Scarcity of volunteers and viability of sports clubs in Germany

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Sports Volunteering Research Network
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Agenda

1. Viability of sports clubs – a theoretical framework
2. Method
3. Structure and mission of sports clubs in Germany
4. Problems of sports clubs
5. Scarcity of volunteers
6. Financial aspects
7. What can clubs learn from themselves?
Viability of sports clubs
—
a theoretical framework
Viability of sports clubs

1. Sports clubs offer heterogeneous products (sports programmes for members and non-members, social gatherings, positive externalities, opportunities for identification, communication etc.) for heterogeneous consumers (members, non-member, governments, economy etc.) with heterogeneous interests.

2. This results in different stakeholders as well as in different types of income. Management of complexity is needed.

3. Certain substitution effects between the different types of income do exist. But no one knows how strong they are.

4. Sports clubs do not strive for win-maximisation. The sufficient financial goal is a balanced budget ⇒ A maximisation of incomes as well as a minimisation of costs occurs only till the budget is balanced ⇒ Financial efforts by the clubs are restricted.
Viability of sports clubs

4. Sports clubs produce merit goods ⇒ They are subsidised via tax advantages and the possibility of using public sports facilities for free or for inexpensive user fees. This functions as an *efficiency bumper* which facilitates inefficient action and lowers the pressure of generating incomes.

5. Sports clubs are also „financed“ non-monetarily. Voluntary work enables the clubs substituting monetary incomes. Voluntary work functions also as an *efficiency bumper* which facilitates inefficient action and lowers the pressure of generating incomes.

6. According to the organisational capacity approach (e.g., Hall et al., 2003) sports clubs need an adequate (1) HR, (2) financial, (3) relationship and network, (4) infrastructure and process capacity, (5) planning and development capacity.
Method
Needed Learning Processes

Organisational knowledge → Aims, Principles → Actions → Results

Immediate actions
Interventions

Learning to adjust

Modification of aims
Formation of priorities
Change of strategies

Learning to change

Changes in strategic development processes
Enhancing organisational flexibility

Learning to learn
Sport Development Report for Germany

- knowledge management system for sport governing bodies and sport authorities
- scope: improved knowledge based support for sports clubs
- $n_{2007} = 13,068$ sports clubs, $n_{2009} = 19,345$ sports clubs
- Online panel since 2005, waves every two years
- response rate > 30%
Governmental sport management (programmes)
- Competitive sports
- Integration

Governmental sport management (financing)
- Reduction of public subsidies
- User fees for sport facilities
- Tax rate for sports clubs
- Decrease of trainers' tax exemptions

Demographic change

Sports club management
- Modification of the product
- Modification of the price
- Investment in own sport facilities
- Investment in full-time jobs

Production of public welfare
- Contribution to...
  - national representation
  - social integration
  - supply of sport facilities
  - public health
  - democracy
  - job market
  - GDP

Social and economic key numbers
- Income-expenditure-balance
- „Club insolvencies“
- Membership fees
- Number of sports club offers
- Number of members
- Number of Trainers/voluntary posts
- Need of advice
Development of the revenues by subsidy group (Mean in €).

Sports clubs which have at least a balanced budget

<table>
<thead>
<tr>
<th>Subsidies</th>
<th>2004</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease</td>
<td>70.6</td>
<td>63.3</td>
</tr>
<tr>
<td>Stable</td>
<td>73.3</td>
<td>70.1</td>
</tr>
<tr>
<td>Increase</td>
<td>64.7</td>
<td>71.8</td>
</tr>
</tbody>
</table>
Structure and mission of sports clubs in Germany
## Structure of sports clubs in Germany

<table>
<thead>
<tr>
<th></th>
<th>Sports clubs in Germany (2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>Year of foundation</td>
<td>1952</td>
</tr>
<tr>
<td>Number of members</td>
<td>420</td>
</tr>
<tr>
<td>Number of offered sports</td>
<td>4.0</td>
</tr>
</tbody>
</table>
### Characteristics of sport clubs in percentages

<table>
<thead>
<tr>
<th></th>
<th>Flanders (n=651)</th>
<th>Germany (n=13,068)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sport club size</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 100 members</td>
<td>65.7</td>
<td>33.6</td>
</tr>
<tr>
<td>100 - 249 members</td>
<td>21.4</td>
<td>25.1</td>
</tr>
<tr>
<td>250 and more members</td>
<td>12.8</td>
<td>41.3</td>
</tr>
<tr>
<td><strong>Year of foundation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before 1970</td>
<td>27.5</td>
<td>56.6</td>
</tr>
<tr>
<td>1970 - 1989</td>
<td>41.9</td>
<td>20.4</td>
</tr>
<tr>
<td>1990 and later</td>
<td>30.6</td>
<td>23.0</td>
</tr>
<tr>
<td><strong>Uni sport versus omni sport</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uni sport</td>
<td>87.9</td>
<td>43.1</td>
</tr>
<tr>
<td>Omni sport</td>
<td>12.1</td>
<td>56.9</td>
</tr>
</tbody>
</table>
Goals of sports clubs (part 1)

1 = totally agree,
5 = don’t agree at all;

(in brackets Index: 2005=0; n.n. = not noted in 2005/06)
Goals of sports clubs (part 2)

1 = totally agree,
5 = don’t agree at all;

(in brackets Index: 2005=0; n.n. = not noted in 2005/06)
Problems of sports clubs
Problems of sports clubs

1 = no problem,
5 = a very big problem;

(in brackets Index: 2007=0;
n.n. = not noted in 2007/08)
Existential problems

(in brackets Index: 2007=0; n.n. = not noted in 2007/08)
Scarcity of volunteers
Scarcity of volunteers

Voluntary positions per sports club as well as average working hours per voluntary worker and their development.

<table>
<thead>
<tr>
<th>Number of volunteers</th>
<th>Mean</th>
<th>Overall</th>
<th>Index (2007=0)</th>
<th>Change 2007-2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>…on the board level</td>
<td>9.4</td>
<td>850,000</td>
<td>-11.6***</td>
<td>-15,0***</td>
</tr>
<tr>
<td>…on the execution level</td>
<td>11.0</td>
<td>1,000,000</td>
<td>+8.5*</td>
<td>-17,5***</td>
</tr>
<tr>
<td>…male</td>
<td>14.0</td>
<td>1,270,000</td>
<td></td>
<td>-20,5***</td>
</tr>
<tr>
<td>…female</td>
<td>6.4</td>
<td>580,000</td>
<td></td>
<td>-19.3***</td>
</tr>
<tr>
<td>Overall</td>
<td>20.4</td>
<td>1,850,000</td>
<td></td>
<td>-20,1***</td>
</tr>
<tr>
<td>Voluntary workload (hour/month)</td>
<td>20.1</td>
<td>37,200,000</td>
<td>+13.2*</td>
<td></td>
</tr>
</tbody>
</table>
Financial aspects
Expenses of sports clubs (part 1)

Sports clubs’ expenses in 2008 and their development.

<table>
<thead>
<tr>
<th>Expenses for…</th>
<th>Mean (in €)</th>
<th>Index Mean (2007=0)</th>
<th>Change 2007-2005</th>
<th>Share of sports clubs with expenses (in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaches, Sports teachers</td>
<td>9,122</td>
<td>+19.7***</td>
<td>+13.9**</td>
<td>59.1</td>
</tr>
<tr>
<td>Maintenance of own facilities</td>
<td>6,354</td>
<td></td>
<td></td>
<td>50.5</td>
</tr>
<tr>
<td>Sports equipment and jerseys</td>
<td>2,892</td>
<td></td>
<td></td>
<td>71.1</td>
</tr>
<tr>
<td>Organisation of sport events</td>
<td>2,812</td>
<td>+46.4**</td>
<td></td>
<td>59.8</td>
</tr>
<tr>
<td>Administrative personnel</td>
<td>2,319</td>
<td></td>
<td></td>
<td>11.1</td>
</tr>
<tr>
<td>Taxes to sports organisations (national sports federations and land sports confederations)</td>
<td>2,306</td>
<td></td>
<td></td>
<td>86.6</td>
</tr>
<tr>
<td>Rent of sports facilities</td>
<td>1,989</td>
<td></td>
<td></td>
<td>43.6</td>
</tr>
</tbody>
</table>
Expenses of sports clubs (part 2)

Sports clubs’ expenses in 2008 and their development.

<table>
<thead>
<tr>
<th>Expenses for…</th>
<th>Mean (in €)</th>
<th>Index Mean (2007=0)</th>
<th>Change 2007-2005</th>
<th>Share of sports clubs with expenses (in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration costs</td>
<td>1,794</td>
<td>+47.0**</td>
<td></td>
<td>64.0</td>
</tr>
<tr>
<td>Non-sports events (e.g., festivities)</td>
<td>1,693</td>
<td>+26.8*</td>
<td></td>
<td>57.6</td>
</tr>
<tr>
<td>Maintenance staff, ground keeper etc.</td>
<td>1,659</td>
<td>+24.2*</td>
<td></td>
<td>21.2</td>
</tr>
<tr>
<td>Travelling expenses for practices and competitions</td>
<td>1,596</td>
<td>+49.2*</td>
<td></td>
<td>38.1</td>
</tr>
<tr>
<td>Assurances</td>
<td>1,096</td>
<td>+21.2*</td>
<td>+14.3*</td>
<td>73.5</td>
</tr>
<tr>
<td>Athletes’ salaries</td>
<td>933</td>
<td></td>
<td></td>
<td>5.8</td>
</tr>
<tr>
<td>All kinds of taxes</td>
<td>881</td>
<td></td>
<td></td>
<td>29.7</td>
</tr>
<tr>
<td>Accruals</td>
<td>756</td>
<td></td>
<td></td>
<td>14.4</td>
</tr>
<tr>
<td>Gema fee</td>
<td>110</td>
<td>+27.5*</td>
<td></td>
<td>30.4</td>
</tr>
<tr>
<td>Other</td>
<td>3,422</td>
<td></td>
<td></td>
<td>23.1</td>
</tr>
</tbody>
</table>
## Revenues of sports clubs (part 1)

Sports clubs’ revenues in 2008 and their development.

<table>
<thead>
<tr>
<th>Revenues from…</th>
<th>Mean (in €)</th>
<th>Index Mean (2007=0)</th>
<th>Change 2007-2005</th>
<th>Share of sports clubs with revenues (in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership fees</td>
<td>21,139</td>
<td>+12.9*</td>
<td>+11.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Donations</td>
<td>3,666</td>
<td>77.4</td>
<td></td>
<td>77.4</td>
</tr>
<tr>
<td>Services with costs for members (e.g., rent for sports fields and gyms)</td>
<td>2,289</td>
<td></td>
<td></td>
<td>15.3</td>
</tr>
<tr>
<td>Subsidies from the district/city/community</td>
<td>2,074</td>
<td></td>
<td></td>
<td>57.2</td>
</tr>
<tr>
<td>Sports events (entrance fees etc.)</td>
<td>2,045</td>
<td></td>
<td></td>
<td>40.6</td>
</tr>
<tr>
<td>Self-managed restaurants</td>
<td>1,744</td>
<td></td>
<td></td>
<td>17.0</td>
</tr>
<tr>
<td>Social events (e.g., club’s ball, carnival events)</td>
<td>1,529</td>
<td>+32.8*</td>
<td></td>
<td>37.7</td>
</tr>
<tr>
<td>Subsidies from sports organisations (national sports federations and land sports confederations)</td>
<td>1,501</td>
<td></td>
<td></td>
<td>50.1</td>
</tr>
<tr>
<td>Sports course fees</td>
<td>897</td>
<td>+52.7**</td>
<td></td>
<td>16.1</td>
</tr>
<tr>
<td>Advertising contracts from boards</td>
<td>868</td>
<td>+35.0*</td>
<td></td>
<td>22.3</td>
</tr>
</tbody>
</table>
## Revenues of sports clubs (part 2)

Sports clubs’ revenues in 2008 and their development.

<table>
<thead>
<tr>
<th>Revenues from…</th>
<th>Mean (in €)</th>
<th>Index Mean (2007=0)</th>
<th>Share of sports clubs with revenues (in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidies from the federal state</td>
<td>768</td>
<td>+62.7*</td>
<td>24.2</td>
</tr>
<tr>
<td>Advertising contracts from Advertisements</td>
<td>657</td>
<td></td>
<td>15.5</td>
</tr>
<tr>
<td>Services with costs for non-members (e.g., rent of sports fields and gyms)</td>
<td>598</td>
<td></td>
<td>10.9</td>
</tr>
<tr>
<td>Advertising contracts from jersey and equipment</td>
<td>581</td>
<td></td>
<td>12.6</td>
</tr>
<tr>
<td>Raising of credit</td>
<td>498</td>
<td>+25.4**</td>
<td>2.1</td>
</tr>
<tr>
<td>Admission fees</td>
<td>323</td>
<td>+25.4**</td>
<td>30.5</td>
</tr>
<tr>
<td>Own for-profit department</td>
<td>314</td>
<td></td>
<td>2.0</td>
</tr>
<tr>
<td>Subsidies from other support programmes (e.g., employment centre)</td>
<td>180</td>
<td>-72.4*</td>
<td>3.3</td>
</tr>
<tr>
<td>Advertising contracts from broadcasting rights</td>
<td>141</td>
<td></td>
<td>0.5</td>
</tr>
<tr>
<td>Subsidies from the European Union (e.g. EU-structural funds, SOCRATES, LEONARDO)</td>
<td>3</td>
<td></td>
<td>0.4</td>
</tr>
<tr>
<td>Other</td>
<td>2,913</td>
<td></td>
<td>20.3</td>
</tr>
</tbody>
</table>
What can sports clubs learn from themselves?
(a) Cooperation
Problem: Recruitment/retention of members

Severity of the problem (mean)

Cooperation regarding sports supply with...

- Total: 2.64
- School (**): 2.53
- Kindergarten (**): 2.31
- Health insurances (**): 2.35
- Health office (ns): 2.23
- Youth office (ns): 2.53
- Commercial enterprises (ns): 2.56
- Other sports club (ns): 2.59
- Commercial sports providers (**): 2.40
(b) convivial gatherings
Decision tree (Data Mining) for the severity of the problem „recruitment/retention of volunteers“

Recruitment/retention of volunteers (size of the problem)

Knot 0

Number of members in the sports club

<= 65.5

Knot 1

% predicted 24.053 2.741

Percentage of members who participated in convivial gatherings

<= 65.0

Knot 3

% predicted 10.097 3.020

> 65.0

Knot 4

% predicted 13.956 2.539

=> 35.0

Knot 5

% predicted 34.207 3.658

<= 35.0

Knot 6

% predicted 41.740 3.329

> 35.0

Knot 7

% predicted 20.849 3.545

<= 65.0

Knot 8

% predicted 13.358 3.835

> 65.0

Knot 9

% predicted 26.346 3.192

<= Soccer club

Knot 10

% predicted 15.394 3.563

<= Soccer club

> yes
(c) Consideration of resources rather than volunteers
Make knowledge available where needed

Trainees

People doing social services

People doing a social year
(d) Learning from women
Problems of sports clubs

5=a very big problem
1=no problem

Demographic change in the region
Unclarity of the club’s overall perspective
Number of laws, orders, directives
Local competition from commercial sports providers
Local competition from sports clubs
Adequacy of sports facilities for sports offerings
Condition of sports facilities
Availability of sports facilities
Expenses for competitive sports
Financial situation of the club
Recruitment/retention of volunteers
Recruitment/retention of coaches
Recruitment/retention of adolescent competitive athletes
Recruitment/retention of members

Sports clubs with a low/moderate proportion of women
High proportion of women in the sports club
High proportion of women on the board level
Thank you for your attention!