



Master's degree thesis

IDR950 Sport Management

**Professionalization of the sport in Norway - the
barriers of expanding ice hockey in Norway**

Silje Hagen

Number of pages including this page: 62

Molde, 24.05.2019



Mandatory statement

Each student is responsible for complying with rules and regulations that relate to examinations and to academic work in general. The purpose of the mandatory statement is to make students aware of their responsibility and the consequences of cheating. Failure to complete the statement does not excuse students from their responsibility.

<p>Please complete the mandatory statement by placing a mark <u>in each box</u> for statements 1-6 below.</p>		
1.	<p>I/we hereby declare that my/our paper/assignment is my/our own work, and that I/we have not used other sources or received other help than mentioned in the paper/assignment.</p>	<input checked="" type="checkbox"/>
2.	<p>I/we hereby declare that this paper</p> <ol style="list-style-type: none"> 1. Has not been used in any other exam at another department/university/university college 2. Is not referring to the work of others without acknowledgement 3. Is not referring to my/our previous work without acknowledgement 4. Has acknowledged all sources of literature in the text and in the list of references 5. Is not a copy, duplicate or transcript of other work 	<p>Mark each box:</p> <ol style="list-style-type: none"> 1. <input checked="" type="checkbox"/> 2. <input checked="" type="checkbox"/> 3. <input checked="" type="checkbox"/> 4. <input checked="" type="checkbox"/> 5. <input checked="" type="checkbox"/>
3.	<p>I am/we are aware that any breach of the above will be considered as cheating, and may result in annulment of the examination and exclusion from all universities and university colleges in Norway for up to one year, according to the Act relating to Norwegian Universities and University Colleges, section 4-7 and 4-8 and Examination regulations section 14 and 15.</p>	<input checked="" type="checkbox"/>
4.	<p>I am/we are aware that all papers/assignments may be checked for plagiarism by a software assisted plagiarism check</p>	<input checked="" type="checkbox"/>
5.	<p>I am/we are aware that Molde University College will handle all cases of suspected cheating according to prevailing guidelines.</p>	<input checked="" type="checkbox"/>
6.	<p>I/we are aware of the University College's rules and regulation for using sources</p>	<input checked="" type="checkbox"/>

Publication agreement

ECTS credits: 30

Supervisor: Hallgeir Gammelsæter

Agreement on electronic publication of master thesis

Author(s) have copyright to the thesis, including the exclusive right to publish the document (The Copyright Act §2).

All theses fulfilling the requirements will be registered and published in Brage HiM, with the approval of the author(s).

Theses with a confidentiality agreement will not be published.

I/we hereby give Molde University College the right to, free of charge, make the thesis available for electronic publication: yes no

Is there an agreement of confidentiality? yes no

(A supplementary confidentiality agreement must be filled in)

- If yes: Can the thesis be online published when the period of confidentiality is expired? yes no

Date: 24.05.2019

Preface

This thesis is a result of my final thesis for the Master in Science of Sports Management at Molde University collage. I want to first thank my supervisor Hallgeir Gammelsæter for his guidance throughout this project, for being realistic and motivated the process. I also want to give a thanks to Ludvik Forthun from Harstad Mariners and Audun Larssen for their positive attitude and their participation in this thesis. At last I want to thank Braatt Hockey and Arena Nordvest for an educational year with the organizations and their sharing of information about the construction and establishment for the arena and the hockey club.

Summary

This research is conducted to analyze the situation of Norwegian ice hockey and find the barriers the sports faces to expand. The analysis is based on two new established ice hockey clubs and the Norwegian Ice Hockey Federation (NIHF). These organizations gives the insight of the situation today, and sheds light to the barriers they are facing. The findings and analysis are based on qualitative interviews, observation and analysis of NIHF strategy plan for the period 2015-2019. The main findings in the research shows NIHF and the hockey clubs have highlighted different barriers, while analyzing the different organizations it seems that many of the barriers are somehow connected and could be interrelated with professionalization. The main barriers ice hockey is facing is the geographical distances, challenges in the Norwegian Sports Modell and economical perspectives in an increased professionalized environment.

Contents

1.0	Introduction	1
1.1	Research outline	4
1.2	Research question	4
2.0	Theory	5
2.1	The modern sport.....	5
2.1.1	Rationalization	5
2.1.2	Professionalization	6
2.2	Volunteering	8
2.2.1	Professionalization in voluntary work in Norway	9
3.0	Norwegian sport policy	9
3.1.1	Report about the key figures in Norwegian sport in 2017	11
4.0	Methodology	13
4.1	Qualitative research	13
4.1.1	Semi-structured interviews.....	14
4.1.2	The telephone interviews	14
4.1.3	The open individual interview	15
4.2	Observation	16
4.3	Report analysis	16
4.4	Analysing the data	16
4.5	Research ethics	17
4.5.1	NSD.....	18
4.5.2	Anonymity and confidentiality	18
4.5.3	Validity and reliability	18
4.6	Strength and weaknesses	19
4.6.1	Strength	19
4.6.2	Weaknesses	19
5.0	Results/analysis	20
5.1	The Norwegian Ice Hockey Federation.....	20
5.1.1	Construction	21
5.1.2	Hockey district	22
5.1.3	Grassroot measures	24
5.1.4	Economics	26

5.2	Harstad Mariners	27
5.2.1	Norwegian Sports models	28
5.2.2	Economical perspective	28
5.2.3	Volunteers	29
5.2.4	GET Hockey and Skating school	29
5.3	Braatt Hockey	30
5.3.1	Norwegian Sports Model	30
5.3.2	Economical perspective	31
5.3.3	Organized training	32
5.3.4	Volunteers	33
5.3.5	Nearby clubs	34
5.3.6	Knowledge	34
6.0	Discussion	36
6.1	Construction	36
6.2	Geographical distances	37
6.3	The Norwegian Sports Model	39
6.3.1	Hockey District to Regional Hockey District	39
6.3.2	The Sports Council	40
6.4	Volunteers	41
6.5	Economical barriers	42
6.5.1	Economical perspective for players	42
6.5.2	Economical perspective for the clubs	43
6.5.3	Sponsorship and marketing	45
7.0	Conclusion	47
8.0	References	48
9.0	Appendix	50
9.1	Interview guide NIHF	50
9.2	Interview guide Harstad Mariners	51
9.3	NSD report	52

1.0 Introduction

The Norwegian sport are divided into voluntary and professional sport. The voluntary sport is the biggest in members and embraces all kids and non-professional members of the Norwegian Sports Federation (NIF). Both voluntary sport and professional sport are to a large extent depending on volunteers in the boards, as trainers, administration and others facilitating sport performance. While volunteers are still the backbone of Norwegian sport, there is tendency that more and more voluntary sports employ professional coordinators and managers.

Compared to football and handball, ice hockey is a pretty small sport in Norway. One of the main reasons is the lack of ice hockey rinks. While in every town and municipality has one or more football pitches and a handball courts, ice hockey rinks are few and not even present in every county (see table 1.1). Eastern Norway has most ice hockey rinks, and also the part of Norway where ice hockey is most popular. In the Norwegian Elite league “Get Ligaen” 8 out of 9 teams are from east of Norway. The 9th team is situated in Stavanger at the west coast of the country in the 2018/2019 season. The next season which starts in September 2019, for the first time there is going to be a team in Get ligaen from Northern Norway. Narvik qualified for the elite league after the 2018/2019 season. Narvik has one of the two indoors ice hockey arenas in Northern Norway, the other one is located in Tromsø.

The origins of ice hockey started on outdoor fields in Canada in, the sports grew later on to be global. The first ever public indoor ice hockey match were played in Canada in 1875 with two student teams from McGill University (Eskenazi, Fischler, and Fischler 2019). When Ice Hockey first got to Norway it was often played outside but over the years Ice Hockey have become an indoor sport, where all the national and international teams are playing and training in an arena. Ice hockey are still being practicing outside in every country with cold winters, both as an organized sport and for fun.

When ice hockey first came to Norway the sport where played outdoors, but organized ice hockey have now become an indoor sport. Ice hockey needs to have stable condition to be able to be conducted safe and entertaining. The weather outside often ruins the quality of the game, which is effected with rain, hot weather, wind etc. Over the last years there have been

an increase of indoors ice hockey arenas, at the beginning of 2015 there was 45 ice arenas in Norway (NIHF 2015), and in NIHF's overview of ice arenas in Norway there is in 2019, 49 ice arenas (NIHF 2017). The increase of ice arenas in Norway has a positive effect on the sport in Norway, but in the table 1.1 we can see a huge difference in the location of the sport.

In table 1.1 we can see the number of indoors and outdoors hockey rinks in Norway, divided into counties and the ice hockey district we have in Norway. One of the main reasons for this geographic bias may be the Winter Olympics held in Lillehammer in 1994 and Oslo 1952, when hockey arenas were built to hold the Olympics. East of Norway has a more stable winter than the west due to the weather and the Atlantic oceans, which also shows us that there are more outdoor arenas for skating and hockey in east of Norway. In Stavanger the ice arena was built as a result of the oil where a lot of Americans moved to Stavanger to work within the oil sector. In Northern Norway the winter is cold and stable, and therefore has more stable outdoor facilities. But we still see a lack of clubs, which shows us that indoor facilities may still be important to make the sport grow. Another factor is that Northern Norway are less populated compared to western and eastern Norway, but the bigger cities like Bodø and Tromsø are bigger than Lillehammer which have four clubs. So there is a great potential to increase the amount of clubs and players in Norway, so why is the process of increase slow?

As we can see in table 1.1 there is not a lot of facilities in every county to practice ice hockey or start an organized ice hockey club. Norway is a country with shifting weather which makes it difficult to practice ice hockey in cities and places where there is an outdoor arena. In 2018 the president in NIF Tom Tvedt announced that they are going to put more money in building more ice arenas in Norway, which would be a great advantage for the ice hockey to get established and give a more professional feeling toward potential members and business partners. When the sport is facilitated in which makes the training and games reliable and not dependent on the weather, the work for the volunteers would be easier since it would be easier to plan and organize.

Hockey district	County	Number of indoors hockey arenas in the county (outdoors and indoors in total)	Indoors arenas
Akershus	Akershus	11 (27)	Askerhallen, Bærum Ishall, Furuset Forum, Holmen Ishall, Jar Isforum, Jessheim Ishall, Lørenskog Ishall, Runnirinken Ishall, Skedsmo Ishall, Ski Ishall, Vinterbro Ishall
Oslo	Oslo	5 (12)	Grünerhallen, Jordal Amfi, Jordal Ungdomshall, Lørenhallen, Manglerud Ishall,
Østfold	Østfold	5 (11)	Halden Ishall, Moss Ishall, Sparta Amfi, Sparta ungdomshall, Stjernehallen,
Hedmark/Oppland	Hedmark	3 (20)	Hamar OL-Amfi, Kongshallen, Storhamar Ishall,
	Oppland	3 (10)	Gjøvik Olympiske Fjellhall, Kristins Hall, Lillehammer Ungdomshall,
BVT	Buskerud	2 (7)	Kongsberg hallen, Schjongshallen,
	Vestfold	2 (5)	Bugården Ishall, Tønsberg Ishall
	Telemark	1 (1)	Skien Fritidspark,
Hordaland	Hordaland	2 (2)	Bergenshallen, Iskanten Ishall,
Trøndelag	Trøndelag	4 (7)	Dalgård ishall, Fosenhallen, Leangen Ishall, Leangen Ungdomshall,
Clubs and rinks without a hockey district	Møre og Romsdal	1 (3)	Arena Nordvest
Rogaland	Rogaland	7 (7)	DNB Arena, Haugesund Ishall, Nye Loen, Siddishallen, Stavanger dobbelhall 1, Stavanger Dobbelhall 2, Sørmarka Arena,
	Agder	1 (1)	Idda Arena
Nord-Norge	Troms	1 (3)	Tromsø Ishall
	Nordland	1 (3)	Nordkraft Arena
	Finnmark	0 (1)	

Table 1.1 An overview of indoors and outdoors arenas in Norway (NIHF 2017, 2019).

1.1 Research outline

The research started out with doing some literature review to get a baseline on the topic of the Norwegian sports. Since ice hockey is the sport which the research is based on, there is descriptive information about ice hockey in Norway. There is also information on the Norwegian Sports Policy and the Norwegian Sports Model, which would give an insight into how the sports are organized in Norway. The research will give an insight into how the situation of ice hockey in Norway is today, and which barriers there are to expand the sport. There are conducted some interviews with the Norwegian Ice Hockey Federation (NIHF) and new established ice hockey clubs and own experiences. Which would be analysed and together will be answering the research question.

1.2 Research question

The purpose with this study is to map the challenges ice hockey is facing in Norway, where the sport is mainly driven on voluntary work. The voluntary sport is mainly driven by volunteers, but we can see an increased tendency that voluntary sports clubs are hiring CEO and administrative functions to decrease the load of work on the volunteers. Ice hockey are very popular in eastern Norway and in western Norway (mainly in Stavanger and Bergen), but in other places ice hockey are unknown. Ice hockey in Norway are not only facing lack of knowledge of sports but are also under the pressure of following rules, following NIF and the Norwegian ice hockey federation (NIHF) demands and expectations, and the local community. The Norwegian Hockey is slowly expanding, but which barriers do the ice hockey meet?

What are the barriers to expand ice hockey in Norway?

2.0 Theory

2.1 The modern sport

The modern sport was the changes in the way to compete, the sports went from just two guys/teams competed with each other to rationalize the sport to have similar condition and rules for each sports (Goksøyr 2008). This made it easier to compare a team or and athletes with other in the same sport. During this modernization of the sports there were established national and international sports organizations to monitor the new way of competing and ensure the fairness in the competitive conditions. These organizations has been an effect of the bureaucratization of the sports model (Guttman 2004). One issue for the national sports organizations was that they needed to facilitate for the local clubs who wanted to give activities to everyone (Goksøyr 2008). The increase of modern sport which leads to more organizations and facilitating for the sports leads to more rationalization and professionalization. The earlier purpose with sports was to build characters like good soldiers, building discipline or to strengthen the public health the moderns sports ideal was to compete, desire to win and to push the limits (Goksøyr 2008). One of the most important task for the bureaucracy is to control that rules and regulation is universal, and facilitate a network of competitions from locals to international levels (Guttman 2004).

2.1.1 Rationalization

The rationalization in sports have been a process in many sports like the rugby turning into American Football in America. Rugby football came to America in 1874, already in 1895 the Americans started the process of rationalization to reshaped the game of rugby until it become to what we know today American Football (Guttman 2006). The rationalization in the process of forming the American Football where called instrumental rationality. In football (soccer) in Europe, during the medieval football where without any framework everyone could play football, no position no maximum or minimum number of players where restricted. The way of looking at different position was first seen in American Football (Guttman 2004). Hockey where also sport which were relatively undifferentiated, where there wasn't set position, and the sports hadn't any distinction line between playing and spectating roles (Guttman 2004). It is inevitable to not include specialization and professionalization in the modern sport. Positions and tactics become more and more

important during the modern sports, and the national and international organizations got a high position in facilitating and monitoring that the sports were conducted right.

“There must be rules of competition, even in the most primitive sports, simply because sport are by definition games, i.e., organized, rulebound play” (Guttmann 2004, 40). Before the modern sport we know today, there wasn't the same set of rules in every sport. The sports weren't organized in the way it was the most rational to conduct the sport. The modern games were rationalized because of the relationship between means and ends, in order to this we have to do that (Guttmann 2004). The rules were set on cultural perspectives. Another side of rationalization is to study the techniques and physiological aspects of the athletes. It was the Greek who were the first to rationalize the sport in this direction (Guttmann 2004). We can see that this has increased and are now a huge part of any sports, both professionalized but some of it is also used on a voluntary levels.

The bureaucratic organizations of the sport have been developed out of rationality where there is a set of organs which works in a specific order (Guttmann 2004). *“Bureaucratic administration means fundamentally domination through knowledge. This is the feature of it which makes it specifically rational”* (Weber 1978, 225).

2.1.2 Professionalization

According to Torgersen (1972) a profession is an education acquired of people who are oriented towards achievement which in social norms can't be done by others than with this education. The study done by Seippel (2002) point out three characters in a volunteering sports organizations which are coaches, administration/economics and athletes who is the jobs which often requires higher knowledge. Both coaches and administration has a education, and could therefore in some cases require education to fulfil the requirements in some organizations. The practise of coaches is different from sport and country, where many earlier volunteer coaches has developed to be professional coaches who gets payed for the knowledge (Kjær 2019). In Kjær (2019) article he refers to Hyman (2009) who claims that coaches, parents and money makes the sports clubs more industry influenced. It is the communities which expect more from the sports organization, the former structure and system needs to be changed because of the pressure from the community (Shilbury and Ferkins 2011). One of the main component in a coach is knowledge (Kjær 2019), knowledge of the sports, techniques, tactics, how to be a leader etc.

“Sport governance research is growing in volume and routinely highlights the tension between volunteers and paid professionals in relation to shared leadership, board motivation, and board structures and performances” (Shilbury and Ferkins 2011, 108).

The administrative work can be seen as the board members in the sports organizations. Where there have been a transition from organizations which are volunteer and amateur organizations to business-like sector (Shilbury and Ferkins 2011). The primary goal for a sports organization is to manage and structure the organization and set it into system which provide fun through participation for the members in every level. This had led to volunteers who earlier have been elected in a board for their commitment are more likely to be elected for their business knowledge (Schulz 2011, Thibault, Slack, and Hinings 1993).

To become an athlete, you don't have to do any education, since an athlete often is based on talent and/or talent for training. In the modern sport the professional athletes are often seen as a 24/7 athlete (Goksøy 2008), which shows that the athletes who want to be professional need to think and work for it 24/7, eat well, recover and train.

“The professional is, in fact, any athlete specialized to the point where some single athletic excellence is for some extended period of time his main purpose in life” (Guttman 2004, 39).

The professionalization in Norway for elite athletes and clubs was first decided in 1990, this made a huge distinction between the professional sport and the voluntary sports. The commercial value on the professional sports increased dramatically, but the local media still where publishing about the local sport clubs and people (Goksøy 2008). Goksøy (2008) also claims that the professionalization in the media, have made it more difficult for the local voluntary sports clubs. The businesses would get more marketing and reach even more people with the commercialization of the professional sports. The sport with most attention in the media in Norway is football, other big and successful sports internationally have less media coverage like handball and hockey. This shows that there are some differences for the professional sports as well in media coverage which gives the sport little attention.

Local voluntary sports club are unlike profit-making organizations, where the local clubs are facilitating for players, participants, coaches, parents etc. (Schulz 2011). There is also a higher pressure on the voluntary sports to become more professional. Where the parents are demanding more professionalized trainers (Goksøyr 2008). So the sports clubs often needs to do a good job in getting marketing income. The professionalization and commercialization could remove the attentions from the members primary desire in the organization (Seippel 2002).

According to Schulz (2011) the professionalism in management and players the sports environment have changed, and today we can see a bureaucratic structures. These structure can be seen in both how the clubs are organized, and we also see it in the way of Norwegian Sports is build (see the Norwegian Sport Model). Schulz (2011) also claims that the increased professionalism in the sports often leads to more conflict on many different levels, like between organizations in the Sports Model, people within a organization, the club and members etc.

In sports organizations who owns a construction like arena, football field, gym etc demands more professional operations within the organizations. Not only the payed professional work is increased in these club but also the volunteers do a significant higher amount of volunteering work in hours (Seippel 2002).

2.2 Volunteering

In Norway volunteering is a huge part of many organizations within sports, culture, unions, religion, health, social etc. The biggest organization type is by far within sports (Fladmoe, Sivesind, and Arnesen 2018, 13). In the report of Fladmoe, Sivesind, and Arnesen (2018) they shows that in 2017 24% percent had done volunteering work within sports. The next highest volunteering are the organizations within charities and local communities with 18% volunteering. Earlier there were more men who volunteered in Norway but the report shows that in 2017 there where equalled between men and women who volunteers in Norway (Fladmoe, Sivesind, and Arnesen 2018, 11), in 2017 there were 63% of the population who did some kind of volunteering work. This is the highest percentage measured of the voluntary work combined with the other researches done in the report. Within sports the percentage has been stable for the last ten to fifteen years but compared to 2014 the volunteer dropped with 1% in 2017. If we look at the share of volunteers and not the population 39%

percent of those who do volunteering work are doing it in sports (Fladmoe, Sivesind, and Arnesen 2018, 16). When looking at the volunteers we see that sport is actually decreasing compared to the populations and are on the lowest percentage since 1998.

“Volunteer involvement in sport organizations is also an outlet for ‘fun’ usually developed through contributing to the delivery of sport and often motivated by the same intrinsic motivations for inclusion, building networks and develop skill” (Shilbury and Ferkins 2011, 109).

2.2.1 Professionalization in voluntary work in Norway

According to Goksøy (2008) the voluntary work have changed in character from the traditional cake and waffle sales to sales and advertising jobs, where there are still some traditional work. Already back at the beginning of this century there have been some concerns for the sports enthusiasts and volunteers due to harder conditions. Where there is a higher pressure on them to find income, which often demands more efforts from the volunteers. One of the main reasons for this situations is due to the professional clubs who have better conditions for the sponsor whereas the sponsor could get their logo on TV and in the media in general (Goksøy 2008). One of the pressures also comes from the professionalization of the club and coaches, the parents have begun to be more demanding and want the best coaches. This could lead to coaches getting paid for their jobs, and for the coaches to be sent to courses which often has some costs and fees to join (Goksøy 2008).

3.0 Norwegian sport policy

In order to make a discussion on the barriers ice hockey faces to expand it is important to take a look at the Norwegian Policy and Norwegian Sport Model. The model will show which organizations who are involved in the Norwegian Sports, and which tasks the different organizations has.

The Norwegian sport is organized under *Norwegian sports federation* and the *Olympic committee* (NIF), which are an voluntary, party political independent organization (Enjolras, Seippel, and Waldahl 2005). NIF contains the national sports federations, sports clubs, sports district, regional districts and regions and sports councils. NIF is the biggest voluntary

organization in Norway and also the organizations with highest participations from children and youths (Enjolras, Seippel, and Waldahl 2005).

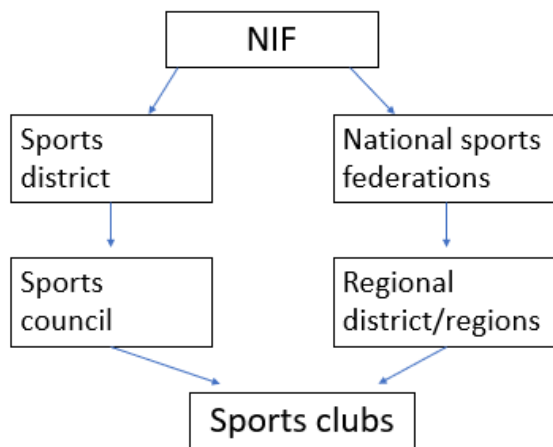


Figure 3-1: The Norwegian Sports Model.

As mentioned the Norwegian sport is based on voluntary efforts, so one of the biggest fears is that the will to do voluntary efforts would disappear. Which could lead to less people willing to drift the sports clubs since they rather would prioritize other things (Gonsholt 2016). The Sports District is located in every county in Norway and are organizations which are helping the sports clubs and organizations in their county to develop and to become better clubs who follows the administrative structure and rules to NIF. The sports districts are helping the clubs on the general tasks in the clubs and have nothing to do with one specific sport in general. Sports Council are found in every municipality where their job is to be a joint organization of every club in the county. Their job is to facilitate for the sport in the county, facilitate for collaboration between clubs and municipal authorities and facilitate for collaboration between the clubs and the sports district. They also need to be mapping the construction needs in the municipality and give their results to higher authorities. National Sports Federation is the highest organ for each specific sport in Norway, some National Sports Federation are only for one sport like the Norwegian Ice Hockey Federation are only for Ice Hockey, but other National Sports Federation could have many sports like the Norwegian Skating Federation which have figure skating, skating, roller derby etc. Their job is to makes sure that the international rules gets applied to the sport in Norway, facilitate for the clubs through rules, leagues, guidelines, facilitating, education etc. The Regional District/Region is an organization who is under the National Sports Federation in their sport, the practice is different for each sport where Football has a Football District in every county

and smaller sports are divided the country into regions. In hockey they have mainly divided into county, in a county where ice hockey has been established a Hockey District is established. At last it is the sports clubs who are the ones who needs to follow the rules set from NIF and the National Sports Federation, the clubs are the organizations who actual provide the sports to the people in their local community.

3.1.1 Report about the key figures in Norwegian sport in 2017

In this section we are looking on some key figures in the Norwegian sports from 2017. Here essential numbers to understand how the Norwegian sport is build and essential numbers for the thesis is presented.

3.1.1.1 Membership and activity numbers

The Norwegian sports are very big with over 8 000 sports clubs in 2017, whereas 6268 of them are special sports clubs and 1813 of those are multi-sports clubs. In total there are over 1 926 300 memberships within the sports clubs (NIF 2018, 11). In this rapport 94% of the sports clubs had reported their number of membership, so the total is actual higher, but one person could have more than one membership so the number of active people in sports in Norway are 1 615 807 (NIF 2018, 18).

3.1.1.1.1 Members in ice hockey

In the period from 2011 to 2017 the Norwegian Ice Hockey Federation (NIHF) has increased with 34% active players from 11 280 players in 2011 to 15 112 players in 2018 (NIF 2018, 21). The report also shows that it is the age between six to twelve years who have the biggest percentages of increase with 47% in the period from 4 120 children between six and twelve years in 2011 to 6 040 in 2017.

3.1.1.2 Facilitating sport

In Norwegian sports there is a lot of different economical supplements through the government and income through Norsk Tipping which are public supports. In 2017 the public support which were assigned to sports was 2 597 303 000 NOK. Which are all from the National Norwegian Lottery. The government are distributing these moneys into different post within the sports. In table 3.1 we can see how the public fund is distributed.

Main distribution		
Post 1.	Sports facilities	1 439 505 000
Post 2.	National facilities	16 098 000
Post 3.	FoU (research and development work)	27 550 000
Post 4.	Special activities (ink. Antidoping Norway)	93 150 000
Post 5.	NIF (ink. National sports federation and Sports district)	684 000 000
Post 6.	Local activity funds	337 000 000
Total		2 597 303 000

Tabell 3.1 Overview of the distributions of public fund from the Norwegian Lottery (NIF 2018, 38).

All of these distribution posts are benefitting the sports in Norway, which gives them new arenas/sports facilities, training offer, courses (trainers, admin etc) and other bigger events. Post 1. is the post which have been more in focus over the years and have increased from 736 000 000 NOK in 2011 to 1 439 505 000 NOK in 2017 (NIF 2018, 39). This clearly shows the increase of focus on facilitating for sports all the way up on government level. It is important to note that the government have increased the percentage from the lottery fund to go to the sports. Therefore, every post has had a positive increase in the distribution, but the sports facilities has become prioritized over the last years.

There is also a lot of different initiatives from the government which gives the sports clubs and the sport in general like VAT compensation both for every organisations and clubs, but also for clubs and organizations who builds sports facilities, local lottery fund (bingo etc), local grants, municipality grants, grassroots proportion etc.

3.1.1.3 Marketing- and sponsor income

71% of the total revenue from the sponsor market in Norway goes to the sport, and in 2017 there where a total of 3 383 000 000 NOK in the Norwegian sponsor market in sports (NIF 2018, 52). This also shows that local and national businesses are willing to be a support for the sports, both small voluntary sports and professional sports. In table 3.2 we can see how the sponsor income are divided into different areas in sports and the development within sponsor and marketing income. The income to these areas has in total increased with 24% the last six years which shows that the businesses are becoming more supportive on sports events and sports organizations. The voluntary sport have the highest share of the revenue from the sponsor market with 38%, and its actual the professional clubs who have a negative revenue over the years.

Area	2011	2012	2013	2014	2015	2016	2017	Share	last six years	last six years
Events	136	160	178	188	195	200	259	8 %	123	90 %
Personal sponsors	156	165	171	201	228	234	251	7 %	95	61 %
Voluntary sponsors	873	972	1 042	1 064	1 083	1 110	1 286	38 %	413	47 %
Federation and league ass.	519	551	566	569	570	584	614	18 %	95	18 %
Profesional clubs	1 045	1 053	1 020	1 049	1 076	1 103	973	29 %	-72	-7 %
Total	2 729	2 900	2 978	3 070	3 153	3 231	3 383	100 %	654	24 %

Table 3.2 An overview of the market- and sponsor income in Norwegian sports (NIF 2018, 52).

4.0 Methodology

In the methodology I will explain the process for collecting the data to this thesis and defend why this process of collecting data is good to answer the research question. When collecting data for an research there needs to be done a analyse of the potential subjects to use in the research (Jacobsen 2005, Veal and Darcy 2014). In this study I'm going to use new ice hockey club to answer the research question. So, the criteria for the subjects in this study where clubs who have been established the last two years. The reason I wanted to focus on the new established clubs, in this thesis was to understand which barriers the new established clubs are facing, which could help answering the research question.

The objects in this study where narrowed down to two ice hockey clubs and the Norwegian Ice Hockey Federation. Both clubs are established in a county with low ice hockey offers, and both clubs have long travel distance to the nearest clubs. The clubs have different facilities and have organized the practice differently.

4.1 Qualitative research

According to Veal and Darcy (2014) empirical research is collecting and/or analysing of data. The data collected could be both qualitative and/or quantitative and primary or secondary data. To get an better understanding of the situations the Norwegian Hockey stands when it comes to establishing new clubs a qualitative research is chosen, A qualitative research are chosen because it gives a lot more feedback and explanations of the situations, in form of words and documents. In this research there will also be some quantitative presentations of the situation, but these are found in other researches and reports and therefore not conducted myself. The qualitative research used is qualitative interviews with the Norwegian Hockey federations and new established clubs in Norway. During qualitative

interviews the purpose is to get to know the interviewees experience and attitudes toward the topic, which are contributing to the social reality over the topic (Ryen 2012).

In qualitative interviews it is important that the interviewer is confirming and showing interest towards the interviewees for the interview to have a good flow and the interviewees are confident that the interviewer understand and getting the answers he/she are looking for (Rubin and Rubin 2011).

4.1.1 Semi-structured interviews

During the interviews with both NIHF and Ludvik I used and semi-structured interview approach. In an semi-structured interview the interview guide is structured after topics and some supplementary questions are used to get the answer I'm looking for or to get some additional information (Galletta 2013, Rubin and Rubin 2011).

In the semi-structured interviews I used an responding interview approach, which are a way to build trust between the interviewees and interviewer (Jacobsen 2005). Some of the question is more soft, but some harder question are asked to get a better depth in the topic (Rubin and Rubin 2011). A soft question is question where it is easier for the interviewee to answer the question, it often is a wider question which he doesn't feel that he need to think before he speaks. An example on a soft question used in the interview with NIHF where "How is NIHF organized?". A hard question is often a little more concrete where the interviewee could be hesitating to answer. An example on a hard question with the interview with NIHF is "who is the fault for that?", the question was asked because of the interviewee provided a statement on a weakness in the hockey organizations with NIHF, Hockey Districts and Hockey clubs. This question made the interviewee to think an extra time before he answered the question.

4.1.2 The telephone interviews

Due to long travel distance I did a telephone interview with Ludvik Forthun who is the leader of Harstad Mariners. A telephone interview is often used to save money and time (Jacobsen 2005, Tjora 2010, Berg 2004), so therefore an telephone interview was a good choice for me. First, I sent and email to Ludvik asking him to be interviewed on the thesis, and explained what the purpose with the interview was, and what my case in the thesis are. I

think it is important for the interviewees to have an understanding of the project before doing the interviews, so we don't have an misunderstanding between us. Where the interviewees also could think about, do I have anything to contribute with, are there some negative aspects about doing a interview to this topic etc. This helps both the interviewees and, also me as an interviewer to not prepare and use time on anything which are not going to work. I also timed my schedule to his, so he got to pick the date and time. To avoid rushing through the interviews due to lack of time, and the interviewees would also be sure that it fits to his schedule.

The disadvantages with telephone interviews is the risk of not getting the emotional contact with the interviewees (Rubin and Rubin 2011, Jacobsen 2005), but I still felt that I got good and sincere answers. The plan was to use skype, so we could see each other and to be more comfortable by looking at the facial expression to get a better impression that the interviewees understand the question and for him to see that I understand what he is saying by looking at me. Due to some technological problems the interview got done over the phone without any video chat. Therefore, I used a lot of confirming sounds/words when he talked, so he knew that I understand him. In a couple of occasions, I wasn't sure what he meant or I needed some deeper explanation I waited for him to be finish with his answer before I jumped back and asked what he meant or to get him to elaborate more. By jumping in while he is talking I can risk breaking the flow and further answers could be less informative since the interviewees could be unsure (Rubin and Rubin 2011).

4.1.3 The open individual interview

As the chief of development within the Norwegian Ice Hockey Federation Audun Larssen was a natural choice to interviews. He has close contact with the mass clubs and have one of the main tasks to facilitate for coach courses in NIHF. I chose to do an open individual interview, face to face (Jacobsen 2005). This meant that I had to travel to Oslo to conduct the interview, which will give me an insight of the organization to see where and how they work. It also allows me to talk to others within the organization casual which also could give some insight in how the federation works, and what they prioritize are.

In the interviews with Audun Larssen I sometimes become participant in the interview, in the way that I had some input and perception. This could sometimes lead to a conflict in the interview (Rubin and Rubin 2011), were the interviewees could feel that he have to agree or

defend himself. But in my opinion the interview was not affected by it, and it rather gave the interview a little more depth. Where some of my experience could be highlighted and he could explain why it has become that way, or he sees that maybe that isn't something they already have thought about and therefore could also give the federation an input on how their organization are seen or other aspects in hockey are seen from smaller and new clubs.

4.2 Observation

The observation used in this research are from my internship in Braatt Hockey. In Braatt Hockey I where able to be a part of the club from the establishment phase. My observation are going to be used as an additional support or/and other resource which could contradict the other findings in the qualitative interviews. The fact that I have been one of the main persons to establish an ice hockey club in Kristiansund could both be a strength and a weakness for this thesis. I have done participatory observations which means I did not only observe other people in the club but I'm active in the work and process of the club (Rubin and Rubin 2011). The strength with being active in a new established club is that I know some of the barriers already, which means that I don't only have to search for the barriers but I can also focus on the reasons for the barriers. The weakness is that I could be trapped in my own experience and therefore not able to understand that other clubs could have other barriers. Some of the data of Braatt Hockey are about processes from before I joined the club, these processes have been noted during my time in Braatt. But the data used on Braatt Hockey and Braatt IL was double checked with the main person in the club before using the data in this thesis.

4.3 Report analysis

Every fourth year NIHF provides a strategy plan for the next four years for ice hockey in Norway. In the analysis with the Norwegian Ice Hockey Federation I'm going to analyse both the interview done with NIHF and the NIHF's strategy plan for 2015 to 2019.

4.4 Analysing the data

The two interviews varied from 45 to 60 minutes and both interviews where recorded. Since the interview where recorded I didn't have to take any notes which made it easier to show attentions to the interviewee. After the interviews the recording where used to find the results from the interviews.

When analysing qualitative data it's an advantage to put the themes in tables to get an overview of the main topics (Veal and Darcy 2014). In the interviews most of the questions were very open to get an insight into the interviewees' opinions without me to guide them in a direction I want them to answer. At the end of the interview I would have some more specific questions to get the interviewees' insight on the specific topic to see their opinion. When I analysed both interviews I used the subjects' main topic and barrier they see to expand ice hockey in Norway. These topics become the topic in each analysis which are used to describe the situations for the different organizations.

4.5 Research ethics

To know a research is conducted in an ethical manner there are many factors that are considered, these factors are among other things that the research is beneficial to the society, subjects should take part freely, the subjects have enough information through an informed consent about the research which gives them enough information to know what the research is about and to understand that there is no harm in joining the research (Veal and Darcy 2014). The subjects got a mail with the information about the research and a request to be a subject. Before the interview started formalities like recording, and the process were presented.

“As a precaution, research material should ideally not be labelled with real names of organizations or people” (Veal and Darcy 2014, 426). In this research both names and organizations are used. This is cleared out with the interviewees and there are no concerns from the subjects. If the research were based on football, it would be easier to have this precaution because there are football clubs all over Norway and one municipality could have more teams. But in Hockey this isn't the case and therefore it is more difficult to have this precaution. At the same time wouldn't the research affect the clubs and organizations negatively.

4.5.1 NSD

The new personal data rules is now being implicated into every research which made this research to be registered at NSD (Norsk Senter for Forskningsdata – Norwegian senter for research data). When a research is including personal data which could identify a person in the storing, recording, analysis, paper etc the research needs to be registered at NSD (NSD 2019). This has been done. The registration was approved 16.05.2019.

4.5.2 Anonymity and confidentiality

Many sources point forward the option of being anonymous as an important feature in interviews (Veal and Darcy 2014, Rubin and Rubin 2011, Jacobsen 2005). For interviewees it is important to feel that they can talk freely and be safe, so giving them the option of being anonymous could lead to a better conversations between the interviewer and interviewees (Veal and Darcy 2014).

As mentioned earlier ice hockey are still very small, and small notes like a representative from a club in northern Norway could be easy to identify. The interviewees were made aware of this situation before the interview started and choose to still do the interviews. The same procedure was done with the representative from the NIHF where the is just a small amount of employees and the direction of the interview would make it easy to identify him as well. Both Ludvik in Harstad Mariners and Audun from the NIHF stated that it wasn't a problem for them to be identified and that they had nothing to hide. During the interviews it was not an situation they felt that they couldn't speak freely and therefore it seems to have no impact on the interviews and the results from them.

4.5.3 Validity and reliability

When referring to validity is that the research data actual measures what the research intend to research (Veal and Darcy 2014, Jacobsen 2005). The strategy of collecting data and how the data is handled gives a good indication if a research is valid. In this research there are used two interviews and one observation units. In the research there is not used many subjects but rather focused on a couple of new established club and the Norwegian Ice Hockey Federation which together would indicated the barriers ice hockey stand against during the expansion. When using both the hockey federation and clubs it is easier to see if it is just one clubs opinion or if the barrier is know both places.

Reliability on the other hand is if a similar research is conducted the same results will be presented (Veal and Darcy 2014). In a case of qualitative research it is more difficult to measure reliability on a later occasion. One of the reason is because the research is conducted on a topic which could be completely different five to ten years from now. The phenomenon could change to other barriers due to awareness on the todays situation.

4.6 Strength and weaknesses

4.6.1 Strength

It is recommended to record the interviews, with consent from the interviewees (Jacobsen 2005, Rubin and Rubin 2011). This was done in both of the interviews, where I highlighted the use of the recording and after the interviewees consent I started the recording. The approach on the telephone interview were to use speaker on the phone and the computer recorded the interview. In the interview with NIHF I used my telephone to record the interview, since the computer would be a distraction. The telephone was set to flight mode so I could not reach any calls, SMS or email during the interview.

The interview with Audun (NIHF) I did in Oslo on their main office at Ullevaall stadium. To do an interview face to face, often makes it easier to communicate and the conversation often becomes much more relaxed and easy (Jacobsen 2005). When visiting their own workplace it gives me access to see the interactions in the federation, which gave some extra insight in how the others on the office works.

4.6.2 Weaknesses

In the interview with Ludvik from Harstad Mariners I forgot an important question about the sponsors and the local businesses. So, I ended up sending an email on this subject which I he replied a good and deep answer, so even though it was not included in the main interview I was able to get more information after which was important to answer all the different aspects in a club. In the Interview with Audun from NIHF I ended up get a little bit of time trouble. Audun got a call to join another meeting so therefore the last ten minutes, the interview become more specific and the most important questions where prioritized. But Audun assured me that I could always reach to him through mail or telephone if there where anything I needed to get a better answer on, or if there were any new questions.

5.0 Results/analysis

In this section I have done an analysis of Harstad Icehockey, Braatt Hockey and NIHF to get an insight in which barriers they see when it comes to expanding ice hockey in Norway. It also gives an insight in how it is for new club to establish them self. The reason I chose to talk to Harstad ice hockey is due to the fact that they are located in Northern Norway and where established October 2017. So, they are only in their second season, so they could still have some barriers which are fighting against them which could be relevant for the expanding of ice hockey. The same goes for Braatt Hockey, which are a new established club but in a different process than Harstad. We would also get an insight in their collaborations with the Norwegian sports policy model, to not only the NIHF but also the regional hockey district, the regional sports district and sports council.

The Norwegian Ice Hockey Federation would give us an insight in how they work to help new clubs, how they collaborate but also gives us an insight in the Norwegian sports policy in how they work with the Norwegian Sports Federation and the regionals hockey district.

5.1 The Norwegian Ice Hockey Federation

The Norwegian Ice Hockey Federation is the second highest body for the hockey clubs (below NIF), who has as a function to be working together with all the ice hockey clubs in Norway and the Hockey Districts. The ice hockey federation has some own guidelines and rules the hockey clubs needs to follow. Which are licensing, rules in ice hockey, for example rules in the equipment's required it is the ice hockey federation who needs to guide the club to follow the rules. Through NIF it's more tasks within the organization and administration, NIF are making systems which makes it easier to control the members within the clubs, how to do accounting within the clubs, and have rules which are for every club no matter sport and size of the clubs. These rules are known as NIFs lover (NIFs laws).

NIHF is not only about the national hockey team and GET ligaen which is often the tasks people are comparing NIHF with. But within NIHF they have a lot of other smaller and bigger tasks and responsibilities like regulation, guidelines, marketing, reporting, game reporting, service to members like transfers and licensing which are very comprehensive.

“Behind every member in ice hockey there is a lot of administrative work, compared to other sports” Audun, NIHF.

5.1.1 Construction

“Everything starts with construction” Audun NIHF

Ice hockey have grown from being an outdoor sports to become an indoor arena sport. Now the outdoor hockey is only played as a supplement in places where the weather allows it. NIHF are using a huge share of their time with arena construction in voluntary hockey. In NIHF (2015) strategy plan for the period 2015 to 2019, construction is one of their main strategy where their vision is *Ishockeyglede for alle* (ice hockey joy for everyone). NIHF believes it is natural to look at the arena construction in Sweden and Finland when they work towards constructions of new arenas. Sweden and Finland have approximately 400 indoor hockey arenas, due to a steady flow of arenas built over a long-term period. NIHF believes the more ice hockey arenas a country has it is easier to build the next. Their arenas are built on the municipalities in Norway where one municipality gets an arena, the neighbour municipality also wants to build an arena because they want to give their citizens the same opportunities. Secretary General of NIHF has arena constructions in his working schedule, and they also have a construction group who works on technical issues finding the best solutions for different clubs and cities, and political authorities where the money for constructions are delegated. If NIHF does a good job and gets public money to build ice hockey arenas it would be easier for the municipalities to join in. The increase of players in NIHF is connected to the construction development.

One of the main strategic issues the construction development is facing are which strategy they should follow. Should they construct new arenas nearby other arenas and geographical places where there are some other clubs close to the new arena or should they build arenas in counties and geographical places where there are no arenas or clubs. In other words should ice hockey expand from one point or should it expand from new points. Narvik and Tromsø are two Northern cities where arenas were built in a new area. If the strategy is to build from one point and expand it isn't fair for the cities in the Northern part of Norway to wait for many years. Local initiative could increase the chances to get an arena sooner than others.

“The dilemma with building arenas in cities where there is a long way to the nearest club are the fact that the travel distance are too far, it costs more money because you need to travel longer, and may even have to have a sleepover to play one match. This could make

it easier for parents to choose sports which are more facilitated to their family life.”

Audun, NIHF.

When the construction work is done, NIHF contacts the club to help them moving forward. Because they believe the process on construction often can take to much energy from the volunteers, so they want to be earlier on to help kick start the clubs. For example the grassroot measures like GET hockey and skating school are presented to help the clubs moving forward.

5.1.2 Hockey district

The Norwegian Ice Hockey Federation are the highest organ within ice hockey in Norway, the second highest organ within ice hockey are the ice hockey districts. The hockey districts have been divided in counties, and not every county has an ice hockey offer and therefore in some counties there doesn't have a Hockey District. So, when ice hockey are establishing in a new county there are no second highest organ for these clubs within hockey. So they rather have to talk and communicate directly to the federation. In Møre og Romsdal this is the case, where Braatt Hockey is the second ice hockey club to be a member in NIHF don't have any Hockey District to be a part of.

Under the interview Audun said that these hockey district we know today will soon be changing. Instead of hockey district based on counties, they are now preparing to divide the country into six regions where every part of Norway is already included in a hockey district. There is a lot of variation and difference in number of clubs in the hockey district, where the new solution would make it more even. The district has different priorities which could have some differences for new clubs and how they are working together with their district. A club in one district could get better follow-up from their districts then others. NIHF hopes that the new district based on region would make the district more similar in the way they work and prioritize. They also think that this would be more facilitated with the constructions of new arenas and establishment of clubs in mind. The point of doing it is to professionalize the district even more and give them some of the lower level of tasks which are today done by the federation. In bigger sports in Norway like football the districts have more tasks on a lower level than the federation, and it is this model NIHF are trying to reach. Comparing ice hockey with football in Norway would be wrong due to the huge differences in members. But some of the same structure could be implicated in the hockey model.

The district is going to have the responsibility of the lower league and division in their district, lower referee and coach education. The effect would be better facilitating for clubs. This could lead to more work higher up in the federation, and they could become more strategic, which they think would be good for the development for ice hockey in Norway. The smaller tasks which the districts can do takes a lot of time from the federation which gives them less time to be strategic and develop the sport. The effect of these changes could take some time, but in the longer run they are positive that it would affect the sport positive.

One of the main reasons for NIHF to divide Norway into six districts instead of every county have their own is to make it easier to have a good system for the new clubs, now when the sport is increasing in amounts of players and geographically. There are in total nine hockey district where some of the counties already have merged together as shown in the table 1.1 In three of these district there are employed CEOs, which are due to the high activities in these district need to manage the daily duties. All of these nine Hockey District are established and many of them have been organized for many years. With the old solutions in counties with clubs were there are no district, the new clubs could also have to put some work in to create hockey district. But in the new system they rather came directly into already established district which will benefits them.

The relationship between the hockey districts and NIHF are good, and they have divided some of the responsibilities. One example are the trainer courses, where the districts have the responsibilities to provide trainer 1 course and trainer courses for trainer on the skating and hockey school. The federation has to provide courses for trainer 2 and trainer 3. The reason for this distribution on courses is mainly due to the fact that every trainer should have the courses which are provided by the districts, but the one who trains youths and young adults need a little higher trainer education. The number of trainers on these courses are lower than the others and there are less qualified instructors on the higher trainer courses. According to Audun there are some task the NIHF are doing which he could think the district should take. Which kind of tasks are not mentioned, but they see it as a strength for the hockey in Norway to put these tasks in the district to make it closer to the clubs.

5.1.3 Grassroot measures

NIHF have different kinds of grassroot measures which they want the clubs to include in their strategy. The grassroot measures is low cost measures which would make the hockey club organized from the start. We are going to take a look at NIHF's grassroot measures to get a better understanding of the measures.

5.1.3.1 GET hockey and skating school

GET hockey and skating school is a grassroot initiative from NIHF for ice hockey clubs to recruit new players focusing mainly on the age between five and ten years. There are facilitated for six levels on this hockey school where every club can order jerseys with six different colours, these jerseys are used to divide the players into level, and when they have mastered one level they go up to the next level and get new jerseys. GET hockey and skating school are used to prepare the kids for age-determined teams and allows the players to learn the skills at their own speed, and to train with others at the same skill level as themselves. The first three levels are based on skating skills, making the kids be comfortable on the skates before they are including the sticks, to take one step at the time. On NIHF webpage they have a lot of information on the GET hockey and skating school. The information is very good and informative and shows what trainers are going to focus on, at the same time it gives the players and players parents a good information on the process on the school. The information also says what equipment is mandatory on the different levels and which clubs who provides this kind of skating and hockey school in Norway. It also have videos of exercises, this could help trainers from new clubs to see how to do the exercises at the same times it allows the players to train on specific exercise outside of the organized training.

In collaboration with the hockey district NIHF gives free trainer courses on hockey and skating school. In hope that it makes it easier for the clubs to provide this offer. The jersey provided to the clubs are free for them, the clubs can order new jerseys every year. These two offers are free, but the clubs need to pay their own ice time and therefor it is still some costs for the clubs to provide this offer. The content and structure of these hockey and skating schools are different from club to club. Were we can see that the bigger established clubs in the bigger cities uses all six levels. While smaller and newer established clubs divides the levels into age groups and some of them only divides it into three levels.

The plan is that every player in Norway will eventually have been graduated from the GET Hockey and Skating school. Both boys and girls, where the Norwegian hockey have had a positive increase of girls the latest years after the GET Hockey and Skating school have been implicated into the clubs. The girl's hockey have increased so NIHF almost have division and leagues for girls in any age. The girls are playing in teams with three age groups. In some part of Norway the boys have the same kind of age determined leagues. GET Hockey and Skating school are also a measure which lowers the cost for players in their first year of hockey.

5.1.3.2 Education

The education of coaches are maybe one of the most important things when the club have established a fundament of players/members. Because to further develop the players and to have a good training offer it is important for the clubs to have varied and enough knowledge for the game. NIHF have three stages of trainer courses as well as a course for their grassroots measure GET Hockey and Skating school. For a trainer on age-determined teams under twelve years there isn't any criteria to do course two and three. The grassroots course and trainer course level one is enough for the players on these levels. While level two is for youth teams around fifteen years and the level three is for higher teams like under 21 and seniors in divisions. NIHF also arrange referee education and are also able to help the club with secretary work to understand the systems how things work during a match. All of these courses are done to help the club with the practical ice hockey stuff. If the club wants to know more about organization the club they need to contact their Sport District or they can ask the Hockey District for help.

The educations for trainer, secretary and the lower levels of trainer courses could be done by the Hockey Districts. NIHF have the overall responsibility but they can select course instructors in the Hockey District to conduct the courses, but they need to be approved by NIHF. If and when the Hockey District becomes regions there might be some changes, where even more courses could be provided by the Hockey District. In football most of the courses is provided in the Football district, and NIHF would like to slowly become more similar to them.

5.1.4 Economics

Economical barriers are very relevant today especially on the age-determined players which are required to have full equipment, some coaches are payed, there is a lot of travels to play matches and tournaments. GET Hockey and Skating school are a measures which are making the economical threshold a little lower. When a kid starts on GET Hockey and Skating school the first three levels are only skating, so here you don't need full equipment you only need a helmet and skates. When the kid is up on level four to six they need at least a helmet with lattice and a stick. Old hockey clubs already have some equipment's to lend out at the beginning since many players who outgrows their equipment often donates it to the clubs.

The Norwegian ministry is going to have a bigger study about costs in the sports looking at training fees, membership fees, equipment, deductible and costs of equipment's. NIHF is going to have a regular contacted with the ministry which would held them updated. NIHF hopes to learn more about the costs and maybe some changes could be done is the study shows that something needs to be done. NIHF have tried to get an overview of the trainings fee around Norway, but it's difficult due to different practices in the arenas and clubs. Where in Stavanger they don't have any ice rental in the arenas, in Kristiansund they had a ice rental on 750 NOK per hour, while Jar hockey have a rental on over a 1000 NOK per hour. So, there is huge differences between the clubs, which makes it more difficult for NIHF to have some guidelines. It's the arenas which at the end who decides the rental price, which makes it more difficult for NIHF to get involved. The membership fee could be easier for them to get involved but most of the clubs have this fee low in the first place due to the training fee.

5.2 Harstad Mariners

Harstad Mariner is an ice hockey club in Northern Norway, established in October 2017 by Ludvik Forthun. The initiative for the establishment were that the Harstad Sports Council made a priority plan for which sports arena there was a need to have. A so-called facility needs plan. Sports like gymnastics, skating and ice hockey where on the main priority list. Ludvik gathered together people who would like to establish ice hockey in Harstad to start training outdoors. In Harstad they have a military base, so there were some guys from the base who had a background in ice hockey and joined Ludvik to establish the club.

The first season went well with stable weather which gave them 3 months of outdoor practice. In total they were over 60 kids on the ice that season which are a really good start for a club in a small city with only 24 820 people in the municipality. Ludvik said in the interview that the main reason for them to get so many children on the ice in a city where hockey was almost an unknown sport is a result of good marketing through social media and through articles newspapers, in other words being visible.

In the introduction they were mentioned that there is a lot of clubs which are established who only have an outdoor rink or ice. The weather could play a huge role in the execution of the season, this season (Harstad second season) the weather has been very unstable, and they have only been able to have practices 3 weeks, that's over two months less than the first season. So, we could easily say that the unstable weathers in Norway would give a huge challenge for the new established clubs which are outside. Since a practice could be cancelled the day before, due to changes in the weather. It would be difficult to make a good sports plan at the beginning of the seasons since the season is so unpredictable. The weather could also lead for children to go to other sports which are more frequent, and the training is much more predictable. So, this season has not been good for Harstad Mariners and if it continues like this they would be affected in bigger scales. Ludvik believes that for the club to get an ice hockey arena or just even an ice arena with different ice activities would make it much easier to establish a club and be sustainable. Because the members of the club would be more prepared and have a steady schedule to follow. As Ludvik also mentioned it is not only for the members who would have it easier with a steady schedule, but also the volunteers in the clubs. Such as trainers, board members and others who help the club be sustainable in these circumstances.

5.2.1 Norwegian Sports models

As mentioned Harstad Ice Hockey was an outcome of the Harstad Sports Council facility needs plan for Harstad Municipality for new arenas and training facilities in Harstad. Ludvik enlightens that the collaboration between Harstad Ice Hockey and Harstad Sports Council are good. There is a regular contact between them and the planning on how the prioritized sports arenas is going to be constructed. The collaboration is important for the future construction for an ice hockey arena in Harstad, the collaboration could be essential for the project to be reality. The process of getting the arena could take some time, since the Harstad Sports Council also have other sports and facilities in their facility needs plan, one of them is gymnastic which also needs a bigger space. Some Sports could end up using the same arena which are facilitated for many sports which are seen in many arenas all over Norway.

Harstad Mariners are in general having a good contact with every level in the Norwegian Sports Model. They are a part of the only region Hockey District today for Northern Norway Hockey District. They also have a good collaboration with them and other clubs in the Hockey District.

5.2.2 Economical perspective

Harstad Marines are training on an outdoor field, without a rink. This gives the club zero ice rental that they need to consider when setting the training fee. They still have a small training fee, so they can buy some training equipment to use during the trainings. The club also have some collaboration with Narvik Ice Hockey where a couple of times during the season they travel to Narvik to train in their arena and to play some matches and tournaments. So, there are still some cost when it comes to playing hockey on an outdoor arena.

In the establishment phase Harstad Mariners have been given a lot of gifts as equipment's and money from the local businesses. They went to the local business to asks for start-up gifts. But haven't have the time to get short- or long-term sponsors. Due to lack of time to do such a huge work on getting sponsors, currently no one in the club have the time to do it.

5.2.3 Volunteers

Harstad Ice Hockey Club were started with Ludvik (who is now the leader of Harstad Icehockey), he got some earlier ice hockey players (on amateur and youth level) from the military base in Harstad to join as volunteers in the club. The problem with the people from the military base is that they could be out for longer periods on missions in other lands. Therefore, they are not able to be a stable volunteer a club can relies on throughout the season. Ludvik mentioned in the interviews that this is a problem. Therefore, Harstad Mariners payed for a trainer course with a representative from the hockey federation, there were two locals from Harstad joined together with other trainers with hockey background. But even doe people joined the course, they were not always reliable.

“I think that we have the same problem as in many sports, which makes it difficult to get enough volunteers...” Ludvik Forthun.

During the season Ludvik uses between 5 to 10 hours a week on the Harstad Mariners, while the other board members uses around 2 hours a week throughout the year. Since Harstad Mariners plays on an outdoor court, there is a lot of work preparing the court during the season and therefore they have a staff on four people who works around five hours a weak each a total of 20 hours a week on ice preparation during the season is required. Since they are not in an arena but outside makes the volunteer work more important, since they must fix the court themselves. In an arena there would be employee on the arenas who are preparing the court for training. The club also have three coaches which uses around three hours a week during the season.

5.2.4 GET Hockey and Skating school

Harstad Marines uses GET Hockey and Skating School as their model for their organized ice hockey offer. They have customized their School to their unknown length of hockey season. Where the NIHF have made a structure for the ice hockey clubs on how to do the hockey school. In NIHF model there is six levels, but Harstad Marines customized it to three levels, where level one and two are focused on skating skills level three are with sticks and pucks.

“For us it is important to not start with ordinary ice hockey practise before the skating skills are good enough. To rapid progression gives low sense of achievement”

Ludvik Forthun.

Harstad Marines believes that the threshold for starting hockey are lower when there is Skating and Hockey School contra original ice hockey trainings. The desire for playing hockey is going to be higher after the hockey and skating school. Due to lack of facilities, members and the uncertainty around how long the season is going to be Harstad Marines have no age-appropriate teams.

5.3 Braatt Hockey

Braatt Hockey is a new ice hockey club, established in 2018. Braatt Hockey is in another situation than Harstad Mariners. Braatt Hockey established their club after they had an ice hockey arena. This already gives the clubs some advantages but also some disadvantages. Braatt Hockey are established in Kristiansund, a city in Møre og Romsdal county. In Møre og Romsdal there is only one club established before them and that is Isfjorden Hockey which are playing in a outdoor rink. Braatt Hockey is a part of Braatt IL an old multi sports clubs. The club have a long tradition in wrestling and are built on wrestling. Today Braatt IL consists of six sports, three of them where established in 2018: ice hockey, curling and figure skating. While they already had wrestling, floorball and skating from earlier. This makes Braatt IL a big club, but every sport groups have responsibility for their own sport and economics. Braatt IL are financially strong and the sports could apply for financial support to different activities from the main board. The first season Braatt Hockey got established they were able to offer the players and member training seven whole months of trainings. Every Monday they had training for the kids between 5 to 15 years, divided into three age groups. Braatt Hockey also established an old boy’s training for everyone over sixteen years on Tuesdays.

5.3.1 Norwegian Sports Model

During Braatt Hockey’s first season they haven’t had the whole Norwegian sports model as a support. Braatt Hockey was not part of any hockey district and therefore they lost some information and courses. Braatt Hockey rather had to communicate directly to the federation. Braatt Hockey started to ask Sør-Trøndelag Hockey District for help during the end of the season, which were very helpful.

During the planning of the construction for an ice arena in Kristiansund the Kristiansund Sports Council were not involved at all. In fact, they were actual against the whole project. Since 2008 there have been an outdoor race skating track, where Braatt IL have offered skating as a sport in their club since 2008. In the municipality in 2015 there was a proposal to tear down the skating arena to build a football field instead. It was Kristiansund Sport Council who had the proposal. Braatt IL have had done a huge ground work which they represented on the same meeting and where able to change the proposal to rather build an ice arena which would contain the sports curling, skating and hockey. Braatt ILs proposal was adopted and Kristiansund Sport Council lost. Ever since they haven't done anything to help the process so Braatt IL had do the job their self and contacted the National Sports Federations in hockey, curling and skating to get support in the construction process. Braatt IL did all the with getting financial support and the approvals for the project, some of it with good help from the National Sports Federation.

The process for the indoor arena started in 2012, and 08.05.2016 the final decision was made and the last needed financial support were confirmed. In January 2017 they first started construction of the arena and the arena opened for the first time 03.03.2018. The arena where open for a month, as a trial. The official opening of the arena was 29.10.2018. In this case it wasn't the hockey group who was the main pusher for the arena is was skating which already had members. During the process NIHF was contacted by Braatt IL and where one of the federations who helped Braatt IL to be able to get the arena. When the primary job for a Sports Council is to support constructions in their municipality the work for the clubs is much higher and more comprehensive which could lead to lack of motivations in the club. Braatt Hockey believes that this kind of counteract isn't normal in the most municipalities and their Sports Council. But on the other hand, could this show that in municipalities where there isn't an ice offer, the community could meet some counteract which could make it more difficult to increase the ice arenas in Norway.

5.3.2 Economical perspective

In front of the season 2018/2019 Braatt Hockey had no members and had no idea on how many kids would try ice hockey and become member. But they already a rental price they needed to be consider. For a club who wants to be a low-price sport it is difficult to understand where on how low they could make the training fee to be without taking any risk

of not be able to pay the ice rental. To be able to set the training fee they talked to some other clubs, who could say how many kids the club could expect. The problem here was that everyone were very optimistic and could have affected the decision negatively. Braatt Hockey decided to have a break-even point on 44 members in the age between 5 to 15 years. Through the season they had around 50 kids who joined the club and become members the trainings but some of them only played the first half season and some of them the second half. This resulted in a negative 500 NOK between income in training fee and the cost of ice rental. The close call were very positive because they could have ended up with a higher negative distance. In front of their next season it would be easier to anticipate the training fee, because they already have a number they could use as prediction.

Braatt Hockey went to local sports stores to make them prepare to sell ice hockey equipment but the stores didn't take them seriously so many kids didn't have any equipment's when they started or tried the sport. This gave the club some pressure to increase the amount of equipment, and therefore had some cost in getting the basic equipment's like helmet with lattice and sticks. In January 2019 they receive 13 bags with full equipment's from Zuccarellostiftelsen and NHL Player Association, this equipment were full of every protection needed, skates, helmets and sticks. These gives new player the opportunity to try hockey fully protected and for kids from families with low income to borrow the equipment, so the money isn't a barrier which could stop them from trying hockey.

Braatt Hockey got 25 000 NOK from the board in Braatt IL as a start-up support for the hockey group. The start-up money was used to have the same clothing on the coaches so everyone knows who coaches or volunteers in the club is. The rest were used as a backup for the ice rental if the training fee didn't cover it. The goal for the season was to maintain the start-up money. Without the start-up support from Braatt IL, Braatt Hockey wouldn't be able to do everything they did the first season.

5.3.3 Organized training

Braatt Hockey didn't start with GET Hockey and Skating school, the club were recommended to do it by other clubs and NIHF. Due to capacity of trainers and the rental price Braatt saw it as difficult to provide this kind structure to the club in the start-up face. It resulted in training groups who were divided into age group (5 to 9 years, 10 to 12 years and 13 to 15 years). Here everyone did the same exercises and every practice were build

on skating technical exercises and stick and puck exercises even some games. There were a lot of focus on having fun and a lot of normal children games from school was implemented to skating which made it challenging and fun for the kids. If a Hockey and Skating School had been implemented in Braatt there would have been some members without a good offer. Since a couple of them had played hockey earlier and would therefore have been alone at level, or they would have been put in a group where they weren't able to develop themselves and the club is certain that these players would have quite if it wasn't structured the way Braatt structured the organized training.

5.3.4 Volunteers

Braatt Hockey started on an initiative from Braatt IL who got in contact with a few people who would help starting ice hockey when the new Arena were established. In April 2018 there were in total three people who were planning the upcoming season. In August the number where eight people where six of them had some ice hockey background and where able to be coaches, the last three were facilitating for the coaches and did the administrative work. Throughout the season three more coaches joined the club in total where ten of the eleven volunteers from outside of Kristiansund, from places in Norway where ice hockey is well established. During the first seasons there was not a board in the hockey, which is required in clubs. Braatt IL has a board but every sport in the club should also have a board to do the administrative work for the sport and facilitate for the organized trainings. The reason for not setting a board right away was because it would require the coaches to be more involved in the club. To not make the job too much for them one person did all the marketing and administrative work.

In March 2019 a board for Braatt Hockey were supposed to be set at the first try no one signed up, but on the second try the club were able to get three new members. These three are haven't had any role in the club earlier and are seen as a positive input to the club, and they are all from Kristiansund. Braatt Hockey believes that without the volunteers with hockey experience in the club ice hockey wouldn't have been able to be established and to get the number of members they had after one season.

In Braatt Hockey there is eleven volunteers, of the volunteers there is six people from eastern Norway and have played hockey in their youths, one person from western Norway (from Stavanger), one from Latvia and three people from Møre og Romsdal where one of them is

working in Arena Nordvest (the indoor ice arena), another one is a nineteen year old from Isfjorden where they have had outdoor ice hockey for some years and the last one is a young guy on 17 years who are born in Kristiansund and have played hockey for fun outdoors. So, we can see that all of these people have some kind of background in ice hockey or are from a place where ice hockey is bigger. For Braatt Hockey it has been difficult to get others to volunteer due to the lack of knowledge of ice hockey and it seems like that could be a barrier for the parents of the players to become volunteers.

5.3.5 Nearby clubs

In Møre og Romsdal there is only two clubs, Braatt Hockey in Kristiansund and Isfjorden which is located in Isfjorden near Åndalsnes. Isfjorden is playing on a outside field, with a hockey rink around it. Between these two clubs there is two-hour drive. For Braatt Hockey to find other clubs with an Arena they have to look up Trondheim, which have a lot of Arenas or down to Lillehammer. To Trondheim there is over a three-hour drive, and to Lillehammer there is over se-hour drive so the distance is clear.

The distances are making it harder for the club to collaborate with the other clubs and two have common trainings and play matches for fun. It needs to be more planning and the club are depending on the coaches using their spare time to travel in the weekend, and parents to join. Braatt Hockey first year didn't include any trips, but they are hoping to both take a trip to Trondheim and also have a better collaboration with Isfjorden.

5.3.6 Knowledge

Another factor Braatt Hockey sees as a challenge is the community's knowledge of the sport. Braatt Hockey where vary lucky to fins so many trainers who have played hockey in their youths. But ice hockey isn't something which is normal to talk about in Kristiansund. Before the arena where build there where nothing about ice hockey in the local newspapers, in the national new papers there are some writings about hockey. When turning on TV its often a football game to find on the primary channels, but hockey is much less. The latest years there have been an increase of hockey matches on TV because of TV2 commitment and deals with NIHF, but the majority of the matches is shown on TV2sumo, a streaming channel on their web which needs special access. This shows that the access for the community is low, and therefore could be adjected.

The sport has in some cases a reputation to be violent. During a free skating day Braatt Hockey arrange a girl told her mom that she wanted to start with hockey, her mom told her no, because it was too violent. This shows the lack of knowledge the sport has, in women's hockey it's not allowed with tackles and compared to NHL (National Hockey League the biggest league in the world) fighting is rarely in Women's hockey. NIHF also have some rules about tackle until the kids are over fourteen years old, so for kids there is nothing which could affect the kids negative. Knowledge seems to be a barrier for parents in the way of being in the board or help to volunteer for the hockey group. Some of the parents would like to bake cake and sell cakes, but not join a board. Which seemed to be a result of not knowing the sport. Therefore, not wanting to have a volunteering task in the board.

6.0 Discussion

In the analysis there is some main topics which are being highlighted in each of the analysis of the organizations; economical perspective, volunteers. In the analysis of NIHF we could also see that construction of facilities have been emphasized, while in the analysis in the club we can see that volunteer work and collaboration with organizations within the Norwegian Sports Model is emphasized.

6.1 Construction

As Audun mentioned, it all starts with constructions! For the sports to expand it needs to be provided more ice hockey rinks and arena in Norway. Without the facilities it's not possible to expand the sport. When comparing hockey and football, where football could be played on every surface like artificial grass, grass, gravel, concrete etc all year. While ice hockey only can be played on ice. Some county and municipalities have facilitated for outdoor ice areas and others have water which freezes during the winter as a offer for their community.

In table 3.1 we saw that in 2017 there was over 1,4 billion NOK public funds which were going to sports facilities. The latest years these moneys have increased, which gives more money to facilitating all sports in Norway. All sports in Norway are working to get funds for their projects. Ice arenas and swimming pools (arenas) which gets the lowest fund share compared to other sports facilities (NIHF 2015).

In Arena Nordvest (Braatt Hockeys home ice) the arena is covered with a "carpet" the roof is not a solid construction which is normal in arenas. Arena Nordvest was the first ever ice arena in Norway to get funds to have a "carpet roof". When planning the arena, the main goal was to have low costs, and give the athletes stable condition therefore a carpet roof was the most optimal. A change in the rules for the constructions to get the funds, could be very positive for ice hockey, to expand to get more facilities fast and to a lower cost. For clubs which wants to become professional clubs this is not a solution because it is the arenas that decided which level of professionalism could be played. Because there are rules on elite teams with wardrobes, stands (minimum seating for spectators), etc. But for cities where the most important part is to have stable conditions and an offer for the people in municipalities this kind of construction would be very positive for expanding ice hockey.

When the construction is being planned like in the situation in Harstad it is important for the municipality and the Harstad Sports Council that the sports are sustainable, before they start building the arena. The result of not having a sustainable sport could give huge economic consequences for the communities and could be negative for other sports which have been giving a lower priority, who are sustainable and not having good facilities. Even though driving a club with difficult outdoor conditions is hard work, it helps both the sport club and the Sports Council that there is a need for an indoor arena before they start with the constructions. In both cases with Harstad and Braatt both clubs were/are very active in the process of constructing new arenas to use. If it is possible to have local clubs or local hockey enthusiasts seems to be very positive for the planning in their communities. When enthusiasts stand behind a goal they could be crucial to get the arenas in their favour.

“An important prerequisite for achieving our goal is to build several ice rinks. Furthermore, all parts of Norwegian Ice Hockey must adapt ambitions in relation to organization, market, finances and facilities” (NIHF 2015, 7).

An ice hockey arena needs to have professionals in the process, even in the planning phase professional needs to be a part of the process. There is a lot of factors which needs to be considered which needs more expertise than most of the volunteers have. Not that a volunteer can't have a lot of knowledge and expertise. But own employee within NIHF and the Sports Council which are have expertise on construct arenas should be available. The collaboration and motivation from a volunteer club or person is good for the future of ice hockey. Because it is reasonable to believe that they could help the processes to start and move along.

6.2 Geographical distances

In a elongated country like Norway the distances are long from north to south, ice hockey isn't the only sport which is affected by the huge distances. But for ice hockey the distances become a barrier for the sport to expand, the distances make the cost higher. These cost can result in voluntary clubs needs to become professional clubs overnight. There is a pressure to increase the income in the clubs, due to the travel cost the distances brings to the clubs. Which leads to more time and knowledge on marketing which is a huge job to do in a club to increase income. Where football has a good offer for local sports club down to sixth division, with regional and district football. The Norwegian ice hockey only have three

divisions (elite league, first division and second division), where all leagues are played on a national level all over Norway. Most of the teams are in eastern Norway, so for these clubs they don't have the same amount of long travel matches. For the teams located in mid-Norway, western Norway and Northern Norway every away game is a long travel. For the voluntary clubs with a focus on kids and youth, the travel distances are a disadvantage for some areas. The four biggest cities in Norway: Oslo, Bergen, Trondheim and Stavanger have more than one teams nearby and therefore have an offer to provide both collaboration with other local clubs, and opportunities to give a match offer to the age-determined teams. For clubs like Braatt Hockey and Harstad Mariners they are not able to have this kind of collaboration and the same opportunities as some of the most clubs in Norway. This shows that NIHF's strategy for planning how the ice hockey facilities in Norway should expand: should it expand from one point or from a new point in Norway is highly difficult question. On one side to expand the sports from new places in Norway makes the sport more distributed which gives all part of Norway a offer and NIHF's vision with ice hockey joy for everyone is a realistic goal for the period 2015-2019. The negative is the long travel distances to nearby clubs. While building the sport from one point in Norway the new clubs would have a good and close local hockey community with lower travel costs.

For the first time there is going to be a GETliga team from Northern Norway in the season 2019/2020. Narvik Ice Hockey Club promoted to GET ligaen for their first time. Narvik Ice Hockey is the first team who are located north of Trondheim (who were at the top division for over six years ago), so this is a milestone for the ice hockey in Norway. Professional sport has often an affect on the media coverage in the local community, therefore the promotion could be positive for ice hockey all over northern Norway where the sport would have an increased media coverage in northern Norway. Narvik's promotion to Get ligaen effected the regulations and structure for the top division. The league wasn't customized for professional ice hockey in northern Norway, and have done some changes to adapt the league to make short down the travel costs for Narvik. NIHF came up with a solution to better the situation for new clubs and then especially Northern clubs to get promoted. Instead of having 22 away matches, where they need to travel 22 times, they are now able to play two matches the same weekend, so they are down to 11 travels. This shows us that it is not only the voluntary ice hockey and the new established clubs who are having some difficulties with the geographical distances. The Norwegian Ice Hockey Federation have already been adapting to Northern Norway at the elite level. The new distribution of the hockey district

could be helping the clubs to adapt to the geographical distance, but the time will show if this actual would increase the amount of hockey clubs in Norway, and if it also would make it easier for the new clubs to establish.

Its very positive for the expansion of the sport that there is a new elite club in the highest division in Northern part of Norway. Because it can give more interest in the region. Earlier Stavanger and the Western Norway had a small hockey community but in the years between 2000 and 2010 they established an elite hockey team (Stavanger Oilers) which have been one of the best teams in Norway the last ten years. This gave a positive effect on the sport in Stavanger and they have been able to become the biggest club in Norway. The expansion of hockey in Stavanger wouldn't be able without the professionalization of the hockey club Stavanger Oilers. The club have over the last 10 years become one of the biggest clubs in form of market income and rich uncle, the professionalization of the club has also increased the performances.

6.3 The Norwegian Sports Model

As we can see in the Norwegian Sports Model there is many organizations which together makes the model. In the analysis we can see that Harstad Mariners and Braatt Hockey have two different experiences with the organizations in the Norwegian Sport Mode. Which give the two clubs different perspectives in their way of developing as clubs. When the Sports Model doesn't work the way it supposed to do it is reasonable to believe that it could highly effect the way ice hockey expands in Norway. We can see an increased restructuring in the Norwegian ice hockey which shows an increased bureaucracy structure in the Hockey model, where the tasks are more defined, and the roles becomes clearer in the different organizations.

6.3.1 Hockey District to Regional Hockey District

Both in the strategy plan for ice hockey in the period of 2015-2019 and the interview with NIHF a change of the structure of the Hockey Districts are highlighted. The changes of the structures would be positive for the sport. The solution which is today are not optimal, because when a new area opens there isn't any Hockey District for them, like in the situation with Braatt Hockey. Today there already is one region which is Northern Norway, therefore Harstad had a Hockey District to be a part of. Another negative aspect with the Hockey District today, is that the hockey district has huge differences where some Districts are new,

others have employee and they have different focus. The new structure which is going to be established the goal is to organize the Regional Hockey Districts similar and to create a better structure for the District and give them some of the tasks which today is done by NIHF. For the Hockey District to get more work by NIHF could both be negative and positive. The positive side is that they are able to have a closer relation with the clubs in their region and have a saying in how the region should be structured. The negative is that the workload could be higher for the board members in the region, where the members are volunteers and therefore the quality of work could be lower due to lack of time. The structure could also result in getting a volunteer group to become more professionalized where the members need to have specific qualities to become a member of the board due to the higher workload and specific tasks for the districts. Reconstruction of the structures in the Hockey Districts could also indicated that NIHF expects more professional Districts. During the interviews it wasn't mentioned what would happen to the CEO's who have a job in the districts. Since the structure and tasks to the Hockey Districts are based on the Norwegian Football and how they have delegated the task with the Football Districts. But in the Football Districts the people within are hired and are therefore able to have a higher amount of workload. As long as ice hockey is at the size they are now it is not possible to follow this structure.

6.3.2 The Sports Council

The Sports Council main task is to do an analysis of the facilities needs in their municipality, and to collaborate with potential clubs and sports organizations in the process of their ambitions. In the analysis of the clubs we can see that the clubs have two completely different collaboration and relationship with their Sports Council. In Braatt IL there were no collaboration with Kristiansund Sport Council the Sports Council rather worked against the new ice arena to build a new athletics stadium on the side of the outdoor ice court and they also wanted to tear down the outdoor ice arena to build a football court. Kristiansund Sports Council wanted to tear down the only ice offer in Kristiansund. The analysis shows that there is Sports Council who takes the initiative before a club as we can see in the analyse with Harstad Mariners. It is very positive when a Sport Council takes the initiative with their facility needs plan, when it comes to expanding of the sport in Norway. In Harstad a club was established because of the facilities needs plan which could make it predictable and more motivated too know that the construction is in planning. The collaboration between a club and the Sports Council I think is crucial to find a solution which is the best for the sport

in that municipality. With a good collaboration there is a mix of professional and volunteers who collaborate. Both the academical and organizational work is done by people with knowledge and they are supported by volunteers with a lot of motivation. It is difficult for NIHF to effect the work and priorities within the Sports Council since it is so many Sports Council in Norway and they are taking care of all of the facilities and sports offer in their municipality. So, the Sports Councils could be a barrier for the sport to expand, especially if the strategy is to expands from new places, where the Sports Council could be more sceptics about the sport due to the long distances.

6.4 Volunteers

In the report by Fladmoe, Sivesind, and Arnesen (2018) we saw that there was a lot of volunteers in the sport, so why is it that so hard for different sports clubs to get volunteers in the local sports clubs? It's seems that if a person is going to volunteer it is important that he/she feels connected to the clubs, values in the club, and to be a part of something. Since ice hockey in Norway is such a small sport and are mainly played in the Eastern Norway it is reasonable to believe that it is difficult for other part in the country where ice hockey is unknown. Because of the interest and knowledge of the sport is too small to start a club and the process needed to be able to conduct ice hockey, like constructions. In the analysis we can see that both clubs have their majority of volunteers from other parts of Norway where ice hockey have been established for years.

“It is the sports in general which have a lack of volunteers and have difficulties with getting volunteers. The volunteers often need knowledge of the sport and have an identity to what they volunteer in. So when a new geographical ice hockey area opens it would be lack of volunteers at the beginning” Audun, NIHF.

In all of the analysis we can see a concern with volunteers in ice hockey, especially for new established clubs in new geographic areas. Since this is a known problem within the sport it is important that new clubs get the help they need from the Sports Districts, NIHF and the Hockey Districts and for the clubs who are planning/or are construction phase Sports Council. The Norwegian Sports Model is made for every organizations to have different tasks and together be a body which function together. So when new clubs are established it is important that the other organs are helping the clubs with facilitating and helping the clubs to establish. This would result in that the few volunteers in the beginning don't need to use

a lot of time to search for things, but rather have some contact person which could help them out, and the volunteers have less workload which could help them drive forward and be volunteers longer.

6.5 Economical barriers

In ice hockey there is a lot of economic aspects which needs to be in mind. Ice hockey are played in a rink on ice. These rinks have a glass which needs to be in a specific type and height, the height depends on which side of the rink it is and if it is behind on the goals. In Norway there have become a new rule which says that every rink where there are played ice hockey it needs to be plexiglass. The new rinks are made to be safer for the players, to prevent head injuries like concussions due to more flexibility in the rink glass and movements. Older clubs have often the old glasses in the rinks and they need to change them to plexiglass. Due to the prize of shifting the rink. One of the clubs outside of Stavanger are located in the arena “Nye Loen”. The old rinks needs to be changes, and the club really struggles to renovate the rink to follow the rules and guidelines from NIHF and IIHF. To be able to change the rinks arenas over ten years old could apply for funds to 700 000 NOK. Arenas constructed later than ten years needs to fix this themselves if they have the old rinks. This gives some of the new clubs a huge economical barrier. The funds which goes to old rinks, also give less money to build new arenas in this period and could therefore be a barrier for expanding the sport.

6.5.1 Economical perspective for players

Ice hockey is an expensive sport to conduct for the players in organized sports in general there is fees one need to pay to be a part of and sports club. For a player to be a part of a club he/she needs to pay membership fee, which are a demand from the NIF that every sports club have. The membership fee is a minimum of 100 NOK but clubs could choose to have it higher. Sports clubs often have a training fee as well, this fee is the fee which are normally covering the rent (ice rent in ice hockey), trainers, equipment's etc. While the membership fee is the same for every member in the club the training fee is variable often based on age, number of trainings during the week, tournaments the team is going to etc. In ice hockey every player over thirteen years needs to pay for a license through NIHF, it it's the hockey club who needs to register them, but the license is personal and therefore the players needs to pay it themselves. The license is the main insurance for the players over twelve years, so for new clubs which are not joining any tournaments or leagues, they still need to pay for

the license have insurance during training. For a fourteen year old the license costs a minimum of 510 NOK (NIHF 2018). For children twelve years and under have free insurance through NIF. Another economical costs for players are the equipment, to be fully protected the players needs to wear the whole protections following the rules from the NIHF in protection. For kids up to nine years it is possible to buy starter kits with full protection (without skates, helmet and stick). In total new full protection with everything (skates, helmet and sticks) could easily cost over 2 000 NOK. Kids and young adults who still are growing, the equipment needs to be shifted every other season. So, for a fourteen year old it could cost a minimum of 2 610NOK for a season and this is without the training fee. In Braatt Hockey the training fee the first seasons where set to 2 100 NOK for the entire season, for 1,5 hours of practice a week and it's also included a season card at the arena, so the players were able to go skating and practice outside of the organized training. This could have given the players over twelve years a cost of over 4 700 NOK the first season, where many of the kids tried hockey for the first time. Kids and youth are growing, so the cost of equipment's isn't a one-time cost.

6.5.2 Economical perspective for the clubs

Due to the high costs in buying skates and protection it is important that the clubs have equipment's to borrow new players who wants to try ice hockey. For new clubs in a new city almost every player needs to try the sports for their first time. The minimum equipment needed to try hockey is helmet with lattice, skates and sticks, so the clubs needs to have this available. Established clubs often gets used equipment's from former players or players who have outgrown their gear, this gear is used to borrow out to new players who wants to try the sport. For new clubs on the other hand they don't have the same network around them and are therefore not able to get this equipment's, so they need to invest some money to buy in some equipment to borrow the new players. In Braatt Hockey the focus was on sticks and helmet with lattice. Both Braatt Hockey and Harstad Mariners got a gift from Zuccarello Foundation (Zuccarello Stiftelsen) in January 2019 were both clubs got thirteen full hockey bags whit skates, helmets, full protection gears and sticks. For both clubs these bags have been used for new players and is positive in that way that the players are fully protected, and they don't stand out because they look like everyone else. Fully protected it is also easier to do all the exercises and not get hurt. Braatt Hockey and Harstad Marines were nominated by a representative in NIHF, and the gift have been very important for both clubs.

It is the club who are responsible for paying the rental for the ice time, so new club needs to be smart when it comes to setting the training fee. It is difficult to predict how many who is going to become members in the club before the first season. The club needs to predict how many new members they minimum will get the first season, and in which age group they are. The clubs should contact clubs who are newly established or talk to clubs in a similar geographical area. These clubs could help the new clubs to predict how many new members they could expect, which could make it easier for the clubs to set a training fee. But contacting other clubs to ask them could also be risky, in Braatt Hockey there was a lot of contact with Stavanger ice hockey club and Haugesund ice hockey clubs. Haugesund lays 1,5 hours from Stavanger and have the same amount of people in the city as Kristiansund. Both clubs where very positive and both clubs thought that Braatt Hockey where going to have over 70 members in the age six to twelve years during the first season. For Braatt Hockey this seemed way too much, and therefore they predicted the break-even point to be 44 members. In total over 70 kids have tried free try out this season but only over 50 have become members. Had Braatt Hockey predicted the break-even point on the clubs they had talked to, they wouldn't have enough money to pay the ice rent the first season. Predicting training fee could be one of the most important parts when establishing a new ice hockey club. When Harstad Mariners gets an indoor arena, they would probably get higher training fee due to higher ice time rental, and they already have a number of members they can calculate the training fee on.

As mentioned earlier the huge geographical distance in ice hockey could make it expensive for clubs to play tournaments and matches. To cover travel expenses the players often must pay deductible for trips which could increase the cost even more. For newly established clubs it's not normal to play tournaments the first season, but for the next season its expected from players and parents that there is going to be some play some tournaments. The club needs to consider this when they are establishing, when they are preparing the training fee, so the deductible is not too high for the trips.

Maybe NIHF needs to be more involved and to get an actual overview of the different fees and cost the clubs sits with. This could help the sport to not do anything wrong when the sport is expanding. If NIHF make an easy form for the clubs to fill inn, in fees and costs and number of members, the mapping would be much different. Another option could be that the new Hockey District does this work in their district to have more information of the sport

in their region. It could vary a lot from one district to another, the same geographical area should have some of the same conditions. We can see that the cost is basically the same for new clubs contra old clubs, but when a club opens in a new area, there is often more costs involved both for the clubs and players. Therefore, a solution could be that NIHF or the District have a start-up pack for new clubs which involves some of the basic equipment. These sets could both be completely new, but also older equipment's where the Districts or NIFS does a collection of old equipment's clubs or players have. NIHF have also created a structure on a Hockey and Skating school which are meant to make the economical cap smaller for the players. But it seemed to be time consuming for the clubs, and for new established clubs it may also increase the cost per player, due to the uncertainty of members on the school.

6.5.3 Sponsorship and marketing

As we could see in the table 3.2 we can see that there has been a shift in the sponsor income from professional to voluntary sport, for the first time the voluntary sport has the highest total amount of sponsor income. It's important to point out that in the professional sports sponsor income there is only around forty to fifty clubs but in the voluntary clubs the amount is divided on over 8 000 sports clubs. This gives us an average of 20 millions NOK in sponsor income to the professional sports clubs, and for the voluntary clubs the average are 160 000 NOK for the voluntary sports. In football there are some teams in the first division which are not under the category of professional sports, which have millions of NOK in sponsor income, so we can definitely say that there are many sports clubs which have very low to no sponsor income.

For Harstad Marines Audun stated that they didn't focus on sponsor income due to lack of time to do it. The local businesses where helpful when it came to the giving Harstad Mariners a start-up gift, but no one have taken the initiative to become a sponsor for a longer term. The same phenomenon where seen in Braatt Hockey in Kristiansund, where some businesses helped promote ice hockey events and Braatt also received a gift from the work place to one of the coaches. But working on to get sponsors on the game wear and in the arena to get more money to the club, to lower the training fee, seems to be much more difficult. NIHF stated that the clubs would probably need to have one person with the time to get sponsors. One of the explanations Braatt Hockey got from one of the potential sponsors is that the club and sport is to new, for them to be willing to become sponsor with a significant amount of

money. A statement which are showing that the sponsor is focusing on bigger sports where there are more members and they are able to promote their organizations to more. It seems that some businesses and organizations are not willing to help sports organizations to be sustainable and to expand to a low cost sports. This statement could be different for other areas and sport, but it seems that a good work and a good offer need to be done for businesses to go into new sports.

This align with (Goksøy 2008) statements about the voluntary sports based on volunteers don't have the time to raise income due to lack of time for the volunteers. In this study I haven't focused on to see how the professional clubs and sports take sponsorship opportunities from the voluntary sports, but this study may show that getting sponsor is a huge a difficult job for the clubs, especially new clubs. In the table 3.2 we could see a increase of sponsor income to voluntary contra professional sport so maybe we are seeing some changes in the local businesses. To be sure of this statement it needs to be done an analysis of the development the next five years.

7.0 Conclusion

The Norwegian ice hockey has slowly started to increase and geographically and have over the last decade increased to be represented in every corner of Norway. But even so there is a huge distance between the clubs, and some areas are still “dark” without any ice hockey offer. The barriers for the hockey to expand in Norway is composed with different factors, like geographic distances, facilities, economics, lack of collaboration in the Norwegian Sports Model for hockey clubs and volunteers. Ice hockey has a long way to go to expand and become one of the biggest sports in Norway, one of the main reasons is the lack of facilities like indoor arenas. While there is a minimum of one football field in every municipality, there is not even an ice hockey rink in every county in Norway. This leads to higher costs where small voluntary clubs need to travel the same distances as the professional clubs, or even longer. NIHF are doing some reconstruction of the structures of the Hockey Model, where there is a shift in the District to become six regions, which would increase the geographical sizes of the Hockey District and every area is already under a District. Which again can lead to increased bureaucracy and professionalization of the sport. It takes a lot of time for newly established clubs to get market and sponsor income due to lack of time and volunteers, which often leads for the volunteers to rather focus on the club and activity in general. Increasing market income could be seen as a way of professionalizing the clubs, where some specific skills are wanted. Another factor is that newly established clubs are depending on volunteers in the start-up phase, the issues occur when the sport opens a new geographical area. Where the volunteers often have a close relationship to the sport becomes the volunteers, and in some areas, it is often just a few persons.

In this thesis the barriers for the sport is mapped, but it isn't focused in the thesis to find a solution for these barriers. Some suggestions are discussed, and some changes are in process by NIHF already. The study doesn't show the different professional background the clubs have in their boards, which could be interesting to understand which kind of expertise the clubs are focusing on. But since it is newly established clubs, they probably don't have the opportunity to assemble the board at the start-up phase due to lack of volunteers.

8.0 References

- Berg, Bruce L. 2004. "Qualitative research methods." *New York: Parson Education*.
- Enjolras, Bernard, Ørnulf Seippel, and Ragnhild Holmen Waldahl. 2005. *Norsk idrett: Organisering, felleskap og politikk*: Akilles.
- Eskenazi, Gerald, Shirley W. Fischler, and Stanley I. Fischler. 2019. "Ice Hockey." Encyclopædia Britannica, inc., Last Modified 13.05.2019, accessed 17.05.2019. <https://www.britannica.com/sports/ice-hockey>.
- Fladmoe, Audun, Karl Henrik Sivesind, and Daniel Arnesen. 2018. "Oppdaterte tall om frivillig innsats i Norge, 1998–2017." *Rapport fra Senter for forskning på sivilsamfunn og frivillig sektor*.
- Galletta, Anne. 2013. *Mastering the semi-structured interview and beyond: From research design to analysis and publication*: NYU press.
- Goksøyr, Matti. 2008. *Historien om norsk idrett*: Abstrakt forlag.
- Gonsholt, Øyvind. 2016. "Hvorfor i alle dager er man frivillig i idretten?", Last Modified 05.10.2016, accessed 21.02.2019. <https://www.idrettsforbundet.no/idrettskretser/telemark-idrettskrets/nyheter/hvordan-ta-vare-pa-frivilligheten-i-idretten/>.
- Guttmann, Allen. 2004. *From ritual to record: The nature of modern sports*: Columbia University Press.
- Guttmann, Allen. 2006. "Civilized mayhem: Origins and early development of American football." *Sport in Society* 9 (4):533-541.
- Hyman, Mark. 2009. *Until it hurts: America's obsession with youth sports and how it harms our kids*: Beacon Press.
- Jacobsen, Dag Ingvar. 2005. *Hvordan gjennomføre undersøkelser?: innføring i samfunnsvitenskapelig metode*. Vol. 2: Høyskoleforlaget Kristiansand.
- Kjær, Jørgen Bagger. 2019. "The Professionalization of Sports Coaching: A case study of a graduate soccer coaching education program." *Journal of Hospitality, Leisure, Sport & Tourism Education* 24:50-62.
- NIF. 2018. Norsk idretts nøkkeltall 2017. Norges idrettsforbund.
- NIHF. 2015. Strategiplan for Norsk Ishockey 2015-2019. Norges Ishockey Forbund.
- NIHF. 2017. "Ishaller i Norge." Last Modified 02.02.2017, accessed 04.02.2019. <https://www.hockey.no/anlegg/ishaller-i-norge/>.

- NIHF. 2018. "Lisens og forsikring." Norges Ishockeyforbund, accessed 21.04.2019.
<https://www.hockey.no/forbundet/lisens-og-forsikring/lisens-og-forsikring1/>.
- NIHF. 2019. "Anlegg og aktiviteter." Norges Ishockey Forbund, accessed 20.01.2019.
<https://www.hockey.no/forbundet/anlegg/anlegg-og-aktiviteter/>.
- NSD. 2019. "Do I have to notify my project?". Norsk Senter for Forskningsdata, Last Modified 01.04.2019, accessed 05.05.2019.
<https://nsd.no/personvernombud/en/notify/index.html>.
- Rubin, Herbert J, and Irene S Rubin. 2011. *Qualitative interviewing: The art of hearing data*: Sage.
- Ryen, A. 2012. "Det kvalitative intervjuet (Vol. 4)." *Bergen: Fagbokforlaget*.
- Schulz, John. 2011. "Sports Organizations, Professionalization and Organizational Conflict: A Review of the Literature." In *Sport as a Business*, 137-152. Springer.
- Seippel, Ørnulf. 2002. "Frivillighet og profesjonalitet i norsk idrett: Visjoner, fakta og framtidsutsikter, i Idrettens bevegelser–Sosiologiske studier av idrett i et moderne samfunn, red." *Ø. Seippel*:202-228.
- Shilbury, David, and Lesley Ferkins. 2011. "Professionalisation, sport governance and strategic capability." *Managing leisure* 16 (2):108-127.
- Thibault, Lucie, Trevor Slack, and Bob Hinings. 1993. "A framework for the analysis of strategy in nonprofit sport organizations." *Journal of Sport Management* 7 (1):25-43.
- Tjora, A. 2010. *Fra nysgjerrighet til innsikt. Kvalitative forskningsmetoder i praksis*. 2 utgave. Trondheim: NTNU-Trykk.
- Torgersen, Ulf. 1972. *Profesjonssosiologi*: Universitetsforl.
- Veal, Anthony James, and Simon Darcy. 2014. *Research methods in sport studies and sport management: A practical guide*: Routledge.
- Weber, Max. 1978. *Economy and society: An outline of interpretive sociology*. Vol. 1: Univ of California Press.

9.0 Appendix

9.1 Interview guide NIHF

The work within the federation <ul style="list-style-type: none">- How do they work within the federation?- How do you work with the voluntary sport (not the professional ice hockey clubs in Get)- How do you work within the development of ice hockey in Norway?
NIHF relationship towards the ice hockey clubs in Norway <ul style="list-style-type: none">- How do you facilitate for the clubs?- How do you assist the clubs?- Which measures have given increased activity?
The hockey districts <ul style="list-style-type: none">- How do NIHF work with the hockey districts?- How many payed CEO is there in the Hockey Districts?
Barriers in Norwegian ice hockey <ul style="list-style-type: none">- For the ice hockey- For the development- Economical perspective- The geographical distances- Volunteers/professionals (payed work)
Volunteers <ul style="list-style-type: none">- How do you see the volunteers in Norwegian ice hockey?

9.2 Interview guide Harstad Mariners

Information about the club <ul style="list-style-type: none">- When and how the club were established- The process- Volunteers- Players- Activities
Facilities <ul style="list-style-type: none">- How is the facilities- Who/how many works with the facilities- When will an indoor arena be ready- Advantages with an ice arena- Disadvantages with an ice arena-
Barriers in Norwegian Hockey <ul style="list-style-type: none">- The hockey in general- New established clubs
The Norwegian sports model <ul style="list-style-type: none">- Collaboration with NIHF- Collaboration with Northern Norway Hockey District- Collaboration with the Sports council- Collaboration with Tromsø Sports district
The importance of getting a Getliga team close to Harstad (Narvik Ice Hockey) <ul style="list-style-type: none">- For the club- For the sport in Northern Norway.

9.3 NSD report

The NSD application where conducted in Norwegian, so here is some of the main point in the report in English.

- Evaluated 16.05.2019
- After a dialogue with the student / project manager, it has been clarified that the deviations can be corrected through the student forwarding information letter that is now well completed.
- NSD considers the deviation to have a relatively low level of privacy because some information was provided, including that the selection would carry recognizable. Notifying retransmitting information also helps to reduce the disadvantage. According to NSD, the deviation is not of such a nature that the Data Inspectorate must be notified.
- **PRIVACY POLICIES**
NSD considers that the planned processing of personal data will follow the principles in the Privacy Policy on:
 - o legality, fairness and openness (Art. 5.1 a), in that the data subjects receive satisfactory information about and consent to the treatment purpose limitation (art. 5.1 b), by collecting personal data for specific, expressly stated and legitimate purposes and are not treated for new, incompatible purposes.
 - o data minimization (Article 5.1 c), by only processing information that is adequate, relevant and necessary for the purpose of the project.
 - o storage restriction (Article 5.1 e), in that personal data is not stored longer than necessary to fulfill the purpose
- **THE RIGHTS REGISTERED**
 - o As long as the data subjects can be identified in the data material, they will have the following rights: transparency (Art. 12), information (art. 13), access (art. 15), correction (art. 16), deletion (art. 17), limitation (art. 18), notification (art. 19), data portability (art. 20). NSD considers that the information on the treatment that the data subjects will receive meets the legal requirements for form 5/25/2016 Report form for processing personal data. We remind you that if a registrar contacts his or her rights, the institution responsible for treatment has a duty to reply within a month

NSD NORSK SENTER FOR FORSKNINGSDATA

NSD sin vurdering

Prosjekttittel

Masteroppgave - Professionalization of the sport in Norway – barriers to expand ice hockey in Norway

Referansenummer

430614

Registrert

14.05.2019 av Hagen Silje - silje.hagen@stud.himolde.no

Behandlingsansvarlig institusjon

Høgskolen i Molde / Avdeling for økonomi og samfunnsvitenskap

Prosjektansvarlig (vitenskapelig ansatt/veileder eller stipendiat)

Hallgeir Gammelsæther, hallgeir.gammelsater@himolde.no, tlf: 91553728

Type prosjekt

Studentprosjekt, masterstudium

Kontaktinformasjon, student

Silje Hagen, silje.hagen95@gmail.com, tlf: 45429764

Prosjektperiode

01.01.2019 - 14.06.2019

Status

16.05.2019 - Vurdert

Vurdering (1)

16.05.2019 - Vurdert

BAKGRUNN

På bakgrunn av meldeskjemaet og korrespondanse med student forstår NSD det slik at behandlingen av personopplysninger har startet.

Personopplysningene ble først samlet inn 01.01.2019 og skal behandles frem til senest 30.10.2019.

NSD vurderer at følgende brudd på personvernforordningen har forekommet:

- «Prinsippet om lovlighet, rettferdighet og åpenhet (art. 5 a)» fordi behandlingen manglet lovlighet da den startet.
- «Informasjonsplikten (art. 13 eller 14)» fordi utvalget ikke er godt nok informert.

- «Kravet om lovlig behandlingsgrunnlag (art. 6, 9)» ettersom informasjonen som ble gitt var mangelfull og vi ikke kan si at samtykker er tilstrekkelig informert til at det kan hjemles i samtykke.

Etter dialog med studenten/prosjektleder er det avklart at avvikene kan rettes opp i gjennom at studenten ettersender informasjonsskriv som nå er godt utfyllt.

NSD vurderer avviket til å ha relativt lav personvernulempe fordi noe informasjon ble gitt, blant annet at utvalget ville bære gjenkjennbar. At innmelder ettersender informasjon er også med på å redusere ulempen. Avviket etter NSD sin vurdering ikke av en slik art at Datatilsynet må varsles.

INSTITUSJONENS ANSVAR

Vi minner om at det er behandlingsansvarlig institusjon Høgskolen i Molde som er ansvarlig for at behandling av personopplysninger foregår i samsvar med personvernregelverket. Institusjonen er ansvarlig for å sikre korrekt kunnskapsoverføring til sine studenter og ansatte. Dersom institusjonen har behov for ytterligere opplæring om personvern i forskning er NSD tilgjengelig for å gi veiledning.

Det er vår vurdering at videre behandling av personopplysninger i prosjektet vil være i samsvar med personvernlovgivningen så fremt den gjennomføres i tråd med det som er dokumentert i meldeskjemaet den 16.05.2019 med vedlegg, samt i meldingsdialogen mellom innmelder og NSD. Behandlingen kan starte.

MELD VESENTLIGE ENDRINGER

Dersom det skjer vesentlige endringer i behandlingen av personopplysninger, kan det være nødvendig å melde dette til NSD ved å oppdatere meldeskjemaet. Før du melder inn en endring, oppfordrer vi deg til å lese om hvilke type endringer det er nødvendig å melde:

https://nsd.no/personvernombud/meld_prosjekt/meld_endringer.html

Du må vente på svar fra NSD før endringen gjennomføres.

TYPE OPPLYSNINGER OG VARIGHET

Prosjektet vil behandle alminnelige kategorier av personopplysninger frem til 30.10.2019.

LOVLIG GRUNNLAG

Prosjektet vil innhente samtykke fra de registrerte til behandlingen av personopplysninger. Vår vurdering er at prosjektet legger opp til et samtykke i samsvar med kravene i art. 4 og 7, ved at det er en frivillig, spesifikk, informert og utvetydig bekreftelse som kan dokumenteres, og som den registrerte kan trekke tilbake. Lovlig grunnlag for behandlingen vil dermed være den registrertes samtykke, jf. personvernforordningen art. 6 nr. 1 bokstav a.

PERSONVERNPRINSIPPER

NSD vurderer at den planlagte behandlingen av personopplysninger vil følge prinsippene i personvernforordningen om:

- lovlighet, rettferdighet og åpenhet (art. 5.1 a), ved at de registrerte får tilfredsstillende informasjon om og samtykker til behandlingen
- formålsbegrensning (art. 5.1 b), ved at personopplysninger samles inn for spesifikke, uttrykkelig angitte og berettigede formål, og ikke behandles til nye, uforenlige formål
- dataminimering (art. 5.1 c), ved at det kun behandles opplysninger som er adekvate, relevante og nødvendige for formålet med prosjektet
- lagringsbegrensning (art. 5.1 e), ved at personopplysningene ikke lagres lengre enn nødvendig for å oppfylle formålet

DE REGISTRERTES RETTIGHETER

Så lenge de registrerte kan identifiseres i datamaterialet vil de ha følgende rettigheter: åpenhet (art. 12), informasjon (art. 13), innsyn (art. 15), retting (art. 16), sletting (art. 17), begrensning (art. 18), underretning (art. 19), dataportabilitet (art. 20).

NSD vurderer at informasjonen om behandlingen som de registrerte vil motta oppfyller lovens krav til form

og innhold, jf. art. 12.1 og art. 13.

Vi minner om at hvis en registrert tar kontakt om sine rettigheter, har behandlingsansvarlig institusjon plikt til å svare innen en måned.

FØLG DIN INSTITUSJONS RETNINGSLINJER

NSD legger til grunn at behandlingen oppfyller kravene i personvernforordningen om riktighet (art. 5.1 d), integritet og konfidensialitet (art. 5.1. f) og sikkerhet (art. 32).

For å forsikre dere om at kravene oppfylles, må dere følge interne retningslinjer og/eller rådføre dere med behandlingsansvarlig institusjon.

OPPFØLGING AV PROSJEKTET

NSD vil følge opp ved planlagt avslutning for å avklare om behandlingen av personopplysningene er avsluttet.

Lykke til med prosjektet!

Kontaktperson hos NSD: Jørgen Wincentzen
Tlf. Personverntjenester: 55 58 21 17 (tast 1)

Personopplysninger er behandlet slik at det foreligger brudd på

- Prinsippet om lovlighet, rettferdighet og åpenhet (art. 5 a)
- Informasjonsplikten (art. 13 eller 14)
- Kravet om lovlig behandlingsgrunnlag (art. 6, 9, 10)