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Local facility and human resource management in sports

A comparative case study of the situation in Jyväskylä/Finland and Umeå/Sweden

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ABSTRACT

The importance of resource management has grown in recent years. After the financial problems of the Finnish welfare state, sport clubs and administrations had to readjust their economic and sociological orientation. Previous studies have shown the significance of the right usage of available human and facility resources. The present investigation explores if the presence of a sports faculty in a town affects local sport clubs and administrations in their behaviour. To obtain comparable information, data has also been gathered in Umeå, Sweden. The main approach is based on qualitative semi-structured interviews with an addition of questionnaires to support the findings. Examined through qualitative analysis, the results have clearly shown deficits in both cities concerning several management issues, such as time management, strategic management or sport planning. An improvement in all areas is possible, but needs serious collaboration from all involved parties.

Key words: facility resource management, human resource management, Finland, Sweden, local sport clubs, local sport administrations, sports faculty

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1. INTRODUCTION

This research deals with the benefits and the drawbacks for local sport clubs, the local sport centres, sport federations and associations in Jyväskylä, while having this Faculty of Sport and Health Sciences in the local university compared to the situation in Umeå, Sweden. Therefore, this thesis is a comparative study with an asset of a cross-cultural approach. The investigation itself is based on mainly qualitative research by using semi-structured interviews with an addition of questionnaires to support the findings. After selecting the preferred method with qualitative analysis out of the possible research areas in the fields of sport, the theoretical framework of the chosen method would be used in sports development. To be more specific, the particular area in the research topic is resource management, especially in terms of **H**uman **R**esource **M**anagement (HRM) and **F**acility **R**esource **M**anagement (FRM). The aim of this project is to discover the “percentage of connectedness” in both of Jyväskylä’s and Umeå’s “sport network” in terms of FRM and HRM. I have chosen the term “sport network” as a synonym for the local sport clubs, sport associations, sport facilities, the local and regional sport offices and the universities itself, because of the possibility concerning their teamwork and interaction (the chosen interviewees will be named later in chapter three, which deals with the methodological issues of this study). Only the percentage has not yet been discovered. According to the sport office of the University of Jyväskylä, there are some clubs using the facilities on the campus, for instance Ryhtilä is booked during the week by several clubs, fighting and dancing in particular, seven in total.

However, it has to be mentioned that the term “connectedness” and its “percentage” is not possible to be measured by any numbers. The selected clubs, sport federations and sport centres are working together in Jyväskylä as well as in Umeå. But due to their different working tasks and surroundings the “degree” of cooperation varies a lot. Therefore, the proportions of their collaborations have always been taken into consideration. This work tries to give practical hints and advices towards both cities and the located networks to improve their effectiveness and the collaborations amongst each other.

The study itself was a kind of an explorative research due to the lack of previous research concerning my topic. A longer explanation concerning the obstacles I faced and future research issues will be given in chapter 10.

To compress the small introduction, it is the purpose of this Master's thesis to find out if the presence of a university (with a sports faculty in particular) in a town can affect local sport clubs and administrations in their behaviour and management. However, it has to be mentioned that a general operationalisation of the used terms "presence", "affect", "behaviour" and "management" is a very decisive and tight one. Due to the different circumstances within each club, association and town, each term varies in its outcome. Moreover, the fact of having two different countries within this research makes it even more important to be very cautious while drawing possible conclusions and suggestions towards each party. Thus, the solution of an eventual problem i.e. in strategic management for a club does not necessarily imply the correct answer for another club of the same town. However, these words were chosen to describe the goal of this particular scientific work, because together they sum up the desired outcome. Therefore, it is an interesting point to identify the possible benefits and the drawbacks in terms of HRM and FRM amongst those involved, namely the two universities, the sport clubs, the towns and the local sport associations. This short introduction leads now to a more specific explanation of the purpose of this thesis.

2. PURPOSE OF THE STUDY

One major reason to select this topic as my research task is the unique position of this university in Finland in terms of sport sciences. It is the only place in this country where students can choose a field of study concerning sport at the higher university education level. I experienced a similar situation in my home country at my former university, the “German Sport University Cologne” (Deutsche Sporthochschule Köln). This particular university is also unique, because it is the only university in Germany where you can study nothing but sport. Based on information of the university’s webpage “the German Sport University Cologne (Deutsche Sporthochschule Köln) is Germany’s largest and most prestigious centre of teaching and research in physical education and sport science” (Deutsche Sporthochschule Köln, 2009). Beside this unique position of both universities (although not in the exact same position due to the possibility in Germany to study sport in other cities as well), the more important reason which leads towards this topic is the fact that many facilities of this university were and are still used by local sport clubs. Due to personal experiences within my first degree (I studied there from 2001 – 2006), many students can be found there who worked or are still working for clubs on the campus area alongside their studies as a teacher, coach or even in the management of the club, and they may also have a chance of getting a job there after finishing their degree. Thus, this fact also makes the situation interesting to be investigated not only for FRM, but also for HRM here in Jyväskylä.

After recognising this analogy, the idea of conducting research about this topic was born. Due to the fact of having a university in Jyväskylä, hence it follows that human resources are concentrated here, not only in the research area but also in the fields of training, sport planning, health sciences and administration. This also includes sport students, and some of them are simultaneously working here for some clubs. Does the work affect their later chances to get a job or how do the clubs use the annual output of high qualified students from the faculty? How large is the usage rate of people (e.g. students or hired workers) from the university working for clubs?

It is also important to understand the way in which the facilities are used. Are there usually many participants and how is the relationship of possible usage fee in

relationship to the participation? As already mentioned, in the German Sport University Cologne, most of the facilities are used in the evening by several different sport clubs. Additionally, the available facilities are optimised for the use of the faculty (in Jyväskylä) and the whole university which could be an advantage for the resident sport clubs. It is important to understand the ways of communication between the clubs, the universities and sport associations, and if there are any possibilities for each of them to improve the quality of usage.

To get an even better look behind the scenes and to find out possible improvements, the possibility of a comparison to the situation in a foreign country (in this case Sweden), was taken into consideration and later adopted. Why Sweden? It is a neighbour of Finland and therefore it is a valuable reason to compare the situations in each country and to point out what could be improved in each case. It was decided to choose Umeå, because it has a similar dimension to Jyväskylä in terms of inhabitants (around 110,000 in the city region) and has moreover a well regarded international university. Also the location of Umeå was important, because both towns are the only large cities within a radius of over 100 kilometres to the next large town. It is neither easy nor always possible to compare two different countries due to their different social and economic backgrounds. Other varieties between both countries are cultural mores (habits, patterns, attitudes, and ways of living), political constitutions and, finally, their different structure in sports. This makes it even more of a challenge, because both sport structures will be explained later in the following chapter. However, due to their neighbourhood it might be possible for the institutions in both cities to draw some conclusions and maybe to improve a few things e.g. concerning communication or any management issues based on the results of the survey done in their own as well as in the other country. Although it can be stated that due to the different circumstances in both countries, a comparison can be seen as very difficult.

The comparison of Finland and Sweden makes this thesis a cross-cultural study (the political context has to be acknowledged as well). According to Keat (2000), those studies have three different kinds. "One is looking for a universal explanation of some aspect of behaviour, for example to find whether some trait, relationship or developmental trend occurs in a similar way or has a similar function in a wide variety of cultural contexts. A second concentrates on bringing out the culturally specific

aspects, contrasting two or more cultural groups. The third is concerned with the interaction of people from differing cultural backgrounds. Interviewing is used in all three” (Keat 2000, 81). A deeper explanation about the use of interviews as the main research method will be given in the next chapter.

Due to the broad research area, the research itself has to be narrowed down to one which is practicable and manageable, and which is able to be fulfilled within one year. Therefore, a concentration on FRM and HRM in local dimensions demonstrated in a case study of the two named cities has been chosen to be taken as the topic of the thesis. The analysis is, as already mentioned, a qualitative one based on semi-structured interviews supported by questionnaires. Originally it was planned to use the questionnaires as the major approach. However, the low response and thus, a very small return rate have lead to the need of using a so called “Plan B” and the two approaches switched their positions. Within those questionnaires several open questions (see the questionnaires in the appendices) towards the clubs were constructed during the research process. Thus, the answers given in the questionnaires are used in this thesis as well. This particular topic will be explained more briefly within the chapter concerning methodology.

Several open questions concerning the research topic are attempted to be answered within the thesis. Therefore, the following points, which are already mentioned throughout the introduction, can be seen as the major aims:

1. Facility resource management

- Use of own or rented facilities
- Equipment of the facilities and fee (cost-benefit equation)
- Possible use of the university as a source for FRM
- Possible improvements in the collaboration with the facility owner (if rented)

2. Human resource management

- Possible use of the university as a source for HRM
- The difference of workers and volunteers (various stakeholder models)

- The special case of Jyväskylä and Umeå as regional centres
- Possible improvements in the collaboration of all involved parties

A third point needed to be taken into consideration and thus, to be seen as a major aim as well is the different structure in both cities due to their belonging to different countries.

3. The political, organisational and structural surroundings in both cities

- Different sport structures
- Sport policies
- People's attitudes

Below are various concepts and questions which only support the thesis as a whole. They are not the major approach, but useful minor supportive appendages though. Thus, they are not necessarily part of the major (or) key points like HRM; otherwise the topic would be too large and the thesis bursts. If required and adoptable to single points during the thesis' discussion, the following ones will be picked, and analysed as beneficial supplements:

- ➔ History of sports development within the structure of sport in general and in local sport clubs/associations in Finland and Sweden (under social and economic standpoints).
 - The need to understand possible changes throughout in both countries during the recent years.
- ➔ Actual situation in other countries in questions of sports systems and structures.
 - The development of voluntarism in sports with a focus on both towns

- ➔ Analysis of previous studies in local resource management completed by either the Universities of Jyväskylä and Umeå, or in other comparable surroundings
 - These are needed due to the similarity of the study and to provide a solid scientific background.

- ➔ Number and use of the facilities in the research area (geographical).
 - There is a need to analyse a possible lack of facilities, duration by the clubs or eventual misuse (if mentioned by clubs).

The research topic is an important one to investigate, because in the actual situation of interconnectedness of the major resources (human, facilities, finance) throughout the whole world, not only in Finland and Sweden, the involved organisations (in this case the local “sport network”) have to discover the optimal efficiency for eventual improvements. Those improvements are to be carried out by all involved parties, and can be made in various fields like strategic management, sport planning, and time management or communication issues. While having this potential benefit of a sports faculty in Jyväskylä and Umeå, the situation and the use is a worthwhile case for analysis.

3. METHODOLOGY

In the beginning of this chapter a few basic principles concerning scientific work will be discussed briefly. A short introduction to the general principles in research is important to avoid any misunderstandings, which could lead to a misinterpretation of the current approach. Afterwards the chosen method for this research will be explained in detail, including the reasons for this decision as well as the benefits and drawbacks of this approach. The body and the design of this scientific work will also be explained in this subchapter. All used quotations or citations within this thesis which are not in English, but originally either in Finnish, German or Swedish were translated by me with the exception of five Swedish quotes taken out of the questionnaires, which were translated by Kent Löfgren from the University of Umeå, due to their high complexity and the understandable need for the very exact meaning.

The findings of the interviews are often not only shown by a single quote, but by a longer excerpt to make it easier to understand the complexity of the topic, respectively the various environments. There are also two different types of brackets within this thesis.

- (...): additional information; in quotations as a help concerning the structure and sense.
- [...]: assumptions by the author to give sense concerning quotations in case the word(s) was either inaudible or unspoken.

These excerpts are not only used in the discussion of the interviews compiled in Jyväskylä und Umeå (see also chapter 7), but also from chapter 4 onwards, which deals with the history and development of sport in both Finland and Sweden, respectively Jyväskylä and Umeå. I decided to use them not only in the discussion itself but to enlighten the problems and the results of former research concerning voluntarism in sports, FRM as well as HRM by my own findings obtained during the research process.

3.1 Principles in research

In the area of empirical social research, scientists separate between various techniques like interview, observation, experiment or content analysis. For instance, Pürer (1998, 183) cited Berelson (1952) to describe the latter one as a technique which allows the researcher to investigate the objective, systematic and quantitative description of the particular contents of the communication. According to Friedrichs (1990), the direction of the used approach must be taken into consideration. Thus, the analysis can focus on the content as well as on the purpose of the sender, respectively the recipient.

- The criteria of objectivity, which means the variables and categories within this particular scientific work are named exactly and unambiguously
- The criteria of taxonomy, which is used to describe precisely the procedure of the investigation
- The criteria of quantitative description of the content which explains the superficial content separated into exact and defined categories

(Pürer, 1998)

Still, segregation between both quantitative and qualitative analysis is not always possible as Pürer (1998) describes:

“Die Grenzen zwischen quantitativen und qualitativen Analysen verlaufen oft fließend” (Pürer 1998, 185).

“The borders between quantitative and qualitative approaches are often blurred.”

According to Pürer’s conclusion, it is possible that, for instance, a contingency analysis or a frequency analysis could be interpreted as a valuation. Independent from the chosen

research method both versions have similarities. One major criterion is the accuracy (reliability), the precision of the survey.

The second decisive criterion is the validity (availability). Therefore, the entitlement of the used research technique as a measuring instrument should be ratified. This is a tough challenge, because the coder needs to understand the categorisation and determination of the variables made by the producer without any doubts (Mayntz 1974). Otherwise, the validity of the survey cannot be guaranteed. To adjust the two factors, the reliability and the validity, in the best possible way for the scientific work (the used research tool as well as the experiment itself), an implementation of so called “pre-tests” is necessary, e.g. the releases of questionnaires towards a minor number of pre-selected participants. Interviews can be tested in a blind-test with other people to make sure that the entire questions are clear. Thus, the used material will be analysed with the selected method in a tentative way. Afterwards, possible adjustments and additions to the categories-schemata can be done without a fear of a possible falsification of the overall result. (Atteslander 2006)

The previously mentioned term of reliability is conjunct with the inter-subjectivity which implies that a second or third-coder should get the same results by using the same codebook (Merten & Teipen, 1991). Within the process of defining categories, variables and terms used in the investigation, Pürer (1998) and Mayer (2006) both mention the following problems which may occur:

- dimensioning
- categorisation
- operational definition
- congruence of the coders

To make the analysis understandable and practicable, the definition of the research process must be clear in every single part. In addition to that, no ambiguity within the questionnaire (or other chosen methods like e.g. interviews) is allowed to exclude any possibility of alternative classification.

3.2 The chosen methods including body and design

“Interviewing is rather like a marriage: everybody knows what it is, an awful lot of people do it, and yet behind the each closed door there is a world of secrets“ (Oakley 1981, 41 in: Patton 2002, 340).

As mentioned previously, the aim of this research is to make a comparative study between Jyväskylä and Umeå in terms of FRM and HRM. At the beginning of the research it was planned to collect the data required by the following means:

- Questionnaires will be handed out to the local sport clubs in Jyväskylä and Umeå.
- Sampled semi-structured interviews with around five randomly selected people of the various sport associations, federations and sport facilities to support the findings.

Thus, the data should have been gathered with two different methods beside the obligatory literature research. This system of triangulation provides a possibility to support the main research method with additional techniques. The positive aspect is not only the supportive one, but also the chance to change towards the other method if the first one fails. (Atteslander 2006; Gratton & Jones 2004).

Due to a forced major change within the method of gathering the needed data, the research process during autumn 2008 will be described in a few words. This is important to understand the decisions made and their outcome concerning the thesis, especially the later increased amount of interviews and the new role of the questionnaires.

After the arrival in Umeå the questionnaires were developed and conducted in English, Finnish and Swedish. To avoid any possible language mistakes, the questionnaires were double-checked by native speakers who had simultaneously a good command of English. This was necessary to ensure the ability of the practical control for doing this task.

The form itself was based on closed questions (see appendices) with an addition of open options. After the phase of development the questionnaire was tested in a pre-run during November. It was recognisable during the pre-test that there might be a problem with the response and to reach the necessary threshold of 100 questionnaires. According to Mayer (2006) the minimum requirement to use quantitative research is $n=100$. This allows significance of the data of 95 percent, which is necessary to draw acceptable conclusions. In case of a return rate lower than 100 questionnaires, the approach must be changed. Even if the return rate of Jyväskylä and Umeå together would exceed 100 questionnaires, they have to be analysed separately, because it is not possible to use the data together. Otherwise, it would not be feasible to make a comparative study between both cities.

Based on information received by the local sport offices in Jyväskylä and Umeå, the amount of sent questionnaires was high enough to get representative data. In total, 130 questionnaires in Jyväskylä and 233 in Umeå were sent out to the sport clubs. Even with an extended deadline (removed from 31st December over 16th January up to 31st January) the response was very low. In total, only 18 questionnaires (10 in Jyväskylä and 8 in Umeå) were sent back. That equates only 6, 84 percent.

During the research process it was decided to change the major approach towards semi-structured interviews and to use the mentioned open answers in the questionnaires as a qualitative support. It was not possible to use the statistics in the questionnaires within this research project, because of the already mentioned threshold of $n=100$.

The reasons of the hesitation by the clubs to answer the questionnaires were probably either one or even a couple out of the following ones:

- saturated with polls
- no interest
- no sense seen in this poll, respectively no positive asset for the own club
- too busy with other tasks, thus no time to answer the questionnaire
- no people or resources for filling out the questionnaire
- laziness

These mentioned possibilities were approved by Staffan Karp, senior lecturer in sport pedagogy and deputy head of the department of education of Umeå University, while we were discussing the possibilities of any involvement of students concerning the work and research in sport clubs.

SK: Yes. Yes and it happens also. But it is when they are writing their essays. We have several projects coming from the municipality, the division working with leisure and sport. Through them we go out to sport clubs if they have problems or other things they want to develop.

DK: And do you think the sport clubs are interested in those projects or they hesitate to accept any offers from those students?

SK: It depends. Mostly they are interested, yes. But as it is a university town there are many students, not only our students who want to make investigations and to do their theses and so...

DK: Hmm, I experienced that on my own... because I sent out a questionnaire towards all sport clubs here in Umeå and I did that via e-mail, because then the sport clubs have the possibility to answer it also at home and send it back to me even if I am not in Sweden anymore. I sent out... approximately... I do not remember the exact number, but it was about 230 e-mails and the response was not zero, but very, very low. And that is why I assume that there is either no interest of the sport clubs in having any collaboration or they are probably a little bit... too lazy to fill it out or they think "well, there is no sense for any collaboration with the university". Do you think that local sport clubs did not have any experience in such collaborations with the university, because the university, as you said, is more interested in higher levels?

SK: Hmmm... maybe. It can be so. But I think all your explanations could be part of the truth. Because you have some sport clubs that are not interested in collaborations and you have some... they are maybe busy and they have no... not

so many [people] working with the administration, maybe one person. But I am a little bit surprised that it was so low [the response].

Appendix 6, pages 129-130

Based on previous experiences in research, the structure of this thesis was already designed in a way to allow a change in the major approach, to minimise the possibilities of a major problem with not being able to receive useable data.

Thus, the aforementioned qualitative approach has become the major one. These semi-structured interviews (see appendices), which were originally designed to add and fortify the collected data of the questionnaires, were needed to be analysed very carefully and individually. Also, the number of interviews increased up to seven within each town, not only in order to have a better insight from the various involved institutions, but also not to be fixed to a short number of opinions.

The list of the chosen interviewees within each town:

- the regional sport board
- the local sport board
- the major local sports centre (Hippos and IKSU)
- university researcher
- 2 sport clubs (a large and a small one)
- Major local scientific or comparable institutions (KESLI and Umeå Sport Sciences Centre)

It was the goal to get the best possible counterpart within each town. That was not always possible due to problems of time and accessible persons. Thus, there might have been the possibility of more suitable interviewees, respectively counterparts within each town. The interviews were conducted between 3rd December 2008 – 13th January 2009 (Umeå) and 3rd March 2009 – 7th April 2009 (Jyväskylä).

All interviews were conducted in English. This decision was mainly based on the use of English as the language for this thesis. By using other languages (e.g. Finnish or Swedish) for the interviews a translation would have been needed, which is also a challenge even for native speakers in one of these mentioned languages. All transcripts were sent to the interviewees after completion, to give them a possibility to check or correct. Based on the general principles of researchers' ethic (Atteslander 2006; Keats 2000), the interviewee must have the possibility to make sure that nothing will be published without his/her permission. This procedure guarantees the interviewee that nothing is added to the interview which was not said; respectively any phrases can be either changed or deleted.

All used quotes within this thesis taken out of an interview can be found as appendices in the end. Due to the regulations of my home university in Jyväskylä it was not possible to add the whole transcripts, but only the used excerpts instead.

The interviewees were selected from different institutions, which also provide the possibility to gather diverse opinions from the various people involved (Mayer 2006). Due to my mentioned personal background as a sports journalist, previous experience in interviewing people was at hand. That was helpful, because it allowed the use of various interviewing techniques, such as direct and hidden, open and closed or even aggressive questions (Atteslander 2006). Concerning sensitive topics "it is assumed that respondents wish to manage impressions of themselves in order to maintain their standing in the eyes of the interviewer. For the researcher to cope with this situation, methods have to be found which allow the respondent to provide potentially discreditable information without disrupting the interaction or causing embarrassment or loss of face to the participants" (Lee 2004, 59). Therefore, it was very important to avoid any of those situations which could have caused an interruption by the interviewee.

The interviews lasted between 20 and 75 minutes, based on the various backgrounds and surroundings of each interviewee. After the transcription of the interviews, all of them were analysed by using discourse analysis. According to Keat (2000) "discourse analysis is directed towards the interpretation of themes rather than the frequency of

words, phrases or themes as in content analysis” (Keat 2000, 80). Therefore, the analysis deals with the meaning both in the socio-cultural and in the political context. “Validation is by extensive use of actual textual material and comparing other interpretations of the same material. In the case of interviews, detailed transcriptions of the texts are used” (Keat 2000, 80).

3.3 Positive and negative aspects of the chosen methods

While the literature research is always compulsory, the other methods (interviews and questionnaires) have both negative and positive sides. The literature research is obligatory to build up a solid scientific fundament. Thus, it is impossible to write any scientific work without using background information. According to Mayer (2006), Nieminen (2006), Atteslander (2006), Kirchhoff, Kuhnt, Lipp and Schlawin (2003), Noelle-Neumann, Schulz and Wilke (2003), Völkerding (2001), Adams and Schvaneveldt (1991) the way of data collection is suitable for the author’s purposes, respectively has the following obstacles:

Benefits of the interview as the main approach:

- private atmosphere
- personal communication possible
- reflects own actions
- deep insight possible (more and deeper questions, leading to a meaningful and relevant point)
- possibility to ask if anything is unclear
- eliciting information

But as with every research method, this chosen technique also has their drawbacks, which need to be solved. Sometimes it is not possible to solve all of them, but in that case the advantages of this particular chosen method should exceed the disadvantages.

The Literature research has not only benefits but obstacles as well. Two very decisive ones are:

- not enough literature, if the topic is too special
- provability of the literature, in case other substantial material is lacking

The questionnaires, which were originally picked as the main approach, have shown one of their major obstacles during the research process, and thus their influence on the whole process, therefore it will be mentioned here as well, namely:

- people may not respond or answer

Interview:

- may take much time and money (travel costs)
- subjectivity of the interviewer
- “ability” of the interviewee to be a good source
- evaluation of the relevant interviewee

The penultimate aspect seems to differ from the others, but also the interviewee can be a huge constraint upon the researcher’s data and subsequent analysis. Therefore, the acceptance of this as a necessary aspect of the format of investigation/analysis could help the scientist during the research process.

In addition to the aforementioned possible problems with the research methods, other obstacles, which might happen during the data collection, are the following ones below.

The possible solutions, with respective requirements are placed in brackets:

- Fear of data misuse by the people (transcripts will be given to the interviewees before printing, publishing only with permission)
- reliability (re-test must be possible)
- validity (to secure this criterion, pre-tests are necessary to adjust the measuring instrument)

- pilot study and lack of previous research (ability of the researcher to obtain relevant literature and to draw conclusions)

The objects of this survey (sport clubs, sport centres, associations, federations and two universities) taken into consideration are suitable

“[...] für Voruntersuchungen in Bereichen, über die relativ wenig Basiswissen vorhanden ist“ (Merten & Teipen 1991, 133).

“[...] for pre-investigations in areas with a relative lack of basic knowledge.”

Because of the above, this research can be seen as an explorative study due to the lack of other representative studies within this particular scientific field.

4. HISTORY AND DEVELOPMENT OF SPORT IN THE SELECTED COUNTRIES AND CITIES

The sport clubs and associations in Finland have experienced a long development from their origin until to the present time. This chapter will introduce the early beginnings and the changes throughout the time up to the recession in the 1990's, as well as the "social function" the club stands for. This particular role of the club is one of the key parts of the thesis. To apprehend this part, the use of qualitative methods, preferably the utilisation of extended interviews is absolutely necessary. This allows the researcher a deeper insight, not only into the "society from within" the club, but also of other involved parties like sport associations or the local sport office. Due to the fact that the topic itself is a very large one, only the key points concerning history and development of sport will be touched.

A short introduction of the history concerning sport in Finland, and later in this chapter also in Sweden, is necessary as it supports the understanding of the development of sport clubs. Moreover, it will introduce the enthusiasm of sport in both countries, which is also a reason to conduct this research.

4.1 Finland and Jyväskylä

It can be stated that the public interest in the Finnish society concerning physical activities has grown-up long before the state declared its independence in 1917. More than 70 years earlier, in 1843, sport became a school subject in Finland. The next step was the introduction of the State Council of Sport in 1920, as well as the first municipal boards of sport in the same decade. (Heinilä 1989)

The sport on the grass-root level enjoyed a boom under the guidance of Professor Lauri Pihkala. Especially callisthenics were on a rise in the middle of the 20th century in the clubs, as well as in personal sports, because physical examinations have shown, that a lack of motor activity could be a reason for physical and psychic degeneration (Heikkinen-Ronge 1988). Currently, the interest in callisthenics, for instance

orienteering or cross-country-skiing is still unbroken. Other famous sports are salibandy (a game similar to hockey; outside Finland also known as floor ball or uni-hockey), pesäpallo (Finnish baseball), football, basketball or athletics. (Parkkari 2006)

During the period mentioned in the early 20th century, almost 80 percent of the Finnish population were rural and therefore the local municipalities were quite often neither able to build up sport facilities nor of adequate number, or those authorities lacked the administrative preconditions to launch public sports services. Therefore, the sport events and clubs were mostly organised by voluntary work and thus the physical activities were focused more on traditional disciplines than on competitive sport. As Koski (1990) and Ilmanen (1996) found out, it took a long time up to the 1960's until the municipal sport administrations were able to compensate this hole, and the scenery changed to a well-organised one over the whole of Finland. Unfortunately, the economic recession struck hard and the subsidies were cut rapidly. The rural municipalities, and therefore also the clubs, were hit hardest and the situation put them back again to the 1960's, and it took some time for a recovery to take place (Koski 1990; Ilmanen 1996; Neal 2007).

Nevertheless, due to its beginnings and – last but not least – the voluntary work, the sport clubs still preserved a social function “with the prime purpose being to implement the common sporting interests of members” (Heinilä 1989, 230).

According to Henilä's point, this function is simultaneously a major problem of many sport clubs in Finland. How to please the actual and continuous changing needs of the people is a huge pressure which leads to a segmentation of many clubs and forced a specialisation as well as an increase of the private sector, which has taken over many functions from the former welfare state (Koski 1990).

Regardless of some problems of clubs and associations throughout the decades (if not the centuries), doing sport is self-evident for Finnish people. For instance, jogging, nordic-walking or cross-country-skiing is part of the daily life for many Finns (Karimäki 2006). Vuolle (1993) found out as well as Kokko (2006) a couple of years later that sport can develop the society and affect the life positively.

„Liikunta ja vapaa-aika on tärkeä osa nykyihmisen elämänsisältöä“ (Karimäki 2006, 18).

”Sport and free time are an important part of the actual purpose of life.”

Another indication for the truth of that statement was made by Virtala and cited by Tokarski, Steinbach and Petry (2004):

„Sport is the most popular hobby among young Finns“ (Tokarski, Steinbach & Petry 2004, 152).

In reference to the rate of participation in the population concerning sport, Finland has a very high one in comparison to other European countries. According to the Finnish Sport Association, SLU, 3,4 million Finns are doing sports regularly. This is equivalent to 68 % of the share of the population. Moreover, over 20 percent of the population (1,1 million Finns) are members of sport clubs. According to SLU, there are more than 8,000 sport clubs at a local level, which is one club per every 650 Finns (SLU 2009). Even more pessimistic appraisals have a very high quote. Beside the sport at the grass-root level, elite sport is also highly appreciated. Evidence for this is delivered by the medals table of the Olympic Games. Relating to the quotient of population and the number of medals, Finland is the most successful country of the Olympic Games (including the Summer as well as the Winter Olympics) (Tokarski & Steinbach 2001; Tokarski, Steinbach & Petry 2004).

The major points concerning Finnish sport policy were defined for the first time in 1980 with the so called “Sports Act and Statute”. It was the aim to provide for the first time a legal basis for Finnish sport under recognising the positions of the municipalities and sport organisations, respectively the Finnish State as financier. This Charta had three main objectives: “firstly, to inspire sport habits among citizens and develop active sports participation, secondly to create sufficient and appropriate conditions for sporting activities, and thirdly to further international understanding and peace via the sports policy” (Remans & Delforge 1997, F.1, 1). This act was passed by its successor in 1993. The state supports the sports office of the Ministry of Education in its efforts to

develop sports in the whole country. The office is additionally supported by a sports council. (Remans & Delforge 1997, F.1, 1 sqq.)

An umbrella organisation for sport on NGO-level was founded in 1993, namely the “Suomen Liikunta ja Urheilu” (SLU; Finnish: “Finnish Sports Federation”). Until then several sport federations co-existed on one level. Amongst them were for instance the Finnish Workers’ Sport Federation (TUL; Suomen Työväen Urheiluliitto), the Finnish Football Federation (SPL; Suomen Palloliitto) or the Central Sport Federation for the Swedish Sport Organisations in Finland (CIF; Centralidrottsförbundet). The national sport federations are part of the SLU together with the National Olympic Committee (OK; Suomen Olympiakomitea), the regional sport federations and the sport clubs. (Tokarski & Steinbach 2001, 182)

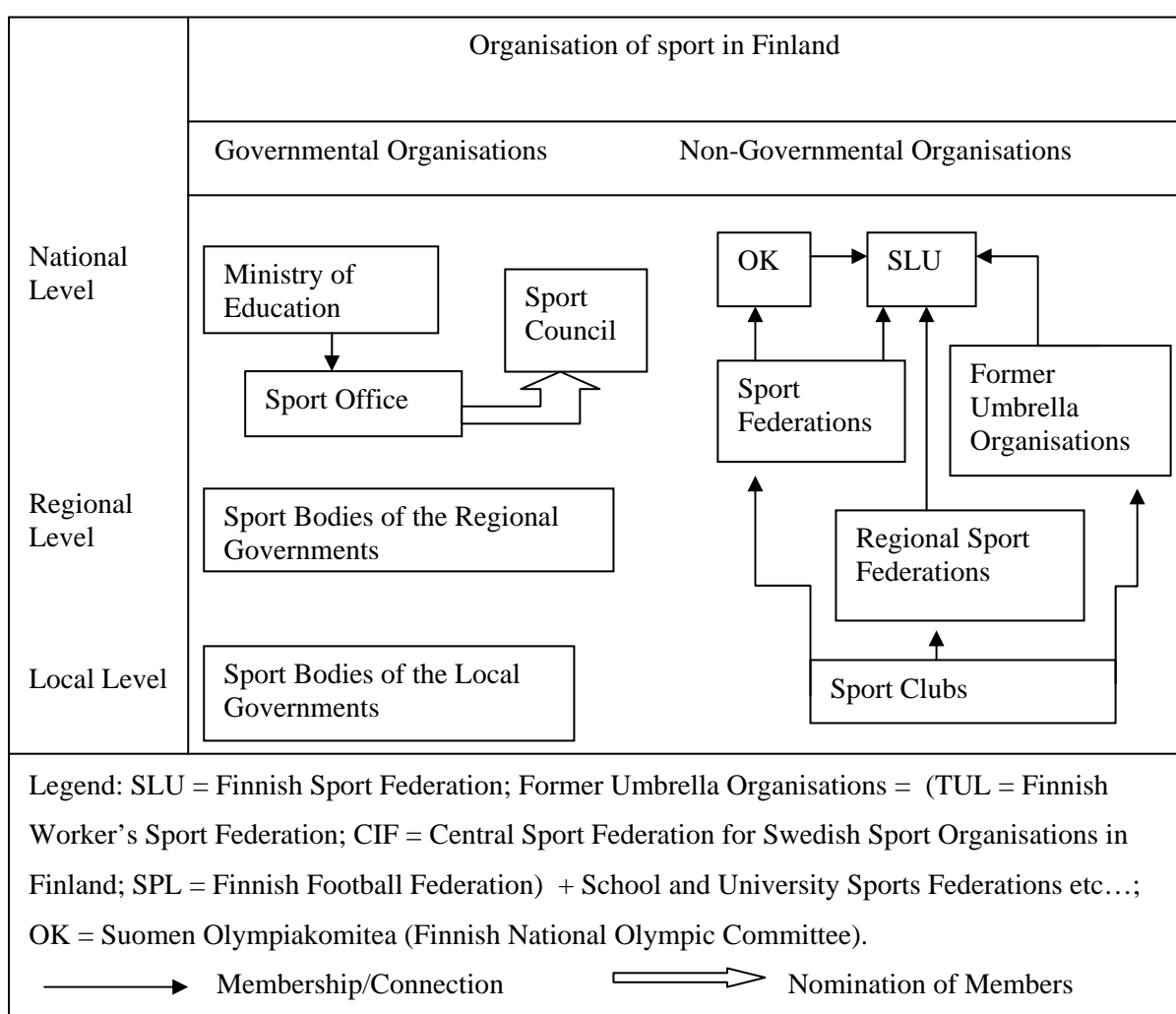


Figure 1: ORGANISATION OF SPORT IN FINLAND (Tokarski & Steinbach 2001, 183)

Jyväskylä itself is also known as a sport town. Various teams are playing in the first division of their sports, such as football, ice-hockey and pesäpallo.

One problem of the city, which will be explained more explicitly, is the current economic situation of the town. Despite being seen as a sportive town, the city is struggling with a constantly high rate of unemployment and an economic downturn for the past couple of years. In a short excerpt of an interview conducted with Kimmo Suomi, a member of the local sports board, he explained the current problems of the city concerning the economy and unemployment and one of the effects on sport, namely lack of funding.

KS: Yes, I think that we have... we collaborate more with other municipalities than with Jyväskylä...

DK: Ah.

KS: ...because Jyväskylä is a poor city, they do not have so much money. For example in the moment we have a very big project in Kotka, it is in the southern part of Finland.

DK: I know where it is.

KS: For example Kotka. They and... we have there a huge developing project and that is the major reason that the city organisation is very poor. No money for doing sport research.

DK: And what do you think why the city is that poor? Lack of industry or funding?

KS: It is the economic situation at the moment in Western countries, but also in Finland. The economy is going down and the unemployment percentage has been very high all the time here in Jyväskylä region.

DK: I read it recently; there was something like 15 percent of unemployment rate? Something like that?

KS: Yes, it was... yes.

Appendix 16, pages 151-152

Although it could be argued that the current economic crisis and thus, the lack of money (e.g. also for sport issues) is not the reason for the high unemployment rate and the economic problems. As Professor Suomi stated, Jyväskylä has faced this unemployment rate for a longer time, making the problem more grounded to the region and the city itself.

Due to the purpose of making a comparative study between Finland and Sweden, some small explanations will be given due to their relationship. The connection of Finland and Sweden has some of its own patterns. It has to be acknowledged, that a minority of Swedish people live in Finland and vice versa, who speak Swedish instead of Finnish. Due to their own development in terms of language and culture while living in Finland, the cultures as well as the language are different to the ones in Sweden. There is no antipathy towards the other people, at least in the public understanding. However, in sports the rivalry will be carried out with fervour. For instance, the traditional athletic competition between both countries is one of the highlights in sport of the year. (Hamos & Sohlo 2005)

4.2 Sweden and Umeå

In Sweden, the other country in this research, (the data collection was done in autumn 2008), the sport also has a long history. According to Cumo (2005), "Sports have helped forge Sweden's identity as a land of vigorous people. Cross-country skiing is the national passion, although many other sports claim the allegiance of Swedes, including football, cross-country and road running, orienteering, cycling, ice hockey, salibandy, golf, rugby, handball, tennis, and wrestling" (Cumo 2005, 1571). Engström (1989)

states that the young people in Sweden became more addicted to organised sport throughout the last century. Discussing sport more in general patterns (simultaneously while practicing different types of sport), people also learn about the worthiness of sport and the effect on your own body. It can be said that the sport has a progressive influence on the Swedish society. (Engström 1989; Cumo 2005).

Concerning the history of Swedish sport, it started over 500 years ago. The interest of the Swedish Royal Family in sports was documented before 1500 AD. Also the well known King Gustav Vasa (1496 – 1560) exercised in his spare time. Blom and Lindroth (1995) stated that:

”Han sysslade med löpning och längdhopp och begav sig ofta ut på jakt” (Blom & Lindroth 1995, 103)

”He was engaged with running and long jump and went out hunting.”

Sport became famous (rapidly) in Sweden, for instance ball games. During the 18th century the nobility in Sweden exercised typical sports like fencing, dancing, vaulting and running. During the 19th century gymnastics became popular and the first federations were founded. In the following (20th) century the sport became more and more organised and the number of local sport clubs grew steadily. In 1970, more than 2,2 million Swedes were a member of one of the local sport clubs. Norberg (2002) credited the sports movement in the beginning of the 20th century as decisive for the later years, with all its ups and downs, for instance the search for legitimacy in the 1920's and 1930's. The structure itself also improved during the century and physical education in schools was established. (Blom & Lindroth 1995)

The Swedish sport system is organised by one central body, the Swedish Sport Federation, “Riksidrottsförbundet” (RF). However, “despite being a strictly non-governmental organisation, it has been assigned some tasks by the Government. The Confederation and at least the administrative work in federations are financed by the Government” (Remans & Delforge 1997, S.4, 1). The main role of this central organisation is to promote sports within the Swedish sports movement. Moreover,

developing and coordination of activities are also on the agenda. (Remans & Delforge 1997)

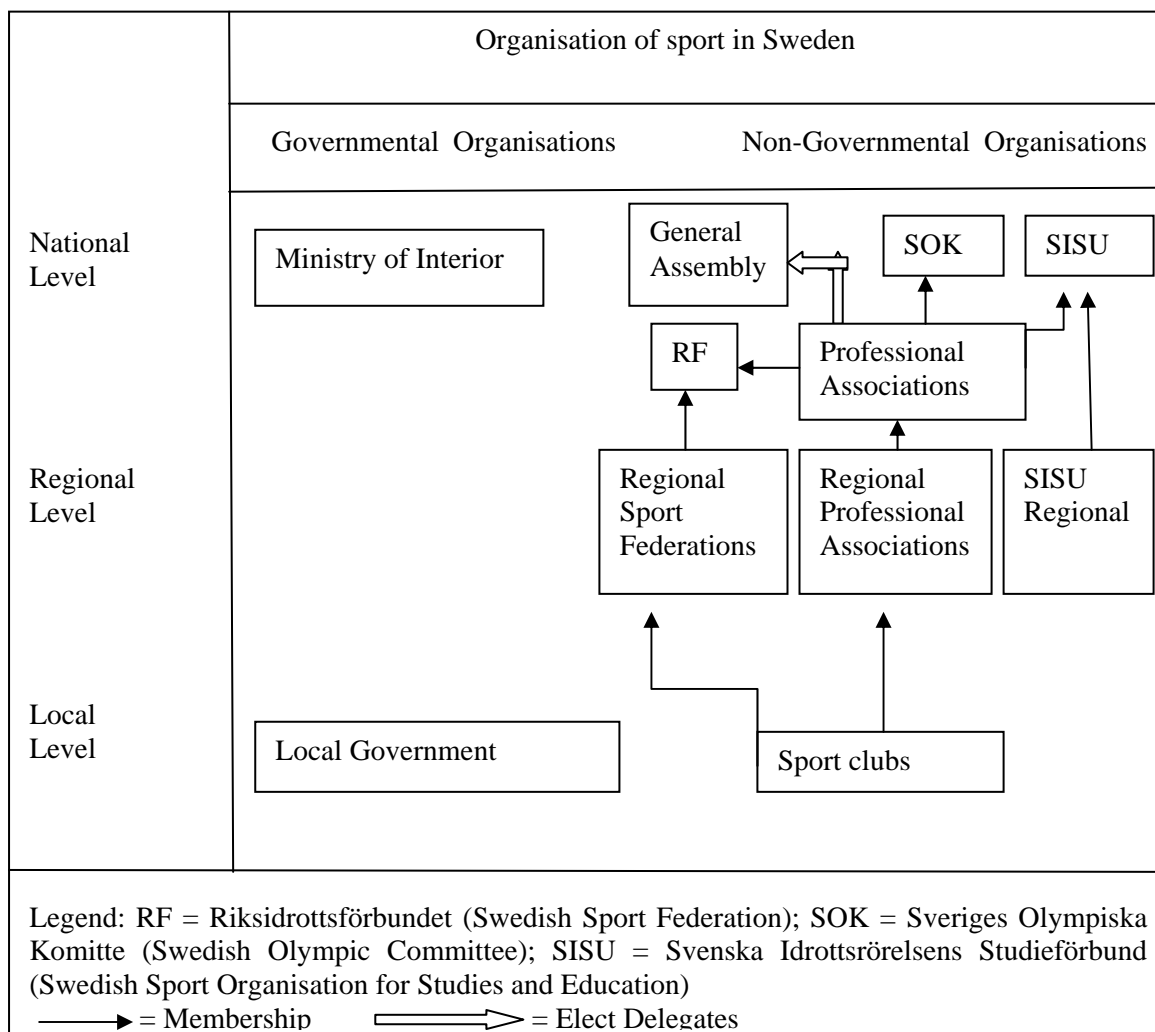


Figure 2: ORGANISATION OF SPORT IN SWEDEN (Tokarski & Steinbach 2001)

Ume  itself is also considered as a very sportive town like Jyv skyl . Several clubs are playing in the first division and even on European level. The women's football club, Ume  IK, is widely considered as one of the best clubs in the world. In 2003 and 2004 the club gained Europe's highest trophy in women's football, the UEFA Women's Cup. Other notable examples are IKSU innebandy (floor ball) and IF Bj rkl ven (ice hockey).

One of the clubs being interviewed for this thesis, Mariehem SK, holds an annual football tournament with over 6,600 players from many different countries. Despite its

location in the very north of Sweden, it is still the fifth largest tournament in the country. Kurt-Allan Andersson, chairman of the club stated that:

KAA: Last time we had 330 teams from... from... here I have some information [showing me a paper]. Five different nations are participating and 28 Finnish and 28 Norwegian teams, one from Russia, three teams from Barcelona, Spain.

DK: Oh, so quite a long trip.

KAA: Totally we have 6,600 players and leaders [coaches].

DK: That is a lot.

KAA: Together with that we count at least that much parents coming here. We count 2-3 parents/relatives per player visiting the tournament. Not staying here in Norrland [difficult to understand].

DK: Well, but if you sum it up, you have over 10,000 people here, that is one tenth of the whole population of Umeå.

KAA: Count about 15,000 during this tournament, not [all] living in Umeå.

Appendix 4, page 125

One of the problems Umeå is facing is the demographic change in the region, respectively in the whole north of Sweden. While the city is growing, the amount of inhabitants in the whole region is shrinking. That makes it very difficult for clubs in the Umeå region to stay on the competitive level. According to a seminar called "Sweden's Social and Economic Geography" (attended by me in the autumn), there is a flow of domestic migration, leading to local and demographic marginalisation. The Swedish National Rural Development Agency (2005) remarked that from 1998-2003 the population in Northern Swedish counties (all areas; sparsely populated, rural and urban areas) have shown the greatest decline in population, in percentage terms. The number

dropped by 4.8 percent, meaning about 18,000 people leaving the area. With many people leaving the region, the industry is concentrated in only a few places. About 80 percent of the Swedish population is living below a line of Stockholm. The situation is comparable to Finland, because there is also a concentration of people living in the southern regions.

Unemployment rates in 2001 and population potential

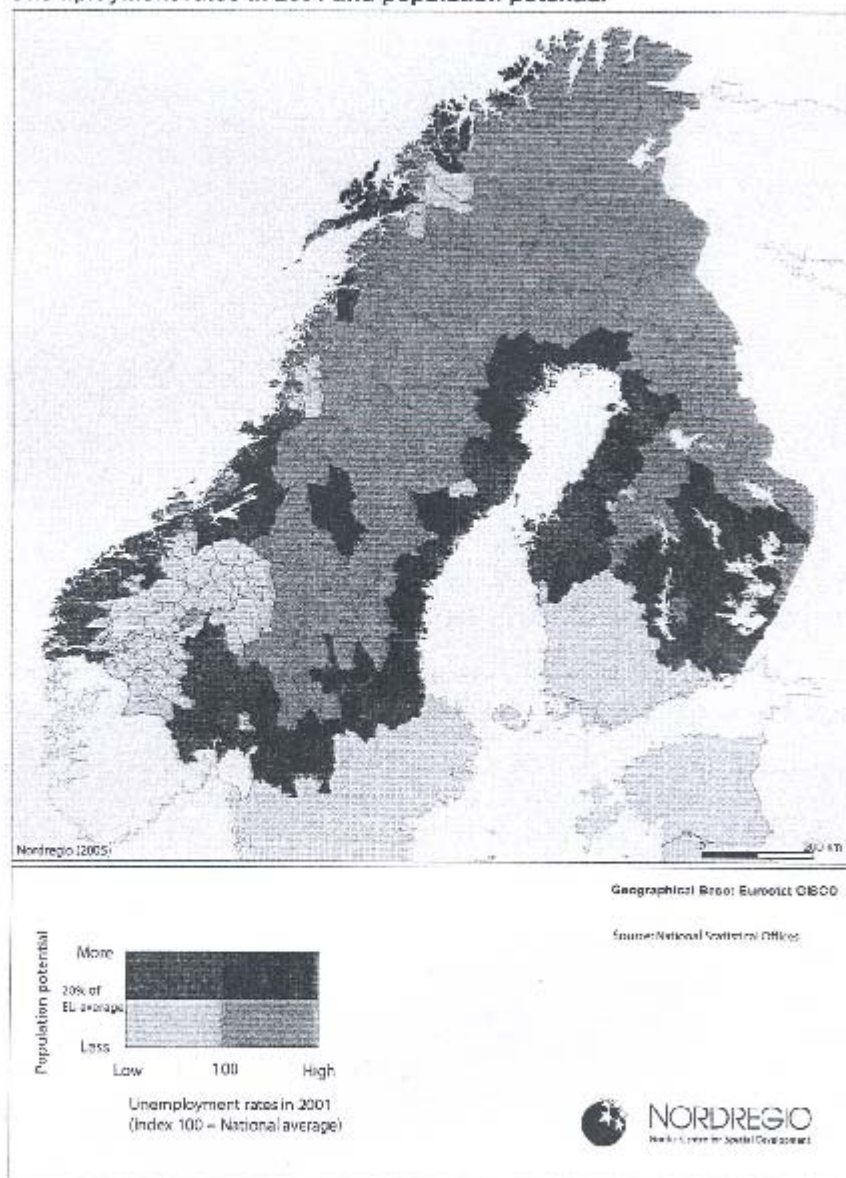


Figure 1.8. Cross-tabulation population potentials and unemployment rates
Unemployment above national average values
are highly correlated with low population potentials, except in Southern Norway.

Figure 3: UNEMPLOYMENT RATES IN 2001 AND POPULATION POTENTIAL
(Gløersen, Dubois, Copus & Schürmann, 2006)

This graphic shows the problem not only Umeå, but Jyväskylä is facing as well. With less people in the region than in some metropolitan areas and a higher unemployment rate, the risk of losing people is high. Where is the connection to sport? Mainly it is based on the risk for sport clubs, sport associations and other involved parties to lose people and thus possible working force, e.g. students directly after their graduation due to domestic migration. Interviewees from both cities stated that this can happen and that effective HRM in combination with well organised strategic planning is necessary to keep the people, mainly the highly qualified students and the personnel of the university and the sports faculty in the region. A closer insight to this problem will be given in the discussion.

4.3 Scientific gaps

Although quite many scientific studies have been carried out concerning this topic, there are still open questions. Due to the actual situation in Finland with an increasing private and third sector in sports, it is difficult to predict the future situation. Koski (1995, 86) pointed out, that the clubs need the “ability to obtain resources” to be effective in terms of resource management to be able to find sponsors or to hire new members for the club. During this research, the interviewees from both Jyväskylä and Umeå made comparable quotations towards this concern.

Jarmo Liukkonen, professor of sport pedagogy at the University of Jyväskylä, argued that the universities will go more to the American, Australian or English system to obtain more money. The facilities of the university are currently owned by a state owned company, “senaatti kiinteistöt” (Finnish, approx: senate of landholding). They will be given back to the university in January 2010, but in return the state will give less funding towards the university. This example leads towards one of the major parts of this thesis, namely FRM, which will be discussed later in a deeper way. Concerning the future, Mr. Liukkonen is convinced that the universities have to enter new paths to be successful. A business orientation will be highly likely in the future.

JL: “And in the future there is a trend that the basic money goes to more down, so we cannot do anything else than having the basic programme here, unless we get more money. So we must be more business orientated. We have to produce better products, educational or whatever products and we have to market it and we have to find somebody who is willing to buy our knowledge and our products.”

Appendix 13, page 145

Heinemann (1984) pointed out the same problems, e.g., HRM from a socioeconomic point of view even eleven years earlier with the coming end of the welfare state. However, Friederici (2003) criticised this development, not only in Finland, but also in other European countries, especially concerning the behaviour and the structure of European sport clubs requires a lot of research to be discovered. The money given by the Finnish state for sport had increased during the last century. However, due to the collapse of the welfare state and the rising new markets, the private and third sector, there was a strong relapse concerning the subsidies of the Finnish government during the 1990's. Moreover, this led to massive reconstruction of the Finnish sport associations (Juppi 1992 & 1995; Viitanen 1993). Regardless of the various measures, voluntary work is still the backbone of Finnish sport clubs, because they are “not a business”, as Rovio (2006, 27) pointed out. According to Rovio this may lead to further complications within the European Union (EU); for instance in reference to the EU's competition legislation, because a sport association could be addressed as a component of any business activity.

Currently there is still a lack of information in terms of scientific analysis about the sport associations and their eventual changes throughout the last decade. Additionally, it is still an open question, respectively no scientific research was discovered during the data collection for this work regarding the effectiveness of clubs working in cooperation with a sport university, which is also a reason for the topic of this thesis. With this work it will be attempted to fill the mentioned deficits.

5. VOLUNTARY WORK IN SPORTS

Many events in sports are not possible without the work of volunteers. A sport club is very often forced to offer an attractive programme for the members to keep them in the club and to be able to compete in today's "fight" with other clubs to gain market share or the play at higher levels. Lack of voluntary personnel can be seen as one of the major problems not only of sport clubs, but also for sport associations and federations. The voluntary workers have a very high importance within the work of a club. As already mentioned, their engagement is the basis of multi-disciplined sport on offer. (Priesack 2007)

For Nauman (2000) voluntarism means "the assumption that individuals have great freedom to decide and act, that people are little affected by external social pressure or forces" (Nauman 2000, 522).

The reasons for volunteers to do this are also quite broad. Cuskelly, Hoye and Auld (2006) examined the motivation of volunteers in Australia, Canada and England. There were varieties between the nations concerning the major reasons, but mainly the people acted as volunteers because of:

- personal or family involvement
- personal satisfaction
- to help in causes in which they believed

Most especially, smaller clubs have big problems without volunteers. Moreover, in both countries within this research, Finland and Sweden, the voluntary work has a long tradition. As already explained, it is a problem to keep volunteers motivated to do their jobs. The location of Jyväskylä and Umeå north of the major regions (the ones with the highest population and lowest rate of unemployment) in each country makes it even more difficult. Thus, it should not be too farfetched to say that e.g. students or people who have just graduated and are standing on the doorstep to the job market, might be willing to work as volunteers maybe once, but for the second time they want to get paid.

Also the interviewed clubs within this research are mainly based on voluntary work. Two sport clubs from each town were interviewed, a larger and a smaller one. Whilst the smaller ones (Jyväskylä Rugby Club and IK Studenterna Bordtennis; a table tennis club) have no paid worker within their club, both larger ones (Jyväskylä Swimming ry and Mariehem SK) have at least part-time workers within their club. However, the latter ones are also relying on voluntary work. Confronted with the possible problem, the larger clubs stated that it might be easier for clubs within the same size, (in respect of their publicity), to react to the problem of keeping volunteers. The swimming club in Jyväskylä, represented in the interview by Outi Pitkänen (club coordinator) and Marjoona Teljo (junior coaching manager), agreed that it is understandable that nobody wants to work for free. Nevertheless, if a club is big and well known enough, there are many people who want to work for them, even as a volunteer.

DK: Yes. And do you think that... well, I know that the voluntarism in Finland is... well, quite grounded, you can say that it has a long history, but do you think that it might be a problem in the future people that would say “if I work, I want to get paid” and... So there might be fewer volunteers in the future?

OP: That is a problem, because no one would do anything for free.

DK: For instance if you are going to graduate from the university and to enter the job market, maybe you are willing to take one job for free as a volunteer but after that you want to get paid. And if not, you are going to Helsinki, to Turku or elsewhere.

MT: That is why our coaches are younger than... not graduated [laughing].

[...]

DK: And do you think that it is mainly based that you are – well, in terms of Jyväskylä – a rather big club that you do not have that problem which smaller clubs might face?

MT: Well, yeah, I do not see that as a problem and I think our reputation is that good, that they want to coach with to us. And we have so good swimmers and members [who] are already in our club, so... there is always someone...

DK: ...who wants to...

MT: Yes, who wants to do that. It is just that the people like we and our head coach, it is important that we are here and we stay and we can teach the young ones. It does not matter that much, if those changes.

Appendix 11, pages 140-141

On the other hand, voluntarism has a high value in both countries and for many people it is still normal to serve as a volunteer in a club or an event. Erkki Huovinen, chief of sport administration of the City of Jyväskylä and currently working in the Hippos Sport Centre, expressed the values of voluntarism in the following way:

EH: Yes, but also that kind of student does not understand if you have a good background in the club, you have better possibilities to get a higher position in training and coaching. All the... always they ask, what I know, because I have started in a little community and I was baseball trainer in three clubs... no, no three groups in summer time. It was full time, but not paid.

DK: Hmm

EH: Because I... Look, it was important work and I wanted to be a volunteer.

Appendix 17, page 154

Thus, the voluntarism in Finland and also in Sweden is still very important. The aforementioned large football tournament of Mariehem SK, (see chapter 4 as well),

“Umeå fotboll festival” (English: “Umeå football festival”) is not possible without the insertion of volunteers, as Kurt-Allan.Andersson, the chairman of the club, confirmed:

KAA: Also it mounts for our both players and parents to work and they work for free during the tournament, so...

DK: So you have many volunteers...

KAA: Yes.

DK: From the parents of the children who are playing in your club.

KAA: Yes, yes.

Appendix 4, page 126

The idea of voluntarism is especially important for smaller clubs to maintain their status at all, not even considering improvements. Jeroen Verhage, player and board member of the table tennis section in IKSU (IK Studenterna Bordtennis) explains the problem of the smaller clubs as it follows:

DK: The major problem in the moment is that nobody knows you due to your small size and...

JV: Small size and ping-pong is not a big sport like football, tennis or even here innebandy [Swedish synonym for uni-hockey] that is... or ice-hockey here, mostly that is attractive...

DK: Although Sweden is not so bad in table tennis.

JV: No. But still, I think it is comparatively a small sport and people see it more as recreation than as...

DK: Than for competition. And do you think that there will be the possibility that your club could enhance the... hmm, how to say that... that more people may know you in the future, if you could start some actions in the university or elsewhere in the town, that you hang out flyers and so on. Do you think that could be a possible benefit for you?

JV: At the university probably yes, because there are many students. Around the university, here in Ålidhem, in Mariehem, in Berghem... they are close and then we are the closest club for them. More downtown, I would say the people will go to Teg [a part of Umeå], they will go to Sandåken.

DK: In Teg there is also a table tennis club, I know that.

JV: Yes and Sandåken. But that is in Västerslet, if I am not mistaken. So that is pretty far from here. So we could try to draw a little bit more people from the surroundings in. That might be a valuable strategy for later on.

Appendix 5, pages 127-128

According to this statement it becomes obvious that smaller clubs are mainly based on voluntarism and their need to get more known to acquire additional members.

Another point taken into consideration is the attitude of the people, respectively the strong will of sport clubs in Finland and in Sweden to maintain autonomy and to keep out the governance. Billis (1993) examined the work of non-profit organisations in the United Kingdom and he found out that the identification of the problem differs a lot to the ones in profit organisations and that this obstacle can also be found in many other countries. "When, for example, they mention problems of *governance*, what they are talking about does not turn out either to be quite the same problem or to occupy the same place in their realm as what employees of for-profit companies mean by that word. It is far more intense, personal and immediate. As Drucker (1990a, p. 8) put it, 'No subject provides more heated debate in the non-profit world than that of governance'" (Billis 1993, 325). Therefore, any involvement not only from other clubs but also from

the state will very likely influence the clubs and also the other institutions (on NGO-level) in their future behaviour.

6. RESOURCE MANAGEMENT

6.1 Facility resource management

First, it can be asked: What is facility management and, going even deeper, FRM all about? The evolution in this field started over 2,000 years ago, in the ancient empires of China, Greece, Egypt and Rome. The most known facilities at that time were the ones used for the ancient Olympic Games in Greece, which started in 776 BC and lasted until 393 AD. Other examples came from China, where the first all-round facilities were built around 1,100 years BC. The Egyptians also did their part in development, by promoting various physical activities, but mainly for the nobility and the military. This also gives a good example of the possible exclusiveness of some facilities all over the world, which have a limited access. To narrow it down radically, sport clubs can also be seen as a part of this behaviour, because some clubs have their own facilities, which are only allowed to be used by the members (Farmer, Mulrooney & Ammor jr., 1996).

In our modern, respectively post-modern society, the way facilities were and are used changed throughout the years. Arthur (2004) found out that the Olympic Games 1984 in Los Angeles/USA brought a change especially in terms of the size of facilities and hosting events. The events and the used facilities and their surroundings became a huge opportunity for customers and stakeholders to make new relationships and as a conclusion, “management principles embodied in planning, human resource management, financial management, marketing, risk management and evaluation have all been applied to the event industry that has involved” (Arthur 2004, 323). And additionally, the government is also interested in the use of those facilities to improve the utilisation of it, although not much scientific research has been done so far (respectively I have not discovered it during the research). Oja (1998) discussed the possibility to run a project in Finland similar to my own project. He wanted to gather information about the facility users or the worthiness of building facilities. Talking about local research, this thesis would actually fit into the roster.

The Bundesinstitut für Sportwissenschaft (Federal Institute for Sport Sciences) (2000) of Germany argued that the need for sport facilities is equal to the need of sport within a

specific area. The need of sport is defined in type and size of the discipline and the need for sport facilities is based on the query of the public to have a proper sport complex for their favourite sport. To adopt and to implement this theory into practise, the current and future number of athletes within the area will be taken into consideration. Farmer, Mulrooney and Ammon (1996) are going into the same direction by discussing the demand for new facilities in a local community. In their opinion, the reasons are primarily forced “by increases in the number, type, average size, and attendance at sports and entertainment events” (Farmer, Mulrooney & Ammon 1996, 11).

According to Alexander, Atkin, Bröchner and Haugen (2004) the way of achieving and managing successful FRM, requires the need of the following four levels:

- Corporate -> contribution necessary towards service planning, formulation policy and scenario planning.
- Strategic -> need of effective business planning and development of the services must be taken into consideration.
- Tactical -> keeping the quality of the provided services and implementation of risk management should not be avoided.
- Operational -> preservation of the buildings and delivering of the services.

However, a combination with HRM is necessary to provide development in sports. Houlihan and Green (2008, 6) examined in an earlier work in 2005 that sport systems need generally the following common themes to be successful:

- elite facility development
- support for “full-time” athletes
- the provision of coaching
- sports science and sports medicine support services
- A hierarchy of competition opportunities centred on preparation for international events.

In Finland, some studies during the last years showed some changes in the country and towards the needs and desire of the public. According to Bisi (2001), the facilities are

built in fast growing population centres. That does not mean immediately Helsinki, but also cities in the North like Kajaani in the territory of Kainuu. The facilities itself should meet the new needs of the public. That means not only to be useful as sport halls, but also to be used for other possible occasions. Thus, the halls should be, if possible or required, integrated into other facilities as a complex. Additionally, the aesthetic theme and the environmental issues should be acknowledged while building them. (Suomi & Vuolle 2001) Prior to the last mentioned scientific outputs, it was not unknown that there is a need to concentrate on working to improve the facilities and their management. Sjöholm (1994) criticised that saving too much money would ruin the facilities, and respectively shorten the ability to use them as multifunctional buildings. As an example for his survey carried out in 1994, he named the swimming halls in Finland (200 in total) which were mostly built in the 1960's and 1970's. Based on information given by the sport office of the university, the facilities are used in high frequency, which is also the reason that the students of the Jyväskylä University of Polytechnic cannot participate in the sport courses. New facilities are needed, but there is not enough money to build more of them.

According to this scientific project, investigation was done to find out if the sport facilities of the University of Jyväskylä as well as the ones of their counterpart in Sweden – the University of Umeå – are used by clubs and how they are frequented. As betoken to the introduction of this scientific work, after a request answered by the sport office of the university, only seven clubs are using the facilities of the university. The other halls are either used by the students or the personnel of the university. Thus, a qualitative study of facility resource management was difficult, respectively diminished. In Umeå, a long and extensive research about previous studies concerning FRM done at the university (respectively dealing with the area surroundings) was, unfortunately, not successful. But unlike in Jyväskylä, the sport clubs can use parts of the facilities of the university, as in some respects. The major sport centre in Umeå, IKSU, is partly owned by the university and frequently used by clubs.

A deeper look concerning the results of this research area concerning both cities will be taken in the discussion of the interviews, respectively the questionnaires.

6.2 Human resource management

In this chapter, another important part of this thesis will be discussed in its foundations, namely HRM. In previous scientific studies, it was more known under “personnel management”, but this term is not in use anymore (Armstrong 2006). Armstrong (2006) defines this term “as a strategic and coherent approach to the management of an organization’s most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives” (Armstrong 2006, 30). Another approach was made by Taylor, Doherty and McGraw (2007). They defined HRM as of critical importance, as “the policies, practises, procedures, and systems that influence the behaviour, attitudes, values, and performance of people who work for the organisation” (Taylor, Doherty & McGraw 2007, 7).

Generally, HRM is about how to manage the human capital you can hire for your club or your company. Naturally, the whole term is much more specific than to talk only about managing. By going deeper into the topic, it has to be divided between volunteers, hired workers, professionals, self-employed workers or other subdivisions. HRM is not only about finding the perfect solution for your own company by hiring a professional worker, it is also an ongoing process between the employer and the employee by developing the interactions amongst those involved to improve the desired output. (Armstrong 2006; Coventry Business School 2004)

According to Miller, Treiman, Cain and Roos (1980) a job in its ideal has various components, namely elements, tasks and positions. “‘Element’ is ‘the smallest step into which it is practicable to subdivide any work activity’; ‘task’ is ‘one or more elements’ that form a distinct activity or step in the performance of work; and ‘position’ is ‘a collection of tasks constituting the total work assignment of a single worker’ (Handbook, p. 3). Thus, there is a one-to-one correspondence between a worker and a position” (Miller et al. 1980, 124).

Scherm and Süß (2003) stated that the human capital theory has to be taken into consideration as well. Not only are the surroundings at your workplace decisive in delivering a valuable outcome, but also the individual ability to perform well. This ability will be given distinction by personal basic properties (predisposition, social competence and general education) as well as special qualifications based on the particular working place.

Priesack (2007) argued that traditional HRM is not the right term for a sports club and their behaviour in personnel measure due to the “traditional type of management” (Priesack 2007, 50) within this area. An alternative to his opinion would be the term “volunteer management“. Other research by Chelladurai (1999) discovered the individual differences in human resources, their strengths and weaknesses, which are an important factor for the club as well as for the employee itself. Finally, he discussed the human resource practices, going from job design over leadership up to the performances and rewards. This approach leads towards the theory of human resource planning. According to Culkin and Kirsch (1986) this “is the process of anticipating human resource needs and establishing a sound procedure for filling those needs” (Culkin & Kirsch 1986, 44). This particular process includes four steps, namely the following ones:

- Determining human resource needs (predict the number of employees needed)
- Inventorying current staff (evaluate the current work power)
- Matching needs with inventory (investigate to what level the existing personnel can fulfil the needs)
- Planning for changes (develop a timetable to make the changes that are required, if necessary)

It is an interesting theory and also adoptable for this research, because it describes the way that personnel for clubs and organisations could be hired. Concerning possible strategies of hiring people, Jarmo Liukkonen (University of Jyväskylä) suggested a

synergy of all clubs belonging to the same group to make their strategy of seeking workers more effective.

JL: So for example all soccer clubs in Central Finland belong to a kind of same organisation, but it is kind of loose organisation. So it would be possible that they... all soccer or all cross-country skiing clubs for example plan together with our university how to utilise our people and it could be more systematic, but now it is...

DK: So that is a problem, the major one?

JL: It might be a problem if we think that it could be more effective. So it would need a system. Now we do not have any system. It is based on: If somebody asks me, I consider myself if I go or not. If they do not pay me anything, I need a very high motivation. If they pay sometimes, it motivates me to participate. So it is also about resources.

Appendix 13, page 145

However, HRM does not only mean how to hire people, it also includes strategies to keep them. Maier and Fröhlich (1992) found out that 40 percent of new employees change their job within the first year. The reason is quite often the contradictoriness of expectations of the personnel as well as of the company. It is possible that clubs in Jyväskylä and Umeå hired students or alumni, but they quit shortly thereafter, although no exemplary cases were discovered during the research process. In the introduction of the topic, the possibility of getting a better job due to a former job in a sports club was mentioned. If they quit or were fired, did this limit their chances? It was not possible to find answers to that question during data collection, although the quotation of Erkki Huovinen (see chapter 5) concerning the worthiness of voluntarism in a club and the acquisition of a good background in a club will increase your future chances, suggests that keeping a job in a club in either Jyväskylä or Umeå might be the better solution than leaving.

The process of HRM could also affect not only one single person, but also for instance a whole community to reach the specific goal of entrepreneurs. Vail (2007) investigated the community development and sport participation in Canada by conducting research about tennis. Although the research was more about sport development than HRM, there is still coherence to this research project, because the communities developed their models and also got new employees, mainly highly qualified personnel, which were needed by the local governmental bodies. After graduation, students are expected to be experts in their particular field and this also makes them highly qualified personnel. That is why there is coherence to Vail's study. Concerning the term of highly qualified personnel, all interviewees in Jyväskylä and Umeå who were asked this question agreed that those students are a good working force in the job market.

For instance, Ola Viklund, a sales manager from IKSU (Swedish: **I**drotts**K**lubben **S**tudenterna Umeå; student's sport club Umeå), the local sport centre in Umeå and with 15,000 square metres (one of the largest sport facilities not only in Sweden, but in Northern Europe), was very happy with the possibility of using the local university for qualitative HRM.

DK: Are there also students from the university working here?

OV: Yes, many. A lot of us are chosen from the university ranks; coming from sports education, myself for instance and a lot of others as well. But we have also taken in external competence. Business leaders as well into leading positions, so that we will get a mixture from the academic part, from the social structures...

DK: So would you say that due to the existence here of the university...of course, not only the sports faculty, but in terms of management also business and so on... Do you have any kind of highly qualified personnel here due to the existence...

OV: ...of the university?

DK: Yes.

OV: Yes, I should say so. We would not have so good people on the, if you say, lower management level, if it were not for the university. It is easier to recruit people ... There you have new students each year who graduate. And we can take the best of those. So...

DK: So it is a good source, you can say?

OV: Yes, a great source.

Appendix 10, page 138

According to May and Phelan (2005), sport itself is a very important vehicle for human resource usage management. It shows that “a human resources manager might utilise sport projects for employee development through volunteering and to improve working relationships between employees and with communities in multisided locations” (May & Phelan 2005, 3). To support that statement, Prescott (2007) mentioned: “Sport is in many ways a unique vehicle for development. It is a relatively low-cost means of bringing together disparate social groups, often young people, on a basis of shared rules and mutual respect. Thoughtfully employed, it provides a platform for meeting a range of development goals” (Prescott 2007, 4). Concerning human resource usage management in sport another interesting factor is a separation between male and female employees, giving the work a holistic approach by regarding the gender question. Meier (2005) described the way of sport development in terms of gender and social context. The purpose of her study was to show how the situation for women in sports developed throughout the years. Moreover, she wanted to point out how some gender barriers in labour were able to be overcome, and respectively are still required to be taken down. Those barriers are different in their reasons; they can be of a social nature, but also possible in material, technical or infrastructural concerns. An example for the latter reason happened in Iran. A young male guy told his coach of a sport centre in the city of Bam that he would not allow his sister to attend until “proper curtains would be installed so that nobody could watch them from outside” (Mayer 2005, 14).

Another point, which has to be considered while talking about HRM, is the

aforementioned term of a volunteer, which was also discussed in Chapter 5. How does such a person fit into the job market? Are they preferred in comparison to professional workers due to their lower costs, if there are any? For instance, Myers (2004) examined the way of management in the non-profit sector. This research included non-professional clubs. It is important to understand how these non-profit sport clubs are working in terms of club management. Otherwise, it would be a very difficult task to put the gathered data into the right order. Another study was conducted by Stebbins and Graham (2004). They described the different types of volunteering and the reasons for doing so. In their work the situation in different countries is figured out, as well as the actual setting in leisure, which can be connected with sport. Furthermore, it is important to understand the feeling and the work of volunteers in clubs, because they are a possible human resource for any club and/or associations. As mentioned previously, students, who have probably worked as volunteers before, could possess possible expertise after graduation in their field, which might be a positive asset when going into the job market.

To work effectively in this field, it requires also **Human Resource Development (HRD)**. Already in 1986, Nadler and Wiggs stated that “this planning function might be called the cornerstone of HRD management. If planning does not precede implementation, there will be little chance of having effective or efficient HRD units, HRD learning programs, or other HRD services” (Nadler & Wiggs 1986, 202). This is very important in conjunction with the current state of voluntarism in Finland, because as mentioned earlier, the attitude of the people is changing.

As already discussed, almost every sport in Finland, at least in lower levels was and is based on voluntary work, especially in clubs (Heinila 1989). In preparation of this research project, one question dealt with sport students here from Jyväskylä working for local clubs as volunteers and for what purpose. Did the club ask them to work in exchange for any benefits or do the students hope to increase their opportunities for a job after graduation? One explanation for this question can be found in the transcript with Outi Puupponen, vice chairman of the Jyväskylä Rugby Club. The people in the club are all volunteers and nobody gets paid. But the fact of working within a small club and thus, a calm and humble atmosphere could also be a reason for students to work as a volunteer.

DK: So you would say that the rugby scene in Finland is... well, rather small?

OP: Yes, it is still small, but it is stepping up and growing all the time and especially now, we have the ladies there for three years like... doing actively stuff, it is getting bigger all the time. But obviously we are facing challenges that not every sport is... like... I always compare it with popular sport like football and stuff. So it is very different in many ways. But on the other hand it is a benefit for us as well, because we are a small club and we all know each other and it is good to work with each other.

DK: And do you have any volunteer work in our club or are you... well, are you mainly based on voluntarism?

OP: Yes. No one in our club gets paid, so it is pure...

DK: Voluntarism.

OP: Yes.

DK: And would you say that due to the university it is easy to find new players and maybe even coaches?

OP: Well, definitely it is a good place to start scouting for players, because there are a lot of young people as I said, but... So, yes, and as I said, most of our players are from the university. So, definitely yes. We are also trying to find ways to get people that live in Jyväskylä and work in Jyväskylä to take part and to get them active, but... bit of both.

Appendix 12, pages 143-144

Nevertheless, it could still be argued if those students would be willing to work for free, if it were not for a larger club and simultaneously just being on the doorstep to the job market. But due to a lack of practical examples, this is just speculation.

7. DISCUSSION OF THE INTERVIEWS

Within this chapter the outcome of the interviews conducted in Jyväskylä and Umeå are going to be discussed. In the beginning the situation in my home university in Jyväskylä will be analysed, followed by its Swedish counterpart in Umeå. The questionnaires as the supportive approach will be added in the next chapter. Some quotations out of the interviews were already cited in the former chapters to enlighten the discussion and make either comparisons, or to show contradictions to previous studies.

7.1 Jyväskylä

“Like for one thing to get changed somewhere it may take five years.”

This quotation taken out of one of the interviews describes one of the problems found during the research process, namely strategic management and planning. However, that does not imply any necessary problems with the personnel. There might be deficits within the strategic management, in the time management, a lack of human resources to overcome some obstacles, or even simple communication issues to cause such a statement.

During the research many facets of the daily work and the managing processes, the interactions with other parties on local and regional level were discussed with the interviewees. Concerning the outcome besides positive findings (such as the fact of having the university as a good source for HRM), there were also deficits visible in terms of strategic planning or marketing. Regarding one of the topics of this research, FRM, it has to be stated that a change is about to come in the future. Currently, as already mentioned, there are right now only seven sport clubs (fighting and dancing) using the facilities of the university, namely Ryhtilä. All the other halls are only used by the students and the staff of the university. Thus, it is right now rather difficult to claim the university as a good source for FRM. That is a different case with HRM, but that will be discussed later on, although it has to be stated that within this list are only

external clubs mentioned. On the campus area, there are several student sport clubs like “Kampuksen Koonto”, a female gymnastic club which also offers aerobic or “Kampuksen Dynamo”, which is a football club.

But as already mentioned in the third chapter concerning this particular topic, the university expects to get the facilities back from the state to market them on their own. Thus, there is a change expected towards more business orientation. This is also visible at Hippos Sport Centre, where all halls are totally booked, but mainly by schools and factories which use the halls as training shifts for their workers. Therefore, clubs have often a problem to get shifts there, especially if a move toward business orientation is on the doorstep. As Erkki Huovinen from Hippos stated, it also a kind of marketing issue:

DK: Ah, okay. The problem is how to make the marketing... well, how to make Hippos more known, how to increase the possibility to use it more often?

EH: Yes, yes. But also I think that this kind of work is partly also in marketing.

Appendix 17, page 154

This becomes even more interesting if you compare it with the aforementioned problem above concerning the space in the halls:

DK: Okay, so now maybe your problems concerning the usage rate, also due to the fact that schools or even more schools than in the past want to use your facilities, because their own facilities are too old and they cannot use them anymore....

EH: Yes, but I think in Hippos the problems are so, that we have too little [space] for the students and school training.

DK: Okay.

EH: And that... it is not... you understand that it is coming against the local clubs, because if the local clubs want the afternoon time here, it is mostly impossible.

DK: Yes. So the local clubs have either to have their own facilities or they have to try to get one [shift] in the evening.

Appendix 17, pages 155

The fees of the halls and other facilities might be a problem then for the smaller clubs, if they cannot afford the money to pay for them. There has to be a separation between the larger clubs and the ones on a lower level. Clubs like Jyväskylä Swimming ry have other possibilities like the Jyväskylä Rugby Club. The former one is using five different facilities, but they still need more space, but it is obviously not a money problem. Especially in combination with the domestic migration, smaller clubs could be in real trouble, if the need of sport facilities in conjunction with a business orientation comes true. Those small clubs gain their money mainly out of the membership fees, only exceptionally with the addition of a few small sponsors, as Outi Puupponen from the Jyväskylä Rugby Club confirmed in the interview:

DK: And about the conditions of the facilities, are you satisfied...

OP: Yes.

DK: Or could it be somehow improved?

OP: I think we are very pleased with all the facilities that we are using and... Yeah, so, they are good for us, we got different types of training depending on where we are training. Obviously in Hippos upstairs we cannot do contact, but downstairs there is this artificial grass and we can do full contact there and... so, we got opportunities to train our game in a good manner, so...

DK: And about the costs, how do you deal with that topic? How much you have to pay for that or is it free for you sometimes, or...?

OP: You mean to go to training?

DK: Yes.

OP: We have separate fees for the training season and the playing season and our fees, our membership fees are covering most of our expenses from the facilities, but... it is... I think we pay quite a little, we do not pay that much and our membership fee for the year is around 200 € for the whole year, so it is really not that much.

Appendix 12, pages 144

The membership fees are very often the only source for small clubs. With that small income, they have to pay for their facilities, hire coaches and they have to try to compete on a higher level, if they want to leave the grassroots. It was already discussed within this work that both Jyväskylä and Umeå are located as single cities, so to speak, in the whole region surrounded by a rural area, which is losing inhabitants, not only during recent years but currently as well. Thus, there are also some kinds of “isolation issues” affecting the situation concerning the management of the involved parties. Both cities have concentrated power within their reach, but in addition to a lack of competition with other towns around. The expectation for the small clubs is going to be a more specialised one with only one discipline. Kimmo Suomi of the local sports board describes the upcoming scenario concerning smaller clubs and their development in the future like this:

DK: So it could also be then... well, this moving away of the people could also be a problem then for those smaller clubs in the rural area, also in Jyväskylä, maybe in Jyväskylän maalaiskunta...

KS: Hmm.

DK: ...that those clubs will not have a chance to survive in the future if the people move away.

KS: Yes, but the system, the reality is that there are more and more specialised little sport clubs. More and more. So it is... yes.

DK: So if the clubs are rather small, even if they are specialised, is it a problem for them to finance themselves?

KS: Yes, they collect all the money from the members.

DK: Only membership fees?

KS: Yes. Maybe they have... sponsoring for example is, sponsoring collaboration, is very weak. There is... ice hockey and football collect about 90 percent of all sponsoring money.

DK: That is a lot.

KS: In the field of sport, yes.

Appendix 16, pages 152-153

After having this insight about the possible direction of the smaller clubs described by a third party (which makes it even more interesting, because of the non-involvement, at least not directly), the next step will lead towards the bigger clubs and their expectations about their role in the future and possible advantages against smaller clubs. The following excerpt out of the interview with the swimming club represented by Outi Pitkänen (club coordinator) and Marjoona Teljo (junior coaching manager), needs to be presented in its entirety (as already mentioned, the beginning of it refers to the problem of voluntary work) of this actual part to describe the difference between them and other smaller clubs more precisely.

DK: And do you think that it is mainly based that you are – well, in terms of Jyväskylä – a rather big club that you do not have that problem which smaller clubs might face?

MT: Well, yeah, I do not see that as a problem and I think our reputation is that good, that they want to coach with to us. And we have so good swimmers and members [who] are already in our club, so... there is always someone...

DK: ...who wants to...

MT: Yes, who wants to do that. It is just that the people like we and our head coach, it is important that we are here and we stay and we can teach the young ones. It does not matter that much, if those changes.

DK: In terms of such a club with 750 members – or what you said – then you are not that dependent on people who are staying here forever. And do you have more interest in high level or low level sports?

MT: High level sports, definitely high level sports. Of course we have the small children in the swimming school, our main... the main reason to exist, or how to say... that we get [inaudible; hearts??] for the...

DK: So would you say that it is easier to get funding from the state or from the town or to make any collaboration, for instance, with the university but also with other institutions, if you are more concentrated on high-level sports?

OP: I think there is generally more interest in us, if we...

OP: But I think nowadays it is also very important that you have very different types of... to do things and some...

DK: A huge variety?

OP: Something for everybody.

DK: Not only...

OP: Yeah, not only high level.

DK: But high level helps you to get... well, connections?

OP: I think you get the name for the club or the brand. That you have it, the quality also to make...

DK: That everybody knows you.

OP: Yes.

Appendix 11, pages 141-142

After analysing the situation of both clubs, different types of clubs (both smaller ones and larger ones), there is a need to try alternative systems of gaining money, not only based on state funding, but by implementing new ideas. It has to be said that in a system which uses state funding and which worked in the past, it is obviously and understandably hard to leave the old paths. However, it might help to change the conservative role-model of so called “old-fashioned rules”. In addition, other involved parties like KESLI (Finnish: Keski Suomen Liikunta, approx.: Central Finland Sports; a Federation), have recognised the problem of the size of the sport clubs and the changes of the future, also concerning voluntarism within the clubs. Petri Lehtoranta, one of the managers of this organisation expects a split concerning the sport clubs within the region:

DK: So would you finally say that the size of the sport clubs matters as well?

PL: Yes.

DK: That the larger sport clubs might have better possibilities to... well, how to say, to survive in the region and get more towards the resources?

PL: Yes. I think that in the future there might be like a polarisation also, that certain clubs are getting stronger and bigger and certain clubs, they do not even want. They just want to have fun and it is enough for them.

DK: Also then they might have, might of course, it is not sure, but they might have a problem then with the voluntarism that the people want to get paid.

PL: Yes, yes.

DK: If the older people are not able anymore to work in the clubs, because they are too old, the youth could say "If I work, I want to get paid".

PL: Yes.

DK: So it could be a problem with the attitude of the people?

PL: Yes, yes. The world is changing. That is just true.

Appendix 14, page 146-147

Although there has to be a separation between the sport clubs who just want to have fun, as Mr. Lehtoranta stated in the interview, and the ones who want to compete on a higher level. For the ones who have set their sights of the latter, an intensive SWOT-analysis concerning any lack of strategic planning and foresight for the future is indispensable.

Concerning HRM and as already stated in chapter 5, there was a huge consensus among the interviewees that the university provides a huge possibility to get players, coaches or personnel for all the clubs and institutions. But the major problem of the future seems to be the possibilities to keep them in the region and not to lose them to Helsinki, Turku or

other cities in the south of Finland, for instance due to better working possibilities there (see also figure 3, page 35).

The next excerpt out of one interview is also a longer one, but it describes the problem of keeping the people very well. This extract is taken out of the interview with the Regional Sports Board of Central Finland. The interviewees were Marja-Leena Oinonen and Petri Lehtoranta, both members of the board.

DK: But still, there are a lot of people and... well, what I found out in Sweden was that the sport club... some of them want to have collaboration, not only with the university, but also a better one with the institutions and the institutions want also a better connection amongst all the involved parties. But the problem some clubs are facing is that if they are too small, they do not have a chance to get any... well, how to say, and collaboration.

MLO: Hmm.

DK: I interviewed one sports club there and they told me “well, we are just too small. And for instance we know that there is an annual output of students, who are qualified, but well, they even do not know us and if we are too small there is a problem to get them. And the large sport clubs, they are offering the working places or the students will go directly to the south, to Stockholm, Gothenburg or wherever.” And do you think that is also a problem right here in Jyväskylä, that if the sport club is very small, that there is not any chance for collaboration with any institution, even if the sports club wants to?

MLO: Hmm, I think in Finland it is still mostly voluntary work in sport clubs and that is why it is maybe a little bit difficult to find time for working with students or... somehow. But I think those 20 or 25 sport clubs which have personnel working there, they are doing very well with that collaboration with several... because I think they need everybody to work with and they are full of ideas and full of things to do.

DK: Would you say that... well, this... how to say... the existence of voluntary work in Finland is quite old? I mean, that it is... I do not know. I mean, for instance the Olympics in Helsinki [in 1952; the author], I do not think that they would have been organised without any volunteer. But right now, would you say the voluntarism in Finland has a good future? I am not sure, but I think that it might be a problem, if the clubs are... well, if the clubs only offer practical trainings or voluntary work without paying... I think maybe the students, they would do it only once and after that they say "All right, we offer our work, but then we want to have money".

PL: Hmm.

DK: "And we want to get paid." And if not, well, they would maybe leave Jyväskylä or the whole region and go for instance to Helsinki or wherever. Would you say that is a problem?

MLO: It is changing. We have seen that time for most voluntary working and now it is changing somehow; semi-model.

PL: Yes. Yes, that it is true. As I said, in Central Finland we have about 500...

DK: Clubs?

PL: Sport clubs, but the workers in sport clubs, they are like 40, 30 maybe. That is the situation now. But... and maybe because as you said, we have a very long history of voluntary work in sport clubs and it is... maybe also because of that it is quite hard to change it, to put some price tax to their services and to get more money to hire personnel.

Appendix 15, pages 149-150

The last part of this discussion concerning the situation in Jyväskylä describes (just briefly) the collaboration between the interviewed parties and the future of it by one

example with KESLI and their cooperation with other parties. The need and the wishes for collaboration are there, but sometimes they lack communication issues, time issues and maybe even the tools for it, as Petri Lehtoranta from KESLI stated:

DK: And what would you say could be improved in the future concerning your work with the clubs, with the university, with the town and with other institutions?

PL: Well, cooperation in general. We have to know each other better. We should have more common...

DK: Communication?

PL: Communication, common... shared goals maybe, so to say.

DK: So would you say that you have currently some difficulties in understanding each other or...?

PL: Maybe our interests are so different. We should have some common tasks or common goals that we both... [The] university looks at them from this point and we look from that point and we just have to see the common...

DK: Goal?

PL: Yes.

DK: And what would you think, what would help to overcome those obstacles?

PL: Good question.

DK: I hope so.

PL: I think for me, I should work more often with the university and vice versa [laughing]. It is just... e-mail is not enough.

DK: No.

PL: We have to see each other, we have to discuss about it.

DK: So to meet more often?

PL: Yes.

DK: So would you say that currently there is, not only from your side, but from the clubs' side, from the university's side and so on, would you say there is a lack of strategic management? Or planning?

PL: Yes, yes. I would say so. Because we all are doing [everything] towards our own goals, but our own goals are so much different and we should have more common... more common management. I do not know what the right word is.

DK: So you would say that all involved parties should not only look for themselves, but also for the others, what they could do and...

PL: Common benefits, you know.

DK: So it is like a lack of... maybe in the past there was then a lack of management, communication and strategic planning to work more effectively?

PL: Yes, yes. Now we do not... I think we do not have the right tool for it and that is the point, maybe.

Appendix 14, pages 147-148

The overall situation in Jyväskylä concerning resource management is definitely not bad. But in certain cases some improvements are necessary and rethinking the ways of management and planning are recommended.

7.2 Umeå

Overall, it can be stated directly in the beginning that the findings in Umeå concerning HRM and FRM were not that different in benefits as well as in drawbacks.

The university in Umeå was founded in 1960. According to one lecturer of the university, Kent Löfgren, there was conservative policy that probably blocked earlier attempts to make collaborations in the local sector.

A good example for this can be found in the interview with Umeå Fritid (the local sports office) concerning collaborations with the university. Thomas Savilahti and Kjell Hemmyr, both responsible employees for contribution, explained the situation as it follows:

DK: Okay and talking now about the local level in the Umeå Kommun and in the regional level, do you think that there were any major changes in the past in terms of the structure? How your work was structured, how the “Fritid”... I mean how the work, what you were doing here, did your tasks change anyhow in the last... well let us say ten, 15 years? Did you have any... or the collaborations which we were talking about with the sport associations, the university and the clubs, did that change anyhow recently? And if it has changed, why and what has changed?

[Ongoing conversation in Swedish between them to discuss the question]

KH: We can say [that] the cooperation with the university was not [existing] before. [Since] the last year we have collaboration with the university, not before that. And it is... Thomas is working with it just now and it is going to be more than in the last three years [obviously, because it did not start earlier; the author].

DK: And do you know or can you assume why there were not any collaborations running?

KH: Before?

DK: Yes. You said that there is no collaboration like in terms of research what we discussed earlier.

KH: We did not have it for the last ten years, no, only for the last year we have the cooperation with the university.

DK: And why?

KH: I do not know. But I think it belongs to the universities... it is going to be... it has been bigger in Umeå and we have the politicians from Umeå Kommun [who] have a collaboration with the university and you know that we... the politicians are our “arbetsgivare” (Swedish: employer) and they say us how we shall [do] the work and so on.

DK: Yes.

[Ongoing conversation in Swedish between them to discuss the question]

KH: Yes. Umeå University has not had so much big sport before they have now. If we go back ten years ago, it was not as big as we have it now.

DK: So you mean the sport...

TS: The sport... the focus on sport and education for the top, elite-sportsmen...

Appendix 9, pages 136-137

Concerning cooperation there is a difference between the single parties. Whilst the university is more interested in high level sports, the Umeå Sport Sciences Centre has cooperation with both. Karin Henriksson-Larsen, director of the institute, explained the goals of the centre, the current collaborations and the future, as it follows:

DK: Well, as I said, my thesis is dealing with resource management in terms of facilities and human resources and thus I would like to know if there are any collaborations running between the university, the sport clubs and the sport associations. Could you please tell me anything about existing or previous collaborations in that field?

KHL: Well, it differs, because Umeå Sport Sciences Centre has different collaborations with different federations.

DK: For instance?

KHL: We have with track and field and we are about to... or negotiating contracts with orienteering and with swimming and with skiing. So we have almost closed the contracts with swimming and orienteering.

DK: So, more on higher level sports or also on local sports?

KHL: Those contracts are on high level sports, they have to compete on national level to be part of that contract. And we also have contracts with single students that do sports on high level and those contracts allow them to have easier... they can for instance move an exam or they can take the exam in another part of the world and such things. So we have that part of contracts, too; with each single student.

DK: I spoke with Staffan Karp...

KHL: Yes...

DK: ...from sport pedagogy and he told me that his department has also collaborations running with higher level sports and I asked him about the possibility to do that with lower level or any local clubs and he said that the major problem is the money, that maybe local clubs are interested in that, but there is no funding from the state and that could be or is probably the major obstacle. Would you agree with that?

KHL: No, the sports medicine department, we have collaboration both on national and local level...

DK: Yes.

KHL: ...with sport clubs and many different sport high schools. So we collaborate with ice-hockey on the local level, we collaborate with skiing at the local level, soccer or football at the local level, we had collaboration with boxing, orienteering, track and field, but that is quite much at the young athletes' level..

DK: Hmm. And about the collaborations, do you or could you please tell me something about the content of those collaborations, what you are doing there, what you are offering or what you are receiving?

KHL: They can choose from a battery of different things. We have a contract with the community to do all medical... if they get injured, we take care of them. That is for all different sports, so that is also for students at high school level. We have contracts about tests with... and that is for specific sports, so that could be like the soccer students, they come here and to get tested...

DK: They are... well, if they fit into the club, like the medical tests, or?

KHL: Those are pre-season training tests.

DK: Ah, okay. Would you say that those collaborations have a high future here or are there currently major obstacles to overcome?

KHL: Well, of course there is the money, but so far it is okay and they increase in the amount, they do not decrease. So, we get more and more collaborations.

Appendix 7, pages 131-133

However, if the clubs or athletes do not have the money, it becomes evident that the accessibility to the offered services is not open to everybody. Smaller clubs would never have the possibility to participate, because new sources to gain the required monies are necessary. Both Umeå and Jyväskylä have a lack of industry and thus, commercial sponsorship, which makes it difficult to obtain additional money.

Concerning FRM, the clubs have (as already mentioned) the possibility to use the facilities of the university in a certain way. The large sports centre IKSU has a collaboration running with the university and therefore, there is a good possibility to train. Ola Viklund, one of the sales managers of IKSU, concerning the complex relationship:

DK: Okay and concerning the history of IKSU, when did it start to establish here in Umeå?

OV: IKSU was founded as a sports club in 1959 and from there on it grew until... 1983 was the first time we got our own facility. So before that there was a scattered organisation throughout Umeå doing different kind of sports on different locations. Basements, football fields, ice-hockey rinks and so on.

DK: ... and pitches.

OV: Yeah, exactly. From '83 thereon has been more focused to this facility which has grown in different kind of

DK: I heard that the facilities here in IKSU belonged to the university a couple of years ago? 20 years or?

OV: Ahh... Truth with modification. IKSU is the organisation, which... We rent the facility from a foundation. And that foundation which ones the facility is run by one third the university, one third the student union and one third IKSU.

DK: Still?

OV: Still. Yeah. From '83 still. But that's the old building.

Appendix 10, page 139

Due to the participation of the university and the people teaching in IKSU (as mentioned earlier in this work) it is not farfetched to state that the local sport clubs have a good possibility to participate from this source in terms of HRM as well as in FRM. Only a very few clubs in Umeå have their own facilities, which make them very dependent on collaborations with the town and with schools.

About competitive sports, the situation is also comparable to Jyväskylä. Mikael Eriksson, communications manager of the regional sports board for both sport education and athletic association (SISU), explained and simultaneously criticised the orientation of the clubs towards the professional level, and respectively their social role within the community.

DK: Hmm. And talking about the local and the regional level here; were there any changes in the past in comparison to the current situation in terms of clubs, their sizes or their orientations to amateur or professional level?

ME: The last years big... floorball...

DK: Salibandy in Finnish.

ME: "Precis" [Swedish: exactly]. What [is it] in Finnish?

DK: Salibandy.

ME. Salibandy? "Innebandy" [Swedish: floor ball; often referred as floor hockey]...?

DK: In Swedish it is Innebandy.

ME: Yes. We have many teams. We have four teams in the highest division in Umeå. IBK Dalen, Umeå City in the man and we have IKSU and IBK Dalen female.

DK: Four teams in one town, that is...

ME: Yes, it is much. And you have Umeå IK, Björklöven and Umeå [inaudible]... all... the latest five years, the floorball... many teams; they are competing for the same money from sponsorships and so on.

DK: That is difficult.

ME: Yes, that is difficult, because this is a university town and you do not have Volvo at the same [level] like in Gothenburg for example. You have a little bit Volvo here, but it is not the money.

DK: Yes. And what would you say were the major changes then, I mean the major... well, effects on the clubs because they were competing for the same amount of money?

ME: No, the biggest change in the sport clubs, I think, it is more about money. More money, money, money! And you forget the ideology and... sometimes, not always, sometimes you forget about the mission why the club...

DK: Was founded?

ME: Exists, yes!

Appendix 8, pages 134-135

Especially the second last comment sums it up all in the phrase. It is “more money, money, money”. The decisive point is to separate between the clubs who want to be competitive and the ones who just want to have fun. The ideology and the mission of

the club, especially the social role should never be neglected, if your club is still focused on the work with the youth and the role within the community. Concerning the social role, which is still important in Finland and Sweden, especially concerning the grassroots, Scambler (2005) mentioned Stevenson and Nixon (1972; Stevenson 1974) to name the five basic principles in modern sport:

- a social-emotional function; with sport contributing to the maintenance of socio-psychological stability
- socialisation; with sport aiding the transmission of cultural beliefs and norms
- an integrative function; with sport facilitating the harmonious integration of disparate individuals and groups
- a political function; with sport serving ideological needs
- a social mobility; with sport acting as a source of upward mobility

(Scambler 2005, 144)

Based on Scambler's explanations, it is important to see the connection of sport and business nowadays in the sport clubs. Especially in today's "consumer culture", the effects of sport on the society must be taken into consideration. According to Horne (2006) "consumer society may be the golden age of friendship' (Aldridge 2003, p. 109). In this context, leisure has become more central to life in advanced capitalist societies. There is more time for leisure, more spaces – stadia, sport centres and fitness clubs – more disposable income spent on leisure and greater amounts of interactive service work, some of it in leisure. Sport is a part of this – even as it is increasingly deployed as a promotional vehicle for consumer culture" (Horne 2006, 164).

Hughson, Inglis and Free (2005) took a critical view about the uses of sport within the society. One point referred to Willis (1990) who stated that "through sports participation young people – and older people for that matter – gain a sense of identity based on a 'complex articulation of meaning and practise', in the process connecting an expression of 'the self' with their social world" (Hughson, Inglis & Free 2005, 84). Concerning the social role of the clubs in the future, it is important to maintain the equilibrium in their own "societies".

7.3 Similarities and differences

Sweden and Finland are neighbouring countries but still every state has its own idiosyncrasies. Thus, the attempt of a comparison is not easy, and respectively in some parts, it is not possible. Although the findings were obviously not that different, the environment within each country and each town makes the situation a very difficult one to draw some analogies.

→ Similarities:

- Resources concentrated in one place (in Sweden due to the location, in Finland due to the singularity of the university)
- Isolation as “single capitals” in the region
- Comparable size and number of inhabitants
- Importance of voluntary work in clubs and associations

However, these similarities cannot be considered as 100 percent adoptable for each town. It has to be acknowledged that there are several small disparities, which do not have such a large influence as the points marked as differences below.

→ Differences

- Different sport structure (see also figures 1 and 2; pages 27 and 31)
- More possibilities to study sport. According to Jarmo Liukkonen there are eleven places in Sweden to become a PE teacher; in Finland just one. However, the location of Umeå in the north of Sweden makes it possible to draw analogies
- Different system of funding sport: In Sweden the Riksidrottsförbundet” [Swedish: the Swedish National Sport Association”; RF], a non-governmental organisation, delivers the money for national sport

federations; in Finland it is the state who gives the money and the local taxes

- State subsidies

These differences influence the sport and therefore, the outcome of this thesis in different (and possible unknown) ways. It is not possible to measure it by any numbers, respectively in percentages, but every conclusion has to be considered very carefully and on its own merits.

8. DISCUSSION OF THE QUESTIONNAIRE

The questionnaire was originally designed to be the main approach, but as described in chapter 3, it was not possible to use them for a quantitative approach, due to the lack of response. Within this chapter, only some selected quotes will be presented to support the findings of the interviews. The quotations are anonymous; respectively no hint concerning the author is given within this thesis due to the guarantee marked in the beginning of the questionnaire that all provided information is going to be handled as confidential. The amount of questionnaires received in Umeå was a bit smaller though, but there are not many fewer quotations. Moreover, neither in Jyväskylä nor in Umeå all given quotations are shown here due to the possibility of identifying the club, the amount of quotations (maximum five from each town concerning each sub-point will be shown) and finally, due to the fact of no real relevance concerning the research topic. I decided to present the relevant quotes of both cities first and to make some short suggestions afterwards in a subchapter.

8.1 Jyväskylä

- *Concerning facilities, the payments and the availability (questions 8 – 20; see appendix 3)*

1. “Seuran on vaikeaa käyttää mitään ylimääräisiä urheiluvälineitä/saleja, koska kaikesta laskutetaan erikseen. On myös ilmoitettu, että seuran urheilijat eivät saa käyttää ’maksavien asiakkaiden’ välineitä.”

“It is difficult for a club to use any dispensable equipment/halls, because all of them are charged separately. It was also notified, that the club’s athletes are not allowed to use the equipment for paying customers.”

2. “Juniorivuorot ovat suhteellisen edullisia (varsinkin koulun salit), mutta aikuisten jäävuorot todella kalliita”

“Junior hours are relatively cheap (especially school halls), but the adult’s hours are very expensive.”

3. ”Jotta pystyisimme parantamaan paikkojen turvallisuutta, käyttömukavuutta ja toimivuutta, tarvitsisimme kaupungin tai valtion tukea.”

“In order to be able to improve the safety of the facilities, comfortability and functionality, we would need the cities or governments support.”

4. ”Ei tavallinen urheiluseura pääse käyttämään yliopiston tiloja, jos seurassa ei ole aktiivitoimijana yliopiston henkilökunnan edustajaa.”

”A normal sports community is not allowed to use the halls of the university, if there are no any active university people within the community.”

5. ”Yliopiston henkilökunnan edustajan lapsi lakkasi käyttämästä seuramme palveluja ja sitä kautta loppui myös vuoromme yliopiston tiloissa.”

“A child of a university staff member stopped to use the services of our club and so our turn in the university halls ended.”

- *Concerning human resources, trainings and collaborations with the university (questions 21 – 31; see appendix 3)*

1. ”Yliopiston henkilökuntaa ja opiskelijoita osallistuu seuramme vuoroille.”

“Staff and students of the university take part in our sessions.”

2. ”Kehitämme, jos yliopisto toimii asiassa aloitteentekijänä.”

“We develop, if the university works in this thing as an initiator.”

3. ”Kontaktihenkilöt molemmin puolin, tarpeiden ja tarjonnan kartoitus”

“Contact persons on both sides, evaluation of needs and supply.”

4. ”Haluaisimme kehittää yhteistyötä tulevaisuudessa niin, että myös yliopisto tarjoaisi resursseja ja palveluita, joita voitaisiin hyödyntää huippu-urheilijoiden valmennuksessa sekä myös nuorisourheilussa.”

“We would like to develop our cooperation in the future in a way that also the university would offer resources and services, which could be utilised in training of top-athletes and in youth sports.”

8.2 Umeå

- *Concerning facilities, the payments and availabilities (questions 8 – 20; see appendix 2)*

1. ”Dåligt anpassad träningsyta. Pelare som är i vägen. Något för liten”

“Bad training surface. Pylons in the way. A little bit too small.”

2. ”Vi delar redan anläggningen med 3 andra föreningar. [...]”

“We share the hall with three other clubs.” [...]

Note: In Umeå there were not any comments made concerning HRM, but more about the collaboration between the clubs and the university itself. See also the annotation in the beginning of this chapter concerning the requirements of the quotations to be used.

- *Concerning human resources, collaborations with the university and the possibility of improvement (questions 29-31; see appendix 2).*

1. “Om med universitetet menas IKSU så har dessa så stark ställning att det snedvrider hela konkurrensen i Umeå avseende idrottsverksamhet.”

“If the university is the same as IKSU, then they have a strong position and it affects the competition and the chances for others when it comes to sports related services.”

2. Det vore bra om det gjorde det eftersom det alltid är bra om kunskaper kan vidareförmedlas på ett enkelt sätt. Vore även bra för studenterna på universitetsnivå att komma ut och undervisa oss ledare samt kanske även våra barn och ungdomar.”

“It would be good if they could do that because it is always nice when information is distributed in a simple and efficient way. It would also be good for the students at the university to visit us club leaders and teach things to us and perhaps also to our kids and young members.”

3. Något slags forum där man kanske skulle få presentera sin verksamhet för de på universitetet och kanske kunna byta erfarenheter av och med varandra.”

“Some sort of forum where we could present and show the university people what we are doing and perhaps also where experiences could be exchanged.”

4. Det vore bra men jag tror inte det om jag skall vara riktigt ärlig, tror ibland att det seom händer på gräsrotsnivå är för låg niva för att universitetet skall vara intresserade av oss.”

“It would be nice but I am a bit sceptical. I think that things that happen at the grass-root level are too unimportant for the university people.”

5. Kanske en lokal katalog att dela ut till nyinflyttade studenter där lokalklubbar kan erbjuda sina tjänster. Kanske man kan läsa om var klubben finns, vilken bus ska ta sig dit, kontaktpersoner, webadresser, erbjudanden mm.”

“Maybe a brochure could be distributed among newly arrived students, where local sports clubs can present themselves. It would perhaps be possible to read about where the club was located, what bus one should take to get to the club, contact persons, web pages, announcements and so on.”

8.3 Findings

For a short roundup, all of these quotations were made by several of the sport clubs and they show that there is a wish for collaboration and the use of the resources of the university. However, the problems (already mentioned in the discussion of the interviews) are visible as well, as with obstacles in collaboration as well as with the use of the facilities. Especially the wish of the clubs to present themselves and for a stronger collaboration with the university and other institutions is highly remarkable. Thus, an annual forum for the clubs and the university to improve their collaborations should be taken into consideration. Concerning FRM, it is an interesting to note that the clubs are either dependent on connections to the university to use the halls (see fifth quotation concerning FRM in Jyväskylä) or the problems with size and equipment of the halls. Intensive co-work of some clubs to share the costs for equipment might help there.

9. CONCLUSIONS AND SUGGESTIONS

At the end of this research project, some conclusions and suggestions are given in brief to the sport clubs, universities, sport centres, sport associations and sport federations. As stated in chapter 7.3, the difference in the findings between Jyväskylä and Umeå is not that large, regardless of the circumstances. Thus, these hints can be seen as directed towards both cities.

Found obstacles:

- *Attitude of the people*

Possible solution:

It might not be easy, but the clubs and institutions of the cities should run information rounds to try to convince the people that not everything can be taken for granted. Open day meetings might help as well.

- *Autonomy of the clubs vs. synergies with other clubs to stay competitive*

Possible solution:

There is a strong need for collaboration in both towns. Information rounds should be run by both the town and the university to inform not only the clubs, but also the sport federations to explain the positive aspects of collaboration. Kimmo Suomi, member of the local sports board in Jyväskylä, about the need for collaboration on the local level:

DK: And could it be for instance a possibility to convince clubs on the local level to make synergies maybe with other clubs, to join, to move together that they are bigger, have more money and maybe can even move higher in the league?

KS: Yes. We have been very... the development among sport clubs in strong specialisation and that is why there is a great need for collaboration. They do not do enough. Maybe if they have the same sport. They have to do collaboration.

DK: Otherwise they will not have a chance.

KS: Yes, they are... they are competing. So there is a great need for collaboration between sport clubs in this city.

Appendix 16, pages 153

Sector specialisation is not only important on the local layers. Also on the national level the economic performance and therefore, the efficiency of work is influenced by it. Quack and Morgan (2000) argued that “the emergence, evolution and decline of distinct forms of sector specialisation, can, on the one hand, exemplify how national institutions shape over time collective capabilities and specific business recipes of companies in different national contexts, and thereby influence performance outcomes of sectoral and national economies. On the other hand, the sector provides a scene to study how economic actors are involved in the definition a re-definition of rules of business conduct and performance expectations which over time become engraved in the particular structures of competition and coordination. Finally, sectors have been drawn to a different extent and at different times into international markets. Thus, the development of sector specialisation can exemplify how global competition feeds back into the economic organisation and performance of national business systems” (Quack & Morgan 2000, 27-28). Therefore, it becomes important to analyse the various surroundings within each city to evaluate the economic outcome for each institution, club, sport centre or federation.

- *Will and courage to try new ways to make money -> need of innovation and creativity. Risk management needed to manage existing and new uncertainties*

Possible solution:

Round tables of all involved parties are necessary and the adoption of meetings to discuss how to be more efficient. New ways of management should be tried to be implemented. This concerns FRM as well as HRM, especially with the importance of voluntarism in both countries. Even though many clubs are on the grass root level, there is very likely still a will for competition besides playing just for fun. This is adoptable as well for the institutions, sport halls and federations. Storey and Sisson (1991) pointed out that “the search for competition is demanding experimentation in strategies, structures and control systems and these in themselves impel a reappraisal of existing ways of managing labour” (Storey & Sisson 1991, 168).

- *Sport clubs need to find a way to market themselves to the university and other institutions more effectively*

Possible solution:

Courage and candidness towards new marketing strategies is needed from all involved parties. This affects both HRM and FRM. Kimmo Suomi, member of the local sports board in Jyväskylä, about the future of sport clubs and their role in the market:

KS: So one line is more professional, a deeper specialisation in ice hockey, in football, but also in winter sports; downhill skiing, cross-country skiing.

DK: So a higher specialisation?

KS: Yes. It is more specialisation, more profit...

DK: More profit-orientated?

KS: Yes, more profit-orientated, more market-orientated. And then we have another line where the sport is promoting health, for example health. They are very grassroots level, that kind of local sport clubs, yes.

Appendix 16, page 153

This also deals with the level of effectiveness. Watts (2003) cited a scientific research carried out by Koski in 1995 concerning the effectiveness of Finnish sport clubs. Back in the 1990's it was already known due to Koski's study that "the number of sports disciplines supported by the club was associated with the ability to obtain income and the number of participants. Specifically, clubs specializing in fewer disciplines were more effective than those catering for many disciplines – specialist clubs were more active in their participation in club activities" (Watts 2003, 20). This becomes even more interesting under the new economic situation. Due to the recession it will be interesting to see if the rate of specialisation will grow in the same way as during the last decade.

- *A conservative model of thinking may not always be relevant, the world is changing*

Possible solution:

The clubs, sport centres and sport federations need to get involved with new strategies. Therefore, the university might help them with the introduction of new business strategies. Seminars could be held by the department for economy about the current situation, new trends and expectable changes. Due to the collaboration with the other involved parties, the university can benefit there as well.

- *Internships for students, involvement into processes, maybe a better chance of keeping them?*

Possible solution:

It is necessary to find strategies how to use the students more efficiently and to keep them in the town and to avoid domestic migration. As the clubs stated within the

questionnaires and quoted in chapter 8, a forum should be implemented to make the students familiar with the local situation, not only of the sport clubs, but also from the other sport federations. Such connections can be very helpful to integrate the students to the local job market.

Overall, it can be stated, that sport clubs can benefit in terms of HRM as well as from the FRM from the university (and the sports faculty) and the sport federations and associations, but in actual cases, they are not yet sure of how to use them effectively. The deficits have a different nature and the range of possibilities is large: ability, thinking, innovation, attitude, mentality, communication, management, planning, time, and maybe even personnel.

The area of improvement has to be determined in advance. Smaller sectors need a different approach than changing the whole system, which is difficult and takes a lot of time. However, this is not a new fact. Jackson (1987) stated 22 years ago concerning management issues that “if, however, they wish to bring out ‘whole system improvement’ they must in some way equalise the balance of power in the situation and get rid of the structures of inequality which allow some groups to dominate others” (Jackson 1987, 157). Thus, the importance of having an insight about the whole system you want to improve and all possible problems is inevitable.

However, due to the possible involvement of many parties the difficulty of successful project management rises as Slack, Chambers and Johnston (2007) found out: “Projects with high levels of complexity need not necessarily be difficult to plan, although they might involve considerable effort; controlling them can be problematic, however. As projects become more detailed with many separate activities, resources and groups of people involved, the scope of things to go wrong increases” (Slack, Chambers & Johnston 2007, 499). Thus, it is important to make a SWAT-analysis before starting any possible changes in management for avoiding later drawbacks.

Slack and Parent (2006) showed that there is a high importance in understanding organisational goals and effectiveness: “Sport organizations are goal-seeking entities,

structured to achieve a particular purpose (or purposes). The goals of a sport organization are extremely important for communicating its purpose and identity, to both employees and to external constituents” (Slack & Parent 2006, 37).

The previous point of actuality (see chapters 1 and 2) and the worth of finding possible better solutions to optimise the connectivity and communication between all involved local parties make this topic an important one to be investigated in the future as well. Also, due to the internationality of the current used references, the scientific approach comes not only from Finland or Sweden, which gives the possibility of making valuable comparisons to the situations in other countries.

10. POSSIBLE FUTURE RESEARCH ISSUES

In the beginning of the research project, I faced many obstacles by finding any relevant studies to use as a framework. A request to the sports faculty was made by the lecturers Dr. Junjie Feng (as well as Dr. Anna-Katriina Salmikangas), concerning previous related research work. This request was not successful. An online literature research, and later my own personal request while being in Sweden during autumn 2008 to gather research material about previous scientific work carried out by the University of Umeå, was not successful either. This made this work a difficult task to master, but simultaneously a very interesting challenge. As a personal side note, I can state that the attempt to adopt cross-cultural studies into a comparative research was very difficult, but also very interesting. Concerning the future, there are possibilities for further research. For instance one of the members of the “sport network” can be picked and observed for the next three years, in order to find out if the collaboration with the other institutions has somehow improved and if the problems of the past were able to be erased. Another possible research issue would deal with the state of voluntarism and its effects on the work with clubs. Concerning the economic and social sector, it would be an interesting idea to follow the work within the clubs and the federations over the next five years (economic and social changes take a longer time to develop) and to analyse possible effects due to the current recession e.g. the amount of full-time and part-time workers and the eventual increase of specialisation.

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APPENDICES

Appendix 1: Questionnaire English version

All provided information within the questionnaire is going to be handled as confidential, and will not be disclosed to any third party with the possibility of identification by any means.

A comparative survey to sport clubs in Jyväskylä (Finland) and Umeå (Sweden) about the possible benefits and drawbacks of having a university and a sports faculty in the same town as the club

Full name of the club:	
Postal address of the club:	
Name of the person who is filling out this questionnaire:	
E-mail of the person who is filling out this questionnaire:	
Mobile phone number of the person who is filling out this questionnaire:	

Section 1 General facts about the club

1. How many members do you have in your club? Please mark with "x"

0-49 50-99 100-199 200-300 > 300 Do not know

Number of members

2. What is the average age of your club members? Please mark with "x"

<20 20-29 30-39 40-50 > 50 Do not know

Average age

3. How many disciplines do you offer for the members? Please mark with "x"

	<i>1</i>	<i>2-5</i>	<i>6-10</i>	<i>11-15</i>	<i>> 15</i>	<i>Do not know</i>
<i>Number of disciplines</i>						

4. What is the ratio of female members in your club? Please mark with "x"

	<i>0-19%</i>	<i>20-39%</i>	<i>40-59%</i>	<i>60-79%</i>	<i>80-100%</i>	<i>Do not know</i>
<i>Average percentage</i>						

5. In which year was your club founded? Please mark with "x"

	<i><1950</i>	<i>1950-1969</i>	<i>1970-1989</i>	<i>1990-1999</i>	<i>2000 -</i>	<i>Do not know</i>
<i>Year</i>						

6. Is your club playing on a professional or an amateur level? Please mark with "x"

	<i>Amateur</i>	<i>Semi-professional</i>	<i>Professional</i>	<i>We have more than one section</i>	<i>Do not know</i>
<i>Level of professionalism</i>					

Section 2 Club facilities

7. Does your club own the facility, which it uses for regular trainings? Please mark with "x".

Yes

-> Additional questions Nr. 8 + 9

No

-> Additional question Nr. 10

=> IF YES

8. Which facilities does your club have? Please mark with "x" (Multiple answers are possible)

Own facilities	Yes	No
<i>Hall(s)</i>		
<i>Pitch(es)</i>		
<i>Track(s)</i>		
<i>Ice-rink(s)</i>		

Others, please specify:

9. How many facilities do you have in your club? Please mark with "x"

*1 2 3 4 > 4 Do not
know*

Number of own facilities

=> IF NOT

10. Even if you do not have a facility today, did you ever have your own facility, and if so, why do you not use it anymore? Please mark with "x" (Multiple answers are possible)

Reasons

We never had our own one(s)

We do not need our own one – our club is too small

We do not have the space to build our own one

We do not want our own facility

An own facility is too expensive:

<i>Other comments, please specify:</i>	
--	--

11. How many sport facilities (own and/or rented ones) do you use (on average) per week? Please mark with "x"

*1 2 3 4 > 4 Do not
know*

Number of used facilities

12. How many events/training sessions do you have (on average) per week? Please mark with "x"

*1 2 3 4 > 4 Do not
know*

Number of sessions/trainings

13. How would you rate the duration per shift in hours (an overall average)? How long does one training sessions last? Please mark with "x"

1 2 3 4 > 4 Do not
know

Amount of duration per shift

14. How would you rate the use of the facilities? Are the shifts used by many people percentage-wise? Please mark with "x"

Strongly *Slightly* *Neither* *Slightly* *Strongly* *Do not*
agree *agree* *agree* *disagree* *disagree* *know*
nor
disagree

The training shifts are highly used

15. How would you rate the standard of the used facilities? Please mark with "x"

Facility standard *Strongly* *Slightly* *Neither* *Slightly* *Strongly* *Do not*
agree *agree* *agree* *disagree* *disagree* *know*
nor
disagree

The facilities are in good condition

Good Accessibility

Closeness to public transportation systems

There is good and suitable equipment

The facilities are too old

Other comments, please specify:

16. How would you rate the following statements concerning the costs of the facilities? Please mark with "x"

Facility costs *Strongly* *Slightly* *Neither* *Slightly* *Strongly* *Do not*
agree *agree* *agree* *disagree* *disagree* *know*
nor
disagree

The costs are too high

We need financial aid from the town to pay the costs

A share of the costs with other clubs would be helpful

We do not get enough value for our money

Other comments, please specify:

Section 3 Management, involvement and cooperation of the university and/or sports faculty concerning your used facilities

17. Do you think your local university or any department of the university (e.g. sport or facility management) is involved and/or has any cooperation with you concerning the management of your used facilities (own and/or rented ones) in any kind? Please mark with "x"

*Yes No Do not
know*

Involvement/cooperation of the university

18. How would you rate the grade of involvement/cooperation of your local university with your own facility resource management? Please mark with "x"

Involvement/cooperation of the university

*Strongly Slightly Neither Slightly Strongly Do not
agree agree agree disagree disagree know
nor
disagree*

They are involved in our planning process

They cooperate in providing facilities

We need to use their classrooms for seminars

The university should own more sport halls and share them for common use

Other comments, please specify:

19. If you use facilities belonging to the university, how many? Rooms for the theoretical lessons are included in the count. Please mark with "x".

*1 2 3 4 > 5 Do not
know*

Number of facilities

20. Did you use facilities of the university in the past? If yes, why not anymore? Please mark with "x" (Multiple answers are possible)

Use in the past	<i>Strongly agree</i>	<i>Slightly agree</i>	<i>Neither agree nor disagree</i>	<i>Slightly disagree</i>	<i>Strongly disagree</i>	<i>Do not know</i>
------------------------	---------------------------	---------------------------	---	------------------------------	------------------------------	------------------------

The costs were too high

The university does not own the facility anymore

We have our own facility(ies) now

The university did (does not) have the facilities we need

Other comments, please specify:

Section 4 Human resource (personnel) management

21. Do you have sport coaches in your club? Please mark with "x"

<i>Yes</i>	<i>No</i>	<i>Do not know</i>
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Coach(es) in the club

22. How many sport coaches do you have in your club? Please mark with "x"

<i>1</i>	<i>2-4</i>	<i>5-7</i>	<i>8-10</i>	<i>> 10</i>	<i>Do not know</i>
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Number of coaches

23. Do you have hired sport coaches and/or volunteers working as coaches in your club? Please mark with "x" (Multiple answers are possible)

Type of the coach	<i>Yes</i>	<i>No</i>
<i>Hired coaches</i>		
<i>Volunteers working as coaches</i>		
<i>Do not know</i>		
<i>Others, please specify:</i>		

24. Why did you hire him/her? Please mark with "x" (Multiple answers are possible)

Recruitment of coaches

We knew him/her already

He/she already had a good reputation/work experience

He/she carried out practical training in the club

He/she did not cost much money

Other comments, please specify:

25. How would you rate the following statements concerning the costs of a coach? Please mark with "x"

Costs of a coach

<i>Strongly agree</i>	<i>Slightly agree</i>	<i>Neither agree nor disagree</i>	<i>Slightly disagree</i>	<i>Strongly disagree</i>	<i>Do not know</i>
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The costs are too high

It is easy to find a good coach

Due to the proximity of the local sports faculty, there are a high amount of qualified and cheap coaches

Other comments, please specify:

Section 5 Human resource (personnel) management and involvement of the university and/or sports faculty

26. Is the local university/sports faculty involved in your own human resource management? Please mark with "x"

	<i>Yes</i>	<i>No</i>	<i>Do not know</i>
Involvement of the university			

27. Do you have any local students working in the club? Please mark with "x"

	<i>Yes</i>	<i>No</i>	<i>Do not know</i>
Students in the club			

27.1 If yes, are they paid workers or volunteers? Please mark with "x"

	<i>Yes</i>	<i>No</i>	<i>Do not know</i>
They are paid			

28. How would you rate the following statements concerning the work of a student in your club? Please mark with "x"

Student's work	<i>Strongly agree</i>	<i>Slightly agree</i>	<i>Neither agree nor disagree</i>	<i>Slightly disagree</i>	<i>Strongly disagree</i>	<i>Do not know</i>
<i>The costs are too high</i>						
<i>He/she is highly qualified</i>						
<i>The university provides a good education of older and highly qualified workers</i>						
<i>We need a higher annual output of students to satisfy the needs of the local clubs</i>						
<i>Other comments, please specify:</i>						

Section 6 Other possible cooperation with the university and/or sports faculty

29. Do you have any cooperation in place with the local university and/or sports faculty concerning your club? If, yes, please specify.

30. Do you think there will be a future development of cooperation with the university and/or sports faculty? If yes, please specify.

31. In your opinion, what can be improved concerning the already existing cooperation between your club and the university and/or sports faculty? Please specify

**I would like to thank all participants of the
questionnaire for their help!**

Appendix 2: Questionnaire Swedish version

All information som samlas in kommer att behandlas konfidentiellt. Ingen utomstående kommer att ta del av informationen och ingen kommer att kunna identifiera vem som har sagt vad.

En jämförande undersökning av idrottsföreningar i Jyväskylä (Finland) och Umeå om eventuella fördelar och nackdelar med att ha ett universitet och idrottsutbildningar i samma stad som en idrottsförening

Föreningens fullständiga namn:

Adress till föreningen:

Namn på personen som fyller i
formuläret:

E-postadress till personen som fyller
i formuläret:

Mobilnummer till personen som
fyller i formuläret:

Del 1 Generella fakta om föreningen

1. Hur många medlemmar har ni i föreningen? Markera med ett "x"

0-49 50-99 100-199 200-300 > 300 Vet ej

Antal medlemmar

2. Vilken är medelåldern bland medlemmarna i föreningen? Markera med ett "x"

<20 20-29 30-39 40-50 > 50 Vet ej

Medelålder

3. Hur många olika sporter erbjuder ni era medlemmar? Markera med ett "x"

1 2-5 6-10 11-15 > 15 Vet ej

Antal sporter

4. Hur många av medlemmarna är kvinnor (procentuellt sett)? Markera med ett "x"

0-19% 20-39% 40-59% 60-79% 80-100% Vet ej

Procentuell fördelning av kvinnor

5. Vilket år grundades er förening? ? Markera med ett "x"

<1950 1950-1969 1970-1989 1990-1999 2000 - Vet ej

År

6. Spelar er förening på amatör- eller professionell nivå? ? Markera med ett "x"

Amatör Halv-
professionell Profession
ell Vi spelar på
flera nivåer Vet ej

Spelnivå

Del 2 Anläggningar i föreningen

7. Har ni en egen anläggning, som ni använder för egen träningsverksamhet? Markera med ett "x"

Ja

-> Fortsätt med frågorna 8 + 9

Nej

-> Fortsätt med fråga 10

=> OM JA

8. Vilken typ av anläggning har er klubb? Markera med ett "x" (Flera svar är möjligt)

Egna anläggningar

Ja Nej

Hall(ar)

Plan(er)

Bana(or)

Ishall(ar)

Annat, ange vad:

9. Hur många anläggningar har ni i föreningen? Markera med ett "x"

1 2 3 4 > 4 Vet ej

Antal egna anläggningar

=> OM NEJ

10. Om ni inte har någon anläggning idag, har ni haft en anläggning tidigare? Om ja, varför används den inte idag? Markera med ett "x" (Flera svar är möjligt)

Anläggningar

Vi har aldrig haft någon egen

Vi har inte behov av en egen – föreningen är för liten

Vi har inte mark att bygga en anläggning på

Vi vill inte ha en egen

En egen anläggning blir för dyrt

Annat, ange vad:

--	--

11. Hur många anläggningar (egna anläggningar och/eller hyrda anläggningar) använder ni i snitt per vecka? Markera med ett "x"

1 2 3 4 > 4 Vet ej

Antal använda anläggningar

12. Hur många träningspass har ni (i genomsnitt) per vecka? Markera med ett "x".

1 2 3 4 > 4 Vet ej

Antal träningspass

13. I genomsnitt, hur länge varar varje träningspass i antal timmar? Markera med ett "x"

1 2 3 4 > 4 Vet ej

Antal timmar per träningspass

14. Hur skulle du bedöma användandet av anläggningen? Utnyttjas träningspassen av många medlemmar procentuellt sett? Markera med ett "x"

Stämmer helt *Stämmer till viss del* *Varken ja eller nej* *Stämmer inte* *Stämmer inte alls* *Vet ej*

Träningspassen utnyttjas av många

15. Hur skulle du bedöma standarden på era anläggningar? Markera med ett "x"

Anläggningsstandard

Stämmer helt *Stämmer till viss del* *Varken ja eller nej* *Stämmer inte* *Stämmer inte alls* *Vet ej*

Anläggningen håller en bra standard

Lättillgänglig

Nära till kollektivtrafiken

Det finns bra och passande utrustning

Anläggningen är för gammal

Annat, ange vad:

16. Hur skulle du bedöma följande påståenden gällande kostnader för anläggningen? ? Markera med ett "x"

Anläggningskostnader

Stämmer helt *Stämmer till viss del* *Varken ja eller nej* *Stämmer inte* *Stämmer inte alls* *Vet ej*

Kostnaderna är för höga

Vi behöver stöd från kommunen för att klara kostnaderna

Att dela vissa kostnader med andra föreningar vore bra

Vi får inte ut tillräckligt från våra satsade pengar

Annat, ange vad:

Del 3 Universitetets och/eller idrottsutbildningarnas inblandning och samarbete gällande era anläggningar

17. Är ert lokala universitet (Umeå universitet), eller någon institution eller enhet vid det universitetet (till exempel idrotts- eller anläggningsansvarig enhet), inblandat och/eller har samarbete med er gällande skötseln av de anläggningar som ni använder (egna anläggningar och/eller hyrda anläggningar) ? Markera med ett "x".

Ja Nej Vet ej

Universitetets inblandning/samarbete

18. Hur skulle du bedöma graden av ert lokala universitets inblandning och/eller samarbete med er gällande anläggningar? Markera med ett "x".

Universitetets inblandning/samarbete	<i>Stämmer helt</i>	<i>Stämmer till viss del</i>	<i>Varken ja eller nej</i>	<i>Stämmer inte</i>	<i>Stämmer inte alls</i>	<i>Vet ej</i>
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De är involverande i våra planeringsprocesser

De samarbetar genom att bidra med anläggningar

Vi behöver använda deras klassrum för seminarier

Universitetet bör äga fler anläggningar som kan användas av allmänheten

Annat, ange vad:

19. Om ni använder universitetets anläggningar, hur många? Inklusive rum för teori. Markera med ett "x".

1 2 3 4 5 Vet ej

Antal anläggningar

20. Har ni tidigare använt universitetets anläggningar? Om ja, varför används de inte längre? Markera med ett "x" (Flera svar är möjligt)

Tidigare användning	<i>Stämmer helt</i>	<i>Stämmer till viss del</i>	<i>Varken ja eller nej</i>	<i>Stämmer inte</i>	<i>Stämmer inte alls</i>	<i>Vet ej</i>
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Kostnaderna var för höga

Universitetet äger inte anläggningen längre

Vi har en egen anläggning nu

Universitetet har inte de anläggningar vi behöver

Annat, ange vad:

Del 4 Mänskliga resurser (personal) gällande ledarskap

21. Har ni tränare i er förening? Markera med ett "x"

Ja Nej Vet ej

Tränare i föreningen

22. Hur många tränare har ni i föreningen? Markera med ett "x"

1 2-4 5-7 8-10 > 10 Vet ej

Antal tränare

23. Har ni inhyrda eller ideellt arbetande tränare i föreningen? Markera med ett "x" (Flera svar är möjligt)

Typ av tränare *Ja Nej*

Inhyrda tränare

Ideellt arbetande tränare

Vet ej

Annat, ange vad:

24. Varför har i hyrt in honom/henne? Markera med ett "x" (Flera svar är möjligt)

Rekrytering av tränare

Vi kände honom/henne redan

Han/hon hade ett gott rykte och goda arbetsfarenhet

Han/hon hade tidigare arbetat i klubben

Han/hon kostade inte mycket pengar

Annat, ange vad:

25. Hur skulle du bedöma följande påståenden gällande tränarkostnader? Markera med ett "x"

Tränarkostnader	<i>Stämmer helt</i>	<i>Stämmer till viss del</i>	<i>Varken ja eller nej</i>	<i>Stämmer inte</i>	<i>Stämmer inte alls</i>	<i>Vet ej</i>
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Kostnaderna är för höga

Det är lätt att hitta en bra tränare

*Eftersom idrottsutbildningarna finns har vi gott om
duktiga och billiga tränare*

Annat, ange vad:

Del 5 Mänskliga resurser (personal) inblandning från universitetet och/eller idrottsutbildningarna

26. Är det lokala universitetet och/eller idrottsutbildningarna inblandade i ledningen i er förening?
Markera med ett "x"

Ja Nej Vet ej

Universitetets inblandning

27. Arbetar några av de lokala studenterna i er förening? Markera med ett "x"

Ja Nej Vet ej

Studenter i föreningen

27.1 Om ja, är det betalda eller ideellt arbetande? Markera med ett "x"

Ja Nej Vet ej

De är betalda

28. Hur skulle du bedöma följande påståenden gällande studenter som arbetar i er förening? Markera med ett "x"

Studenternas arbete	<i>Stämmer helt</i>	<i>Stämmer till viss del</i>	<i>Varken ja eller nej</i>	<i>Stämmer inte</i>	<i>Stämmer inte alls</i>	<i>Vet ej</i>
<i>Kostnaderna är för höga</i>						
<i>Han/hon är högt kvalificerad</i>						
<i>Universitetet erbjuder en bra utbildning av äldre och högt kvalificerade arbetare</i>						
<i>De behövs fler färdigutbildade varje år för att underhålla behovet från vår förening</i>						
<i>Annat, ange vad:</i>						

Del 6 Andra möjliga samarbetsområden mellan universitetet och/eller idrottsutbildningarna och er förening

29. Har ni något samarbete mellan universitetet och/eller idrottsutbildningarna och er förening? Om ja, ange vad.

30. Tror du att samarbetet mellan universitetet och/eller idrottsutbildningarna kommer att utvecklas framtiden? Om ja, ange vad.

31. Enligt din mening, vad kan förbättras i samarbetet mellan universitetet och/eller idrottsföreningarna och er förening? Ange vad.

**Jag vill tacka alla som deltagit i undersökningen
för er hjälp!**

Appendix 3: Questionnaire Finnish version

Vastauksenne käsitellään luottamuksellisesti eikä niitä tulla luovuttamaan tunnistettavassa muodossa kolmansille osapuolille

Tämä on Jyväskylän ja Uumajan kaupunkien urheiluseuroille kohdistettu vertaileva kysely, jossa selvitetään mitkä ovat mahdolliset hyödyt ja haitat seuroille siitä, että yliopistolla on omat urheilutilat

Seuran virallinen nimi:

Seuran postinumero:

Kyselyyn osallistuvan henkilön nimi:

Kyselyyn osallistuvan henkilön

sähköpostiosoite

Kyselyyn osallistuvan henkilön gsm-numero:

Osa 1: Seuran yleistiedot

1. Kuinka monta jäsentä seuralla on? Merkitse X:llä

0-49 50-99 100-199 200-300 > 300 Ei tietoa

Jäsenmäärä

2. Mikä on jäsenten keski-ikä? Merkitse X:llä

<20 20-29 30-39 40-50 > 50 Ei tietoa

Keski-ikä

3. Kuinka monta eri lajia seurassa on? Merkitse X:llä

1 2-5 6-10 11-15 > 15 Ei tietoa

Lajimäärä

4. Mikä on naisten osuus jäsenmäärästä? Merkitse X:llä

	0-19%	20-39%	40-59%	60-79%	80-100%	Ei tietoa
<i>Keskimääräinen prosentti</i>						

5. Milloin seura on perustettu? Merkitse X:llä

	<1950	1950-1969	1970-1989	1990-1999	2000 -	Ei tietoa
<i>Vuosi</i>						

6. Pelaako seuranne amatillais vai amatööritasolla? Merkitse X:llä

	Amatööri	Puoliammattilainen	Ammattilainen	Meillä on useampi taso	Ei tietoa
<i>Ammattilaisuuden taso</i>					

Osa 2: Seuran tilat

7. Onko seurallanne omia liikuntatiloja, joita se käyttää säännölliseen harjoitteluun? Merkitse X:llä

Kyllä

-> Lisäkysymykset 8 ja 9

Ei

-> Lisäkysymys 10

⇒ JOS KYLLÄ

8. Millaisia liikuntatiloja seurallanne on? Merkitse X:llä (Voi merkita useita)

Seuran omistamat tilat

	<i>Kyllä</i>	<i>Ei</i>
<i>Halli / Halleja</i>		
<i>Kenttä / Kenttiä</i>		
<i>Rata / Ratoja</i>		
<i>Jääkenttä / Jääkenttiä</i>		
<i>Muita, tarkenna</i>		

9. Kuinka monta tilaa seuralla on? Merkitse X:llä

1 2 3 4 > 4 Ei tietoa

Seuran omistamien tilojen määrä

=> JOS EI

10. Vaikka teillä ei ole omia tiloja nyt, onko teillä joskus ollut ja jos on, miksi ette enää käytä tilaa?
Merkitse X:llä (Saa merkata useita)

Syistä

Meillä ei ole koskaan ollut omia tiloja

Emme tarvitse omia tiloja - seuramme on liian pieni

Meillä ei ole paikkaa minne rakentaa tiloja

Emme halua omia tiloja

Omat tilat ovat liian kalliita

Muuta, tarkenna

11. Kuinka monta eri tilaa (omaa tai vuokrattuja) seuranne käyttää (keskimäärin) viikossa?
Merkitse X:llä

1 2 3 4 > 4 Ei tietoa

Tilojen määrä

12. Kuinka monta tapahtumaa/harjoituskertaa järjestätte viikossa (keskimäärin). Merkitse X:llä

1 2 3 4 > 4 Do not know

Tapahtumien/harjoituskertojen määrä

13. Kuinka pitkiä harjoitusvuorot ovat (keskimäärin tunneissa) Merkitse X:llä. Kuinka pitkiä harjoitusvuorot ovat? Merkitse X:llä

1 2 3 4 > 4 Ei tietoa

Harjoitusvuorojen kesto (tuntia)

14. Kuinka arvioisitte tiloja? Mikä on harjoitusvuorojen käyttöaste (kävijämäärä/harjoitus) Merkitse X:llä

<i>Täysin samaa mieltä</i>	<i>Jokseenkin samaa mieltä</i>	<i>Neutraali</i>	<i>Hiukan eri mieltä</i>	<i>Vahvasti eri mieltä</i>	<i>Ei tietoa</i>
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Harjoitusvuorot ovat erittäin käytettyjä

15. Kuinka arvioisitte tilojen kuntoa? Merkitse X:llä

Tilojen kunto	<i>Täysin samaa mieltä</i>	<i>Jokseenkin samaa mieltä</i>	<i>Neutraali</i>	<i>Hiukan eri mieltä</i>	<i>Vahvasti eri mieltä</i>	<i>Ei tietoa</i>
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Tilat ovat hyvässä kunnossa

Hyvä käytettävyys

Pääsee julkisilla kulkuneuvoilla

Tiloista löytyy hyvät ja tarkoituksenmukaiset varusteet

Tilat ovat liian vanjoja

Muuta, tarkenna

16. Kuinka arvioisitte tilojen kustannuksia? Merkitse X:llä

Tilojen kustannukset	<i>Täysin samaa mieltä</i>	<i>Jokseenkin samaa mieltä</i>	<i>Neutraali</i>	<i>Hiukan eri mieltä</i>	<i>Vahvasti eri mieltä</i>	<i>Ei tietoa</i>
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Kustannukset ovat liian korkeat

Tarvitsemme kaupungin/kunnan/valtion tukea kattaaksemme kustannukset

Kustannusten jakaminen muiden seurojen kanssa olisi hyödyllistä

Kustannukset eivät ole tasapainossa suhteessa tilojen hyötyyn

Muuta, tarkenna

Osa 3: Yliopiston vaikutus urheilunseuran hallintoon

17. Tekeekö yliopisto tai jokin sen laitoksista (esim. liikuntatieteet tai tilapalvelut) mielestänne yhteistyötä käyttämienne (vuokrattujen tai omistamienne) liikuntatilojen hallintaan liittyen? Merkitse X:llä.

Kyllä Ei Ei tietoa

Yliopiston osallistuminen/yhteistyö

18. Kuinka arvioisitte yliopiston osallistumista tilojenne hallintaan? Merkitse X:llä.

Yliopiston osallistuminen/yhteistyö	Täysin samaa mieltä	Jokseenkin samaa mieltä	Neutraali	Hiukan eri mieltä	Vahvasti eri mieltä	Ei tietoa
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He vaikuttavat suunnitteluprosesseihimme

He tekevät yhteistyötä kanssamme tarjotakseen tiloja

Tarvitsemme yliopiston tiloja seminaareja varten

Yliopiston tulisi omistaa enemmän urheilutiloja ja jakaa niitä yleiseen käyttöön

Muuta, tarkenna

19. Jos käytätte yliopiston tiloja, niin kuinka monta eri tilaa käytätte? Luokkahuoneet lasketaan lukuun mukaan. Merkitse X:llä

1 2 3 4 > 5 Ei tietoa

Tilojen määrä

20. Oletteko käyttäneet aikaisemmin yliopiston tiloja? Jos olette, niin miksi ette enää käytä? Merkitse X:llä (Saa merkata useita).

Aikaisempi käyttö	Täysin samaa mieltä	Jokseenkin samaa mieltä	Neutraali	Hiukan eri mieltä	Vahvasti eri mieltä	Ei tietoa
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Kustannukset olivat liian suuret

Yliopisto ei enää omista tiloja

Meillä on olemassa omat tilat nykyisin

Yliopistolla ei ole sellaisia tiloja, joita seuramme tarvitsee

Muuta, tarkenna

Osa 4: Seuran henkilöstöhallinta

21. Onko seurallanne valmentajia? Merkitse X:llä.

Kyllä Ei Ei tietoa

Seuralla on valmentajia

22. Kuinka monta valmentajaa seuralla on? Merkitse X:llä.

1 2-4 5-7 8-10 > 10 Ei tietoa

Valmentajien määrä

23. Onko seuralla palkattuja valmentajia ja/tai vapaaehtoisia valmentajia? Merkitse X:llä. (Saa merkata useita)

Valmentajien tyypit *Kyllä Ei*

Palkattuja valmentajia

Vapaaehtoisia valmentajia

Ei tietoa

Muita, tarkenna

24. Miksi palkkasitte valmentajan / valmentajia? Merkitse X:llä (Saa merkata useita)

Valmentajien palkkausperuste

Tunsimme jo valmentajan

Valmentajalla oli hyvä maine / hyvä valmennushistoria

Valmentaja hoiti jo aikaisemmin harjoittelua seurassa

Valmentajan kustannukset eivät ole suuret

Muuta, tarkenna

25. Arvioi seuraava väittämää joka koskee valmentajan kustannuksia. Merkitse X:llä

Valmennuskustannukset

<i>Täysin samaa mieltä</i>	<i>Jokseenkin samaa mieltä</i>	<i>Neutraali</i>	<i>Hiukan eri mieltä</i>	<i>Vahvasti eri mieltä</i>	<i>Ei tietoa</i>
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Kustannukset ovat liian suuret

On helppoa löytää hyviä valmentajia

Yliopiston liikuntatieteiden laitoksen läheisyyden vuoksi, lähiseuduilta löytyy paljon korkeatasoisia valmentajia halpaan hintaan

Muuta, tarkenna

Osa 5: Yliopiston vaikutus urheiluseuran henkilöstöhallintaan

26. Onko paikallinen yliopisto mukana seuran henkilöstöhallinnassa? Merkitse X:llä.

<i>Kyllä</i>	<i>Ei</i>	<i>Ei tietoa</i>
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Yliopisto osallistuu henkilöstöhallintaan

27. Onko seurassanne opiskelijoita töissä? Merkitse X:llä.

<i>Kyllä</i>	<i>Ei</i>	<i>Ei tietoa</i>
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Meillä on opiskelijoita töissä

27.1 Jos on, saavatko he palkkaa? Merkitse X:llä.

<i>Kyllä</i>	<i>Ei</i>	<i>Ei tietoa</i>
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He saavat palkkaa

28. Kuinka arvioisitte seuraavat väittämät? Merkkää X:llä

Opiskelijoiden työ

<i>Täysin samaa mieltä</i>	<i>Jokseenkin samaa mieltä</i>	<i>Neutraali</i>	<i>Hiukan eri mieltä</i>	<i>Vahvasti eri mieltä</i>	<i>Ei tietoa</i>
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Kustannukset ovat liian korkeat

Opiskelija on erittäin pätevä työhön

Yliopisto tarjoaa hyvän koulutuksen vanhemmille ja jo päteville työntekijöille

Tarvitsemme enemmän valmistuneita opiskelijoita täyttääksemme paikallisten seurojen tarpeet

Muuta, tarkenna

Osa 6: Muu mahdollinen yhteistyö yliopiston ja seuran välillä

29. Onko teillä tällä hetkellä yhteistyötä paikallisen yliopiston ja seuranne hallinnon välillä?

30. Luuletteko että kehittäte yhteistyötä yliopiston ja seuranne hallinnon välillä? Jos kyllä, tarkentakaa miten.

31. Miten voisitte parantaa yhteistyötä edellä mainittujen tahojen kanssa?

Haluan kiittää teitä osallistumisesta kyselyyn!

Appendix 4: Transcript Umeå; Interview with Mariehem SK sport club,
Kurt-Allan Andersson

Abbreviations:

- David Kotthaus (interviewer): DK
- Kurt-Allan Andersson (interviewee): KAA

Used excerpts of the transcript of the interview with Kurt-Allan Andersson, Chairman of Mariehem SK, Umeå on 9th January 2009;

1. Excerpt, page 33:

KAA: Last time we had 330 teams from... from... here I have some information [showing me a paper]. Five different nations are participating and 28 Finnish and 28 Norwegian teams, one from Russia, three teams from Barcelona, Spain.

DK: Oh, so quite a long trip.

KAA: Totally we have 6,600 players and leaders [coaches].

DK: That is a lot.

KAA: Together with that we count at least that much parents coming here. We count 2-3 parents/relatives per player visiting the tournament. Not staying here in Norrland [difficult to understand].

DK: Well, but if you sum it up, you have over 10.000 people here, that is one tenth of the whole population of Umeå.

KAA: Count about 15,000 during this tournament, not [all] living in Umeå.

2. Excerpt, page 41:

KAA: Also it mounts for our both players and parents to work and they work for free during the tournament, so...

DK: So you have many volunteers...

KAA: Yes.

DK: From the parents of the children who are playing in your club.

KAA: Yes, yes.

Appendix 5: Transcript Umeå; Interview with IK Studenterna
Bordtennis, Jeroen Verhage

Abbreviations:

- David Kotthaus (interviewer): DK
- Jeroen Verhage (interviewee): JV

Used excerpts of the transcript of the interview with Jeroen Verhage, player and board member of the table tennis section in IKSU [IK Studenterna Bordtennis], Umeå on 15th December 2008;

1. Excerpt, page 41-42:

DK: The major problem in the moment is that nobody knows you due to your small size and...

JV: Small size and ping-pong is not a big sport like football, tennis or even here innebandy [Swedish synonym for uni-hockey] that is... or ice-hockey here, mostly that is attractive...

DK: Although Sweden is not so bad in table tennis.

JV: No. But still, I think it is comparatively a small sport and people see it more as recreation than as...

DK: Than for competition. And do you think that there will be the possibility that your club could enhance the... hmm, how to say that... that more people may know you in the future, if you could start some actions in the university or elsewhere in the town, that you hang out flyers and so on. Do you think that could be a possible benefit for you?

JV: At the university probably yes, because there are many students. Around the university, here in Ålidhem, in Mariehem, in Berghem... they are close and then we are

the closest club for them. More downtown, I would say the people will go to Teg [a part of Umeå], they will go to Sandåken.

DK: In Teg there is also a table tennis club, I know that.

JV: Yes and Sandåken. But that is in Västerslet, if I am not mistaken. So that is pretty far from here. So we could try to draw a little bit more people from the surroundings in. That might be a valuable strategy for later on.

Appendix 6: Transcript Umeå; Interview with University of Umeå,
Staffan Karp

Abbreviations:

- David Kotthaus (interviewer): DK
- Staffan Karp (interviewee): SK

Used excerpts of the transcript of the interview with Staffan Karp, senior lecturer in sport pedagogy and deputy head of the department of education of Umeå University, Umeå on 16th December 2008;

Excerpt 1, pages 19- 20:

SK: Yes. Yes and it happens also. But it is when they are writing their essays. We have several projects coming from the municipality, the division working with leisure and sport. Through them we go out to sport clubs if they have problems or other things they want to develop.

DK: And do you think the sport clubs are interested in those projects or they hesitate to accept any offers from those students?

SK: It depends. Mostly they are interested, yes. But as it is a university town there are many students, not only our students who want to make investigations and to do their theses and so...

DK: Hmm, I experienced that on my own... because I sent out a questionnaire towards all sport clubs here in Umeå and I did that via e-mail, because then the sport clubs have the possibility to answer it also at home and send it back to me even if I am not in Sweden anymore. I sent out... approximately... I do not remember the exact number, but it was about 230 e-mails and the response was not zero, but very, very low. And that is why I assume that there is either no interest of the sport clubs in having any collaboration or they are probably a little bit... too lazy to fill it out or they think "well, there is no sense for any collaboration with the university". Do you think that local sport

clubs did not have any experience in such collaborations with the university, because the university, as you said, is more interested in higher levels?

SK: Hmm... maybe. It can be so. But I think all your explanations could be part of the truth. Because you have some sport clubs that are not interested in collaborations and you have some... they are maybe busy and they have no... not so many [people] working with the administration, maybe one person. But I am a little bit surprised that it was so low [the response].

Appendix 7: Transcript Umeå; Interview with Umeå Sport Sciences
Centre, Karin Henriksson-Larsen

Abbreviations:

- David Kotthaus (interviewer): DK
- Karin Henriksson-Larsen (interviewee): KHL

Used excerpts of the transcript of the interview with Karin Henriksson-Larsen, head of the Umeå Sport Sciences Centre and its umbrella organisation of sport sciences and education at the university, head of sports medicine concerning the university side, that is education and science and the clinical part, Umeå on 17th December 2008;

Excerpt 1, pages 69-70:

DK: Well, as I said, my thesis is dealing with resource management in terms of facilities and human resources and thus I would like to know if there are any collaborations running between the university, the sport clubs and the sport associations. Could you please tell me anything about existing or previous collaborations in that field?

KHL: Well, it differs, because Umeå Sport Sciences Centre has different collaborations with different federations.

DK: For instance?

KHL: We have with track and field and we are about to... or negotiating contracts with orienteering and with swimming and with skiing. So we have almost closed the contracts with swimming and orienteering.

DK: So, more on higher level sports or also on local sports?

KHL: Those contracts are on high level sports, they have to compete on national level to be part of that contract. And we also have contracts with single students that do sports on high level and those contracts allow them to have easier... they can for instance

move an exam or they can take the exam in another part of the world and such things. So we have that part of contracts, too; with each single student.

DK: I spoke with Staffan Karp...

KHL: Yes...

DK: ...from sport pedagogy and he told me that his department has also collaborations running with higher level sports and I asked him about the possibility to do that with lower level or any local clubs and he said that the major problem is the money, that maybe local clubs are interested in that, but there is no funding from the state and that could be or is probably the major obstacle. Would you agree with that?

KHL: No, the sports medicine department, we have collaboration both on national and local level...

DK: Yes.

KHL: ...with sport clubs and many different sport high schools. So we collaborate with ice-hockey on the local level, we collaborate with skiing at the local level, soccer or football at the local level, we had collaboration with boxing, orienteering, track and field, but that is quite much at the young athletes' level..

DK: Hmm. And about the collaborations, do you or could you please tell me something about the content of those collaborations, what you are doing there, what you are offering or what you are receiving?

KHL: They can choose from a battery of different things. We have a contract with the community to do all medical... if they get injured, we take care of them. That is for all different sports, so that is also for students at high school level. We have contracts about tests with... and that is for specific sports, so that could be like the soccer students, they come here and to get tested...

DK: They are... well, if they fit into the club, like the medical tests, or?

KHL: Those are pre-season training tests.

DK: Ah, okay. Would you say that those collaborations have a high future here or are there currently major obstacles to overcome?

KHL: Well, of course there is the money, but so far it is okay and they increase in the amount, they do not decrease. So, we get more and more collaborations.

Appendix 8: Transcript Umeå; Interview with SISU; Mikael Eriksson

Abbreviations:

- David Kotthaus (interviewer): DK
- Mikael Eriksson (interviewee): ME

Used excerpts of the transcript of the interview with Mikael Eriksson, communications manager of the regional sports board for both sport education and athletic association (SISU); Umeå on 13th January 2008;

Excerpt 1, pages 72-73:

DK: Hmm. And talking about the local and the regional level here; were there any changes in the past in comparison to the current situation in terms of clubs, their sizes or their orientations to amateur or professional level?

ME: The last years big... floorball...

DK: Salibandy in Finnish.

ME: "Precis" [Swedish: exactly]. What [is it] in Finnish?

DK: Salibandy.

ME. Salibandy? "Innebandy" [Swedish: floorball; often referred as floor hockey]...?

DK: In Swedish it is Innebandy.

ME: Yes. We have many teams. We have four teams in the highest division in Umeå. IBK Dalen, Umeå City in the man and we have IKSU and IBK Dalen female.

DK: Four teams in one town, that is...

ME: Yes, it is much. And you have Umeå IK, Björklöven and Umeå [inaudible]... all... the latest five years, the floorball... many teams; they are competing for the same money from sponsorships and so on.

DK: That is difficult.

ME: Yes, that is difficult, because this is a university town and you do not have Volvo at the same [level] like in Gothenburg for example. You have a little bit Volvo here, but it is not the money.

DK: Yes. And what would you say were the major changes then, I mean the major... well, effects on the clubs because they were competing for the same amount of money?

ME: No, the biggest change in the sport clubs I think, it is more about money. More money, money, money! And you forget the ideology and... sometimes, not always, sometimes you forget about the mission why the club...

DK: Was founded?

ME: Exists, yes!

Appendix 9: Transcript Umeå: interview with Umeå Fritid,
Thomas Savilahti and Kjell Hemmyr

Abbreviations:

- David Kotthaus (interviewer): DK
- Thomas Savilahti (interviewee): TS
- Kjell Hemmyr (interviewee): KH

Used excerpts of the transcript of the interview with Thomas Savilahti and Kjell Hemmyr, both responsible employees for contribution within Umeå Fritid, Umeå on 9th January 2009;

Annotation: Some parts of the interview, namely several discussions between both interviewees about the content of my questions were held in Swedish. Due to the speed, their use of colloquial language and the sound quality (not speaking directly into the voice recorder while discussing my questions, thus sometimes too quiet to understand it on the record) those Swedish parts are not written within the transcript. To avoid any misunderstanding: I am very thankful to both of them for giving me the possibility to make the interview and to share their knowledge about my research topic.

Excerpt 1, pages 67-68:

DK: Okay and talking now about the local level in the Umeå Kommun and in the regional level, do you think that there were any major changes in the past in terms of the structure? How your work was structured, how the “Fritid”... I mean how the work, what you were doing here, did your tasks changed anyhow in the last... well let us say ten, 15 years? Did you have any... or the collaborations which we were talking about with the sport associations, the university and the clubs, did that change anyhow recently? And if it has changed, why and what has changed?

[Ongoing conversation in Swedish between them to discuss the question]

KH: We can say [that] the cooperation with the university was not [existing] before. [Since] the last year we have collaboration with the university, not before that. And it

is... Thomas is working with it just now and it is going to be more than in the last three years [obviously, because it did not start earlier; the author].

DK: And do you know or do can assume why there were not any collaborations running?

KH: Before?

DK: Yes. You said that there is no collaboration like in terms of research what we discussed earlier.

KH: We did not have it for the last ten years, no, only for the last year we have to cooperation with the university.

DK: And why?

KH: I do not know. But I think it belongs to the universities... it is going to be... it has been bigger in Umeå and we have the politicians from Umeå Kommun [who] have a collaboration with the university and you know that we... the politicians are our "arbetsgivare" [Swedish: employer] and they say us how we shall [do] the work and so on.

DK: Yes.

[Ongoing conversation in Swedish between them to discuss the question]

KH: Yes. Umeå University has not had so much big sport before they have now. If we go back ten years ago, it was not as big as we have it now.

DK: So you mean the sport...

TS: The sport... the focus on sport and education for the top, elite-sportsmen...

Appendix 10: Transcript Umeå; Interview with IKSU, Ola Viklund

Abbreviations:

- David Kotthaus (interviewer): DK
- Ola Viklund (interviewee): OV

Used excerpts of the transcript of the interview with Ola Viklund, sales manager in IKSU, Umeå on 3rd December 2008;

Excerpt 1, pages 50-51:

DK: Are there also students from the university working here?

OV: Yes, many. A lot of us are chosen from the university ranks; coming from sports education, myself for instance and a lot of others as well. But we have also taken in external competence. Business leaders as well into leading positions, so that we will get a mixture from the academic part, from the social structures...

DK: So would say that due to the existence here of the university...of course, not only the sports faculty, but in terms of management also business and so on... Do you have kind of high qualified personnel here due to the existence...

OV: ...of the university?

DK: Yes.

OV: Yes, I should say so. We would not have so good people on the, if you say, lower management level, if it were not for the university. It is easier to recruit people ... There you have new students each year who graduate. And we can take the best of those. So...

DK: So it is a good source, you can say?

OV: Yes, a great source.

Except 2, pages 71-72:

DK: Okay and concerning the history of IKSU, when did it start to establish here in Umeå?

OV: IKSU was founded as a sports club in 1959 and from there on it grew until... 1983 was the first time we got our own facility. So before that there was a scattered organisation throughout Umeå doing different kind of sports on different locations. Basements, football fields, ice-hockey rinks and so on.

DK: ... and pitches.

OV: Yeah, exactly. From '83 thereon has been more focused to this facility which has grown in different kind of

DK: I heard that the facilities here in IKSU belonged to the university a couple of years ago? 20 years or?

OV: Ahh... Truth with modification. IKSU is the organisation, which... We rent the facility from a foundation. And that foundation which ones the facility is run by one third the university, one third the student union and one third IKSU.

DK: Still?

OV: Still. Yeah. From '83 still. But that's the old building.

Appendix 11: Transcript Jyväskylä; Interview with Jyväskylä
Swimming ry, Outi Pitkänen and Marjoona Teljo

Abbreviations:

- David Kotthaus (interviewer): DK
- Outi Pitkänen (interviewee): OP
- Marjoona Teljo (interviewee): MT

Used excerpts of the transcript of the interview with Outi Pitkänen (club coordinator) and Marjoona Teljo (junior coaching manager), Jyväskylä Swimming Club; Jyväskylä on 7th April 2009;

Excerpt 1, pages 39-40:

DK: Yes. And do you think that... well, I know that the voluntarism in Finland is... well, quite grounded, you can say that it has a long history, but do you think that it might be a problem in the future people that would say “if I work, I want to get paid” and... So there might be fewer volunteers in the future?

OP: That is a problem, because no one would do anything for free.

DK: For instance if you are going to graduate from the university and to enter the job market, maybe you are willing to take one job for free as a volunteer but after that you want to get paid. And if not, you are going to Helsinki, to Turku or elsewhere.

MT: That is why our coaches are younger than... not graduated [laughing].

[...]

DK: And do you think that it is mainly based that you are – well, in terms of Jyväskylä – a rather big club that you do not have that problem which smaller clubs might face?

MT: Well, yeah, I do not see that as a problem and I think our reputation is that good, that they want to coach with to us. And we have so good swimmers and members [who] are already in our club, so... there is always someone...

DK: ...who wants to...

MT: Yes, who wants to do that. It is just that the people like we and our head coach, it is important that we are here and we stay and we can teach the young ones. It does not matter that much, if those changes.

Excerpt 2, pages 60-61:

DK: And do you think that it is mainly based that you are – well, in terms of Jyväskylä – a rather big club that you do not have that problem which smaller clubs might face?

MT: Well, yeah, I do not see that as a problem and I think our reputation is that good, that they want to coach with to us. And we have so good swimmers and members [who] are already in our club, so... there is always someone...

DK: ...who wants to...

MT: Yes, who wants to do that. It is just that the people like we and our head coach, it is important that we are here and we stay and we can teach the young ones. It does not matter that much, if those changes.

DK: In terms of such a club with 750 members – or what you said – then you are not that depended on people who are staying here forever. And do you have more interest in high level or low level sports?

MT: High level sports, definitely high level sports. Of course we have the small children in the swimming school, our main... the main reason to exist, or how to say... that we get [inaudible; hearts??] for the...

DK: So would you say that it is easier to get funding from the state or from the town or to make any collaboration for instance with the university but also with other institutions, if you are more concentrated on high level sports?

MT: I think there is generally more interest in us, if we...

OP: But I think nowadays it is also very important that you have very different types of... to do things and some...

DK: A huge variety?

OP: Something for everybody.

DK: Not only...

OP: Yeah, not only high level.

DK: But high level helps you to get... well, connections?

OP: I think you get the name for the club or the brand. That you have it, the quality also to make...

DK: That everybody knows you.

OP: Yes.

Appendix 12: Transcript Jyväskylä; Interview with Jyväskylä Rugby Club, Outi Puupponen

Abbreviations:

- David Kotthaus (interviewer): DK
- Outi Puupponen (interviewee): OP

Used excerpts of the transcript of the interview with Outi Puupponen, vice chairman of the Jyväskylä Rugby Club; Jyväskylä on 13th March 2009;

Excerpt 1, page 53:

DK: So you would say that the rugby scene in Finland is... well, rather small?

OP: Yes, it is still small, but it is stepping up and growing all the time and especially now, we have the ladies there for three years like... doing actively stuff, it is getting bigger all the time. But obviously we are facing challenges that not every sport is... like... I always compare it with popular sport like football and stuff. So it is very different in many ways. But on the other hand it is a benefit for us as well, because we are a small club and we all know each other and it is good to work with each other.

DK: And do you have any volunteer work in our club or are you... well, are you mainly based on voluntarism?

OP: Yes. No one in our club gets paid, so it is pure...

DK: Voluntarism.

OP: Yes.

DK: And would you say that due to the university it is easy to find new players and maybe even coaches.

OP: Well, definitely it is a good place to start scouting for players, because there are a lot of young people as I said, but... So, yes, and as I said, most of our players are from the university. So, definitely yes. We are also trying to find ways to get people that live in Jyväskylä and work in Jyväskylä to take part and to get them active, but... bit of both.

Excerpt 2, pages 57-58:

DK: And about the conditions of the facilities, are you satisfied...

OP: Yes.

DK: Or could it be somehow improved?

OP: I think we are very pleased with all the facilities that we are using and... Yeah, so, they are good for us, we got different types of training depending on where we are training. Obviously in Hippos upstairs we cannot do contact, but downstairs there is this artificial grass and we can do full contact there and... so, we got opportunities to train our game in a good manner, so...

DK: And about the costs, how do you deal with that topic? How much you have to pay for that or is it free for you sometimes, or...?

OP: You mean to go to training?

DK: Yes.

OP: We have separate fees for the training season and the playing season and our fees, our membership fees are covering most of our expenses from the facilities, but.... it is... I think we pay quite a little, we do not pay that much and our membership fee for the year is around 200 € for the whole year, so it is really not that much.

Appendix 13: Transcript Jyväskylä; Interview with University of
Jyväskylä, Jarmo Liukkonen

Abbreviations:

- David Kotthaus (interviewer): DK
- Jarmo Liukkonen (interviewee): JL

Used excerpts of the transcript of the interview with Jarmo Liukkonen, professor of sport pedagogy, University of Jyväskylä; Jyväskylä on 6th April 2009;

Excerpt 1, page 37:

JL: And in the future there is a trend that the basic money goes to more down, so we cannot do anything else than having the basic programme here, unless we get more money. So we must be more business orientated. We have to produce better products, educational or whatever products and we have to market it and we have to find somebody who is willing to buy our knowledge and our products.

Excerpt 2, page 49:

JL: So for example all soccer clubs in Central Finland belong to a kind of same organisation, but it is kind of loose organisation. So it would be possible that they... all soccer or all cross-country skiing clubs for example plan together with our university how to utilise our people and it could be more systematic, but now it is...

DK: So that is a problem, the major one?

JL: It might be a problem if we think that it could be more effective. So it would need a system. Now we do not have any system. It is based on: If somebody asks me, I consider myself if I go or not. If they do not pay me anything, I need a very high motivation. If they pay sometimes, it motivates me to participate. So it is also about resources.

Appendix 14: Transcript Jyväskylä; Interview with KESLI,
Petri Lehtoranta

Abbreviations:

- David Kotthaus (interviewer): DK
- Petri Lehtoranta (interviewee): PL

Used excerpts of the transcript of the interview with Petri Lehtoranta, manager of the Sports Federation of Central Finland (KESLI); Jyväskylä on 6th April 2009;

Excerpt 1, pages 61-62:

DK: So would you finally say that the size of the sport clubs matters as well?

PL: Yes.

DK: That the larger sport clubs might have better possibilities to... well, how to say, to survive in the region and get more towards the resources?

PL: Yes. I think that in the future there might be like a polarisation also, that certain clubs are getting stronger and bigger and certain clubs, they do not even want. They just want to have fun and it is enough for them

DK: Also then they might have, might of course, it is not sure, but they might have a problem then with the voluntarism that the people want to get paid.

PL: Yes, yes.

DK: If the older people are not able anymore to work in the clubs, because they are too old, the youth could say "If I work, I want to get paid".

PL: Yes.

DK: So it could be a problem with the attitude of the people?

PL: Yes, yes. The world is changing. That is just true.

Excerpt 2, pages 65-66:

DK: And what would you say could be improved in the future concerning your work with the clubs, with the university, with the town and with other institutions?

PL: Well, cooperation in general. We have to know each other better. We should have more common...

DK: Communication?

PL: Communication, common... shared goals maybe, so to say.

DK: So would you say that you have currently some difficulties in understanding each other or...?

PL: Maybe our interests are so different. We should have some common tasks or common goals that we both... [The] university looks at them from this point and we look from that point and we just have to see the common...

DK: Goal?

PL: Yes.

DK: And what would you think, what would help to overcome those obstacles?

PL: Good question.

DK: I hope so.

PL: I think for me, I should work more often with the university and vice versa [laughing]. It is just... e-mail is not enough.

DK: No.

PL: We have to see each other, we have to discuss about it.

DK: So to meet more often?

PL: Yes.

DK: So would you say that currently there is, not only from your side, but from the clubs' side, from the university's side and so on, would you say there is a lack of strategic management? Or planning?

PL: Yes, yes. I would say so. Because we all are doing [everything] towards our own goals, but our own goals are so much different and we should have more common... more common management. I do not know what the right word is.

DK: So you would say that all involved parties should not only look for themselves, but also for the others, what they could do and...

PL: Common benefits, you know.

DK: So it is like a lack of... maybe in the past there was then a lack of management, communication and strategic planning to work more effectively?

PL: Yes, yes. Now we do not... I think we do not have the right tool for it and that is the point, maybe.

Appendix 15: Transcript Jyväskylä; Interview with Regional Sports
Board, Marja-Leena Oinonen and Petri Lehtoranta

Abbreviations:

- David Kotthaus (interviewer): DK
- Marja-Leena Oinonen (interviewee): MLO
- Petri Lehtoranta (interviewee): PL

Used excerpts of the transcript of the interview with Marja-Leena Oinonen and Petri Lehtoranta, members of the regional sports board of Central Finland; Jyväskylä on 4th March 2009;

Excerpt 1, pages 63-64:

DK: But still, there are a lot of people and... well, what I found out in Sweden was that the sport club... some of them want to have collaboration, not only with the university, but also a better one with the institutions and the institutions want also a better connection amongst all the involved parties. But the problem some clubs are facing is that if they are too small, they do not have a chance to get any... well, how to say, and collaboration.

MLO: Hmm.

DK: I interviewed one sports club there and they told me “well, we are just too small. And for instance we know that there is an annual output of students, who are qualified, but well, they even do not know us and if we are too small there is a problem to get them. And the large sport clubs, they are offering the working places or the students will go directly to the south, to Stockholm, Gothenburg or wherever.” And do you think that is also a problem right here in Jyväskylä, that if the sport club is very small, that there is not any chance for collaboration with any institution, even if the sports club wants to?

MLO: Hmm, I think in Finland it is still mostly voluntary work in sport clubs and that is why it is maybe a little bit difficult to find time for working with students or... somehow. But I think those 20 or 25 sport clubs which have personnel working there,

they are doing very well with that collaboration with several... because I think they need everybody to work with and they are full of ideas and full of things to do.

DK: Would you say that... well, this... how to say... the existence of voluntary work in Finland is quite old? I mean, that it is... I do not know. I mean, for instance the Olympics in Helsinki [in 1952; the author], I do not think that they would have been organised without any volunteer. But right now, would you say the voluntarism in Finland has a good future? I am not sure, but I think that it might be a problem, if the clubs are... well, if the clubs only offer practical trainings or voluntary work without paying... I think maybe the students, they would do it only once and after that they say "All right, we offer our work, but then we want to have money".

PL: Hmm.

DK: "And we want to get paid." And if not, well, they would maybe leave Jyväskylä or the whole region and go for instance to Helsinki or wherever. Would you say that is a problem?

MLO: It is changing. We have seen that time for most voluntary working and now it is changing somehow; semi-model.

PL: Yes. Yes, that it is true. As I said, in Central Finland we have about 500...

DK: Clubs?

PL: Sport clubs, but the workers in sport clubs, they are like 40, 30 maybe. That is the situation now. But... an maybe because as you said, we have a very long history of voluntary work in sport clubs and it is... maybe also because of that it is quite hard to change it, to put some price tax to their services and to get more money to hire personnel.

Appendix 16: Transcript Jyväskylä; Interview with Local Sports Board,
Kimmo Suomi

Abbreviations:

- David Kotthaus (interviewer): DK
- Kimmo Suomi (interviewee): KS

Used excerpts of the transcript of the interview with Kimmo Suomi, chairperson in the executive sports board of the City of Jyväskylä for 2009 – 2012; professor in the University of Jyväskylä under the Academic Chair of Sports Planning; president of the Regional Council of Sport in Middle [Central] Finland County. Jyväskylä on 30th April 2009;

Excerpt 1, pages 29-30:

KS: Yes, I think that we have... we collaborate more with other municipalities than with Jyväskylä...

DK: Ah.

KS: ...because Jyväskylä is a poor city, they do not have so much money. For example in the moment we have a very big project in Kotka, it is in the southern part of Finland.

DK: I know where it is.

KS: For example Kotka. They and... we have there a huge developing project and that is the major reason that the city organisation is very poor. No money for doing sport research.

DK: And what do you think why the city is that poor? Lack of industry or funding?

KS: It is the economic situation at the moment in Western countries, but also in Finland. The economy is going down and the unemployment percentage has been very high all the time here in Jyväskylä region.

DK: I read it recently; there was something like 15 percent of unemployment rate? Something like that?

KS: Yes, it was... yes.

Excerpt 2, pages 59-59:

DK: So it could also be then... well, this moving away of the people could also be a problem then for those smaller clubs in the rural area, also in Jyväskylä, maybe in Jyväskylän maalaiskunta...

KS: Hmm.

DK: ...that those clubs will not have a chance to survive in the future if the people move away.

KS: Yes, but the system, the reality is that there are more and more specialised little sport clubs. More and more. So it is... yes.

DK: So if the clubs are rather small, even if they are specialised, is it a problem for them to finance themselves?

KS: Yes, they collect all the money from the members.

DK: Only membership fees?

KS: Yes. Maybe they have... sponsoring for example is, sponsoring collaboration, is very weak. There is... ice hockey and football collect about 90 percent of all sponsoring money.

DK: That is a lot.

KS: In the field of sport, yes.

Excerpt 3, pages 82-83:

DK: And could it be for instance a possibility to convince clubs on the local level to make synergies maybe with other clubs, to join, to move together that they are bigger, have more money and maybe can even move higher in the league?

KS: Yes. We have been very... the development among sport clubs in strong specialisation and that is why there is a great need for collaboration. They do not do enough. Maybe if they have the same sport. They have to do collaboration.

DK: Otherwise they will not have a chance.

KS: Yes, they are... they are competing. So there is a great need for collaboration between sport clubs in this city.

Excerpt 4, pages 84-85:

KS: So one line is more professional, a deeper specialisation in ice hockey, in football, but also in winter sports; downhill skiing, cross-country skiing.

DK: So a higher specialisation?

KS: Yes. It is more specialisation, more profit...

DK: More profit-orientated?

KS: Yes, more profit-orientated, more market-orientated. And then we have another line where the sport is promoting health, for example health. They are very grassroots level, that kind of local sport clubs, yes.

Appendix 17: Transcript Jyväskylä; Interview with Hippos Sports
Centre, Erkki Huovinen

Abbreviations:

- David Kotthaus (interviewer): DK
- Erkki Huovinen (interviewee): EH

Used excerpts of the transcript of the interview with Erkki Huovinen, chief of sport administration of the City of Jyväskylä; Jyväskylä on 12th March 2009;

Excerpt 1, page 40

EH: Yes, but also that kind of student does not understand if you have a good background in the club, you have better possibilities to get a higher position in training and coaching. All the... always they ask, what I know, because I have started in [a] little community and I was baseball trainer in three clubs... no, no three groups in summer time. It was full time, but not paid.

DK: Hmm

EH: Because I... Look, it was important work and I wanted to be a volunteer.

Excerpt 2, page 56:

DK: Ah, okay. The problem is how to make the marketing... well, how to make Hippos more known, how to increase the possibility to use it more often?

EH: Yes, yes. But also I think that this kind of work is partly also in marketing.

Excerpt 3, pages 56-57:

DK: Okay, so now maybe your problems concerning the usage rate, also due to the fact that schools or even more schools than in the past want to use your facilities, because their own facilities are too old and they cannot use them anymore....

EH: Yes, but I think in Hippos are the problems are so, that we have too little [space] for the students and school training.

DK: Okay.

EH: And that... it is not... you understand that it is coming against the local clubs, because if the local clubs want the afternoon time here, it is mostly impossible.

DK: Yes. So the local clubs have either to have their own facilities or they have to try to get one [shift] in the evening.