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**A CASE STUDY OF FIFTEEN SPORTS CLUBS IN THE CITY OF
JYVÄSKYLÄ: A Descriptive Analysis**

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ABSTRACT

This study is an exploratory analysis aimed at describing the operations of fifteen competitive sports clubs in the city of Jyväskylä across five different competitive sporting activities. The sporting activities taken into consideration were basketball, Finnish baseball, football, ice hockey, and track and field. These are among the most popular sports, both in terms of the number of participants and the number of clubs involved in each activity. The purpose of the study was to describe the way these sports clubs are able to locate the necessary, albeit scarce, resources in the local environment in which they operate, and how they promote their activities within this community. A survey questionnaire was produced with the purpose of collecting information from the clubs. Although the purpose was not to measure the effectiveness of the clubs, a systems resource model was used in its holistic sense. The clubs are considered as an open system which exploit the possibilities and resources present in the environment and provide services for environmental consumption. At the same time, clubs have also to market their activities in such a way as to obtain the necessary resources in an environment that is becoming increasingly competitive between different sporting activities and clubs. The clubs were divided into three groups on the basis of the size of their turnover in order to identify the operational differences between the big, medium, and small sports clubs analysed. The results revealed the difficulties the sports clubs have in acquiring resources. The reasons for these difficulties can be identified in their poor marketing strategies, but probably also in the low professionalism of the clubs' managers in a competitive environment. Language difficulties were an obstacle to conducting further investigations, as the advantages of being a native speaker may have helped in the revealing of more sensitive issues, such as in the club's financial circumstances and marketing strategies.

1. INTRODUCTION

During the last decade sporting organisations have developed from pure amateurism towards professionalism. Some have even developed from being non-profit to profit-making organisations or have at least oriented themselves as such. This is particularly true in Western countries and especially in the USA where the professional organisations have enjoyed the greatest development with the establishment of the NHL, NBA, NFL and MLB, and the professional teams which constitute them. When we look at the turnover of such organisations, even at the top level not all the sports obtain the same amount of money: some get an incredible amount whilst others get next to nothing. For some sports, mainly those performed individually, money is available only for the world's leading athletes, whereas those just behind encounter difficulties. Some sports do not have to look for sponsors whilst others have serious problems in keeping existing ones. These difficulties are more relevant at the local level for all those sports involving clubs that do not have national recognition and supply an activity mainly for the member of the community where they operate. At this level professionalism and availability of money for sport are lower and greater difficulties are found in obtaining financial resources for the activity. This is also related to the fact that clubs are non-profit-making, but with the amateurism status this cannot be taken for granted for all the competitive clubs where athletes receive different forms of payment. Riordan (1984:39) remarked that Western sport was already in transition from a traditional amateur-elitist to a commercial-professional ethos by the beginning of the '80s.

At the local level the most relevant problem for all voluntary non-profit sports clubs can be seen in their difficulties in obtaining resources essential for the continuation of the sporting activity. This is even more so for those sports that are losing their popularity or those that have always been marginal. Resources can be either human or material and both are fundamental for the continuation of a sports club. The need for volunteers is continuously increasing due to different factors, and as the clubs continue specialisation requires more professionals, sports clubs are increasingly in need of extra financial income to cover the continuous increase in costs that they face.

1.1 COMPETITIVE SPORTS

Competitive sports clubs have not only to provide sporting activity for their members and the community but also to support athletes who are attempting to perform at their best, often the club's most important members. To reach peak performance in sport, both professional and amateur, elements such as: motivation, physical endowment, good equipment, good coaching, financial support can be considered as basic for an athletes development. Whereas in professional sport this is accomplished very extensively and with large amounts of money, amateur sport clubs are not able to cover the athletes needs, and parents play a big role in the athletes success. At the local level difficulties in supporting the athletes is a reality across all sports. Therefore it is necessary to know what the main goal of a sports club is and its ability to fulfil for its members needs.

The existence of a top-level sport is impossible without having a grass roots base. Clubs at the local level are considerably important for the development of top performers. The clubs that have most difficulties in obtaining economic resources are those at the local level, due to the fact that they operate in a restricted environment with limited resources, with little interest being shown from the local community in the sport. At this level direct and indirect municipal subsidies play a relevant role, whereas single sponsors contribute low value sponsorships. Voluntary work in this kind of environment represents the main resource on which a club is based, the time spent by volunteers has an economic value that is often is forgotten.

The management skills of the clubs are becoming increasingly important and can no longer be improvised, especially for those clubs with many members. In big clubs the great amount of time required to run their activities properly implies the need for full-time co-ordination staff, who can support such activity in a more professional way. Although volunteers are still of fundamental importance in sports clubs it is no longer possible to rely solely on them in large organisations that want to be competitive.

Good leadership has therefore to be integrated with good management, if the clubs are to be more and more organised and competitive. Because of the competition between different sports, marketing is also needed to run sports activities. The ability to obtain resources and the

output produced can be seen as a measure of good management, indeed without resources, in a non-profit-organisation there is a small possibility of producing goods or services and therefore it is impossible to have any sporting activity. Resources are becoming increasingly critical for sports clubs which are switching from pre-eminently human to material ones. For clubs that are non-profit-organisations, in a competitive environment, it is fundamental that they keep the human resources already available, whilst increasing their material ones.

International research on financial matter related to local sports clubs has been limited. The studies that do exist are mainly at the national level or concern governing bodies focusing on the economical impact of sport. This research tries to introduce and identify the problems involved in the acquisition of resources for competitive sports clubs and provides some suggestions for operational strategies. The clubs analysed in this research are those belonging to the city of Jyväskylä chosen from five different competitive sports, basketball, Finnish baseball, football, ice-hockey, and track and field. These sports are among the most popular and have the largest number of members in the city. The research refers to the clubs situation in 1996 and the study was completed within the years 1997 and 1998.

1.2 PURPOSE AND STUDY PROBLEMS OF THE RESEARCH

Which kind of external resources do local sport clubs obtain? What are the difficulties they encounter in obtaining them? How good are they in promoting their sport? These inter-related questions are the main issues for sports club that is in its initial stage, but also affect many clubs already in existence that are facing financial problems or find themselves short of finance. These questions are vital for sports clubs that are non-profit-oriented, as membership fees are not able to cover the clubs costs as is the case for a private fitness club. Further relevant questions are: can the sports clubs obtain the necessary resources? How do they pursue this aim? Are the resources sufficient for their needs? Are they using marketing strategies to obtain these resources?

These questions start from the assumption that both competitive sports clubs in general and those operating at the local level in particular have difficulties in financing themselves. The main questions that arise are how effective are sports clubs in obtaining resources and in

particular financial resources? And moreover, is there the difficulty in finding finance related to the size of the club? The main objectives of the exploratory study were to:

- Identify if competitive sports clubs have difficulties in finding resources for their activity.
- Determine the form of resources acquired and the difficulties encountered in obtaining them.
- Ascertain the clubs promotion of their activities within the local environment.
- Determine the differences in resources acquisition in relation to club size.

The frame work within which this objective is considered is defined by Bedein's (1980:4) view of clubs as social entities that are goal-directed, deliberately structured activity systems with an identifiable boundary. Their organisation is seen as an open system (Figure 1.1) that is defined as a set of interrelated elements that acquire inputs from the environment, which transform them, and then discharge outputs into the external environment. The organisation has to be able to locate needed resources, interpret and act on environmental changes, dispose of outputs, and control and co-ordinate internal activities in the face of environmental disturbance and uncertainty (Daft, 1986:10).

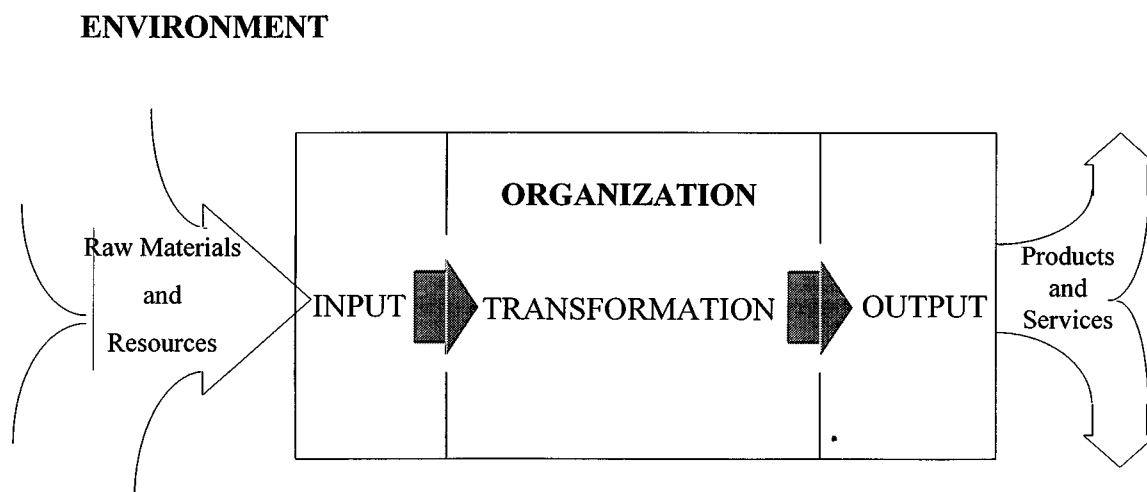


Figure 1.1 An open System (Daft, 1986)

The research will use a holistic approach and a qualitative method emphasising resource acquisition for the sports clubs analysed. A holistic approach tries to determine all the components relevant for the financing of a club using qualitative methods. According to Polkinghorne (1991:112) it is especially useful in the generation of categories for understanding human phenomenon and the investigation of the interpretation and meaning that people give to events they experience. Given the limited literature relating to club financing, an exploratory approach using qualitative research was seen as the most appropriate. Van Maanen (1983: 9) defined qualitative methods as ‘an array of interpretative techniques which seek to describe, decode, translate or otherwise come to terms with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world’.

The main aspect with which this research is concerned, is with an organisation’s input in obtaining resources. Another aspect considered is the promotion and marketing of the activity necessary to obtain those resources. Promotion and marketing can be considered as acts which in relation to environmental changes overcome the reduction of available resources available in a local environment.

1.3 LIMITATIONS OF THE STUDY

The limitations of the study can be divided between those that were deliberately imposed and those that were out of the researchers control. The first deliberate limitation was by choosing only five sports, even though more could have been considered. The main reason for this was due to the exploratory purpose of the research that involved a large questionnaire. Also relevant however was the fact that not enough knowledge about sports clubs in the city of Jyväskylä was possessed and difficulties would have arisen in receive further information in English. My lack of knowledge of the Finnish language required mediation with fellow students for translating the answers and also some changes were needed in the planning phase. Language difficulties made it hard to obtain detailed information from the clubs and moreover imposed a reliance solely on the returned questionnaire. The second limitation related to the first, was the fact that the study was limited to sports clubs from the city of Jyväskylä.

An unexpected limitation was related to the return of the questionnaire with an unequal distribution resulting across the different sports in relation to club size as defined by membership for each sport activity. This imposed a reconsideration of the definition of club size in relation to another variable apart from membership, identified in the turnover of the sports clubs. A second unexpected limitation was the incomplete answers received back from more or less all the clubs under investigation, that made it more difficult to interpret and obtain a clear picture of the clubs situation. This was especially the case concerning the difficulties the clubs had in obtaining resources.

2. GENERAL OVERVIEW OF THE ORGANISATION OF SPORT IN FINLAND AND THE CONCEPTS USED

2.1 SPORT IN FINLAND

According to the register of the Ministry of Education there were more than 25 000 sports facilities in Finland in 1987 (Puronaho, 1996). It has been estimated that members of sports clubs in Finland spend about one hour each week on voluntary work. Little research however has been carried out concerning the financial aspects of sports clubs. The financing of sport in Finland is covered mainly by households, municipalities and different sports organisations.

The basic unit in Finnish sport is the sports club. Clubs organise many different kinds of competitions, from local to international. They arrange mass sport-for-all events or regular guided training. The sports clubs are independent registered associations. About a fifth of the Finnish adult population and nearly 40 per cent of those under 15 belong to a sports club. The bulk of their revenue comes from the business sector, from competitive spectator sports, from allowances and from membership fees. Finnish sports organisations in 1989 financed their activities more so than in the '70s through different business activities, whereas municipal subsidies and funds obtained from the organisation of the activity were more significant before.

In 1993, according to the Ministry of Education (1993:11-17) interest in club activity was growing. Of all the various types of organisations, only sports club had increased the interest of the young during the 1980s. At the same time political, youth and student organisations, as well as other types of extracurricular activities, lost 5-10 % of their members or participants. The same trend seems to be continuing in the 1990s. This growing interest has not, however, been enough to solve the chronic problems of the clubs, with respect to a lack of instructors and trainers.

In 1993 woman represented 38% of all members but only 10% were in managerial positions. Sports clubs on the whole are oriented towards active athletes and the young. When the

weekly services of the clubs were examined, most clubs (84%) arranged coaching, instruction, and training for 'activists'. Weekly competitions and matches were organised by 80% of the clubs, sports services for 'normal' members by 74%, for the young by 66%, for families by 20% and for the elderly by 14%. Club activity therefore lays the foundation for Finnish competitive and top level sport.

The average annual budget of the sports clubs in 1986 was about 150 000 FIM. Sports club received 20% of their funds from subsidies and membership fees: 14% as state and municipal aid and 6% as membership fees. 40% was obtained from the clubs activities and the other 40% from business activities, fund-raising, volunteer work events, amusement or entertainment activities, or advertising. More than 90% of Finnish sports clubs operated primarily with the aid of volunteer work, while only 7% had a worker employed full-time and 15% part-time. The average amount of weekly volunteer work carried out at a sports club was estimated as 15.5 hours.

Municipalities faced in 1993, because of the re-organisation of the state budget allocation, a poor financial situation that meant considerable budget cuts as well as reductions in personnel. In an article in *Motion*, a magazine about sport in Finland (1994:23) Nurmela reflects on the benefits of the free municipal sports facilities then in existence, but because of the recession in the late '80s this became less and less the case and municipalities had to reduce opening hours, increase charges to clubs and individuals, and to make compromises regarding on the maintenance of sport's facilities. There was also a cutback on the grants given to sports clubs. Municipalities also opted for a cutting of costs, privatisation, and new forms of collaboration with the community and neighbouring municipalities. However, they still remind as an important source of funding for sports activities. The privatising of communal sports services was also seen by them as an important way to cut back on expenses. Various bought-in services grew, the most common examples being the agreements with local sports clubs for the maintenance of some facilities resulting a considerable saving for the municipalities.

According to a report produced by the Council of Europe (1994:38), the Finnish Sport's Act and Decree of 1980 states that the main responsibility for sporting activities lies with the municipalities. This responsibility includes the building and maintaining of sports facilities,

distributing state funds to a certain extent to clubs and the sport-for-all organisation, and providing physical education for specific groups and disabled persons.

2.1.1 ORGANISED SPORT IN THE CITY OF JYVÄSKYLÄ

The Jyväskylä Region is formed out of four municipalities consisting in total of about 125 000 inhabitants. The municipalities are the city of Jyväskylä, the rural municipality of Jyväskylä, Laukaa and Muurame. Jyväskylä is the capital of the Province of Central Finland with a population of about 75 000 people. The Department of Sports is part of the sports committee, one of the 15 municipal executive committees of the city council.

According to the sport board of the city there are 166 sports clubs with approximately 33 000 members. More than two out of every three boys and girls between the ages of seven and 15 belong to one or more sports clubs. In the city there are altogether 307 sport sites. The emphasis of Jyväskylä sports clubs is mainly on youth sports and sport for all.

The highest decision-making body is the Sports committee. The committees' budget was in 1997 approximately 47.3 million FIM, its sources of income being tax revenues, charges and fees, and government grants and loans. The committee is responsible for:

- decisions about financial support for sport clubs
- decisions concerning large-scale investments in sports facilities
- organising physical activities for special groups
- activating administrative development and co-operation with sports clubs, other authorities and other co-operating agents
- drafting of financial plans and statistics
- supporting the role of sport in Jyväskylä
- information and communication
- international co-operation
- maintaining the sports facilities

The Recreation Department of the city of Jyväskylä looks after the organisation, operation and planning of leisure services provided by the municipality. It provides outdoor and recreational activities, park and playground activities, youth opportunities, hobby and leisure facilities. Its

aim is to develop a range of cost effective, quality, leisure services that are accessible and supportive of the city's youth, to help in the organisation of activities by residential groups and to provide collaboration between the department and the local community.

2.2 NATURE OF THE STUDY

Yuchtman & Seashore (1967) developed a conceptual framework based on a systemic model of organisation. It defines an organisation as an identifiable social structure and emphasises the interdependence of an organisation with its environment. This interdependence takes the form of transactions of scarce and valued resources within a competitive environment. Effectiveness is seen as organisational success over a period of time in the competition for resources. Furthermore, as the resources and the competitive relationship are of a different nature, and because there is interchangeability among classes of resources, organisational effectiveness is seen through an open-ended multidimensional set of criteria. An organisation, as a system, must produce some important output for the system as a whole in order to receive in return vital input. Moreover, this contribution of the organisation to the larger system, is unavoidable and costly requirement rather than as a sign of success.

The environment includes any event in the world which has an effect on the activities or outcomes of an organisation (Pfeffer & Salancik 1978: 2). An effective organisation is one that satisfies the demands of those in its environment from whom it requires support for its continued existence. Effective management is being able to perceive the environment accurately and understand the factors that determine how the organisation defines the world.

In an environment with an increasing number of new clubs, existing clubs have to expand to meet the needs of their customers and overcome competition. This can be achieved by increasing membership size, recruiting new employees, or by arranging more activities. This increase in organisational size is accompanied by a greater standardisation and decentralisation of functions, an increase in jobs, an increase in the level of management, and the specialisation of skills functions, in short, all that leads to a more complex managerial role. (Draft, 1983)

Effectiveness is difficult to measure in organisations, and a variety of frameworks have been evolved to measure performance, each examining a different criterion of effectiveness (Daft, 1992). The traditional effectiveness approach illustrated in Figure 2.1 is the goal approach, and is concerned with the ability of the organisation to achieve its goals in terms of achievement. The system resource approach assesses effectiveness in terms of obtaining the resources necessary for high performance, whilst the internal process approach looks at the organisation's internal activities, its efficiency and health. Organisations must perform these activities well to be successful. In non-profit-oriented organisations, where internal processes and output criteria are not quantifiable, shareholder satisfaction or resource acquisition may be the only available indicators of effectiveness from a managerial point of view.

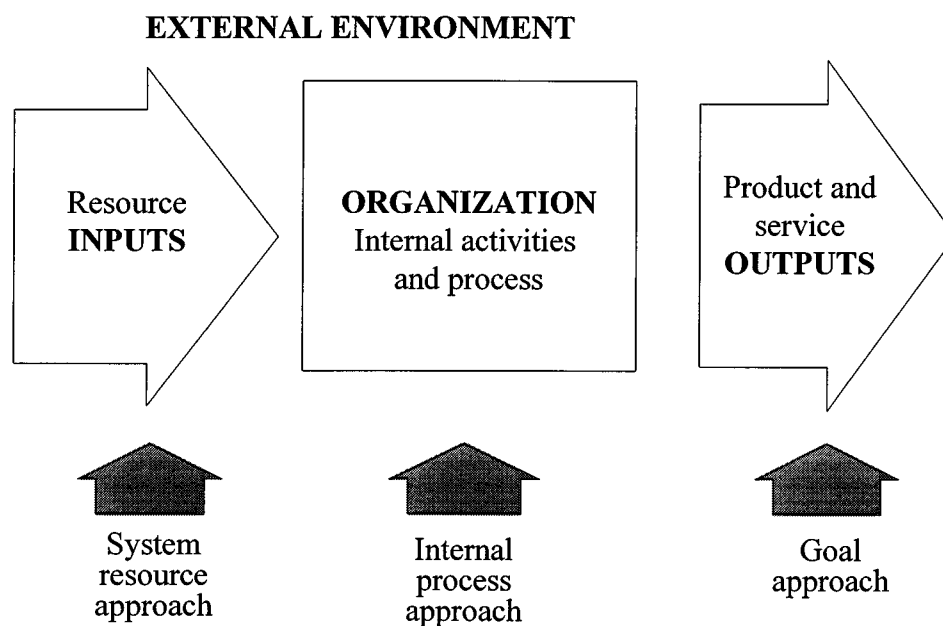


Figure 2.1 Traditional approaches of organisational effectiveness measurements (Daft, 1992 p.47)

2.2.1 GOAL APPROACH

The goal approach to effectiveness consists of identifying an organisation's output goals and assessing how well the organisation has attained them. This approach looks to the attainment of certain levels of output, profit, or client satisfaction and measures the progress of the

organisation's goals. Organisations exist for a purpose and managers define the specific goals or tasks to be accomplished. These however, are not fixed but are defined through bargaining and establishing coalitions. For those goals that are conflicting a sequence of priority must be achieved.

The statement of official goals makes explicit the purpose of organisations giving directions, even though goals tend to be abstract and difficult to measure. Operative goals on the other hand reflect the activity the organisation is actually performing. Official and operative goals are key elements within an organisation because they establish legitimacy with external groups and set standards of performance for members of the organisation. Managers must therefore develop strategies to achieve them. Operative goals are more important when considering effectiveness because they are more easily measured than official goals.

This approach is used in business organisations because outputs such as profitability, growth, market share, financial stability, and return in investment can be measured. The problem with this approach in measuring effectiveness however, lies in the fact that organisations have multiple goals, and that the identification and measurement of the relevant operative goals is sometimes difficult. In non-profit and some other organisations, many goals cannot be measured objectively. Indeed, as goals reflect the values of top management, it is necessary to refer to them to obtain the best information.

The relationship between goals and results is influenced by the environment, and generally people learn to pursue realistic goals. Therefore, if the growth of an organisation is difficult, it will set other goals which are not growth oriented, while if growth is easy the organisation will develop to pursue other growth oriented goals.

2.2.2 SYSTEM RESOURCE APPROACH

The system resource approach concentrates on the input side of the transformation process. The ability to obtain scarce and valued resources from other organisations is measured in order to determine effectiveness from a systems point of view. Indicators of system resource effectiveness include, the ability of an organisation to exploit its environment in the

acquisition of scarce and valued resources, the organisation's decision makers ability to perceive and correctly interpret the real properties of the external environment, the maintenance of internal quotidian organisational activity and lastly the ability of the organisation to respond to changes in the environment.

The system resource approach is valuable when other indicators of effectiveness are difficult to obtain or not available, as for example in non-profit-organisations when output goals and internal efficiency are difficult to measure. The limits of this approach occurs when the ability to obtain resources is seen as more important than their utilisation, as for example in a football team when the best players are recruited and the team does not win.

2.2.3 INTERNAL PROCESS APPROACH

In the internal process approach effectiveness is measured on the basis of internal organisational efficiency and well-being, where the internal process runs without problems and employees are happy and satisfied. This approach does not consider the environment but searches for organisational effectiveness in relation to resource use as reflected in internal well-being and efficiency.

Indicators of effective organisations from the perspective of an internal process approach are the obtainment of a strong corporate culture and positive work climate, and the presence of team spirit, group loyalty, and teamwork. Good relations between workers and managers, with interactions and conflicts solved in the interest of the organisation are important. A second indicator is the measurement of economic efficiency by combining, using ratios, the financial cost of inputs, transformations, and outputs, of which the most popular is the output/input ratio.

This approach is useful for the measurement of departmental efficiency in for example manufacturing but is limited because total output and the environment relationship are not evaluated. Moreover, also the internal health and functioning are often subjective because many internal aspects are not quantifiable.

The goal and functional approach have come under criticism, as both contain serious methodological and theoretical shortcomings (Starbuck, 1965). The goal approach, while theoretically adhering to an organisational frame of reference, has failed to provide a rational empirical identification of goals as produced by an organisation. The approach as such is seen more as an impediment rather than as a helpful in studying organisational effectiveness. The functional approach, on the other hand, as it locates its ultimate goal in outlining the internal logic of an organisation is limited, because it takes the organisation as the frame of reference. Furthermore, neither of the two approaches give adequate consideration to the conceptual problem of the relationship between an organisation and its environment.

The effectiveness concept needs to take the organisation itself as a focal frame of reference, and to treat the relationship between the organisation and its environment as a central ingredient in its definition. Furthermore it needs to provide a general theoretical framework which is applicable to different kinds of complex organisations. It also needs to define clearly how the concepts of uniqueness, variability, and change can be used for the assessment of effectiveness, and how the variables of performance and action relevant to it can be utilised. The interdependence between an organisation and its environment takes the form of an input-output transaction mainly of objects that fall into the category of scarce and valued resources. These resources are for the most part the focus of competition between organisations. It is agreed that an open system model that emphasises the distinctiveness of an organisation as an identifiable social structure, but one which is also interdependent with its environment can provide a sound theoretical basis for measuring effectiveness.

2.2.4 OPEN SYSTEM MODEL APPROACH

The open system model is one of four model of organisational effectiveness obtained from the competing value approach developed by Quin and Rohrbaugh and represented in Figure 2.2. In the competing value approach effectiveness is seen on two dimensions one pertaining to organisational focus and the other to organisational structure. Organisational focus is seen as lying on a continuum between external forces, while organisational structure is distinguished between stable and flexible typologies.

STRUCTURE

Flexibility	
<p>Human Relation Model Goal values: human resource development</p> <p>Sub goals: cohesion, morale, training</p>	<p>Open System Model Goal values: growth, resource acquisition</p> <p>Sub goals: flexibility, readiness, external evaluation</p>
Internal	External
<p>Internal Process Model Goal values: stability, equilibrium</p> <p>Sub goals: information management, communication</p>	<p>Rational Goal Model Goal values: productivity, efficiency, profit</p> <p>Sub goals: planning, goal setting</p>
Stability	

Figure 2.2 Four Models of Effectiveness Value (Daft, 1986 p.113)

The open system model belongs to a structure combining an external focus with a flexible structure. In this model the primary goal of management is growth and resource acquisition. The organisation accomplishes these goals through three sub-goals of flexibility, readiness, and a positive external environment. The dominant value of this model is the establishment of a good relationship with the environment in order to acquire resources and to grow. This model has similarities with the traditional system model described earlier. When resources are perceived as scarce, organisational goals will define resource acquisition and internal efficiency criteria. The organisation will want to protect its share of resources and use these resources efficiently and wisely. On the other hand, in a dynamic, growing, favourable environment, efficiency is less important and the dominant effectiveness criteria becomes goals of output, volume, and growth. New markets are searched for and new products are developed from the organisation.

2.3 EFFECTIVENESS AND RESOURCE ACQUISITION

Chalip, Johnson, & Stachura (1996:295) state that effective non-profit sports clubs are those associations managed by individuals who are sports enthusiasts and who daily and continuously participate actively in sport, and who furthermore voluntarily act to promote mutual friendship and co-operation among their members.

The effectiveness of an organisation, however, can be measured only when some form of competition takes place (Starbuck: 1965), as competition promotes a hierarchical differentiation between more or less successful organisations. The identification of competitive dimensions in the relationship between organisations is the main problem in the assessment of organisational effectiveness.

According to Pfeffer & Salancik (1978: 2) organisations survive to the extent that they are effective. Organisational effectiveness derives from the management of the demands of interest groups upon which organisations depend for resources and support. Therefore organisational survival is the ability to acquire and maintain resources. Organisations must transact with different elements in their environment to acquire the necessary resources.

Effectiveness is defined as the ability to create acceptable outcomes and actions, or in other words an external standard of how well an organisation is meeting the demands of various groups. Efficiency on the other hand, is an internal standard of performance measured by the ratio of resources utilised to output produced. They are independent standards for evaluating organisations.

2.3.1 RESOURCE ACQUISITION

The examination of the concept of resources can help us in identifying the character of effectiveness (Starbuck: 1965). Resources are defined as those more or less generalised means which are potentially controllable by social organisations and which are potentially available through the relationship between the organisation and its environment. One important resource that is universally required by organisations, but which is scarce and extremely valuable for successful competition is energy in the form of human activity. An effective

organisation competes successfully for a relatively large share of their members' time and ability.

Another resource is liquidity, of which money and credit are seen as highly liquid forms, as they are exchangeable for many other kinds of resources. A high level of motivation among members on the other hand is relatively low in liquidity, and must be internally transformed before being exchangeable. Some organisations are characterised by having a large proportion of their resources in relatively non-liquid forms.

Stability is another type of resource, an organisation that acquires a rapidly depreciating resource and fails to utilise it within an acceptable period will suffer the loss of part of its value. Money is a highly stable resource that can be stored indefinitely at a small loss and can be accumulated against future exchange requirements. Political influence on the other hand is a notoriously unstable resource. Achieving stability in the supply of a resource or in the absorption of an output is problematic for organisation that require regular resources. For some organisations, stability is a more important determinant of its operations than either profitability or growth.

Relevance is a further resource factor. In principle all resources are relevant to all organisations to the extent that they are capable of being exchanged, however their degree of relevance is especially of interest.

A fifth resource is Universality. Personnel, the physical and technological facilities required for an organisation's activity, and some moderately liquid resources available for exchange can be seen as universal resources. This means that all organisation must be able to obtain and supply them, even if their availability can in some cases be very modest.

Substitution is our final resource factor, it occurs between organisations that do not share the same kinds of relevant and critical resources, even though they have similar outputs and compete in the same environment. The determination of the relevant and critical resources to be used as a basis for the absolute or comparative assessment of organisational effectiveness

can be a problem if there is not a stable, freely competitive environment with respect to moderately liquid resources.

The 'bargaining position' of an organisation can be defined in terms of the relationship between its resources and other social entities that share the same environment, and its effectiveness is seen as the ability of the organisation to exploit its environment in the acquisition of scarce and valued resources. This concept excludes any specific goal or function as its ultimate purpose and points instead to the more general capability of the organisation as a resource-getting system. The better its bargaining position, the more capable it is of attaining its varied and often transient goals, and the more capable it is in allowing the attainment of its members personal goals.

The input of resources is only one of three major cyclic phases in the systems model of organisational behaviour, the other two being throughput and output. The mobilisation of resources is a necessary but not a sufficient condition for organisational effectiveness, however, the ability to exploit the environment in the acquisition of resources is seen as a way of measuring and comparing the performance of organisations. The highest level of organisational effectiveness is reached when an organisation maximises its bargaining position and optimises its resource procurement.

Organisations will tend to be influenced by those who control the resources they require (Pfeffer & Salancik, 1978: 46-47). Two dimensions are important in resource exchange, the relative magnitude of exchange and the criticality of the resource. The relative magnitude of exchange is located on a continuum between organisations that create only one product resulting in greater dependence on their customers and those organisations which have a variety of outputs that are being disposed of in a variety of markets.

Similarly a organisation that relies on one primary input will be more dependent on the source of supply than an organisation that uses multiple inputs in relatively small proportions. Criticality measures the ability of an organisation to continue functioning in the absence of a resource or in the absence of a market for its output, this criticality of resource can vary from time to time as conditions in the organisation's environment change. Organisational

vulnerability derives from the possibility that the environment will change so that the a resource is no longer assured.

Organisational growth and large size enhances the survival capacity of organisations, providing them with more power with respect to their environments and creating more parties interested in their continuation. Size has been found to be positively related to stability but unrelated to profitability (Pfeffer & Salancik, 1978: 140).

Non-profit administrators in an attempt to reduce environmental uncertainty and to maximise opportunities and therefore improve their organisational effectiveness have been urged to develop strategies for their organisations (Thibault, Slack & Hingins, 1994). There is however, no one ideal strategy for different sports organisations, as different domestic sports environments require different strategies that have to be congruent with their environment.

2.4 PREVIOUS STUDIES RELATED TO SPORTS CLUBS IN FINLAND

Finnish sports clubs are independent, voluntary organisations. Membership size ranges greatly as little as ten to over 5000 members. Their functions also differ widely from those that provide basic social interaction to highly commercial organisations which see entertainment as their main objective.

In sports clubs, because they differ significantly from other organisations 'effectiveness is related to the rationality of the functions of the sports club' (Koski 1995: 85-95). The concept is used to cover the great variety of sports clubs, which are gradually evolving from organisations of non-commercial purpose into service and business organisations. The author considers a sports club as an open system with five dimensions of effectiveness superimposed on the input, throughput, and output segments of the system as shown in Figure 2.3

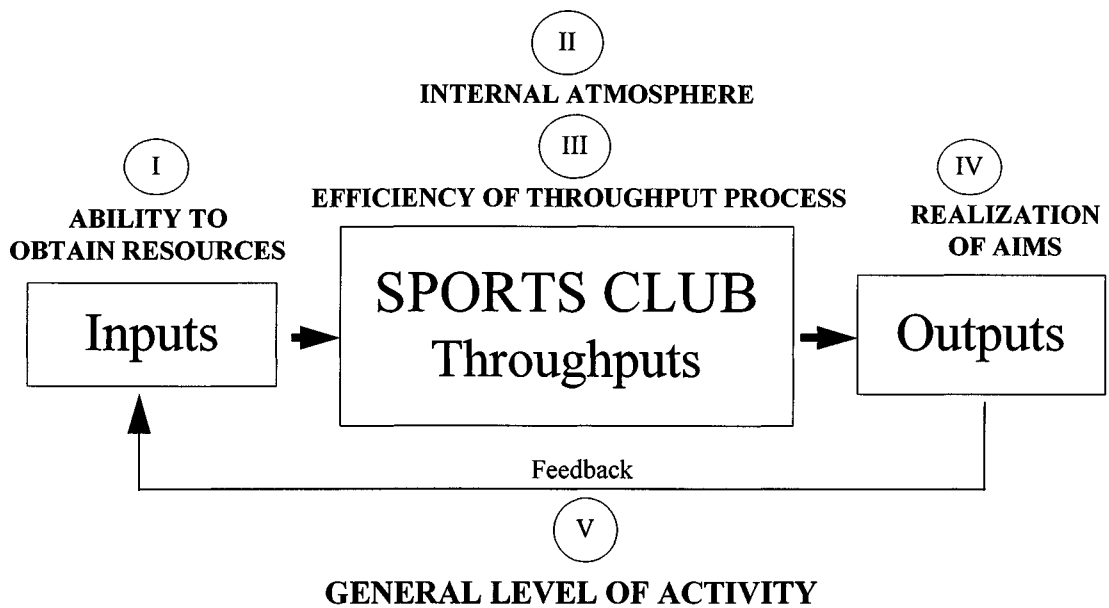


Figure 2.3 Effectiveness dimension of a sports club as an open system (Koski, 1995 p.87)

In his study Koski found that the more widely known a club is the greater its ability to obtain income the more the club is successful. Similarly the greater the clubs ability to obtain income, the more widely known it will be. The conclusion could be that when clubs are successful, they will be better known, and when they are better known, it is easier to obtain money. Moreover, the ability to obtain income must come first so that success and fame may follow. Also the more a club has clear principles underlying its activities the easier it will be able to obtain resources. On the other hand a combination of leftism, nature and aesthetic values seemed to be incompatible with the ability to obtain resources, although the correlations obtained in his study were not significant enough to make conclusions concerning causation.

Furthermore, it was found that clubs which specialised in fewer disciplines were more effective than those that supply many discipline. Specialised clubs were also able to generate more income and their members were more active in the participation of the clubs activities. The specialisation of clubs in fewer sports disciplines is a recent phenomenon in Finland. Seventy per cent of clubs founded in the '80s specialised in only one sport, whereas in the 1930s it was only 30 %.

The conclusion of Koski's study was that clubs have replaced social interaction with a greater number of strong and achievement-oriented aims. The size of the club as defined by the number of members had an influence on almost all the dimensions of effectiveness analysed, the more members the greater potential for action the club had.

In another study Koski (1996) points out that members are more often becoming clients of sports clubs, and therefore pose a threat to voluntary based sports clubs that need the idealistic base of members' commitment for effectiveness. There is a shift from a culture of communities to a culture of contracts. According to the Finnish sports act voluntary associations should generate sporting activities whilst the municipalities should create the facilities. However, although almost 62 per cent of adult Finns participated in sporting activities only 26% were involved in the organisation of the activity.

A voluntary sports club can find its strength on two pillar, the first one, of materialistic resources, which are always needed to organise the activities, and the second one of the idealism of volunteers the foundations of which are manifold. The author found that the numbers of volunteers have decreased because of the loss of idealism due to a reduction in the broad significance of amateurism.

Peoples expectations of voluntary sports organisations are growing because they are expected to generate high level activities and results. External evaluation influences even the obtainment of public support. Voluntary organisations are therefore expected to be good and effective by conforming to 'the ideology of efficiency'. Various approaches have been carried out to assess organisational effectiveness focusing on for example resources, internal processes or the output of the organisation (Section 2.2). The author defines a sports club as a specific type of sports organisation.

The environment seems to have an influence on the realisation of a sports club's activity, of a mainly economical and demographic nature. But more than the environment, the author sees as important how a club acts in it, both in a favourable and unfavourable way, as the determining factoring the success and effectiveness of the club. The factors central to a sports

club's effectiveness are management and human resources and their interaction. A manager has to be able to activate human resources, which if successful will reduce the demands on the manager. It is typical in sports clubs that responsibility is only in the hands of a few persons which run the club, whereas it is possible to find participants to help if there is the necessary organisation.

The ability to obtain resources was measured in Koski's study by the number of members, room for action, knowledge, and the ability to obtain income. Strong value orientations and a good ability to obtain resources seemed to correlate with each other in many different ways and on a number of levels. It was found that the ability to obtain income was related to green and leftist values, the lower this value the better the ability to obtain income. Resources can be divided into three categories material, energetic, and know-how, and an organisation functions and realises its goals by having a versatile resource reserve.

It was found that an achievement-oriented club which can realise its aims, guarantees its future, because of the strong position of educational-health values whereas clubs without this have more difficulties in this respect. The same was found for those clubs that are multipurpose and those that are conservative.

In an earlier study (Koski, 1987) it was found that the most serious problem of sports clubs was the inability to attract volunteers committed on a regular base, he stating moreover that human resources presuppose effectiveness. In a more recent study (Koski, 1995), there was found an increment in available volunteers, but that their commitment to the organisation has weakened, as due to different contingencies people no longer commit themselves for life as was the case in the previous generations. In a time of consumption people would rather pay than commit themselves emotionally.

According to a Gallup-survey conducted in 1980 and 1985 in Finland it was found that 20% of the adult population were affiliated to sports clubs, with a big difference in membership between boys and girls in the 7-14 age range (45% vs. 30%), although for older age groups the percentages are almost equal (Heinilä, 1989:225-247). It was also found that clubs were

more competition oriented, if they were centres of many kinds of sporting activity. Despite this clubs that placed emphasis both on achievement and participation as their main objective were the most common.

Manpower as a prime resource of any organisation is not only a matter of quantity but also a matter of qualitative competence. In the study it was found that the most scarce know-how-competence was related to 'communication and marketing' (41%), 'entertainment and festive affairs' (38%), 'economy' (9%). A few sports clubs hired personnel to run the business, having on average with 7% full-time and 15% part-time personnel on their staff. Competent financing is of great importance for the proper running of a club.

Capital as a resource has importance because it is versatile in its use and can be used for different purposes, and clubs are expected to look after the balance between their incomes and expenditures. The financial balance is more problematic for achievement-oriented than participation-oriented clubs because an increase in the level of performance in competitive sport means an increase in the level of expenditure. It was noted that approximately 50% of all club costs are due to competitive sport. The mean age of chairpersons was found to be between 36-49 years old (50%). In a later study conducted by Puronaho (Puronaho 1994) it was found that the role of membership fees on the total income was small. The local allowance for sports clubs on the total income funding was 9% in 1991. The financial situation in 47% of all answers from big sport clubs was considered good or excellent, whereas 22% of clubs with less than 100 members considered their economy as weak.

Supplying resources is the main task of a clubs administration. Because of an expansion in sporting interest and a higher level of demand, more resources are needed by clubs. Because there is a certain limit from the internal environment for such resources the external environment becomes the most relevant for their acquisition. This recent orientation of sports clubs tends to transform them from a relatively self-sufficient type to a less independent type of organisation, being transformed from a relatively closed system to a more open system. To enlarge their operative capacity, financial resources are seen as a priority for creating business. This means that there will be competition across a common market between sports clubs, as exposure to business interests transforms their identity and values.

2.4.1 TOP LEVEL ATHLETES

In the United States professional athletes seldom feel that their teams provide them with adequate compensation given the market forces that determine the supply of and demand for their labour (Carter, 1996). Therefore, many athletes, especially those who are fortunate enough to be able to package their professional ability with a flair for sales turn to consumer groups for supplemental income.

In Finland, a study conducted by Lämsä (1997) gives a description of the income levels and expenses of Finnish high level athletes drawn from different stages of their sports career. The athletes financing is based on the support of parents and sports clubs at the beginning of their careers. Most top league clubs are moving towards professionalism by employing marketing experts making their activities business-oriented and by establishing contracts with their athletes.

In individual sport only the best athletes have a manager, professional trainer, physiotherapist and other staff to take care of business outside actual training and performance. To be rewarded in individual sport an athlete has to succeed in an international championship, be the focus of widespread publicity on a national level or be successful in creating the necessary business connection.

3. LITERATURE REVIEW

3.1 THE THIRD SECTOR

The third sector is composed of private, non-governmental, and voluntary organisations run outside the public domain without profit or for special self-interest, and is a supplement both to the market and the public sector (Skirstad, 1996: 69-67). Similarly, Anheier (1990) defined its position of one between the state and the markets. In western countries because of the decreased role of the state the importance of the third sector increases. This sector mainly organises sport and other physical activities on a voluntary basis.

The distinction between the first, second, and third sector in sport is often confused, this is because many sporting organisations operate as business enterprises often employing hired or paid staff. The professionalisation of sport occurred when the nature of the necessary work had grown beyond the capabilities of volunteer managers and members, and when there also existed the possibility to hire paid staff. First this happened at the central level, then at the regional level and finally in the sports clubs themselves. In this initial phase it usually takes the form of the employment of a part-time secretary who eventually becomes full-time.

From the mid 1970s the sports movement changed, as commercialisation via the market began to supersede organisations run on a voluntary basis. Whereas the majority of sports clubs still work for the public, this cannot be seen as in accordance with traditional notions of voluntary work.

3.1.1 VOLUNTARY AND NON-PROFIT ASSOCIATIONS VS. PROFESSIONALISM

Drucker (1990) describes the 'non-profit organisation as existing to bring about change in individuals and in society' as opposed to being primarily concerned with profit maximisation. In the US twenty years ago, management was a dirty word for those involved in non-profit-organisations. It meant business, and non-profit run organisations prided themselves on being free of the taint of commercialism. Now most of them have learned that they are in need of management even more than business. Non-profit-organisations are, of course, still dedicated

to 'doing good'. But they also realise that good intentions are no substitute for organisation and leadership, for accountability, performance, and results. These require management and that, in turn, is linked to the organisation's overall purpose. Moreover, the more limited the financial resources the greater the need for effectively managing them. For Shilbury (1995: 244-267) the above is also applicable to the evolution of professional sport in Australia. In this case professionalism evolved from an amateur ethos, which was free of the commercialism found within modern day competition.

In his work on 'Strategic Planning in Sport' Shilbury states the recognised need for university educated personnel employed in sport. He found that as sports managements programs evolved, they did not include all the necessary aspects of management training (such as strategic planning). His research has shown the progress in Australian sports organisations of the use of strategic planning as an essential feature of their operations, and the need for its improvement as a business planning tool, as often its use was limited and lacking in sophistication.

The literature reveals no information concerning the strategic planning practices of professional sporting teams. Much has been written in other areas including management-player relations, marketing, sponsorship, licensing, television and a variety of management related issues. Each one of these examples represents individual components of what might be included in a comprehensive strategic plan for a professional sporting club. The management of sporting clubs has its roots in non-profit organisation. Most of the sporting clubs and associations in Australia are not privately owned.

3.2 DIFFERENCES BETWEEN BUSINESS ENTERPRISES AND SPORTS ORGANISATIONS

Puronaho (1994) expresses the main difference between a non-profit sporting organisation and a business enterprise by way of the different outputs the two activities produce and the process through which this is achieved, as shown in Figure 3.1.

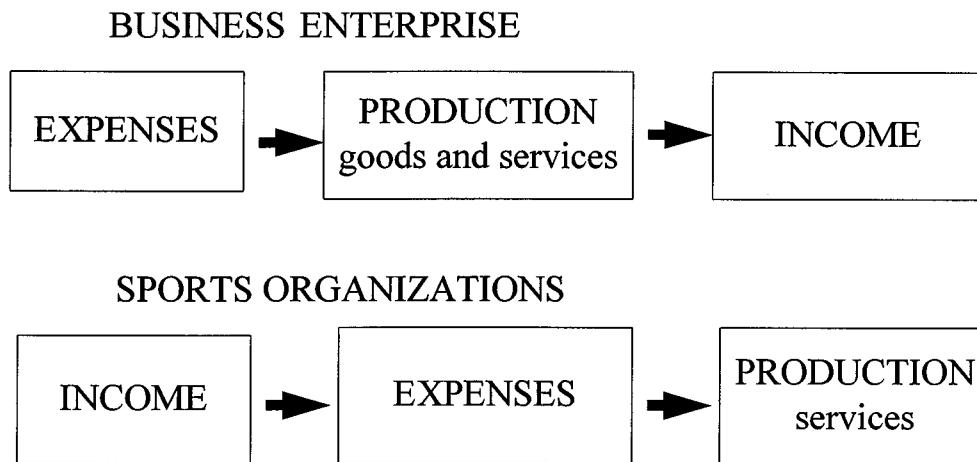


Figure 3.1 Differences between business enterprises and sports organisations (Puronaho, 1994)

The principle of a business enterprise is based on the idea that it will receive income from goods and services that exceed the amount of expenses incurred. Thus the activity will produce a profit. In the functional process of an enterprise, income is the ultimate goal and the enterprise pays for the costs necessary in the production process.

The ultimate goal of a non-profit organisation is not to generate income but to produce different kinds of services or sometimes even goods. This includes the meeting of required needs and the fulfilment of the aims, for which the organisation was established. Income however, must be obtained to cover costs and produce the goods and services which are the means of fulfilling the aims of the organisation. It is therefore important to have the necessary finance from the start of operations, and which moreover should remain constant over time. Income may stem from: membership fees, fund-raising, subsidies both financial as well as non-financial, the sale of goods and services, sponsorship, and donations.

The sports club, although a voluntary association can also be considered as an economic enterprise because it produces goods, and has to keep track of receipts and expenditure, make investments, manage planning and organisation, and market goods (Heineman, 1984: 201-214). Their economic problems, however, differ from those of business enterprises.

The peculiarities of a voluntary association, that differentiate them from professional and formal organisations are in the view of Heineman, characterised of:

- a) A voluntary membership that has the right to join or resign from the club according to his personal interest.
- b) The interest orientation of members means that a member will contribute resources as long the club offers something of interest to him/her. Usually the range of facilities on offer forms the basis for membership motivation.
- c) Independence from third parties, the club pursuing its aims and interests on its own, supported financially and non financially by its own members. This is the basis of its autonomy but also places a limitation on its efficiency. Fundamental in this respect is independence from governmental authority.
- d) Democratic decision-making structures with open social relations based on equality, justice and freedom. Members are all equally entitled to determine either directly or indirectly what happens or is to happen in a club.
- e) The honorary work of those person that are in charge of, administer, or instruct in a club without remuneration. The precondition for this status is that they are able to live for and not from the club, having free time from other occupations.

The economy of a sports club can be described with reference each of the previous peculiarities of voluntary associations.

3.2.1 THE MEMBERS' CONTRIBUTION

Members are expected to help raise the funds necessary for the clubs operation and obey its constitution. Each member have to contribute to the club's resources, and receives in exchange the right to vote and the use of the complete range of available facilities. There is therefore a particular exchange relationship between the club and its members. The resource contribution can be based on voluntary work, on time put in at the club, and money.

Contribution purely on a monetary level is not without its consequences. It can be generally stated that a club's resource structure is of fundamental importance, influencing the aims and

peculiarities of a club. If members do not cover a clubs finances, the resources of an association can be procured from third parties such as:

- donations and sponsorships
- fund-raising, i.e. collections and social events to increase net receipts
- subsidies
- the sale of goods and services
- advertising and the sale of concession rights
- own business enterprises, the sale of the club's services on its own premises

The club's material existence is based on this kind of joint financing (Figure 3.2)

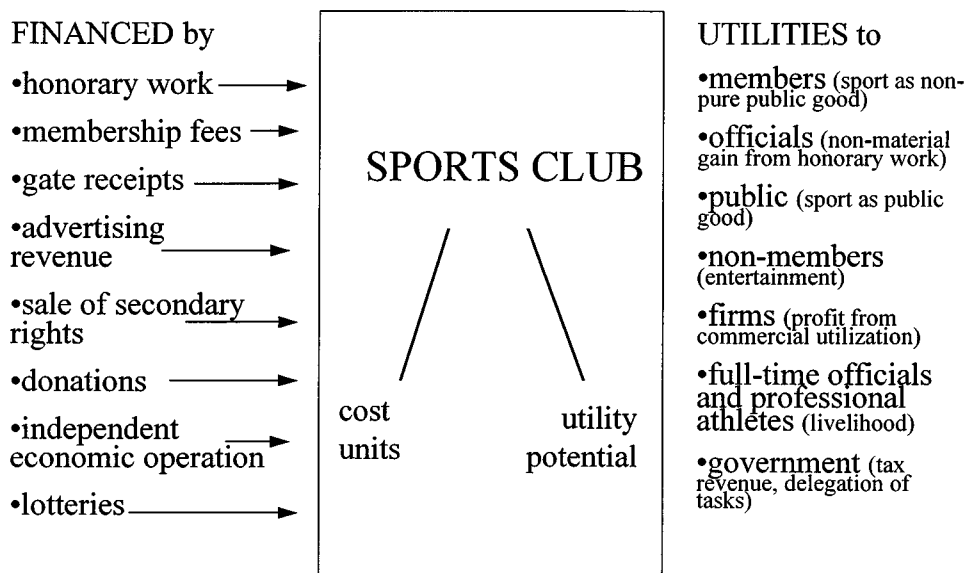


Figure 3.2 Joint financing and joint product of sports clubs (Heineman, p.205)

3.2.2 INTEREST ORIENTATION

The interest orientation of a member has to be satisfied to ensure his/her contribution and a club must determine internally how best to satisfy this interest. This can be obtained if a sports club is service oriented.

Chelladurai (1994: 7-21) distinguishes between sporting goods and participant- spectator- and sponsorship-services. The distinction between goods and services is very important in determining how a product will be marketed. The tangible or intangible features, characteristics, and benefits of a product can be varied in order for it to be successfully differentiated from other products.

3.2.3 ECONOMIC INDEPENDENCE

Independence from third parties does not exclude the possibility of receiving funds such as subsidies or donations, neither does it mean that third parties have no influence on a club's activities.

The balance between the financing requirements and the usefulness of a clubs activities is not only market driven but is also effected by different control mechanisms that co-ordinate the various demands and expectations that a sports club faces.

One control mechanism is competition between athletes or teams. This mechanism becomes effective if competition are sold as goods, in which case arrangements are necessary to enhance the attractiveness of the competition. Elvin & Emery (1997: 6-25) argue that major investment in sport requires trained and competent professionals to plan, manage and evaluate sporting events using skills and techniques that are often used in other industrial and commercial sectors, but also which focus on increasing the lack of communication between practitioners and academics. There has been only limited applied research which has studied the economic impact of sports event at the local, regional and national level, the authors noting that there is a need for more studies to understand the wider implications for sports management. Effective sports management has become an essential skill, necessary in order to avoid expensive mistakes.

An other control mechanism is the market each club striving for the highest possible revenues in competition with other suppliers of leisure time. Competition becomes profitable with success in the sale of secondary rights such as

- broadcasting rights to radio and television

- property and disposition rights such as in billboard advertising in stadiums
- concession rights for the selling of a firm's products during games
- the exclusive right for a firm to have its name advertised.

Sports clubs compete therefore for the attention of television and radio stations, sports equipment manufacturers, concessionaires, and a multitude of advertising firms, all in a market that follows the principle of supply and demand.

A fourth control mechanism that has economic relevance is the 'communicative market public', representing the stable regulative system relationship between business and sport. This is not effected by the market but is regulated by negotiations and coalitions both of which have a reciprocal influence. Idealism and social responsibility are not the only motives for businesses to establish this relationship. The main intention is to stabilise the purchase motive in highly competitive markets. Firms try to attract and hold onto customers and maintain a strong market position.

3.2.4 DECISION MAKING IN THE CLUB

A democratic decision making structure is characterised by a growing independence of decision makers, justified by an increasing monetarisation of exchange relations and the existence of a budget based on joint financing. Utility maximisation from a managerial point of view is based on the acquisition of material and non-material assets. A relevant economic factor for asset acquisition for example budget maximisation. The objective of having as large a budget as possible provides the freedom to effect change and to have great powers of influence, regardless of members' claims, as decision makers are not dependent on membership fees. The budget is a significant indicator of successful work by a board and thus an important factor in re-election.

Another important factor is profit maximisation, present also in non-profit-organisations especially if they are financed by the sale of their products in the market. Also a clubs independent financial security and its ability to cover expenses is relevant. Associations can also adopt 'satisfying' behaviour by covering their needs rather than activating maximum revenue.

Club-related action require competence, different strategies and qualifications. Whereas market-related action requires the bilateral negotiation of contracts with market partners and an elected honorary body. This is because sports club officials may be just as unqualified for making market-oriented decisions as a professional management board is for negotiating political agreements.

3.2.5 VOLUNTARY WORK

Honorary work is that undertaken by elected members on a club's behalf disposal without pay. This in many case is the most important resource on which the efficiency of a club depends. This distorts the picture of a club's finances since it represents a voice that is not present in the budget and as a result it is difficult to assess its value.

Heineman (1992) divides voluntary work into formal and informal types according to the degree of institutionalisation involved. Formal voluntary work is defined as a position to which one is elected, appointed or takes up for oneself. Whereas informal voluntary work is when staff are recruited on an individual basis to give support or help. Unsurprisingly it is easier to recruit members to this kind of work.

Human resource management (HRM) are increasingly recognised as the key to strong and effective organisations (Frisby & Kikulis, 1996). The authors argue that an organisations competitive advantage is achieved by investment in the key asset of people. Sports organisations have always relied heavily on human resources such as athletes, coaches, volunteers, owners, and managers, and their future success rests on the ability of sports managers to deal with human resource issues from multiple points of view.

Also Total quality management (TQM) is a concept which belongs to HRM vocabulary. According to Mawson (1993) the three underlying principles of TQM are focused on customer satisfaction, seeking continuous improvement, and ensuring full involvement of the entire organisation in improving quality.

According to Pfeffer (1994) the key to competitive success in industry is to create an organisational culture where human capabilities are maximised. He in fact found however that top performers did not exhibit the characteristics usually associated with success. This can be identified as an even more important factor in non-profit-organisations.

3.3 FINANCING TRENDS IN SPORT

The financial process of an organisation is shown in Figure 3.3, revealing how an organisation's income and expenditure is determined by its relationship with investment markets, capital markets, resources, and ideological activity. The investment market is considered as the owning of properties, whereas the capital market can be regarded as the financial liquidity of an organisation. Resources can be defined as goods obtained from households, business enterprises and municipalities and the ideological activity are the purposes of the organisation.

In a survey of 12 countries Haggert & alt.(1997) found that in the sporting field, prudent financial organisation followed by business-oriented stance were ranked at the top of club's management needs.

In the past government resources were one of the most important sources of financing for voluntary associations in most advanced industrial societies (James, 1990). In Germany for example, the government was found to be directly involved in financing non-profit-oriented sports clubs which enjoyed as result tax privileges and monetary, personal, and material subsidies (Horch, 1994). More recently such subsidies have been given indirectly by providing free access to public sports facilities. Umbrella associations also play a role in German sports clubs.

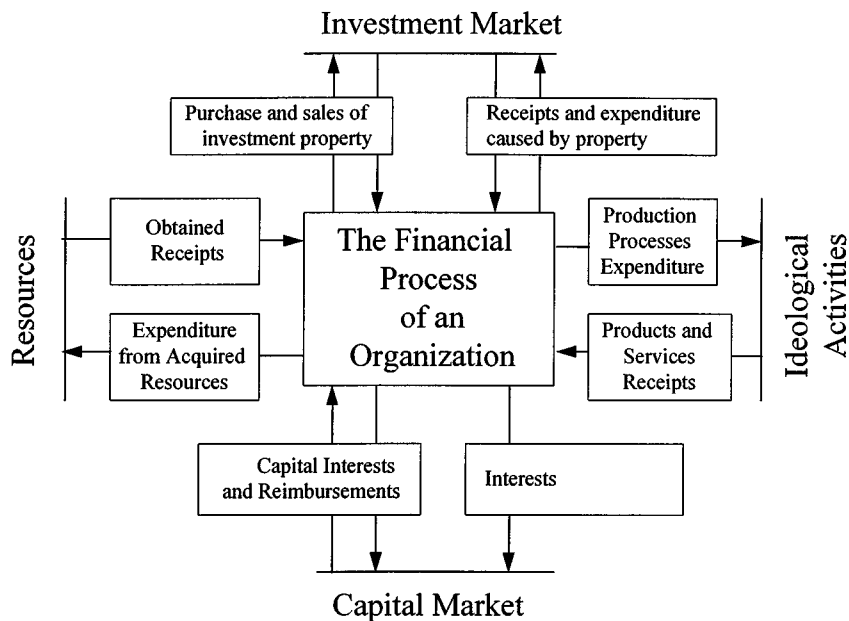


Figure 3.3 The Financial process of an organisation (Nurminen, 1988 p.18)

The influence of financial matters in Europe is enormous, especially for big sports clubs, as after the introduction of the European Community's international market in 1993 sport was affected in every aspect (Hava, 1992), it being afforded few exclusive rights with regard to legislation on competition. The EC's internal market ensures the free movement of labour, capital, services and goods throughout its members, this effecting also sport. The Court of Justice already equates professional athletes with workers, who are entitled to freedom of movement. They have the right to job security and to change employers just like other workers.

Successful sports managers of the future will be those with entrepreneurial abilities, proficient in seeking new resources that can be used for the achievement of an organisations desired goals (Howard & Crompton, 1995:22). Although the authors refer to professional and American intercollegiate sport, which differs significantly from its European counterpart, it is useful to take a look at how in this context resources are located at a professional level. Admission fees to sports events for example are becoming an increasingly important resource, and are an area of major focus for sports managers. Licensing is seen as the most recent and

promising source of new revenue although sports organisations need to place more emphasis on investigating its potential. Also important is the developing of a concessions department or establishing contracts with concessionaires to ensure the highest levels of customer service and maximum operating revenues at a venue. Catering services and the souvenir industry are also now very popular. Customers want higher levels of service and products.

3.4 COMPETITIVE STRATEGIES

3.4.1 DISTINCTION BETWEEN GOODS AND SERVICES

The difference between the marketing of consumer goods and the marketing of services has only emerged in the literature during the last decade. Baterson (1989: 4) states that this can be explained by the fact that previously there was little need for such a distinction, however recently, due to an increase in competition and market opportunities for service products this has become of increasing interest. A clear distinction between goods and services is often hard to make and most services contain some properties of goods and vice versa.

Four main characteristics distinguish services from goods (Zeitham, Parasurman & Berry, 1985). These are that services are intangible inseparable in terms of production and consumption, heterogeneous, and perishable as they cannot be stored. Peter & Donnelly (1995) have identified another important characteristic of services in that there is little similarity between the marketing systems required for different types of services. Where for the marketing of goods, established marketing systems are available and sufficient for a plethora of different goods. Services are predominantly intangible, meaning that they are hard to visualise, therefore, to understand how to consume a service a customer requires basic knowledge about the product. Such characteristics are also applicable to the sports industry.

Albrecht (1990) sees as a main differentiating factor in the service production and provision of a sports organisation compared to other service providers, the fact that participation and/or spectating are used as a platform for service provision. Outcomes are primarily measured through the number and extent of satisfied customers.

By providing improving services and products of lower prices, an organisation develops loyal customers and increases its market share. The company benefits from higher profit margins, a higher stock price, and a secure and satisfied work force, meaning that it stays in business and, perhaps even succeeds in creating new jobs. Aguayo (1990) explained the relationship between quality, costs, productivity, and profit on the basis of Deming's theory arguing that as quality is increased, costs decrease, because better quality leads to a reduction in variation, inspection, reworking scrap, and mistakes, and therefore produces fewer defects. Better productivity lowers unit costs, which lowers prices. Although Deming developed his methods in an industrial setting, he insisted that his approach was applicable to institutions generally, even to non-profit-making businesses and those in the service sector.

3.4.2 SELLING VS. MARKETING

Kotler argues that the 1990 collapse of many companies was due to the fact they focused their attention too much on the stock market but ignored the product market. They failed to define their target markets carefully or to properly evaluate their needs. They relied on selling and not on marketing. They pursued profits first and customer satisfaction second (Kotler, 1994).

The core concept of marketing is based in the definition of needs, wants, and demands; products; value, cost, and satisfaction; exchange, transaction, and relationships; markets; and marketing and marketers. Illustrated in Figure 3.4.

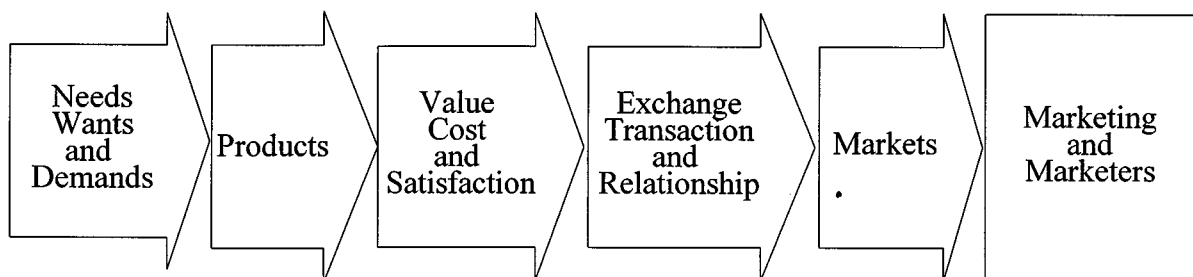


Figure 3.4 The core concepts of marketing (Kotler, 1997 p. 5)

The first core concept is demand, which is based on the want for a specific product backed up by an ability and willingness to buy it. Whereas want is the desire for the satisfaction of

specific needs, which may be in a state of deprivation. The core concept of a product represents broadly anything that can be offered to someone to satisfy a need or a want. The third concept is based on the value of a product, that is the relationship between its cost and the satisfaction which it provides. The fourth core concept is based on exchange, that is the act of obtaining a desired product from someone by offering something in return; the related concept of transaction is the trade of values between two parties, both exchanged and transaction are based on a relationship, which should be long-term, trusting, and 'win-win' to be most effective. Markets represent the fifth core concept that consists of all potential customers sharing a particular need or want who might be willing and able to engage in exchange in order to achieve satisfaction. The last concept is marketing, that is activity which takes place in relation to markets.

Market research is the measurement component of marketing. The market research process is similar to a scientific methodology in that five steps have to be followed (Murphy & Enis, 1985). The steps can be described as first the identification and definition of the problem, second a situations analysis and the research design, third the collection of data, fourth the analysis and interpretation of the data, and finally the solution to the problem and recommendations for further action. Marketing research is an ongoing process.

Many companies neglect to perform research because they feel it is too expensive (Gerson, 1989). Although it is true that the cost of marketing research on time and money involves a risk in relation to outcomes, these costs are usually less than those of ignoring it and then proceeding with a new venture with no background information.

3.4.3 SPONSORSHIP

Des Thwaites & Maule (1997) in their study identified that companies receive a large number of sponsorship requests, of which the vast majority are declined. The reason for declining a sponsorship proposal includes a lack of funds, incompatibility with current or future communication objectives and inappropriate timing. Evidence of both rational and irrational selection processes were revealed and sometimes a combination of the two.

It is difficult to uncover the nature of co-operation between business and sport because sponsorship is considered as a business secret (Kojo, Lipponen & Puronaho, 1991). This study revealed a failure in sponsorship arrangements due to the fact that sponsors knew what they should demand but were not really aware of what would be gained. Sponsors were keen to improve co-operation reflecting the need for both sides to commit themselves in reciprocal collaboration. Sports organisations therefore need to be more professional in sponsoring agreements. The authors suggested that the growth of sports sponsorship in Finland as a total share of the sponsorship market has reached a limit, having to compete with other areas such as science, culture, and social affairs.

It perhaps should be the job of clubs to focus on collaborating in full with potential sponsors not only pointing out their particular successes but also showing the kind of return a sponsor could expect. This would be especially appreciated from small sponsors who do not have a large enough budget to undertake marketing research. The result would be to strengthen and extend clubs' relationship with its sponsors.

The key to successful sponsorship is to create a link in the viewers' mind between the sponsor and the event; this factor is also relevant in club sponsorships (Carter, 1996). Sponsorship has to be part of a comprehensive marketing strategy being supported by other activities, such as public relations, promotion, or advertising. Single event sponsorships for example may not be worthwhile if they do not provide sufficient exposure to the target market. Sponsors must also regularly monitor the sports marketplace as interest in specific sporting events changes, women for example play an increasingly important role in traditionally male-dominated groups of sports fans. Moreover, there is the belief among most fans that sport is already overcommercialised, so sponsors may be viewed negatively by the very target market that they are attempting to reach. All of these factors play a vital role when it comes to determining whether to renew a sponsorship.

Both advertisers and clubs have to take a number of factors into consideration in order to determine if an event was successful. These include whether the media coverage and attendance figures were sufficient, whether the event was a success for their competitors, and whether sales were affected by the sponsors' participation. The type of feedback received from

employees involved in marketing the event and from those guests and customers who attended it is also of importance. The criteria for determining the sponsorship renewal fee need also to be discussed. These are all elements that need to be require comprehensively reviewed in any sports-related sponsorship or promotion.

If companies do not carefully evaluate their sports marketing plans, they may decide to renew a sponsorship simply because of the 'affiliation' effect to the team or one-time event. This points has to be kept in mind for clubs because by forging closer ties with their sponsors, it will help them to establish a long term relationship with a common benefit to both.

Sponsorship can be differentiated from philanthropy, as it is a business relationship through which a company can secure commercial advantage (Howard & Crompton, 1995:22). It is also regarded as a fifth communication vehicle that complements personal selling, advertising, publicity, and incentives, rather than supplanting any of them. Its special strength is in contributing to establish a picture in the consumers' mind by enhancing the product image. Secondly, it facilitates opportunities for a company to establish a more intimate relationship with its target audience.

Three types of sponsorship benefits can be obtained: financial, media, and in-kind. In-kind benefits may be in the form of product support, personnel support, communication resources and expertise, or the institutional influence associated with a sponsor's reputation. If products already have high levels of awareness then this benefit will not be as important as image enhancement.

Sponsorship is unlikely to be effective in changing a product's or a company's image but it is able to reinforce existing images and gives to existing buyers positive feelings about purchasing the product. Sponsorship can also be a vehicle for introducing a trial product, and this is the case especially for expensive products. Moreover, 'hospitality functions' can be used as a way of offering a relaxed informal atmosphere, conducive in creating future business links. On the downside the risks for sponsors include the poor presentation of an event, poor performance by the sponsored organisation, and disreputable behaviour by those

attending or participating. Sponsors also require media coverage that will succeed in extending the benefits sought beyond those in attendance at an event.

An example of the difficulties faced in finding a sponsor for the Valencian Handball Team is described by Cervera & Cuadrado (1995). The representatives of the club agreed that this should be undertaken from a commercial point of view, and for that they realised that sponsoring the team would be commercially profitable for companies, and would not therefore be a question of charity but of mutual benefits. The club was also in a grave financial position, so interested parties needed to be attracted as soon as possible.

As a result, suppliers came to understand the urgency of the situation, and some of them partially cancelled the teams' debts in return for publicity, a few other companies also showed interest, but very little money was forthcoming. Time however was short and the financial deadline for the club was fast approaching. Furthermore, uncertainty about the future had created an uncomfortable atmosphere within the team. It was then made known to the clubs representatives through a personal contact that the mayor of a municipality close to the city of Valencia was willing to welcome elite sports to its sports facilities. He believed that it would have a social value in providing a positive role model for children and teenagers to follow. Nevertheless, the mayor insisted that he would not pay any of the expenses of the team, and that his support would consist only in maintaining the facilities to be used and giving any political help that he could.

Consequently, a private company in the area had to be found to cover the budget. The manager of a local shopping centre under construction showed interest and some meetings were arranged, mostly attended by the mayor. Although commercial benefits were mentioned and apparently considered, the main reason for the final affirmative answer was related to peripheral features such as the owner's personal challenge in finding a solution plus the political support on offer, which is always profitable in the case of a developing business.

3.5 SPORTS ORGANISATIONS IN THE FUTURE

Vocational and educational training is needed for sports club managers, no matter the size of the club in question, and this training should be flexible to meet the needs of all types of sport clubs (Lambrecht 1991: 47-57). The most important training need in this study was found to be in the area of marketing followed by business management.

Daft (1992) summarises from the latest literature available that environmental, managerial, structural and human resources can be viewed as the factors for increasing a successful organisation. Moreover, in an environment with an increasing in number of new clubs, existing clubs have to expand to meet the needs of their customers and to overcome competition. This can be achieved by increasing membership size, taking on new employees, and by offering a greater number of activities. This increase in organisational size is accompanied by greater normalisation and decentralisation, an increase in jobs, an increase in management levels, the specialisation of skills functions, and all that leads to a more complex managerial role (Draft, 1983).

Strategic planning was already seen as an important requirement for sports organisations a decade ago (Handy, 1988). It was defined as a broad term to include the set of purposes, policies, programmes, actions, decisions, or resources that define the characteristics, actions, and aims of organisations. In addition, Skirstad (1996: 69-67) states that there is the need in sports organisations for long term planning and the constant analysis of a club's activities, tasks moreover should be clearly defined and as concrete as possible. This can be achieved by involving staff to a greater degree and by fully utilising their potentials. Tradition can lead to a lack of creativity and development in every sector of an organisation, as challenges are seen as problems, rather than as possibilities. Solutions to problems should be looked for within the limits of what is and is not possible to solve.

The need for trained managers has become increasingly important in today's sporting and athletic environment and the skills required in this area are diverse, ranging from financial management, communications, psychology and strategic planning. On the basis of a study conducted by Lambrecht (1987), it was concluded that competencies are required by sports

and athletic club managers, there also being a difference in managing a large sports and athletic club as compared to a smaller one, larger organisational size requires a more complex managerial role. It was also found that the managers generally have limited club experience or club managerial experience and tend to be young.

Innovation is regarded by Newell & Swan (1995) as the key to the competitive contingency of management in the 1990s. To encourage higher levels of participation and international excellence there is the need for new ideas among managers. Although volunteers are still crucial for the organisation of all sports, there is nowadays an increase in attention in organising sport in new and innovative ways to increase participants and/or excellence.

In accordance with Davis (1996) the successful sports manager in Europe of the future will be a flexible, learning individual, decreasingly dependent on subsidies from public funds and producing consistently high quality output. To prosper, sport needs to enter the market place and to operate there successfully. Sports managers will have to practice the most innovative and flexible skills based on continual updating. Operational management dominated by cost cutting through staff cuts is out, whereas the learning organisation raising productivity through developing new and paying markets is in.

According to Kriemadis & Tzetzis (1995) there has to be awareness of the importance of the concept of Quality Leadership, seen as a top priority in the 1990s. Managers of sports organisations, commercial sports clubs, and spectator sports, must commit a variety of resources if they are to survive and grow in today's turbulent business environment. The implementation of Quality Leadership methods will create a competitive advantage for an organisation. The results will be very positive in terms of the long-term organisational effectiveness in profits, performance, and quality.

4. METHODS AND PROCEDURES

4.1 GENERAL DESIGN

The study was based on the activity of fifteen competitive sports clubs operating in the city of Jyväskylä. The clubs were divided on the basis of five different competitive sporting activities. These activities were: basketball, Finnish baseball (pesäpallo), football (soccer), ice-hockey and track and field. From each of the five activities three clubs were chosen each representing small, medium and big clubs respectively as determined by the extent of their activity.

The five sports activities were chosen from those competitive sports that had a high number of participants and a considerable number of clubs in the city. Every year all sports clubs submit a form to the local sports office in which general information concerning their activities is given. On the basis of this information the clubs were chosen. The city sports office put its full support behind the carrying out of the research, for example by helping in the choice of clubs, by providing the names of contact persons and by helping in the later follow-up.

Although it was not the intention of this study to measure the effectiveness of the sports clubs, the system resource model to assesses the effectiveness by the ability to obtain resources is used as a model in its holistic view. The clubs were considered as an open system who exploit the possibilities and resources within the environment and produce services for environmental consumption (Koski, 1995). At the same time, however, it was recognised that clubs need to market their activity in order to gain such resources. This ability is more and more relevant for expanding sports clubs in an environment that is losing the commitment of voluntary work. Therefore the problems of finding sponsors and other benefactors, recruiting members, and other becomes a need for sport clubs. The purpose here was only to determine which steps have been accomplished and the difficulties encountered in doing so by the competitive sport clubs.

Data collection was based on responses to a survey questionnaire and on the empirical measurement of the qualitative data obtained. The questionnaire asked for general information

about the clubs, about the persons in charge, general management, planning, finance and marketing management. The questionnaire was validated by receiving feedback and from interviewing one of the managers who completed the questionnaire prior to the actual study itself. In this way future problems could be foreseen.

The focus of the study was to describe the way sports clubs of different sizes are able to finance and market themselves. The answers to the questionnaire were grouped in tables describing the data segment for each particular question, allowing for the possibility of comparing the clubs according to their size (Appendix 5, p.109).

The method of using a survey questionnaire were deemed to be appropriate for the carrying out of the study, mainly because of language problems and the limited time available for the collection of the data. Although a total of 39 questions and sub-questions were formulated, the questionnaire was not intended to be time consuming, rather it was aimed at requiring minimal effort on behalf of the respondent. The respondent therefore were asked to give general answers to potentially demanding questions. The aim was to deduce the general understanding of the clubs managers of the organisations of their activities. The questionnaire was translated from English to Finnish to avoid any misinterpretations due to the language level of the respondent. Assurances concerning the confidentiality of responses together with a telephone follow-up resulted in a 100% return of the questionnaires from the fifteen sport clubs studied. Because of the interaction with the sport office and the University a certain reliability of the answer can be assumed. The use of the interview as an alternative source for the collection of information was inhibited by the a fore mentioned language limitations which might have caused loss of part of the information, and by the need to go through club documents not readily available for some of the questions.

4.2 CLUB SAMPLES AND RESPONDENTS

The sample was drawn up together with the sports office secretary, whose extensive knowledge of the organisation of sport in the city of Jyväskylä was very helpful. In fact a full list was provided identifying a total of 166 sport clubs, covering in the city in 77 different

sports activities. Figure 4.1 shows the number of clubs that are involved in different sports activities.

Sport activities	Number of clubs	Total no. of clubs
46	with one club	46
15	with two clubs	30
6	with three clubs	18
3	with four clubs	12
7	with over four clubs	60
Total 77		166

Figure 4.1 Relation between sport activities and number of clubs involved in the same sport activity.

From this list five representative competitive sports activities belonging to main sports federations were chosen. Three sports clubs for each activity were then targeted making total of fifteen sports clubs in all. The choice of club took into consideration the fact that the club had to be mainly competition oriented, that a 100% sample return was needed, that the time available for the research was limited and that language limitations could hinder in the collection of the data. In relation to the total number of active sports clubs in the city of Jyväskylä the sample represented a 9% share.

The small number of clubs involved was justified mainly by the fact that not all the competitive sports activities had at least more three clubs that could be analysed. The clubs chosen therefore belong to those sports activities that have at least three operational clubs in the city. ice-hockey therefore is represented by three clubs in the city, basketball and baseball by four clubs each, track and field by five clubs, and football as the most represented sport by thirteen clubs.

A vigorous follow-up was necessary to ensure that all questionnaires were returned and as the study can be considered as a pilot-study, which can be developed in the future only a descriptive analysis was undertaken. Several reasons can be identified to explain the slow return-rate of the questionnaires, i.e. lack of available time regarding the respondent, unwillingness to answer, the unwillingness to divulge information concerning financial and marketing issues, no interest in the topic, bad timing, the study coinciding with an extremely busy or lax period for the activity, and the length of the questionnaire. In fact it took almost three months and five different time was made a follow-up inquiries to achieve the return of all the questionnaires. The return times are described in Figure 4.2.

Weeks after sending	3rd	4th	5th	7th	8th	9th	10th	11th	12th
No. of questionnaires returned	4	1	1	3	1	2	1	1	1
No. of clubs receiving follow-up	-	-	9	-	5	3	2	1	-

Figure 4.2 Return times of the questionnaire on a weekly scale.

The aim was to receive information directly from the manager or the president of the clubs, as they were presumed to be the most knowledgeable concerning the clubs' affairs and because they usually are those responsible for making decisions concerning the clubs activity. The answers that the respondents gave were not clarified with a personal interview, as a certain liability was expected and also because, as it became clear in the follow-up, that it would have been impossible or very difficult for some of the persons contacted to communicate in English. This was already clear when the first questionnaire began to be returned and was confirmed when all finally came back. Indeed in 14 cases out of 15 the open-ended questions were answered in Finnish even though the covering letter expressed the preference for the use of English as the reference language (Appendix 1 and 2, p.95 and 96). Integration with a personal interview would have been helpful for a clearer and fuller analysis and also for an integration for those sections not answered or completed in the questionnaire by the respondent.

4.3 STUDY PROCEDURE


The first step of the study was to contact the sports office of the city to obtain some general information regarding existing clubs and the activities practised by them. Interest was shown in the project and a good collaboration was obtained from the responsible of the office. Helpful information was obtained and the clubs to be contacted were immediately identified. During this period it was clear that difficulties would arise because of the language problems and therefore the use of the survey method for the study become pre-eminent.

Initially the intention was to send out the questionnaire in English (Appendix 3, p. 97), but to ensure a high rate of return, avoiding loss due to the language barrier it was translated into Finnish (Appendix 4, p. 102). Because of this the help of an economic student was very helpful and also the successive approval of the supervisors of the final questionnaire.

Before being sent to the fifteen clubs the questionnaire was validated by being given to one of the managers. This phase took more than one month, partly due to the fact that it was given at the end of march when the sport activity of this club was going to start and the manager was overloaded with work. In the meet held in the managers office the discussion was held in Finnish with the collaboration of one of the supervisor of the research. A positive impression was obtained with a few changes to apply to the questionnaire that was therefore ready to be sent to the clubs.

As soon as the questionnaires were returned the answers were translated from Finnish into English. To make this task easier the questionnaire was constructed in such a way that the question numbers and the format appearance of the questionnaire in Finnish and English was the same (Appendix 3 and 4, p.97 and 102). At this stage the help of a Finnish student was obtained for the translation of the open-ended questions and for other language related problems. For the open-ended questions the data was classified and grouped in the way to obtain three to five different variables with same or similar meaning. A tabulation was produced for all the question by subdivide the data in three groups as summarised in the exemplification table of Appendix 5 and showed in Figure 4.3.

One group identifies the answer frequencies of all the 15 clubs (Club All). The other two groups, independent from each other, define the clubs size based on the number of members (by Membership) and based on the turnover (by Turnover) of the clubs. These two groups were then subdivided into three parts were the frequencies of answer are reported in relation of the big, medium, and small size of the clubs (f_{big} , f_{med} , f_{sma}).

Subdivision of columns  for two or more data referred to different parts of the same question

Data referred to all the 15 clubs	Club break down based on the Membership Size			Club break down based on the activity Turnover Size in FIM		
	f Frequency big clubs (less than 150)	f medium clubs (150 to 450)	f small clubs (over 450)	f big (less than 150 000)	f medium (150 000 to 1 million)	f small (over 10 million)
Club All						
Valid response	no. of clubs who answered the question					
Case missing	no. of clubs that did not answer the question					
Total no.	no. of response to different parts of the same question or no. of response to questions with multiple answers					
Mean	} no., %, h or years.					
Minimum						
Maximum						
Range						
Normal label	no. for 'closed answer' given in the questionnaire					
<i>Italic label</i>	no. for 'open answer' given from the respondent					

Figure 4.3 Explanatory Table

The data contained in the table is based on the number of responses received. Where percentages, hours and years are given are pure estimations given by the respondent with the purpose to have a clearer picture of the situation. For the questions 20 in Appendix 4 a recalculation of the figure estimation was needed because the sum of 100% asked in the questionnaire was not respected. On fifteen valid responses only eight had a result equal to 100% were for the other it was made a proportion of the different figures to bring the sum to the value of 100%. This data are those in Table 28 and 29 Appendix 5.

4.3.1 DEFINITION OF CLUB SIZE

In the original project division by club size was considered to make a general description on the differences in the three club size and a specific close-up on the differences among the sport activities involved. The division of the clubs was meant to be only by memberships number, grouping the clubs in two group size one with all the clubs respondent and one with the subdivision by membership number. But in the return of the questionnaire the club size subdivision found a discordance from the starting requirement that each sport taken in consideration (basketball, football, Finnish baseball and track and field) was supposed to represent a big a medium and a small club in relation to their membership number. In fact the exact representation of one club for each size group was not obtained as is shown in Figure 4.4.

In the membership size subdivision, the definition of the big clubs was based on a number of over 450 members, the medium clubs were defined as those with between 150 and 450 members and the small clubs as those with less then 150 members. But two clubs respectively in basketball and Finnish baseball resulted medium instead of small having over 240 members and one track and field club resulted to be small instead of medium with only 80 members. The result of this subdivision gave five clubs that were considered big, six club considered medium and four considered small.

<i>Type of sport activity</i>	<i>Club no. by size group subdivision based on membership:</i>			<i>Club no. by size group subdivision based on the turnover:</i>		
	<i>big</i>	<i>medium</i>	<i>small</i>	<i>big</i>	<i>medium</i>	<i>small</i>
Basketball	1	2	0	1	1	1
Finnish Baseball	1	2	0	1	2	0
Football	1	1	1	1	0	2
Ice Hockey	1	1	1	2	1	0
Track and Field	1	0	2	0	1	2
Total	5	6	4	5	5	5

Figure 4.4 Identification of sports clubs obtained in the two group size: membership and turnover.

Being the result not comparable objectively among the three sizes, because of the small number of representative data another measure of subdivision was chosen. The new group proposed was based on the turnover of the sport activity. In this new subdivision by turnover, five clubs for each group were identified but an unequal distribution of the clubs of the same sport activity in the different club size see Figure 4.4. Big clubs were considered as those with a turnover higher than one million Finnish marks (FIM), medium clubs those with turnover between 150 thousand and one million FIM and small clubs those with turnover lower than 150 thousand FIM. Although there were five clubs in the three groups the sport activity were not equally distributed also in this subdivision to obtain one sport activity per each size group.

In each of the two group size subdivision (membership and turnover) the division in the three club size (big, medium and small) the representation of one club for each sport activity was not obtained. This was because of the heterogeneity of the sports activities analysed. Therefore the description was made by taking into consideration both group sizes. The data were compared in relation to the turnover, integrated with a look on the data from the group subdivision by membership, taking in consideration the limitation business-oriented the difference of distribution in the three sizes.

Only a general description was made, finding anyway some close relation between the two groups. The more specific close-up on the sport activities planned in the beginning of the study was left out from the research being the clubs not homogeneously subdivided into the three club size.

4.4 INSTRUMENTS USED

The first study problem was to identify those clubs suitable for being questioned and on whom make the research. It was to take in consideration that the clubs had to be more than three per sport activity, that the clubs were dividable as small, medium and big ones and also that the contact person could communicate in English. Because of this, how said previously (Section 4.1, 2 and 3) the information received from the sport office responsible were considered reliable considering that all the information given were in Finnish.

The second study problem was to obtain some general information concerning the clubs activities and specific information of the financing and marketing based on the 1996 activity. A 39 questionnaire form was produced to obtain such information. The questionnaire was subdivided into six parts: general information about the responsible official of the club, general information about the club, management, planning, management of the finance and management of the marketing see Appendix 3 and 4.

The first two part, general information about the respondent and the club, for a total of eight question were made to receive information that would help to identify the person who completed the questionnaire and the characteristics of the different clubs. The third section, management, was composed of six questions aimed of providing an overview of the general organisation of the clubs. The fourth part, planning, composed of five questions, identifying the goal and promotional strategies used. The fifth part, finance, with twelve questions was intended to investigate the source of the finance together with the difficulties in the process of obtaining them and how is financed the athlete activity. The last section, marketing management, consisted of eight questions aimed at identifying the needs of the clubs and their marketing competence.

The questionnaire was composed of open-ended questions, also by asking percentage or number estimations; double choice yes/no questions; multiple choice and ranking of multiple choice questions. The answer were based on the own managerial experience and knowledge of the club activity. For the open-ended question there were enough space to fill the answer in the appropriate space. The multiple choice questions had also a blank space to provide extra constituents not considered in the formulation of the questionnaire.

4.5 VALIDATION OF INSTRUMENTS

The validity measurement of a research work is the extent to which a construct and its indicators are related (Neuman, 1994: 130). The instruments for this research were developed by the researchers and followed a validity phase. The questionnaire received the feedback from three university teachers were the content was examined and how said previously an

evaluation was obtained from a manager who answered and gave a professional feedback of the construct of the queries. The manager was chosen because of his extensive experience in both the sporting and business fields.

Being the respondents main responsible for the club activity it is implied the reliability of the answer. For those questions that were containing estimations, the purpose of those was to have a general idea on the impact of the point under estimation without relying on them as exact figures but as pure indicators, also to evaluate the information of the managers. For a more detailed and deeper analysis of these figures, further research should could be conducted.

4.6 DESCRIPTIVE ANALYSIS

The descriptive analysis in this study was concerned with the clubs ability to promote the sports activities and the variance between big, medium and small clubs. The different source of finance for different club sizes and the knowledge and use of marketing for the development of the sport activity by the clubs.

In Section 4.3 is described the subdivision of the clubs in the different groups and columns. Three different basic way are used to present the data by using the basic module. In the first column of each table is given the label of which kind of data are grouped. The first way of presenting the data refers to the mean with minimum, maximum and range of the quantitative data given from the respondent related to years, numbers, percentages, hours or FIM of the different question (e.g. Table 1, 10, 12, 42 and 52 in Appendix 5, p.109). The second way of presenting the data is by referring to the label: for the multiple-choice answer in normal style, and for the open-ended answers in italic style (e.g. Table 2 and 27). For some table it was insert an extra group of columns to denote preferences or time based frequencies (e.g. Table 17 and 54). Some table have under the title labels that refer to the two three or four columns of numbers denoted by dots (e.g. Table 7, 12 and 16), other further then a yes/no answer have some extra label referred to one of the two or both positive or negative answer (e.g. Table 48 and 50).

Each table has a report of the valid response that indicates the number of answers received for a particular question or set of questions. Valid responses were considered to be those that had also only partly been answered and also those question that were part of other questions considered sub-questions, as for example question 20 Appendix 3. The case missing indicates the number of response missing to a particular question, in the case of 15 valid response the voice case missing is omitted being 100% of the response obtained.

Because of the small sample size no statistical analysis were employed the sample was described by looking the responses given from all the clubs. The number given in the tables are integer number that refer each to one club analysed. The frequencies given in fact refer of the number of response received for a particular question (e.g. Table 2). For those questions where a value was given from the respondent, as for example percentages, hours, years or FIM a calculation of the mean with the range is given to give a sense to the data collected. For some questions the employment of preferences was used in the multiple response as e.g. in Table 17 the first three preferences are those considered in the description with particular attention to the more recurring first choose.

The group of data given in the 'by Membership' and 'by Turnover' represent the break down of the data in the different club size. How already sad in Section 4.3.1 the main reference group is the one that divides the club in size by turnover and by keeping the size by membership as a mere reference to see if there were any correlation. The description is basically following the same order of the question given to the clubs with a few exception for those data.

5. RESULTS

5.1 SUMMARY ANALYSIS

The data collected were divided in three groups. One group contains the analysis of the total sample, and this group is in the first column under the label 'Club All'. The other two groups compare the size of big, medium, and small competitive sports clubs, one in relation to the membership (labelled 'by Membership') and the other in relation to the turnover (labelled 'by Turnover'). The analysis of these three main groups is based on the data of the total 15 clubs consulted (Appendix 5, p.109) as already explained in Section 4.3.

If not specified the description always refers to the size by turnover. This is because the subdivision gave five clubs for each of the three club sizes (Section 4.3.1), making appropriate comparison between the three sizes. The group labelled by membership in the Appendix 5 is kept as an indicator. The following summary reviews the different tables in the same order as the questions given to the clubs, with minor rearrangements.

5.2 THE CLUB'S RESPONSIBLE OFFICIALS

A general description of the respondents was done by first identifying the age, sex and education. Second, the role of the respondent and the type of contribution to the club was given to clearly identify the reliability of the answer. Also, a look at the professional experience in and out of the club was taken and a final conclusion was drawn. The description refers to the Tables 1 to 8 in Appendix 5.

The age (Table 1) of the respondents did not display any relevant difference between the three group sizes analysed. The average age was 44, with the youngest aged 30, and the oldest 53. The gender distribution (Table 2) showed a relevant male majority with 13 respondents being male and two female. One of the female respondents was in a big and one in a small club. The distribution of the education level (Table 3) indicated a high educational level of the respondents, with five respondents with secondary and five with university level studies

equally distributed in the clubs of different size. It seems there is a tendency to have more highly educated responsible officials and clubs of medium size.

The respondents consisted of eleven cases at managerial level with seven managers and four chairmen, while two respondents were secretaries and in one case it was the contact person of the club (Table 4). In non-profit sports clubs the distinction between managers and chairmen can be confusing as they are often the same person. This is more true in small clubs where different functions are often performed by the same person. Both of the roles were considered significant as regards knowledge of the club's affairs. The secretaries belonged to the medium size clubs and the contact person to the small clubs.

The respondents worked at a voluntary level in ten cases out of the 15 analysed (Table 5). The distribution by size showed that the respondents were employed mainly in the big clubs both as regards the size by turnover, and as regards the size of membership, showing a close relationship between the division of the club in membership number and volume of turnover.

The working activity of the ten volunteers were equally distributed in the medium and small clubs with nine responses out of 14. Six were employee being officials in all three clubs size. Only one respondent working as executive and collaborating in one of the small club, and two indicated other as working activity (Table 6). The experience as a manager in the clubs is highly valuable being mainly a mono-experience that is consumed in the same club for a long time, an average eight years, but ranging from two to 17 years (Table 7). Six respondents indicated they had experience also in other clubs. The distribution among the club size did not show relevant differences. This situation might lead to the consolidation of power in persons not open to new ideas, and not able to deal with changes that are occurring in the field.

The previous experience of the respondent in the sport field (Table 8) seems to reveal that the natural life cycle of an athlete is to go through the coach and administration position before becoming manager or chairmen of a sports club. This gives much internal knowledge of the specific sports club but it does not easily accept new experiences from other sectors or other point of view. A successful sports club in this case, maybe would need updating through

study, reading of research results and having field related information. This would help to adopt new ideas and methods for developing the activity, being always ready for innovations.

On an average the responsible officials were in their early '40s. It was relevant to note the low presence of female responsible official in the administration of the sport clubs analysed. However, the two female respondents of this study are highly educated, having studied at a university level, and are in managerial roles. The distribution of the educational level seems to match with the different club sizes. The education of the responsible official seems not to represent a handicap for clubs that might in the past have found their weakness in lacking education. It would have been interesting to find the types of studies accomplished by the managers to see if their study were inherent in the field of sport and understand the truly competence of them. The respondents can be considered reliable because there were only three persons that were not directly responsible to the clubs. These persons were in the medium and small clubs. In smaller clubs overlapping of roles is quite common, and a secretary can sometimes know more than the person who is officially in charge.

5.3 SAMPLE OF THE CLUBS

A general description of the clubs is given by referring to the answers received from the respondents, this description refers to the Table 9 to 17 in Appendix 5. The description will give first the age of the clubs. Then the members' average age and members' share in the different age groups is described. Third is the representation of sex, and the presence of disabled people in the clubs. Next is the level of competition in which the clubs are involved. And the last point refers to the type of status the clubs are defined to belong.

The data related to Table 10, shows the mean of the number of members number present in the clubs, referring to those defined the group by membership size. As it was said before (Section 4.3.1) the big clubs are those with over 450 members, the medium clubs are those with 150 to 450 members and the small clubs those with less then 150 members. The means for the group by membership size were 741, 279 and 75 members, respectively. But in the group by turnover they were 595, 315, 226 members.

The clubs analysed had a quite long tradition and life with an average of 40 years, with the youngest club being five years old and the oldest 90 years (Table 9). Looking at the size by turnover, the clubs with higher turnover (big clubs) were on average ten years younger than the medium and small ones. It seems that the older clubs are facing the end of their life cycles and need renovation including new ideas.

The average age of the members (Table 11) in the three club sizes by turnover shows the tendency for the big clubs to deal more with youngsters while the smaller clubs have more elderly members. The data shows that the average age of members is 21 in big, 33 years in medium, and 35 years in the small clubs. Studying in detail the age share (Table 12) we notice that the 13 clubs which answered this question are working with young people under 25 years for an average of 50%, with adults between 26 and 45 years composing 29%, and with adults over 45 years for 21%. In the breakdown of the club by turnover it is confirmed that the big and medium clubs are working more with a young population (respectively 64% and 51%) while the small clubs have a more homogeneous distribution among the age groups. This data together with the previous referred to in Table 9 could confirm the low renovation of the small and partly for the medium clubs that have a higher presence of old members. But it also denotes the high involvement in sports in the Jyväskylä region.

The sex representation in the clubs (Table 13) reveals that the sport clubs taken into consideration work on average with 70% males. This tendency was also confirmed in the break down of the data in size by turnover, where small and big clubs have almost the same size of male population (77%, 75%) and the medium clubs have a slightly higher presence of females (36%). It is noteworthy that the small ice-hockey club has only male members. Through this data one notices the high male concentration in sport clubs. This corresponds with the high male participation in team sports, although the big football club has more females, as only 35% of its members are men. Irrelevant is the data about disabled members (Table 15) that are registered only in four clubs and seem to be equally distributed in clubs of different size.

The categories that represent the clubs in the different tournaments (Table 16) show, looking through the size of turnover, how the big clubs are more national level oriented whereas

medium and small clubs spread their activities within categories on a wider level. It seems that all the clubs consider it important to have categories that compete on a national level although the national activity is more expensive especially for the smaller clubs.

Surprisingly two clubs out of 15 were profit-making-organisations (the big basketball and the medium football club, Table 15). It would have been important to know on what grounds they claim to be profit-making-organisations. Finland cannot be considered a country where there is much professional sport. In fact it is a country with a strong tradition of voluntary work as mentioned in the previous chapter (Koski, 1995). It is interesting that the perspective of the two respondents was to be profit-making oriented. This orientation can be explained by the fact that running a non-profit organisation represents a need today to be profit-oriented to ensure continuation of activities in the near future. In fact clubs using the eventual 'profit' to pay for the expenses of the activities cannot be considered profit-making because the owners/individual member are not getting any personal advantage.

In conclusion, the most surprising data from the club information was the definition of the sports clubs' status, with two clubs considering themselves profit-making organisations. The long tradition of the sport club is also relevant. Yet the oldest clubs seem to have reached the end of their life span and would need some changes. The sport clubs want to concentrate on young people. However, there was a high presence of members over 45 years and they can be compared with those in the 26-45 years age group, confirming the high sport involvement of citizens in competitive sports in the city. It was noticed that females were represented with a lower percentage in team sports.

5.4 MANAGEMENT OF THE CLUBS

To have general information about the management, a set of five questions was compiled, summarised in the Tables 17 to 22. 'Management' was understood to be the internal organisation of the clubs and the administration of their affairs. The tables (17, 18, 19) show who was directly involved in the decision making, also paying attention to how they were elected. The club perception of success is also identified. A description of instruments used to achieve goals, and a clear identification of the time between follow-up's is given.

Decision making concerning the search for resources was accomplished by the assembly or club board (Table 17). In the ranking of multiple answers, the assembly was chosen from all the clubs as the place where resources are discussed. In eleven clubs out of 15, it was the most important. Looking more in detail at the size by turnover, two big clubs consider the manager of the club as the main decisionmaker for finding the necessary financial resources. The conclusion that can be drawn is that the planning process, as regards looking for finances, is performed on a group level. A further question could be to find out if there is somebody more responsible, or if the responsibility and decision power is equally allotted in the board. One assumption could be that the manager/chairman has more responsibility since he is the second factor ticked in the questionnaire. It seems that the manager/chairman is the second most important decisionmaker, being chosen in three clubs of big and medium size as the most important factor. The club's decision maker seems to use the direct collaboration of the secretary, volunteers and athletes in the same proportion in the different clubs (Table 19). The athletes and ex-athletes seem to have more relevance as collaborator and are equally distributed in the three club sizes, whereas the secretaries seem more relevant in the small clubs.

When we consider how the decision maker was elected, we can see from Table 18 that those who put themselves forward as candidates and those who were proposed by others are in almost equal numbers. However, two respondents said that their clubs used both auto-candidature and designation. In the auto-candidature the person interested proposes himself to be responsible for the club activity and is afterwards elected. The auto-candidature seems to occur more often in the big and medium clubs while in the small clubs, the decisionmaker is generally appointed. The designation of one of the members as a responsible to run a club could be one of the reasons why small clubs have problems. This because the motivation of the responsible official is missing, while on the other hand a strong will of a member and auto-candidature to run the situation seems more successful for the growth of a club.

The clubs seem to measure success (Table 20) mainly through winning on the field, attendance of spectators and through the ability to organise happenings. These three factors were mentioned respectively in 13 cases out of 15 with different relevance. The success on the

field was chosen as first measure in eight cases and as second in three. Attendance was chosen only as second measure in 7 cases, and organising happenings was chosen as second method in 4 cases, and as first in 1 case. Success on the field confirmed its importance in all three sizes of clubs, but being lower in the small clubs where the number of members is used as a measure of success. For the big clubs the three more relevant measures were success on the field, the ability to raise money and attendance for the competition; for the medium clubs it was field success, successful organisation of happenings, attendance, and the number of members; for the small clubs it was success on field, the number of members and the ability to organise happenings.

The annual planning was the most relevant management tool used for making decisions for the clubs, followed by the group planning and the selection of internal and external collaborators (Table 21). The breakdown confirmed an equal distribution in the different club sizes. It was surprising that in the big clubs the use of research results is ranked as very low, and by only two clubs. This could suggest a possible gap between the academic level and the field of application, probably compensated through the use of collaborators that can function as a link between the two domains. But also a lack of time or the background of the manager could explain the low use of research results. The follow up of the planning and program (Table 22) was done monthly in eight cases of 15. In the breakdown big clubs indicated a monthly follow-up as usual, with one club doing it every six months. Three medium clubs had follow-ups monthly, and two annually. In these two sizes it might to be to few for the high turnover and membership size to follow-up only twice or once a year. The small club follow-ups ranged from monthly to annually, with equal distribution.

Concerning the search for resources, the concluding picture on general management is that the assembly is the most relevant place of decision in all the clubs analysed. The decision-makers are in balance between an auto-candidature and an election after being appointed, with this last case being more characteristic of the small clubs. The distinction of the two way of being elected can have a close relationship with the motivation of the responsible official, which could be less motivated if he was just formally asked and finally chosen instead of being a self assured auto-candidate. Not surprising was the fact that winning on the field is the most perceived success measure that could be considered a result of good management in relation

to goal setting (Table 23). The use of annual planning among the clubs is good, but a low relevance is given to research that could give new ideas and perspectives to the different sport activities.

5.5 CLUBS' PROMOTION PLANNING

The planning process analysis was made to have an overview of club goals, and also to look at the clubs development policy to see if they are willing to expand their activities. Another point analysed was if they use external expertise for promotion and administration. A look at the kind of promotional strategies used was taken. The last point looked at the types of services that are catered the club members.

The main purpose of the clubs analysed (Table 23) was identified as being competition activity in 13 cases out of 15, followed by youth activity and participation orientation. In the break down the big and small clubs were mostly competition oriented, where medium clubs were more for youth activity and therefore participation oriented. The clubs analysed have intention to expand their activities (Table 24) in eight cases of 14. Of 14 responses obtained to this question the big clubs were all expansion oriented; the medium clubs were mainly not oriented to expand their activities; and the small clubs has a balance between expansionist and non-expansionist orientation. One explanation could be that the expansion of the activities was seen by medium clubs as an expense where as big clubs saw possibility to increase their activities. The idea of expansion in the sport clubs implies the continuous need to obtain new resources to be able to pay for increasing expenses that have a direct relation to the increasing number of members, particularly instructor and competition expenses. This shows clubs having extremely dynamic intentions but not always corresponding to their real ability to obtain the goal of increasing their activities. This deduction is confirmed in Table 57 where the growth of activity of the different clubs is analysed as explained later in Section 5.8.

The use of an external consultant is seen as an expensive practice for the clubs. Four of the medium and small clubs indicated that they could not afford to have external consultants, where as three clubs used consultants from among their membership (Table 25). The big clubs are those that were using marketing as the most important external consultant, with

accounting as the second, followed by management and finance consultations. External consultants, especially concerning marketing, can be good indicator of a more professional approach in a non-profit sport organisation. The use of marketing strategies, even if not delivered from professionals, can be considered an important step toward further development of sports activities. Marketing should be delivered with consideration of the members to create local recognition and growth of the activity, and of the sponsors for a more national penetration and a higher ability to obtain finances from business enterprises.

The organisation of happenings, the personal contacts and winning the competitions seem to be the main strategies used to promote the clubs activities but also the publication of newsletters are employed to distribute information (Table 26). In the brake down we can notice that big clubs base their strategy on winning and advertising. The medium and small clubs base their promotion strategy mainly on the organisation of happenings, on personal contacts, and producing newsletters.

The activities oriented to the members of the clubs mainly seem to provide respectively happenings, competitions, facilities, and coaching/training education. Competition together with the cost for facilities are the expenses that affect up to half of the club annual budget (Table 27). In the analysis of size by turnover, the big clubs happenings and different kinds of discounts together with free entry to matches were the more relevant services given to the members. The medium and small clubs gave, in the same proportion, the organisation of happenings, the provision of rooms to practice the activity and coaching education.

Surprisingly the big clubs, regardless at their high number of members and turnover, maintain an expansionist policy where as the medium-size clubs mainly aimed at maintaining their present level. An explanation of this result could be that bigger clubs create more return of image and therefore are more appealing to sponsors. The medium-size clubs, because of their smaller size, already have problems in finding extra finances and could find an increase in activities as making their situation more difficult. The tendency for expansion is also confirmed in the way the different club sizes promote their activities. The big clubs use marketing consultants and rely on winning and promotional advertising for expansion.

5.6 FINANCING OF THE CLUBS

The way that clubs finance themselves is divided into eight subsections referring to the Table 28 to 33 in Appendix 5. These are referred to as 1) *direct subsidy*, money received from the municipality just because of the activity; 2) *fund-raising*, the active performance of the club to produce income through the management of the activity; 3) *sponsorship*, money received from businesses in exchange for exposure through the sport club; 4) *loan*, external income on which the club pays an interest; 5) *capital income* represented by the ability of the club to produce fixed assets that produce rent income, bank interests on capital and dividend from shares as stakeholder; 6) *goods and services production*, activity external to the primary activity of the club; 7) *other income* that were not classified in the previous points; and the last means 8) *volunteers*, are discussed in this section as indirect source of financial income for clubs.

5.6.1 DIRECT SUBSIDY

Direct subsidies are mainly the money received from the municipalities because of the existence of a public sport activity. Subsidies can range greatly in relation to the policy of the municipalities, and in relation to the activity of the sport clubs. In the past these subsidies were relevant for sports clubs while nowadays the sums given are always smaller. Direct subsidies by local authority and volunteers were the two answers given from the responders to the question (20.1 Appendix 3, p.97), shown in Figure 5.1. None of the clubs received federations' or donations' subsidies for their activities. The questionnaire did not address the subject volunteers in this group. Volunteers were addressed in the subsection related to direct subsidies, but also in fund-raising, business activities and other sources. Because volunteers are not paid but contribute their work to raise finances, they will have a separate section in the end.

The support given to the Jyväskylä sports clubs by the city ranged from 0 to 20% of the clubs total income. The city gave it to ten sport clubs out of 15. Looking at the Figure 5.1, the smaller clubs received more support than the big clubs. Only one big club received support whereas all five small clubs received support. The support given to small clubs amounted to a higher percentage of their total income. This is because it is a percentage of a smaller amount

and the sum does not result higher than 18 000 FIM per year. It is a different case if we look the breakdown of the size by membership, where there could be found a certain balance between the size of the clubs in relation to the support received. One explanation can be that the municipality is supporting those clubs that have a certain impact on the city in providing sports activities and facilities.

	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Valid response	15						
Total no.	10	5	4	3	1	4	5
Mean %	6	5	5	8	2	5	10
Minimum %	0	0	0	0	0	0	5
Maximum %	20	10	10	20	10	10	20
Range %	20	10	10	20	10	10	15

Figure 5.1 Direct subsidise without obligation, in % on clubs budgets, obtained from the city.

It doesn't seem difficult to get the municipality allowance, which is obtained through an annual application to the municipal board of sport. The main difficulties pointed out were related to the decline in allowance given to the clubs. This affects the small clubs more than the big ones, because the big clubs rely more on other sources. This fact was emphasised by a club that answered that 'local authority doesn't have economical resources'. It is interesting that one of the small clubs saw the reduction of allowances as a result of competition among clubs, rather than as a real reduction of general budget expenditure for sport from the sports council.

Local authorities postulate that there are less municipal funds for club activities. In general the reason for this state of affairs is that there are too many clubs competing for these funds but also a general reduction in public spending. Because the sources are always smaller, other means of financing should be taken up and, undoubtedly, volunteers could be a significant source if managed well.

5.6.2 FUND-RAISING

Fund-raising is the most relevant way to see how well a club is able to produce income because it shows the ability of the club to promote itself in the community. Memberships, ticket sales, and sponsors are the main means of producing this income. Other ways are licensing and TV rights if the club is active on national level, and in the most popular sports. This data is dealt with in Figure 5.2.

Fourteen clubs out of 15 produce income by collecting membership fees. The range of the amount collected is from 1% to 28% of the club's assets with a mean of 7%. The range of membership fees in the annual budget does not show big differences between the three group sizes, but was slightly lower for the small clubs. While in the private sector membership fees have to be able to cover all costs of the activities, here it represents a very low percentage of the clubs' total incomes. The fees are collected through bank transfer forms sent by post at the beginning of the year. Some members do not pay their fees. It seems that there are difficulties in being able to have a clear record of who is paying or who is not. That causes the always tedious requirement of asking those that have not paid to do so. This seems to be a problem related more to those sports that are practised in big spaces and where kids are involved, especially if they are going to the sport activity without parents. One club is developing the use of promotion through sending a membership offer to potential members.

Event tickets are collected in ten clubs out of 15 producing an income ranging from 1% to 55% of the annual budget. The highest amount (55%) was reached by the ice-hockey club that competes on a national level, where as the other nine clubs were able to generate between 1% and 25% of their income in this way. It seems that the bigger clubs relied more on this income, which occurred in five big, three medium, and two small clubs. The amount generated, in percentage of the club funds is higher in the big clubs than in the small ones by representing almost one third of the clubs budget. The generation of ticket income in the medium size clubs can be compared with those of the small clubs. In fact for the three medium and two small clubs responding, the percent can be considered insignificant. Big clubs seem to be able to generate a significant ticket income through their activities. Activities on a national level are able to generate more income from the participation of fans in the

activities of the clubs. The difficulties in selling the tickets are seen mainly as lack of general interest, especially in lower divisions and traditionally unpopular sports. The means used for making the activities interesting were, for two clubs, the use of advertising in local mass media and making clubs more international.

	Membership				Tickets				Sponsor				Other			
	Club				by Turnover											
	All				<i>f big</i>				<i>f med</i>				<i>f sma</i>			
Valid response	15															
Total no.	14	10	11	5	4	5	5	3	5	3	4	1	5	2	2	1
Mean %	7	10	26	5	7	26	42	11	7	2	23	2	6	2	12	3
Minimum %	0	0	0	0	0	10	30	0	2	0	0	0	3	0	0	0
Maximum %	28	55	60	36	28	55	60	36	15	5	44	8	10	10	47	15
Range %	28	55	60	36	28	45	30	36	13	5	44	8	7	10	47	15

Figure 5.2 Fund-rising in % on clubs budgets obtained through membership, tickets, sponsors and other sources

Sponsorship was given to eleven clubs out of 15. The range was between 10% and 60% of the annual club income financial availability. Looking at the breakdown of the club with size by turnover, the big clubs got more income through sponsorship than the small ones. Looking at the break down with size by membership, the small clubs got almost nothing, where big and medium clubs received almost the same percent of the total club money available. Sponsorship was attained by some clubs by offering collaboration agreements, but mainly sponsors were found through selling of advertisement space on boards or clubs outfit. Continuous asking was how the clubs coped with obtaining sponsors. The most difficult aspect is competition between sport clubs asking for sponsorship. One club felt that it was not valuably attractive to the sponsors. Another club gave its method of obtaining the sponsorship as begging for sponsors.

Other way of generating club income had relevance in five clubs, ranging from 3% to 36%. The highest data came from the owning of a bingo activity by one of the football clubs. Only one club was able to have TV rights for its ice-hockey team. This contributed only 7% to the total budget of the club which is very modest compared with professional NHL clubs

(Howard & Crompton, 1995). Three sport clubs had some licensing, representing 8% to 15% of their income. The Finnish football Federation gets licensing for the football activity.

It seems that sponsorship and ticket revenues are the main means of obtaining resources in this section. Good sponsors can be considered those able to finance a sport activity by covering most of its costs, but a good return for the sponsor has to be achieved to ensure effectiveness of the sponsorship. Also the event tickets seem to generate the same amount as sponsors do. The payment of a ticket suggests the expectation of high level competition, and many clubs are not able to produce this kind of competition. An alternative for those clubs could be to organise extra competitions at high level in the city where the sport is promoted and ticket revenue can be generated. But high organisational skills are needed to ensure that there will not be any loss. Combined, sponsorship and ticket revenues were not able to cover the costs of the clubs, being less than 60% of what the clubs needed. Membership fees were economically irrelevant. This can be explained by the fact that sports clubs are competition oriented, and a high licence fee could prevent a good athlete from joining the club, thereby reducing the chance of the club winning on the field. A potential source of income is external business directly linked with the club, from which income could be used for covering expenses of sports activities.

5.6.3 SPONSORSHIP

This section is the break down of the sponsorship information given in the previous section summarised in Table 34 to 39 (Appendix 5, p.109) and shown in Figure 5.3. The attempt here was to describe the sponsorships by classifying them on the basis of the length of the agreements obtained. The question 21 in Appendix 3 was dividing the sponsors in four groups as follows: 1) the long term sponsorship (for more than 5 years); the medium term sponsorship (from 1 to 5 years); the short term sponsorship (for less than 12 months); the event sponsorship.

by Turnover	long term sponsors	medium term sponsors	annual sponsors	organisation of events
Big clubs	2	3	4	2
Medium Clubs	1	3	4	4
Small Clubs	0	0	2	4
Total no.	173	16	274	63
Mean no.	58	3	46	6
Minimum no.	3	1	6	1
Maximum no.	100	5	120	30
Range no.	97	4	114	29

Figure 5.3 Sponsorships occurrence in relation to length of agreement

The responses were not always completed in all parts and this made the analysis even more difficult. Not only the number but also the amount in % of the last annual budget and the length of the sponsorship was enquired. Also the way sponsors were received and the kind of support given was described. No data was obtained concerning the % of the annual budget received from each sponsor.

Only three clubs had sponsors over a long period of time. Surprisingly, a large amount of sponsors were obtained, probably in relation to competition and field boards. The second biggest ice-hockey club indicated that it had obtained 100 sponsors and the big football club had 70 sponsors, but probably with very marginal contribution from each. The medium basketball club had three sponsors that represented the 50% of the sponsor income. The small clubs did not have any long term sponsorship.

In the medium term, six clubs have a contract over a year with an average of three sponsors per club. The clubs that received medium term sponsors were among those classified as medium and big clubs, with an equal distribution, ranging from 5% to 60% of the total sponsorship income received.

Ten clubs received an annual or seasonal sponsorship with an average of eight sponsors for each season for seven clubs, while three clubs received 50, 55 and 120 sponsors. The amount of finances generated by sponsorship ranged from 25% to 100% of the sponsorship support.

Seasonal sponsors seemed to be the most common, but to get enough of them requires major efforts every year.

The event sponsorships were received by organising an average of four events per year by nine clubs. Medium and small clubs seemed to be more active in the organisation of events than big clubs. The exception was the big basketball club which organised 30 events per season. In the events sponsorship the range was from 10% to 100% of the sponsorships income.

The clubs received sponsorship mainly by means of personal contact or friendship with someone of the company involved in the sponsorship (Table 40). Nine clubs got the sponsorship mainly through personal contacts. Only two clubs obtained sponsorship through marketing and two other clubs by just asking. The distribution among the different club size did not show any big differences in the ways sponsors were obtained, the two marketing results were given by the big clubs and mere asking was used in the medium and small club category. Two kinds of support were obtained for the clubs: economic support and for a bargain with the sponsors (Table 41). It would be interesting to know which kind of barter were obtained.

Only three clubs received long term sponsorship agreements and only six medium term. Annual or seasonal sponsorship seemed to be the most common way of obtaining sponsors. The table to this question, together with what was said in Section 5.6.2, seems to confirm the lack of effective marketing which was seen as an expensive method that many clubs could not afford. Clubs seemed mostly to rely on knowing somebody in the company to obtain sponsorship more than planning and targeting their sponsors and 'selling' their activity. The lack of time is the explanation for those big clubs that have a full-time manager, whereas the voluntary status of the manager for the other clubs can be an explanation for the deficiency.

5.6.4 LOANS

Mainly big clubs had loans (Table 30). For non-profit organisations a loan does not seem the most appropriate way of getting funds according to the principle of non-profit organisation to

produce services and not income explained in Section 3.2. To view loans as income is problematic because of the interest expense, and the risk of potential default. The loan should not be higher than the membership fees collected by the club, to guarantee repayment of the loan without risking the activity. Two different types of loans seems to be received: one from the bank and the other type surprisingly from the city council.

The four bank loans were respectively 3%, 6%, 13%, and 23% of the club budget given to the two Finnish baseball clubs of medium club size by turnover, an ice-hockey club in the big size and a football club belonging to the small club size. The ice-hockey club received a loan from the city that represented the 13% of its annual budget, and together with the bank loan, represents 20% of the club budget. This ice-hockey club and the football club seemed to have a quite high loan obligation for clubs that are non-profit-oriented.

One Finnish baseball club received different form of loan for an extra 6%, making a total loan obligation of 12% of the annual budget. The small Track and field club had type of loan which was not specified, to pay back a share from a company. This seems a quite high risk decision for a non-profit sports club.

5.6.5 CAPITAL INCOME

Three clubs had capital income produced by fixed assets or dividends (Table 31). Two are medium club sized by turnover and one is a small one. The track and field medium sized club had a rent income that gives 5% of its annual income. The Basket ball medium size has a 1% bank interest and the small track and field club has shares in a company which represents 20% of its annual financial income (total of 10 000 FIM), on which a loan was requested in collaboration with other clubs. This practice, as said before seems too risky for a non-profit sport organisation unless there is a person taking the responsibility for the operation.

5.6.6 BUSINESS ACTIVITY

Very few clubs were selling goods and/or services (Table 32). On the six clubs the income ranged from 1% to 15% on annual income. Mainly big and medium clubs were able to sell

goods. The goods sold are represented by kiosk sales and by club products such as flags and caps which is mainly active during matches or competitions. The medium sized Finnish baseball club has a kiosk all year around in the sports centre (Kuokkala) from which it is able to pay the hall rent for its activity.

The services produced by the sports clubs are mentioned only by two clubs, a medium and a small one. The small football club, through the publication of a magazine, is able to generate 11% of its income by selling advertisements space on it. This kind of income is very good for the clubs and requires different types of effort depending on the number of issues, and competent people are needed for its production. It is a good way to promote the sports clubs to members and to all citizens in the community. A cheaper but difficult way, perhaps, is to write articles about the club and its activities for the local newspapers, by promoting the sponsors in the article.

The selling of goods and services could represent a good form of income but it needs some extra effort from the club. The use of the volunteers outside the club activities (Section 5.6.1) is an offer of service to the community or business enterprise. Other activities and projects could be developed to generate extra finances.

5.6.7 OTHER SOURCES

One interesting way of collecting income was the promotion of tournaments different from the normal sports club activities. For example the medium basketball club organised an ice-hockey tournament, and the small football club organised an indoor bandy tournament. These tournaments were able to generate for the clubs, respectively, 44% and 52% of their annual income. The organisation of different kinds of activities for the members of sports clubs and outsider, seems able to generate high income for the sports clubs through the collection of participation fees or selling of kiosk products. This can be explained by the need of the members to have diversified activities in some period of the year, or have other occasions to aggregate. It also can be attractive for new members. The small football club was also able to have other kinds of collection from players by offering different kinds of services. A very

interesting case was where company profits given to the big basketball club equalled 15% of its total income.

The organisation of extra activities gives to the club the possibility to generate new finances and keep people committed to the club. This risk in the switch of club's main activities, in relation to the members involved, or by becoming a multi-sports club. The risk involved relates to losing the original purpose of the club, which could result in the loss of some members who joined the club because of its primary task and purpose.

5.6.8 VOLUNTEERS AS FINANCIAL INCOME

Voluntary work was identified as the second way to obtain financial income without economical obligation, with only eight clubs out of 15 answering that they generate income through the help of the volunteers as shown in Figure 5.4. The Economic impact of volunteers in these clubs was 1% to 60% of the annual money available for the activity. Small clubs seemed to be more actively to obtain voluntary work in four cases out of five, were the medium and big clubs received income respectively in three and one case. The value generated was also a much higher percentage in the small clubs where it ranged between 15% and 60%; in the medium clubs it was 20% to 40%, and the only big club responding had an income that represents the 1% of its annual budget. But by looking at the size by membership breakdown the position was opposite, with the bigger clubs receiving more voluntary work than the small clubs. One explanation could be that the bigger clubs needed more help, and also that there are more members from which to find commitment. In a club that is financially wealthy or perceived as such, volunteers may view paid staff as unfairly taking 'advantage' of their unpaid labour outside the club. Also, the voluntary work could not handled efficiently with lack of human resource management skills.

	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Valid response	15						
Total no.	8	5	5	2	1	3	4
Mean %	16	6	21	19	0	18	29
Minimum %	0	0	0	0	0	0	0
Maximum %	60	30	40	60	1	40	60
Range %	60	30	40	60	1	40	60

Figure 5.4 Subsidise without obligation in % obtained from volunteers

The volunteers were active not only in the normal sport activity but also outside of the club. For example, volunteers were active in happenings and exhibitions for different needs, and in helping private businesses take the snow away from roofs. The difficulties encountered were the lack of this kind of work and also the high competition between clubs volunteering for these services. Another problem was the lack of volunteers.

Personal contacts are an asset in obtaining this kind of external work. Undoubtedly volunteer work represents a primary source of support in non-profit-organisations, and creates a need for good human resource management. This is even more important for the big clubs.

An explanation of the low share of voluntary work as a source to generate income could be given by the fact that it was perceived from the respondent as a generation of cash, whereas volunteers usually generate a service for the club that does not produce a direct remuneration. It is very important for a club to be able to create high commitment in both cases. The availability of volunteers is vital for work outside of the club in order to contribute to the generation of finances.

Making a final conclusion to the whole Section 5.6 we can say that the most relevant factors in financing seemed to be the volunteers, sponsors and tickets revenues. Combined the three methods were able to cover more than 50% of the clubs' budgets. In fact direct municipal subsidies and membership fees seem to be very marginal income for sports clubs. This is in accordance with the study made of the Jyväskylä sports clubs' balance sheet (Puronaho & Matilainen 1995), which study shows sports clubs obtaining their income mainly by business

activity (27%), with membership fees and allowances from the city providing respectively 8% and 6% of the clubs' funding (Appendix 6, p. 117). The potential of these forms of finance is high but there is the need to be able to cope with three different types of management. The 'volunteers' deals with human resource management, 'sponsors' with marketing and 'tickets revenue' with event management. Other interesting and profitable ways to obtain income for local sports clubs were having a parallel business, alongside the sports activity the profits of which go to the club. This was, for example, the case of the bingo hall, but it could also be a club house or an English-style club house and bar. This form of financing requires a separate management for the business, which creates its own problems. A solution could be then the licensing of the business activities to a third party.

5.7 MANAGEMENT OF FINANCIAL ISSUES

This section is the collection of different aspects of facts related to finances that are in one way or another considered relevant to the clubs. The first question was how many hours the volunteers worked for the club, which represent indirect economical benefits for the clubs. Then the way athletes at different levels are financed, an evaluation of the support given to the athletes, and the transfer of an economically valuable athlete is described. The third aspect gives an auto-estimation on the ability of the club to support the sport activities, and the characteristics of an effective well-run club. The last aspect considered the clubs abilities to find extra support needed, and the ability of the clubs to pay wages and salaries.

5.7.1 VOLUNTEERS

On 14 clubs the amount of voluntary work varied from 20 to 15 000 hour per year (Table 42). The distribution for the size by turnover indicated almost the same number of volunteer hours between the big and small clubs (4200 and 4380 hours) whereas the medium club was having almost 25% less of voluntary work than the previous two (3340 hours). Looking at the size by membership breakdown, the distribution of voluntary working hours is equally common in the big and medium clubs while it is much more lower in the small clubs (respectively 5500, 5216, and 530 hours). The obvious explanation is found in the number of members that are

involved in the clubs. Bigger the club in size of membership more there is the need to have volunteers.

Computing the club's members with the mean of voluntary working hours a result of 10.4 hour/member/year is obtained. This result conflicts with the average of 52 hours/member/year for clubs in the national estimation obtained in a previous study (Section 2.1). A reason for such a big difference can be explained by the fact that the sample was too small to estimate the national trend. It could also be in relation to bad estimation given by the managers, where the range between 20 and 15 000 hours seems too small. The estimation of the volunteers' working hours given by the clubs indicates of what club managers thought of this. The reason for the result obtained can be explained by the fact that clubs do not keep track of the people helping them in different activities and occasions, leading to over or under estimation of the amount of volunteer contribution.

5.7.2 ATHLETE FINANCING

The financing of the young members' activities was mainly covered by the parents, but four small and medium clubs offered free activities to its younger members. The big clubs received payments for the promotion of activities in Finnish baseball and in track and field (Table 43). This can be explained by the fact that the more a club is successful or recognised in the community, the easier it is for them obtain money for the promotion of their activities. Also, volunteers contribute to paying for the activities of young people by giving time for coaching in the club.

The national level activity was mainly financed by the clubs in seven cases out of 14. Many clubs took some contribution from the athletes for their participation in competitions at a national level, so that both the athlete and the club paid for the participation (Table 44). The bigger the club the less the athlete had to pay to take part in national competitions. In two out of five wealthy clubs, the athletes had to contribute to their participation in competitions on a national level in basketball and Baseball. In the medium clubs there seemed to be a balance between club and athlete contribution. This fact points to the difficulties that clubs can

encounter in taking part in activities on a national level, needing also funding from their athletes.

The clubs support athletes that reach the national level through paying their royalties-fees in basketball, by paying the athletes directly and covering their expenses, by paying for equipment costs and by providing scholarships mainly in the big clubs. In the medium and small clubs they are not supported (Table 48). The international level was reached only in four clubs, and the athletes from basketball and track and field received remuneration (Table 49). Athletes at the beginning of their career have to rely mainly on parental support, confirming Lämsä's study (Section 2.4.1).

The question asking if the economically most valuable players were transferred, elicited a positive answer in nine cases out of 12 cases and a negative response in seven cases. In four cases the answer was positive as well as negative (Table 50). The main reason given for transferring athletes was because the club was not able to pay them in seven cases, and to generate an income in four cases. The big clubs were those that transferred the athletes also to generate an income, where inability to pay the athlete was a problem in all club sizes. The Bosman case, in reference to the EC regulation (Section 3.3), raises some perplexity about the possibility of generating income by the athletes moving from one club to another. As Finland has joined the EU, the clubs must rethink their chances of obtaining income from transferring athletes in the future, since athletes are considered within the EU legislation as workers who have the right of free movement in the members countries. Being the athlete free to change club in a free market, the previous federal transfer fee will not be longer applicable unless changes occur. The low number of clubs paying salaries to administrative staff indicates the low professionalisation of competitive sports clubs in the city, possibly leading to difficulties in meeting the needs of the clubs. Other reasons to transfer athletes were found in developing or reorganising the team structure.

The means to keep athletes in the clubs were mainly through trying to take care of their needs and by creating a suitable atmosphere in the club, and by providing facilities. Interesting was the case of the big basketball club trying to market its good athletes, and the medium ice-

hockey club that selected its athletes according to characteristics of those who were more suitable to stay in the team according to conditions made by the club.

5.7.2 FINANCIAL CAPABILITY OF THE CLUBS

Asked if they were able to support themselves, six of 13 clubs gave negative answers, denoting the big difficulties that clubs encounter in accomplishing their normal sport activities (Table 45). In the size by turnover breakdown the difficulty was seen for the medium and small clubs, where the big ones were all able to support their activities. Looking at the size by membership breakdown, the big and medium clubs seem to have the same ability to sustain their activities. Asked to define their actual economic situation ten clubs defined it as sufficient, three as poor, and only two as good (Table 51). The poor economic situation was given as an answer by the two big clubs (basketball and ice-hockey) and by one small basketball club. The two answers of the state being good were given by the Baseball and basketball club classified as medium sized. Only eight clubs answered on how a club can be considered economically advantaged (Table 46). This is seen in the balance between income and expenses as the main way in five cases, as an ability to gain ticket income in two cases, and when the players don't have to pay for their activity in one case.

	1996 FIM	1997 FIM	Need esteem	difference
BIG CLUBS				
Ice Hockey 1	9.000.000	10.000.000	-	-
Finnish Baseball 1	3.600.000	3.8000.000	4.500.000	18 %
Basketball 1	1.300.000	1.500.000	2.500.000	66 %
Football 2	1.200.000	1.200.000	-	-
Ice Hockey 2	1.000.000	1.000.000	2.000.000	100 %
MEDIUM CLUBS				
Track and Field 1	450.000	500.000	600.000	20 %
Basketball 3	322.000	368.000	368.000	0
Finnish Baseball 3	200.000	230.000	300.000	30 %
Finnish Baseball 2	200.000	200.000	-	-
Ice Hockey 3	200.000	200.000	-	-
SMALL CLUBS				
Basketball 2	150.000	150.000	250.000	66 %
Football 1	150.000	150.000	300.000	100 %
Track and Field 2	80.000	80.000	-	-
Track and Field 3	40.000	50.000	100.000	100 %
Football 3	27.000	27.000	30.000	30 %

Figure 5.5 Estimated clubs needs compared with the previous year.

Looking at the combined budgets for the years '96 and '97 of all the clubs examined (Figure 5.5), there is an increase of 8.5% compared to the previous year. Looking at the needs estimated of the clubs for the following year, there is an astonishing range of 18% to 100% estimated increase needed to run the club's activities efficiently within their actual situation (Table 52). This data denotes the extreme need of finances for clubs in the city of Jyväskylä.

5.7.3 EXTRA RESOURCES AND EMPLOYMENT

Extra support was considering the case of need during the competitive season. This was mainly received from allowances, sponsorship agreements, and volunteers. Of 12 answers, two small clubs were not able to identify from where they could receive extra support (Table 47). Surprising was the result of big clubs receiving extra support mainly from allowance where as the small clubs were receiving it from companies. The medium clubs had an equal distribution in the obtainment of the extra support.

A salary were able to be paid only by six clubs, paying a total of 46 employees. Fifteen were athletes and eleven were coaches, with only ten persons employed at the administration level (Table 53). The big clubs were those able to pay salaries. The first salaried people are the managers, then the coaches, and finally the secretaries. If a look is given to the membership break down it is surprising that the big football club was not able to pay any salary.

5.8 MANAGEMENT OF MARKETING

This section relates to the club's promotion of their activities and, together with the previous Section 5.7, will answer the question of how effective the clubs were in promoting their activities, and if they are using marketing strategies. First a look is given to the means used to cope with the needs of the clubs. Then the clubs perception of their marketing competence by explicitly asking, and by looking if there are any marketing plans presented by the clubs. In the third paragraph we will look at the growth and the market share of the different clubs size and finally, the promotion strategies employed and the kind of support obtained from the municipality will be discussed.

In trying to understand the general needs of the clubs in the short, medium and long term, the responses were mainly oriented on the needs of sponsorship in eleven cases. This was followed by planning in four cases, the increase of members, promotion together with more activity, and marketing in three cases each. Finally, on activity in two cases and volunteers in one case (Table 54). The ice-hockey club did not answer to this set of questions thus reducing the responses to 12. Looking at the time setting of the table, priority was given in the short run to the sponsors and planning. The need of sponsors was equally distributed in the different group sizes, while planning was perceived as more of a need in the small clubs. In the medium term, increasing the number of sponsors and members was most relevant to the medium and small clubs. In the long run, after sponsors, promotion and marketing are equally important among the clubs of different size. The need for sponsorship is equally common among the three club sizes as a need in all three time settings. This confirms the need of finances in the clubs analysed. There seems a sponsorship problem not only in small clubs but also in the big clubs. The means used to cope with those needs are as follows: planning, increasing membership, promotion, and marketing. In one case there was no response to the question

(Table 55). Marketing seems to be employed only by the big clubs whereas promotion appears to be more prominent in the medium-sized clubs. The Planning is equally common in all the club sizes.

On the explicit question asking if the clubs had adequate marketing competence (Table 56), only four of 13 gave a positive answer. The big clubs did not have enough marketing competence in three cases out of five, while the medium sized clubs gave two negative answers out of four, and the small clubs thought that they did not have competence in marketing. If one looks at how many clubs had a marketing plan, four of 13 responses were positive. All four were big clubs, and they all claimed an ability to accomplish development plans (Table 63), but none of the clubs gave a summary of their plans.

Looking at the volume of growth of members, finances, coaches and activities, the eleven answers received show general tendency for growth in all the four areas (Table 57). Only the two small track and field clubs had a contraction in all the four queries, which can be seen decrease in popularity of this sport. The medium-size clubs had a bigger growth in members, whereas the small ones had a decline. The medium clubs had increases equal to half of the big clubs increases. The big clubs were more able to increase finances, even though the basketball club had a decrease of 15%. The medium and small sized clubs had less increase in percentage, compared with to the big clubs. The coaches and activity volume increase in the big clubs was more than double that of the medium ones, whereas the small ones had a contraction. The medium clubs recruited more members than the big clubs, but the big clubs had greater increases in the areas of finance, coaches and activity growth. An increase in finances gives the possibility to increase the quality and quantity of activities, whereas an increase in the membership does not seem to produce the same kind of growth. If we look at recognition of market share, one medium sized basketball club indicated that it knew its market share of the activity (Table 58). But 13 clubs answered that they had a perception of their share of the total active Jyväskylä population, and the perception of their market share of the sport activity. In two big clubs this was estimated to be over 20% in both the perceptions. This shows a wrong impact idea that the clubs have about the city and sports activity, leading them to underestimate the real competition in the sports market.

The question about the promotional strategies used by the sports clubs showed that promotion was made through organising competitions in nine cases, by advertising in the local mass media and by using the word-of-mouth method in eight cases each (Table 59). Big clubs more actively used advertisement and promotion of competition, while medium and small-sized clubs used more the word-of-mouth method. Also club magazines seemed to be used only by the medium and small-sized clubs. Big and small clubs had contact with the Mayor of the city whereas none of the medium sized clubs had contact with him (Table 60). Two medium size clubs did not have any contact with the sport Councillor. The support received by the clubs is equally distributed in the size groups, with a predominance in Economic support, in nine cases out of 15, given mainly to the small clubs. The second form of support is technical support and the provision of facilities for activities in seven cases, equally common in all the size groups. The contact with the municipality should be more frequent because often it could represent the best link with the business activities of the city (Section 3.4.3). The interaction with the Mayor or the sport councillor sometimes made a difference in the search for a sponsorship, but it has to be carefully planned and studied.

The clubs identified the need for increased sponsorship on all three time spans: short, medium and long. There was no big difference in the club size in relation to the needs of sponsorship that connotes the economic difficulties of the clubs. But if we look at the marketing competence, it was positive only in very few cases, and this could be one reason for the difficulties in obtaining good sponsors for the clubs. This becomes clear when related to the fact that all the clubs had a significant growth in membership, activities, coaches and finance, which means that people are willing to participate in competitive sports and there is demand for it. Big clubs seem to be more active in the use of media promotion whereas the medium and small clubs rely on word-of-mouth promotion. The direct contact with the Mayor, and in general with the municipal functionaries, was important for the big and small clubs whereas the medium clubs did have any contact with the most influential people in the city for promotion of their activity.

6. CONCLUSIONS

Now that the study has been completed an approximate outline of the competitive sports clubs' situation can now be performed by showing some general tendencies. The origin of the study, to find which kind of external resources local sports clubs obtain and the difficulties they encounter on their way to their achievement, gave the opportunity to see how sports clubs are organised in the city of Jyväskylä. In the city a good number of sporting activities are offered through a good number of clubs. Because of language problems, a survey questionnaire was considered the most suitable way to obtain information.

Success in receiving 100% of the questionnaire was unfortunately not matched by a similar success in obtaining exhaustive information. In fact some questionnaires had incomplete answers or had questions that were not answered at all. Moreover, the first intention to distinguishing between club sizes in relation to members had to be changed because of non-response with the sample analysed. However, it was possible to have an inside overview and describe the five sports activities and their financial issues.

The clubs analysed were all specialised in one discipline. This would suggest, according to Koski's study that they would have a more effective ability to generate income for the clubs. Being a mono activity, a phenomenon attributable to the '80s in Finland, it seems that clubs still have potential for improvement in their development. The ability to obtain income was reasonable for the normal course of the activity but not all the needs of the clubs were fulfilled from the resources obtained. This accords with the conclusion of Koski's study. Some relationship concerning management, between the division of the club by membership number and volume of turnover was found. An explanation could be that the greater the number of members there the more there is a need for somebody to be full-time employed to manage the activity. This becomes even more true when there are also a high volume of turnover and accounting can become problematic for a non-profit organisation. Large clubs either in terms of the number of members or in terms of turnover require a full-time manager to ensure the prosperity of the organisations.

The clubs find difficulties in being able to cover all the costs required for their activity. The need for the competitive sports to be open systems has resulted in considerable high competition in the city for the acquisition of resources. This was even more emphasised by the fact that the city subsidies are decreasing. Resource acquisition becomes a primary task for further development or even for survival.

The clubs wanted to reach young people, with the big clubs more active in this, and participation at national level seems to be a key issue for all the clubs. Big clubs were those able to achieve participation at a national level. A balance between competition and the participation orientation of competitive sports clubs has to be achieved in the local environment. This is not only to produce new athletes for the team but also to guarantee a broader recognition through the youth activity in the community and among sponsors. Independence from parents' support, if national level is achieved, should be a requirement for clubs in competitive sport. This is because the interest orientation in the clubs will shift from the parents to the athletes when they become older and training together with competing becomes expensive and time consuming for them.

The sport management literature suggests that sport management should be performed in a way that makes the club successful not only on the field (Chapter 3), but also in the planning and developing of activities. The lack of time available for volunteer managers is seen as a threat to the future development of clubs. The big clubs, because they had full-time responsible officials, were also those willing to increase their activity while the medium clubs, having volunteer officials, are more occupied with maintaining their actual activities. The small clubs, where volunteer officials are under-loaded were also willing to increase their activities. The old saying 'time is money' is true also in volunteer activity where time is needed and money is the means to obtain the time to produce activity.

The control mechanism in which each club has to strive for the highest possible revenue in competition with other clubs is a fact that clubs are facing for the future. The competition is not only related to finance but also to participants. Sports clubs have to 'reinvent' the sporting activity to cope with this contingency. Managers here play an essential role and the democratic decision-making structure of sports clubs has to go in the direction of

maximisation of material and non-material assets. The acquisition of a large budget provides freedom of action, which in turn is an indicator of successful work by a board or manager. This success has to be the indicator for the future election of candidates or re-election of the candidate. Because of this, voluntary work is no longer enough in competitive sports clubs and has to go together with professional management.

In clubs where there is no willing candidate a strong leader has to be elected or even hired with the clear goal of improving the club's conditions. Paying commission for the ability of a manager to obtain the financial resources necessary for the development of the club, and with the club's boards as supervisor and controller, will increase the level of professionalism in the clubs themselves. In this way clubs, also at the local level, will start to have professionals in their organisations, with consequent advantage to both the managers and the clubs through increasing motivation and efficiency. A good opportunity will be given to women in sport as club administrators in view of their higher education compared to their male colleagues and also to those studying sport management programs. The perception of two clubs that they were profit-oriented indicates the readiness of some clubs to hire professionals in the administration field of competitive sport. This will avoid stunted development of the clubs in the long run due to basic lack of motivation together with a lack of managerial knowledge of the club's responsible officials.

Returning to the research questions, local competitive sports clubs seem to obtain most of their resources from volunteers, sponsors, and event tickets. Municipal subsidies and membership fees are marginal income for the clubs. This seems to be in accordance with the study made of the Jyväskylä sports clubs' balance sheet (Puronaho & Matilainen 1995). Obtaining sponsorship seems related to the fact that knowing somebody in a company helps clubs in obtaining them. A leader with extensive public relations networks among companies can be seen as a competitive advantage for establishing, maintaining, and developing relationships with private companies in obtaining sponsorship. Other interesting and profitable ways to obtain income for local sports clubs were having parallel businesses, alongside the sports activities, from which profits go to the club. Problems can rise from the need to manage a business-oriented activity that is external to the club activity: one solution is

to use the business as a second activity with paid staff and the other is to license it to a third party.

The competition among the sports clubs offering services through their volunteers and getting sponsors are tasks that are increasingly needing the use of efficient management. There is a need to find new services to help overcome the problems of having too many clubs using volunteers as external workers, while keeping the commitment of the volunteers, who are important in generating income. The sponsors represent the element that is most variable and the one that can make the most difference for club activities. The problem of finding good sponsorship has to be solved with good planning, and by the retention of partners by offering good services. The events as a source of income have to be developed at a local level by offering something more than the event itself. Promotion should be designed to obtain more spectators, which will increase the recognition of the club in the community. Event management is essential at a local level.

A question concerning municipality grants is whether it would be better to give some support to all the clubs, with money given in relatively small amounts to them even if there were not enough to pay a full-time coach. Or would it be better to provide within the total subsidy budget of the municipality, for example, free consultations, updates, information, education and training to the managers and club's officials? This would represent the acquisition of knowledge valuable for the development of the clubs in relation to their problems in hiring consultants, since they are considered an important tool in marketing and management. The advantage for the municipality would be having more efficient clubs able to pay rent for the use of facilities. This would be in competition also with other activities that might use the same facilities for other purposes than sport, ensuring in this way the existence of the sports clubs in the community. To overcome this problem promotional strategies and marketing, together with good management, must be used to obtain financial resources from the community, but also to attract volunteers, the most valuable resource for non-profit organisations. This is also crucial because the clubs seemed to have poor marketing ability, promoting just their usual sporting activity, and not the promotion of the club as a whole.

It was surprising to notice that in the big clubs where there are mainly full-time managers the use of research results was ranked as very low, and then by only two clubs. This could suggest a possible gap between the academic level and the field of application, probably compensated through the use of collaborators who could function as a link between the two domains. But also a lack of time or the background of the managers could explain the low use of research results. An offer of collaboration from the research field through the university institution could improve the existing gap. This could be accomplished through students in the field of sport management collaborating with local sports clubs as external consultants. This would be advantageous for the club in receiving new input and for the students in accomplishing a training program. However, the manager of the new generation would have to be aware of what is happening in the field of sport management.

Although conclusion concerning the clubs under examination can only be made on an empirical level and no generalisations can be drawn as the sample is not representative, the present study can be used as a reference for further studies in approaching the subject of the club financing problem which is underrepresented in the sport literature. Due to the small sample only a description of the clubs' situation was made. A bigger sample would probably give more exhaustive information, but the city under investigation does not have enough sports to cover the three range-of-size clubs assumed at the beginning of the research. The data was analysed as it was returned without further investigation, which would have required a person with a broad knowledge of the language. Also practical experience in club resource management would be helpful in seeing all the opportunities and the ways they are developed. For this kind of study it is suggested that the researcher should be a native speaker from the country where the study is made or understand the language fairly well. Writing a thesis in a foreign language can be seen as a problem because the time schedule will also depend on those involved in the correction of the work. This is even more true when you have to deal with two foreign languages.

The incomplete answers to the questionnaires were related to the fact that anonymity and hesitation seemed to be common characteristics of the respondents, and there was also a tendency not to reveal financial issues and marketing strategies. A questionnaire survey for research concerning the topic seems to be not overly enthusiastically answered by the

respondents. There would have been a need for personal interviews in order to clarify, explain, and complete the answers. Direct contacts with the people would be more efficient in obtaining information about sports clubs and in forming a clear picture of the different aspects of the organisations analysed. The questionnaire could be improved and changed, taking into consideration the fact that multiple-choice questions using key words or concepts are more suitable for the respondents, while open-ended questions can be poorly answered or not answered at all. The research could be helpful in the formulation of more specific and focused questions to sports clubs in further studies, but it could also be employed by the clubs to understand their financial state and the steps to take to improve their situation.

For a deeper study it would have been better to analyse different sized clubs within the same sport activity at a national level. This could be accomplished by receiving the data on club size directly from their different sports federations. Moreover, to produce an acceptable comparison between them, the ideal would be to investigate team sports and individual sports separately and eventually compare the trends within the two broad categories. Since sponsorship is potentially the most profitable way to finance a sport activity on a local level, it would be interesting to see how marketing of sport activities to sponsors should be promoted and how much it can generate. Local sports clubs have in fact lower attractiveness because their exposure on the mass media is lower and a way to be more attractive has to be found to obtain big sponsorship able to cover up to 50% of a competitive club's activity. This also relates to the fact that in this study the marketing aspect questioned was not satisfactorily answered.

In the same way promotion to members and of events to generate income should be investigated. Volunteers' activity, because it is vital for local clubs, should be investigated with particular attention from a sociological point of view. The general conclusion can be that the management of sports is a multi-disciplinary activity that requires knowledge of different aspects of which financing can be seen as the most delicate. Without adequate finances a non-profit organisation cannot achieve the production of the competitive activity according to Puronaho's model.

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**COVER LETTER ADDRESSED TOGETHER WITH THE QUESTIONNAIRE TO THE
RESPONSIBLE OF THE SPORT CLUBS**

Objective of the research: Research over the financing of the fifteen sports clubs in five different sports activities in the city of Jyväskylä.

Dear recipient,

I am a student in the faculty of Sport and Health Sciences, department of Social Science of Sport at the University of Jyväskylä . I am conducting a research on how the sports clubs finance themselves and how they promote their sports activities.

You are kindly asked to respond the following series of questions. The information given in the return will be considered to be confidential and handled as such. The results of the research will be published as a descriptive analysis on the actual difficulties to obtain finance for the different sports activities.

The questionnaire, crucial for the accomplishment of my study, is addressed to the manager, or the person responsible for the activities of the club, or anyone who has enough knowledge of the situation of the club. In case you consider not being the right person to answer these questions, please give the questionnaire to such a person in your club. The answers will be preferred in English, but also answers in Finnish will be appreciated.

In case you need further information concerning the method of answering, feel free to contact me at the contact numbers above or Assoc. Prof. Kimmo Suomi ph. 014 - 602040, portable 050 - 5649004.

I hope that you will answer this questionnaire before the 2 of June 1997, using the return envelope whose postage is already paid for you.

Your collaboration will be appreciated and I will make sure that you will receive a copy of the results of my study in case you state your interest to get one.

Sincerely ,

Massimo Di Bella
(Sport Management student)

Kimmo Suomi
(Associate Professor)

P.S. General instruction:

this is an evaluative questionnaire therefore it is not requested the mathematical exactness of the answer, but more a general evaluation. If you don't know the answer give an estimation more closest possible.

For the open questions try to keep the answers as short as possible.

COVER LETTER ADDRESSED TOGETHER WITH THE QUESTIONNAIRE TO THE RESPONSIBLE OF THE SPORT CLUBS (in Finnish language)

Tutkimuksen tarkoitus: Jyväskylän kaupungin viiden liikuntalajin alaisen viidentoista urheiluseuran rahoituksen tutkiminen.

Hyvä vastaanottaja

Olen Jyväskylän yliopiston liikuntatieteellisen tiedekunnan opiskelija. Suoritan tutkimusta urheiluseurojen rahoituksesta ja siitä, kuinka seurat mainostavat itseään ja toimintojaan. Pyydän Teitä ystävällisesti vastaamaan seuraaviin kysymyksiin. Vastauksenne tullaan käsittelemään ehdottomalla luottamuksella ja tutkimustulokset tullaan julkaisemaan eri liikuntalajien rahoitusongelmia kuvailevana analyysinä .

Kyselylomake, joka on olennainen osa tutkimustani, on tarkoitettu seuran johtajalle, tai kenelle tahansa seuran toiminnoista vastaavalle henkilölle, jolla on riittävät tiedot seurann tilasta. Mikäli ette ole oikea henkilö vastaamaan esittämiini kysymyksiin, olisitteko ystävällinen ja toimittaisitte kyselylomakkeen edelleen seuran asioista paremmin perillä olevalle henkilölle. Toivoisin Teidän vastaavan esittämiini kysymyksiin englanniksi, mutta myös suomen kieliset vastaukset otetaan huomioon.

Mikäli tarvitsette vastaamiseen liittyvää lisäinformaatiota, pyydän teitä ottamaan yhteyttä minuun jostakin ylläolevista numeroista. Tutkimuksen ohjaajana toimii apulaisprofessori Kimmo Suomi. Mahdolliset kysymykset voitte osoittaa myös hänelle puh. 014 - 602040, tai GSM 050 - 5649004.

Toivon teidän vastaavaan kysymyksiini 2 / kesäkuu / 1997 mennessä ja postittavan vastauksenne vastauskirjekuorella, jonka postimaksu on valmiiksi maksettu.

Arvostan yhteistyötänne suuresti ja tulen Teidän niin toivoessanne toimittamaan teille kopion tutkimuksestani sen valmistuttua.

Kunnioitavasti ,

Massimo Di Bella
(Liikuntatieteiden opiskelija)

Kimmo Suomi
(Apulaisprofessori)

P.S. Yleisohje:

Tutkimukseni ollessa luonteeltaan kuvaileva en odota vastauksissa matemaattista täsmällisyyttä vaan yleistä arviota seuran tilanteesta. Mikäli tarkka tila ei ole tiedossa, olkaa hyvä ja antakaa mahdollisimman tarkka arvio tilanteesta. Avoimien kysymysten osalta arvostan mahdollisimman ytimekkäitä vastauksia.

SURVEY QUESTIONER ADDRESSED TO THE RESPONSIBLE OF THE DIFFERENT JYVÄSKYLÄN SPORT CLUBS

The Case Study of Five Sport Activities in the City of Jyväskylä: Descriptive Analysis in the Way they Finance Themselves and Promote their Activity to the Market

General information about the responsible of the club

1. What is your:
 - 1.1 age _____; 1.2 sex (M) (F).
 - 1.3 educational background Primary School (elementary); professional school; Secondary Level (high school); University level.
2. What is your role in the club? _____
 - 2.1 is your position in the club as a full time responsible; part-time responsible; volunteer responsible.
 - 2.2 What is your employment / business, if other: worker; employer; self-employed; business-man; executive; owner; full-time in the club; unemployed; other _____.
3. How many years of experience do you have as a manager?

In the present club, years _____; in previous clubs years _____.
4. What was your previous experience in the present sport club (tick all the relevant)?

athlete; coach; parent of an athlete; parent of an ex athlete; administrator position of the club; other: _____; _____; _____.

General information about the club

Structure of the club

5. How old is the sport club? Years _____.
6. How many members are actually present in the club? N. _____ members.
 - 6.1 What is the age average of the members of the club (esteem)? Year _____.
 - 6.2 What is the share in % for young (under 25) _____%; adult (26-45) _____%; adult (over 45) _____%.
 - 6.3 How are the sex represented in %: male _____%; female _____%.
 - 6.4 Does the club have people with disabilities (esteem)? n. _____ of member.
7. Is the club a non-profit association; a profit association?
8. How many teams or categories are present in the club? Total n. _____.

At national level _____;

at regional level _____;

at local level _____;

Management

9. Who is deciding on how to look for resources for the club (number them by importance)?

[] Assembly; [] manager; [] economy section; other: [] _____;

[] _____; [] _____; [] _____.
10. Was the position of the decision maker (manager) been:

auto-candidate; appointed; other _____.
11. Who are the direct collaborators of the decision maker? secretary; volunteers; ex athletes; athletes; other: _____; _____; _____.
12. How does the club measure success, (number them by importance)? [] Number of members;

[] on-field success; [] room for action; [] ability to obtain financial income;

[] people attendance/interest; [] organise happenings; [] number of participant in happening;

other: [] _____; [] _____.
13. What is the use of management tools, classify the first three? [] is there an annual planing;

[] use of research result; [] establishing work motivation; [] use of group planing;

[] selection of the collaborator; [] use of external suggestions and knowledge;

other: [] _____; [] _____.
14. How often is the follow-up of the planing/program? monthly; three monthly; six monthly; once a year; seldom.

Planning

15. What is the purpose, goal of the club (number the first three by importance)?

- [] children/youth activities; [] Top sport; [] professional sport; [] competitive sport;
 [] non competitive; [] amateur; [] search for talent; [] sport for all; [] recreational;
 [] socialisation; [] youth activities education; [] participation orientation;
 [] promote sport activity; [] maintain/run the activity;

16. Is there a policy of the club to expand, grow ? (Yes) (no)

17. Is there a use of external expert, consultants for the planing? If no, why?

Management (yes) (no) _____;
 _____;
 finance (yes) (no) _____;
 _____;
 marketing (yes) (no) _____;
 _____;
 accounting (yes) (no) _____;
 _____;

other: _____;

18. What strategies is used to promote the activity? ☐ relay on winning; ☐ advertisement and promotional campaigns; ☐ organising of happenings; ☐ newsletters, ☐ club magazine; ☐ personal contacts;

other: ☐ _____; ☐ _____; ☐ _____.

19. Which kind of service is given to the members and how much does it influence in % on the annual budget?

- a) _____ %;
 b) _____ %;
 c) _____ %;
 d) _____ %;
 e) _____ %.

Management of the Finance

by membership fee, selling goods, competing, grants, sponsor etc.

20. How was the club financed the last financial year (% on the total annual budget of the last year, question 20.1 to 20.6 = 100%)? Explain for each finance marked below:

A) how did the club obtain it?

B) what are the most relevant difficulties that the club encountered?

C) which method was used to obtain the finance?

20.1 direct subsidise without obligation:

- a) federation (_____%): A) _____;
 B) _____;
 C) _____;
- b) local authority (_____%): A) _____;
 B) _____;
 C) _____;
- c) donation (_____%): A) _____;
 B) _____;
 C) _____;
- d) other (_____%): A) _____;
 B) _____;
 C) _____;

20.2 fund-raising:

- a) membership fees (_____%): A) _____;
 B) _____;
 C) _____;
- b) events -tickets (_____%): A) _____;
 B) _____;
 C) _____;
- c) television revenue (_____%): A) _____;
 B) _____;
 C) _____;
- d) licensing (_____%): A) _____;
 B) _____;
 C) _____;
- e) sponsor (_____%): A) _____;
 B) _____;
 C) _____;
- f) other (_____%): A) _____;
 B) _____;
 C) _____;

20.3 loan:

- a) bank _____
(_____ %)
A) _____;
B) _____;
C) _____;
- b) city _____
(_____ %)
A) _____;
B) _____;
C) _____;
- c) other _____
(_____ %)
A) _____;
B) _____;
C) _____;

20.4 capital incomes

- a) rent; _____
(_____ %)
A) _____;
B) _____;
C) _____;
- b) bank interests _____
(_____ %)
A) _____;
B) _____;
C) _____;
- c) dividend _____
(_____ %)
A) _____;
B) _____;
C) _____;
- d) other _____
(_____ %)
A) _____;
B) _____;
C) _____;

20.5 business activities:

- a) sell of goods _____
(_____ %)
which kind? _____
- b) sell of services _____
(_____ %)
which kind? _____

20.6 other sources:

- a) _____
(_____ %)
A) _____;
B) _____;
C) _____;
- b) _____
(_____ %)
A) _____;
B) _____;
C) _____;
- c) _____
(_____ %)
A) _____;
B) _____;
C) _____;

Total 100%

21. Explain which kind of sponsorship the club is receiving:

21.1 long term sponsor/s (over 5 years) ? (Yes) (no)

How many? []	Amount in % based on the last annual budget	For how long?
a. _____	_____ %	_____
b. _____	_____ %	_____
c. _____	_____ %	_____

21.2 medium run sponsor/s (between 1 and 5 years)? (Yes) (no)

a. _____	_____ %	_____
b. _____	_____ %	_____
c. _____	_____ %	_____

21.3 annual sponsor/s (less then 1 year)? (Yes) (no)

a. _____	_____ %	_____
b. _____	_____ %	_____
c. _____	_____ %	_____
d. _____	_____ %	_____
e. _____	_____ %	_____
	Total 100 %	

21.4 event sponsor/s? (Yes) (no)

How many event? []	% on the annual budget	number of sponsors
a. _____	_____ %	_____
b. _____	_____ %	_____
c. _____	_____ %	_____
d. _____	_____ %	_____
e. _____	_____ %	_____
	Total 100 %	

22. How did the club get the sponsor/s (number the first three)?; [] personal contact/ friendship;
[] marketing; [] contact with businesses; [] asking;
other: [] _____; [] _____;
23. Which kind of support is obtained from the sponsor/s? economical; bargain/barter; other:
 _____; _____;
24. How many hour of voluntary work is the club receiving in a year? Esteem _____
25. How is the activity for the young age (under 18) mainly financed? Parents; club through offer of free activity;
others: _____; _____;
26. How is financed the national level activity? Athlete; club; federation; others:
 _____; _____;
27. Is the sport activity able to support itself? (Yes) (no)
27.1 How dose a sport be economically advantaged, able to self-support itself? _____
27.2 From where do the club obtain extra support? _____
28. Does the club support those athletes that reach the national level? (Yes) (no)
How? _____
28.1 Does the club support those that reach the international level? (Yes) (no)
How? _____
29. Does the club transfer its best athlete (economically valuable)?
(Yes) Why? To generate income; not able to pay them; others:
 _____; _____;
(No) What means are used to keep those athletes in the club? (personal Sponsorship, other?)

30. How would you define the actual economic situation of the club? good; sufficient; poor;
31. What was your budget in the 1996 and 1997; how much funds do you think you need,
to run the club activity efficiently, on an annual basis, within your present situation?
1996 FIM _____; 1997 FIM _____; need esteem FIM _____.
32. Is the club able to pay salaries? (Yes) (No)
32.1 How many are on the pay-role?
a) manager, n. _____ (Yes) (No)
b) secretary, n. _____ (Yes) (No)
c) coach, n. _____ (Yes) (No)
d) athlete, n. _____ (Yes) (No)
e) other, who _____, n. _____ (Yes) (No)
f) other, who _____, n. _____ (Yes) (No)
g) other, who _____, n. _____ (Yes) (No)

Management of the Marketing

33. What are the general needs of the club
a) in the short run (less than 1 year)? _____; _____;
 _____; _____;
b) in the medium run (1 to 5 years)? _____; _____;
 _____; _____;
c) in the long run (over 5 years)? _____; _____;
 _____; _____;
- 33.1 How does the club cope with this needs? _____
34. Do you feel that the club has enough marketing competence? (Yes) (no)
35. What was the growth in volume of your product "sport" in the last 3 years in %?
Members _____ %; finance _____ %; courses _____ %; activity _____ %; coaches _____ %;
other: _____ %;
- 35.1 What was the decline in volume in the last 3 years?
Members _____ %; finance _____ %; courses _____ %; activity _____ %; coaches _____ %;
other: _____ %;
36. Do you know your market share? (Yes) (no)
a) What is the market share of your activity on the total active Jyväskylä population? Esteem _____ %.
b) What is the market share of your specific sport activity in the city? Esteem _____ %.

37. How does the club obtain the non financial resources for the activity? Pleas give a brief explanation on

A) what are the difficulties that you encounter?

B) what promotional method did you use to obtain them?

C) when do you move to obtain them (e.g. During the year; in the beginning of the financial year; when needed; other times)?

D) How much do you esteem the non financial support?

- a) Members A) _____;
 B) _____;
 C) _____; D) FIM _____.
- b) room for the activity A) _____;
 B) _____;
 C) _____; D) FIM _____.
- c) non financial subsidise A) _____;
 B) _____;
 C) _____; D) FIM _____.
- d) knowledge A) _____;
 B) _____;
 C) _____; D) FIM _____.
- e) volunteers A) _____;
 B) _____;
 C) _____; D) FIM _____.
- f) other _____ A) _____;
 B) _____;
 C) _____; D) FIM _____.
- g) other _____ A) _____;
 B) _____;
 C) _____; D) FIM _____.

37.1 Does the club use particular promotion strategies? "open doors -day" to see and try;
 advertisement on local mass media; "word-of-mouth"; promotion trough show/competition;
others: _____; _____; _____.

38. Do you have any direct contact with the Major of the city? (Yes) (no)

38.1 Do you have any direct contact with the sport councillor of the city? (Yes) (no)

38.2 Do you receive any form of support from the municipality? (Yes) (no)

38.3 Which kind of help? Explain them

- a) Economical: _____
- b) technical: _____
- c) intermediating with business: _____
- d) other: _____
- e) other: _____

39. Do you have a Marketing plan? (Yes) (no)

39.1 Give a brief explanation _____

39.2 How is it developed? _____

39.3 Are you able to accomplish your plan? (Yes) (no) If no why? _____

Responder name: _____ phone: _____
 address: _____

Thank you

Tick the box in case you would be interested in receiving a copy of the results of this research []

**SURVEY QUESTIONER ADDRESSED TO THE RESPONSIBLE OF THE DIFFERENT
JYVÄSKYLÄN SPORT CLUBS (in Finnish language, with reduced font size)**

***Tapaustutkimus viidestä liikuntalajista Jyväskylässä:
kuvaileva analyysi kuinka ne rahoittavat ja markkinoivat toimintojaan***

Yleisiä tietoja seuran vastaavasta henkilöstä

1. Mikä on: 1.1 ikäsi _____ vuosia; 1.2 sukupuolesi (M) (N).
1.3 koulutuksesi peruskoulu; ammatillinen keskiaste; lukio; yliopisto.
2. Mikä on roolisi seurassa? _____.
- 2.1 Työskenteletkö seurassa täysipäiväisesti; osa-aikaisesti; vapaaehtoisena.
- 2.2 Oletko seuratoiminnan ohessa: työntekijä työnantaja; itsetyöllistetty; liikemies; johtaja;
 omistaja; täysipäiväinen seurassa työskentelevä; työtön; muu _____.
3. Monenko vuoden kokemus sinulla on johtamisesta?
Nykyisessä seurassa vuosia _____ ; edellisessä seurassa vuosia _____ .
4. Missä ominaisuudessa olet ollut aiemmin nykyisessä seurassa (täytä niin monta kohtaa kuin on tarpeen)?
 urheilija; valmentaja; urheilijan huoltaja; entisen urheilijan huoltaja; hallinnolliset tehtävät seurassa;
muu: _____; _____; _____;

Yleistä tietoa seurasta

5. Kuinka vanha seura on? _____ vuotta.
6. Kuinka monta jäsentä seurassa on? _____ jäsentä.
- 6.1 Mikä on seuran jäsenten keski-ikä (arvio)? _____ vuotta.
- 6.2 Prosentuaalinen määrä nuoria (alle 25-v) _____%; aikuisia (26-45-v) _____%; aikuisia (yli 45-v) _____%.
- 6.3 Jäsenten sukupuolijakauma prosentteina: miehiä _____%; naisia _____%.
- 6.4 Onko seurassa jäsenenä vammaisia (arvio)? _____ jäsentä.
7. Onko seuranne voittoa tavoittelematon organisaatio; taloudellista hyötyä etsivä organisaatio?
8. Kuinka monta eri tasoa seurassa on kunkin lajinne alaisuudessa? _____ .
Moniko joukkueista kilpailee kullakin seuraavista tasoista (anna määrä ja taso):

_____ kansallisella tasolla;
_____ alueellisella tasolla;
_____ paikallisella tasolla.

Johto

9. Mikä taho päättää seuran rahoituslähteistä (numeroi tärkeysjärjestyksessä)?

Johtokunta; toimitusjohtaja; jaosto; **muu taho:** _____;
 _____; _____; _____.

10. Onko päätöstentekijänä toimiva henkilö päätenyt toimeensa (toimitusjohtaja):

haluaa itse; muiden aloitteesta; muut _____.

11. Ketkä auttavat seuran johtoa päätösten teossa?

sihteeri; vapaaehtoiset; entiset urheilijat; urheilijat;
muut: _____; _____; _____.

12. Mikä on seuran menestyksen arviointiperusteena (numeroi tärkeysjärjestyksessä)?

Jäsenmäärä; kilpailumenestys; toimintatilat; taloudellinen menestys; katsojaluvut;
 tapahtumien järjestäminen; osallistujien määrä tapahtumissa; **muu:**
 _____; _____.

13. Numeroi kolme eniten käytettyä johtamismenettelyä? toimintasuunnitelmat; tutkimustulosten

hyväksikäyttäminen; työntekijöiden motivointi; ryhmäsuunnittelu avustajien valinta;
 ulkopuolisten asiantuntemuksen hyväksikäyttäminen;

muu: _____; _____.

14. Kuinka usein teette toimintojen arvioinnin? kuukausittain; joka kolmas kuukausi; puolivuositain;

vuosittain; harvemmin kuin vuosittain.

Suunnittelu

15. Mikä on seuran toiminnan tavoite? (valitse kolme tärkeintä numerojärjestyksessä)

lasten/nuorten harraste; Huippu-urheilu; ammattiurheilu; kilpaurheilu;
 ei-kilpailullinen liikunta; harrasteliikunta; lahjakkaiden etsintä; liikuntaa kaikille;
 vapaa-ajan liikunta; sosiaalinen kanssakäyminen; nuorisotoiminta - koulutus;
 osallistuminen; urheilumahdollisuuksien tunnetuksi tekeminen; toiminnan ylläpitäminen.

16. Onko seurallanne toiminnan kasvusuunnitelmaa? (Kyllä) (ei)

17. Käytättekö seuran ulkopuolista konsulttiapua seuraaviin toiminnan osa-alueisiin? **Jos ette, miksi?**

Johtaminen (kyllä) (ei) _____
 _____;

rahoitus (kyllä) (ei) _____
 _____;

markkinointi (kyllä) (ei) _____
 _____;

kirjanpito (kyllä) (ei) _____
 _____;

muu: _____; _____; _____.

18. Millaista strategiaa seura käyttää ollakseen näkyvä? Voiton tuoma tunnettavuus

erilliset mainonta- ja julkisuuskampanjat; tapahtumien järjestäminen; mainoslehtiset;
 kerhon lehtinen; henkilökohtaiset kontaktit; **muu:** _____;
 _____; _____; _____.

19. Mitä eri palveluita seuran jäsenille tarjotaan ja kuinka monta % se on vuotuisesta budjetista?

a) _____ %;

b) _____ %;

c) _____ %;

Taloudellisten resurssien johtaminen

20. Mitkä olivat seuranne tulonlähteet viimeksi kuluneen kirjanpituvuoden aikana (% koko budjetista, kysymykset 20.1 - 20.6 = 100%)? Selvitä lyhyesti allaluetelluista tulonlähteistä:

A) kuinka seura sai ko. resurssit itselleen?

B) mitä vaikeuksia seura kohtasi resursseja hankkiessaan?

C) mitä metodia kerhonne käytti saadakseen resurssit itselleen?

20.1 suora tuki ilman vastapalveluita:

- | | |
|--------------------|-----------|
| a) urheiluliitolta | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| b) kunnalta | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| c) lahjoituksina | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| d) muu : | A) _____; |
| _____ | B) _____; |
| (_____ %) | C) _____; |

20.2 oma rahoitus:

- | | |
|-------------------|-----------|
| a) jäsenmaksut | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| b) pääsymaksut | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| c) tv tulot | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| d) lisenssimaksut | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| e) sponsori | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| f) muut : | A) _____; |
| _____ | B) _____; |
| (_____ %) | C) _____; |

20.3 lainat

- | | |
|----------------|-----------|
| a) pankista | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |
| b) kaupungilta | A) _____; |
| (_____ %) | B) _____; |
| | C) _____; |

c) muualta: A) _____ ;
 _____ B) _____ ;
 (_____ %) C) _____ ;

20.4 pääomatulot

a) vuokratuloista A) _____ ;
 (_____ %) B) _____ ;
 C) _____ ;

b) koroista A) _____ ;
 (_____ %) B) _____ ;
 C) _____ ;

c) osingoista A) _____ ;
 (_____ %) B) _____ ;
 C) _____ ;

d) muut: A) _____ ;
 _____ B) _____ ;
 (_____ %) C) _____ ;

20.5 liiketoiminta:

a) tuotteiden myyntitulot millaiset? _____ ;
 (_____ %) _____ ;

b) palvelujen myyntitulot millaiset? _____ ;
 (_____ %) _____ ;

20.6 muut tulonlähteet:

a) _____ A) _____ ;
 (_____ %) B) _____ ;
 C) _____ ;

b) _____ A) _____ ;
 (_____ %) B) _____ ;
 C) _____ ;

c) _____ A) _____ ;
 (_____ %) B) _____ ;
 C) _____ ;

_____ **Summa 100%**

21. Selitä millaisia sponsorisopimuksia seurallanne on:**21.1 Onko seurallanne jatkuvia (yli viiden vuoden) sponsorisopimuksia sponsorien kanssa ? (Kyllä) (ei)**

Kuinka monta sponsoria? []	Prosentuaalinen osa	
	Viime vuoden budjetista	Kesto?
a. _____	_____ %	_____
b. _____	_____ %	_____
c. _____	_____ %	_____

21.2 Onko seurallanne keskipitkän aikavälin (1 - 5 vuotta) sponsorisopimuksia? (Kyllä) (ei)

a. _____	_____ %	_____
b. _____	_____ %	_____
c. _____	_____ %	_____

21.3 Onko seurallanne toimikausikohtaisia sponsoreita (alle vuosi)? (Kyllä) (ei)

a.	_____	_____ %	_____
b.	_____	_____ %	_____
c.	_____	_____ %	_____
d.	_____	_____ %	_____
e.	_____	_____ %	_____
		Summa 100%	

21.4 Onko seurallanne erillisiä tapahtumasponsoreita? (Kyllä) (ei)

		Prosentuaalinen osuus vuoden budjetista	sponsorien lukumäärä
	Kuinka montatapahtumaa? []		
a.	_____	_____ %	_____
b.	_____	_____ %	_____
c.	_____	_____ %	_____
d.	_____	_____ %	_____
e.	_____	_____ %	_____
		Summa 100 %	

22. Minkä kanavien kautta seuranne sai sponsorisopimuksensa (numeroi kolme tärkeintä)?

- [] henkilökohtaisten kontaktien / ystävyysuhteiden kautta;
 [] markkinoimalla; [] yritysuhteiden kautta; [] kysymällä; **muuten:** [] _____;
 [] _____; [] _____;

23. Millaista tukea seura saa sponsoreiltaan? ☒ taloudellista; ☒ vaihtoon perustuvaa, **muuten:**

☒ _____; ☒ _____; ☒ _____

24. Kuinka monta tuntia vuodessa arvioisitte vapaaehtoisten työskentelevän seuranne eteen yhteensä? Tuntia _____

25. Kuinka seuranne juniorien (alle 18-v) osallistuminen pääasiassa rahoitetaan? ☒ Vanhemmat maksavat;

☒ seura tarjoaa ilmaisia toimintoja; **muuten:** ☒ _____;
 ☒ _____; ☒ _____; ☒ _____

26. Kuka kustantaa seuranne jäsenten kilpailuun osallistumiskustannukset kansallisella tasolla? ☒ Urheilija itse;

☒ seura; ☒ urheiluliitto; **muut:** ☒ _____; ☒ _____;
 ☒ _____; ☒ _____

27. Voiko urheilutoiminta olla taloudellisesti omillaan toimeen tulevaa? (kyllä) (ei)

27.1 Milloin urheilutoiminta on taloudellisesti omillaan toimeen tulevaa? _____

27.2 Mistä seura hankkii ylimääräistä tukea? _____

28. Tukeeko seura taloudellisesti urheilijoita, jotka saavuttavat kansallisen tason? (kyllä) (ei)

Kuinka? _____

28.1 Entä kansainvälisellä tasolla (kyllä) (ei)

Kuinka? _____

29. Onko seuranne valmis luopumaan parhaimmista (taloudellisesti arvokkaimmista) urheilijoistaan?

(kyllä) **Miksi?** ☒ Taloudellisten tuottojen vuoksi; ☒ seuralla ei palkanmaksukykyä; **muu syy:**

☒ _____; ☒ _____; ☒ _____

(ei) **Mitä keinoja käytätte näiden urheilijoiden pitämiseksi joukkueessa? (esimerkiksi henkilökohtaisen**

sponsorin etsiminen) _____

30. Millaiseksi kuvailisit seuranne todellista taloudellista tilaa? ☐hyvä; ☐riittävä; ☐huono.

31. Mikä oli seuranne vuoden 1996 ja 1997 budjetti; kuinka suureksi arvioisit seurana vuodes sa tarvitseman kokonaisbudjetin, että toimintojen tehokas läpivieminen nykytasolla olisi mahdollista?

1996 _____ mk; 1997 _____ mk; arvio _____ mk.

32. Pystyykö seura maksamaan palkkaa työntekijöilleen? (kyllä) (ei)

32.1 Montako henkilöä seurassa on palkkalistoilla?

a) johtajia,

b) sihteereitä,

c) valmentajia,

d) urheilijoita,

e) muita, ketä _____,

f) muita, ketä _____,

g) muita, ketä _____,

32.2 Ovatko palkat alan käytännön mukaiset?

_____henkeä (kyllä) (ei)

_____henkeä (kyllä) (ei)

_____henkeä (kyllä) (ei)

_____henkeä (kyllä) (ei)

_____henkeä (kyllä) (ei)

_____henkeä (kyllä) (ei)

_____henkeä (kyllä) (ei)

Markkinoinnin johtaminen

33. Mitkä ovat seuranne tarpeet yleisesti

a) lyhyellä tähtämellä (alle vuosi)? ☐ _____; ☐ _____;

☐ _____; ☐ _____; ☐ _____

b) keskipitkällä tähtämellä (1 - 5 vuotta)? ☐ _____; ☐ _____;

☐ _____; ☐ _____; ☐ _____

c) pitkällä tähtämellä (yli viisi vuotta)? ☐ _____; ☐ _____;

☐ _____; ☐ _____; ☐ _____

33.1 Mitä teette näiden tarpeiden eteen? _____

34. Onko seurallanne mielestäsi riittävästi markkinointipätevyyttä? (Kyllä) (ei)

35. Mikä oli "urheilutuotteenne" kasvu -% voluumissa viime vuonna?

Jäsenet _____ %; rahoitus _____ %; kurssit _____ %; toiminta _____ %; valmentajat _____ %;

muut: _____ %; _____ %.

35.1 Mikä oli tuotteenne pienenemisaste viime vuonna?

Jäsenet _____ %; rahoitus _____ %; kurssit _____ %; toiminta _____ %; valmentajat _____ %;

muut: _____ %; _____ %.

36. Tiedätkö seurasi markkinaosuuden? (kyllä) (ei)

a) Mikä on toimintanne markkinaosuus Jyväskylässä (koko aktiivurheilijapopulaatiosta)? Arvio _____ %.

b) Mikä on urheilutoimintanne markkinaosuus Jyväskylässä? Arvio _____ %.

37. Kuinka seuranne hankii ei-taloudellista tukea? Selitä hiukan.

A) mitä vaikeuksia kohtasitte resurssija hankkiessanne?

B) mitä metodia käytitte saadaksenne resurssit?

C) Missä vaiheessa ryhdytte toimiin näiden ei-taloudellisten tukimuotojen hankkimiseksi itsellenne (e.g. Vuoden aikana; vuo den alussa; tarvittaessa; muulloin)?

D) Kuinka suureksi arvoit kerhonne saaman ei-taloudellisen tuen?

a) Jäsenet A) _____;

B) _____;

C) _____; D) _____ mk

b) tiloja urheilutoiminnalle A) _____;

B) _____;

C) _____; D) _____ mk

- c) ei-taloudellinen tuki A) _____;
B) _____;
C) _____; D) _____ mk
- d) tieto A) _____;
B) _____;
C) _____; D) _____ mk
- e) vapaaehtoiset A) _____;
B) _____;
C) _____; D) _____ mk
- f) muu _____ A) _____;
B) _____;
C) _____; D) _____ mk
- g) muu _____ A) _____;
B) _____;
C) _____; D) _____ mk

37.1 Käytättekö seuranne erityisiä markkinointistrategioita? ☐ "Avoimien ovien päivä";

☐ mainonta paikallisessa mediassa; ☐ "suusta suuhun"; ☐ lajin edistäminen shown ja kilpailusen/pelien avulla; muu: _____; _____; _____

38. Onko seurallasi suoria kontakteja kaupunginjohtajaan? (kyllä) (ei)

38.1 Onko seurallasi suoria kontakteja kaupungin liikuntalautakuntaan? (kyllä) (ei)

38.2 Saatteko kunnalta apua seuran toimintaan? (kyllä) (ei)

38.3 Millaista apua? Selitä

- a) ☐ Taloudellista: :. _____

- b) ☐ teknistä: :. _____

- c) ☐ kunnalla yhteyksiä liike-elämään :. _____

- d) ☐ muuta: _____

- e) ☐ muuta: _____

39. Onko seurallasi markkinointisuunnitelmaa? (kyllä) (ei)

39.1 Lyhyt kuvaus _____

39.2 Kuinka sitä kehitetään? _____

39.3 Luuletko että suunnitelmanne on toteutettavissa? (kyllä) (ei) Jos ette, miksi? _____

Vastaanottajan nimi: _____ puhelin: _____
osoite: _____

Kyselylomakkeen viimeinen kohta:

Olkaa hyvä ja pistäkää rasti ruutuun mikäli olette kiinnostuneita saamaan kopion tutkimustuloksistani []

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SUMMARY TABLE

Explanatory Table

Subdivision of columns

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 for two or more data referred to different parts of the same question

	Data referred on all the 15 clubs	Club break down based on the Membership Size			Club break down based on the activity Turnover Size in FIM		
		<i>f</i> Frequency big clubs (less than 150)	<i>f</i> medium clubs (150 to 450)	<i>f</i> small clubs (over 450)	<i>f</i> big (less than 150 000)	<i>f</i> medium (150 000 to 1 million)	<i>f</i> small (over 10 million)
Valid response	no. of clubs who answered the question						
Case missing	no. of clubs that did not answer the question						
Total no.	no. of response to different parts of the same question or no. of response to questions with multiple answers						
Mean	} no., %, h or years.						
Minimum							
Maximum							
Range							
Normal label	no. for 'closed answer' given in the questionnaire						
<i>Italic label</i>	no. for 'open answer' given from the respondent						

GENERAL INFORMATION ABOUT THE RESPONSIBLE OF THE CLUB

Table 1 Respondent's age

	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Valid response	14	4	6	4	4	5	5
Case missing	1	1			1		
Mean years	44	42	44	44	44	43	44
Minimum years	30	33	30	33	30	33	33
Maximum years	53	50	53	51	53	50	51
Range years	23	17	23	18	23	17	18

Table 2 Respondent's sex

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Male	13	4	6	3	4	5	4
Female	2	1	0	1	1	0	1
Valid response	15						

Table 3 Respondent's educational background

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Primary School	1	1	0	0	1	0	0
Professional School	4	1	2	1	1	1	2
Secondary Level	5	1	3	1	2	2	1
University Level.	5	2	1	2	1	2	2
Valid response	15						

Table 4 Respondent's role in the club

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Manager	7	4	2	1	4	2	1
Chairman	4	1	1	2	1	1	2
Secretary	2	0	2	0	0	2	0
Contact	1	0	0	1	0	0	1
Valid response	14						
Case missing	1	0	1	0	0	0	1

Table 5 Respondent's type of commitment in the club

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Full time official	5	4	1	0	4	1	0
Volunteer official	10	1	5	4	1	4	5
Valid response	15						

Table 6 Working activity other than in the club

Label	Club All	by Membership			by turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Worker	6	1	4	1	1	3	2
Executive	1	0	1	0	0	0	1
Full-time in the club	5	4	1	0	4	1	0
Other	2	0	0	2	0	1	1
Valid response	14						
Case missing	1	0	0	1	0	0	1

Table 7 Years of experience as a manager

	Present club		Previous club		Club			by Membership			by Turnover		
	All	All	All	All	<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Valid response	15	6	5	6	5	6	4	5	5	5	5	5	5
Total no.	15	6	5	6	2	6	4	5	4	5	2	5	1
Mean years	8	2	9	1	9	3	6	1	9	4	7	1	9
Minimum years	2	0	2	0	2	0	2	0	2	0	2	0	4
Maximum years	17	15	17	5	17	15	13	5	17	15	13	5	17
Range years	15	15	15	5	15	15	11	5	15	15	11	5	13

Table 8 Previous experience in the actual sport club

Label	Club All	Cross-tabulation				by Membership			by Turnover		
		Athlete	Coach	Admin.	Other	<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Athlete	9	0	17	16	12	3	3	3	1	5	3
Coach	8		0	15	11	4	3	1	4	4	0
Administrator position	7			0	10	3	3	1	3	2	2
Other	3				0	1	2	0	2	1	0
Total no.	27										
Valid response	14										
Case missing	1					0	0	1	0	0	1

GENERAL INFORMATION ABOUT THE CLUB

Table 9 Sports club's age

	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Valid response	15						
Mean years	40	48	43	26	33	43	45
Minimum years	5	20	5	14	5	17	14
Maximum years	90	67	90	60	67	73	90
Range years	85	47	85	46	62	56	76

Table 10 Number of members in the clubs

	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Valid response	15						
Mean	379	741	279	75	595	315	226
Minimum	32	450	200	32	200	32	40
Maximum	1100	1100	411	150	1100	700	450
Range	1068	650	211	118	900	668	410

Table 11 Club members' average age

	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Valid response	15						
Mean years	30	23	28	40	21	33	35
Minimum years	17	17	20	27	17	25	25
Maximum years	46	30	45	46	27	45	46
Range years	29	13	25	19	10	20	21

Table 12 Age distribution in the club

	Club			by Membership									
	All	<25	26-45	>45	<i>f</i> big			<i>f</i> med			<i>f</i> sma		
Valid response	13												
Case missing	2				0			1				1	
Total no.	13	13	13	13	5	5	5	5	5	5	3	3	3
Mean years	50	29	21	59	26	15	55	28	17	33	38	28	
Minimum years	15	15	3	45	20	10	20	15	3	25	5	15	
Maximum years	80	45	60	70	35	25	80	42	50	45	60	50	
Range years	65	30	57	25	15	15	60	27	47	20	55	35	
					by Turnover								
					<i>f</i> big			<i>f</i> med			<i>f</i> sma		
Case missing					1			1			0		
Total no.					4	4	4	4	4	4	5	5	5
Mean years					64	25	11	51	28	21	39	32	29
Minimum years					45	15	5	20	20	3	15	25	5
Maximum years					80	35	20	70	42	50	60	45	60
Range years					35	20	15	50	22	47	45	20	55

Table 13 Sex representation in the clubs

	Club		by Membership						by Turnover					
	All	Female	Male	<i>f</i> big		<i>f</i> med		<i>f</i> sma		<i>f</i> big		<i>f</i> med		<i>f</i> sma
Valid response	14													
Case missing	1			0		1		0		1		0		0
Total no.	13	14	14	5	5	5	5	4	4	4	4	5	5	5
Mean %	28	71	42	56	31	69	8	92	25	75	36	64	23	77
Minimum %	2	30	15	35	5	30	2	80	5	60	30	30	2	35
Maximum %	65	100	65	75	70	100	20	100	40	95	70	100	65	98
Range %	63	70	50	40	65	70	18	20	35	35	40	70	63	63

Table 14 Presence of disabled in the clubs

Label	Club		by Membership			by Turnover		
	All		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Disable	4		1	2	1	1	1	2
Valid response	4							
Case missing	11		4	4	3	4	4	3

Table 15 Clubs type (non-profit, profit making)

Label	Club		by Membership			by Turnover		
	All		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Non-profit	13		4	5	4	4	4	5
Profit	2		1	1	0	1	1	0
Valid response	15							

Table 16 Number of categories and level of competition

		Total	Local	Regional	National												
		Club				by Membership											
		All				f big				f med				f sma			
Valid response	14					0				0				1			
Case missing	1																
Total no.	14	8	10	11	5	2	4	5	6	4	4	5	3	2	2	1	
Mean no.	4	2	3	4	6	1	5	4	3	4	4	3	2	1	1	0	
Minimum no.	1	0	0	0	3	0	0	1	1	0	0	0	1	0	0	0	
Maximum no.	11	10	10	10	11	6	10	10	5	10	10	6	3	1	1	1	
Range no.	10	10	10	10	8	6	10	9	4	10	10	6	2	1	1	1	
						by Turnover											
						f big				f med				f sma			
Case missing						0				0				1			
Total no.						5	1	2	5	5	5	5	4	4	2	3	2
Mean no.						4	1	3	5	3	3	4	2	4	3	5	1
Minimum no.						1	0	0	1	1	1	1	0	1	0	10	0
Maximum no.						8	6	9	10	3	6	10	6	11	10	10	1
Range no.						7	6	9	9	2	5	9	6	10	0	10	10

MANAGEMENT

Table 17 Decision makers for resources

		1st			2nd			3rd														
		Club			Preferences			by Membership			by Turnover											
		All	f 1st	f 2nd	f 3rd	f big	f med	f sma	f big	f med	f sma											
Assembly	15	11	3	1	4	1	0	3	2	1	4	0	0	3	2	0	4	0	1	4	1	0
Manager/chairman	8	3	5	0	0	4	0	3	1	0	0	0	0	2	3	0	1	1	0	0	1	0
Economy sect	7	0	3	4	0	0	2	0	1	2	0	2	0	0	0	3	0	1	0	0	2	1
Other	3	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Total no.	33																					
Valid response	15																					

Table 18 Decision makers' (managers') election

		Club	by Membership			by Turnover		
		All	f big	f med	f sma	f big	f med	f sma
Auto-candidate	7	5	1	1	4	1	2	
Appointed	6	2	2	2	3	0	3	
Total no.	12							
Valid response	11							
Case missing	4	0	4	0	0	3	1	

Table 19 Decision maker's direct collaborators

		Club	by Membership			by Turnover		
		All	f big	f med	f sma	f big	f med	f sma
Secretary	5	2	1	2	1	1	3	
Volunteers	5	1	2	2	2	1	2	
Athletes	6	1	2	3	2	2	2	
Other	3	2	1	0	3	0	0	
Total no.	18							
Valid response	13							
Case missing	2	0	1	1	1	1	0	

Table 20 Success measurement, club point of view

		1st			2nd			3rd						
		Club			Preferences			by Membership			by Turnover			
		All	1st	2nd	3rd	4th	5th	6th	f big	f med	f sma	f big	f med	f sma
No. of members	11	3	0	1	6	1	0	0	0	0	0	3	0	0
On-field success	13	8	3	1	1	0	0	4	1	0	4	1	0	3
Room for action	7	1	0	0	6	0	0	0	0	0	1	0	0	0
Ability obtain finance	11	2	1	5	1	1	1	1	0	3	1	1	2	0
Attendance	13	0	7	5	1	0	0	0	3	2	0	4	2	0
Organise happening	13	1	4	2	3	0	3	0	1	0	1	0	1	0
Total no.	68													
Valid response	15													

Table 21 Use of management tools

Label	Club All	Preferences					by Membership									by Turnover								
		1st	2nd	3rd	4th	5th	f big			f med			f sma			f big		f med		f sma				
Annual planning	14	10	2	1	1	0	4	0	0	3	2	1	3	0	0	4	0	0	3	0	1	3	2	0
Use of research result	5	0	1	1	1	1	0	0	0	0	0	1	0	1	0	0	0	1	0	0	0	0	1	0
Collaborator selection	11	1	2	6	1	1	1	0	1	0	1	3	0	1	2	1	0	2	0	1	2	0	1	3
Establish work motivation	7	1	4	1	1	0	0	2	1	1	1	0	0	1	0	0	1	1	1	1	0	0	2	0
Use of group planing	11	3	5	3	0	0	0	3	2	2	2	1	1	0	0	4	1	1	1	1	1	2	0	1
Total no.	48																							
Valid response	15																							

Table 22 Follow-up of the planning/program

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Monthly	8	4	4	0	4	3	1
Three monthly	1	0	0	1	0	0	1
Six monthly	3	1	1	1	1	0	2
Once a year	3	0	1	2	0	2	1
Valid response	15						

PLANNING

Table 23 Goal, purpose of the clubs

Label	Club All	Preferences					by Membership									by Turnover									
		1st	2nd	3rd	4th	5th	f big			f med			f sma			f big		f med		f sma					
Youth activity	9	3	6	0	2	2	0	1	2	0	0	2	0	0	2	0	0	2	0	2	1	0	1	3	0
Competition	13	9	2	1	3	1	0	4	1	0	2	0	1	5	0	0	1	2	0	3	0	1	0	1	
Participation oriented	8	3	2	3	0	1	0	1	0	2	2	1	1	0	0	0	2	0	1	1	2	2	0	2	
Maintain the activity	6	0	2	3	0	1	1	0	1	1	0	0	1	0	1	0	0	1	1	0	0	0	2	2	
Total no.	36																								
Valid response	15																								

Table 24 Clubs expansion policy

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Expansion	8	4	3	1	5	1	2
Non-expansion	6	1	3	2	0	4	2
Valid response	14						
Case missing	1	0	0	1	0	0	1

Table 25 Use of external experts, consultants

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Management	7	4	3	0	4	2	1
Finance	7	3	4	0	4	2	1
Marketing	9	4	5	0	5	2	2
Accounting	8	5	3	0	4	3	1
Total no.	31						
Valid response	10						
Case missing	5	0	1	4	0	2	3

Table 26 Promotional strategies/activity

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Relay on winning	9	4	4	1	5	2	2
Advertisement	6	4	1	1	3	1	2
Newsletter	8	4	2	2	2	2	4
Club magazine	3	1	1	1	0	2	1
Organising of happenings	11	4	3	4	2	4	5
Personal contacts	10	3	4	3	2	3	5
Total no.	47						
Valid response	15						

Table 27 Kind of service given to members (mean in % of annual budget)

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Happening	5 (6%)	4	1	0	3	1	1
Competition	4 (58%)	2	1	1	0	2	2
Room for activity	4 (40%)	0	2	2	0	2	2
Coaching education	4 (13%)	2	1	1	1	2	1
Discount/free entry	2 (3%)	0	2	0	2	0	0
Total no.	19						
Valid response	11						
Case missing	4	1	1	2	1	1	2

FINANCIAL MANAGEMENT

Table 28 Direct subsidies without obligation in % obtained from local authority and volunteer

	Local authority		Volunteer											
	Club All		by Membership			by Turnover								
	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma		
Valid response	15													
Total no.	10	8	5	5	4	5	3	2	1	1	4	3	5	4
Mean %	6	16	5	6	5	21	8	19	2	0	5	18	10	29
Minimum %	0	0	0	0	0	0	0	0	0	0	0	0	5	0
Maximum %	20	60	10	30	10	40	20	60	10	1	10	40	20	60
Range %	20	60	10	30	10	40	20	60	10	1	10	40	15	60

Table 29 Fund-raising in % obtained through membership, tickets, sponsor and other means

	Membership				Tickets				Sponsor				Other			
	Club All				by Membership			by Turnover			by Membership			by Turnover		
	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma	
Valid response	15															
Total no.	14	10	11	5	4	5	5	3	6	4	6	2	4	1	0	0
Mean %	7	10	26	5	9	19	28	7	3	7	41	7	10	2	0	0
Minimum %	0	0	0	0	0	1	10	0	1	0	22	0	5	0	0	0
Maximum %	28	55	60	36	28	55	43	15	5	22	60	36	15	10	0	0
Range %	28	55	60	36	28	54	33	15	4	22	38	36	10	10	0	0
Valid response	15															
Total no.	4	5	5	3	5	3	4	1	5	3	4	1	5	2	2	1
Mean %	7	26	42	11	7	2	23	2	6	2	12	3	6	2	12	3
Minimum %	0	10	30	0	2	0	0	0	3	0	0	0	3	0	0	0
Maximum %	28	55	60	36	15	5	44	8	10	10	47	15	10	10	47	15
Range %	28	45	30	36	13	5	44	8	7	10	47	15	7	10	47	15

Table 30 Loan obtained through banks and city

	Bank		City									
	Club All		by Membership			by Turnover						
	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma
Valid response	15											
Total no.	4	1	1	0	3	1	0	0	2	1	1	0

Table 31 Capital income obtained through rent, bank interest and dividends

	Rent			Bank interest			Dividend					
	Club All			by Membership			by Turnover					
	f big	f med	f sma	f big	f med	f sma	f big	f med	f sma			
Valid response	15											
Total no.	1	1	1	1	0	0	0	1	0	0	0	1

Table 32 Business activities obtained by selling goods and services

	Good		Service										
	Club		by Membership			by Turnover							
	All		fbig	fmed	fsma	fbig	fmed	fsma					
Valid response	15												
Total no.	6	2	4	2	2	0	0	4	0	2	1	0	1

Table 33 Other sources of finance

	Other 1st		Other 2nd										
	Club		by Membership			by Turnover							
	All		fbig	fmed	fsma	fbig	fmed	fsma					
Valid response	15												
Total no.	5	2	3	0	1	1	1	3	0	2	1	1	1

Table 34 Long term sponsor/s (over 5 years)

Label	Club		by Membership			by Turnover		
	All		fbig	fmed	fsma	fbig	fmed	fsma
	Yes	3		0	3	0	2	1
No	11		4	3	4	2	4	5
Valid response	14							
Case missing	1		1	0	0	1	0	0

Table 35 Medium term sponsor/s (between 1 and 5 years)

Label	Club		by Membership			by Turnover		
	All		fbig	fmed	fsma	fbig	fmed	fsma
	Yes	6		3	3	0	3	3
No	8		2	2	4	1	2	5
Valid response	14							
Case missing	1		0	1	0	1	0	0

Table 36 Annual sponsor/s (less than 1 year)

Label	Club		by Membership			by Turnover		
	All		fbig	fmed	fsma	fbig	fmed	fsma
	Yes	10		5	5	0	4	4
No	3		0	0	3	0	0	3
Valid response	13							
Case missing	2		0	1	1	1	1	0

Table 37 No. of answers received about the amount of long-, medium-, annual term sponsorships

	No. Long		Medium		Annual-term sponsors									
	Club		by Membership			by Turnover								
	All		fbig	fmed	fsma	fbig	fmed	fsma						
Valid response	15													
Total no.	3	13	8	0	4	4	3	5	4	0	4	0	5	2

Table 38 Event sponsor/s

Label	Club		by Membership			by Turnover		
	All		fbig	fmed	fsma	fbig	fmed	fsma
	Yes	10		4	4	2	2	4
No	4		1	1	2	2	1	1
Valid response	14							
Case missing	1		0	1	0	1	0	0

Table 39 No. of answers received about the amount of events organised and the amount of sponsors obtained

	Event		Sponsor											
	Club		by Membership			by Turnover								
	All		fbig	fmed	fsma	fbig	fmed	fsma						
Valid response	15													
Total no.	10	5	4	2	4	1	2	2	2	1	4	0	4	4

Table 40 How clubs obtained the sponsor/s

Label	Club All	Preferences			by Membership									by Turnover								
		1st	2nd	3rd	f big			f med			f sma			f big			f med			f sma		
Personal contact/ friendship	12	9	2	1	3	1	1	5	1	0	1	0	0	3	1	1	3	1	0	3	0	0
Marketing	7	2	5	0	2	2	0	0	3	0	0	0	0	2	3	0	0	2	0	0	0	0
Contact with businesses	10	0	3	7	0	1	3	0	1	4	0	1	0	0	1	4	0	1	2	0	1	1
Asking	6	2	2	2	0	1	0	1	1	1	1	0	1	0	0	0	1	0	1	1	2	1
Total no.	35																					
Valid response	13																					
Case missing	2				0			0			2			0			1			1		

Table 41 Kind of supports obtained from the sponsor/s

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Economical	2	1	1	0	5	1	1
Bargain/barter	1	0	0	1	5	0	1
Both	10	4	5	1		3	2
Valid response	13						
Case missing	2	0	0	2	0	1	1

Table 42 Hours of voluntary work received by the clubs

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Valid response	14						
Case missing	1	1	0	0	1	0	0
Mean h	3960	5500	5216	530	4200	3340	4384
Minimum h	20	2000	500	20	800	200	20
Maximum h	15000	10000	15000	1600	10000	12000	15000
Range h	14980	8000	14500	1580	9200	11800	14980

Table 43 Financing of youth activities (under 18)

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Parents	12	5	5	2	5	3	4
Club, free activity	5	0	3	2	0	3	2
Volunteers	3	2	1	0	1	0	2
Total no.	20						
Valid response	14						
Case missing	1	0	0	1	0	0	1

Table 44 Financing of the national level activities

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Athlete	1	0	0	2	0	1	0
Club	7	1	5	1	3	2	2
Both	6	4	0	1	2	1	3
Valid response	14						
Case missing	1	0	1	0	0	1	0

Table 45 Ability of the club to support itself

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Able	7	3	4	0	4	2	1
Unable	6	1	2	3	0	3	3
Valid response	13						
Case missing	2	1	0	1	1	0	1

Table 46 Characteristics of a sport economically advantaged, able to self-support itself (managers' point of view)

Label	Club All	by Membership			by Turnover		
		fbig	fmed	fsma	fbig	fmed	fsma
Income = cost	5	2	3	0	2	2	1
Ticket income	2	1	0	1	1	0	1
Player don't have to pay	1	0	0	1	0	0	1
Valid response	8						
Case Missing	7	2	3	2	2	3	2

Table 47 Extra support obtained from the clubs

Label	Club All	by Membership			by Turnover		
		fbig	fmed	fsma	fbig	fmed	fsma
Allowance	3	1	2	0	2	1	0
Companies	3	1	1	1	0	1	2
Volunteer	2	1	1	0	1	1	0
Don't know	2	0	1	1	0	0	2
Other	2	0	0	2	0	1	1
Valid response	12						
Case missing	3	2	1	0	2	1	0

Table 48 Support to those athletes achieving national level

Label	Club All	by Membership			by Turnover		
		fbig	fmed	fsma	fbig	fmed	fsma
Yes	8	4	2	2	5	1	2
pay the players	4	3	0	1	3	0	1
cover of cost	4	0	3	1	2	1	1
scholarship	1	1	0	0	0	1	0
No	7	1	4	2	0	4	3
Valid response	15						

Table 49 Support to those athlete achieving international level

Label	Club All	by Membership			by Turnover		
		fbig	fmed	fsma	fbig	fmed	fsma
Yes	4	1	2	1	2	1	1
No	8	2	3	3	0	4	4
No international athlete	3	1	1	0	2	0	0
Valid response	14						
Case missing	1	1	0	0	1	0	0

Table 50 Transfers of the best athletes (economically valuable)

Label	Club All	by Membership			by Turnover		
		fbig	fmed	fsma	fbig	fmed	fsma
Yes	9	3	5	1	4	2	3
reason: to generate income	4	2	1	1	3	0	1
not able to pay them	7	3	3	1	3	1	3
renew the team	2	1	1	0	1	1	0
means used to keep	7	3	3	1	3	3	1
those athletes in the club: marketing	1	1	0	0	1	0	0
take care of the athlete	3	2	1	0	1	2	0
selection of athlete suitable to stay	1	0	1	0	1	0	0
persuade/relaxed atmosphere	2	0	1	1	0	1	1
Total no.	18						
Valid response	13						
Case missing	2	1	0	1	1	1	0

Table 51 Self-evaluation of the actual economic state of the clubs

Label	Club All	by Membership			by Turnover		
		fbig	fmed	fsma	fbig	fmed	fsma
Good	2	0	2	0	0	2	0
Sufficient	10	4	2	4	3	3	4
Poor	3	1	2	0	2	0	1
Valid response	15						

Table 52 Budget for '96 and '97 and estimation of funds needed for effective activities (in thousands FIM)

	1996	1997	Need									
Club	All			by Membership								
				f big			f med			f sma		
Valid response	15											
Case missing	0	0	5	0	0	1	0	0	2	0	0	2
Total no.	15	15	10	5	5	4	6	6	4	4	4	2
Mean FIM	1195	1297	1095	2900	3190	1975	512	25	729	86	89	65
Minimum FIM	27	27	30	150	150	300	150	150	250	27	27	30
Maximum FIM	9000	10000	4500	9000	10000	4500	1200	1200	2000	200	200	100
Range FIM	8973	9973	4470	8850	9850	4200	1050	1050	1750	173	173	70
Club	All			by Turnover								
				f big			f med			f sma		
Valid response	15											
Case missing	0	0	2	0	0	2	0	0	2	0	0	1
Total no.	5	5	3	5	5	3	5	5	3	5	5	4
Mean FIM	3220	3500	3000	274	300	423	89	91	170			
Minimum FIM	1000	1000	2000	200	200	300	27	27	30			
Maximum FIM	9000	10000	4500	450	500	600	150	150	250			
Range FIM	8000	9000	2500	250	300	300	123	123	123			

Table 53 Clubs' ability to pay salaries

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Yes	6	4	2	0	5	1	0
Manager tot no.	6	4	2	0	5	1	0
Secretary tot no.	4	4	0	0	4	0	0
Coach tot no.	11	8	3	0	11	0	0
Athlete tot no.	15	15	0	0	15	0	0
Other tot no.	10	3	7	0	10	0	0
No	9	1	4	4	0	4	5
Valid response	15						

MANAGEMENT OF MARKETING

Table 54 General needs of the clubs

Label	Club All	f time based need			by Turnover									
		short term	medium term	long term	f big			f med			f sma			
Sponsor	11	5	3	3	2	1	1	2	1	1	1	1	1	1
Volunteer	1	1	0	0	1	0	0	0	0	0	0	0	0	0
Member	3	1	2	0	0	0	0	1	1	0	0	0	1	0
Room for action	2	1	1	0	0	1	0	1	0	0	0	0	0	0
Planing	4	3	1	0	0	0	0	1	0	0	2	1	0	
Promotion/ activity	3	1	0	2	0	0	0	0	0	1	1	0	1	
Marketing	3	0	1	2	0	1	1	0	0	0	0	0	1	
Total no.	27													
Valid response	12													
Case missing	3				2			1			0			

Table 55 Means used to cope with the clubs needs

Label	Club All	by Membership			by Turnover		
		f big	f med	f sma	f big	f med	f sma
Member	2	1	0	1	1	0	1
Planning	3	1	1	1	1	1	1
Promotion/ activity	2	1	1	0	0	2	0
Marketing	2	1	1	0	2	0	0
Don't know	1	0	1	0	0	0	1
Just get them	1	1	0	0	1	0	0
Total no.	11						
Valid response	12						
Case missing	3	1	1	1	2	1	0

Table 56 Marketing competence of the clubs

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Yes	4	1	2	1	2	2	0
No	9	4	3	2	3	2	4
Valid response	13						
Case missing	2	0	1	1	0	1	1

Table 57 Growth in volume of the product 'sport' in the last 3 years in %

	Member				Finance				Coaches				Activity			
	Club All				by Membership				by Turnover							
					<i>f</i> big		<i>f</i> med		<i>f</i> sma							
Valid response	11				1		1		2							
Case missing	4				1		1		2							
Total no.	9	9	7	10	2	4	2	4	5	4	4	4	2	1	1	2
Mean %	5	12	8	9	7	11	15	21	7	16	6	7	7	5	2	-8
Minimum %	-10	-15	-5	-15	0	-15	0	5	2	0	0	0	-10	0	5	15
Maximum %	20	45	50	60	20	40	50	60	20	45	20	10	-5	10	0	-1
Range %	30	60	55	75	20	55	50	55	18	45	20	10	5	10	5	14
					by Membership				by Turnover							
					<i>f</i> big		<i>f</i> med		<i>f</i> sma							
Valid response	11				1		1		2							
Case missing	1				1		1		2							
Total no.	3	4	3	3	3	3	3	4	3	2	1	3	3	2	1	3
Mean %	4	20	16	20	7	9	6	8	2	7	2	4	2	7	2	4
Minimum %	0	-15	0	0	0	0	0	4	-10	0	-5	-15	-10	0	-5	-15
Maximum %	10	45	50	60	20	20	20	10	20	10	0	5	20	10	0	5
Range %	10	60	50	60	20	20	20	6	30	10	5	20	30	10	5	20

Table 58 Market share of the clubs

	on tot. active population				on specific sport activity											
	Club All				by Membership				by Turnover							
					<i>f</i> big		<i>f</i> med		<i>f</i> sma							
Acquainted	2				1		1		0		1		1		0	
Not known	8				2		3		3		2		3		3	
No answer	3				1		2		0		1		1		1	
Valid response	13				1		0		1		1		0		1	
Case missing	2				1		0		1		1		0		1	
Total no.	10	11	4	4	4	5	2	2	4	4	2	3	4	4	4	4
Mean %	6	8	13	17	3	5	1	1	12	16	2	3	4	4	4	4
Minimum %	0	0	7	5	0	0	0	0	5	5	0	0	1	1	1	1
Maximum %	20	30	20	30	5	10	2	1	20	30	7	7	7	10	10	10
Range %	20	30	13	25	5	10	2	1	15	25	7	7	6	9	9	9

Table 59 Use of particular promotional strategies

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Advertisement on local mass media	8	4	2	2	5	2	1
“Word-of-mouth”	8	1	4	3	1	4	3
Promotion trough show/competition	9	5	4	0	5	3	1
Club magazine	2	1	1	0	0	1	1
Total no.	19						
Valid response	13						
Case missing	2	0	1	1	0	1	1

Table 60 Direct contact with the Mayor and Sports Councillor of the city

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
<u>Mayor</u> Yes	6	4	2	0	4	0	2
No	9	1	4	4	1	5	3
<u>Sport Councillor</u> Yes	12	5	5	2	5	3	4
No	3	0	1	2	0	2	1
Valid response	15						

Table 61 Support from the municipality

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Yes	12	4	6	2	4	4	4
Economical	9	3	4	2	1	4	4
Technical/room for action	7	4	3	0	2	3	2
Other	2	0	2	0	0	1	1
Total no.	18						
Case missing	5	1	2	2	3	1	1
Valid response	<u>No</u> 3	1	0	2	1	1	1
	15						

Table 62 Presence of marketing plan in the clubs

Label	Club All	by Membership			by Turnover		
		<i>f</i> big	<i>f</i> med	<i>f</i> sma	<i>f</i> big	<i>f</i> med	<i>f</i> sma
Yes	4	2	2	0	4	0	0
able to accomplish it	4	2	2	0	4	0	0
No	9	2	4	3	0	4	5
Valid response	13						
Case missing	2	1	0	1	1	1	0

JYVÄSKYLÄ SPORTS CLUBS' BALANCE SHEET 1995

SPORT ACTIVITIES	Income (mk)	%	Expenses (mk)	%	Difference
Coaching	23750	9	- 56617	20	- 32867
Education	4189	2	- 7906	3	- 3717
Membership fees	25953	9	- 4082	1	+ 21871
Administration	102	0	- 41942	15	- 41840
Competitions	90310	33	- 19608	42	- 29298
International affairs	0		0		
Information activities	2971	1	- 4368	2	- 1397
Youth activities	11279	4	- 10153	4	+ 1126
Other activities	8645	3	- 16534	6	- 7889
Sub Total	167199	61	-261210	93	- 94011
EXTRA					
Business activity	83902	31	- 11383	4	+ 72519
Capital income/interest	6021	2	- 9004	3	- 2983
Net					- 24475
ALLOWANCES					
City	15697	6	-		+ 15697
Others	874	0	- 474	0	+ 400
Total	273693		-282071		- 8378
Amortisation	-		-8463		-8463
Reserve	1373		-		1373
FINAL RESULT					-15468

From: Puronaho, K. & Matilainen P. (1996) Jyväskyläläisten seurojen talous (unpublished)