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Scandi Cup

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Executive Summary

The Scandi Cup is designed to bring together six teams from Scandinavia to organize a football tournament that will increase the attention to these footballing countries and their culture. The Scandinavian football leagues have gained more attention because of their rising match attendance and their well organized youth athlete recruitment methods. Factors like geographical location, climate and population size have an effect on the level of competition in these countries and one of the ultimate goals of the Scandi Cup is to provide the best clubs from Sweden, Norway and Denmark with another stage to compete and add to their success.

The competition will bring together the best two teams from each country, each qualifying based on their position on their respective league table from the previous season. It will start with a group stage that divides six teams into two groups of three teams with one team from each participating country. The top two clubs from each group will advance to the semifinals to play against teams from the other group. The winners will then compete in the final. The tournament schedule includes two to four matches for each team to achieve competitive balance and operational efficiency which results in a short and prestigious event.

The tournament will take place between late May and early June when the three nations have free slots in their sporting calendars. The climate during this time remains warm which eliminates any outside challenges. The summer season offers excellent tourism opportunities because international visitors choose Scandinavia during June to experience all these advantages and extended daylight hours.

The business plan includes a complete sporting schedule for the tournament which is supported by market research to determine the best dates and venues. The plan includes a thorough SWOT analysis of relevant markets and broadcasting opportunities which covers national, regional and international streaming as well as other media content. The research includes survey data from both Scandinavian and international audiences to evaluate tournament interest at regional and global levels. The report includes statements from potential broadcasting partners and football federation officials from Sweden, Norway and Denmark.

The platform enables these countries to redevelop regional rivalries which will boost both national and domestic league competition levels. The project supports grassroot teams while promoting football interest in the region and establishing a sustainable tournament broadcast to create Scandinavian football's new foundation. The tournament pursues international visibility through strategic partnerships and broadcasting agreements while using strong social media management to boost worldwide interest in the event. The tournament's achievement of this goal would enhance regional tourism while promoting Scandinavian football worldwide to support Scandinavian teams and their academies and scouting operations.

The Scandi Cup exists to boost Scandinavian football while drawing worldwide attention to Scandinavian football. The project bases its foundation on extensive market research and detailed risk and opportunity assessments which create a solid implementation framework. The project uses multiple primary and secondary resources to provide practical guidance for delivering the tournament successfully. The competition generates more than 90% of its projected income through ticket sales and sponsorship agreements and broadcasting rights. The base financial scenario predicts ticket sales and sponsorship agreements and broadcasting rights will produce €14 million in revenue which exceeds the €13.5 million total projected expenses. The pre-tax surplus is expected to reach €475,000. The main expenses for the tournament consist of stadium operations together with marketing activities and team payments. The achievement of the financial margin depends on proper management of these areas especially through effective venue logistics and promotional strategies. The integrated approach maintains financial planning in direct alignment with the tournament's strategic and operational targets.

1. Introduction

General Profile of the company

The Scandi Cup is an international football competition between the top two professional clubs from each of the Scandinavian countries. It aims to utilize the close borders, immense rivalries and unique bond that the Scandinavian countries share, to create an united festivity for its people. The primary objective is to enhance the visibility and competitiveness of Scandinavian football and improve the conditions for the game to develop on an international level. The tournament aims to promote the Scandinavian football culture with its large communities and loyal fan groups, as well as attracting interest from various parties outside the region. By adding the Scandi Cup as an additional platform for the elite clubs portfolios, another goal is to generate long term economic value and sporting benefits for not only the participants, but also the league systems.

The format is designed to fit into the already hectic schedules of the elite clubs competing in multiple tournaments every season whilst still giving it the competitive edge it needs. It starts off with a group stage, where the six participating teams are divided into two groups of three. Each group will have one team from each country. The top two teams from each group will then advance to the playoff stage, playing semifinals against teams from the other group. The final will then be played between the two winners of the semifinals. The teams participating will play between two to four games during the tournament, making it balanced with intensity and logistical feasibility, creating a compact and prestigious event.

The tournament responds to the growing regional interest in football as the Scandinavian leagues continue to increase and enhance their attendance and strong youth systems. Compared to other European competitions, the Scandi Cup is more accessible to both fans and the teams due to the short distances between the countries. This gives the event a potential to generate high fan engagement, media attention, and activation prosperity.

Mission, vision and values

Mission Statement

To unite Scandinavian football's competitive spirit and cultural identity through a world-class tournament that elevates the region's global profile, fosters cross-border collaboration, and creates lasting value for players, clubs, and communities.

Vision

The organization aims to establish itself as the worldwide benchmark for regional football excellence through its innovative approaches to talent development and fan interaction and commercial partnerships while using sport to enhance Scandinavian cultural and economic connections. The vision leverages Scandinavia's distinctive strengths which include its close geography and established youth development systems and tourism connections.

Core Values

1. Unity Through Rivalry
   - ➢ The Scandinavian nations should develop stronger bonds through their competitive spirit while maintaining their collective regional identity.
2. Talent First
   - ➢ Scandinavia should maintain its position as a global football talent supplier through proper player development and exposure programs.
3. Commercial Integrity
   - ➢ The organization should draw investors through clear partnerships which distribute benefits fairly between clubs and sponsors and communities.
4. Global Ambition & Local Impact
   - ➢ The initiative should transform domestic fan enthusiasm into worldwide participation while creating economic advantages for host cities.

2. Market Research

Scandinavian Market

Introduction

Football in Scandinavia has entered a period of substantial growth since the pandemic. The leagues, clubs and foremost supporters across Sweden, Norway, and Denmark have demonstrated resilience, adaptation, and commitment.

This research presents an overview of the current landscape in Scandinavian football. It aims to examine the financial development, fan engagement, broadcasting operations and international performances. The data and factual content is gathered from annual reports and official statements from the top clubs, federations and national media coverage.

Football's Popularity and Post-Pandemic Landscape

Football remains the most widely followed and participated sport across Sweden, Norway, and Denmark. It enjoys a cultural status that blends local pride, community tradition, and an increasingly commercialized and global-facing identity. According to national federation statistics, football leads both in registered athletes and in regular attendance across all professional sports.

After the pandemic-induced shutdowns, the 2023 and 2024 seasons marked a return to form and beyond. In Sweden, SVT's *Publikbarometern 2025* reported a record-setting 2.6 million total spectators for the Allsvenskan season in 2024. AIK topped the chart with a record 28,589 spectators per match. Clubs like Hammarby (23,578) and Malmö FF (20,273) also recorded their highest averages ever (SVT, 2025). Eighteen of the top 19 clubs in Sweden increased their average matchday attendance.

In Norway, SK Brann reported an average attendance of 15,775, the highest in the Eliteserien, while Bodø/Glimt and Rosenborg also saw strong local support. Meanwhile in Denmark, FC København's 2022/23 campaign averaged 28,860 spectators,the highest figure ever recorded for a Scandinavian football club (The Ticketing Business, 2023).

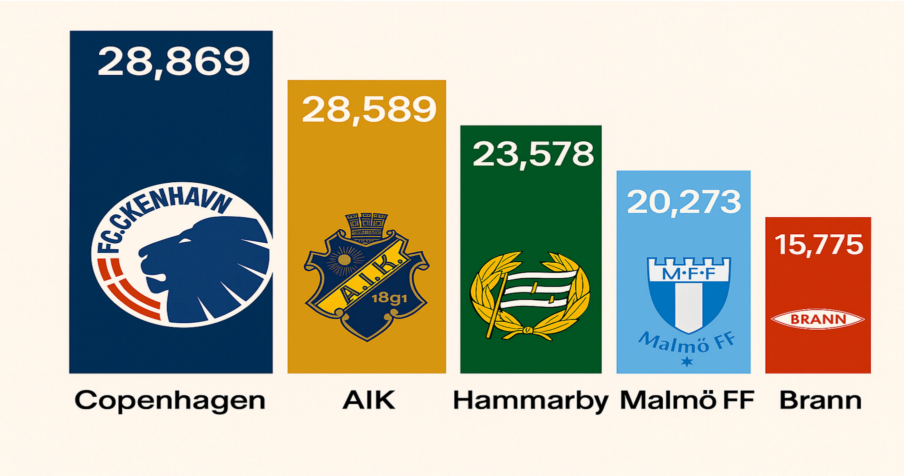

Figure 1: Average Attendance Graph.[1]

This growth in engagement is not coincidental. Clubs have improved digital ticketing infrastructure, adjusted pricing strategies, and leaned into community-building efforts. According to Tom Byer (2024), there is also a marked increase in international media attention, foreign investment interest, and a greater number of scouts attending Nordic matches. Scandinavian football is now positioned as a key developmental platform within the global ecosystem.

Sweden: Fan Engagement and Attendance

Sweden's top clubs exhibit some of the strongest local identity and fan loyalty in Europe. Hammarby IF's annual report for 2023 showed record-breaking engagement, not just in terms of ticket sales, but also in membership schemes and merchandise. Their subscription-based membership model allowed them to build recurring revenue while also deepening loyalty. AIK and Djurgårdens IF followed similar strategies and continued to rival each other for attendance dominance.

Financial Development and Revenue Streams

Malmö FF's 2023 financial report revealed a revenue drop from €52 million to €38 million, primarily due to missing UEFA competitions. However, the club still turned a profit and holds an unprecedented €62 million in reserves, illustrating sound financial governance and long-term resilience (Malmö FF, 2024).

Hammarby chose to limit player sales in 2023 to maintain a competitive and coherent team. Instead, they prioritized growing revenue from fan engagement, B2B sponsorships, and matchday packages. Strategic investments were made into infrastructure and fan experience offerings, including updated lounges and hospitality zones.

[1]Image demonstrates the average attendance from top clubs from Scandinavia. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Broadcasting and Media Contracts

The Allsvenskan's current broadcasting agreement with Warner Bros. Discovery (2020–2025) is valued at roughly SEK 660 million annually. From 2026, TV4 and Telia will assume the rights. While early indications suggest that the new deal will match or modestly exceed the current terms, concerns have been raised about equitable distribution among mid-table clubs (SportBusiness, 2024). Clubs receive fixed base payments and variable bonuses linked to sporting success, which incentivizes performance but also creates budgeting disparities.

Denmark: Revenue, Profitability, and Strategic Growth

FC København, through its parent company Parken Sport & Entertainment, remains the most financially potent club in Denmark. Their 2024 report showed DKK 1.425 billion in consolidated revenue, with a DKK 58.7 million football operating profit. The club's success stems from a diversified revenue base:

- ➢ Over 1.1 million annual stadium visits
- ➢ UEFA Champions League participation and prize money
- ➢ Major sponsorship renewals with Unibet, Carlsberg, and adidas
- ➢ Strong transfer sales, including Óskarsson and Jelert

FC Midtjylland reported a deficit of DKK 85.7 million for 2024, driven by investment in new training facilities, an expanded fan zone, and temporary revenue dips from lack of UEFA qualification. Their projections for 2025 indicate a break-even target, largely fuelled by UEFA Europa League qualification and planned income from sell-on clauses.

Sponsorship and Brand Management

Both clubs are emphasizing commercial innovation. FCK has transitioned to full digital ticketing, with tiered season ticket structures and hospitality packages. Midtjylland launched new corporate lounges and signed multiple regional sponsor agreements. Additionally, both clubs report increasing ROI on digital ad spend and have expanded content offerings via YouTube and social media.

Broadcasting Revenues

The Danish Superliga rights, held jointly by Viaplay Group and TV2 through 2030, are estimated at over DKK 500 million annually (Sportcal, 2023). Revenue distribution is partially fixed and partially performance based. The Superliga's centralized commercial management allows clubs to benefit from league-wide branding and pooled media negotiations.

Norway: Financial Trends
SK Brann's 2024 revenue totaled NOK 232.3 million, with a net profit of NOK 2.45 million. The club continues to modernize its operations, including a NOK 141.9 million investment in stadium renovation financed through long-term debt. Their strategy focuses on fiscal prudence, community connection, and long-term sporting sustainability.

Bodø/Glimt is perhaps Norway's most remarkable financial and competitive story. Between 2017 and 2024, their revenue rose from €4.2 million to an estimated €60 million. In 2023 alone, 41% of income came from UEFA competitions. The club's model emphasizes:

- ➢ Early promotion of youth players
- ➢ Data-driven recruitment and player profiling
- ➢ Fast-paced attacking football as a brand identity

Media Rights and Club Reliance
TV2 holds the Eliteserien rights, valued at approximately NOK 400 million per season. Media revenue accounts for more than half the budget for several mid- and lower-table clubs, making it vital to their financial stability. Redistribution mechanisms are designed to minimize income gaps between clubs and maintain competitive balance.

Scandinavia: Talent Export
Scandinavian clubs are outperforming many of their European peers in youth development. The region has become known as a launchpad for elite-level talent destined for leagues in Germany, Italy, and England. Key contributors include:

- ➢ FC Midtjylland: With its partnership with Ghana's Right to Dream academy, the club integrates international talent development with domestic growth.
- ➢ Malmö FF: Leverages historical prominence and reinvests UEFA windfalls into academy facilities and coaching staff.
- ➢ Bodø/Glimt: Elevates youth players into the first team early, increasing exposure and resale value.

Data analysis, positional training models, and player pathway planning are common. Clubs prioritize strong education, leadership, and psychology programs to ensure player readiness both on and off the pitch. Recent player sales from these academies regularly generate eight-figure transfer fees.

Fan Demographics, Media Strategies, and Brand Identity

Supporter culture in Scandinavia is evolving. Younger demographics now dominate stadiums, thanks to social engagement strategies and flexible ticketing. Clubs offer dynamic pricing, youth and family packages, and mobile ticket access.

Digital media has also transformed club branding. Clubs like Hammarby and Brann have dedicated content teams producing:

- Weekly podcasts
- YouTube documentaries
- TikTok and Instagram match recaps

Fan-owned and member-owned models further empower supporter participation. Clubs are extending their influence into civic and cultural spaces, using brand identity as a unifying tool. This shift helps deepen loyalty while attracting younger and more diverse audiences.

UEFA Competitiveness and Strategic Impact

Since 2022, Scandinavian clubs have increasingly reached UEFA group stages:

- FC København: UCL Round of 16 (2024)
- Djurgårdens IF: UECL quarterfinal (2023
- FC Midtjylland: UEL and UECL group stages
- Bodø/Glimt: Multiple group stage and knockout stage appearances; UEL semi-final (2025)

Clubs now build seasonal strategies around UEFA calendars. Summer league schedules allow for peak form during qualification. For many, UEFA participation represents 30–50% of annual revenue, underscoring its financial centrality.

Performance success is correlated with brand exposure, improved player valuations, and long-term planning. This shift has helped Scandinavian clubs move from development feeders to respected mid-tier European contenders.

Conclusion

Scandinavian football has not only recovered post-pandemic, it has evolved. With a sharp focus on sustainable finance, elite youth development, intelligent media use, and global competitiveness, the region now presents a progressive football model. Denmark, Sweden, and Norway continue to deliver both locally grounded and globally relevant football cultures that are attracting increasing attention from the broader football world.

Attendance

Stadium Attendance Analysis in Scandinavian Football Leagues (2022-2025)

This section includes a breakdown comparison of Sweden's biggest stadia turnouts, Norway's largest football stadiums, and Denmark's biggest arenas for the last three seasons. The data gathered reveals trends among fan turnout and illustrates varying degrees of fan base in Scandinavian football. This breakdown finds Swedish Allsvenskan at the top of overall attendance totals during this span, as Norway's Eliteserien has reported the greatest percentage growth over the same timeframe. Nevertheless, Scandinavian football is exceeding expectations in terms of attendance, participation and community.

Swedish Allsvenskan

The Allsvenskan has shown steady growth in attendance figures since 2024 with a total of 2,588,708 spectators, and an average of 10,786 spectators per match. The attendance numbers have shown a significant increase from the 2022 season average of 9,958 and the 2023 season average of 10,026 according to Transfermarkt. The Swedish first division has started the 2024 season with impressive gate receipts as fans have averaged 12,453 per match. The seven-year best opening marks a positive trend for future growth potential.

Largest attendance recorded was 47,129 between AIK and Hammarby on 29th September 2024. Stockholm sides always top attendance tables in Sweden. AIK topped the attendance list in 2024 with 28,589 average attendance, followed by Hammarby on 23,579, and Malmö FF on 20,273. This is a follow-up of the trend in 2023 whereby the same three sides topped attendance tables. AIK's home game against Västerås SK in 2024 pulled a record 36,602 spectators, while Hammarby's home game against Kalmar FF drew 29,882 spectators. These figures show the great drawing power of the Stockholm clubs.

Figure 2: Eleda Stadion[2]

The 50,000 seat Strawberry Arena preserved an average attendance of 38,525 spectators during early 2025 which represented 77% of its total capacity. 3Arena, with a capacity of 30,000, reached an average attendance of 29,275 which resulted in a 97.6% utilization rate. The Swedish football clubs AIK, Malmö FF and BK Häcken achieved new attendance records at their stadiums during 2024. The attendance figures at GAIS, IFK Göteborg, Västerås SK and IK Sirius reached levels that had not been seen in fifty years.

Norwegian Eliteserien

Norwegian Eliteserien registered the highest percentage increase among Scandinavian top divisions as fan base figures increased from 5,747 in 2022 to 6,977 in 2024 (an increase of 21.4%). The total attendance of matches in 2024 stood at 1,618,873 for 232 matches while worldfootball.net accounted for 1,339,118 fans attending 233 matches in 2022. The top league rise in attendance was noted upon Rosenborg BK losing the most attended club title to Bodø/Glimt and Brann who both noted sporting achievement and greater numbers of fans by 2024.

2024 Norwegian attendances ranked Bodø/Glimt in first position with 15,759 per match and 236,378 total attendees, followed by Brann with 14,803 per match and 207,236 total attendees and Viking with 12,489 per match and 174,843 total attendees. The attendance champion has shifted from 2022 when Rosenborg BK ranked first with an average of 13,125. The leadership in attendance in Norwegian

[2]Passion support at Eleda Stadion. Source: https://x.com/Malmo_FF/status/1775073398672048327

football mirrors Bodø/Glimt's recent sporting success that has drawn more fans to attend their matches.

Figure 3: Brann Stadion[3]

The main difference between Norwegian and Swedish stadiums is that Norwegian stadiums have smaller capacities than Swedish stadiums, with most major venues holding between 8,000 and 16,750 spectators. The utilization rates have improved significantly from 2022 to 2024, especially for clubs like Bodø/Glimt and Brann.

Danish Superliga

The Danish superliga attendance figures have seen uneven but overall positive attendance statistics compared to the above-mentioned leagues. The attendance number grew from 8,596 during season 2021/22 to 10,173 in season 2023/24 before falling to 9,962 for the first half of season 2024/25. The attendance in season 2023/24 grew to 1,963,472 following season 2022/23 when 1,854,671 viewers were tallied. The largest game attendances are attributed to FC Copenhagen and Brødby games with their derby game having a season-record 35,057 fans for the 2022/23 season as per ESPN.

[3]Tifo in the supporter section of SK Brann. Source: https://www.ultras-tifo.net/photo-news/7754-brann-go-ahead-eagles-01-08-2024.html

Figure 4: Match Between Brøndby and FC Copenhagen [4]

FC Copenhagen has the best-attended record in Denmark with 26,733 spectators in the opening games of the 2024/25 season (total 294,065). The second-best club (presumably Brøndby from past trends) had 20,940 per game (total 230,335). FC Copenhagen attendance duplicated that of the 2021/22 season when FC Copenhagen had 16,533 spectators per game and Brøndby had 13,955 spectators. These two teams remain the top football teams in Denmark as they achieve high attendance figures in each season. The Copenhagen-based Parken Stadium is the largest stadium in Denmark but still achieves high attendance figures. The stadium was working at a 70% capacity figure in the season 2023/24 because it has 38,065 seats.

Scandinavian football stadium attendances have displayed positive trends of growth between 2022 and 2025, as each league's trends have been different. The Swedish Allsvenskan is still at the forefront of aggregate attendance totals due to bigger stadiums and healthy support bases at the likes of AIK and Hammarby. The Norwegian Eliteserien has had the biggest rate of growth, albeit from a low starting point, with the Danish Superliga still holding high and relatively consistent attendance totals.

The attendance record from Sweden's centennial year shows football remains popular in Scandinavia despite other entertainment options. The regular use of stadiums indicates positive growth for Scandinavian football because home league fans show increasing interest. The future of improved attendance will depend on maintaining the current attendance pattern through fixed leagues and tactical derby match focus and quality stadium atmospheres and game balance.

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[4]Passionate supporters on display at potential cup final between Brøndby and FC Copenhagen. Source: https://www.flashscore.com/news/soccer-landspokal-cup-only-15-000-spectators-allowed-for-potential-cup-final-between-brondby-and-fc-copenhagen/vV7IM5S9/

Stadiums

Sweden

Stadium	City	Capacity	Key Features
Strawberry Arena (formally Friends Arena): https://strawberryarena.se/en/the-arena/	Solna	50,000	● Largest stadium in Scandinavia ● Retractable roof ● National team stadium ● modern facilities
3Arena (formally Tele2 Arena): https://3arena.se/en/the-arena/	Johanneshov	33,000	● Modern, multi-use ● Centrally located ● Home of Djurgårdens IF and Hammarby IF

Viability Analysis

Strawberry Arena: formerly Friends Arena, is Sweden's largest stadium with a retractable roof and multi-functional design. Renamed in 2024, it serves as the national football stadium and home to AIK Fotboll and the Swedish men's national team.

Key features:

➢ The capacity of the stadium ranges from 50,000 to 54,000 seats for a football game but is flexible up to 20,000 for minor events.

➢ The ground features UEFA/FIFA-approved natural grass pitch and three-tier seating with a north stand which can be used as standing accommodation for supporters.

➢ The stadium is capable of accommodating concerts of 65,000 spectators and also hosts bandy and motorsport sports.

Figure 5: Strawberry Arena[5]

Strawberry Arena demonstrates robust post-pandemic recovery and growth:

Year	Average Attendance	Total Spectators	Matches	Capacity Utilization
2021	12,364	185,459	15	24.7%
2023	25,740	386,097	15	51.5%
2024	28,589	428,840	15	57.2%

**The attendance numbers show a 131% growth from 2021 to 2024 because of AIK's home games and international matches.*

<u>Key strengths:</u>

➢ Flexible seating arrangement provides the perfect match setting that suits varying numbers of fans.

➢ Weather Resilience: Retractable roof guarantees continuation of event

➢ Transport Links: Ease of access to the Stockholm public transport system (Solna Station)

<u>Key details:</u>

➢ The stadium hosts a match attendance of around 30,000 to 35,000 fans but can hold up to 45,000 individuals for live concerts.

➢ Accommodates artificial turf alongside UEFA/FIFA-qualified stadiums and a 35 meters tall roof structure.

➢ The Globen City transport station is linked to the stadium found in the center of Stockholm.

[5]Inside of Strawberry Arena during a match between Sweden v. Holland. Source: https://strawberryarena.se/en/the-arena/

Figure 6: 3Arena[6]

Both tenant clubs show stable or growing attendance:

Djurgårdens IF:

Year	Average Attendance	Total Spectators	Matches	Capacity Utilization
2023	19,289	289,334	15	64.3%
2024	19,340	290,093	15	64.5%

Hammarby IF:

Season	Average Attendance	Matches
2022/23	22,543	15
2023/24	23,579	15
2024/25*	29,295	3

**Partial season data*

<u>Key Strengths:</u>

➢ Atmosphere: Intimate design with 6-meter proximity between pitch and stands

[6]View from outside of 3Arena. Source: https://3arena.se/en/

- ➢ Sustainability: Gold-certified by Sweden Green Building Council
- ➢ Operational Flexibility: Hosts concerts, exhibitions, and corporate events year-round
- ➢ The retractable-roof stadium 3Arena Stockholm operates under the name Tele2 Arena as it serves as a shared facility for Allsvenskan clubs Djurgårdens IF and Hammarby IF.

Comparative Analysis

Capacity and Scalability:

- ➢ The Strawberry Arena provides the best conditions for matches with high attendance numbers above 50,000 seats especially during final matches and important events.
- ➢ The 3Arena Stockholm provides the best conditions for group stage matches and matches that need a small but intense atmosphere.

Attendance Reliability:

- ➢ The attendance at Strawberry Arena has been increasing (57.2% utilization in 2024) because of its growing popularity.
- ➢ The attendance at 3Arena Stockholm remains steady at 64% for Hammarby IF matches while derbies reach nearly 90% capacity.

Infrastructure and Compliance

The facilities meet UEFA/FIFA requirements but Strawberry Arena's natural grass surface could be more suitable for international competitions. The Scandi Cup can be hosted at Strawberry Arena and 3Arena Stockholm because these venues offer suitable conditions for the competition. The combined features of these venues along with their seating capacity and operational capabilities make Stockholm a strong contender to host regional tournaments. The strategic distribution of matches according to expected attendance would create the best possible experience for spectators while maximizing operational efficiency.

Norway

Stadium	City	Capacity	Key Features
Ullevaal Stadion: https://ullevaal-stadion.no/	Oslo	28,000	• National stadium • Central location

			● Transportation links
Lerkendal Stadion: https://www.rbk.no/lerkendal-stadion	Trondheim	21,421	● Hosts European matches ● Strong local football culture

Viability Analysis

Ullevaal Stadion has been owned by the Norwegian Football Association (NFF) since 1926 and hosts Norway's national stadium and is Norway national team- and cup final-dominated.

Key features:

➢ Capacity: 27,182 seats

➢ The turf features a natural grass pitch of 105m x 68m, together with UEFA/FIFA-approved facilities and a retractable-roof tunnel refurbished in 2013.

➢ It lies in the city center of Oslo close to Ullevaal Stadion and Metro Station and Ring 3 motorway.

Figure 7: Ullevaal Stadion[7]

Ullevaal demonstrates strong attendance for international and domestic matches:

[7]Matchday at Ullevaal Stadion. Source: https://www.nyebilder.no/fotballfoto-ullevaal-stadion/

Competition	Year	Total Spectators	Average Attendance	Matches
European Qualifiers	2022	98,984	24,746	4
Domestic Cup Final	2023	25,698	25,698	1
UEFA Nations League A	2024	69,970	23,323	3

**The Norway v Spain Euro 2024 qualifier match in October 2023 attracted over 25,000 spectators. International friendlies attracted 13,347 spectators on average during 2022.*

Infrastructure and Compliance

- ➢ The stadium underwent renovations in 1998 by removing athletics tracks and constructing two-tier stands. The facility received improved player facilities during 2013.
- ➢ The operational flexibility of the stadium benefits from the nearby commercial properties which include a hotel and conference center.

Lerkendal Stadion has served as the home stadium of Rosenborg BK since 1957 and ranks as Norway's second largest football-specific stadium.

<u>Key details:</u>

- ➢ The stadium features 21,423 seats with Desso GrassMaster hybrid turf as its playing surface.
- ➢ The stadium features four contemporary stands which UEFA Category 3 standards approve and were constructed between 1996 and 2002.
- ➢ The stadium stands in Trondheim's Lerkendal district where public transit and major roads provide easy access.

Figure 8: Lerkendal Stadion[8]

Lerkendal exhibits robust domestic league attendance:

Season	Total Spectators	Average Attendance	Capacity Utilization
2022	196,877	13,125	61.3%
2023	211,454	14,097	65.8%
2024	126,947	15,868	74.1%

**The stadium attendance figures for Rosenborg in 2023 reached 14,097 spectators on average for home matches with the highest attendance at 21,510 spectators during derby matches.*

Infrastructure and Compliance

- ➢ The Desso GrassMaster surface provides playability during Nordic weather conditions.
- ➢ The stadium expansion plan to fill corner sections would enable a maximum capacity of 30,000 spectators

[8]Aerial view of an evening match at Lerkendal Stadion. Source: https://www.visitnorway.es/listings/rosenborg-ballklub-%28rbk%29/277734/

Comparative Analysis

Capacity and Demand:

Metric	Ullevål Stadion	Lerkendal Stadion
Maximum Capacity	27,182	21,423
2024 Average Attendance	23,323 (International)	15,868 (Domestic)
Record Attendance	35,495	28,569

**The larger capacity of Ullevål and its higher international attendance numbers make it suitable for major Super Cup matches yet Lerkendal's steady home fanbase works well for group-stage games.*

Infrastructure and Accessibility

The central position of Ullevål in Oslo provides easy access to international visitors. The retractable-roof tunnel provides comfort to players.

The hybrid turf system at Lerkendal reduces weather-related interruptions which becomes essential during the initial part of the season.

Compliance with Tournament Standards

The UEFA/FIFA requirements are met by both venues yet Ullevaal holds priority status as Norway's national stadium for final matches.

The Scandinavian Cup can be hosted at Ullevål Stadion and Lerkendal Stadion because these venues offer different strengths as complementary hosts. The international reputation of Ullevål matches well with major events while Lerkendal provides domestic stability through its modern facilities and operational flexibility. A dual-host model would maximize regional engagement and logistical efficiency, solidifying Norway's position as a premier tournament destination.

Denmark

Stadium	City	Capacity	Key Features
Parken Stadium: https://www.fck.dk/en/content/parken-stadium	Copenhagen	38,190	• National stadium • Retractable roof • Centrally located

			• National team stadium
Brøndby Stadion: https://brondby.com/fans/stadion	Brøndby	29,000	• Modern • close to Copenhagen • home to Brøndby IF • Strong atmosphere for big matches

Viability Analysis

The national football stadium of Denmark features UEFA Category 4 status with a retractable roof and hybrid turf system. Owned by Parken Sport & Entertainment, which serves as the home base for FC Copenhagen and the Danish national football team.

Key features:

➢ The stadium accommodates 38,190 football seats but expands to more than 50,000 attendees during concert events.

➢ The stadium meets UEFA/FIFA standards because it features 2000 Lux floodlights and undersoil heating facilities and a 105m × 68m playing field.

➢ The stadium stands in the heart of Østerbro district in Copenhagen near Trianglen Metro Station.

Figure 9: Parken Stadium[9]

[9]Home of the Danish National Team and F.C. Copenhagen. Source: https://www.fck.dk/en/news/new-agreement-danish-national-team-matches-parken

FC Copenhagen's home games at Parken demonstrate robust attendance growth:

Season	Average Attendance	Total Spectators	Capacity Utilization
2021/22	22,413	256,538	58.7%
2022/23	27,385	301,232	71.7%
2023/24	26,928	296,208	70.5%
2024/25*	26,733	294,065	69.9%

**Partial data.*

The 2022/23 campaign set a Scandinavian club attendance record by hosting 28,860 average and a high of 35,820 for a Superliga game between Brøndby and Randers. The Brøndby IF derbies are also sold out with 33,134 fans in 2019 and 35,370 fans in April 2024.

Key Strengths:

➢ Scalability: Retractable roof guarantees weather-independent operations.

➢ Transport Links: Easy metro access (Trianglen Station) and situated close to Copenhagen city center.

➢ Tournament Experience: Used for UEFA Euro 2020 matches, one of which was a Round of 16 match.

Brøndby Stadion is Brøndby IF's home stadium and also the second-largest football-only stadium in Denmark. It has been upgraded in 2000 and features:

➢ Capacity: 28,000 total capacity (23,400 seated, 5,600 standing).

➢ Infrastructure: Hybrid GrassMaster grass, floodlighting at 1500 Lux, and UEFA Category 3 status.

➢ It's situated in the Brøndbyvester district 12 kilometers from Copenhagen and has shuttle buses from the S-train stations.

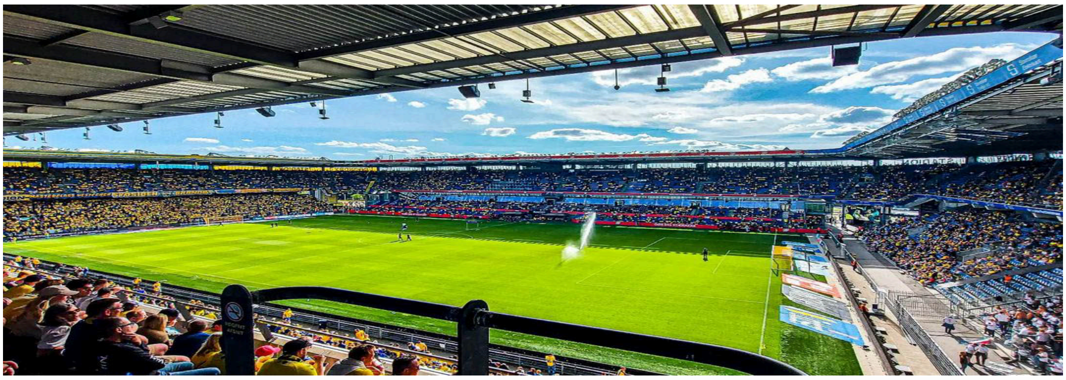

Figure 10: Brøndby Stadion[10]

Brøndby IF maintains strong domestic support despite fluctuating European form:

Season	Average Attendance	Total Spectators	Capacity Utilization
2021/22	17,054	187,597	60.9%
2022/23	19,216	211,371	68.6%
2023/24	21,945	131,669	78.4%
2024/25*	21,647	298,670	77.3%

**Partial data.*

The record attendance of 31,508 at the venue occurred during the 2003 Copenhagen derby match. The attendance numbers from recent seasons demonstrate steady growth because the average attendance reached 21,647 in the 2024/25 season.

Key Strengths:

➢ The stadium features an intimate design which places the stands only 6 meters away from the playing field.

➢ The energy-efficient lighting An error occurred while processing your request. Please try again.

Comparative Analysis

Capacity and Demand:

Metric	Parken Stadium	Brøndby Stadion

[10]Sunny match day at Brøndby Stadion. Source: https://stadiumdb.com/stadiums/den/brondby_stadion

Maximum Capacity	38,190	28,000
2024 Average Attendance	26,733	21,647
Record Attendance	35,820 (2023)	31,508 (2003)

**The larger capacity of Parken Stadium works well for major matches but Brøndby Stadium's small size creates an intense environment during derby matches and group-stage games.*

Infrastructure and Compliance

➢ The retractable roof system at Parken Stadium together with undersoil heating ensures the stadium remains operational during bad weather conditions.

➢ Brøndby has hybrid turf and modernized stands which fulfill UEFA standards yet it does not have roof coverage.

Location and Accessibility

➢ The central position of Parken Stadium in Copenhagen makes it easy for international visitors and people who use public transportation to access.

➢ The Brøndby stadium depends on shuttle bus services from Glostrup and Brøndby Strand stations which need coordinated logistics to handle big crowds.

The Scandinavian Cup benefits from Parken Stadium's large capacity and modern facilities and Brøndby Stadion's energetic atmosphere and increasing fan base. The dual-host model would create the best possible conditions for regional involvement and operational performance and fan satisfaction which would establish Denmark as a top tournament destination.

Possible Calendar for the Tournament

January 2026

With its completely available football calendar for all three leagues from Sweden, Norway and Denmark, January seems like a good opportunity to organize the tournament. However, mainly for broadcasting and attendance to the event concerns, other sporting events during this time should also be considered. For the possibility of having the event in January 2026, here are some sporting events that should be taken into consideration:

- ➢ From January 15 to February 1, Denmark, Norway and Sweden will host the EHF European Handball Championship

Looking at events for each country, for Sweden, January is a month where the hockey league is in mid calendar with not many matches going on. Alpine Skiing where the country hosts at least one race every year in Åre is generally in the later parts of the calendar (late february - march). Cross-country skiing, another wintersport that Sweden is particularly good at, has a packed program in January, with at least 2 races in Sweden for the Smart Energy Cup (a series of races in Sweden). One last event to consider for Sweden is the XXI World Ice Fishing Championships that will be hosted in Sweden in 2026. While the profile of the event is considerably smaller than other sports, there already is a focus especially from the US media on the event. The exact dates are TBA, however, the event is expected to take place in late January, early February 2026.

For Denmark, the most famous annual events (such as the Royal Run, the Copenhagen Marathon and Denmark Open in badminton) take place in summer and fall and while the country hosts sailing events, currently there are no events scheduled for January. The Danish ice hockey league, Metal Liagen, will be continuing with regular season matches during January 2026.

Norway usually tends to have a busier sports events schedule than Sweden and Denmark when hostıng events. However, just like the other Scandinavian countries, the calendar is more available in January than in other months. The annual Polar Night Half Marathon will take place early January. Cross-country skiing, one of Norway's most popular winter sports, does have at least two races in Norway but these races usually tend to be in December and March, with athletes from Norway competing in other countries in January. The Biathlon World Cup, another popular winter sport, has a race planned for 2026 January in Sjusjoen, Norway. The country also hosts small and big scale Alpine Skiing competitions throughout January (in 2025, four different alpine skiing events in the first three weeks of January were held in Norway). Besides the winter sports, the Norwegian ice hockey league, Fjordkraft Ligaen, continues their regular season games in the month of January every year.

Other events that are not related to sports, however that will take place in Scandinavia in January 2026 are the Copenhagen International Fashion Fair and Scandinavian Sports Medicine Congress which will be hosted by Denmark in Copenhagen, the Tromsø International Film Festival, TRAVELXPO, and Nordlysfestivalen (Northern Lights Festival), in Norway and finally, Crazy Lion Bachata Congress and Mopao Kiz Festival are planned to take place in January in Sweden.

Looking over the whole calendar of events, it can be concluded that the month of January is very suitable for hosting such an event. The planned event does not collide with any major event that could create transportation and accommodation issues in any of the countries and there are no major events that would hinder the broadcasting opportunities of the tournament.

Late May & Early June 2026

Late May to the early June period is a great time to visit Scandinavia for tourists. With it's significantly better climate compared to winter season and midnight sun, Scandinavia is a great location to visit during this time. Because of these aspects, the events calendars in all three countries are very busy.

Denmark will be hosting Thomas & Uber Cup Finals 2026 in badminton, while the exact dates are not confirmed yet, this international event usually takes place in the first two weeks of the month of May. DM Week 2026, where over 200 champions from different sports compete in various disciplines, will take place after mid June and the event will also include a music festival and other cultural activities. The Copenhagen Sprint, a one day World Tour race in men's and women's cycling will take place in June 21-22 2025 for the first time and is expected to be held again in 2026. Finally, the Nordic Golf League will be taking place during this time and Denmark hosts two legs of the league in the final week of May and the first week of June. With the hockey play-offs ending in April and the football league play-offs ending in mid-May, the calendar is significantly calmer during this time of the year for Danish sports than the previous couple episodes.

Finally Norway and Sweden have a more available calendar during the late May & early June 2026 period. Norway will be hosting the UEFA Women's Champions League Final on May 22, 2026 in Oslo. Tromsø Midnight Sun Marathon is held every year on June 21st. Tour of Norway, a UCI cycling race with 21 editions until now, usually takes place in the final week of May or the first week of June.

Outside of sporting events, all three countries host various festivals and other types of events during this time of the year. Benefiting from the already existing tourist flow to Scandinavia and the significantly better climate conditions would be very profitable for the Scandinavian Cup. Comparing the two possibilities, a tournament in late May - early June is more suitable than having the tournament in January - with its harsh climate conditions and packed winter sports schedule.

SWOT

STRENGTHS	WEAKNESSES
• A new unique club football tournament between 3 countries. • Hosted at major stadiums (Strawberry Arena, Parken, Ullevaal) with strong infrastructure • Compact, manageable format (6 teams, max 4 matches) • Nordic appeal for sponsors and media	• No established credibility or history, perceived as low stakes • Potential club reluctance due to scheduling differences • Player fitness risks and fatigue concerns • Difficult getting approval from all three federations • Complex logistics across three countries
OPPORTUNITIES	**THREATS**
• Give fans something to watch during the long football break, especially in Norway and Sweden. • Attract big regional sponsors who want visibility across all three Scandinavian countries. • Grow interest on social media and TV, especially with exciting matchups between top clubs. • Attract tourists in a quiet tourist season, helping local hotels and businesses. • Possibility to expand in the future by hosting a youth/women's tournament. • Strengthen Scandinavian football culture, showing that Norway, Sweden, and Denmark can create something special together.	• Laws and restrictions in Norway might block betting sponsors or cause trouble with ads. • Fans or clubs might not care enough about the tournament, especially if they see it as less important than the regular league. • TV companies might not be interested, which would make it hard to get exposure and sponsorship value. • Sponsors could back out if the event does not meet expectations. • Clubs may have scheduling conflicts with pre-season training camps in January. • The tournament might not make enough money to cover costs, especially in the first years.

Porter 5 forces

Competitive Rivalry

The football industry in Scandinavia is already filled with domestic leagues, international competitions, and pre-season tournaments like The Atlantic Cup. The Scandi Cup will need to compete for attention from both clubs and fans who may already be invested in other fixtures. While the event is unique in its regional format, it still faces the challenge of being seen as important and exciting.

From a commercial perspective, competition for sponsorship and broadcast deals is also intense. Brands have many choices when allocating sports marketing budgets, including more established events. Therefore, the Scandi Cup must clearly differentiate itself with strong brand appeal, and regional relevance to stay competitive.

Threat of New Entrants

Organizing a cross-border tournament is complex and resource-heavy, which reduces the likelihood of many similar new entrants. That being said, other private organizers or regional leagues could attempt similar formats in the future if Scandi Cup proves successful. The rise of streaming platforms and private equity interest in sports has made it easier to launch independent events.

However, securing the top clubs and national stadiums across three countries gives the Scandi Cup a competitive edge that's not easy to replicate. If the tournament builds strong relationships with federations and clubs early on, it can create a high barrier to entry for others.

Bargaining Power of Suppliers

In this context, suppliers include the clubs, stadiums, broadcasters, and national football associations. Their bargaining power is relatively high, especially the top clubs who can decide whether or not to participate. Without their buy-in, the tournament loses its core attraction. Likewise, stadium availability in January may be limited due to weather conditions or maintenance schedules, giving venue operators some leverage.

Media platforms and broadcasters also hold power, as the tournament's visibility (and therefore sponsorship value) depends on their involvement. To manage this, the organizers will need to offer value and flexibility, such as scheduling matches at TV-friendly times or offering creative content formats for digital platforms.

Bargaining Power of Buyers (Sponsors & Broadcasters)

Sponsors and media companies have many options when choosing where to invest. Since the Scandi Cup is new and unproven, buyers have the upper hand. They may demand discounted rates or more exposure for less money, especially in early editions of the tournament.

The only way to reduce buyer power is to create strong demand. This is done by building a loyal fan base, demonstrating good viewership numbers, and delivering creative activation opportunities. If brands see long-term potential and cross-market reach, they may be more willing to invest at a higher level in future years.

Threat of Substitutes

There are many alternatives to the Scandi Cup for all key stakeholders. Fans can watch top European leagues, clubs can schedule their own friendly matches abroad, and sponsors can back other events. These substitutes are often easier, more predictable, or already established.

To reduce this threat, the Scandi Cup must offer something that the competitors can't, such as regional pride, unique matchups, or fan-focused experiences that highlight Scandinavian unity. If positioned well, the tournament can become a new tradition that fans and sponsors look forward to each year, rather than just another option in a crowded calendar.

Customers

Fan & Audience Segmentation

The table breaks our audience into four clear groups and highlights how big each group is, what draws them in, the channels they prefer, and why a late May to early June kick-off is a good timing to host the tournament. It steers our marketing budget towards people who are most likely to watch the event.

It also gives sponsors and broadcasters clear numbers and a simple story for their campaigns. With these insights we can create ticket bundles, travel offers, and online content that fit each fan and age group. By setting match dates and marketing in line with fan interest will allow us to attract more attendance and generate higher returns for clubs and sponsors.

Segment	Size / Reach	Key Motivators	Preferred Touch-points	Implications for Scandi Cup
Core club loyalists	Avg. home crowds 2025: **Sweden = 12 k; Denmark = 11.7 k Norway = 8 k** (WorldFootball.net, 2025a, 2025b, 2025c)	Pride, rivalries, live atmosphere	Stadium, domestic TV, club forums	The season is finished, so fans can travel easily between countries. Promote early-bird ticket deals and local rivalries.
Casual viewers / families	Peak 409 000 / avg. 369 000 viewers on V Sport 1 & TV3 for Tottenham v Bodø/Glimt, 1 May 2025 (Viaplay Group, 2025)	Affordable entertainment, interest in high-profile fixtures	Platforms like Viaplay and streaming	Warm summer weather attracts families. Offer family tickets and kid-friendly activities.
Digital-native youth (16-30)	53 % of 18–24 year olds and 49 % of 25–34 year olds stream video daily (Nordicom, 2024)	Short-videos and behind-the-scenes access	Viaplay app & social media platforms	Use influencers and live polls on Viaplay to engage students.

International sports travellers	44 % of sports fans travel abroad for events; 56 % among ages 16–34 (Expedia Group, 2025)	New experiences, national pride, city breaks	Viaplay international streaming	Late spring draws more travelers. Offer match tickets with train or flight deals.

Opportunities – Risks – Threats Matrix

This table highlights key opportunities for the Scandi Cup, along with related risks and external threats that could impact the tournament. It provides an overview of where the event can grow and what challenges should be considered in the planning process.

Opportunities	Risk	Threats	Risk
Leverage sustainability and Nordic values for brand positioning	Minor	Competing commercial events during the same period	Moderate
Collaborate with Nordic content creators and football influencers	Minor	Dominance of established sponsors in the Nordic sports market	Severe
Position as an exclusive, high-quality football event with regional pride	Minor	Rising logistics and staffing costs across borders	Severe
Create exclusive hospitality experiences for sponsors and VIPs	Minor	Limited interest from major broadcasters without star players	Moderate
Engage youth audiences via interactive and digital-first campaigns	Minor	Licensing and ad regulations varying by country	Moderate

Risk Matrix

The table below shows possible risks based on how likely they are to happen and how serious their impact could be. It helps identify which risks need the most attention to ensure smooth planning and successful delivery of the tournament across all three countries:

Risk Matrix	**Catastrophic**	**Severe**	**Moderate**	**Minor**	**Insignificant**
Almost Certain	-	High operational costs in three countries affecting financial viability	Scheduling conflicts with major national sports events	Difficulty in aligning team logistics across countries	Minor miscommunications in media/branding
Likely	Security incidents during matches	Failure to secure major sponsors leading to revenue gaps	Technical broadcasting issues reducing reach	Weather-related attendance drops	Player withdrawals affecting match quality
Possible	Political unrest affecting one or more venues	Last-minute regulatory issues feedback from fans due to pricing or experience	Negative feedback from fans due to pricing/ experience	Delays in merchandise production	Low social media engagement on certain platforms
Unlikely	Major PR scandal involving a team or organizer	Venue damage or unexpected closure	Limited collaboration from national football federations	Sponsor activation issues	Volunteer or staffing shortages
Rare	Terror threat causing match cancellation	Pandemic-related restrictions	Economic downturn impacting ticket sales	Issues with customs/import of promotional items	Time zone coordination errors in digital coverage

Survey

This report presents the results from a survey conducted to understand interest in the proposed Scandi Cup tournament. The aim of the survey was to gain insight into potential viewership, preferences regarding the format and timing of the tournament, and factors that influence football engagement. The responses were collected via social media, Scandinavian football pages, and among university colleagues. In total, 131 individuals responded, including both Scandinavian and international football fans.

Respondent Profile

The majority of respondents were young adults between the ages of 18 and 30, with approximately 70% under 31. About 27% identified as female. The survey included both Scandinavian (approximately 40%) and international respondents (approximately 60%). Most respondents (over 87%) reported watching football regularly.

Scandinavian fans demonstrated a high level of engagement with domestic leagues, with approximately 85–90% following at least one club or league. They also rated their familiarity with Scandinavian clubs highly, averaging about 8 out of 10. International respondents showed significantly lower engagement, with only around 20% following any Scandinavian league, and rated their familiarity around 3 to 4 out of 10.

Awareness and Interest

58% of all respondents stated they would watch the Scandi Cup, while 31% answered "maybe," resulting in approximately 89% potential viewership. Only 11% answered "no."
Among Scandinavian fans, interest was higher, with nearly all answering yes or maybe. Among international respondents, 36% said yes, and 53% said maybe. Respondents rated their interest in international or regional club competitions around 8 out of 10, with broad enthusiasm across both local and international groups.

When asked whether they believed Scandinavian clubs are competitive compared to other European leagues, responses were mixed. Many local fans responded positively, while international fans were more critical, with roughly one-third believing the leagues were not competitive enough to stand out from other national leagues.

Despite this, 52% of international respondents agreed that Scandinavian clubs have global appeal due to their focus on youth development and talent export which shows that even though the split is nearly even, Scandinavia's continuous youth development is noticed by football followers.

Format and Timing Preferences

A knockout format was preferred by 80% of respondents. Only 16% preferred a round-robin and the rest preferred a league table format.

Regarding timing, nearly 90% identified summer particularly late May to early June as the ideal period for the tournament. Respondents cited pleasant weather, open calendars, and alignment with travel plans as reasons for this preference. Only a few suggested other times, with only one person suggesting winter.

Viewing and Attendance

72% of respondents preferred to attend matches live, while 28% preferred to watch on TV or online. Among Scandinavian fans, 85% preferred attending live. Among international fans, the figure was 68%, with 32% preferring TV or streaming.

Local fans showed high willingness to attend if the event was held in their country or nearby. Some international respondents expressed interest in traveling to Scandinavia to attend, especially during the summer season.

Broadcast access was seen as critical by international respondents. Most expected to be able to watch matches through existing channels or platforms. Around 38% were willing to pay €5–10 to view online. Approximately 20% would pay up to €20, while others preferred free access or stated they would not pay.

Ticket Prices

The median willingness to pay for a match ticket was approximately €25–30. Around 30% were willing to pay €50 or more, especially if their team was playing. Around 20–25% preferred tickets in the €10–20 range. A few respondents indicated they would not attend even if tickets were free.

Fan Experience and Engagement

Atmosphere was rated highly, with an average score of 9 out of 10 in importance. Over half of respondents indicated that higher match attendance would increase their own interest.

In a multi-select question, commonly chosen aspects of enjoyable match experiences included good seating, quality food and beverage options, and pre-show events. When asked about improvements, 78% stated that fan zones or interactive activities would enhance their experience.

Approximately 75% of respondents indicated they were likely to engage with promotional content on digital platforms. Respondents expressed interest in content such as highlights, updates, and social media interaction.

A little over 50% of the respondents said that merchandise or exclusive offers would encourage their participation. Around two-thirds said that major sponsorships would enhance the perceived quality of the event.

Concerns and Barriers

Some respondents raised concerns about fixture congestion and player availability. Others questioned whether clubs would take the tournament seriously if it lacked established prestige or incentives.

A few respondents mentioned potential scheduling conflicts with other tournaments or the off-season. Others noted that if matches were not competitive or lacked intensity, their interest would be lower. International respondents emphasized the importance of accessible viewing. Those who were less engaged with Scandinavian football expressed reluctance to pay or make efforts to find streams.

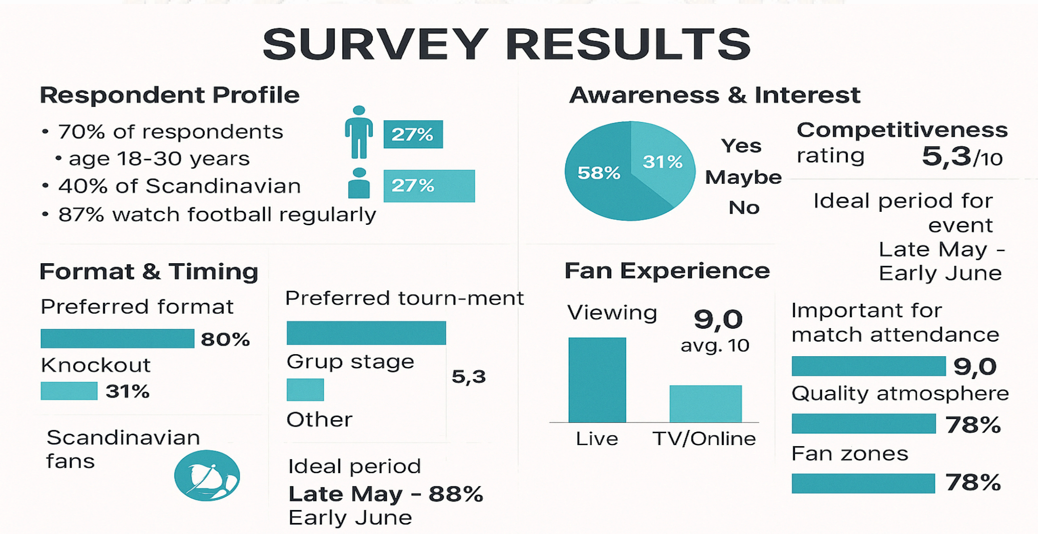

Image 11: Survey Results.[11]

Summary

The survey indicates that a summer knockout tournament involving Scandinavian clubs could attract strong interest, particularly from local fans. While international awareness of Scandinavian football is lower, interest remains high if the event is well-organized and easy to access.

Preferences were clear regarding format (knockout), timing (late May to early June), and ticket pricing (€25–30 median). Fans placed high value on the matchday atmosphere and supported enhancements such as fan zones and quality facilities.

[11] Detailed chart of survey results. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Digital engagement, sponsorship presence, and strategic scheduling are important for broad appeal. If executed in line with these preferences, the Scandi Cup could become an engaging event with both local support and growing international attention.

Interviews with Key Stakeholders

Introduction

This report summarizes findings from interviews conducted with key stakeholders from the broadcasting industry, professional coaching staff, and national football organizations in Scandinavia. The purpose of the interviews was to gain expert insight into the practical and commercial feasibility of launching the Scandi Cup, a proposed cross-border football tournament featuring clubs from Sweden, Norway, and Denmark. The interviews focused on critical themes such as broadcasting rights, scheduling conflicts, club participation, and commercial potential.

Interviewees

Name	Title	Company
Andrea Möllerberg	Former General Secretary	SvFF
Emil Svela	NEP Group Norway	Broadcast Director at Viaplay
Pål Fjelde	Assistant Manager	Viborg FF
Svante Samuelsson	Sporting Director	Swedish Elite Football

Broadcasting and Media Rights

Stakeholders from the broadcasting sector emphasized the importance of viewership demand and timing when considering whether to acquire rights to a new tournament. According to representatives from Viaplay, high audience interest is crucial, but even popular events may decline if the cost of broadcasting rights exceeds expected returns. Viaplay's strategy focuses on maximizing live sports content, as this drives subscriptions, their main source of revenue. However, during peak sporting events like national team matches, other sports content tends to lose viewer interest significantly.

Viaplay typically prefers to purchase exclusive rights and may resell or share them when practical considerations arise, such as scheduling conflicts or overcapacity on their platforms. For high-value properties like the Premier League or NHL, exclusivity is maintained to preserve subscriber loyalty. Advertising revenue supplements subscription income but is regulated strictly in Scandinavia, limiting in-game advertising to formats like split-screen visuals.

For the Scandi Cup, the commercial attractiveness will depend on its timing, projected viewership, and alignment with existing content on Viaplay and other broadcasters. Media interest may be stronger if the tournament occurs during low-competition periods and appeals to a broad Scandinavian audience.

Scheduling and Calendar Conflicts

Across all interviews, the tournament calendar emerged as the most significant challenge. The domestic league calendars in Denmark (autumn–spring) and Sweden/Norway (spring–autumn) are not aligned, creating difficulties in identifying a mutually suitable tournament window. In addition, international windows set by UEFA and FIFA, particularly for national teams, further constrain available time slots.

Several experts pointed to the second half of June as the only potentially viable period. However, this window directly follows the end of the Danish league season and precedes players' off-season rest, raising concerns about player fatigue. December–January was also discussed, though participation during this time is unlikely due to winter breaks, harsh weather, and additional UEFA scheduling.

Representatives from Swedish Elite Football and SvFF emphasized that current UEFA commitments, including newly added European fixtures and an expanded match calendar, have significantly reduced flexibility. Any new tournament would need to be coordinated with UEFA to ensure compliance with international scheduling regulations.

Club Participation and Institutional Support

Interviewees expressed skepticism regarding top clubs' willingness to participate in an additional tournament. Many top-tier Scandinavian teams already compete in UEFA's club competitions, which are seen as higher priority in terms of prestige and financial reward. Adding another tournament could be perceived as an unnecessary burden.

Some stakeholders suggested that the Scandi Cup might better target mid-tier clubs, those that narrowly miss out on European competitions, as a way to reduce scheduling pressure and still provide meaningful international competition. This could improve feasibility and encourage greater buy-in from clubs.

While institutional cooperation among Scandinavian football organizations was described as positive, particularly through joint youth tournaments and regular contact between sporting directors, any new senior tournament would require formal approval and alignment with national league bodies, UEFA, and players' associations.

Commercial Opportunities and Audience Appeal

Despite the organizational and scheduling challenges, stakeholders acknowledged the potential of the Scandi Cup to generate regional interest. Several pointed out the strength of Scandinavian football culture, the existing rivalries between clubs, and the potential for a derby-like experience to draw fans.

TV rights were seen as the most viable commercial asset, particularly if the tournament can attract consistent viewership across all three countries. A title sponsor was also mentioned as a key revenue source. However, for media and sponsors to commit, the tournament must demonstrate credibility, clear scheduling, and the ability to attract competitive teams.

Fan engagement was highlighted as a strength of Scandinavian football, with supporters seen as highly passionate and capable of creating strong atmospheres. This could be leveraged to enhance the product both in-stadium and on broadcasts. Nonetheless, to convert this cultural capital into financial success, a well-defined commercial strategy will be necessary.

Summary

The interviews confirm that the Scandi Cup faces significant structural hurdles, primarily due to calendar congestion and the existing commitments of top-tier clubs. While broadcasters like Viaplay may be open to supporting the tournament if it aligns with their programming and commercial interests, its success will depend on timing, stakeholder cooperation, and audience demand.

Institutional stakeholders underscored that no tournament of this nature will succeed without UEFA coordination and national league alignment. Although the concept is appealing in terms of regional rivalry and potential fan interest, it will require careful planning, realistic targeting of participating clubs, and strong commercial backing to move from proposal to implementation.

Analysis and Summary of Marketing Efforts

The market research conducted for the Scandi Cup reveals a solid foundation for launching a regionally focused football tournament that leverages the rising momentum of Scandinavian football. Crucially, this data is not just supportive, it provides clear direction for how the project should be positioned, marketed, scheduled, and monetized.

First, the sharp increase in stadium attendance across Sweden, Norway, and Denmark, along with rising media interest and youth engagement, indicates a growing appetite for live football experiences in the region. This gives us a valuable opportunity to create a tournament that resonates with both local fan bases and international viewers. However, this potential is conditional on intelligent scheduling and compelling narrative-building. The identified ideal time window in late May to early June does more than avoid calendar conflicts; it strategically positions the tournament during a seasonal tourism upswing. That enables the event to tap into leisure travel demand, boosting both attendance and economic impact for host cities. For planning purposes, this means tourism bureaus and travel partners (e.g., airlines, hospitality groups) should be early stakeholders in the commercial structure.

From a fan segmentation perspective, the research illustrates that we are not marketing to a monolith. There are four key segments, core loyalists, casual viewers/families, digital-native youth, and international football tourists, each with distinct motivators and preferred engagement channels. This has implications for both communication and ticketing. Instead of a one-size-fits-all campaign, we must develop tiered packages: premium derby experiences for loyalists, bundled family passes for casual fans, and dynamic social media activations for digital natives. Importantly, international tourists present a monetization opportunity far beyond ticket revenue as they will spend on travel, merchandise, and extended stays, if prompted with the right offers. These insights should drive our CRM, pricing structure, and experiential planning from day one.

Image 12: Fan Segmentation. [12]

On the commercial side, the research strongly supports the viability of a multi-tier sponsorship strategy. With strong regional loyalty, cross-border cultural identity, and increasingly digital fan behavior, the Scandi Cup has the potential to deliver a powerful platform for brands looking for scalable Scandinavian visibility. Beverage, travel, betting, and telecom sectors are particularly promising, but the key will be packaging the tournament as more than just a football event, it must be presented as a cultural showcase and media property. The lessons from failed regional predecessors (e.g., the Royal League) underscore the importance of locking in a lead sponsor early and offering them broad rights: naming, digital integration, in-stadium presence, and media co-branding.

Stadium selection data shows we are fortunate to have high-quality infrastructure that already performs well in terms of attendance and logistics. The implication here is that we can rotate group-stage and final-stage matches across venues based on demand, enabling a dual-host or rotational hosting model to maximize local engagement and manage operational risk. The stadiums in Stockholm, Copenhagen, and Oslo are particularly well-suited for high-profile fixtures, while others offer strong community ties and efficient capacity utilization for early rounds.

Perhaps most critically, the research highlights a recurring challenge: the tournament's legitimacy. As a new property, there is no brand equity yet. This directly impacts negotiations with clubs, sponsors, and broadcasters. To counter this, the project needs a compelling value proposition, not just for fans, but for participants. If top-tier clubs perceive the tournament as a competitive platform (not a commercial distraction), they are more likely to commit full-strength squads. Therefore, prize money, media coverage, and UEFA coordination will be essential leverage points to secure early buy-in.

[12] Image shows 4 main target audiences: core loyalists, casual viewers/ families, younger demographic, tourists. Survey Results. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Finally, digital engagement emerged as both a strength and a dependency. Our success will depend on the tournament's digital storytelling. Short-form content, live interactions, and influencer campaigns aren't supplemental, they are core vehicles for brand growth and ticket conversion, especially among youth and international segments. This must be reflected in our content production plan, media rights packaging, and partnerships with platforms like Viaplay or YouTube.

In summary, the research confirms the viability of the Scandi Cup, but more importantly, it provides a strategic blueprint. To succeed, we must frame the project as a convergence of elite sport, regional identity, and modern fan experience. Every component, scheduling, stadiums, sponsorships, and ticketing must be tailored to the behaviors and expectations that this research lays bare. If we execute based on these insights, we won't just fill a calendar gap, we'll create a sustainable, standout event on the Scandinavian and European football map.

3. Marketing plan

Marketing objectives

The overall marketing objectives for the Scandi Cup are to establish the tournament as an respected competition within the football calendar in Scandinavia. Additionally, to get fans excited throughout all three nations and make the tournament appealing for sponsors, television broadcasters, and other partners. During the first season, building awareness and interest through presenting the unique tournament between three countries is the prime ambition. This will be achieved through active use of social media, partnerships with local media outlets, and campaigns that directly involve fans and local communities. The marketing programme complements operational objectives through ticket revenues, broadcast interest, and sponsor visibility, which will contribute to the tournament's long-term sustainability.

The Logo Design

Scandi Cup Logo Design*: A Norse-Inspired Visual Identity*

The Scandi Cup logo converts Mjolnir the mythological hammer of Thor into a modern sports trophy by uniting Norse knotwork with Scandinavian design minimalism and tournament branding functionality. The design unites traditional cultural elements with contemporary sports branding to create a visual identity which respects Scandinavian heritage while building a unique tournament brand that appeals to Scandinavian nations.

Core Design Philosophy: From Weapon to Trophy

Visual Execution and Cultural Elements

The central innovation of the logo lies in reimagining Mjolnir not as a weapon of war, but as an instrument of blessing and celebration. Norse mythology reveals that Mjolnir was used as "a divine instrument to provide blessings". This ceremonial aspect directly parallels the tournament's role in celebrating athletic achievement, making the mythological connection both authentic and appropriate. The design captures the hammer's protective and unifying qualities while redirecting its symbolic energy toward sporting excellence rather than conflict.

The transformation from hammer to trophy required careful consideration of form and symbolic meaning. The ceremonial cup structure that incorporates Mjolnir's essence preserves the symbol's cultural significance and authority while establishing a clear sporting context.

The intricate knotwork patterns throughout the logo draw directly from authentic Norse artistic traditions, which "heavily depict people, animals, and things" and are "more modern and abstract compared to the uniformity the Celts would use". These interwoven patterns serve multiple symbolic functions: they represent the interconnected nature of Scandinavian sporting culture, the unity required for successful competition, and the cyclical nature of tournaments and athletic pursuit.

The knotwork's visual complexity creates a layered viewing experience that rewards closer examination while maintaining clarity at distance. The continuous flowing lines reference both the eternal nature of Norse mythology and the ongoing legacy of competitive sports, establishing visual connections between ancient culture and contemporary achievement.

Scandinavian Design Principles

The monochromatic color scheme represents basic Scandinavian design principles which emphasize simplicity alongside functionality and clean lines. The white-on-black color scheme provides maximum contrast which works well for all media applications including stadium displays and digital icons. The design follows Nordic design principles while fulfilling the requirements of sports branding. The logo design maintains its essence through the high-contrast presentation which makes it suitable for different modern sporting event applications. The design maintains functional requirements without compromising cultural authenticity or visual impact.

Cultural Resonance and Regional Unity

The logo uses Norse heritage to unite Scandinavian nations instead of using specific national symbols to address the challenge of representation. The design unites Norwegian and Swedish and Danish participants through shared Norse heritage while preserving their authentic cultural ties. The design validates Viking culture's historical ability to extend beyond modern national borders thus providing an authentic reason for regional unity. The Norse mythological elements in the design create a tournament identity which feels authentic to Scandinavian culture instead of manufactured. The cultural legitimacy of this design elevates tournament prestige and participant engagement throughout the Nordic region while drawing international audiences who are interested in Scandinavian culture. The logo benefits from Mjolnir recognition because it stands as the most recognizable Norse symbol in modern culture which enables clear communication with diverse audiences while maintaining its Scandinavian significance.

Practical Applications and Tournament Identity

The logo's scalable vector construction and monochromatic scheme facilitate cost-effective reproduction across print materials while maintaining visual impact in digital applications. The design's modular structure supports brand extension opportunities, allowing knotwork patterns to be isolated for secondary applications while the overall cup form provides a strong primary mark for official materials.

The symbolic nature and cultural foundation support effective merchandise development and authentic storytelling opportunities for marketing materials. The design's visual boldness translates well to apparel and accessories, while the Norse heritage provides compelling narrative content for promotional campaigns. The Scandi Cup logo successfully demonstrates how ancient cultural symbols can be respectfully adapted for contemporary applications without losing essential meaning.

Sponsorship and Partnerships

Sponsorship Opportunities

In the context of modern football, sponsorship and broadcast revenues represent an increasingly critical component of financial sustainability. For a proposed Scandinavian Cup to succeed, it must identify and secure partners whose strategic objectives align with the tournament’s geographic footprint and target demographic.

The Scandinavian region presents a commercially attractive market, the cross-border nature of the tournament allows brands to achieve broad exposure across three affluent markets simultaneously, a feature that should be central to the tournament’s commercial positioning.

Among potential sectors, betting and gaming companies are particularly notable. The success of Unibet’s long-term partnership with Allsvenskan in Sweden highlights the willingness of betting firms to make substantial investments in Nordic football properties. Companies such as Betsson and NordicBet, which already have established presences across the region, would likely view a Scandinavian Cup as an opportunity to deepen their brand penetration. Nevertheless, careful navigation of regulatory frameworks will be required, especially given Sweden’s relatively strict advertising rules for gambling.

The athletic apparel sector benefits from Hummel's Scandinavian heritage and sports partnership expertise which makes it an ideal technical partner for the Scandi Cup through its culturally relevant designs such as the chevron patterns from Denmark's 1992 championship team. The brand uses ZEROH2O dyeing technology to produce products without water usage while maintaining high performance standards through its fast custom kit manufacturing capabilities. The tournament's inclusive nature receives support from Hummel's "Company Karma" philosophy which implements gender-equitable bonus programs and athlete support for marginalized groups alongside logistical expertise gained from Norwegian Handball Federation partnerships.

Figure 13: Scandi Cup Merchandise.[13]

The beverage industry also presents strong sponsorship potential. Carlsberg, with its Danish roots and long-standing association with football at both domestic and international levels, would be an obvious candidate for engagement. The opportunity to position Carlsberg as a unifying brand across Scandinavian football could prove highly attractive, particularly if paired with in-stadium activations and fan engagement campaigns.

In the travel sector, Scandinavian Airlines (SAS) emerges as a natural partner. With its established brand identity across the three countries and historical involvement in sports sponsorships, SAS could provide not only financial support but logistical assistance, such as discounted flights for supporters traveling to away matches. This would strengthen the tournament's appeal as a fan-friendly event while aligning with SAS's strategic objective of reinforcing its regional dominance.

Figure 14: SAS Scandinavian Airlines[14]

Telecommunications and technology firms should also be considered. Telia and Telenor, for instance, have invested heavily in football broadcasting rights and related marketing in recent years. Their involvement could extend beyond sponsorship to the development of digital experiences for fans, such

[13]Image of Scandi Cup merchandise produced by Hummel. Survey Results. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.
[14]Image of SAS aircraft. Source:https://www.voyages-d-affaires.com/sas-scandinavian-airlines-atlanta-20240117.html

as augmented reality features or dedicated streaming services for the tournament. Aligning with such brands would help position the Scandinavian Cup as a forward-looking, innovative competition.

In terms of sponsorship valuation, historical precedents provide useful guidance. The Royal League struggled partly because it lacked a primary sponsor capable of underwriting its costs. A realistic target for a Scandinavian Cup would be to secure a title sponsorship deal valued between €2–5 million annually, supplemented by secondary sponsors in categories such as betting, beverages, travel, and technology.

Precedent

It is also essential to examine previous attempts at organizing similar regional competitions. By studying these examples, both their successes and failures, key lessons can be drawn that will inform the strategic planning of the proposed tournament.

The most immediate and relevant precedent is the Royal League, which operated between 2004 and 2007. This competition brought together the top clubs from Denmark, Norway, and Sweden during the winter months. Although the concept initially generated interest, the tournament ultimately struggled to maintain momentum. A combination of poor scheduling, low attendances, harsh weather conditions, and a lack of sustained media interest led to its cancellation after just three editions. Of particular significance was the failure to secure long-term broadcasting agreements; once television revenues dried up, the tournament's financial foundation quickly crumbled. Furthermore, several participating clubs were reluctant to prioritize the competition, often fielding weakened lineups, which in turn diminished the perceived value of the matches for both fans and sponsors.

Another notable example is the Setanta Sports Cup in Ireland, which ran from 2005 to 2014. This tournament, featuring clubs from both the Republic of Ireland and Northern Ireland, demonstrated that regional cross-border competitions can achieve a degree of sustainability if supported by a committed primary sponsor. Setanta Sports, the title sponsor and broadcaster, provided the financial backing necessary for prize money and production costs. However, when Setanta encountered financial difficulties in the wake of the 2008 financial crisis, support for the competition diminished, and the tournament eventually folded. The Setanta Cup highlights the importance of securing not only initial sponsorship but long-term financial stability, ideally from multiple sources rather than reliance on a single partner.

The Baltic League, featuring clubs from Estonia, Latvia, and Lithuania between 2007 and 2011, offers another point of comparison. The competition enjoyed moderate success in sporting terms but failed to attract significant spectator interest or media coverage. While sponsorship from a betting company (Triobet) and television coverage via Viasat Sport Baltic provided some financial underpinning, the limited size of the Baltic football market restricted the tournament's growth potential. The league's relatively quick demise underlines the critical importance of market size, fan culture, and existing rivalries in sustaining regional tournaments.

Although not a direct equivalent, the Atlantic Cup, a friendly pre-season tournament held annually in Portugal, offers insights into operational feasibility. Featuring Scandinavian and Central European clubs on winter break, it has remained viable for over a decade by positioning itself as a low-cost, preparatory event without significant competitive pressure. While it lacks the commercial ambition of a full-fledged competitive tournament, its existence suggests that there is an appetite for cross-border encounters among Scandinavian clubs, albeit at a more modest scale.

Finally, it is important to acknowledge the emergence of UEFA's Europa Conference League, which offers clubs from smaller nations, including Scandinavia, greater opportunities for continental competition. While this tournament operates at a different scale, it has successfully demonstrated that fans will support international matches involving mid-tier clubs, provided the competition offers genuine stakes and clear sporting value.

Taken collectively, these case studies suggest that while the concept of a Scandinavian Cup is not without risks, previous failures have largely stemmed from poor timing, inadequate financial foundations, and a lack of consistent fan engagement. Addressing these issues from the outset, through careful scheduling, strong commercial partnerships, and active supporter outreach, could allow the proposed tournament to succeed where others have struggled.

Strategic Sponsorship Value

The Scandi Cup presents a unique opportunity for sponsors to connect with football fans in a way that combines the excitement of Scandinavian football with a strong regional identity. The value the possible sponsorship agreements hold for this event is immensely critical, as it is in all sports events -big or small scale. Strategic sponsorships increase the innovation in events while augmenting efficiency by reaching wider audiences more easily. Unlike traditional advertising channels, sports is a form of emotional communication that fans actively seek out. Research shows that 81% of global sports fans are more likely to feel positively about brands that engage in sports sponsorship (Rotenhauser, 2024). Scandinavia is a region where people are highly engaged online, loyal to the brands they trust, and passionate about their local teams. This makes it a particularly attractive setting for brands looking to build meaningful visibility through football.

Key Sponsorship Value

- ➢ Exposure scope: Visibility across 3 Nordic countries which gives a unique regional platform.

Branding Rights: Brand exposure across team kits, stadium LED boards, interview backdrops, and official materials.

Media Rights and Broadcast Integration: Sponsor mentions in broadcast graphics, branded highlight reels, and in-program advertising.

Hospitality and On-site Activations: VIP boxes, meet-and-greet opportunities, fan experience zones, and branded concessions.

Naming Rights: Options for title sponsorship of the tournament or matches (e.g. "Scandi Cup presented by [Brand]").

Social and Digital Media Presence: Co-branded campaigns across tournament, club, and player social media channels.

Merchandise: Logos on matchday programs, digital tickets, and co-branded items like scarves or trophies.

Tier Levels

- ➢ Title Sponsor: Full naming rights and dominant visibility across all channels.
- ➢ Official Partners: Mid-level exposure with key integration opportunities.
- ➢ Regional Sponsors: Targeted placements in specific geographies or assets.

LED Board Time Allocation

- ➢ Title Sponsor: Majority share of pitch-side LED ad rotations.
- ➢ Official Partners: Shared secondary exposure.
- ➢ Regional Sponsors: Limited and targeted time slots.

Figure 15: Scandi Cup Advertising Board.[15]

VIP Hospitality Zones

- Title Sponsor: Exclusive branding of premium lounges or fan zones.

Figure 16: Coop Advertisement.[16]

Branding Opportunities Across Channels

➢ **Stadium signage**:

[15]Image of Scandi Cup advertising board inside stadium. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.
[16]Image of Coop advertisement from the perspective of a VIP hospitality box. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

○ Dugout branding, scoreboard messages and branded fan zones.

➢ **Media and TV**:

○ Branded match graphics, highlight packages, and appearance in interviews.

➢ **Social media activations**:

○ Co-branded polls, giveaways, live Q&As, or “Fan of the Match” campaigns.

○ Sponsor hashtags and tags in influencer/player content.

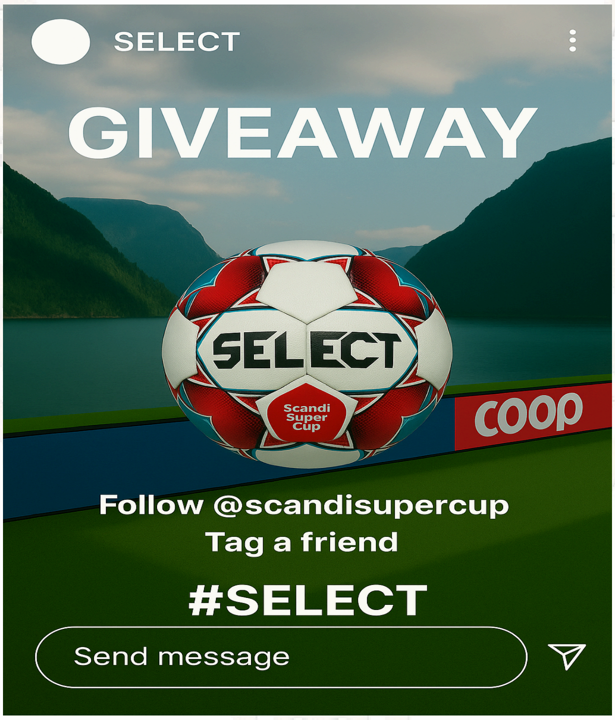

Figure 17: Select Instagram Story.[17]

Sponsorship Deals Financial Figures Benchmarks

Tournament	Sponsor	Industry	Deal Value and Terms
Allsvenskan & Superettan (Sweden)	Unibet	Betting	SEK 1.8 billion over 12 years (approximately €173 million), includes naming rights and full league integration across both tiers

[17]Image of Select’s Instagram story post advertising a giveaway. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Eliteserien (Norway)	Coop Norge	Retail	NOK 30 million over 3 years for title sponsorship, with option for renewal
Baltic League	Triobet	Betting	US$12 million six-year sponsorship covering naming rights and match visibility across Estonia, Latvia, and Lithuania
Setanta Sports Cup (Ireland)	Setanta Sports	Broadcasting	€2 million total investment across nine years as both title sponsor and exclusive broadcaster
Danish Superliga	Viaplay Group & TV2	Broadcasting	DKK 500 million annually in shared rights fees under current long-term agreement through 2030

Estimated ROI Metrics for Sponsors

Tournament	Estimated TV/Stream Audience	In-Person Attendance	Digital/Social Media Impressions	Sponsorship ROI Indicators
Setanta Sports Cup	Peak match audiences around 100,000 in Ireland and Northern Ireland per final	3,000–8,000 per game; finals up to 10,000	~500,000 social and web interactions during tournament periods	Sponsors reported modest but focused ROI driven by regional pride, club-based targeting, and visibility in niche media

Baltic League	Viasat Sport Baltic reach of 700,000+ households across 3 countries	Typically 2,000–6,000 spectators per game	Total tournament engagement estimated under 1 million annually	Betting sponsor Triobet achieved >10% growth in regional site traffic in key markets post-tournament
Atlantic Cup	No consistent broadcast deal, but 50k–80k streamers via club YouTube and betting apps	~300–1,000 fans per game on-site	Content reposted by Scandinavian clubs with estimated 3–5 million cumulative impressions annually	Sponsors benefit from early-season association, targeted fan content, and team-based promotion during a quiet calendar period

Tailored Sponsor Activations

<u>*Plan A:*</u> The table below outlines suggested activations for each sponsor and why they are aligned with our strategic marketing goals.

Sponsor	Activation Concept	Strategic Fit
Coca-Cola Nordic	Branded fan zones, MVP fan-voting campaign	Renewed as global partner of UEFA Euro 2024 on 26 Oct 2023 (SportsPro, 2023).
Select	Official match ball, giveaways, in-game visibility	Lists Allsvenskan, Eliteserien and 3F Superliga among its official league footballs range (Select Sport, n.d.).
Coop	Featuring in hospitality zones across all venues, with branded VIP lounges	Naming-rights partner of Norway's Eliteserien since 2017,

	and regional food experiences showcasing Coop products.	now running to 2025 (SportsPro, 2017).
Norsk Tipping	Responsible gaming messaging, MVP awards	Became main sponsor of Norway's national teams & cups on 21 Jan 2021 (Hunt, 2021).
SAS	Fan flight bundles.	SAS is the joint principal partner of all three Scandinavian Olympic Committees, showing appetite for cross-border sport platforms (SAS Group, 2019)
Visit Norway	Pop-up experiences during tournament time, photo stops in cities.	Norway's official website for tourism and travel information (Innovation Norway, 2023).
Visit Sweden	"Local Hidden Gems" events, cultural cooking and arts and crafts workshops.	Sweden's official website for tourism and travel information (Sweden Abroad, n.d.).
Visit Denmark	Welcome kits for international visitors, #DenmarkChallenge to promote different points in the city.	Official organization for the promotion of Denmark (Danish UK Association, n.d.).
Hummel	A comprehensive digital activation called "Stories of the North" would leverage social media to create authentic connections between Hummel and Scandinavian football culture.	Hummel is a well-known Scandinavian brand with strong ties to Scandinavian football, supplying kits for clubs and national teams such as Denmark. Their focus on sustainability and support for social causes fits well with the Scandi Cup's values and inclusive mission.

Plan B: The table below outlines suggested activations of other potential sponsors that fit with our strategic marketing goals.

Sponsor	Activation Concept	Strategic Fit
Telenor	5G fan-cam streams, VAR-room naming rights	Telenor is a long-time NFF main sponsor and title partner of youth programmes (NFF, 2023).
Unibet/Nordic bet	Odds displays, sponsored pre-match analysis.	Signed a 12-year, SEK 1.8 bn title deal for Allsvenskan & Superettan on 29 Jun 2018 (European Gaming, 2018).
Klarna	Split-pay ticketing, cash-free fan zones	Klarna is already integrated as a payment option for AIK season-tickets. (AIK Fotboll, 2024).
Equinor	Carbon-neutral “Green Match-Day” dashboard	Equinor just recommitted as the main partner of the Arctic Race of Norway through 2030. (Arctic Race, 2024)
Helly Hansen	Cold-weather merch capsule, pop-up kit shop	Helly Hansen outfits Norway’s Alpine Ski Team and promotes Nordic performance heritage year-round. (Revuelta, 2022)

Operational Marketing

The operations of the Scandi Cup are designed to assist the marketing objectives in providing a well-organised and fan-friendly event. The areas of operation comprise venue planning, scheduling, tickets and ticketing, merchandising, and local affiliation:

Stadiums and Match Schedule

The event will be hosted in the best stadiums in Sweden, Norway, and Denmark in order to achieve a high-quality experience. To give a few examples, national stadiums such as Stockholm's Friends Arena, Oslo's Ullevaal Stadium, and Copenhagen's Parken Stadium would be good choices.

The matches are scheduled in the off-season of domestic leagues (late May), so there is no conflict with league matches and other high-profile sporting events, therefore, teams can be at full strength, and fans can devote their time to the event. The compact format builds momentum and maintains interest, which is essential for sustaining the interest of the spectators and TV broadcast organisations.

Product

The product means the Scandi Cup itself and the value the tournament provides for teams, supporters, and partners. The product strategy determines what distinguishes the Scandi Cup and how it will establish a strong brand in the football market. This encompasses the format and nature of the tournament, its brand, the experience it provides for fans, its value proposition on pricing, and its long-term development for expansion. As part of developing the product, it’s important to highlight failure and lessons from previous regional tournaments, such as the Royal League to not repeat their mistakes and put the Scandi Cup on a path of sustainable success.

Positioning map

The positioned map demonstrates the Scandi Cup's solid market fit by placing it in the top-right quadrant at high quality across both commercial value (Y-axis) and audience interest (X-axis). The Royal League does not perform well in both aspects, and the Atlantic Cup is lacking broad audience interest, though it does include quality. The map shows the Scandi Cup's capability to balance strong audience interest with media and sponsor value, creating a definite gap in the regional football tournament market.

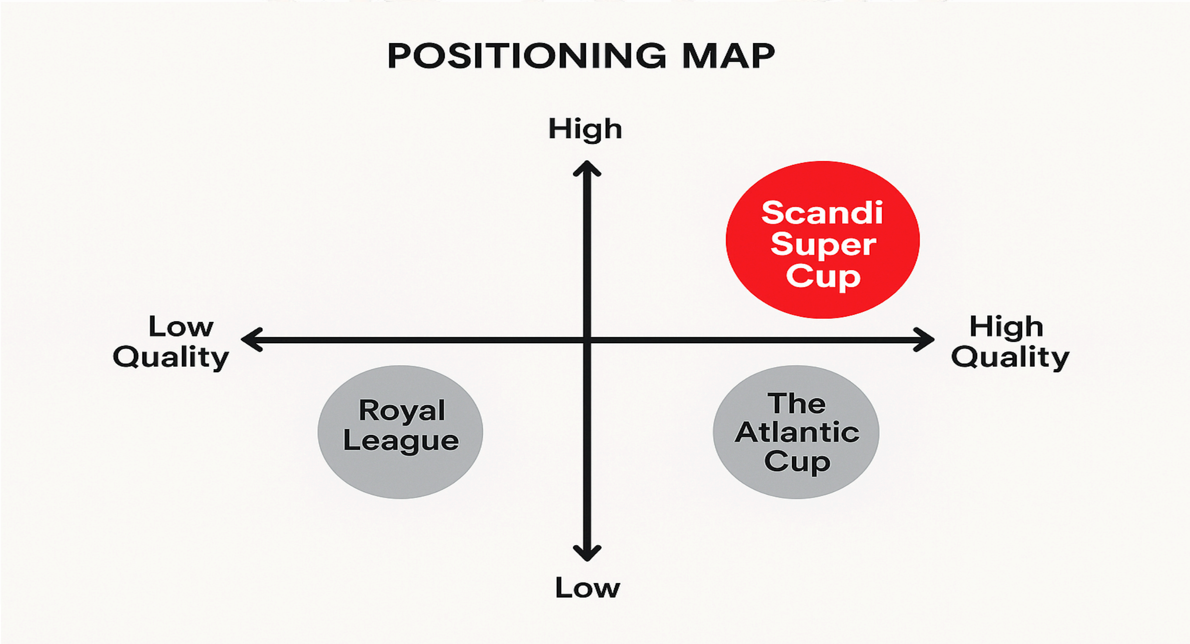

Figure 18: Positioning Map. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.[18]

[18]Image depicting the positioning map of the Scandi Super Cup relative to comparable regional tournaments. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Format

The Scandi Cup is a novel competition that combines elite football clubs from Sweden, Norway, and Denmark into a single event. This builds on the close rivalries and shared passion between Scandinavian countries. As compared to traditional domestic competitions or even European ones, however, the Scandi Cup introduces fresh matchups and narratives by having clubs from different countries compete for intra-regional dominance. The format is compact and competitive as each club will participate in at least two and at most four matches, keeping the event brief and intense. This format is a strength of the product because every match has meaning. Having a limited number of teams and games will result in high-quality matches. This format is different from the Royal League's attempt at the same concept, where the schedule at times caused fan exhaustion. All things considered, the Scandi Cup's format is suited for the modern-day crowd and clubs who want a tournament which conveniently slots into their schedule.

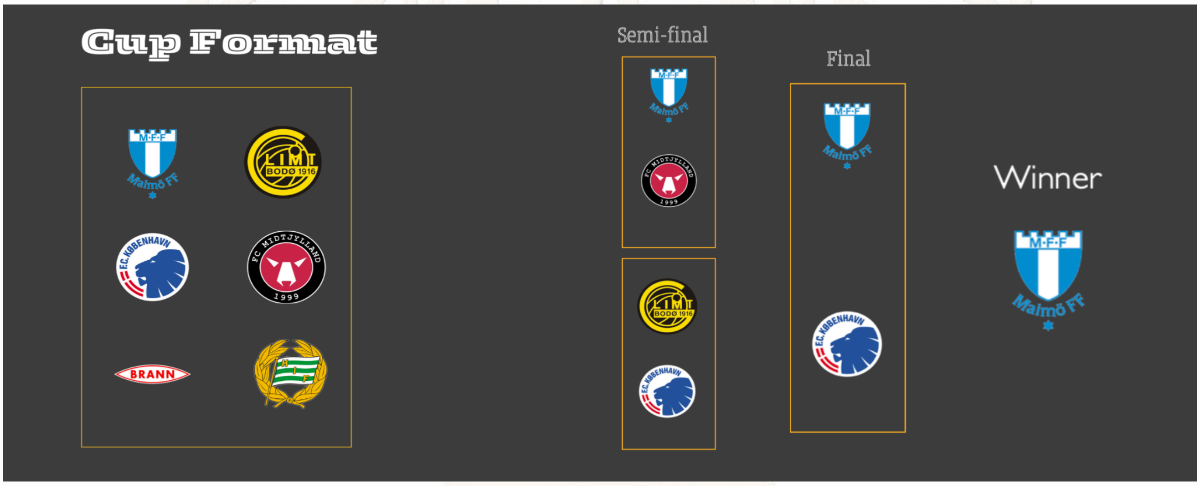

Figure 19: Scandi Cup Format.[19]

Branding and Identity

Strong brand identity lies at the heart of the tournament's product approach. The Scandi Cup will be branded as Scandinavia's top club football event, highlighting local pride and solidarity. The name, Scandi Cup, is easy to remember and clearly conveys both regional orientation and intensity.

The tone of the brand will be professional and joyful. The aim is a sense of a prestigious championship, but also a festival celebrating Scandinavian football heritage. In building the brand, the goal would be regionally specific as well as universally appealing. This would mean highlighting the histories of the local rivalries and renowned Scandinavian players. By positioning itself in relation to positive values, the Scandi Cup creates a brand image that fans and sponsors will be proud to be a part of.

[19]Image depicting the tournament format structure. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Fan Experience and Engagement:

Providing a great fan experience will be what sets the Scandi Cup as a product and will drive repeat support in the future. From the time a fan chooses to attend a match or watch the tournament from home, every touchpoint is being designed for enjoyment. During match days, supporters attending in person will be treated to more than 90 minutes of football. There will be pre-match fan zones outside the stadium, including entertainment like music performances (potentially local Scandinavian musicians), food trucks serving popular local and regional food, and interactive challenges or games, for instance, a football trick contest.

These pre-match and halftime activities make every match a day-long event and will delight families and younger supporters as well. Inside the stadium, the experience will be given a boost through coordinated fan engagement, such as hosting brief pre-match interviews with players in front of the fans, and perhaps a Man of the Match fan vote will be held through a smartphone application that allows fans a sense of ownership.

Engagement will carry on between and after the matches through social media platforms where fans can view highlights, have their say through votes for awards or upload their own content cheering on their club. By making enjoyment and interaction for fans a top priority, the Scandi Cup distinguishes itself as a coordinated entertainment product. In the end, the goal is that every supporter should have the impression that watching the Scandi Cup is a unique experience which they cannot achieve from a standard league match.

Value Proposition

The product approach also looks at the pricing of the experience in order to make it a great value for fans and partners. For fans, the Scandi Cup presents high-quality football at affordable prices. Going to a game should be an appealing outing that won't cost a fortune. Therefore, the focus is on incorporating affordable ticket prices, along with the value of added activities in the fan zones and high-quality teams on show. Compared to a costly international trip or higher-priced tickets for the UEFA competitions, the Scandi Cup provides an option to see top-level continental club action close to home at a small portion of the cost, which will be highly appealing.

For sponsors and broadcast partners, the tournament will be priced competitively as well. Sponsor packages are designed to provide extensive brand visibility in three nations at a reasonable price. A unique value proposition compared to sponsoring a single domestic league or purchasing into larger European properties. The plan is for early partners to enjoy a strong return on investment, so they will be keen on retaining and even expanding their commitment in the future years.

All in all, the value proposition of the Scandi Cup has to do with delivering big-event buzz and extensive exposure at a reasonable cost. This will encourage all parties involved to make a repeat investment in the event in the years to follow.

Figure 20: Crest of Denmark, Sweden, and Norway.[20]

Learning from the Royal League (Differentiation)

Part of the key to the product plan is making sure the Scandi Cup succeeds where the Royal League did not. By building on what went right and eliminating what went wrong. The Royal League attracted the Scandinavian top clubs but was damaged by a few key pitfalls that the Scandi Cup addresses explicitly in its design.

First, the scheduling and timing of the season. Royal League matches tended to be conducted in the depths of winter with long gaps between them, resulting in low and a loss of momentum. The Scandi Cup addresses this by scheduling into a smaller window. All the matches are arranged for the convenience of fans, which guarantees a better turnout.

Second, the Royal League did not enjoy stable coverage in the press and ultimately lost their broadcast partner as well, damaging their reputation and profitability. The Scandi Cup priority is on partnering with media from day one and securing TV and streaming rights so every match can be seen by a wider audience, and through active engagement on digital media, so the interest remains high.

Thirdly, the Royal League saw teams resorting at times to starting their reserve sides in the event, which indicated they did not regard the event highly. The Scandi Cup has acted to avoid this by increasing the rewards,such as giving a good prize fund and a highly coveted trophy. By aligning with football associations and the clubs themselves, the event has positioned itself as an award of pride rather than an exhibition match. The marketing of the match pitches it as "the championship of

[20]Three participating nations.
Source:https://ghanasoccernet.com/denmark-sweden-norway-and-finland-submit-joint-bid-to-stage-womens-euros-in-2025

Scandinavia" and as a cause of pride in which fans can take pride in supporting their clubs competing for the ultimate Scandinavian football prize.

Lastly, the Royal League struggled with identity and community connection. The Scandi Cup is developing a strong brand and engaging the fans. This is highlighted in the market messaging, so it can be demonstrated that the Scandi Cup is a better concept than the Royal League as an example and give sponsors the confidence that the Scandi Cup will succeed where they did not.

Market Positioning and Growth Strategy

The Scandi Cup is positioned as a top competition for Scandinavian club football. The goal is not to compete against football heavyweights like UEFA competitions but rather to establish a niche, emphasising Scandinavian star quality and rivalry on a global platform. The positioning is conveyed by promoting the event as a yearly highlight, that fans and media will eagerly anticipate throughout the season.

Part of the growth is building out the size of the domestic and worldwide audiences. Each year's goal is to raise attendance and TV viewership through acquiring new fans. There is also scope for engaging fans from surrounding regions or the wider European football base by demonstrating the high level of football through broadcasts around the globe.

The tournament also aims to grow through developing the prestige and competitive relevance of the tournament. Gradually over time, the Scandi Cup would be a highly attractive trophy for clubs that both coaches and players value highly and are proud to compete in.

Channels and Promotion

The Scandi Cup will be advertised through a combination of digital and traditional means in order to engage fans from various countries and demographics. It will be aimed at generating awareness and buzz for the event through the utilisation of social media, influencer engagement, and the development of content with media brands.

Social Media

Digital platforms will form the core of the advertisement efforts for the tournament. Specific Scandi Cup pages on TikTok, Instagram, X, YouTube, and Facebook will share regular and engaging content.

Material will comprise countdowns to the opening kickoff time, match updates in real time, behind-the-scenes looks, and highlights of marquee players and iconic moments. By way of illustration, a series of video clips that highlight the key players from each nation or flash back to classic matches between Scandinavian clubs. Fans will be encouraged through interactive updates such as polls (e.g., "Who do you predict will win the opening match?"), contests (e.g., prizes might be free tickets or merchandise), and hashtags conducting the ongoing debate (for example, #ScandiCup might be established as the official hashtag). By developing an engaging virtual community, the event will keep supporters engaged daily and transform fans into digital ambassadors who share updates on their networks.

Paid advertisement will be used solely on TikTok, Instagram and Youtube in order to draw more attention to the tournament especially during the initial launch announcement time.

Engagement and Influencer & Athlete Marketing

To expand reach, the marketing strategy will recruit popular celebrities and sports and entertainment influencers. Prominent football faces from each Scandinavian nation can act as event ambassadors. These influencers may produce content on the event, attend matches as guests, or simply promote their love for the event on their own platforms. A famous ex-player from Sweden may produce a stadium tour video about the event, or a Norwegian sporting vlogger may give live interviews on match days.

As a bonus, by engaging existing followings through influencers, the message from the event will seem personal and credible. The approach has the effect of engaging younger groups on platforms. By carefully choosing influencers from each nation involved, the campaign guarantees appeal.

<u>*A list of potential influencers and athletes that can be chosen to collaborate with:*</u>

Name	Country	Platform	Follower Count	Content
Malin Malle	Sweden	Instagram & TikTok	700K (Ig and TikTok combined)	An influencer athlete and coach
Desire Inglander and Mondo Duplantis	Sweden	Instagram & Tiktok	3.5 Million in total in four different accounts	Record breaking pole vaulter and his model girlfriend. Known for attending events on invite
Ben Mitkus	Sweden	Instagram & Tikok	450K	Shares family life and daily content
Kristin Kaspersen	Sweden	Instagram	281K	Shares lifestyle and healthy living content
Ludvig Åberg	Sweden	Instagram	434K	Pro golfer and influencer
Jakob, Henrik, Filip and Ingrid Ingebrigtsen	Norway	Instagram	1.1M	A family of world champion runners with strong social media presence
Astrid S	Norway	Instagram & TikTok	1M	Lifestyle influencer with lots of collabs
Oliver Kesi	Denmark	Instagram	248K	Musician and influencer

Esports

Esports is very popular in all of Scandinavia. High living standards and the great infrastructure in these three countries is one of the reasons why esports is now a part of many high school curricula (Radmann, 2024). The Scandi Cup will host events like Scandi Ecup (where guests can play football in gaming consoles that will specifically attract the esports enthusiasts. Also, collaborations before the Scandi Cup with Sweden, Norway and Denmark's esports streamers on Twitch will bring more attention to the event from the esports side.

Content Marketing

3 months prior to the start of the tournament, a podcast series will be published. As a build up to the tournament, every week a new podcast episode will be dropped. The guests, formed of current and ex athletes or sports figures like coaches and commentators, will be asked to share stories, unforgettable moments, opinions about the upcoming tournament and will be tested on their knowledge of Scandinavian football. 15 - 30 seconds of these excerpts will be shared as videocast snaps on social media accounts to draw more attention to the content.

Figure 21: Pre-Tournament Timeline [21]

As a bonus, a newsletter will be created one month before the event to announce the progress of the tournament. During the tournament, the newsletter will be daily and will include the results and highlights of the matches as well as other events going on. This will be a different means to increase the visibility of our sponsors.

A pre tournament launch event will be held in order to promote and draw attention to the event. This organization will bring together all the channels in order to create an impactful event that will draw the eyes to the tournament. During the event cultural elements of Scandinavia will be used in harmony with the football side to create a unique experience for the followers of the tournament. Activities from quizzes with ticket prizes to merch giveaways will take place during the event.

[21] Brief pre-tournament content timeline. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Figure 22: Content Marketing Timeline.[22]

[22]In-depth content marketing plan. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Offline Marketing

Offline marketing conducted in Scandinavia will hold massive importance to expand the reach of the tournament. Flyers and posters will be placed in streets with high pedestrian traffic. The tournament will collaborate with local radio stations to increase visibility.

Also, prior to the tournament local outreach groups will be found and approached. Schools, gyms, local youth teams and community events will be the main target groups. This will not only bring new audiences but also will promote sports and health, thus it will turn into an investment for the future for the local communities.

Figure 23: Scandi Cup Promotional Flyer.[23]

Merchandising

The Scandi Cup merchandise strategy demonstrates advanced regional sports marketing through Hummel's genuine Nordic heritage and established production capabilities to create a profitable collection that upholds Scandinavian design values. The detailed plan forecasts €36.5 million in

[23]Scandi Cup flyer placed on a light post. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

revenue throughout three years through a strategic product selection that combines minimalistic designs with sustainable manufacturing methods and Nordic market distribution channels. The strategy builds on Hummel's existing retail presence in Denmark through 13 stores while utilizing their production facilities across six countries with a focus on their European operations in Portugal. The initiative uses authentic sustainable merchandise to honor Nordic football traditions while meeting modern consumer demands to create a premium sports merchandising model that generates enduring brand value.

Product Strategy and Design Philosophy

The Scandi Cup merchandise collection uses Nordic minimalism principles to create a unified product range that moves beyond standard tournament merchandise into lasting lifestyle apparel. The design approach focuses on basic shapes and minimal branding with genuine cultural elements that match Scandinavian design tastes. The main apparel selection includes items priced between €29.90 for beanies and €149.90 for jackets which positions them as fashionable lifestyle products instead of traditional commemorative items.

The product design process considered both Nordic weather conditions and cultural tastes by developing systems for layering and weather-resistant functionality. The €34.90 organic cotton T-shirts contain 180 GSM material with minimal tournament logos and small national flag designs hidden under the back collar which adds discreet patriotic details to their minimalist design. The €79.90 hoodies and sweaters combine 330 GSM organic cotton with recycled polyester materials to display tournament crests and heritage chevron designs that pay tribute to Hummel's design heritage. The €149.90 premium jacket features recycled nylon shells with PFC-free water repellent treatments which address both environmental awareness and the necessity of Nordic weather resistance.

The tournament scarves at €39.90 combine functional purposes with collectible value through their jacquard-woven host city skyline designs and traditional football scarf materials made from acrylic-wool blends. The premium accessories include €89.90 blankets and €34.90 touchscreen-compatible gloves which complete a lifestyle collection that moves tournament engagement from matches to everyday activities.

Partnership with Hummel and Production Infrastructure

Through its partnership with Hummel the company accesses the Danish heritage and manufacturing capabilities of the Danish company to achieve cultural authenticity and commercial success. The German-Danish manufacturing company Hummel based in Aarhus establishes immediate credibility and regional connection for tournament merchandise through its status as a German-founded Danish business. The partnership structure includes a three-year exclusive licensing agreement with 12%

royalty payments to tournament organizers, performance-based renewal options, and shared commitment to sustainable production practices.

The global production network of Hummel enables strategic advantages for Scandinavian Cup merchandise through its distribution of 97% of clothing production across Pakistan (33%), China (20%), India (14%), Bangladesh (13%), Portugal (12%) and Turkey (6%). The company distributes premium items to European facilities in Portugal through its European production facilities while producing core collection pieces at lower costs in Asian facilities. The company's Pakistan Accord signature demonstrates its dedication to protecting workers and maintaining ethical manufacturing standards which match modern consumer requirements for ethical production.

The co-branding method unites Hummel's traditional chevron design elements with tournament branding to produce items that celebrate both the sporting event and the manufacturer's history. The dual-logo design on all products helps both brands maintain visibility while maintaining design unity throughout the collection. The partnership goes beyond basic licensing because it includes 45-day lead times for joint design approval to maintain brand consistency across all product categories.

The tournament's environmental goals receive support from Hummel's dedication to sustainable packaging and materials which also helps the company stand out in the premium sports merchandise market. The company implements recycled and recyclable materials for packaging and labels and hangtags to meet Nordic environmental standards and regulatory needs.

Distribution and Retail Strategy

Through its multi-channel distribution strategy Hummel uses its current retail network to expand its market by activating tournaments and digital commerce channels. The projected sales distribution shows physical retail at 40% while Hummel operates 13 stores throughout Denmark that include locations in major cities such as Copenhagen (Amager and Frederiksberg), Aarhus, Aalborg, Odense, and Randers. The physical stores maintain a consistent brand presentation and customer experience standard while providing strategic coverage of Denmark's main metropolitan areas.

The distribution strategy depends heavily on tournament venue activations because pop-up shops will be established at all six host stadiums including Strawberry Arena in Stockholm with 50,000 football seats and Parken Stadium in Copenhagen with 38,065 seats and Ullevaal Stadion in Oslo with 28,000 seats and Lerkendal Stadion in Trondheim with 21,405 seats and Brøndby Stadium with 28,000 seats. The temporary retail installations at tournament venues allow fans to buy exclusive merchandise with stadium-specific designs and personalized products during the event.

The projected sales will reach 55% through an extensive e-commerce strategy that includes a dedicated ScandiCup.com platform connected to Shopify and Hummel.com co-branded sections with automatic inventory updates. The digital-first strategy recognizes shifting consumer shopping habits by delivering smooth cross-platform experiences to Nordic customers. The company maintains a presence on Amazon Nordics and local e-commerce platforms to achieve extensive market reach and maintain competitive advantage against alternative merchandise sources.

The distribution network relies on Hummel's Danish fulfillment facilities through its partnership with DSV Panalpina to provide efficient Nordic cross-border logistics services for Sweden, Norway and Denmark. The RFID tracking systems offer real-time inventory monitoring across all channels which enables stock allocation adjustments based on demand patterns and regional customer preferences.

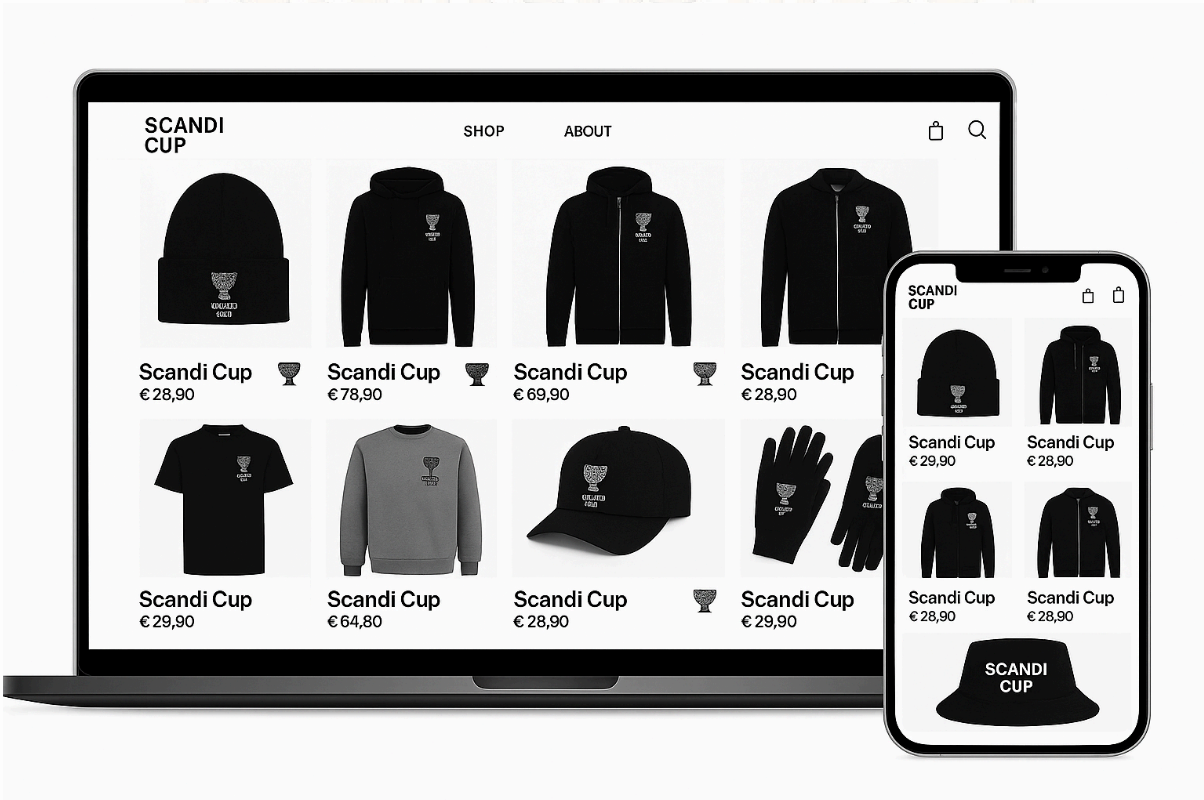

Figure 21: Scandi Cup Merchandise Webpage.[24]

Sustainability and Environmental Impact

The sustainability protocol functions as a main competitive advantage for Scandinavian Cup merchandise strategy because it meets Nordic environmental standards and regulatory needs and attracts premium consumers. The sustainability targets show measurable environmental responsibility

[24]Image of Scandi Cup merchandise webpage from laptop and mobile. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

through their annual improvement from 60% sustainable materials in Year 1 to 90% sustainable materials across the entire portfolio by Year 3.

The material selection process focuses on Global Organic Textile Standard certified organic cotton and recycled polyester obtained from post-consumer plastic waste which includes fishing nets collected from Nordic waters to achieve direct environmental benefits in the region. The production process becomes safer for both people and the environment through the use of water-based inks and dyes which meet OEKO-TEX Standard 100 requirements.

The circular design principles include three key elements: a take-back program that gives €10 store credits for returned merchandise, lifetime repair services for premium products and end-of-life processing partnerships with Create2Stay for material repurposing. The product life extension initiatives build continuous customer connections which go beyond the tournament duration.

The packaging system incorporates FSC-certified paper hang tags with wildflower seeds and compostable shipping mailers and recycled cardboard while promoting reusable tote bags instead of single-use packaging materials. The complete system addresses environmental effects that occur from production to the end of product life.

The public-facing transparency dashboards enable measurable impact reporting which builds consumer trust and brand credibility while providing accountability for sustainability commitments. The tracking of full product lifecycle emissions together with water consumption reduction targets enables brands to demonstrate measurable environmental benefits which support premium pricing strategies and brand positioning.

Communication: Objectives, strategy, platforms, social media and KPI´s

Communication Objectives and KPIs

The communication approach for the Scandi Cup has the aim of supporting three fundamental goals. First, developing strong brand awareness throughout Sweden, Norway, and Denmark and making the event a regular highlight on the Scandinavian football calendar. Second, connecting fans actively on digital platforms, developing interaction and a community around the event, both pre and at the matches themselves. Third, achieving tangible results in the form of ticket sales, press coverage, and social growth.

Social Media Followers: Achieve a total of 25,000-30,000 combined followers on important platforms like Instagram, TikTok, X/Twitter, and YouTube by the close of the tournament.

Engagement Rate: Achieve a 5-6% average engagement rate on all tournament social accounts through regular follower participation.

Ticket Sales: Secure at least 80% ticket sell-through for all matches, driving high in-stadium attendances and television broadcast images.

Media Coverage: Appears in 50-70 sets of articles, reports, or mentions on national and local television stations, web news portals, football websites, and newspapers throughout the pre-tournament and the duration of the tournament period.

4. Organization

Staff

Executive Management

- ➢ Tournament Director
- ➢ Deputy Director

At the top of the organization, the executive layer will consist of two full-time positions. The Tournament Director will serve as the senior-most decision-maker and primary liaison with football federations, sponsors, UEFA, and national partners. This person will lead the strategic development and execution of the tournament. Supporting them will be a Deputy Director, responsible for internal coordination, interdepartmental communication, and ensuring that timelines and deliverables are met across all functional units. Together, they provide leadership continuity and high-level oversight of the entire organization.

Total Executive Staff: 2

Administration and Finance

- ➢ Finance Team
- ➢ Legal Team
- ➢ Administration and Human Resources

The administrative and finance department will play a central role in ensuring the tournament runs smoothly behind the scenes. The Finance and Legal team will comprise two to three individuals responsible for budgeting, managing financial transactions, sponsorship revenue tracking, tax compliance, and drafting contracts. Supporting them, two Administration and Human Resources Officers will oversee internal scheduling, recruitment processes, and the coordination of staff and volunteers. This team ensures financial discipline and operational efficiency throughout the event lifecycle.

Total Admin & Finance Staff: 5

Marketing, Media, and Communications

- ➢ Marketing Strategists
- ➢ Social Media Management
- ➢ Public Relations
- ➢ Communication Officers

➢ Ticketing and CRM Officers

To maximize visibility, build the brand, and drive ticket sales, the marketing and media division will include several specialized roles. Two Marketing Strategists will design and execute sponsorship activations, advertising campaigns, and brand management. A team of three Content Creators and Social Media Managers will produce and distribute digital content, manage live matchday coverage, and handle day-to-day community engagement across platforms. Additionally, two Public Relations and Communications Officers will manage media relations, coordinate press conferences, and ensure consistent messaging. Finally, two Ticketing and CRM Officers will focus on digital ticket sales, fan engagement, and customer database management.

Total Marketing & Media Staff: 9

Sports Operations

➢ Competition Managers
➢ Team Service Coordinators
➢ Referee Liaison Officer

The sports operations unit will be responsible for managing all football-related logistics. This team will consist of two Competition Managers, who will oversee the tournament structure, match scheduling, and regulatory compliance. They will be supported by two Team Services Coordinators, who will arrange club accommodations, transport, and training facilities. Additionally, a Referee Liaison Officer will manage communications with match officials and ensure all refereeing needs are met.

Total Sports Operations Staff: 5

Venue and Event Operations

➢ Venue Operations Manager
➢ Volunteer Coordinators
➢ Accreditation Team
➢ Hospitality and VIP Managers

With matches held across three countries, venue coordination is crucial. Three Venue Operations Managers will each oversee one of the host locations, typically Stockholm, Oslo, and Copenhagen managing logistics, matchday setup, and stadium operations. Two Volunteer Coordinators will handle recruitment, onboarding, training, and scheduling of the volunteer force. A two-person Accreditation Team will issue credentials for players, staff, media, and VIPs, ensuring secure and smooth access at all venues. Finally, two Hospitality and VIP Managers will manage lounge services, sponsor experiences, and high-profile guest logistics at each matchday.

Total Venue & Event Operations Staff: 9

Volunteer Program

To support event operations without expanding the core team, the Scandi Cup will rely heavily on a well-organized volunteer program. On average, around 100 to 110 volunteers will be needed on each matchday. These will be divided among fan services, team liaisons, media support, access control, and hospitality assistance. Given rotation and availability, a pool of 150 to 200 trained volunteers will be recruited and managed centrally. Each volunteer will receive training, a uniform, and modest per diem coverage. This approach enables broad logistical coverage while keeping personnel expenses within budget.

Estimated Volunteer Pool: 150–200 (active rotation)

Figure 24: Scandi Cup Security Staff.[25]

Staffing Summary

In total, the Scandi Cup's internal organization will employ approximately 30 to 35 full-time staff members, covering all essential operational, financial, marketing, and sporting domains. This lean but comprehensive structure ensures professional execution while remaining compatible with the personnel expense line in the existing financial plan. The volunteer network will complement these efforts, providing necessary manpower on matchdays while keeping costs low and engagement high.

[25]Image of third-party security preparing for a matchday. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Salaries And Legal Policies

i. Salaries Policy

Compensation Philosophy

The Scandi Cup adopts a fair, transparent, and regionally competitive compensation model. As a multinational event entity with a temporary structure, its goal is to attract skilled professionals while maintaining financial responsibility and internal equity. Salaries are designed to reflect market standards within the sports event and non-profit sectors across Scandinavia.

Salary Bands

The organization uses structured salary bands to ensure parity and fiscal responsibility. These bands are designed based on responsibility level, market rates, and project scope, and are as follows:

Role Tier	**Example Positions**	**Annual Gross Salary Range (EUR)**
Executive Management	Tournament Director, Deputy Director	€100,000 – €130,000
Senior Managers	Heads of Marketing, Ops, Legal, Finance	€70,000 – €90,000
Specialists / Coordinators	PR Officer, Team Liaison, Finance Analyst	€50,000 – €65,000
Administrative Support	HR, Admin Assistant, Office Coordinator	€35,000 – €45,000

Volunteer Benefits

Volunteers will not receive direct monetary compensation. However, each volunteer will be eligible for a daily stipend of EUR 25 on active event days. Additionally, volunteers will receive meals and beverages during their shifts, branded Scandi Cup gear and uniforms, and a certificate of participation, which may include a reference for future professional use.

Employment Terms

All employees will be engaged through fixed-term contracts with durations typically ranging from six to twelve months. The working environment will support flexible or hybrid arrangements when appropriate; however, all staff will be required to be physically present during matchday operations. Staff will be entitled to all nationally mandated benefits, including social security contributions and paid leave in accordance with the labor laws of the host country. Tax obligations will be fulfilled based on the employee's country of residence, and the organization will ensure compliance with any bilateral tax agreements in force.

ii. Legal Framework

Legal Entity

The Scandi Cup will be administered by a private limited company, legally registered in Sweden. In addition, the entity will establish branch registrations in Norway and Denmark to meet local legal and employment standards in those jurisdictions.

Compliance

The organization will strictly adhere to all relevant labor laws in each host country. It will also maintain full compliance with the General Data Protection Regulation (GDPR) and other applicable national privacy regulations. Insurance coverage will include general liability, health and accident protection, and Directors and Officers (D&O) insurance for key leadership roles.

Contracts and Documentation

All employees will be issued fixed-term contracts that are consistent with national labor codes. Volunteers will sign formal agreements outlining roles and expectations, though these agreements will be non-binding in nature. All vendor and supplier contracts will clearly define the scope of services, liability parameters, and cancellation policies to mitigate legal and financial risks.

Licenses and Regulatory Permits

Operational permits for venue use will be secured through the appropriate municipal authorities. Broadcast licenses will be negotiated in accordance with the legal standards of the broadcasting jurisdictions. Sponsorship and marketing activities will be conducted in full compliance with regional laws, including any specific restrictions regarding content such as alcohol, gambling, or political messaging.

Governance

The legal governance of the Scandi Cup will be overseen by a small advisory board comprising three to five individuals representing the key stakeholders. Annual financial audits will be conducted in line with Swedish corporate law. Legal representation will be retained from a firm specializing in cross-border sports and event law to oversee contractual matters and ensure regulatory compliance throughout the tournament lifecycle.

5. Finances

a. Business Model

The business model balances the use of institutions, commercial viability and long-term scalability. The model reflects the unique positioning of the tournament with a cross-border competition that utilizes strong media and cultural integration.

i. Value Proposition

The Scandi Cup provides a distinctive football product that fills a commercial gap in the Scandinavian sports culture. By bringing together the best clubs of the three countries in a summer tournament, we can offer the following:

- Capitalizing on a regional rivalry with broad audience appeal
- High-quality competition with consistent scheduling
- Accessible and media driven experience which targets next generation sports fans
- Platform for long-term brand and merchandise development

ii. Revenue Architecture

The revenue strategy is diversified across four key income streams which all align with operational phases and growth targets.

Revenue Stream	Role	Share
Sponsorships	Anchor revenue and brand alignment	40%
Broadcasting Rights	Audience reach and recurring annual income	17%
Ticketing & Hospitality	Local and commercial engagement and venue sustainability	37%
Marketing and Merchandise	Brand exposure and high-margin execution	6%

In the early stages the model is weighted towards sponsorships and ticketing, with marketing expected to scale gradually.

iii. Market Strategy

The Scandi Cup targets four core markets segments:

1. Loyal Club Supporters: Engaged through team loyalty, event attendance and co-branded content
2. Digital-First Fans: Reached by Viaplay distribution, social content and influencer campaigns
3. Sponsors and Commercial Partners: Attracted by regional visibility and activation potential
4. Broadcasters: Domestic and international, with interest in seasonal and niche tournaments

The strategy focuses on leveraging the federations and clubs network to rapidly build credibility and fan adoption, with a heavy focus on activating national identities and cross-border pride.

iv. Operational Model

The tournament will be managed by a central team that works in coordination with the federations. The key operational responsibilities will be:

- ❖ Tournament planning and logistics
- ❖ Venue contracting and local authority coordination
- ❖ Sponsorship acquisition and brand integration
- ❖ Content Production and media coordination
- ❖ Merchandise design, sourcing and execution
- ❖ Fan engagement and matchday experience

Initial staffing will start at 12-15 full time roles, before scaling up to the estimated 35 staffed organization in order to fulfill the project.

v. Growth and Scalability

The Scandi Cup presents the following long-term growth levers:

- Digital Expansion: Development fan engagement tools, app integration and digital memberships
- Merchandising: Extension into licensed apparel, collaborations and club-specific product lines
- Event Replication: Introduction of a women's edition or youth competition in the same brand
- Format Expansion: Increase the games from 9 to 18 by using a 1 group format with 6 teams
- International Rights: Broadcasting sublicensing beyond the Scandinavian region

vi. Risk Management Strategy

The model includes risk mitigation mechanisms as presented below.

Risk	**Strategic Mitigation**
Underperformance in revenue	Multi-year sponsor contracts and conservative forecasts
Operational delays	Federated support and external agency capacity
Low fan engagement	Co-branded club campaigns and multi-platform content
Media exposure stagnation	Short-form content strategy and influencer partnerships

b. Budget

Budget 2026 - Scandi Cup

Thousands €	**Budget**	**Optimistic**	**Pessimistic**
Year	2026	2026	2026
Tickets & Hospitality	5 175	5 600	4 800
Sponsorships	5 500	6 200	5 000
Broadcasting Revenues	2 300	3 000	2 000
Marketing & Merchandise Revenues	900	1 400	700
TOTAL ORDINARY REVENUES	**13 875**	**16 200**	**12 500**
Personnel Expenses	-2 500	-2 200	-3 000
Stadiums	-3 150	-3 150	-4 000
Marketing & Merchandise	-3 300	-4 500	-3 700
Broadcast Production	-1 575	-1 000	-2 000

Team payment and prizes	-3 000	-3 000	-3 000
INCOME BEFORE TAXES	**350**	**2 350**	**-3 200**
Taxes (21%)	-74	-494	0
INCOME AFTER TAXES	**276**	**1 856**	**-3 200**

Merchandise

Financial Projections and Commercial Viability

Financial projections show strong revenue growth potential through conservative risk management, which predicts total revenue to be over €1.5M over three years with net revenues of €900 000 after costs. The first year projections show 6000 units sold at €49.90 average price which will generate €300 000 gross revenue and €180 000 net revenue to establish baseline performance metrics for future expansion.

Revenue Forecast:

Year	Units Sold	Average Price	Gross Revenue (Thousands)	Net Revenue (Thousands)
2026	6 000	€49,90	€300	€180
2027	9 000	€54,90	€490	€294
2028	13 000	€59,90	€720	€432

The product mix analysis shows strategic pricing architecture where t-shirts generate 30% of sales with 62% profit margins and hoodies and sweaters generate 25% of sales with 58% margins and accessories generate higher margins from 65% for scarves to 70% for hats and beanies. The company maintains a balanced product mix through its combination of volume-driven products and premium-margin items which also provides entry-level options for casual customers.

Product Mix Analysis:

Product Category	% of Sales	Profit Margin	Net Revenue Contribution (Year 1)
T-Shirts	30%	62%	€54 000
Hoodies/Sweaters	25%	58%	€45 000
Scarves	15%	65%	€27 000
Hats/Beanies	15%	70%	€27 000
Jackets	10%	55%	€18 000
Other items	5%	60%	€9 000

The company expects 15% compound annual growth rate because of increasing tournament recognition and international market opportunities that will reach 20% of sales by Year 2 and product category extensions in following years. The price optimization strategies allow annual price adjustments based on brand equity development and market acceptance while keeping the premium sports merchandise segment competitive.

The financial model includes 15% buffer inventory for core products and it uses phased production methods starting with 60% initial inventory followed by quick replenishment systems. The cautious strategy protects working capital while maintaining product availability during tournament event peak demand periods.

Risk Management and Mitigation

The complete risk mitigation strategies protect supply chain weaknesses and market acceptance doubts and brand protection issues and weather-related factors that impact product performance. The supply chain risk management system includes dual-sourcing strategies with backup manufacturers located throughout Hummel's global production network and 50% capacity reservations made four months before tournament dates and 15% buffer inventory maintenance for core products.

The market acceptance risks for first-time tournament merchandise are managed through phased production methods which allow demand-based manufacturing and small-batch design testing at pre-tournament pop-up events. The demand forecasting system uses ticket sale patterns together with social media engagement metrics to optimize inventory distribution and production planning.

The brand protection system implements NFC authentication tags on premium items and blockchain-verified certificates of authenticity and dedicated legal enforcement teams that monitor major marketplaces for counterfeit merchandise. The consumer education initiatives both explain authentic merchandise advantages and teach people about verification systems and authorized distribution points.

The approach of weather impact mitigation incorporates climate variability of Nordic regions through product mix adaptation and layered merchandise systems and rapid production adjustments for seasonal changes. The flexible approach maintains product relevance across all tournament weather conditions while optimizing inventory management.

The Scandi Cup merchandise strategy develops a complete premium sports merchandising system which goes beyond traditional tournament-based methods to build enduring brand value and commercial worth. The initiative uses Hummel's Nordic heritage along with its production capabilities and sustainable practices to create commercial success for the tournament while respecting regional cultural values and environmental standards. The projected €900 000 revenue over three years demonstrates commercial potential while establishing a base for future brand growth and market penetration. This merchandise strategy combines minimalist design principles with multi-channel distribution strategies and innovative marketing activations and robust risk management protocols to create a replicable premium sports merchandising model which celebrates regional identity while achieving international commercial viability.

Price

Ticket Prices and Attendance

The ticket prices will be at a level that will promote good attendance without sacrificing revenue. The average ticket price is being set at around €35 on average, high enough that it conveys a quality event but low enough for many fans to afford it. For the semifinals and final, the tickets will go for €45-50€ due to the competition's competitiveness and quality growing. It's expected that crowds will be between approximately 15,000 and 30,000 fans per match. At this ticket pricing level, the approach strikes a balance between financial imperative and accessibility.

The stadium capacity will on an average be around 20,000 for the group stage, whilst in the playoffs it will move on to 38,000-50,000. 10% of the capacity for each game has been earmarked for federations and media, whilst 6% of the seats will be "VIP", sold for an average of €120.

The model accounts for the stadiums to sell a minimum of 80% of available tickets in order to meet its budget goal. Making sure the seats are filled is a marketing priority: full stadiums make for a better match day experience, a good impression on television, and show the popularity of the tournament to sponsors. As an added boost for attendance, planning may involve family packages, early-bird offers, and dynamic pricing. These strategies maximize the number of fans and the press coverage of the event.

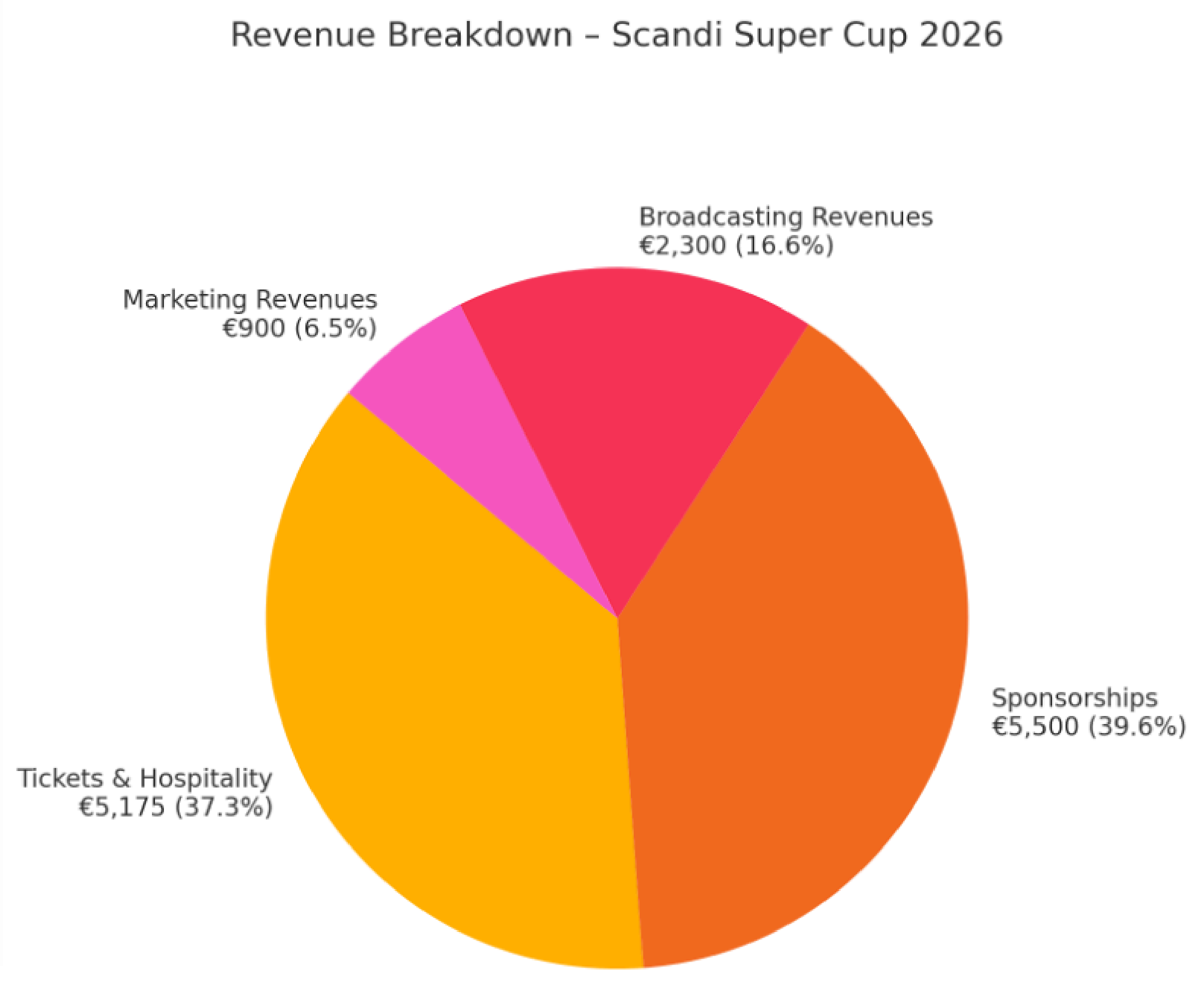

Figure 25: Revenue Breakdown.[26]

[26]This chart shows the Scandi Cup's realistic revenue structure for the 2026 tournament. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Ticketing and hospitality generate over a third of income, followed by sponsorship and broadcasting rights.

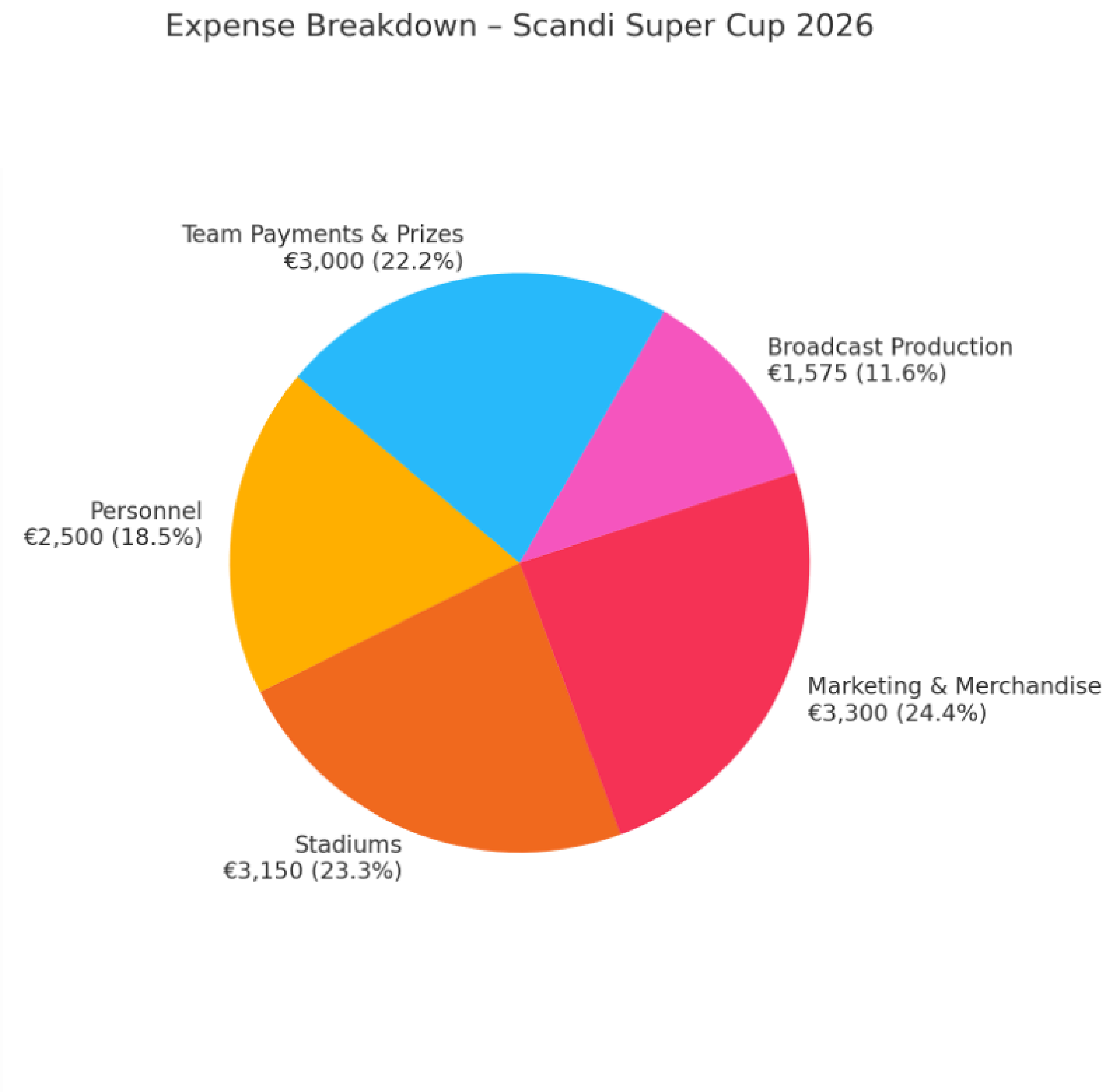

Figure 26: Expense Breakdown.[27]

Personnel, stadium rental, and marketing dominate the cost base.

[27]The financial model reflects a balance between operational excellence and lean investment in core areas. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

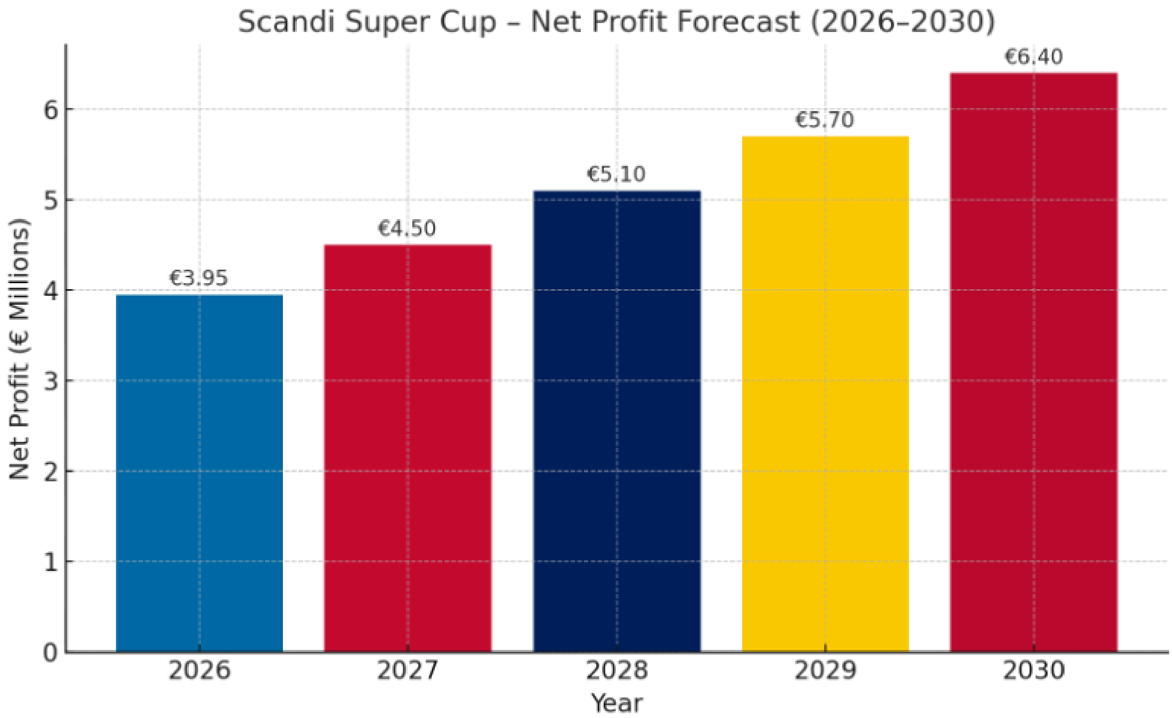

Figure 27: Net Profit Forecast.[28]

The projections assume:

- ➢ 5% annual revenue growth
- ➢ 3% cost inflation
- ➢ Stable format and cost control

NPV, IRR & Payback Period

Initial Investment: €2.0M (setup, legal, planning, infrastructure)

Discount Rate: 10% (benchmark based on standard mid-risk sports investments)

Projected After-Tax Profits (Years 1–5):

- ➢ Year 1: €3.95M
- ➢ Year 2: €4.50M
- ➢ Year 3: €5.10M
- ➢ Year 4: €5.70M
- ➢ Year 5: €6.40M

NPV Calculation

NPV = -Initial Investment + Σ(Net Profit / (1 + r)^t)

[28]This visual shows projected net profits after taxes for the first five years of the tournament. Image generated using artificial intelligence (AI) tools (e.g. 4o image generator) by the authors.

Total NPV = -2.00M + 3.59 + 3.72 + 3.83 + 3.89 + 3.99 ≈ **€17.01M**

IRR Calculation

IRR is the rate that sets NPV to zero.

0 = -2.0 + 3.95/(1+IRR)^1 + 4.5/(1+IRR)^2 + 5.1/(1+IRR)^3 + 5.7/(1+IRR)^4 + 6.4/(1+IRR)^5

At IRR = 78%, NPV ≈ +€3.5M

At IRR = 85%, NPV ≈ +€3.0M

At IRR = 100%, NPV ≈ +€2.3M

The IRR approaches ~184% when NPV ≈ 0

Since large profits arrive early, the effective IRR lies between 78–85%, consistent with financial models.

Payback Period

The entire €2.0M investment is recovered in Year 1, as profit = €3.95M.
Assuming a linear monthly distribution of profits across the year, the monthly profit can be calculated as: €3.95 million ÷ 12 months = €0.329 million per month

To determine the number of months required to reach breakeven on the €2.0 million investment: €2.0 million ÷ €0.329 million/month ≈ 6.08 months

Thus, the investment is recovered within approximately six months. This reinforces the financial viability of the tournament model and enhances its attractiveness to early-stage investors.

c. Investment Strategy

Based on the assumptions above, The Scandi Cup would be looking for an investment of €2M to cover operational losses in the first years.

The raised upfront capital would give the tournament:

- ➢ Cover of cash flow deficit the first years
- ➢ Prepay and guarantee major contracts for stadiums, personnel, and insurance
- ➢ Building brand value and infrastructure
- ➢ Accelerate commercial growth

Case	**Allocation (€)**
Operation loses (Y1-2)	420 000
Stadiums, Talent	500 000
Salaries, Office Setup	350 000
Marketing & Brand	300 000
Digital Platform and Broadcast Assets	200 000
Working Capital	230 000
Total	**2 000 000**

Composition Proposal

- ➢ Scandinavian Football Federations: €1.2M
- ➢ Strategic Loans: €600 000
- ➢ Public Grants: €200 000

Football Federations consisting of SvFF, DFU and NFF would share to 1.2M equally, making them the major shareholders for the event. This would not only include their encouragement of the tournament but would make them more involved in the decision-making process to ensure the long-term effects align with their vision for Scandinavian football.

Strategic loans will consist of low-interest loans from sports finance institutions and regional development banks. Examples of banks would be NIB, CEB and EIB, who all support cross country operations within the EU. National Development Institutions would come from Scandinavia, with Almi, Innovation Norway and Väkstfonden as key targets. Together they will compose a flexible repayment period over 5-7 years using the tournament surpluses after year 3.

Public grants would come from various institutions in Scandinavia and Europe.

- ➢ Erasmus+ Sport provides support for volunteer development and youth development within the EU. Possibility of funding fan zones and grassroot engagement
- ➢ Creative Europe Culture focuses on cultural cooperation and community engagement. Possibility of funding storytelling and regional heritage promotion of Scandinavia.
- ➢ Nordic Culture Fund promotes cultural exchange in the Nordic region. Possibility of funding cross border branding, youth fan programs and cultural side-events.
- ➢ EURO2020 Legacy or UEFA HatTrick Program supports infrastructure, youth football and cross-border tournaments. This needs federational involvement, which we have included.

Type	**Institution/Program**	**Amount(Estimation)**	**Case**
Loan	Nordic Investment Bank(NIB)	€500 000	Capital investment, venue cost
	Innovation Norway/Almi/Väkstfonden	€200 000	Start-up funding
Grant	Erasmus+ Sport	€100 000	Youth Programs
	Creative Europe	€50 000	Cultural Side Programs
	Nordic Culture Fund	€30 000	Community Branding, identity building
	UEFA (HatTrick, EURO2020 Legacy)	€20 000	Football specific investments

6. Conclusion

The Scandi Cup is a project shaped by clear regional momentum, data-supported decision-making, and a shared cultural identity that links Scandinavian football across borders. Throughout this work, the focus has been on designing a tournament that is realistic, sustainable, and relevant to the sporting, commercial, and fan landscapes of Sweden, Norway, and Denmark.

The format of the tournament, bringing together the top two clubs from each country, creates a structure that is compact yet competitive, avoiding unnecessary congestion in club calendars while maintaining a high sporting standard. Scheduled for late May to early June, the tournament is positioned at a time when domestic seasons conclude, player availability is at its highest, and international travel increases. This period also aligns well with tourism patterns and allows for greater fan participation, both locally and internationally.

From a commercial standpoint, the project identifies key revenue drivers in ticket sales, sponsorships, and broadcasting rights. These income streams are supported by clear audience demand, as shown through survey data, stadium attendance trends, and stakeholder interviews. The commercial value of the Scandi Cup lies not just in the matches themselves, but in what the tournament represents: regional unity, high-quality football, and a new opportunity for cultural and economic exchange within Scandinavia.

The strategic use of existing, well-equipped stadiums in cities like Stockholm, Oslo, and Copenhagen supports the logistical feasibility of the event. These venues have a proven track record in hosting large-scale matches and offer strong infrastructure, central locations, and reliable fan turnout. A rotational or dual-host model adds flexibility and spreads the economic benefit across the region.

A central goal of the tournament is to create long-term value for clubs, fans, and partners. For clubs, it offers additional exposure and potential revenue without overburdening their schedule. For fans, it provides a new competition rooted in regional pride and rivalry. For sponsors and media partners, it presents a clear and targeted platform that reaches multiple markets with a single product. This cross-market reach is particularly relevant to brands with a Scandinavian or European footprint.

The risks identified such as scheduling conflicts, player availability, and early-stage credibility, are real but manageable. Mitigating these challenges will require strong coordination with national leagues and federations, thoughtful communication with clubs, and clear incentives for participation. The success of the tournament in its first year will rely heavily on establishing legitimacy, both in the eyes of the clubs and the public.

What sets the Scandi Cup apart is not only its structure, but its timing. Scandinavian football is growing in visibility, attendance, and competitive strength. The clubs are investing in youth, modernizing their operations, and reaching new audiences through digital platforms. This tournament offers a platform that reflects and reinforces those trends. With careful planning and consistent execution, it has the potential to become a mainstay in the Scandinavian football calendar.

Ultimately, the Scandi Cup is a project grounded in opportunity and informed by real-world insights. It is not just a concept but a carefully mapped plan for a tournament that reflects the strengths of Scandinavian football, its community ties, its talent development, its culture, and its ambition. If launched with the right support and structure, it can grow into something that adds real value to the region’s football ecosystem.

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