niel, 2004). The leader can use his or her own motivation to inspire and make the team members motivated. To succeed with this it is necessary for the leader to understand what motivates him or her, and then the leader can understand what can motivate others. Coming to the point where generalizations about team members' motivation factors are done, the leader needs to think about every individual to make sure that those who do not fit in the generalizations also are motivated and find a way to make them motivated (Niel, 2004).

Singh (2006) and Pell (1999) claim that social interactions are important for motivation and there are several components of social interaction. Associability is the willingness and ability of an individual in the organization to participate and work towards the common goals in the organization. The opposite of associability is described as a moral 'familialism' which means that the individual assumes that everyone acts the way that most people do without take under

consideration the organizational goals. The most important component of social interaction is trust. The outcome of Singh's discussion concerning trust is that the concept of trust requires a willingness from the individual to be vulnerable (Singh, 2006). There are three factors that make an individual agree on being vulnerable to another, these are ability, benevolence and integrity. Ability means that an individual have such knowledge and skills that she or he can influence a specific situation and be perceived as trustful because of the knowledge and skills. Benevolence is important since it is the individuals' ability to be friendly which can create a trustful image for the individual (Johansson et al., 2004; Mayer et. al, 1995, reproduced in Singh, 2006). Integrity creates trustfulness because of the set of principles the trustee have is considered as acceptable by the trustee (Mayer et. al, 1995, reproduced in Singh, 2006). If all these factors are fulfilled in the social relationship between the organizational members, the individuals feel comfortable and accept the situation of being vulnerable to each other, they can also trust each other and be motivated (Singh, 2006).

Niel (2004) agrees with Singh (2006) that a team needs a good interaction amongst its members and are dependent on each other to link the group together. He also argues that a common goal and a defined membership are important factors for a team to be motivated to work effectively together. If a team has managed to create a good team spirit the team can reach a stage called 'dorming'. This stage is reached when the structure of the team have well established routines and systems, which creates a comfortable working spirit between the team members. The stage is usually reached when the team has a past together with successful results. To be motivated several needs within the team need to be fulfilled (Niel, 2004). A common task can create a sense of unity within the team which can motivate the team to a high level of performance and therefore it is more likely for the team to succeed with their task (Niel, 2004; Pell, 1999). The need within the team is to create good working relations and a good team spirit (Niel, 2004) and the team influences the motivation of the team members. High team connection positively affects the motivation on the individuals (Grünig & Kühn, 2005).

2.3   The A-DIM Model
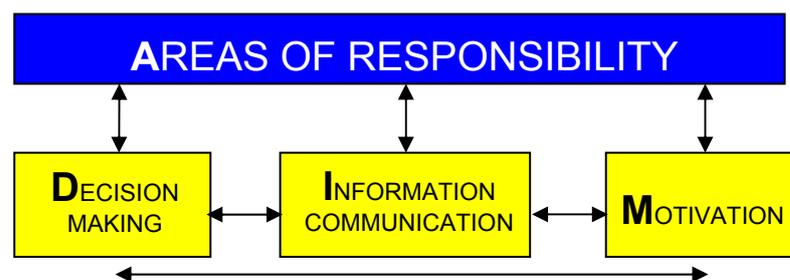
Figure 2.2 The A-DIM Model (created by: Elfström & Nilsson, 2006)

The research for appropriate theories in regards to our thesis concluded in the formation of the A-DIM Model. We have tried to visualise the different dimensions that influence the experienced organizational structure in commercial and non-profit organizations, in regards to areas of responsibility. As such, the A-DIM Model might not seem to add new issues to the organizational and structural theoretical field. However, we believe that the combination of the three dimensions; decision making, information and communication, and motivation is unique and illustrates the most important issues that have to be raised when discussing areas of responsibility. With the A-DIM Model in mind, we hope to get a thorough understanding for the underlying forces that affect how the managers in Swedish elite hockey clubs experience (and

have experienced) the structural adjustments from being non-profits toward becoming more commercial organizations. Our research questions are based on the different dimensions in the A-DIM Model.

2.3.1   Research Questions

Following questions will be looked at from a management perspective in the researched elite hockey clubs:

- How has the commercialization affected the areas of responsibility?

In regards to areas of responsibility:

- How has the commercialization affected the decision making?
- How has the commercialization affected the information and communication?
- How has the commercialization affected the motivation?

In addition, we need to find out the overall structure of the clubs and the managers' view on commercialization in non-profit organizations. Therefore we need to add two more research questions:

- In what respect is the organizational structure experienced in a different way today?
- How has the commercialization changed Swedish hockey clubs?

3 Methodology

*In this chapter we describe the interpretative hermeneutic approach used in this qualitative study. We explain how the five hockey clubs within Elitserien were chosen due to certain characteristics. In addition, we explain how we conducted the personal and phone interviews in order to collect the empirical data. This chapter ends with a discussion regarding the quality of the results.*

3.1 Knowledge Theory
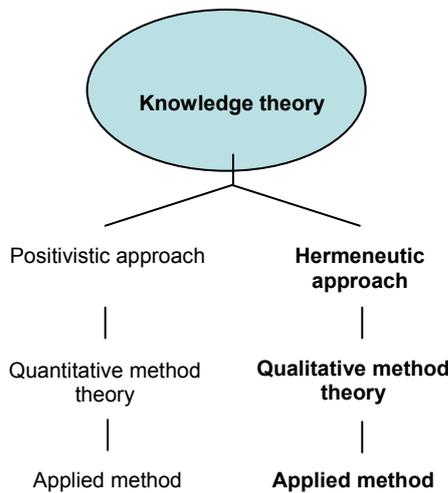
Holloway (1997) argues that knowledge theory is a subject area within theoretical philosophy that treats questions concerning knowledge about humans. Another word for knowledge theory is epistemology. Knowledge theory stands on two legs, the positivistic approach and the hermeneutic approach, as illustrated in figure 3.1 (Holloway, 1997; Modified by: Elfström & Nilsson, 2006). The positivistic approach represents the quantitative method theories whilst the latter, the hermeneutic approach correspond to the qualitative method theories (Holloway, 1997). Lundahl and Skärvad (1999) explain that these method theories function as intermediaries between the knowledge theory and the practical issues concerning how the actual research work should be conducted.

Figure 3.1 Knowledge Theory

As we established in chapter one, there are indications that the commercialization of the elite hockey clubs in Sweden has implied changes in structure and organisation in many hockey clubs. This thesis will therefore be conducted following the six steps of the analytical induction process defined by Lundahl and Skärvad (1999). The analytical induction process seemed reasonable since it is normally used in cases, such as ours, where the researcher wants to support a termination but not statistically (quantitatively) ensure it. In addition, induction can be explained as going from the specific to the general (Holloway, 1997). Rather, we aim at qualitatively explain how the assumed adjustments in elite hockey organisations are experienced due to the commercialization of Swedish elite hockey.

First, we need to formulate and limit the problem area. With this thesis, we aim at investigating how managers of Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organisations. That, since the authors have seen signs concerning problems rising from the lack of distinct areas of responsibility in elite hockey clubs.

Subsequently the purpose of the thesis should shape the research, as step two (Lundahl & Skärvad, 1999). Keeping the purpose of this thesis in mind, a qualitative method such as interviews based on the hermeneutic approach therefore seemed reasonable. There are several courses of action that one can choose when writing a thesis. The choice of study depends on what is already known in the subject, existing and available theories etcetera (Patel & Davidson, 2003). Since hardly any research is done about elite hockey clubs and areas of responsibility, there are no existing theories specific for this area of study. Therefore, we chose to study existing theories about each and every element found interesting in regards to the purpose of this thesis and we subsequently formed the *Theoretical Framework* according to that. The study of theories

was concluded in the A-DIM Model specific for this thesis in regards to examining areas of responsibility in elite hockey clubs. This model and underlying research underlies the rest of the thesis and the interview questions were formed with this model as a basis. In other words, we formed a framework of theories that helped us understand the actions of the individuals taken under consideration. Those kinds of theories can in addition help predetermine how individuals or groups of individual will act in certain future situations (Lundahl & Skärvad, 1999).

Third, relevant and trustworthy sources for information should be identified, according to Lundahl and Skärvad (1999). We identified all clubs playing in Elitserien during season 2005/2006 as relevant and trustworthy sources. They were HV71, Linköping HC (LHC), Frölunda HC, Färjestad BK (FBK), Timrå IK Modo Hockey, Luleå, HF, Brynäs IF, Djurgårdens IF (DIF), Södertälje SK (SSK) and Leksands IF (see Appendix 1).

Fourth, a selection of respondents out of the identified possible sources for valid information should be done. The selection should be based on matters that are thought of as being relevant for the achievement of knowledge and relevant for the research questions and purpose of the thesis. The chosen individuals should reflect either as similar opinion as possible or as different, while sometimes the researcher is looking for the typical cases (Lundahl & Skärvad, 1999). By basing this study on several interviews with representatives from a selection of different elite hockey clubs in the Swedish Hockey League, we aim to provide a description of the developments made by existing elite hockey clubs in Sweden. The selection of the respondents is further discussed in section 3.3.2.

Lundahl and Skärvad (1999) continue with their fifth issue; to collect data in order to provide enough information for the research questions to be answered. In other words the data should be collected in a manner that is of relevance for the purpose and the problem statement(s). This process is described in section 3.3.1.

The last step is to analyse the data in two steps, coding and interpretation. Coding concerns the finding of patterns, themes and concepts that helps us interpret and understand the phenomenon we are interested in. These patterns are then interpreted and the analysis is meant to develop a theory in which the different coded categories relate to each other (Lundahl & Skärvad, 1999). This leads us in on the hermeneutic track since it aim at interpreting, understanding and making sense of different phenomena (Wikström, 2005).

3.2   Hermeneutic Approach – Interpretive

Figure 3.2 Hermeneutic Approach
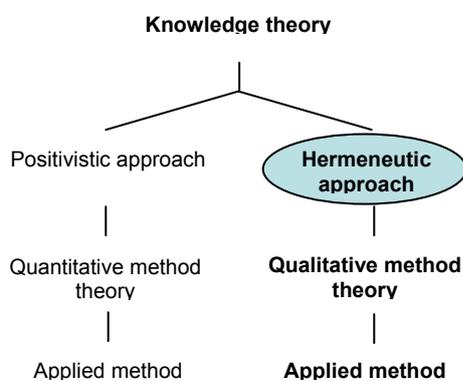
The hermeneutic approach is the basic foundation of qualitative research, as illustrated in figure 3.2 (Holloway, 1997; Modified by: Elfström & Nilsson, 2006). The purpose of the hermeneutic approach is to understand and interpret how other people experience their situation and what that means for their decisions and actions (Holloway, 1997; Lundahl & Skärvad, 1999). Since we aim at understanding how managers of elite hockey clubs experience their situations the interpretive hermeneutic approach seems reasonable. Accordingly the approach identifies key occurrences and conceptions that can be related to individual situations (Olsson & Sörensen, 2001). Hence

according to the hermeneutic approach, it is necessary to conceptualise the problems in order to study a phenomenon and try to understand it (Lundahl & Skärvad, 1999). In other words, we need to visualise the problems. Since little research is done about this particular subject, we carefully need to identify and visualise the problems. Therefore a pilot study was conducted in order to provide some background information about organisation and structure in Swedish elite hockey clubs. We went to visit the Club Directors of HV71 and Linköping HC (LHC), both playing in Elitserien. We aimed at identifying certain problem areas in regards to organization and structure in elite clubs. These meetings were to some extent unstructured and carried out as discussions between the club managers and us. This way of conducting the discussions were chosen since the discussions mainly aimed at creating an understanding for the problem areas and to form a basis for the purpose of this thesis. We found the pilot study necessary since separate phenomena, according to Lundahl and Skärvad (1999), can only be understood through an understanding of the specific context which they are part of. In addition, a pilot study can discover problems that can in turn be avoided when the actual study takes place (Holloway, 1997). Furthermore, the pilot study was important since it gave us an internal insight in how Swedish elite hockey clubs operate. Also, with a genuine interest for hockey and some previous knowledge in the subject we keep updated on issues made available for external interests concerning elite hockey clubs. Accordingly, the hermeneutic researcher should engage in the problem area and be part of the research area of interest since feelings can act as the intermediary for knowledge that cannot be reached through general sense (Lundahl & Skärvad, 1999). The hermeneutic approach concludes in qualitative methods, as illustrated in figure 3.3 (Holloway, 1997; Modified by: Elfström & Nilsson, 2006). The characteristics of qualitative methods will be discussed in the next section as well as the applied method; to conduct interviews.

3.3   Applied Qualitative Method
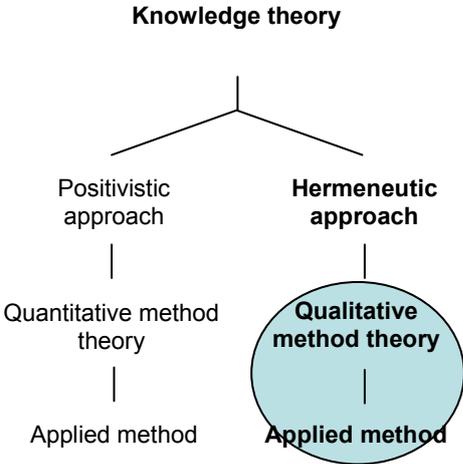
Qualitative researchers intend to create results and conclusions by qualitative analysis of qualitative data such as attitudes, values and conceptions. A qualitative method is generally chosen when the researcher wants to gain a more detailed and variegated information about the subject taken under consideration (Holloway, 1997; Johannessen & Tufte, 2003). In most cases qualitative researches contain some kind of quantitative data however they are dominated by qualitative data. The aim of qualitative researches is to describe, analyse and understand the behavior of individuals and groups with the people that are being studied as a starting point (Johannessen & Tufte, 2003; Lundahl & Skärvad, 1999). The objects of study in qualitative researches are individuals, groups of individuals and their world of life (Lundahl & Skärvad, 1999).

Figure 3.3 Applied Qualitative Method

In this thesis, we approach members in Swedish elite hockey clubs and their world of life. We focus on the Club Director of each club and the Manager of Sports in those clubs where this is applicable (more about the selection of clubs and individuals in section 3.3.2). We aim at understanding and interpreting the behavior of these individuals and their values and conceptions in regards to how they have experienced the change towards a more commercialised organisation. Therefore some type of qualitative method seemed appropriate since processes and courses of events are appropriate to study with qualitative methods. In other words, how the researched

phenomenon develops and changes over time (Lundahl & Skärvad, 1999). Furthermore, a qualitative method is especially useful when little or no research is done about the subject (Johannessen & Tufte, 2003). As already touched upon, that is the case of Swedish elite hockey clubs, which further adds to the choice of a qualitative method in this particular thesis. Lundahl and Skärvad (1999) claim that if doing pure qualitative research, the researcher aims at finding out how individuals experience the world, not how it really is. In other words, how the world is interpreted. There are a range of possible qualitative methods available that can provide an interpretation; hence we chose to conduct interviews. The reasons underlying that decision and the pros and cons with interviews will be discussed in the next section.

3.3.1 Interviews

The way to gain the knowledge about the phenomenon in this thesis is to conduct interviews. Interviews can be used to collect both quantitative data as well as qualitative data (Johannessen & Tufte, 2003). We used interviews to collect qualitative data by asking open-ended questions that invited the respondent to formulate the answers. The answers were written down by the interviewers and also recorded on tape. According to Holloway (1997) and Johannessen and Tufte (2003) the data resulting from qualitative interviews often provides a foundation for the analysis of the experiences and interpretations expressed by the respondent during the interview. Interviews are according to Jacobsen (1993), a communication between three people – an interviewer, a respondent, and the viewer. The interviewer takes on the role as the intermediary between the respondent and the viewer. Consequently the interview communicates the respondent's knowledge, experiences, point of views, attitudes and values to the viewer. The respondents in this thesis and how they were chosen are described in section 3.3.2. The interviewers are us, the authors of this thesis while the viewers are those people reading this thesis, including the respondents.

The interviews consisted of two main areas of interest; structure in commercial and non-profit organizations and areas of responsibility. The latter includes decision making, information and communication, and motivation. The five main areas of interest were defined in regards to the issues discovered in the pilot study conducted prior to the formation of the theory chapter. The areas were then refined through studying existing theories and divided into 29 questions; see Appendix 4, in order to form an interview guide. We did create an interview guide in accordance with Johannessen and Tufte (2003) who claim that qualitative interviews should be based on an interview guide. The purpose of an interview guide is to make sure that all respondents are asked relevant and similar questions (Holloway, 1997; Jacobsen, 1993).

The method of using fairly structured interviews is less dependent on the qualifications of the interviewer (Jacobsen, 1993). Since we have no prior experience of interviewing, using an interview guide was a natural decision. Jacobsen (1993) continues by saying that the chosen method makes the comparison between the respondents easier. We aim at processing and comparing the respondents in regards to theory as well as to each other, consequently the use of an interview guide was appropriate. Despite the interview guide, the interviewer should be flexible during the interview, listen to the respondent and to some extent let her or him influence the questions (Holloway, 1997). That enables the researcher to find out about areas that initially were not thought of (Johannessen & Tufte, 2003). We were prepared to ask sequence questions based on these possible new areas of interest during the interviews in order to follow up certain interesting themes. Thus, due to a thorough pilot study and fairly focused interviews no major issues were brought up during the interviews that had major effect on the interview guide. However, there might be minor issues that we missed.

In order to gain knowledge about the individuals' world of life, the researcher needs to interpret the individuals' behaviour, actions and choices (Lundahl & Skärvad, 1999). The qualitative interview aims at describing the issues that the respondent faces on a regular (irregular) workday. Consequently, it enables an interpretation of the described phenomena (Johannessen & Tufte, 2003). The research questions in section 2.6.1 are not the same as the questions in the interview guide found in Appendix 4. Hence, the research questions formed the base on which the interview questions were founded on. Since we chose a descriptive approach, the questions in the interview are of descriptive nature. They describe actual actions in contemporary Swedish elite hockey clubs in regards to the theoretical issues defined in chapter 2. For example question #7: "*How do you combine the commercialization with the non-profit basic idea in a sport organization?*" which asks the respondent to describe how the club acts in practice when combining two issues that normally are not put together.

The interview guide differs depending on the form of interview. Due to differing distance to each of the hockey clubs taken under consideration, we decided to conduct both personal interviews as well as phone interviews. Four clubs; HV71, LHC, SSK, and DIF, were interviewed at their respective offices. One club; MIK, was interviewed over the phone. The Director of National Teams[5], active in the Swedish Ice Hockey Association (Swehockey) was contacted in order to get a central view on the issue commercialization of Swedish hockey. The director of the National Hockey Team was also interviewed over the phone, see Appendix 5. However, one should be aware of the fact that personal and phone interviews differ in regards to for example the non-verbal information received from the respondents which consequently might affect the final result. Following sections explain the chosen forms of interviews more in detail.

Personal Interviews

The interviewer and the respondent communicate foremost verbally in a personal interview (Holloway, 1997). Still, the non-verbal communication, such as body language, is important to consider in personal interviews, especially when the interviewer is experienced and knows how to take advantage of non-verbal matters (Winter, 1992). Since personal interviews are often seen to provide better information compared to phone interviews, we tried to conduct personal interviews in those cases where it was possible due to time and cost limitations. We interviewed Bengt Kinell and Fredrik Stillman (HV71) in Jönköping and Mike Helber and Johan Hemlin (Linköping HC) in Linköping. The distance to both Jönköping and Linköping was reasonable due to our limited resources since we live in Jönköping. Since both HV71 and Linköping HC have Manager of Sports, we decided to get their point of view on the subject in addition to the two Club Directors. We are well aware of the fact that four of the seven interviews originate from these two clubs which might affect the result of this thesis. Hence we have tried to combine the information from all five clubs in order to provide a trustworthy result. Furthermore, since we also collected information from the central institution, the Swedish Ice Hockey Association, we hope to counteract the fact that a greater part of the information originates from two clubs. The interviews with the Club Directors Peter Nyberg (Södertälje SK) and Tommy Engström (Djurgårdens IF) was conducted at their respectively office in Södertälje and Stockholm. Due to the larger distance to these clubs we did not meet them prior to the main interview. Consequently it was important to create a situation in which both the respondents and the interviewers felt comfortable. With the help of the interview guide and by collecting information about each club from their homepages prior to the interview, we felt well prepared and the interviews felt natural. For further information concerning the respondents, see section 3.3.2.

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[5] Director of National Teams, in Swedish: Landslagschef

Phone Interviews

Compared to personal interviews, phone interviews are quick and practical, consequently relatively cheap. Still a telephone interview is not the same as a personal interview where the respondent and the researcher can look into each others eyes and communicate through body language which is one of the most important sources for information, according to Jacobsen (1993). A large part of the unconscious communication is lost when using telephone interviews since the body language is understood to generally be a good source for information and normally expresses something else than the words mean (Jacobsen, 1993). Accordingly, using phone interviews, the researcher looses the input from the body language. However, we were not able to schedule a personal interview with Claes-Göran Wallin, the director of the National Hockey Team; instead the interview was conducted over the phone. We argued that since the interview only consisted of four questions it was not seen as a problem having to conduct the interview over the phone. Hence, if handling complicated questions or longer interviews (more questions), personal interviews are known to be better compared to phone interviews (Jacobsen, 1993). The interview with Jan Simons, the director of MIK, included all 29 questions but was made over the phone due to the distance between the researcher and the respondent. We argued that the characteristics of MIK were so interesting and important for the result of this research that we decided to include MIK, regardless if we could interview Jan Simons personally or over the phone. For example, MIK is fairly new in Elitserien and has recently started to face the commercialization within Swedish elite hockey.

Furthermore, it is vital that the interviewer handles phone conversations good and do not get reserved since that can give negative implications on the result (Jacobsen, 1993). The lack of experience from interviewing was partly overcome by the researchers' phone conversational know-how from telemarketing and customer service by phone. Jacobsen (1993) continues that a phone conversation can in some cases work as a confession where the respondent feels confident in entrusting the interviewer while in other situations, the respondent feel intimidated to talk to a completely stranger. We tried to overcome the latter problem by having email contact with the respondent prior to the interview, explaining what our research is about and why we are doing it. The aim was to create a situation where the respondents could trust our existing knowledge and interest in the subject.

3.3.2 Respondents

The data was collected from interviewing the Club Directors and the Managers of Sports (in those clubs that have Managers of Sports) in five Swedish elite hockey clubs; HV71, Linköping HC, Södertälje SK, Djurgårdens IF, and Mora IK, which were chosen in regards to their:

- final position in the total standings after 50 games in season 2005/2006
- number of seasons in Elitserien
- current management structure (director versus committees)

The result of assigning the 12 clubs in Elitserien the above mentioned characteristics is illustrated in Appendix 1. We tried to capture five clubs with different features. The information in Appendix 1 was collected from the clubs' homepages respectively as well as from the homepage of the Swehockey (www.swehockey.se). One asked club turned down the request of being part of this research. The reason was said to be the lack of time due to other undertakings in regards to other student activities. Another club with similar characteristics was asked instead and agreed upon participation in this study. More information about the selected clubs can be found in Appendix 2.

The directors of each chosen hockey club were initially contacted by email. A follow up phone call was made in order to book an interview. The directors of two of these clubs; Bengt Kinell (HV71) and Mike Helber (LHC), were contacted prior to the actual study was conducted and they took part in the pilot study. The same two clubs also took part in the main study in which their respectively Manager of Sports Fredrik Stillman (HV71) and Johan Hemlin (LHC) were interviewed in addition to the two Club Directors. The directors of the three other clubs, Peter Nyberg (SSK), Tommy Engström (DIF) and Jan Simons (MIK) only took part in the main study. Since neither of SSK, DIF nor MIK has a Manager of Sports; we were not able to interview anyone holding that position in those clubs. A list of the respondents and the dates for the interviews can be found in Appendix 3. We chose not to interview a second individual in the three clubs that did not have a Manager of Sports position since we argued that interviewing for example the Market Manager would not have enough positive influence on the result of this thesis to overweigh the extra time and effort that three more interviews would embrace. The reason for interviewing the Managers of Sports and the Director of each club was to get two views; the non-profit basic idea in a sport organization and the overall accomplishment of the organization's goals. We believe that replacing the Manager of Sport with for example the Market Manager would not have resulted in these two different views. In addition, since in those clubs that do not hold the Manager of Sports position, a Committee of Sports replace the Manager of Sports. In many cases the Director of the club has a position in the committee. Therefore, the Director will probably in those cases have the two points of views we are looking for.

As already mentioned, in order to support the findings from interviewing the Club Directors and Manager of Sports in the five elite hockey clubs, one person active within the Swehockey was asked to respond to four questions in regards to the commercialization of Swedish hockey. We chose Claes-Göran "Myggan" Wallin, the Director of National Teams, since he has been active on different positions within Swehockey. In addition, he is a well-known person in Swedish hockey. He was contacted in order to get a central view on how commercialization affects contemporary hockey in Sweden.

3.4   Data Analysis

There are no distinct methods for analyzing qualitative data, according to Carlsson (1991). They continue that it depends on the researched problem and the method for data collection. Since the purpose of this thesis is "…*to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organizations*" we argued in section 3.2 that the interpretive approach is appropriate. Consequently, we need to analyze and understand the data in accordance with the interpretive approach. However, Hardy & Bryman (2004) and Patton (2002) argue that the challenge with qualitative data analysis is to transform a large amount of empirical data into manageable and understandable findings. We separated our empirical findings into two main areas; structure in commercial and/or non-profit organizations and areas of responsibility. The latter area consists of three underlying dimensions: decision making, information and communication, and motivation. This separation was made in order to easier form an understanding for the experienced assumed adjustments in today's hockey clubs when turning into more commercial organizations. We examined these areas separately in regards to the theoretical framework defined in chapter 2 in order to reach this understanding.

3.5   Quality of the Results

In order for a study to be trustworthy and relevant we need to value the different courses of actions and decision made in regards to theoretical framework, method and data collection. This section puts emphasis on the critical issues in regards to writing this thesis (in addition to those mentioned in previous sections).

Lundahl and Skärvad (1999) claim that one need to consider the affect of who makes the interpretation as well as from what perspective it is conducted since that can affect the outcome of the qualitative research to a large extent. The researcher should describe things through the eyes of the individuals under study. That is one of the basic issues in qualitative research methods since the researcher aims at understanding the motives, meaning and significance. Every interpretation is affected by previous experiences, perceptions and conceptions. When conducting a qualitative study it is vital to keep in mind that the perspective in many cases control the interpretation and it is therefore good to originate the research form different perspectives (Lundahl & Skärvad, 1999). None of the authors have approached hockey and issues concerning hockey with internal information before. We therefore have no predetermined views on the subject. On the other hand, the lack of previous experience within the subject decreases the possibility to find a problem area of importance for contemporary elite hockey clubs. Therefore, we found it important to thoroughly research the subject before deciding on the purpose of this thesis.

The theory used in a thesis needs to be relevant and work. In other words, whether the theoretical conceptions harmonize with the empirical data (relevance) and have an explanation value that enables predictions (work), according to Guvå and Hylander (2003). We have experienced that when interviewing the respondents; they have touched upon and discussed issues which we have written about in the theoretical chapter. For example when the clubs discussed commercialization versus non-profit, several respondents pointed out that the main purpose still is to run a sport organization however it is nowadays supported by financial means to an increasing extent. That goes hand in hand with theorist Skloot (1988) that implies that a non-profit organization can earn profit, but it should not be the main purpose. In addition, we claim that the theoretical chapter has an explanation value of good quality. However, since little research is done in this particular field, no theoretical framework exists explicitly for this subject. Therefore one can argue that the theoretical framework in this thesis lacks in enabling explanations since it is not comparable to any other existing theoretical framework. Nevertheless, we believe that this theoretical framework provides a basis for an initial understanding in the area organizational structure in regards to areas of responsibility in sport organizations for future researches in the subject, since the chosen segments concur, according to theory. Consequently, it is vital that the theoretical framework is consistent – that the different parts are logically connected to each other and makes variations understandable (Guvå & Hylander, 2003). Therefore, we have tried to illustrate how the different parts of our theoretical framework are interconnected in a concluding model, the A-DIM Model (see chapter 2). Guvå and Hylander (2003) argue that if the author creates a model, it needs to be comprehensible and useful. The model created in this thesis is simple in its nature in order to increase the ability for others to understand it. We also claim that it is useful since it covers segments connected to organizational structure and areas of responsibility. In addition, we believe that the chosen theoretical framework enables an explanation of the variations between the clubs in the empirical study. For example, Bergvall (1995) claims that someone should be responsible for every action but the responsibility vary between organizations. This was evident in the researched clubs where in some clubs a Manager of Sports was utterly responsible for the sport function, in other that was the responsibility of the sport committee.

Qualitative studies, such as this one, can be shallow and not result in a general understanding. The outcome depends on the respondents' ability to express themselves and the researchers' ability to register and analyse the data (Johannessen & Tufte, 2003). In order to decrease the possible negative influence of our lack of experience in defining interview questions and conducting interviews, we consulted with our thesis supervisor. In addition, we tested the interview questions on a male entrepreneur active in a small business context in order to find out if the questions were understandable since we wanted to avoid questions with academic phrasing

in order to make the interviews run smoothly. However, we experienced that a few of the respondents had problems in answering the question concerning what communication problems they had experienced in their organization. That seemed to be a sensitive subject to discuss. We believe that that had to do with how we phrased the actual question *"Have you experienced any communication problems in your organization? Can you give examples of communication problems?"*. Instead, we could have phrased it as follows *"Can you give examples of possible communication problems that might occur in an organization such as the one where you work?"*. The respondents might then not have felt reluctant to respond since that question is more general and does not directly point out actual problems in their organization. In addition, the second question concerning structure might seem unnecessary since the fourth question explains pretty much the same issues but more in detail. We were well aware that it might occur when we conducted the interviews but we wanted to make sure that the respondents argue that the structure has changed due to the commercialization and that it is not our pre-determined view on the subject. Therefore question number two was asked prior to question number four.

The selection of studied objects also affects the result of a thesis, according to Johannessen and Tufte (2003). As discussed in section 3.3.2, the data in this thesis was collected from a selection of Swedish elite hockey clubs. The ideal is that the selection corresponds to the population, i.e. a selection that represents all units (Johannessen & Tufte, 2003). In regards to previously discussed characteristics, five clubs were chosen to represent different features in contemporary Swedish elite hockey clubs. We chose to examine 'only' five clubs since we believe that by analyzing the chosen clubs we will be able to generalize our findings to correspond to how Swedish hockey clubs experience the commercialization, due to their different features. In addition, since the teams differ from year to year it is impossible to research our phenomena over time with all clubs in the highest league included since some teams will enter the league while others fall out. We could of course have chosen other characteristics to base our selection on but we argue that our decision is most likely representative. Several of the respondents have commented our selection and have supported it as being representative. *"You have located the extremities. It will be interesting to read your thesis"* (Club Director HV71, personal communication, 2006-04-05).

4 Empirical Findings

This chapter describes how managers in five Swedish elite hockey clubs experience the assumed adjustments when turning into more commercial organizations. The empirical study is made with regards to the dimensions that affect the organizational structure and areas of responsibility, defined in the theoretical framework. This chapter also includes the thoughts of the Director of National Teams concerning commercialization.

A short summary of the researched clubs can be found in Appendix 2.

4.1 Structure in Commercial and Non-profit Organizations

How do you experience the organizational structure in your organization?

The Manager of Sports in HV71 experiences the club to be structured "…*like it is supposed to be…*" with a manager holding the overall responsibility and subordinated managers for each department (Manager of Sports HV71). He describes the development of the club as explosive.

The Club Director of LHC describes the management and the office to be "…*operated professionally and in a business like manner*" (Club Director LHC). He argues that it is pretty apparent what they do and are supposed to do. The performance of the employees is not as individually based as that of the voluntary people, such as parents, surrounding the youth section. Instead, the performance of those people varies a lot from year to year depending on the involved parents. The Club Director of LHC argues that it is seen positively that voluntary people take initiatives but it can be a bit confusing not really knowing who is in charge. If an employee would quit, it is 'easy' to replace that person with someone else since it is known what duties that person had. In comparison, if a parent withdraws from the organization, another parent must take on the responsibility the previous parent had and it is not certain that someone want to perform those duties.

The Manager of Sports in LHC argues that the structure is under strong development and LHC are working and have to continue to work on the structure to stabilize it. Still, he experiences the structure and the areas of responsibility to be distinct and clear and few issues are forgotten. In other words, all work tasks are taken care of and it is clear who should take responsibility for them.

SSK have a board above all that have been elected, but the Club Director of SSK has the main responsibility. Next season there will be no Manager of Sports because of economic savings but previous years the Manager of Sports was responsible for questions concerning the sport, including the commercialized A-team, the non-profit youth teams and the Hockey Gymnasium. In addition the arena corporation has one manager responsible, together with the Club Director, for the arena and surrounding commercialized functions.

DIF's Club Director describes DIF as a sport club acting at the market, in similarity to regular corporations. He continues, that DIF has a sport committee instead of a Manager of Sports and the committee consists of a board, external stockholders and coaches, all together 30 people. Manager of Sport are often quite individual in their way of handling the job, therefore DIF prefer that the club is deciding and handling the sport issues, not a single person.

MIK does not have any operative board; instead the board set the budget and a goal description in accordance to the image of MIK. The Club Director of MIK experience MIK as a professional hockey club with 12 employees that have the responsibility to make sure that the operative part

of the organization works. MIK is still a non-profit organization but are 100% owners to the arena company.

Has the structure changed? When did the change take place? Why has the structure changed?

According to the Club Director of HV71 the structure has not changed very much but the organization has grown the last ten years when parts as restaurant and conference facilities have been added to the organization.

The Manager of Sports in HV71 claims that the reason for change was the building of a new arena, owned by the club. In connection to the building of the arena in 2000, the club moved from operating as a non-profit organization to being more like a regular firm. Still, he claims: "…*you do whatever you are best at doing, but the most important is that you do it for the sake of the team*" (Manager of Sports HV71).

In LHC the change have been, and still is, enormous since 2001, when the current Club Director was appointed to lead the development. The Club Director of LHC claims that it is important to create routines and develop the structure when facing such a development as in the case of their club. LHC has developed from being very loosely structured into a very structured organization; the management is more structured and organized today because of the increased requirements for a more professional organization. The Club Director argues that the reason for the development is that professionalism is necessary for the clubs in order to handle the increasing crowd of people involved in contemporary hockey, such as sponsors and people visiting the games. Consequently, more distinct areas of responsibility need to be assessed to the employees in order to handle the situation.

A major change in SSK is that they used to rent the arena from the municipality before the new Axa arena was built. The Club Director of SSK argues they have had "…*growing pains since the organization has grown too fast, which led to a lot of terrible mistakes*" and consequently, the team lost the position in the elite hockey league. It is also a different situation for all elite hockey teams; today money is very important to be able to run the elite hockey team.

The Club Director of DIF argues that there have been no recent changes in DIF's structure and several clubs have developed faster than DIF has. He claims that current structural problems are connected to the tax issue; corporations have the opportunity to deduct value-added tax (vat) but have to pay tax on their profit. Associations on the other hand, cannot deduct vat but does not have to pay tax on the profit. He believes a non-profit organization is not a good way to run elite hockey clubs.

The Club Director of MIK argues that the structure in MIK has not really changed. There are more people employed now, but they are still working as a non-profit organization. Just a couple of years ago, the players in MIK were not professional players and had another job beside the hockey, but today the players are full-time employees.

What is your view on the commercialization of Swedish hockey? Has it changed your organization? How?

The Club Director of HV71 argues that commercialization is necessary since: "…a *better economy represents a better product*".

It is important to "*Do more!*" and "*Engage more!*" according to the Club Director of LHC. He continues that LHC is a brand name for the region and must follow the trends within the

Swedish business industry – be more commercialized. Consequently the club needs to activate the sponsorship. That is done through involving more people and by giving something back to the sponsors (in LHC: corporate sponsors). That is a vital development to take under consideration in future operations. The companies today demand these services, according to the Club Director of LHC. When asked the question whether the commercialization has changed the own organization, the Club Director of LHC responded that "...*the commercialization has not changed the organization, rather developed it*" (Club Director LHC). The Club Director of LHC also claimed that along with the commercialization developing further each year, the organizations consequently becomes a little bit better dealing with it every year.

The Club Director of SSK puts it: "…*think about what is happening; everything is about money to be able to have an elite hockey team. The elite hockey team works as a locomotive for the rest of the organization financially, but now when we do not have a position in the elite league anymore it works as a yoke*". The Club Director of SSK continues that some clubs, for example HV71 has built up a private capital, whereas other clubs as Leksand IF and SSK have not had the time to do that which is really problematic for them. Still, it is not only the elite hockey that has been commercialized according to the Club Director of SSK. He argues that in addition, other leagues are facing the commercialization, even a player in third division costs a lot of money today. This is a direct effect of the development of the society, according to the Club Director of SSK.

The Club Director of DIF is very positive towards the commercialization of Swedish elite hockey. "*We [Swedish hockey] are far ahead and see the commercialization as self-evident*" (Club Director DIF).

MIK came up and started to play in the Swedish elite hockey league just a few years ago but has already reached high levels of exposure in the media. The Club Director of MIK illustrates the phenomena in following numbers concerning the 04/05 season; 29 hours on TV with 26 million viewers, and a total of 121 pages with pictures (not including written text) with 435 million possible readers in the 30 biggest newspapers in Sweden. The Club Director continues, that in fact ice hockey is a great opportunity for those corporations that want to expose their logotype et cetera. The commercialization of the hockey is apparent as a consequence of media, according to the Club Director of MIK. He continues: "…*one can not even compare the organization before and after the commercialization*". In addition, the Club Director of MIK claims that without demand it is very hard to commercialize the hockey.

The Manger of Sports in HV71 argues, on the other hand, that the commercialization of the hockey is "…*a necessary evil*" (Manager of Sports HV71). He continues that the commercialization was needed in order for HV71 to keep up with the other hockey clubs in Sweden. Higher requirements from others as well as from within forced the club to develop. "*If you want to catch up with the train, you will have to pay*" (Manger of Sports HV71). Commercialization is therefore necessary in order to create better conditions for the team to perform well. Also, with increasing salaries in order to keep the guys in the A-team, funding must be found somewhere, according to the Manger of Sports in HV71.

In similarity to the Club Director of DIF, the Manager of Sports LHC first said that "*Commercialization is good*", but added "…*maybe is it a bit sad that it is commercialized speaking as a manager of sports*". He continues that elite hockey is becoming more and more an entertainment business, still hockey is culture – which is why commercialization is okay.

The Club Director of SSK rounds up the discussion by saying that hockey is becoming more and more an amusement arrangement. However, he points out that it is important to stick to the main purpose of your organisation "…*you have to be careful not to drift away too far from your soul*" (Club Director SSK). The Club Director of SSK argues that hockey clubs are developing more

and more towards a corporation where they are forced to pay high salaries, as a consequence of the commercialization.

When did you experience that the commercialization of Swedish hockey took place? Do you believe that the commercialization was unavoidable? Why? Why not?

The Club Director of HV71 claimed that the change towards a more commercial organization took place when Kinnarps Arena was built in 2000. He continued that the commercialization was unavoidable and it had to happen for HV71 to be able to support the sport function [with resources]. The main difference is, according to the Club Director of HV71, that the elite hockey team cost significantly more than earlier and has to be funded through the commercial activities such as sponsors to a larger extent, the restaurant, souvenirs et cetera. HV71 did neither have their own arena nor a restaurant before year 2000, instead they sold fast food through kiosks (they still do in addition to the restaurant). The only thing that was similar to what it is today is the youth section.

The Manager of Sports in HV71 agrees with the Club Director; *"The breaking point was year 2000, a whole other organisation was created when the arena was built"* (Manager of Sports HV71).

The biggest change was without doubt when the arena Cloetta Center was built in 2004, according to the Club Director of LHC. The arena created possibilities for business people to communicate and network outside the office, consequently a situation was created where LHC could make money to support their sport function. The Club Director of LHC claims that the commercialization is necessary in order to compete on the international market. *"There is a 100% demand for commercialization…"* (Club Director LHC). He claims that the commercialization is necessary if LHC wants to stay on a high level. *"…it is all about being able to pay the right salaries to the players* [in order to keep them in the league]" (Club Director LHC). The goal of being the best league in Europe (the Swedish league cannot yet compete with NHL) demands LHC to compete with other teams than just the Swedish teams; consequently the club needs more people to take part of the success of the organization (sponsors, volunteers et cetera). If Swedish hockey does not want to be commercialized it is necessary to lower the goals of being best in Europe. It is not possible to combine the both, according to the Club Director of LHC.

The Manager of Sports in LHC argues that the commercialization started four-five years ago. He continues by saying that the commercialization was unavoidable. According to the Manager of Sports in LHC, Swedish hockey goes towards being a commercialized business *"…what is happening in NHL is also happening here"* (Manger of Sports LHC). LHC (and the other hockey clubs in Sweden) needs to be commercialized to support the development of the hockey league in Sweden. It is a balance between the commercialization and the hockey as a sport, according to the Manager of Sports in LHC.

The commercialization is unavoidable, according to the Club Director of SSK. He argues that large corporations consider sponsoring sport clubs as part of their marketing mix – it is a good channel for them to become visible for the market. Sponsoring is becoming more and more important for the market since the costs are increasing. Those clubs that are good at combining the sport function and the commercial activities are seen as exciting actors on the market as well as carriers of social responsibility.

The Club Director of DIF argues that the commercialization started already during the 90's, influenced by the expansion in North America (NHL). Since players are more mobile nowadays, salaries are rising and funding must be found somewhere, according to the Club Director of DIF.

The commercialization was therefore unavoidable since it is needed to cover the increasing costs. He ended the discussion by saying: "*Oh yes, absolutely unavoidable!*" (Club Director DIF).

The Club Director of MIK explains that MIK has tried to commercialize during a long period of time. He argues "*...if we would not have done that, we would not have been where we are today (in the Swedish Elite Hockey league)*" (Club Director of MIK). In other words, commercialization was unavoidable in order for MIK to develop on an elite level. Commercialization creates money by enhancing a larger audience, more sponsors, and increasing media exposure. All those components are connected, according to the Club Director of MIK. "*We experience that a lot of parties of interest wanted to join in the process…*" he continues: "*…it was like a tsunami came over us*" (Club Director of MIK).

What kind of commercialized activities do you experience in your organization?

The Club Director of HV71 includes the sales of souvenirs, commercial activities during the games and sponsor selling in their commercial activities. These activities are part of the Market department. Other commercial activities are more or less all activities within Arena Service due to tax issues, such as the restaurant and conferences, according to the Club Director of HV71. The commercialization exists in almost all parts of the organisation except when it comes to the performing of sport in the A-team and the youth organisation.

The Manager of Sports in HV71 claims that the overall operations are to some extent part of the commercialized activities. The support functions consist to sustain the best opportunities for the team to perform well, in other words, to fund the operations, according to the Manger of Sports in HV71. "*I guess one can add the market department and the sales of souvenirs, but the major income is the sales of tickets*" (Manager of Sports HV71).

The Club Director of LHC expressed the commercial activities in numbers. He said that the revenue is around 99 million SEK each year in LHC, of which 20 million comes from ticket sales. Also a large part of the revenue comes from the corporate sponsors, according to the Club Director of LHC. In total, around 70% comes from the market. In other words 50 million SEK comes from the commercialization. LHC also receives central contributions from the Swedish Hockey League, around 15 million SEK, which originates in TV- and radio licenses. In addition, activities such as food, drinks and souvenirs bring money into the organization.

The Manager of Sports in LHC added his view into the discussion regarding the commercial activities in LHC. Like the Club Director of LHC he mentioned advertising, TV licences and traditional sponsor packages as sources for income. "*We also use resources and knowledge within the organization to lecture about employee health care et cetera intended for sponsors that want added value in their sponsorship*" (Manager of Sports LHC). The reason for this engagement is, according to the Manager of Sports in LHC, founded in that contemporary sponsors do not only want to give away money, they also want added value.

The Club Director of DIF does not have to deal with the issues arising from owning their own arena since DIF rents Globen Arena in order to have somewhere to play. On the other hand DIF does not for example have a restaurant or anywhere to offer conferences to their sponsors. Activities that, in other Swedish elite hockey clubs, bring money into the organization to support the sport function. Still, other commercialized activities such as sponsoring, the sales of souvenirs and game tickets are the same in DIF as in the other elite hockey clubs, according to the Club Director of DIF.

The commercialized parts of SSK are the arena and the arena corporation that includes the restaurant and the VIP rooms et cetera, according to the Club Director of SSK. The competition

is much tougher in the Stockholm area compared to the rest of Sweden since there are so many other activities going on. The solution is to "*...create benefit!*" (Club Director SSK). SSK wants to create a situation where the club, the sponsors and the consumers can cooperate in order to reach a win-win situation for all parties.

MIK has like many of the other clubs their own restaurant in connection to the arena, according to the Club Director of MIK. In addition, MIK uses the arena for a wide range of commercial arrangements such as Christmas concerts and business events where external parties pay MIK to arrange custom-made events. Also, a share of the earnings comes from the different TV channels that broadcast the MIK's hockey games.

How do you combine the commercialization with the non-profit basic idea in a sport organization?

The Club Director of HV71 explains that the newer commercial activities included in Arena Service supports the original non-profit operations with money. "*We need these two legs to stand on and we can not survive without any of them, both of them are needed*" (Club Director HV71). Nevertheless, the non-profit idea is constantly the foundation of the organization and it is still not difficult to get members to work with no compensation in the commercialized organisation. However, along with the organization making more money, people want some kind of compensation for their work to an increasing extent. It is getting harder to get people to work for nothing; most of them receive something in return even if it is just a symbolic compensation. "*The more money the operations generate – the more money everybody wants* (Club Director HV71).

The Manager of Sports in HV71 is more focused on the 'second leg' – the sport function. He claims that it is vital that the youth operations go hand in hand with the elite operations since the club is dependent on the youth operations. He continues by saying that HV71 can not be best in Sweden only with own products and therefore need external resources in order to fund the extra costs that comes with having to buy external players. "*You should make sure to have your own boys but at the same time season it with external stars*" (Manager of Sports HV71). Hence, since the supporters and other external actors identify themselves with the own produced players it is vital to develop the youth operations in order to support the elite team, according to the Manager of Sports in HV71. The club is one of the top teams in Sweden in regards to own produced players.

In addition, the Club Director of LHC claims that it is tough to balance between the commercial side and the original non-profit idea – to deal with hockey. "*We experience a clash between the commercial activities and the sport*" (Club Director LHC). For example LHC have a huge arena for the A-team but they do not have enough space for the players in the youth team to keep their equipment in the arena, according to the Club Director of LHC. Hence, it is important to separate the both sides, the arena corporation and the sport function. The Club Director of LHC argues that it would not be a good idea to turn the A-team into a corporation since the volunteers, such as parents supporting the youths, would then probably feel reluctant to working voluntarily. He continues that when creating a corporation, an identity problem arises and one risk that the volunteers do not feel as obligated to cooperate if one or a few people make money on the operations originating in the volunteers working for free. The volunteers are vital for the survival of the organisation today, according to the Club Director of LHC.

The Manager of Sports in LHC continues on the same track, that it is hard to combine sport and commercialization. He claims that it is working fine at the elite level, but it is harder further down in the organization.

The Club Director of SSK argues that it is hard to combine commercialization and the non-profit sport function since they are each others opposites. It is a really difficult strategic question. He argues that it is important to prioritise the existing resources; the question is how that is best done. It is like the hen and the egg, according to the Club Director of SSK. "*Without elite there is no re-growth, but without any re-growth there will be no elite*" (Club Director of SSK). The goal of SSK is to be the best youth club and it is therefore important to develop both the wide range and the elite – a problem that needs to be solved in many larger clubs, according to the Club Director of SSK. He claims that there is a financial aspect to take under consideration; there is not enough time available on the ice to let everyone play but it is too expensive to build another rink. "*We already have two rinks but it is not enough…*" he says with a touch of fatigue in the voice (Club Director SSK).

According to the Club Director of DIF, the non-profit part of DIF is run separately, even at another physical location. However, the commercialized part of the club is supporting the non-profit sport function financially. He argues that it is really fun to find good players in the own organization but it is hard to recruit only form the own organization. Therefore commercialization is necessary in order to fund the increasing costs. In addition, more people get paid such as people working around and during the games et cetera, according to the Club Director of DIF. "*Why should not people in the end have something for their work?*" (Club Director DIF). He believes that in a longer perspective there will be no non-profit organizations in the Swedish elite hockey and finishes the discussion by adding: "*We are now in a period of transition*" (Club Director DIF).

The Club Director of MIK argues that an elite hockey club will never survive without volunteers, regardless if you are HV71 or MIK. 216 people are working in MIK, 90% are volunteers, according to the Club Director of MIK. For example, during the games 100 people are involved, only 10 have some kind of financial compensation (not including the players). The amount of volunteers is possible since "*…there is a soul, there is a heart, there is engagement for the sport and loyalty towards the society*" (Club Director MIK). One cannot pay for that, according to the Club Director of MIK.

4.1.1 Commercialization according to the Director of National Teams

In order to get a central view on the commercialization of Swedish hockey that is apparent in all clubs included in this research, we phoned up the Director of National Teams, responsible for Tre Kronor (the Swedish National Team) in the Swehockey. We requested him to respond to the four questions concerning commercialization similar to those that we asked the other respondents (see Appendix 5). He responded as follows:

The Director of National Teams claims that the Swedish Hockey League (SHL) has become more professional. The association, the clubs and the division system have changed. The reason is "*…that it is all a matter of a desire to be exposed*" (Director of National Teams). He continues that the clubs cooperate to a larger extent today and that more money is turned over. That is important for Swedish hockey in order to afford to run contemporary hockey in which salaries are increasing, according to the Director of National Teams. However, at the same time he argues that one have to question the increasing importance of money in Swedish hockey. Today, young players sign contracts and are drafted by NHL teams before they have developed completely into elite hockey players. "*Where is the limit? You get paid before you perform*" (Director of National Teams).

Increasing commercialization goes hand in hand with exposure in media. In regards to Tre Kronor, it is important to care for the reputation, according to the Director of National Teams. He argues that Tre Kronor is today a strong trademark and it is positive that media writes about

hockey since that increases the interest for the sport. A recent example of media's interest in hockey is the sex scandal exposed during Sweden Hockey Games in 2005 where three hockey players in Tre Kronor were pointed out in several media. This publication did not cover hockey per se, but it drew attention to the sport. In such situations it is important for Swedish hockey to take distance to those kinds of actions. Such behaviour is not acceptable no matter who behave that way, according to the Director of National Teams. However, "…*that something is written is better than nothing being written*" (Director of National Teams). In other words; being visible in media in some way is better than not being visible at all but there are limits – "…*a well known trademark has to be carefully taken care of*" (Director of National Teams).

The Director of National Teams explains that he was active in hockey prior to getting his current position. He used to play in DIF during the 70's and argues that during that time both DIF and FBK were very active and worked on creating a trademark. The big change – the commercialization – came sometime during the 80's, according to the Director of National Teams. To facilitate the increasing salaries in order to compete with international clubs the Swedish clubs started to search for money during that time, according to the Director of National Teams. He continues that the clubs started to expose themselves in a totally different way compared to what had been acceptable before. "*They did things that before was considered as holy*" (Director of National Teams).

"*Exposure!*" (Director of National Teams). To have the name on a hockey sweater or on the ice is not sufficient for many corporations today – it is not enough, according to the Director of National Teams. He continues that sponsors belong to history; they are instead called co-operators in contemporary hockey. Co-operators contribute with thoughts and ideas about what they want to do in a totally different way compared to earlier. It is a mutual collaboration where the different parties can discuss for example leadership and take advantage of each others knowledge to an increasing extent, according to the Director of National Teams. He continues, "*It is developing for both the clubs and the co-operators. Co-operators are good! They bring in new thoughts and ideas…*" (Director of National Teams).

The Director of National Teams explains that Swehockey owns the rights to the elite hockey league in Sweden. However, SHL is responsible for the commercialization of the elite hockey since they rent the rights to the league. SHL is a separate organization and operate the league independently, according to the Director of National Teams. Swehockey is working towards regions and districts and tries to retain the idea of popular movement. In addition, Swehockey has the final responsibility for Tre Kronor and needs to be supported by the national clubs by means of for example players. Consequently Swehockey can not operate differently compared to the clubs; rather "…*Swehockey needs to be one step ahead*", according to the Director of National Teams. He continues that it is a balance between commercialization and the basic idea of a sport organization. "*How early can one demand a team to win to every price?*" (Director of National Teams). Since it is important with new players in order for Tre Kronor to survive and continue being successful on the international market, input from junior teams around the country is vital. The Director of National Teams explains that there is a demand set by Swehockey that all elite clubs must have a junior team. "*All clubs must make a contribution to the overall operations, for that reason it is vital with input from all junior teams*" (Director of National Teams).

Swehockey has meetings once a month together with the elite clubs where different issues concerning the elite operations in the clubs, their junior teams and Tre Kronor are taken under consideration. For example, the agreement between Swehockey and the elite clubs that regulates the accessibility and the rights to players in activities in connection to the national team is discussed, according to the Director of National Teams.

4.2 Areas of Responsibility

Were you a part of the organization when the change took place? If yes, on which position?

The Club Director of HV71 was not active in the organization during the change in 2000. He was then active in the travel business, but has a background as a former player in HV71.

The Manager of Sports in HV71 played in the team himself during the change, after that he moved on to be an assisting coach but a year ago he left the changing room for his current position.

In LHC the Club Director had his current position and was in addition a player in the elite hockey team when the change occurred in the beginning of the 21st century. He was also, at the same time, studying at University of Linköping.

The Manager of Sport in LHC has been working in the club since two years ago, but he explained that he has experienced the change since he was active in another elite hockey club before.

The Club Director of SSK had not been active in any hockey club before he started his current job at SSK this spring but he has a background in sports like bandy and football.

DIF's current Director was appointed two years ago. He has not experienced the beginning of the change but is, of course, a part of it now.

The Club Director of MIK has had the position for 30 years and has for sure been a part of the change.

What was the role as a Club Director / Manager of Sports like before the change? What are the most important differences and similarities? Did you have a Manager of Sports before the change?

The Club Director of HV71 argues that the largest change in the role as a Club Director came already during the 90's when the Manager of Sports was appointed. The Club Director had before that the role as a Manager of Sports as his main task, by then; the Club Director co-operated with a non-profit sport committee. But also, fewer areas were included in the organization since the arena, and restaurant and conference service did not exist by then. However, the youth- and elite organization is basically the same as before, but there is more money involved nowadays.

The role as a Club Director in LHC did not even existed before the change towards a more commercialized organization. The Club Director position was created year 2001 for the current Club Director. Previous to that, the chairman of LHC had had the responsibility corresponding to that of the current Club Director, however the position was by then unpaid. The reason for not having a Club Director earlier was that LHC was such a small organization and there was no need for a Club Director. After 2001 when the revenue had increased to around 50-60 million SEK, there was also an apparent need for an administrative manager. It was then impossible to handle the situation during spare time as was the case earlier.

In MIK the role as the Club Director is changed today do to more employees. It is a wider area of responsibility after the change and therefore more people are employed to take some of the responsibilities. The Club Director of MIK claims that it would not have been possible to handle all the responsibility by himself today since the organization have grown. The Club Director of MIK is thinking about appointing a Manager of Sport, but has trouble finding a suitable person for the position. *"We are searching. Damn, I want someone I can trust"* (Club Director of MIK).

HV71 had a non-profit committee that supported the Club Director in sport issues concerning the sport function of HV71 before. The Manager of Sports in HV71 argues that this was only possible because the club operated in a smaller context by then. The Manager of Sports in HV71 believes that the role as a Manager of Sports has not changed much since 2000 other than that the salaries for the players have increased heavily. Consequently, it is much harder to get it work economically.

The Manager of Sports in LHC claims that his area of responsibility is more into sport itself and least affected by the commercialization. He argues that the work in the organization is increasingly time consuming and that is why more people are needed and the work needs to be divided between these individuals. This leads to better resources to handle the work at LHC.

Neither SSK, DIF or MIK have a Manager of Sports.

> ## Who is responsible for what? How distinct are the areas of responsibility? Where goes the boundary between the different areas of responsibility? How do you know what your area of responsibility is?

According to the Club Director in HV71 there are several managers working under the Club Director. HV71 owns a corporation called Arena Service where the Club Director has the position of a CEO. Under him there is one manager that is responsible for the arena, ice rink, restaurant and conference facilities et cetera. The youth section is different compared to the other functions since it has a separate board plus a youth manager. The Club Director of HV71 claims that all managers have distinct areas of responsibility even though they are all members of a common management group and they co-operate over the boundaries. An example is the Arena Service that supports the Market department with *"bits and pieces"* (Club Director HV71), such as food, during the games.

The Manager of Sports in HV71 agrees that the areas of responsibility are very distinct. He knows what he has to do, but discusses the salaries for the players with for example the Club Director and they support each other in many other decisions that have to be made. Many people working in the office have hands-on experience from the hockey or at least some kind of previous relation to the hockey. Therefore, many people, both internally and externally, have opinions about what the Manager of Sports does and how the team performs. The Manager of Sports gives a current example of the issue by explaining what happened when he arrived to the office the same morning after yesterday's loss: "…*some harsh comments fell when I arrived to the office this morning".* The Manager of Sports in HV71 explains that the despite the clear roles within the organization, they support and help each other when needed.

The second level of people working under the Club Director of LHC consists of the vice Club Director/Office Manager, the Manager of Sports, Market Manager, Finance Manager, Manager for the Arena Company and the Manager for the youth committee. Many managers within the organization have been recruited internally, such as previous board members or players. *"We have not gone far from the family"* (Club Director LHC). The financial manager is the only person recruited externally today. Well performing individuals are hand-picked, for example a well performing parent, according to the Club Director of LHC.

The Manager of Sports in LHC argues that the structure and areas of responsibility are distinct and clear. There are distinct work descriptions and he has a budget to follow. The Club Director has the final say but he delegates responsibilities regarding the sport function to the Manager of Sports. The Manager of Sports adds that this kind of information is spread through constant communication.

In SSK the Club Director is responsible both for the hockey club and the arena corporation. Today the Club Director is reporting to one board for the club and another board for the corporation, in the future he would like it to be only one board for both the club and the corporation. Under the Club Director there is a distinct organization that is divided after functions. The arena corporation has one manager responsible for the whole function together with the Club Director. The Club Director has the main responsibility for everything and it is very clear about who has the responsibility for different areas among the managers working under the Club Director. The organizational scheme shows the areas of responsible and the responsible manager. Job descriptions and authorization descriptions are used to clarify what is included in each area of responsibility.

The Club Director of DIF argues that since money is the base in elite hockey today, the financial function is more and more central. DIF also have better control today and hire people because of their competence and not because of their commitment to hockey. *"I do not see any difference in running this hockey club from running a company"* (Club Director DIF). In addition, he claims that during the last 7-8 years, other hockey clubs have also strengthened their organizations with external competences. DIF has distinct areas of responsibility; the Club Director has the final say when decisions are made concerning his area of responsibility while the coach has the final say in questions concerning the A-team. In order to know what areas of responsibilities each manager is responsible of, DIF uses distinct job descriptions.

In MIK there is a marketing manager, a manager in charge of the arena corporation, a manager responsible for the Hockey Gymnasium (secondary education), an IT manager and a financial manager, according to the Club Director of MIK. He argues that they have distinct areas of responsibility, but they often step into each other's areas of responsibility in this type of sport organization. The Club Director of MIK claims that the managers know the frames for their area of responsibility despite the lack of written job descriptions.

4.2.1 Decision Making

Who makes the decisions within the organization? How is this connected to the areas of responsibility?

The situation in HV71 is that the board, together with the Club Director of HV71 has outlined financial and organizational frames for decision making that is used by the managers. The Club Director of HV71 has the possibility to make the final say in every decision made by the managers, but as formulated by the Club Director: *"…even if I think different, I should not interrupt in certain issues"*. Decisions made in the organization are often preceded by a discussion between the manager and the Club Director. The Club Director of HV71 believes it is better to make a decision than not make decisions at all. If the decisions turn out to be faulty, then they have to deal with the consequences.

There is a similar situation concerning the decision making process in LHC where everyone has the right to make decisions, in different areas. LHC has a clear attestation order (foremost in regards to spending money). The Club Director of LHC has the final decision-making responsibility and he has authorization to sign contracts and can make individual decisions up to one million SEK, but it hardly ever occurs. The alternative is that two board members make such decisions in co-operation. Most issues are discussed during meetings and the group makes most of the decisions together, individual decisions are very seldom made except for simpler decision.

According to the Manager of Sports in LHC daily decision making regarding sport issues concerning activities around the team is delegated to the coaches. He continues that the Manager

of Sport is responsible for supporting the coaches and the Club Director of LHC is making the overall decisions.

In SSK the Club Director makes most of the decisions by himself and is more or less always part of the decision making process. The Club Director of SSK argues it is important that people with the right knowledge and skills make decisions concerning their area of responsibility, other people should not get involved in decision making concerning that area. The Club Director of SSK compares it to the decision making process that takes place in regular companies.

In DIF, decision making is delegated to persons in charge for each area of responsibility, but the Club Director of DIF can make decisions in all areas of responsibility when necessary.

For MIK, it is the Club Director's responsibility that decisions are made, but it is the different managers that should make the decisions concerning their area of responsibility. Financial decisions are made by the Club Director of MIK but decisions concerning the sport function are made by a lot of different people. They have people in charge of the equipment, doctors, coaches etc and they all make operational decisions by themselves.

Are the decisions made according to the organizational scheme or some other guiding principles? In what kind of questions is it impossible to make decisions without following the proposed guidelines? How do you know when it is appropriate to make a decision?

The Club Director of HV71 claims that everyone knows the rules and one usually makes decisions in the own area of responsibility. According to the rules, one is not allowed to make decisions outside one's area of responsibility. Sometimes this happens anyway, and when it does, the person making decisions outside his or her area of responsibility has to be prepared for the consequences as well.

According to the Club Director of LHC, he is the only person that can make decisions outside his area of responsibility, but it almost never happens. The Club Director continues by saying that LHC has an extremely flat organisation where the areas of responsibility overlap, both in regards to simple decisions as well as more complicated. To handle this issue they discuss decisions with each other and explain the decisions made for each other, *"…like the characteristics of a diary"* (Club Director LHC). Everyone knows each other extremely well since they have worked together for a very long time and the history shows on what decisions one is allowed to make or not.

The Manager of Sports in LHC agrees that it is possible to make decisions outside one's areas of responsibilities, but he adds that this only happens if the management team has delegated the decision making to a certain person. A reason for this could be if the originally responsible person is on vacation. No decisions concerning the sport function are normally made by anyone else than the Manager of Sports, but before the decisions are made, an intensive communication has been going on between three key persons of LHC, the chairman, the Club Director and the Manager of Sports. A lot of people have plenty of opinions regarding sport issues and many thoughts and ideas concerning the sport function are discussed during the management team's meetings.

In club SSK, it is possible for people to make decisions outside their area of responsibility in exceptional situations. According to the Club Director of SSK this is not something official and is only used as an exception. SSK uses distinct job descriptions connected to areas of responsibility to explain what decisions that can be made in each area of responsibility.

Who affects the decisions made in the organization?

According to the Club Director of HV71, they can not be affected by what the society thinks when they make decisions. However, a lot of people have opinions since the operations involve a lot of feelings, especially when the team is performing bad results. It is easy to fall into what other people think, but the inner organization needs to focus since they have more knowledge compared to the people outside the organization. *"This is hard, very hard"* (Club Director HV71).

The Manager of Sports in HV71 claims that everybody affects the decisions made in the organisation *"…it is everybody's responsibility"* (Manager of Sports). He continues that the strength of the organization is that everybody cares about what other people do and everybody affects each other in some ways. External actors, such as the other clubs, affect the way HV71 operates. Still, first and foremost HV71 do what they want to do, according to the Manager of Sports in HV71.

In LHC everybody affects some decisions according to the Club Director. The management group has without doubt the greatest effect on the decisions made within the organization. It [making decisions] happens so fast and the Club Director claims that if they are good at something, it is to make fast decisions. The LHC management group makes final decisions concerning the sport function, but *"…we would have been stupid if we would not listen to our customers."* (Club Director LHC).

The Manager of Sports in LHC claims he is affected by certain people in his surrounding. Mainly, he argues he is affected by the Club Director of LHC, but also the chairman. The financial manager affects the sport decisions concerning budget issues and the coach influence decisions when it concerns the players. He adds, with a smile, that he is also affected by his partner.

Club Director of SSK argues that everyone is more or less involved in the decision making. For example, the members affect decision making when electing the board, like in the society.

According to the Club Director of DIF they are affected by their environment when making decisions. Mainly the audience affects their decisions, but also the sponsors and Globen (the owner of the arena where DIF plays their games).

The environment affects the decisions in a commercialized organization, according to the Club Director of MIK. Since MIK is qualified for the elite hockey league next season, it affects decisions concerning ticket pricing, sponsoring et cetera, according to the Club Director of MIK. There would have been a totally different situation if they had not managed to keep their place in the elite hockey league. *"Since hockey is about people and not machines, it is not the business cycle that affects decision making, but feelings"* (Club Director MIK). There are a lot of feelings and patriotism in hockey, factors that affect decision making to a small extent, but still they are always there, according to the Club Director of MIK.

Who is affected by the decisions made in the organization?

According to the Club Director of HV71 decisions can have direct consequences, for example if HV71 move a hockey player from the A-team to the elite-team, the direct consequence is that the A-team will loose a good player. But there are also other effects of decision making, for example decisions that affect sponsors. If the sponsor does not like the decisions they can choose not to be a sponsor any more. The consequence is that the club will be indirectly affected by the decision.

The Manager of Sports in HV71 claims that the whole club is affected by the decisions. Since hockey is the core activity of the organization, the overall performance of the organization more

or less depends on the decisions made by the Manager of Sports, in co-operation with and influenced by other members in the organization.

The Club Director of LHC argues that different people are affected by decisions made in LHC. For example, media is affected since it covers stories relating to LHC and the co-operators (sponsors et cetera) can be affected in different ways depending on what relationship they have to LHC. In addition, youths and parents are affected by LHC for example when decisions are made about the price on the tickets.

Decisions made by the Manager of Sports in LHC affect the players and the coaches in the club, according to the Manger of Sports in LHC.

In SSK, every member is affected by the decisions made according to the Club Director of SSK. Sometimes it is more specific, for example when deciding about a new economic system, those who use the system will be affected.

The Club Director in DIF finds it hard to tell who is affected by their decisions.

MIK *"…as a large club in a small town"* (Club Director MIK) has a responsibility towards the town Mora since its inhabitants are affected by the decisions made in the club. Decisions made in MIK, can affect many different people, for example represents from the municipality, people from the church, people of MIK and most of all the media, according to the Club Director of MIK. He adds: *"…they are on to us as leeches"* (Club Director MIK).

What external factors are considered when decisions are made in the organization?

This question has already to some extent been answered in the question *"Who affects the decisions made in the organization?"* and therefore some of the respondents did not add something on to this question.

HV71 consider their sponsors when they make decisions since they are dependent on the money they put into the organization, according to the Club Director of HV71.

The Manager of Sports in LHC claims he is unconsciously affected by external parties but do not make any decisions to please and external parties.

The Club Director of SSK argues that the club can be seen from different perspectives externally; individual perspective, corporate perspective and society perspective and the club is dependent on all three parts. He believes SSK is affected by external factors, addicted fans for example, since the club is there for them.

Have the decision making within the organization changed over the years?

According to the Manager of Sports in LHC they are quite fast and straight forward when making decisions, but he believes they can do better. Many people within the organization have been there for a long time even if not at the same position, few co-workers come from another hockey club, and it is easy to get blind for the own work,. The Manager of Sports in LHC has been working in another elite hockey club and has the ability to be more open-minded, consequently it can be easier for the Manager of Sports to be objective and make the appropriate decisions.

In SSK the decision making process has changed along with the club becoming more commercialized, according to the Club Director of SSK. It is becoming increasingly similar to the way corporations make decisions *"…decisions are made less by heart and more by the wallet"* (Club

Director SSK). In other words, decisions are made in regards to their financial effects rather than caused by feelings.

The Club Director of DIF argues that the hockey league have a much better co-operation climate today which comes from all hockey clubs having a more professional organization. The professional organizations are forced to develop because of the commercialization and therefore also the decision making is changing. DIF is running a business but, as the Club Director says, *"…it is easy to get stuck emotionally"* (Club Director DIF).

4.2.2   Information and Communication

A normal day at work, how do you share information?

The Club Director at HV71 explains that the one that the information is relevant for receives it via email or through oral communication. *"One should not sit and wait for information – rather one should find out the information they need to have knowledge about"* (Club Director HV71). The management group gets together to discuss certain important issues every second week and the employees at the office have morning meetings every Monday. In addition, information is often shared and delivered directly between individuals by stepping in to each others rooms to discuss recent issues. HV71 utilizes a website (operated by the Market department) which is seen as a useful source for information for mainly external parties, according to the Club Director of HV71. In addition, HV71 has a mutual calendar where important happenings and meetings are signed up. The Club Director at HV71 points out that there is an information policy within the organisation that says that every responsible individual for the different departments is responsible for the information in regards to that certain department.

The Manager of Sports in HV71 agrees with the Club Director in regards to the weekly personnel meetings. He claims that HV71 share information through weekly meetings that serve as personnel meetings where important issues are raised. Information is also shared *"…through the damn email that makes all these sounds all the time…"* (Manager of Sports HV71). He continues: *"… we sit so close to each other that it is in many cases easier to shout to each other"*. The Manager of Sports cooperates with the person responsible for the external information in order to get the information out to the general public and media through for example the webpage. Internally the Manager of Sports communicates mainly orally.

Similar to HV71, LHC has weekly personnel meetings as well as management meetings. The Club Director of LHC continuously read the protocol from the management meetings in order to see what is on the agenda. When needed, he distributes some of the information to other parties that are concerned in certain issues. After each section in the protocol it says 'action' plus the name of the person responsible for the performance of the issue, according to the Club Director of LHC. He argues that it is important that people feel informed in order for them to feel involved. Therefore, information is *"…a raiser of status and makes the individuals feel special"* (Club Director LHC). There are of course limits for the distribution of information, for example information concerning players et cetera. Information is, according to the Club Director of LHC, mainly spread through internal emails to members, co-operators, and ticket holders. In addition, information is distributed via email from the central institution, the Swedish Hockey League.

The Manager of Sports in LHC continues discussing the spread of information through emails: *"The other people in the organization use e-mail much more than I do, I am kind of sick of it…"* (Manager of Sports LHC). The Manager of Sports in LHC rather uses TXT instead of emails in order to communicate with the management group, the management for the A-team and the rest of the

organisation. He claims that it is important to inform all the co-workers prior to when the information becomes public.

The office at SSK was a bit different from the others. SSK had an open office landscape structure while the other clubs use the regular corridor style with separate rooms for each employee. The Club Director of SSK pointed that out: *"We are working in an office landscape that has a tendency to function the same way as an editorial office the last hours before deadline"* (Club Director SSK). The reason for that structure is, according to the Club Director of SSK, that they try to take advantage of the dynamics but he also points out that it is important not to communicate excessively in such an environment. According to the organizational chart, the organization of SSK can appear to be hierarchic, but that is not the reality, according to the Club Director of SSK.

In similarity to the other clubs, DIF also has meetings every Monday at the office where current issues are discussed, according to the Club Director of DIF. In addition, during the season meetings with the coaches and the board are held. The latter takes place only a couple of times every year.

"We are worthless at information sharing! That is one thing that we definitely must be better at doing! We are working at it…" (Club Director MIK). Nonetheless, MIK has personnel meetings every Tuesday where the past week is discussed and both short term and long term plans are made for the future, according to the Club Director of MIK.

How do you inform externally and to whom?

HV71 uses their webpage to inform externally and has a webmaster that updates the page with new information originating from the Market Manager, according to the Club Director of HV71. HV71 has for example temporary chats and desktop backgrounds on their homepage. The Club Director of HV71 informs media about everything, but the chairman is also allowed to inform media after a discussion with the Club Director. If someone else within the organization receives a question from media, it is important that this person direct the question to the person responsible for the relevant area. Sometimes it happens that co-workers make mistakes and make announcements or answer questions that they should avoid, one reason for this is that the organization is always in the interest for media since the operations of HV71 *"…touch people's hearts and involves a lot of feelings"* (Club Director HV71).

The Club Director of LHC explains that LHC are talking about hiring a Manager of Information to distribute information to external parties, since it is important to inform externally. LHC has a goal to be in Östgöta Correspondenten (regional newspaper) at least every day. The Club Director of LHC points out that *"…it is vital to pump out information"*.

The webpage and press releases are used by DIF to communicate externally, according to the Club Director of DIF. *"We would like to put more effort in the external communication; this is a defect we need to improve"* (Club Director DIF). He continues that it is harder for DIF to communicate externally since they are operating in a big city where it is harder to reach people since everyone is exposed to so much information every day.

The Club Director of SSK lists press releases, the own webpage (including desktop background, puzzles, and other downloads), emails, and the fan club as possible channels for external information sharing (Club Director SSK).

The most important external parties are the sponsors, according to the Club Director of MIK. He explains that recent news are communicated to sponsors at least twice a week, mainly by

using emails. When it comes to media, MIK sends out press messages when they have something important to tell.

Who has the responsibility to make sure that the communication works?

The Club Director of HV71 has the main responsibility for making the communication work, both internally and externally, according to himself. The organization has a communication policy that says that each manager is responsible for the communication and information relevant for his or her department.

The Manager of Sports in HV71 agrees that the Club Director has the overall responsibility while he, the Manager of Sports, is responsible for the sport function. The Manager of Sports claims that he can discuss issues with the Club Director who is very reasonable when taking new issues under consideration.

In LHC the overall responsibility lies on the Club Director, according to both the Club Director and the Manager of Sports in LHC. However, the office manager (kanslichef) is responsible for that the external information is delivered and taken care of in a professional manner, according to the Manager of Sports in LHC. He continues: "*The one who delivers the information internally is also responsible for that it reach the right people*" (Manager of Sports LHC).

The Club Director of DIF explains that he is responsible for the communication but DIF also has a contact person for external contacts.

Also the Club Director of SSK clarifies that he is the one responsible for the communication to work properly, both within the organization as well as externally.

The Club Director of MIK is no exception in regards to being responsible for the information sharing. Like in the other clubs, he is the one responsible for both the internal and external information. "*That is why I am the one subject for all the humbug*" (Club Director of MIK). However, normally the market department communicates with the sponsors while the Club Director usually communicates with the subordinates, media and the board.

What do you do to improve and facilitate information sharing?

HV71 is not working on any changes or improvements at the moment in regards to information sharing. "*We have our management meetings and Monday meetings that are working well*" (Club Director HV71).

When asked how the communication can be enhanced, the Manager of Sports in HV71 responded: "*It is a really tough question that I never even thought about before…*". He continues to reason that he believes it is important that no information is left behind and forgotten.

The Club Director of LHC claims that LHC has a very flexible and flat organization. Every person is allowed to say what is on his or her mind at that very moment, according to the Club Director of LHC. He believes it is "*…a very Swedish model*" (Club Director LHC). It is important to create an environment in which people are allowed to speak from their hearts without being burned. "*We try to create an open dialogue*" (Club Director LHC). It is furthermore important to be visible in different media, update internal information sheets weekly, have personnel meetings with all employees every month, and to distribute information externally through LHC's own prints and magazines, according to the Club Director of LHC.

According to the Manager of Sports in LHC, it is important to find good habits and routines. The heart of the organization consists of a few individuals that are concerned with all information going through the organization. Not so many needs the information – it is a quite small group, according to the Manager of Sports in LHC. He points out that the official information must reach the co-workers before anyone outside the organization gets a hold of it and it is very important that this is handled correctly.

The Club Director of SSK argues that there are a lot that can be changed to facilitate the communication within the organization. "*I see communication as a strategic question, it is important to be perceived as open, honest, available and communicative*" (Club Director SSK). It is individual how to handle communication; therefore it is important with the right people in the organization, according to the Club Director SSK.

All clubs are meeting up in Stockholm in mid-May to discuss how they can cooperate in order to improve both internal and external information sharing. MIK is hoping to learn from the other clubs since MIK is lacking in their current information sharing, according to the Club Director of MIK. "*External communication is vital but hard to grasp…*" (Club Director MIK).

Have you experienced any communication problems in your organization? Which are these problems?

This seemed like a tough question for the respondents to answer. Some of them were even reluctant to give an answer. One respondent argued: "*Problems with the communication belongs to history…*". Since communication problems seemed to be a sensitive subject, we chose to keep the responses to this question completely anonymous.

One of the respondents claims that no unusual communication problems have arose lately since the organization is still quite small. The communication has, according to the same respondent, not been affected by adding new parts to the organization (resulting from commercialization) since those parts are handled separately. With a pretty slimmed organization and by trusting the few individuals on important positions to take care of each department the daily communication run smoothly. Still, one needs to keep in mind that the organization has developed and a lot more people are involved today compared to prior the commercialization.

One respondent answered both yes and no to the question whether he had experienced communication problems or not. He argues that as long as information sharing remains under control, it works. Information is a current issue, according to the same respondent "*…whatever was enough information yesterday is not enough today – it is a constant wear and tear process*". He sums up by saying that if you take a brake from informing a month, a complete chaos would occur.

In what situations do you use feedback?

Development is based on people finding out what they are good at and what they do less good so "*…yes, we are using feedback*" (Club Director of SSK).

The Club Director of DIF says that they are not using feedback very much. He claims that they are actually quite bad at using feedback, especially in sport situations. In addition, feedback could be better at the office.

MIK uses feedback on every personnel meeting, according to the Club Director of MIK.

The Club Director of LHC explains that the communication, internally and externally, has changed within the organization. The demand for communication has increased after the introduction of commercialization in Swedish hockey, according to the Club Director of LHC. Today, more focus is put on each issue (or function) which has been developed separately. The LHC organization do need to spend more time on each issue today since the organization has grown bigger and one must achieve so much more today compared to before.

Communication has been around for a while in SSK, according to the Club Director. It has developed technically but "…*we have to become better on using it*" (Club Director SSK).

The Club Director of DIF claims that the communication changes all the time in a sport organization, depending on who is in charge for the teams. Sometimes it is better, sometimes worse. But generally (in the overall organization) it has not changed very much.

The demand for communication is much larger within MIK today, according to the Club Director of MIK. He continues that MIK has not developed enough in order to follow the increasing need for communication. "*Such things take an awful lot of time and are often put on the future… and turns out never taken care of!*" (Club Director of MIK).

4.2.3   Motivation

The Club Director of HV71 claims that he has never cared about whether it is a Monday or a Friday when he goes to work since he has always enjoyed his work. "*That you like your co-workers is really important for the motivation*" (Club Director of HV71). One is also affected by the results, according to the Club Director of HV71, if the team [here: A-team] is performing good or bad, one can really notice it at the office. One always has to be aware of the ups and downs that constantly occur in sport organizations.

"*The absolutely best thing with what I do is that I do what I like the most*" (Manager of Sports in HV71). He continues that he of course is motivated by the "*…sweetness of the victories…*" since hockey is his life, according to himself. The Manager of Sports in HV71 believes that hockey is incredibly fun to work with and that is what motivates him. The environment that he works in is really good. It is a very special world where everybody is really interested in what they are doing and everybody is deeply committed to the organisation. People work late at night which is hard to be motivated to do if you are not truly committed to the performance and well-being of the organisation, according to the Manager of Sports in HV71.

"*I enjoy being in this environment and being part of a good and useful club*" (The Club Director of LHC). In addition, the Club Director of LHC claims that he enjoys being a manager.

The Club Director of SSK has also been involved in sports his whole life. With a background as a sales manager, he argues that the combination of commercial activities and the non-profit basic idea in sport is a good motivator. The position is furthermore a good display window for his education, according to the Club Director of SSK. "*The high salary is also motivating of course*" (Club Director of SSK).

The Club Director of DIF is motivated by winning. "*It is the competition that makes me motivated*" (Club Director of DIF). The Club Director explains that he has a background in sports prior to joining DIF and that he is a very competitive person.

The Club Director of MIK explains that he is motivated by the fact that MIK is able to compete with the teams originating from other bigger cities. "*We are better than for example the teams from both Stockholm and Malmö*" (Club Director of MIK). In addition, the Club Director of MIK claims that since he is a competing individual and brought up with sports, he is motivated by being in an environment that includes both those parts.

What do you do to motivate others in their work?

"*It is not about someone motivating everyone else, it is about everyone motivating each other*" (Club Director of HV71,). He claims that he is giving responsibility to the co-workers but he does not tell them exactly what to do and believes that that is working as a motivator for the co-workers.

The Manager of Sports in HV71 believes that being positive and happy is a condition for working in a sport organisation like HV71. He continues that the ability to see opportunities is also important. In addition, it is important to support the subordinates to let go of certain demands and share the responsibility for certain issues.

The Club Director of LHC says: "*I hope that I am wise enough to let go of the responsibility*". He carries on by arguing that everybody should know that they are allowed to make certain decisions on their own. To let go and let people be individually managed is a motivator, according to the Club Director of LHC.

The Manager of Sports in LHC motivates other people by "…*giving them freedom under responsibility, feedback, and first hand information*" (Manager of Sports in LHC). Furthermore, he claims that he tries to stay away from dealing too much with details. With the background as a coach, he used to deal a lot with details but he claims that he has realised that it is important to take a break. "*It is important to turn of the phone sometimes*" (Manager of Sports in LHC).

"*I do not know how I motivate others, but I know that I do*" (Club Director of SSK). He argues that no one becomes a leader; instead one is a leader from the beginning. In order to motivate others within the organization, he is coaching his co-workers.

The Club Director of DIF points out the importance of being open in order to motivate other people. However, "…*it is hard to be open since you do not want any important information to reach media at the wrong time*" (Club Director of DIF). Nevertheless, it is evident that communication is motivating, according to the Club Director of DIF.

The Club Director of MIK claims that he is very bad at motivating other people. However, he continues by saying that "…*those people who are working within our organization, they are supposed to want something and they are supposed to be very committed. When it is four o'clock, you do not go home… the heart needs to be there!*" (Club Director of MIK).

Do you experience responsibility as a motivational factor? How?

Responsibility is a motivational factor, according to the Club Director of HV71. Everyone grows when they have to take their own decisions. In addition, if there is an interest for the results of the work that one is responsible for, it can be even more motivating. Finally, commitment is a strong motivational factor, according to the Club Director of HV71.

If one is responsible for a work task "…*you are motivated to govern yourself and motivate others to do the same – it would not work if so was not the case*" (Manager of Sports in HV71).

Both the Club Director of LHC and the Manager of Sports in LHC believes that responsibility is a motivational factor. "*Yes, responsibility is extremely important for the motivation of the co-workers!*" (Club Director of LHC).

The Club Director of SSK argues: "*Responsibility is of course a motivational factor, the possibility to influence!*"

"*Responsibility is absolutely a motivational factor; it is a great force that influences people to do their best*" (Club Director of DIF).

Responsibility must be a motivator, according to the Club Director of MIK. He continues that one must definitely feel responsible for what one is doing, otherwise it does not work. The Club Director of MIK argues that some kind of satisfaction arises when an individual cope with and handle a situation in a pleasing way. "*One should have responsibility originating from the role one is assigned. In addition, one must of course be able to handle the responsibility*" (Club Director of MIK).

How have your motivation and the way you motivate others changed over the years?

Within HV71, the way of motivating people have not changed during the last couple of years, according to the Club Director of HV71. However, it can be very different in different working places. In HV71 feelings are very important in the organization; many of the co-workers are former hockey players and are deeply engaged in the hockey. The motivation can therefore differ greatly from game to game depending on the result. "*It is something we have to change in the future since we should be able to be nice to each other every day, and it should not depend on the result of our elite hockey team*" (Club Director of HV71). On the other hand, the commitment is an important motivational factor so one has to be careful so it does not disappear, continues the Club Director of HV71. Sometimes, the former hockey players (working in the office today) use a 'changing room attitude' at the office. HV71 is continuously working on improving that since not all co-workers are former hockey players and they are not use to that kind of rough attitude.

The Club Director of LHC claims that he has changed his management style. "*I let go of responsibility to an increasing extent – I do not need to take part in everything anymore, like I used to feel that I needed to do*" (Club Director of LHC). The Club Director of LHC defines it as a personal maturity phase as a manager and claims that he is more comfortable in his role today compared to before.

"*You always have to take into considerations that SSK actually is a sport club, and try to find a balance between the commercial activities and the non-profit sport function*" (Club Director of SSK). People in the SSK organization have chosen by heart to live where they are because of their commitment to the club and therefore accept the lack of financial compensation that in many other cases is a motivator for performance. For example, in corporations people chose to be there not by heart, but because of other motivational factors, such as financial compensation, according to the Club Director of SSK.

The Club Director of DIF points out that generally leadership styles have changed over the years due to continuous generation changes. In the sport function, the management for the team constantly changes and the Club Director has learned to deal with diverse personalities within DIF. "*I have changed because of continuously generation changes – but it is not always that easy*" (Club Director of DIF).

The Club Director of MIK argues that it has been much easier to motivate people the last few years along with the positive trend within the club. "*When we were successful in entering the highest*

league, more commitment was born…" he continues *"…in those situations, it [motivation] just occurs"* (Club Director of MIK).

How does teamwork affect the motivation?

Since people want to belong to LHC, they are motivated to perform well, according to the Club Director of LHC. This kind of motivation is extremely important, however it is a problem to not let go of the feeling of belonging to the club with the increasing pressure from the commercialization. *"We want to be family oriented"* (Club Director of LHC). Increasing the amount of commercial activities but at the same time trying to keep 'feeling for the club' is a constant dilemma that affects the LHC management. With a larger organization (one consequence of commercialization) it is harder to motivate people within the organization since *"…the closer you are to the heart – the more motivated you are"* (Club Director of LHC).

The group spirit is extremely important, according to the Manager of Sports in LHC. *"It is like an invisible red or a green lamp on the door to the office the morning after a game that indicates a win or a loss…"* One can really say that there are a lot of emotions involved in a sport organization such as LHC, according to the Manager of Sport in LHC.

"Team spirit is really, really important!" (Club Director SSK). He argues that it should not be possible to 'hide' in the group, but still the group is vital for the total success. It is as important in SSK as in 'regular' corporations. It is probably easier to find a group spirit in SSK since most of the people within the organization have a genuine interest for sports and are here because of that interest rather than because of the financial compensation, according to the Club Director of SSK.

The Club Director of DIF claims that he had not been working in a group for a long time so he had a hard time to define whether teamwork affects the motivation or not. He argues that simply some people like teamwork while other do not.

The Club Director of MIK points out that it is vital that one find co-workers that are truly committed and have an interest in hockey in order to create a successful organization. *"The performance on the ice reflects both what you do yourself and what others do"* (Club Director of MIK). If everybody works as a team to achieve what is best for MIK, then satisfactory results are achieved, according to the Club Director of MIK. For example during a hockey game five players are on the ice (plus the goal keeper). In situations where the judge interferes and MIK ends up in box play, the team needs to work together and help each other. That is how it works on every level within the organization, according to the Club Director of MIK.

5   Analysis

This chapter analyses the theoretical framework and the empirical findings in order to fulfill the purpose of this thesis. Each section will be summarized through the answers on the corresponding research questions. We aim at creating a foreseeable analysis where the reader can understand the critical issues when operating a contemporary non-profit elite hockey club.

The purpose of this thesis underlies the structure of this chapter and:

> *…is to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organization.*

We begin with analyzing the structure in commercial and/or non-profit organization and continue with areas of responsibility, the overall component in the A-DIM Model. The three dimensions, decision making, information and communication, and motivation, in the same model are then analyzed separately. Finally, through the A-DIM Model, we sum up how the assumed adjustments in organizational structure and areas of responsibility, including the underlying dimensions, are experienced by managers in Swedish elite hockey clubs.

5.1   Structure in Commercial and/or Non-profit Organizations

Most of the interviewed hockey clubs experienced their current organizational structure to be similar to corporate structures. We have from the empirical findings defined four characteristics that correspond to the general view of a professional hockey club according to the interviewed clubs. These are:

- The distinctness in the areas of responsibility,
- The creation of routines
- The organizations are becoming more structured
- Subordinated managers for each function

According to these characteristics the clubs match up to the classical schools presented in the frame of reference (Flaa et al., 1998; Robinson, 2005). We believe that the creation of routines and that the clubs are becoming more structured is a way to make the organizations more efficient. In addition the clubs implied distinct areas of responsibility which is one of the main attributes of the classical schools. Further, a sign of specialization is that the clubs are using a greater number of subordinated managers responsible for each specific function, in accordance with Flaa et al. (1998), O'Connor (1999) and Robinson (2005). The question is if this corresponds to the contemporary elite hockey organizations?

We see implications on that the professionalism in the current organizational structure in hockey clubs has not always been the case; the researched organizations have lately been exposed to a vast development. One of the respondents even described the change as being explosive. However a couple of respondents argue that the structure has not changed very much, instead they claim that the organizations have grown. We are a bit hesitant to this statement; rather we argue that the structure actually has changed along with the growing organizations. The most evident explanation behind the change towards becoming more professional in regards to their structure is that the clubs implied that manager positions are used to an increasing extent. These managers are needed in order for the club to structure the areas of responsibility that are needed since the clubs are growing fast, in accordance with Jones (2004). Also with increasing

organizations, it becomes harder to control the individuals within the organization if the club is run like it used to be, with somewhat unstructured volunteers. Further, we base our argument on the fact that the respondents have implied that new functions, such as restaurant and conference facilities, and new responsibilities have been added to the organization in connection to the building of the arenas and the start up of the separate arena companies. The building of their own arena is actually one of the arguments for why the structural change took place, according to the respondents. In addition, it is implied, in the empirical study, that professionalism is necessary to larger extent than before due to the increasing number of interested parties. In accordance with Philips (2005) and Bednall et al. (2001) that argues that non-profits have to become more professional and effective in order to reach current goals, consequently an organizational change is needed.

We found one exception among the clubs concerning how the structure has developed until now. The club was one step ahead the competitors within the league and started with commercialized activities already during the early nineties. Comparatively they started to develop towards a more commercialized organization quite early but other clubs have recently bypassed them. We believe that the reason for this occurrence could be that people continuously alter within non-profit organizations. Consequently, the heart of the organization has different understanding of how to handle the ongoing changes in the environment. It is apparent that people within this particular organization have had different focus, for example when they wanted to create a sport corporation in 1997. It was not successful and put on the future. Theories claim that non-profits should be of general interest and should not have a final goal of making profit (Lindblad & Lundén, 1998; Noya & Nativel, 2003). This seems to be the general view of non-profits. Even if sport organizations have become more commercialized today, this was not the case 10 years ago when the creation of the sport corporation was on the agenda. The club in question was too far ahead and had to take one step back and wait for the environment to catch up. We believe that the problem is that this club has stagnated in their development while the other clubs have seen the possibilities and have started to develop.

Today, all clubs are in the midst of combining commercialization with their original non-profit organization. This is a current phenomenon among non-profits, according to Lindblad & Lundén (1998), Oster et al (2004) and Skloot (1988). They continue that it is common that non-profits start a business venture. We argue that this is similar to what has happened within SHL, when most of the clubs started to create separate commercialized arena companies. Along with the building of the new arenas came other commercialized activities, such as restaurant and conference facilities, increasing sales of souvenirs and tickets, and greater exposure in media, consequently the financial input has increased. Increasing media exposure has rendered possible revenues from TV and radio licences distributed through SHL as well as boosted the interest from sponsors, according to the clubs. We believe that without media exposure, hockey would not have been as popular as it is today. It has helped the clubs to create an interest and consequently a demand for their product. However, the easiness to create this interest and demand differs among the clubs; it seems to depend on where they are located. The teams in the Stockholm region experience competition from other activities to a larger extent and have a harder time to create a true commitment for the club. An additional commercial activity is the possibility for a more extensive cooperation between the hockey clubs and their sponsors, for example exchange of knowledge, according to one of the respondents. We believe that this kind of mutual exchange between the sponsors and the clubs is the future and all clubs should adapt to it.

Most of the Club Directors experience the commercialization to be unavoidable and obvious. They agree that there is room for further development of the commercialized operations since

the clubs need to do and engage more in order to entice customers. On the other hand, the interviewed Managers of Sports indicated a disappointment in regards to the movement away from a solid non-profit organization that decreases the focus on the actual sport. They described the commercialization as a necessary evil to keep up with competition. However, all respondents agree that commercialization brings more money into the clubs which is needed to fund for example the increasing player salaries in order to compete with other teams on the national level as well as on the international market. We have realised that commercialization is necessary in order to follow the market trend to become more commercialized; still it is important to stay true to the original values founded in the basic ideas of a sport organization. Skloot (1988) argues in a similar way that a non-profit organization still can earn profit but it should not be their main purpose. In addition, if a profit is earned, Warda (2005) argues that it should promote the overall operations of the club. We argue that financial means originating from the commercial operations are needed in order to create better conditions for the team to perform well. The question is whether practising hockey provides opportunities for commercial activities or if the commercial activities provide opportunities for practising hockey?

Maybe we do not need to define what comes first; instead we believe that focus should be put on how the clubs can combine the commercial activities with the non-profit basic idea in a sport organization in the most efficient way. Beinhacker (2004) claims that commercialization and non-profit can be combined within the same organization. However, commercial activities can, according to Oster et al. (2004), mean a loss of resources originally intended to fulfil the core mission of the non-profit. All respondents agree that combining commercialization and non-profit is a constant problem that they deal with daily. It is important to find the balance between the two contradictions since they are both necessary, according to the interviewed clubs. They continue that it can be looked at as two legs that support each other. We believe that this reasoning is realistic since traditional funding in the form of regular one-way sponsor have decreased but still financial resources are needed in order to fund the sport function. Therefore, other commercial activities are necessary for today's hockey clubs to survive in the long-term. Moreover, there is increasing competition for traditional funding of non-profits (Noya & Nativel, 2003; Oster et al., 2004).

As mentioned above, it is vital for non-profits to stick to their core mission (Oster et al., 2004). We believe that the core mission of the researched clubs is to run a non-profit sport organization. The core mission is identified to involve two underlying elements, based on the empirical findings, as seen in figure 5.1:
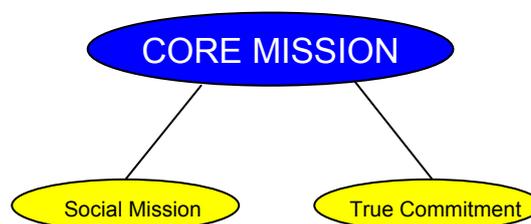

Figure 5.1 The Core Mission in a Non-profit Organization (created by: Elfström & Nilsson, 2006)

Non-profits should serve not only an economical mission, but also a social mission (Lindblad & Lundén, 1998; Noya & Nativel, 2003). We argue that the social mission of Swedish elite hockey clubs is to provide an opportunity for the local community to experience the positive effects that comes with practising sports as well as engaging in a sport organization. For example, sports are widely known to keep youths from drugs and alcohol (Grünewald, cited in Brunius, 2001). One respondent touched upon the importance for the clubs to be locally known in order to entice

supporters of the clubs. The local awareness is partly created by encouraging local young players to develop since they then have a chance to enter the elite team. However, building the elite team only on local talents is not enough today since the requirements on the team are higher than before. Once again, we see the advantages with commercial activities that enable the funding of external stars. Nevertheless, by involving local talents in the elite team, the true local commitment increases which is defined as the second part of the core mission. Volunteers are vital for the survival of the clubs, according to several of the respondents. They argue that there is not enough money to financially compensate all volunteers but this is not a current problem since they participate anyway because of their commitment. In accordance with these respondents, Berry and Arons (2003) and Seippel (2002), we believe that volunteers work in non-profits because of their commitment and personal interest in the organization and its goals. However, there are indications among the respondents that elite hockey clubs will be totally commercialized in the future with no need for volunteers. We can to some extent agree to the latter indication, but using no volunteers is not possible until more money have been generated through additional commercial activities. Even respondents that argued for the need of using volunteers agreed that it is getting harder to operate as traditional non-profits. These respondents indicated that traditional non-profit organizations are not possible with the current goal and ambitions in SHL. The goals need to be decreased if there is a desire to keep the organizations as non-profits. However, we got the impression that the goal of the clubs in SHL is to become even more competitive on the international market; consequently we argue that the need for commercial organizations is evident.

5.1.1   Commercialization according to the Director of National Teams

The Director of National Teams was contacted in order to get a central view on how commercialization affects contemporary hockey in Sweden. He agrees that Swedish elite hockey clubs are becoming more professional and have developed since the commercialization started during the 80's. This denoted period of time is comparatively early compared to what the researched clubs claimed as being the start of the commercialization. We believe that this difference is founded in what the Director of National Teams said about Swehockey's function as being a role model for Swedish hockey clubs. Swehockey should be one step ahead and lead the development. Therefore, we argue that it is apprehensible that the commercialization is experienced in an earlier stage within Swehockey.

The Director of National Teams is of the same opinion as the clubs in regards to the increasing need for money in order to fund today's elite hockey teams. The main expenditure is the boosted player salaries that are necessary for contemporary clubs competing on an international market. He argues that it is still important with sponsors but they are viewed as co-operators to a larger extent today as touched upon by the other respondents. Further, the clubs have to realise that mutual collaboration is needed in order to entice more funding in an increasingly competitive environment. However, we think that it is important for the clubs not to forget about their core mission, to run a sport organization. If the surrounding commercial activities take up too much focus, the actual hockey might suffer in the long-run. In addition, sponsors are enticed by the increasing exposure in media, according to the Director of National Teams. Media exposure is a current issue, according to the Director of National Teams, and will be discussed more in detail in section 5.3 with the other respondents' views taken under consideration.

The problem with combining commercialization and non-profits was also discussed by the Director of National Teams. He points out the importance of input from junior teams around the country in order to run a successful Tre Kronor. We agree that the money originating from commercial activities within Swehockey is more focused on fostering new national players in

disparity to the situation in SHL. Instead, we see indications that the money coming from commercialization is mainly used for funding the trading of players in the separate clubs. However, of course they also need money to run their junior teams.

⇨ **In what respect is the organizational structure experienced in a different way today?**

The organizational structure has in general become more professional with an increasing amount of distinct areas of responsibility. Consequently, the organizations are more structured today with subordinate managers for each function. In addition, the organization are experienced bigger today which is argued to be caused by more functions added to the structure. All these structural changes are to a large extent founded in the commercialization of Swedish hockey.

⇨ **How has the commercialization changed Swedish hockey clubs?**

The main implication of the commercialization of Swedish hockey is that it has created conflicts in the daily operations, caused by the contradictions between commercial and non-profit activities. Today, less focus is put on the non-profit activities in favour of the commercial activities which are necessary since Swedish hockey is more competitive and more money is needed to fund the sport function. However, the core mission is still to run a non-profit sport organization. In addition to the increasingly professional structure, the overall operations have also become more professional. Commercialization has created new opportunities to develop the sport functions in Swedish hockey clubs.

5.2 Areas of Responsibility

The A-DIM Model (figure 5.2) visualises the different dimensions that influence the experienced organizational structure in commercial and non-profit organizations.
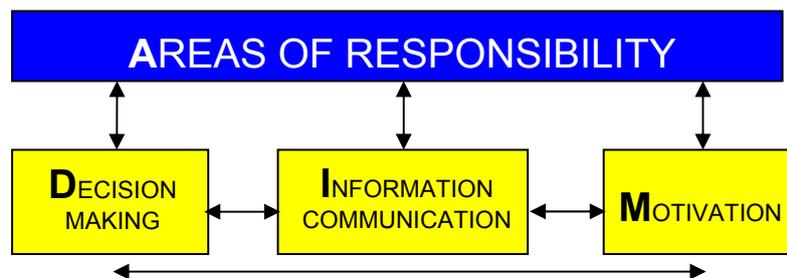

Figure 5.2 The A-DIM Model (created by: Elfström & Nilsson, 2006)

This section includes the analysis of areas of responsibility in Swedish hockey clubs as such but the different underlying dimensions of the model will be further analysed in the following sections (5.3, 5.4 & 5.5).

We see a change in the organization structure in the researched clubs in regards to areas of responsibility. Along with the transformation towards becoming more commercial organizations, a wider range of managers are utilized in the clubs. Each manager in the clubs are responsible for their function, in accordance to Bergvall (1995) that argues that responsibility can be concentrated to the management or distributed on several levels. We think that it is important for the Club Directors to distribute responsibility along with the organizations becoming increasingly

bigger since this is both supported in the empirical findings as well as in theory (Bergvall, 1995; Grünig & Kühn, 2005).

One major difference that we see in how the areas of responsibility are distributed within the different clubs is the use of Manager of Sports versus sport committees. In general, we see indications that the clubs want a Manager of Sports since the scope of the operations have boosted under and after the commercialization. Previously the Club Director together with a sport committee, used to hold the responsibility for the sport function but the clubs argue that it is harder to operate that way today with the increasing workload. However, there are clubs that still use sport committees and they argue that it is better if not only one person is responsible and influence the sport function. There are individuals that take advantages of their professional positions, according to Edquist and De Man Lapidoth (2003). We believe that this could be one reason why some clubs still uses sport committees and does not let one person be in charge of the sport function. We base this argument on a statement made by one of the respondents that claims that he wants a Manager of Sports but has trouble in finding someone that he can trust.

Bruzelius and Skärvad (2000) argue that if the responsibility for a work task is indistinct it often creates problems. Accordingly we believe that when using a sport committee, there is a risk that no one feels responsible for the conduction of the work tasks and problems can arise. From our empirical results, we find it hard to come to a decision whether a sport committee or a Manager of Sports is preferable. We argue that the pros and cons with respective structure discovered in this study weigh more or less equally. However, we claim that the pros for using Mangers of Sports overweigh the use of sport committees. We base this argument on that one of the researched clubs used to be in the fore front in Swedish hockey in regards to both the performance of their sport function as well as in commercial activities. Though, the other clubs have caught up. We believe that one reason might be that the first club lacks in developing their sport function to the same extent as their commercial activities, as a consequence of not using the newer and more professional position, Manager of Sports. In addition, we support our decision on what the Director of National teams said in regards to Swehockey being one step ahead compared to the clubs. Swehockey has a separate Director responsible for the sport function; consequently this is probably a future structure for the clubs.

⇨ **How has the commercialization affected the areas of responsibility?**

The areas of responsibility have become more distinct due to the commercialization. Also, since more functions are added to the organization, there are an increased number of areas of responsibility. In addition, managers are used to a larger extent today compared to earlier when committees were the most common way of running the functions.

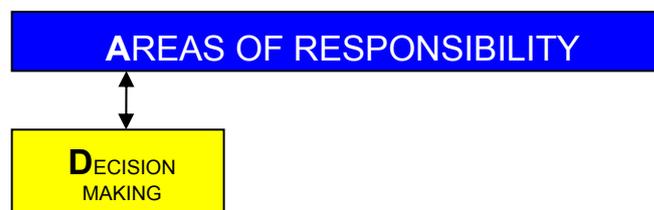## 5.2.1 Decision Making

Figure 5.3 The A-DIM Model – Decision Making (created by: Elfström & Nilsson, 2006)

The Club Director has the final say in all researched clubs, as in any regular business, when making decisions. Most decisions are made in groups, according to the respondents. However, it is logically harder to make decisions in groups (Grünig & Kühn, 2005). Therefore, we argue that

it is natural that the Club Director has the final say. In accordance to Jacobsen (2005), a sign of power is that the Club Director in each club controls resources that other desire, such as the power to make decisions. However, it is especially important that he, as a leader for an organization with many volunteers, does not abuse his decision making power since that, according to Benfari (1991) can lead to meagre relations. We believe that it is vital that all managers, not only the Club Director, in a non-profit organization care for the relations through superior leadership since in particular volunteers are not economically attached to the organization and can therefore easily leave.

Even if the Club Director has the final say, the board of each club has a lot of influence on the decision made within the clubs. The respondents pointed out financial decision and explained that the managers within the clubs have limits in regards to decisions concerning expenditures. We believe that the large influence from the boards is typical for non-profits since they do not have any traditional individual owners that prosper financially from the club's economic performance. With influence from the empirical findings, we argue that the board advices the management of the club for the good of the club since they are popularly elected by the club members. In addition, they seem to work as a discussion partner when important decisions are to be made by the club management.

It was pointed out by one of the respondents that the decision making process looks hierarchical, but so is not the case in reality, according to the same respondent. The Club Directors seem to agree that delegation is the recipe for success which is further supported by Grünig & Kühn (2005) and Sing (2006) that argue that empowerment leads to co-workers performing on a higher level. The respondents claim that each manager is given total trust to make decisions within their area of responsibility. We believe that that is connected to the awareness that people with the right knowledge and skills often make better decisions, according one of the respondents. In similarity, Lundahl and Skärvad (1999) argue that knowledge enables decision making. However, Johansson et al. (2004) claim that if the ability to make decisions is delegated, the resources must be delegated to same extent otherwise the receivers will not be able to perform according to their areas of responsibility. Since the clubs are delegating the decision making to an increasing extent, we point out the importance for the Club Director to also distribute enough resources. Delegation is generally put in relation to an organization being flat, yet the Club Directors in all clubs are involved in the decision making despite that the responsibility is distributed on different functions within the organization. We believe that it is natural that the Club Directors are involved since many decisions are discussed in groups before the final decision is made. Consequently, we agree that the organizations are not hierarchical.

The hockey clubs in the research seem to follow the trend since it is becoming increasingly common to solve problems in groups, according to Grünig & Kühn (2005). They continue that group decision foster better decisions which is why we believe that today's hockey clubs can prosper from taking decisions in groups, or at least discussing the decisions before they are made. However, we think that the managers in the clubs have to be careful not to discuss the decisions too much before they are made since as one respondent pointed out that it is better to make a decision than not make one at all. In addition Bergvall (1995) identifies that problems arise when no one takes on the responsibility to make decisions. Also Grünig and Kühn (2005) criticise group decisions by drawing attention to the fact that group discussions can deteriorate the decision process. We do not agree with Grünig and Kühn (2005) in the case of hockey clubs since they embrace a lot of commitment and involvement, consequently the risk is high of letting the own and others' feelings affect the decisions. In addition, we believe that group decisions are better since they allow more people to be involved and can prevent the feelings to take over hand.

Since many people with different areas of responsibility are involved in the decision making process, we believe it might cause an uncertainty over who is actually responsible for the outcome of the decision. As touched upon, there is a saying in the clubs that it is better that decisions are made than not at all. Therefore we see an increasing risk for the people within the organization to take on others' responsibility for certain decisions since they believe it is their responsibility to make a decision. In accordance with Bergvall (1995) we define this as actual responsibility in contrary to the assigned responsibility which originates from the formal structure. Almost all the clubs argue that people taking on others' responsibilities happens in their clubs but they argue that it happens only occasionally and in exceptional cases. To step in on each others areas of responsibility is of course not preferred in the clubs but when it happens, it is not the end of the world as long as one takes the consequences from it. We believe that this straightforward way of looking at this possible problem has to do with the allowance for an open communication within the clubs. One club claims that people stepping in on each others areas of responsibility never occur in their organization. Blanchard et al. (1997) argues that distinct boundaries prevent that wrong person experiences that he or she is required to make a decision. However, we believe that the lack of incorrect decision making in the above mentioned club does not have to do with exceptionally clear areas of responsibility, rather it is probably a result of mainly one person being in charge for the decision making within the organization.

The question is what else than the group that has an affect on the decisions in a contemporary non-profit sport organization? One might think that feelings affect the decisions to a large extent since the operations of the clubs actually involves a lot of heart and commitment. However, the respondents identify the importance of not letting feelings affect the decisions like in any other professional organization. It is especially important today since there is an increasing demand for professionalism in connection to the commercialization of Swedish hockey. We understand the difficulties of not allowing the own feelings to take over hand when making decisions since we have experienced the extent to which hockey touch your heart. We believe that the feelings can never be entirely professionalized in sport organizations since these feelings always involve the heart and profound commitment. Therefore, the decision making in the researched sport organizations can never be totally professionalized as long as feelings are permitted to affect the decision making. However, it is obviously not only the own feelings that can affect the decision making within the researched clubs. The clubs has to listen to their environments and create an understanding for the demand of their parties of interest, according to the respondents. The ability to manipulate is defined by Graetz et al. (2002) to be associated with power. In accordance, we think that the clubs need to maintain the control over the decision making and not let others, with less information, manipulate. One respondent argued that the decision making is assigned the people within the inner organization that are competent and possess the knowledge needed to make the right decisions. Renblad (2006) supports this thinking that competent people should be delegated the responsibility to make decisions.

We have already seen the need for a more professional organization in order to cope with the commercialization that has developed within Swedish hockey. Consequently, the clubs must to an increasing extent take the factors in the market under consideration like any other professional business when making decisions, for example: competitors, sponsors, society, customers, media, players and coaches on the market. Nevertheless, it is important to also take the thoughts of the volunteers supporting the games, parents and youth players under consideration. These people are allowed to express their feelings during special meetings, according to one of the respondents. He continues that this is important for the volunteers in order for them to feel that they contribute to the organization. We define this as a bottom-up approach in accordance with Johansson et al. (2004). However, we are a bit hesitant to whether the opinions of the volunteers are really taken under consideration when the clubs are taking the actual decisions. Of course the management need to have an understanding about what is going on further down the

organization but since they are operating in an environment with a lot of unofficial information, only a few people, closest to the heart of the organization, have the right knowledge to make decisions.

Through the empirical findings, one can argue that the decision making has changed within the researched clubs, along with the organization growing bigger caused by the commercialization. The clubs argue that with the commercialization came a more business like decision making process, which is in accordance with Berry and Arons (2003) associated with profit-making. Mortensen (2004) claims that in order to gain profit in the long-term in professional organizations, power and persuasion has to be utilized when making decisions. In addition, the clubs claim that money matters to a larger extent than feelings and commitment when making decisions in today's hockey clubs. Consequently, while applying the above reasoning it would mean that power and persuasion is the recipe for long-term success in contemporary elite hockey clubs. We are not convinced that this is the way to make decisions in hockey clubs since one respondent argue that it is vital to be open-minded as a leader in a hockey club. In addition, another respondent claim that emotions still matter to a large extent which seems to be the general view of the respondents as well as being a humble leader. We believe that these characteristics indicate that a leader that is making decisions within a non-profit has to continue to work for a relatively open decision making despite the current degree of professionalism in the organization.

⇨ **How has the commercialization affected the decision making?**

Commercialization implies more distinct areas of responsibility which are distributed to the individual managers. Consequently the individual responsibility for each decision has increased. However, group discussions are used to the same extent as before to support the decisions made by the individual. In addition, the Club Director used to be the 'spider' with the overall decision making responsibility. Today he is acting more like the 'net', connecting and distributing the individual managers' decision making. Also the board's function has changed from being decision makers to acting more like advisors. In accordance with the structure being more professional, also the decision making has become more corporate like with decisions based in specific knowledge areas. However, feelings still play an important role in the researched clubs and as long as that is the case, decision making will not become totally professional. In addition, more parties of interest are involved, they affect the decision making since the organizations have become bigger as an effect of commercialization.

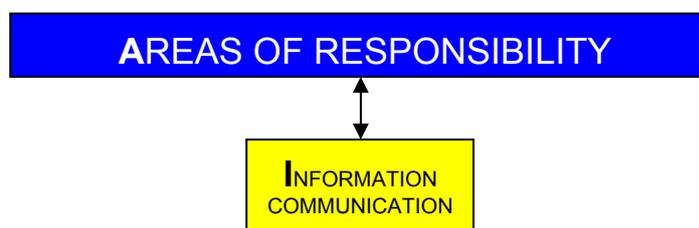### 5.2.2 Information and Communication

Figure 5.4 The A-DIM Model – Information & Communication (created by: Elfström & Nilsson, 2006)

According to Drucker (1996), information and communication is important to make the organization work. In addition, Bergvall (1995) argues that people within the organization become transporters of the areas of responsibility and information and communication is therefore vital. The respondents have realised that information is important but all clubs have not developed sufficient methods to provide satisfactory information sharing. However, we believe

that the information sharing within the heart of the organizations is working properly, according to the empirical findings. But who is responsible for the communication to work and how is it connected to the organizational structure? The respondents seem to argue that the Club Director has the main responsibility for the communication to work. In a couple of the clubs, a second person is responsible for the external communication while in the others there are indications that the manager for each function is responsible for the external and internal communication that concerns his (or her) function. However, one club stands out with the Club Director as practically being the only informant. This was pointed out by the Club Director in question as well as implied by the other clubs. These are examples of a formal communication network that follows the organizational chart, in accordance with Shockley-Zalabak (2002). We see formal communication network as a way to control information sharing which was pointed out as vital to do by one of the respondents. On the hand, it is important to inform the people within the organization about the formal network in accordance with Holtz (2004). It seems like the clubs are; in general, relatively good at doing this since most of them use some kind of written job descriptions that follows the organizational chart. One club argues that job descriptions are unnecessary within their organization since it is communicated in other forms. However, we believe that this thinking is only valid in the short-term since their organization is forced to change due to the entrance into the commercialized SHL. We base this statement on indications from the other more experienced clubs in the research. They indicate that they have been forced to change throughout the commercialization process to develop adequately.

In line with the above discussion, we argue that it is important with a distinct formal communication network in order for the communication to work properly. However, if the formal network is loosely structured we see a risk for the social based informal communication network to take overhand and generate uneven information sharing. The informal communication network exists in addition to the formal network in an organization, according to Shockley-Zalabak (2002).

Today, internal information is normally spread through informal oral communication and emails, according to the clubs. Holtz (2004) argues that informal communication is a common way of sharing information but there is a higher risk that incorrect information is spread compared to using formal communication. The clubs have adapted to this and formal communication is in addition used, for example in the form of weekly meetings. We argue that the use of both informal and formal communication increases the possibilities for the right information to circulate within the clubs, in accordance with Shockley-Zalabak (2002). We believe that the clubs can face communicational problems in the future with growing organizations but in general, the communication within the inner heart of the organizations work fine today. However, some of the clubs have, to a differencing extent, acknowledged the lack in their ability to inform the outer parts of the organization, such as volunteers, as well as the external parties of interest, such as sponsors. Accordingly, we have noticed that the quality of the methods used by the clubs to share information varies. We are convinced that the clubs can learn from each others achievements and mistakes. Therefore, we have tried to put together what the clubs perceive as good and bad information sharing, as follows:

+ Routines and good habits (create environment for an open dialogue)

As touched upon, it is important to have some kind of formal routines for the communication since it to a certain extent secures the information flow to work properly in researched organizations. However, one respondent pointed out the importance of creating an environment that allows habitual open dialogues. We believe that an open dialogue allows a constant information flow and since communication is needed at all times, in accordance with Graetz et al. (2002) that argues that it is essential to foster an open dialogue.

+ Feedback

Most of the clubs seem to agree that feedback a positive issue to take under consideration. However, it is utilized to a varying extent among the respondents. We believe that using feedback in the change process caused by the commercialization, makes it easier for the members to adjust to the new conditions. Our argument that feedback is a good method of communicating between different roles in the organization is supported by Bruzelius & Skärvad (2000). They emphasize the positive circle where feedback encourages good behaviour that underlies additional feedback. We are hesitant whether the responses concerning feedback are reliable or not. One club admit their lack in using feedback while the other two respondents were a bit quick to answer that they use feedback without really giving any real examples on how they use it. Therefore we question to what extent feedback is really employed.

+ E-mail and TXT message list

Reaches out to a wide audience and is a time effective technique. It is utilised by the clubs to inform parties of interest outside the heart of the organization, such volunteers, fans and sponsors. Such first hand information makes these individuals feel informed and consequently feel involved, according to the respondents. The clubs argue that it is important to be open, honest, available and communicative, in accordance with Graetz et al. (2002) that argues that communication is important to create commitment and motivation. Shockley-Zalabak (2002) agrees and argues that it can create a relationship between individuals' values and the organizational values We believe that this communication method is good since many individuals can be reached through e-mails and txt messages in today's IT society.

+ An updated and frequently visited webpage

With an updated and frequently visited webpage, we believe that social, business and informal communication can be fulfilled. According to Graetz et al. (2002) social communication concerns non-work-related issues. We found desktop background and puzzles on several homepages as examples of social communication. Online news regarding the daily performance of the team can be defined as business communication in accordance with Holtz (2004). The respondents claim that constant news updates on the webpage are necessary in order for the reader to perceive it as relevant and informative. Informal communication is used when no specific objectives are to be reached (Holt, 2004). At least one club has temporary chats where people can communicate informally about anything and everything with important members of the organization. We believe that using a homepage for social, business and informal communication is a good method to create a feeling of belonging to the organization. In addition, it creates a greater commitment among the club's parties of interest.

+ Continuous press releases (media exposure) in order retain interest for the club

The clubs are aiming to keep the community informed by making news about the club public through press releases. The respondents, including the Director of National Teams, pointed out the importance of continuous visibility in different media in order to maintain and attract interest for hockey. Media exposure is, according to Malmsten (2002) important to create a public overall picture of the organization. The clubs in the big city region find it harder to reach out to their customer due to tougher competition in regards to media exposure. We believe that continuous visibility in media creates a popularity sphere around hockey and we argue that this contributes to hockey becoming commonly accepted. It is important that today's hockey clubs spend resources on updated and continuous exposure in media.

+ Continuous communication with sponsors in order to maintain good relations

As touched upon, the trend among the clubs shows on a growing interest for creating two-way relations between the clubs and their sponsors. Once again, in accordance to Graetz et al. (2002), this is a way for the clubs to create commitment with their parties of interest, in this case the sponsors. We believe that this was of creating commitment with sponsors is a current issue but there is room for further development in many clubs. Some clubs have developed further than others, consequently the clubs can benefit from learning from each other. A simpler way is to develop for example the web pages for each club in order to provide a possibility for greater exposure for the sponsors. However, the respondents implied that the sponsors are demanding mutual exchange to a larger extent and therefore we believe that continuous mutual communication is vital to fulfil the sponsors' demands.

− Wrong people inform and people receive incorrect information

Even if the clubs were reluctant to describe information and communication problems in their organization, there were indications that occasionally wrong people inform outside their area of responsibility. This can result in people receiving incorrect and sometimes unofficial information. Communication is an effective tool that affects the process of organizing (May & Mumby, 2005). Hence, we believe that when incorrect information circulates it negatively affects the clubs ability to organize and consequently their performance.

− Excessive internal communication

One club claims that information is easily spread within the organization since it is still small; the question is if information is spread too easy? In addition, another club points out the problem with excessive internal communication due to their organizational structure. This club operates in an open office environment where information circulates easily between the individuals. However, the people in the inner hearts of all clubs are closely related since they are quite few to the number and physically closely located. Therefore we believe that all clubs should be aware of the risk for excessive internal communication since it can, in accordance with Strid (1999) create problems in the organization.

We have identified an additional problem concerning information sharing that was not directly recognized as a problem by the respondents:

− Non-existent information sharing

Certain clubs argue that each person within the organization is responsible for finding relevant information. We believe that this argument holds to a certain extent since we argue that each individual is and should be responsible for their own actions; consequently to take on responsibility includes searching for information. In addition, problems can arise with only one person in charge for all information. One can only imagine the consequences if that person decides to leave the organization. Accordingly, with support from the above mentioned discussion concerning the importance of communication, we argue that one can not rely totally on each individual to find relevant information and/or only one person to spread it.

⇨ **How has the commercialization affected the information and communication?**

Again, the commercialization has caused increased organizations, which have created a greater need for formal routines concerning information sharing and communication. In addition, new efficient information channels are needed to reach out to a wider range of parties of interest

(both internal and external). Furthermore, there is an increasing need for mutual communication with these parties. With an increasing organization there is also a growing number of information and communication mistakes to be made, such as wrong information to wrong people and either too much or a lack of information. In addition, since the commercialization implies a process of change in the organizations, feedback to the members of the organizations is even more needed than before in order to facilitate the adaptation to the new situation.

5.2.3 Motivation

Figure 5.5 The A-DIM Model – Motivation (created by: Elfström & Nilsson, 2006)

It is necessary for a leader to understand what motivates him in order to motivate others (Sing, 2006; Pell, 1999). Therefore we see the need for an understanding of what motivates the management in the researched hockey clubs. The respondents argued that following factors motivates them as leaders, consequently their co-workers:

- Responsibility

- Commitment

- Competitiveness

- Teamwork

- Combination of Commercialization and Non-Profit

Responsibility is defined to be the main motivational factor in the researched clubs and is, as touched upon, distributed in accordance with the organizational structure. Niel (2004) argues that responsibility is motivational when the individual is appointed a position where he or she has the possibility to influence. In agreement, the respondents argue that the main reason for responsibility to be such an important motivational factor is the possibility to influence. They continue that people grow with increased areas of responsibility, in accordance with Niel (2004). We believe, in accordance with the respondents, that with increasing organizations, it is important to foster the individual performance as well as the commitment for the organization as a whole. It is not enough to only fulfil the own interest, there must also exist true engagement, interest and commitment for the result.

All the respondents continuously return to commitment as a factor that forces the organization to develop, regardless whether they are discussing decision making or organizational structure. For example, one respondent explain that hockey is his life and that he loves what he is doing. We see a deep commitment for sports as such among all the interviewed managers, even if not all of them have been involved in hockey their whole life. Bruzelius & Skärvad (2000) argue that it is motivating when the individual can combine his or her own interest with the work. Consequently, we believe that without this commitment, it would be impossible to run a hockey-club as it is run today. Not only the volunteers surrounding the games and the youth teams work for free; the paid managers also commit with their spare time to a large extent. Commitment to

the work makes the individual to put a lot of effort and energy into it (Niel, 2004). We therefore believe that commitment is necessary on all levels in the organizations for the hockey clubs to succeed. However, it is important that everybody within the organization work toward the same goals, in accordance with Sing (2006).

The competitiveness in a hockey club also motivates the interviewed managers. The result of the A-team is vital for the whole organization since it is the main source for financial resources. We define the performance of the A-team as a tangible motivational factor, in accordance with Niel (2004). This since the members of the organization can see the actual achievement on the scoreboard. With constant ups and downs, the club managers argue that is hard to keep the motivation on a high level those times when the team looses since the main driving force is, according to Barbuto and Moss (2006) the joy the members receive through their work. The respondents claim that they are operating in a very special world, however it is a lot of fun and no day is like the next, which seems to motivate many of the respondents. In accordance to Bruzelius and Skärvad (2000), we believe that an enjoyable and variable work situation along with the excitement founded in the games is what motivates these people; otherwise they would not be in the organization.

When discussing decision making, we argued that the group is very important in the researched organizations. Once again, in regards to motivation, we believe that so is the case, in accordance with Grünig and Kühn (2005). The respondents argue that the feeling of belonging is one of the most important factors for a successful team however; they claim that it is important that the individual does not become invisible in the group. Due to the true commitment that many members of the organization have, we believe in accordance with the clubs, that it is easier to find a true group spirit in a hockey club compared to a regular business. The group performance depends on the interaction among the group members (Niel, 2004; Singh, 2006). One respondent gave an example that we find applicable when illustrating group work. He explained that when a hockey team experience box play, the four players left on the ice have to cooperate in order to cope with the situation. Pell (1999) argues that to find motivation in the group a common task is needed. The same occurs in all parts of the organization, according to the previous respondent, regardless how big the organization is. However, another respondent argues that with larger organizations originating from commercialization it becomes harder to motivate all group members since they are situated further away from the heart of the organization.

In addition, one club claim that it is exciting and motivating to work in an organization that combines commercialization and non-profit. Niel (2004) argues that the work itself can be motivating. As explained in previous sections, the respondents believe that working in an elite hockey club is a very special situation with a high social responsibility founded in the sport function. At the same time, they are forced to deal with increasing costs that has to be covered by commercializing their operations to an increasing extent. The respondents find it interesting to manage the balance between these two contradictions.

We started to explain what motivates the respondents in the researched clubs since this was needed, according to Sing (2006) and Pell (1999), in order to understand what they do to motivate others. One respondent explains that not only one person motivates the members of the organization, instead everybody motivates everybody. We are a bit hesitant to this statement since he and the other clubs at the same time argue that what motivates others is the ability to make decisions. We argue that in every organization someone is accountable for the delegation of responsibility; consequently this individual is motivating others by delegating. However, the extensive use of groups within the researched organization shows that the group members are in addition affected and motivated by each other, in accordance with Grünig and Kühn (2005). As we discussed in the section concerning information and communication, to be well informed is a motivational factor, according to the respondents. In addition, Graetz et al. (2002) argue that

communication can be used for motivating co-workers. We agree that receiving first hand information, the members of the organization feel even more committed and involved in the organization. However, as one respondent pointed out, it is hard to always be open and deliver first hand information. In addition, another respondent argue that it is easy to motivate others only by being optimistic and having a positive approach to the daily operations. One of the respondents feels that he is bad at motivating and does not motivate others at all. He claims that he does not have to motivate others within his organization; they are motivated anyways due to their true commitment. However, we believe that he is motivating others only by being who he is since he himself is so committed to the organization and has been in it for a long time. He acts like a role model for the other members of the organization, in similarity to what another respondent experienced when he was the team captain. He then had to stand up and work as a role model for the other players.

In general, there are few signs that the motivation has changed due to commercialization. However, one respondent explained that changes have occurred in regards to motivation but they are due to changes in generations. We believe that this is the case in most of the organizations even if the others did not mention it since we regard it as a change in the society. The other respondents added that motivation differs between organizations which is why they had experienced motivational changes rather than as a result of commercialization. In addition, one respondent argues that his personal development has caused his motivation to change, not the commercialization. On the other hand, one club argued that they have experience a tremendous change in their ability to motivate members of the organization in connection to their entrance into SHL. We believe that this is true but it has little to do with the commercialization, rather it is an effect of a successful sport team.

⇨ **How has the commercialization affected the motivation?**

Commercialization has not directly affected the motivation; rather motivation still primarily depends on the members' commitment to the organization. However, with an increasing amount of money circulating in the organizations, one must motivate people with money to a larger extent today. Though, not only commitment and money are motivating, but also the increased areas of responsibility that comes with larger organizations as a consequence of commercialization.

5.3   The A-DIM Model

The A-DIM Model illustrates the relations between the different dimensions identified as important influencers on the experienced organizational structure and areas of responsibility. With background in the preceding analysis, we will highlight the critical relations between the dimensions in order to understand how the managers in the researched clubs experience their current organizational structure and areas of responsibility when being in the middle of the commercialization process. The relations are represented by a number in figure 5.6 and explained below. All dimensions are interrelated in the model which is illustrated by a two-way arrow.
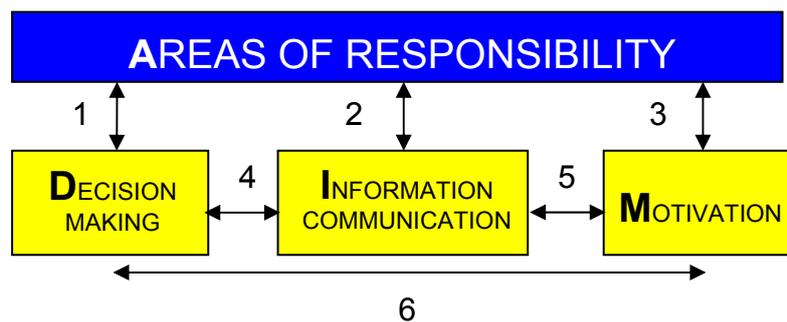
Figure 5.6 The A-DIM Model (created by: Elfström & Nilsson, 2006)

1. The more distinct the assigned areas of responsibility are, the more structured is the decision making within the organization. On the other hand, if the areas of responsibility are indistinct, the larger is the risk that the individuals make decisions outside their assigned areas of responsibility. Consequently, they create an imaginary area of responsibility founded in the made decision.

2. Knowledge about the organization is needed in order to form functioning areas of responsibility, it is therefore important that the information flow is working properly in the organization. In addition, for the information flow to work, distinct areas of responsibility are needed in order to clarify who is responsible for communicating the correct information.

3. It is obvious that responsibility is motivating since individuals with responsibility have the possibility to influence. It is harder to see how motivation can influence areas of responsibility. However, it is implied that motivated people act in accordance with their intended responsibility.

4. Correct decisions are founded in the decision maker having the right information; therefore information sharing is important for decision making. On the other hand, decision making affects which information that circulates and to whom in the organization.

5. If the individuals within the organization feel informed they consequently feel motivated. An example where motivation reversely affects information is in group work where the individual must feel motivated to perform in accordance with the goal of the group. Otherwise he or she might be reluctant of sharing information with the others.

6. The relation between decision making and motivation is similar to the relation between areas of responsibility and motivation. It is motivating to have the possibility to make

decisions, consequently the ability to influence. In addition, since motivation make people act in accordance with their responsibilities, the 'right' decisions are made.

When analyzing and discussing the dimensions in the A-DIM model in relation to the experienced organizational structure, we see that the classical schools does not fully describe the actual structure in the organizations, as defined in the first section of this chapter. This definition was based on the characteristics defined by the respondents when they described how they experience their structure. However, we were hesitant to this result and asked ourselves: *"The question is if this corresponds to the reality of contemporary elite hockey organizations?"* In addition, we have found following characteristics in the researched clubs that match up with the modern school defined in section 2.1 (Flaa, et al., 1998; O'Connor, 1999):

- Communication

The respondents argue that there is an increasing need for information and communication in their organizations today due to larger organizations. We believe that the understanding for the importance of information sharing within the clubs is essential to reach out to the whole organization, in accordance with Drucker (1996). We argue that this is important in order to foster human relations.

- Social rewards

We believe, in accordance with Barbuto and Moss (2006), that receiving pleasure and rewards is motivating for the individual. We found examples in the researched clubs such as the social rewards by belonging to a tight group and also when individuals receive feedback. This is an additional sign that the researched clubs are structured more in accordance with the modern school (Flaa et al., 1998; O'Connor, 1999).

- Informal organization

On the other hand, the clubs are becoming less informal organizations today which implicates that they are not moving towards becoming structured like the modern school (Flaa et al., 1998; O'Connor, 1999). Instead, we have identified routines, distinct areas of responsibility, more structured organizations, and subordinated managers in the researched organizations and this does not imply an informal organization, in accordance with Flaa et al. (1998), O'Connor (1999) and Robinson (2005).

- Participation

Decisions are to a larger extent delegated to the subordinated managers, according to the respondents. We see that as a sign of increased participation among the members of the organization, in accordance with Johansson et al., 2004; Lundahl & Skärvad, 1999). Flaa et al. (1998) and O'Connor (1999) argue that participation is part of the modern school.

From the above discussion, we have seen that the researched clubs do not fully correspond to either the classical schools or the modern school. Instead we believe that the socio-technical theory fits better since it implies that organizations are often a combination of the different schools, in accordance with Flaa et al. (1998), O'Connor (1999) and Robinson (2005).

6 Conclusion

In this chapter, we discuss the clashes between commercial and non-profit activities that the managers of five elite hockey clubs experience when turning into more commercial organizations. We also find out what happened with our 'friend' in chapter one, how did the game end? What can we expect to happen in the future in Swedish hockey?

6.1 Conclusion and Implications

The main issue that managers experience as changing when turning into more commercial organizations is the clash between commercial and non-profit activities. We argue that the clubs have become more professional with the increasing commercialization, but the story does not end here. There are indications that the clubs are in the middle of this process, if not in the beginning. Consequently, we argue that the commercial activities will develop the clubs even further. We do not see the end of this development but at the same time we argue that the clubs have to take one step at the time and develop all functions gradually and hand in hand. Some adjustments relating to the main issue were experienced stronger than others by the managers in each of the researched clubs. Keeping the purpose in mind: "*…to create an understanding about how managers in Swedish elite hockey clubs experience the assumed adjustments in organizational structure and areas of responsibility when turning into more commercial organizations*" conclusions about the understanding for the adjustments and their implications for the future will be discussed below:

- Core mission

The managers in the researched clubs have experienced alterations in the core mission. However, the idea of non-profit hockey is still the main part of the core mission. We believe that in the future the actual core mission of the hockey clubs will increase or more underlying elements will be added to the core mission (see figure 5.1). In the first case, the commercial activities will be included in the core mission together with the non-profit activities. In the second case, the non-profit activities will continue to be the core mission of the organizations, supported by commercial activities as an extension to the two current underlying elements. We also see a possibility for the actual core mission to completely change and only include commercial activities. However, this change will not happen tomorrow but the clubs should be aware of the possible development.

- Commitment

Commitment is still experienced to be a strong motivational factor in the researched clubs but there are indications that other motivational factors are entering the arena along with the commercialization. The managers experience that everybody within the clubs adjust to the new situation with more money circulating within the organizations. We have seen a tendency that when more money exists people tend to be more interested in receiving financial compensation which consequently works as a motivational factor. We believe that increased commercialization will bring even more money into the organizations which will further increase the importance of financial compensations as a motivational factor. However, commitment is still the main reason underlying motivation in today's hockey clubs.

- Roles

The researched managers definitely see a change in the applied roles in their organizations. The areas of responsibility are experienced to be more distinct today and needed to a larger extent due to the commercialization. We argue that the role as Club Director has become 'less' important, his individual significance has diminished. On the other hand, the Club Director's responsibilities have been delegated to subordinated managers that have become 'more' important.

Consequently, the individual in the role as a subordinated manager has been given more space in order take on responsibility and more focus is put on the individual. Today, the Club Director serves as the 'net' that connects all parts of the organization while the subordinate managers are the 'spiders' that conduct the daily operations.

- Mutual exchange

There is a higher demand on the clubs to provide opportunities for mutual exchange between them and their parties of interest. The managers experience that they have to satisfy a larger number of parties of interest compared to prior the commercialization that enlarged the organizations. In addition, there are a wide variety of parties of interest, both professional and non-professional, within these organizations whose needs must be taken under consideration, when becoming more commercial. However, we argue that the clubs lack in their ability to satisfy the increasing demand for mutual exchange. We believe that the clubs experience these difficulties since they do not have enough experience on how to handle the situation. Therefore it seems harder to manage mutual exchange in organizations, such as elite hockey clubs, that combine non-profit and commercial activities. As touched upon, there are indications that the combination of non-profit and commercial activities must continue to develop in contemporary hockey clubs. For that reason, we argue that the clubs must learn to manage the mutual exchange with all their parties of interest. There is an increasing need for a win-win situation like in any other ordinary professional business; if you give away something you expect to get something in return.

6.2   The Future for Swedish Hockey

After analyzing and concluding the findings we now have to return to our friend in chapter one. What happened to him and how did the game end?

[Continued from chapter one] We have come to the conclusion that our friend has the main responsibility. However, he also delegates responsibility to his subordinated managers to an increasing extent today. Our friend seems successful at combining the commercial and non-profit activities within his club since the team actually came first in the league this season. In addition, the club generated a lot of money through diverse commercial activities. We argue that success nourish success to some extent, therefore it is not surprising that our friend's club was successful in both commercial and non-profit activities. However, we believe that this thinking is not valid in the long-term since a temporary increase in either the commercial or the non-profit activities does not provide a solid ground to fall back on in unfortunate times. Rather we believe that it is important for future hockey clubs to develop each side, step by step, side by side. More about our friend... since he and his club were successful, a lot of money was generated as touched upon. His problem is now how to spend the money since the club is a non-profit organization with no owners that are interested in the profit. He might feel reluctant to buying new players since the current team performed extraordinary this year. However, we believe that it is important with continuous development and improvements in order to stay successful. What about investing money in the youth teams? Even this might be a second hand alternative since it is harder to see the returns in investing in the youth teams given that the returns are visible in the long-term. In addition, we believe that our friend probably would prefer to invest most of the money in the commercial activities since it is implied that these activities generate profit in the short-term to a larger extent than the non-profit activities. We argue that it is important with a focus on commercial activities but all resources should not be focused on these activities. It is also important not to forget about the volunteers. Our friend might be tempted to give away some of the money to the volunteers to compensate for their good work. However, we argue that this is not a good idea. We see a risk in the volunteers getting a financial compensation since if they get use to this, they will probably demand the same financial compensation also in bad times

when club cannot afford it. It is more important to facilitate commitment to the non-profit sport function and we argue that if our friend wants to spend money on the volunteers, to throw a party that brings people within the organization together is better since it fosters the sense of group spirit. However, with the gradual development of both the commercial and non-profit activities, we believe that the number of volunteers will gradually decrease within Swedish hockey clubs. In addition, our friend will probably continue to be responsible for his club but his responsibility will most likely continue to change in the future along with the increasing commercialization.

6.3   Evaluation of the Study

There are few studies done in this particular subject and we were not able to locate any existing theoretical framework that was applicable on our thesis. Therefore, we have combined existing theories in different areas in order to form a framework that is applicable for this unique situation. Since this model is not empirically tested to a greater extent, there might be a validity problem based on the fact that the used theories are not originally developed to form an understanding about non-profits, as in our case. However, we argue that the chosen theories are well-known and are separately tested empirically. In addition, our empirical findings show that the different areas interact with each other to a large extent thus the model seems to be valid for the studied situation.

Critiques concerning the method used in this thesis are to be found in chapter 3, mainly under section 3.5 *Quality of the Results*.

We chose to present the empirical findings with the answers from each respondent under each separate question in order to clarify what each respondent answered. It implies that in some cases repetitions occur and the chapter could have been shorter without these recurrences. On the other hand, we believe that it is interesting for practitioners within hockey clubs to get a clear understanding about the separate answers, as requested by the respondents. For other readers, not so interested in the separation of the clubs, we grouped the empirical findings when we analyzed them in chapter 5.

6.4   Future Research

The amount of commercialization in each club: Make a quantitative study in order to compare the extent to which the different clubs are commercialized. Is there a difference between the 'top 4' (HV71, Frölunda HC, LHC, FBK) and the teams in the lower part of the division?

More thorough research in each of the dimensions in the A-DIM model: Who is actually making the decisions? How much influence do the volunteers have? How can information sharing be enhanced? How strong is the relation between motivation and areas of responsibility?

Create an understanding about how volunteers have experienced the commercialization: How have the volunteers experienced the assumed adjustments in hockey organizations when turning into more commercial organizations?

External parties of interest: How are the clubs operations affected by the external parties of interest that they are financially dependent on?

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Appendix 1: Selection of Clubs

Information regarding:

- final position in the total standings after 50 games in season 2005/2006
- number of seasons in the Swedish Elite Hockey League
- current management structure (director versus committees)

Standings (after 50 games played) Season 2005/2006 AND whether the club use directors and/or committees AND the number of season played in the Swedish Elite Hockey League.

Ranking	Team	Director vs. Committee	Number of Seasons
1	HV71	D	22
2	Frölunda HC	D	26
3	Linköpings HC	D	6
4	Färjestads BK	D	31
5	Luleå HF	?	22
6	MODO Hockey	D/C	30
7	Brynäs IF	D	31
8	Mora IK	?	2
9	Timrå IK	D	9
10	Djurgårdens IF	D/C	30
11	Södertälje SK	?	20
12	Leksands IF	C?	29

Source: respective club's homepage and the homepage of the Swedish Ice Hockey Association:

http://www.hv71.se, http://www.linkopinghc.com, http://www.frolundaindians.com/, http://www.farjestadsbk.se/, http://www.luleahockey.se/, http://www.modohockey.se, http://www.brynas.se, http://www.morahockey.se, http://www.timraik.nu, http://www.difhockey.se, http://www.sodertaljesk.se, http://www.leksandstars.com

http://www.swehockey.se/files/{30D5B4F3-EAA1-4589-B94B-00270F784E5F}.pdf, http://stats.swehockey.se/

Appendix 2: The Selected Clubs

HV71 was founded in 1971 when the two clubs Huskvarna and Vätterstad was brought together into one single club. HV71 played their first season in Elitserien in 1979 but the club only lasted one season in the premier division. However, HV71 gradually built up a better team and was promoted to Elitserien in 1985. The development continued and more external stars as well as own talents were brought into the team which lead to the club's first gold medal in the club's history in 1995. HV71 has in total played 22 seasons in Elitserien. After many years of discussions with the municipality of Jönköping to build a new arena, HV71 made reality of their dreams and in cooperation with Kinnarp. Kinnarps Arena was built in 2000 with a capacity of 7038 people. HV71 was one of the first elite hockey clubs in Sweden to build their own arena and it did not take long before the other prominent hockey clubs followed the club from Småland (www.hv71.se, retrieved 2006-05-15).

Linköpings Hockey Club (LHC) was created from the ice hockey section in BK Kenty in 1976. LHC struggled in Division 1 and 2 but advanced into Allsvenskan for the first time during the season 1996-97. In 1999, LHC advanced to Elitserien. The expectations on the team were huge but LHC was not very successful in Elitserien and only lasted one season in the elite division. However, LHC invested in their organization and worked their way back to Elitserien and returned after only one season in Allsvenskan. The goal of the club was set to stay in Elitserien and the whole organization cooperated in order to raise more money needed to fund new and better players. Today, LHC has played a total of 6 seasons in Elitserien. Also LHC needed a new arena and Cloetta Center was built in 2004 with a capacity of 8500 people (www.linkopinghc.com, retrieved 2006-05-15; www.cloettacenter.se, retrieved 2006-05-15).

Mora IK (MIK) was founded in 1935. MIK reached Elitserien in 2004. MIK has today played 2 seasons in total in Elitserien. Along with the entrance to Elitserien came higher demands on the club. MIK was then not only forced to finance a team that had to be able to compete with the other teams in Elitserien but in addition, a new arena was needed. FM Mattsson Arena was finalised in September 2004 through cooperation between MIK and the municipality of Mora. The arena has a capacity of 4500 people (www.morahockey.se, retrieved 2006-05-15).

Södertälje Sportklubb (SSK) was founded in 1902. In the mid 1920's the interest for hockey was formed and a new section was created. The coming decades were associated with ups and downs. Today, SSK has played 20 seasons in total in Elitserien and their latest return to Elitserien took place in 2001. SSK is now in the final stage to finish their new arena, AXA Sports Center, with a capacity of more or less 6500 people. Unfortunately for SSK, they were once more relegated from Elitserien after the season 2005-06 (www.sodertaljesk.se, retrieved 2006-05-15; www.axasportscenter.se, retrieved 2006-05-16).

Djurgårdens IF (DIF) was founded in 1891. However, the ice hockey section of DIF was not founded until 1922. DIF was in the fore front of Swedish hockey throughout the decades to come. However, with the 80's and 90's came two serious financial crises and the club had huge debts and was extremely close to liquidation. Against all odds, DIF came back and started to plan for the creation of Djurgården Hockey AB and its introduction on the Stockholm Stock Exchange. However, Riksidrottsstyrelsen (RS) did not agree with the introduction of a sport club on the stock exchange and threatened to exclude DIF from Elitserien. Consequently, DIF was forced to terminate their plans. DIF is today still playing in Elitserien and has been doing so for a total of 30 seasons. DIF rents Globen Arena with a capacity of 13850 people (www.difhockey.se, retrieved 2006-05-15; www.globenarenas.se, retrieved 2006-05-16).

Appendix 3: Respondents

The interviews lasted 45-60 minutes, with the exception of the telephone interview with the Director of National Teams. It lasted for about 15 minutes.

2006-02-02

Mike Helber, Club Director LHC, Cloetta Center, Linköping

2006-02-06

Bengt Kinell, Club Director HV71, Kinnarps Arena, Jönköping

2006-04-05

Bengt Kinell, Club Director HV71, Kinnarps Arena, Jönköping

Fredrik Stillman, Manager of Sports HV71, Kinnarps Arena, Jönköping

2006-04-11

Mike Helber, Club Director LHC, Cloetta Center, Linköping

Johan Hemlin, Manager of Sports LHC, Cloetta Center, Linköping

2006-04-19

Peter Nyberg, Club Director SSK, Axa Center, Södertälje

2006-04-20

Tommy Engström, Club Director DIF, Stockholm

2006-04-24

Claes-Göran "Myggan" Wallin, Director of National Teams, Telephone interview

2006-05-03

Jan Simons, Club Director MIK, Telephone interview

Appendix 4: Interview Questions Club Director / Manager of Sports

Structure in Commercial and Non-Profit Organizations

How do you experience the organizational structure in your organization?

Has the structure changed? When did the change take place? Why has the structure changed?

What is your view on the commercialization of Swedish hockey? Has it changed your organization? How?

When did you experience that the commercialization of Swedish hockey took place? Do you believe that the commercialization was unavoidable? Why? Why not?

What kind of commercial activities do you experience in your organization?

How do you combine the commercialization with the non-profit basic idea in a sport organization?

Areas of Responsibility

Where you part of the organization when the change took place? If yes, on which position?

What was the role as a Club Director / Manager of Sports like before the change? What are the most important differences and similarities? Did you have a Manager of Sports before the change?

Who is responsible for what? How distinct are the areas of responsibility? Where goes the boundary between the different areas of responsibility? How do you know what your area of responsibility is?

Communication and Information

A normal day at work, how do you share information?

How do you inform externally and to whom?

Who has the responsibility to make sure that the communication works?

What do you do to improve and facilitate information sharing?

Have you experienced any communication problems in your organization? Which are these problems?

In what situations do you use feedback?

How was the communication taken care of before the change (resulting from the commercialization) and what are the most important changes?

Decision Making

Who makes the decisions within the organization? How is that connected to the areas of responsibility?

Are the decisions made according to the organizational scheme or some other guiding principles? In what kind of questions is it impossible to make decisions without following the proposed decision making guidelines? How do you know when it is appropriate to make a decision?

Who affects the decisions made in the organization?

Who is affected by the decisions made in the organization?

What external factors are considered when decisions are made in the organization?

Have the decision making within the organization changed over the years?

Motivation

What motivates you in your work?

What do you do to motivate others in their work?

Do you experience responsibility as a motivational factor? How?

How have your motivation and the way you motivate others changed over the years?

How does teamwork affect the motivation?

Appendix 5: Interview Questions Director of National Teams

What is your view on the commercialization of Swedish hockey? Has it changed the hockey in Sweden? How?

When did you experience that the commercialization of Swedish hockey took place? Do you believe that the commercialization was unavoidable? Why? Why not?

What kind of commercial activities do you experience in today's hockey?

How does the Swedish Ice Hockey Association handle the combination of commercialization and the non-profit basic idea in a sport organization?