Finnish sports clubs in change


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Outline

- Changing world and changing Finnish society
- Research methods and materials
- Changes in Finnish sports clubs during two decades
- Changes from the perspective of volunteering
- Pilot project: Subsidized professionals in the voluntary sport clubs
Changes in general environment

Changes in physical culture

SPORTS CLUBS
Changing world and changing Finnish society

- Globalization
- European unification
- Technical development
- Economic growth and fluctuations
- Increased level of education, more middle classed society
Changing world and changing Finnish society

- Ageing of the age structure
- From the planned economy to competitiveness society
- Changes in working life
- New public management
- Urbanization and migration
Changing world and changing Finnish society

• Cultural changes
  – From submissive citizens to demanding customers
  – Individualism
  – Communality has receded or found new forms. Contract culture has challenged traditional communality.
  – Changed parenthood
Changes in Finnish sport and physical culture and Finnish sport system

- Understanding about physical culture is broader
- Differentiation and increased versatility
- Higher levels of demand

- More differentiated, professional and institutional systems in national level
- From the traditional pyramid idea of line organization to network-type helix-model
Research question

- How is the field of Finnish sports clubs changed from the year 1986 first to the year of 1996 and further on to 2006?
Heinilä’s model

SPORTS CLUB AS A SOCIAL ORGANIZATION

INTERNAL ENVIRONMENT

EXTERNAL ENVIRONMENT

PAST HISTORY
- Tradition of club

PRESENT
- Impacts of Sport Culture
- IDEOLOGY
- MEMBERS AND PARTICIPANTS
- PROGRAM
- RESOURCES
- ADMINISTRATION

FUTURE
- Long run plans
- ORIENTATION

POLITICS, POLICY
- Culture
POPULATION
- Occupational structure
ECOLOGY, NATURE
- Sport traditions
ECONOMY
- Mass communication
The Dimensions of Organisational Effectiveness in Sports Clubs

I. The Ability to Obtain Resources
II. The Internal Atmosphere
III. The Efficiency of the Throughput Process
IV. The Realization of Aims
V. The General Level of Activity
VI. Continuity

Inputs → SPORTS CLUB Throughput → Outputs

Koski 1990; 2009
Research materials

- Data from the year 1986 (n=835)
- Data from the year 1996 (n=495)
- Data from the year 2006 (n=550)
- Clubs which answered both in 1986 and 2006 (n=134)
Research frame for the analyze of changes

- Panel frame
- Club’s own estimations about changes by standardized questions
- Club’s open descriptions about the central changes
Analyzed dimensions

- Ideological aspects
- Program, activities
- People in the club
- Administration and structure
- Resources
- Environmental relationships
RESULTS
Ideological changes

- Political-toned ideological emphasis is lost its grip
- The grip of sport event is strengthened at the expense of club culture
Activities

- Activities and target groups diversified especially from 1980’s to 1990’s
- Differentiation has continued
- Health-enhancing physical activities for adults are gaining ground
- Physical activities for children and young people is the most common domain to focus in the near future
People in the clubs

- The share of small clubs is increased
- The share of older age groups has increased
- Children involve sports club’s activities in younger age than before
- Firstly the status of women improved but from the middle of 1990’s it is almost unchanged
Changes in administration

- Administration is lighter
- Workings have developed and professional touch is more common
- Chairmen are older
Age structure of the chairmen (%)  

(1986 n=814, mean=43; 1996 n=480, mean=46; 2006 n=549, mean=50)  Koski
Changes in resources

- Expertise is at a higher level
- The number of paid official is higher
- Bigger share of the members works as a volunteer
- Straight payments are more common
- Facilities more often chargeable
- Differences between the urban and rural clubs have increased
Changes according to the open questions
Changes according to the standardized questions

- Declined
- Unchanged
- Developed

Human resources, Resources, Administration, Atmosphere
### The field of clubs as a mirror

<table>
<thead>
<tr>
<th>Society</th>
<th>Sports clubs</th>
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<tbody>
<tr>
<td><strong>Ageing</strong></td>
<td><strong>Ageing</strong></td>
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<td><strong>Education, expertise</strong></td>
<td><strong>Expertise</strong></td>
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<td><strong>Differentiation</strong></td>
<td><strong>Differentiation, diversification</strong></td>
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<td><strong>Urbanization</strong></td>
<td><strong>Differences between urban and rural clubs</strong></td>
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<td><strong>Individualism, consuming culture, harder working life</strong></td>
<td><strong>Level of demand, professionalism</strong>&lt;br&gt;<strong>Problems in human resources and commitment</strong>&lt;br&gt;<strong>Small clubs for spot on choices</strong></td>
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</table>
Notions of sports club

Public service

Supermarket

Production plant

WE

Koski
Pilot project: Subsidized professionals in the voluntary sports clubs
Aims of the project

- More participants in physical activities
- New models to organise physical activities
- Higher quality, more satisfied participants
- Support civil activity in sports
Means

- Financial support for hiring a full-time worker (7 million euro for about two years)
  - At most 50% of the expenses (n=200), in addition support for education 1000 €/y
- Other support for development
  - For children and youth sport (600 000 euros/y)
  - For adults’ health-enhancing physical activities (150 000 euros/y)
Schedule

• 1.8.2009 – 31.5.2011
<table>
<thead>
<tr>
<th>Year</th>
<th>Basic information from the applicants</th>
<th>Measures at the beginning</th>
<th>Follow-up during the process</th>
<th>Measures at the end</th>
<th>Consequences in the long run</th>
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<td>2009</td>
<td>Basic information (n=200)</td>
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"Thresholds" for a professional

- Relationship between the board and a professional
- Professional’s encounters with the volunteers
Strangers

Tourists

Encountering, basic information, linking with others, image, marketing, opening the meanings of the culture, offering an opportunity, recruitment

Insiders

Support, working as a mentor, valuation, encouragement

Regulars

Recognition of potentiality and willingness, valuation, education, linking with others

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References


The End

Thank you for your attention.

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