

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

FINLAND

- Population 5.4 million
- About 9000 sports clubs
(16 000)

- The most sparsely populated country in the European Union
- Finland was a relative latecomer to industrialization, remaining a largely agrarian country until the 1950s. Thereafter, economic development was rapid

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
 - Communalism has receded or found new forms. Contract culture has challenged traditional communalism.
 - 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

Impacts
of
Sport
Culture



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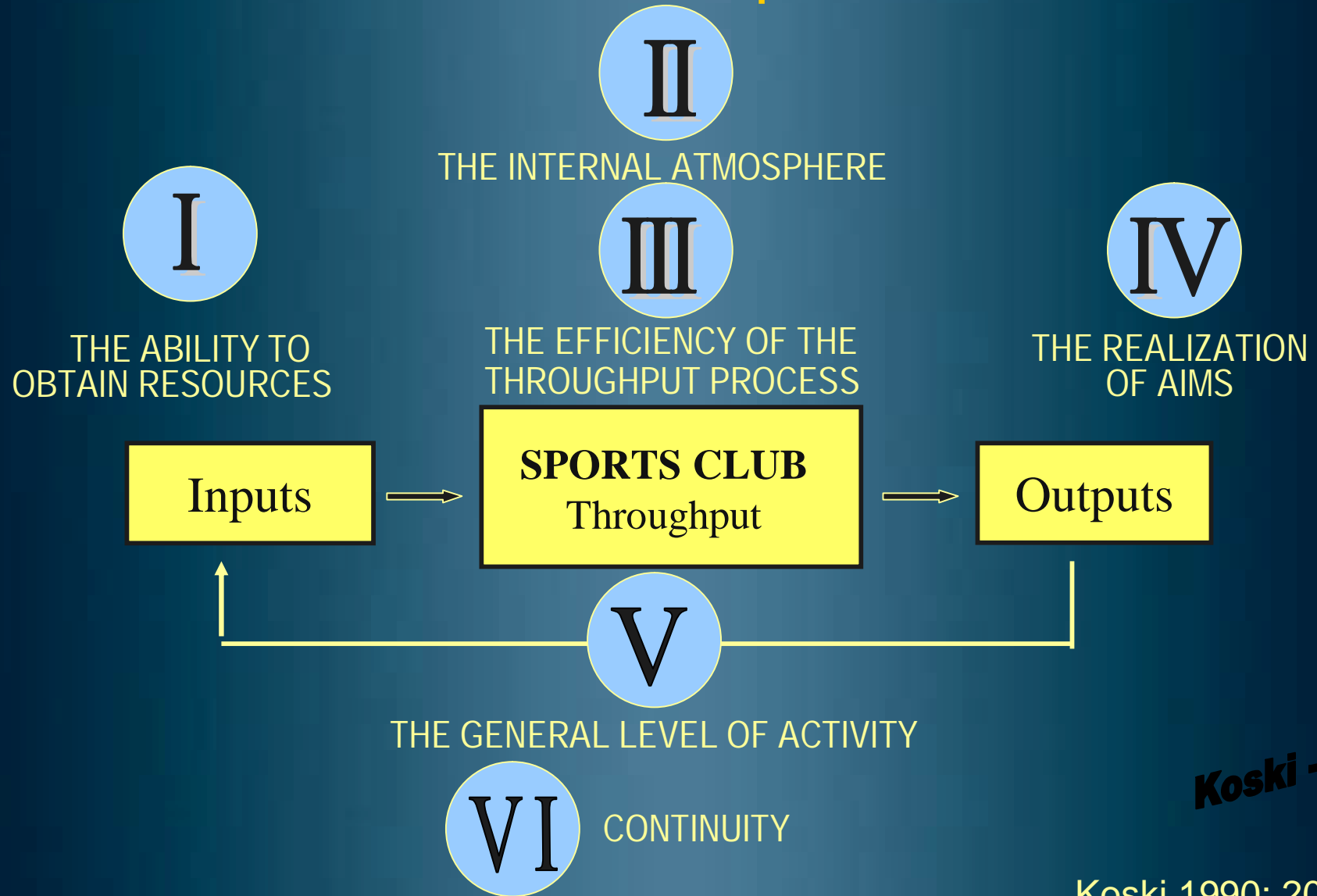
IDEOLOGY
MEMBERS AND
PARTICIPANTS
PROGRAM
RESOURCES
ADMINISTRATION



Politics, policy
Culture
Population
Occupational structure
Ecology, nature
Sport traditions
Economy
Mass communication

Long run plans
FUTURE
ORIENTATION

The Dimensions of Organisational Effectiveness in Sports Clubs



Koski -90

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

- Comparison 1986 – 1996 – 2006
- 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

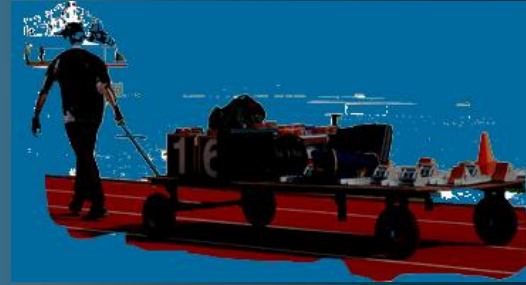


Activities

- 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



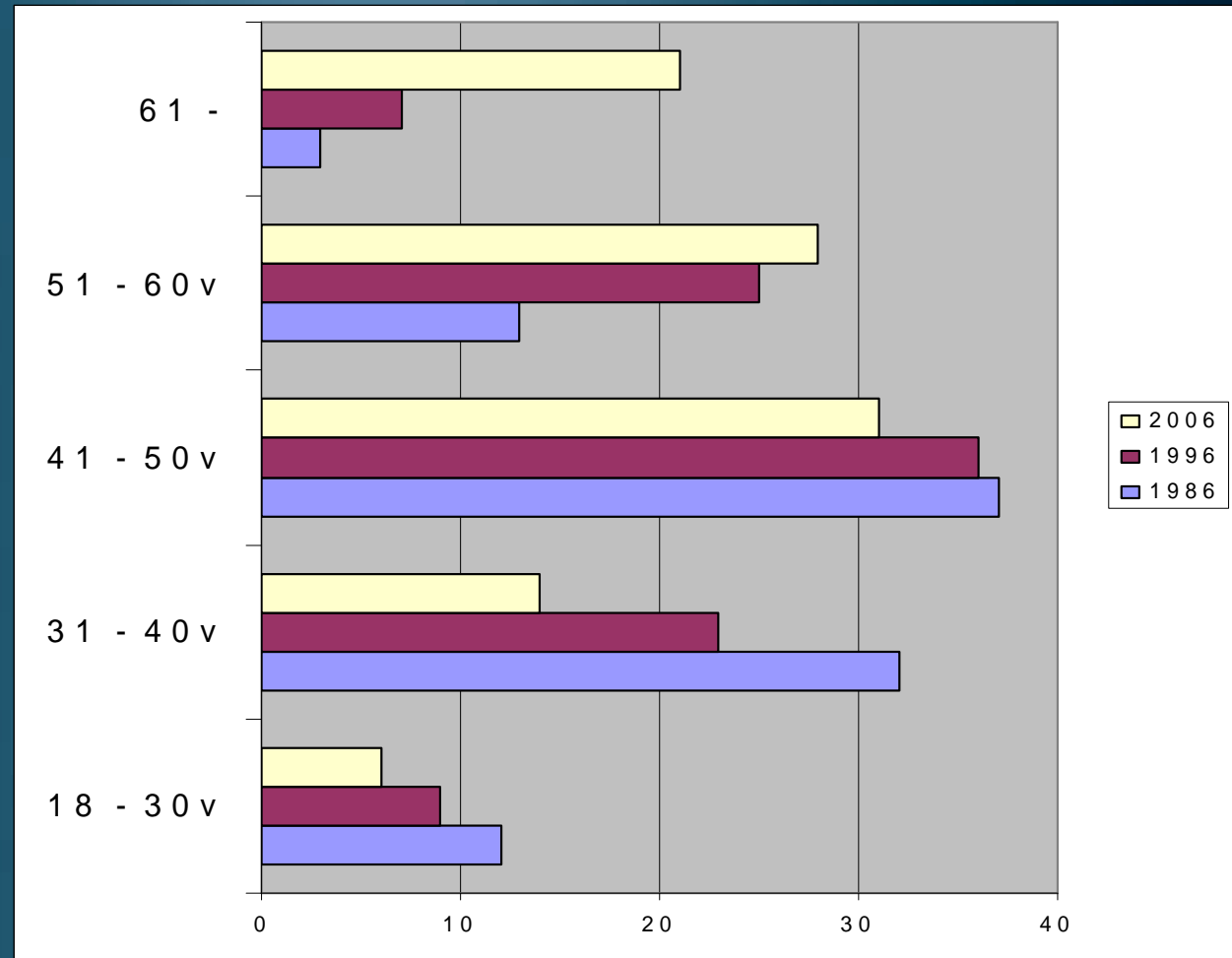
- The share of small clubs is increased
- The share of older age groups has increased
- Children involve sports club's activities in younger age than before
- Firstly the status of women improved but from the middle of 1990's it is almost unchanged

Changes in administration

- Administration is lighter
- Workings have developed and professional touch is more common
- Chairmen are older



Age structure of the chairmen (%)



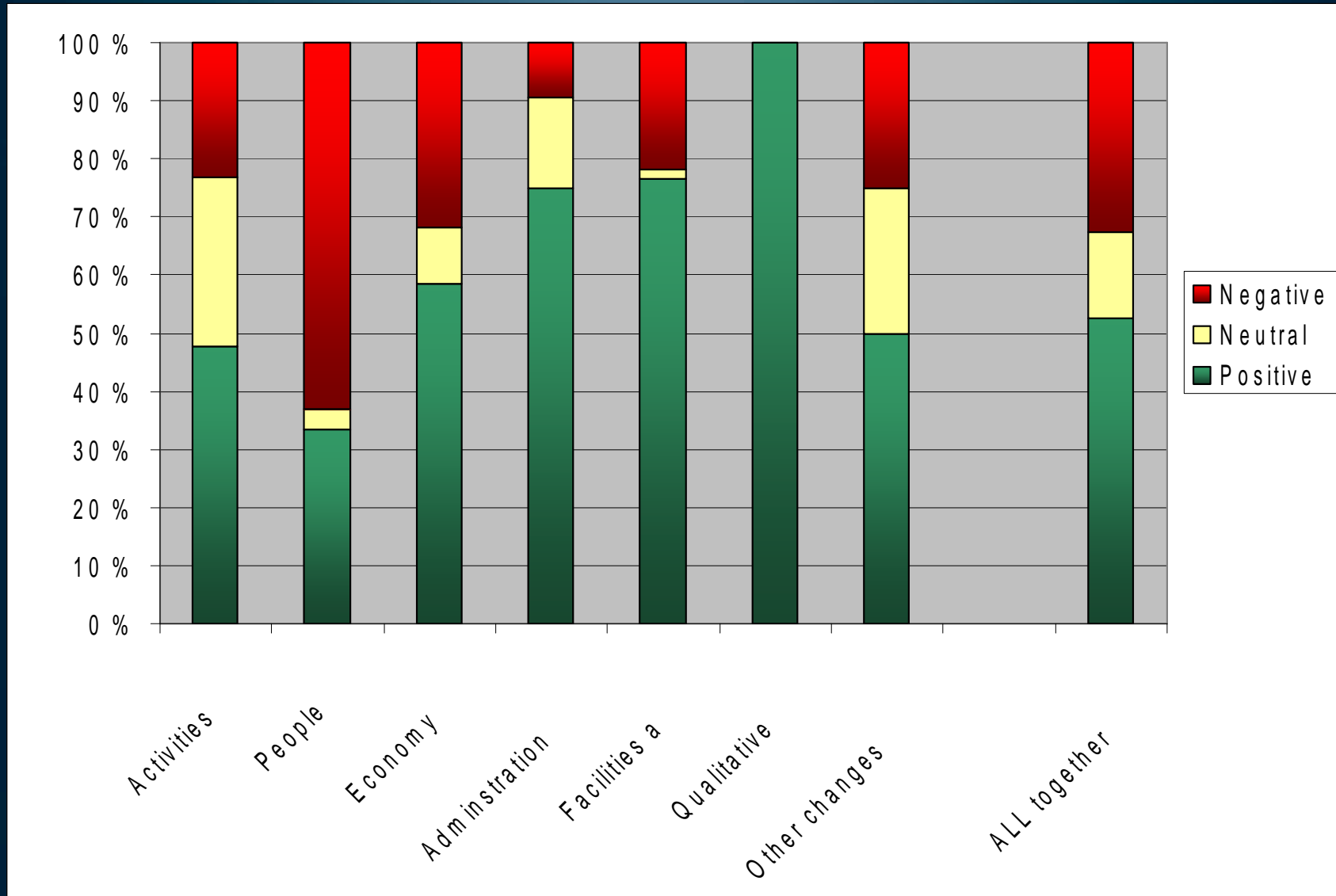
(1986 n=814, mean=43; 1996 n=480, mean=46; 2006 n=549, mean=50) Koski

Changes in resources

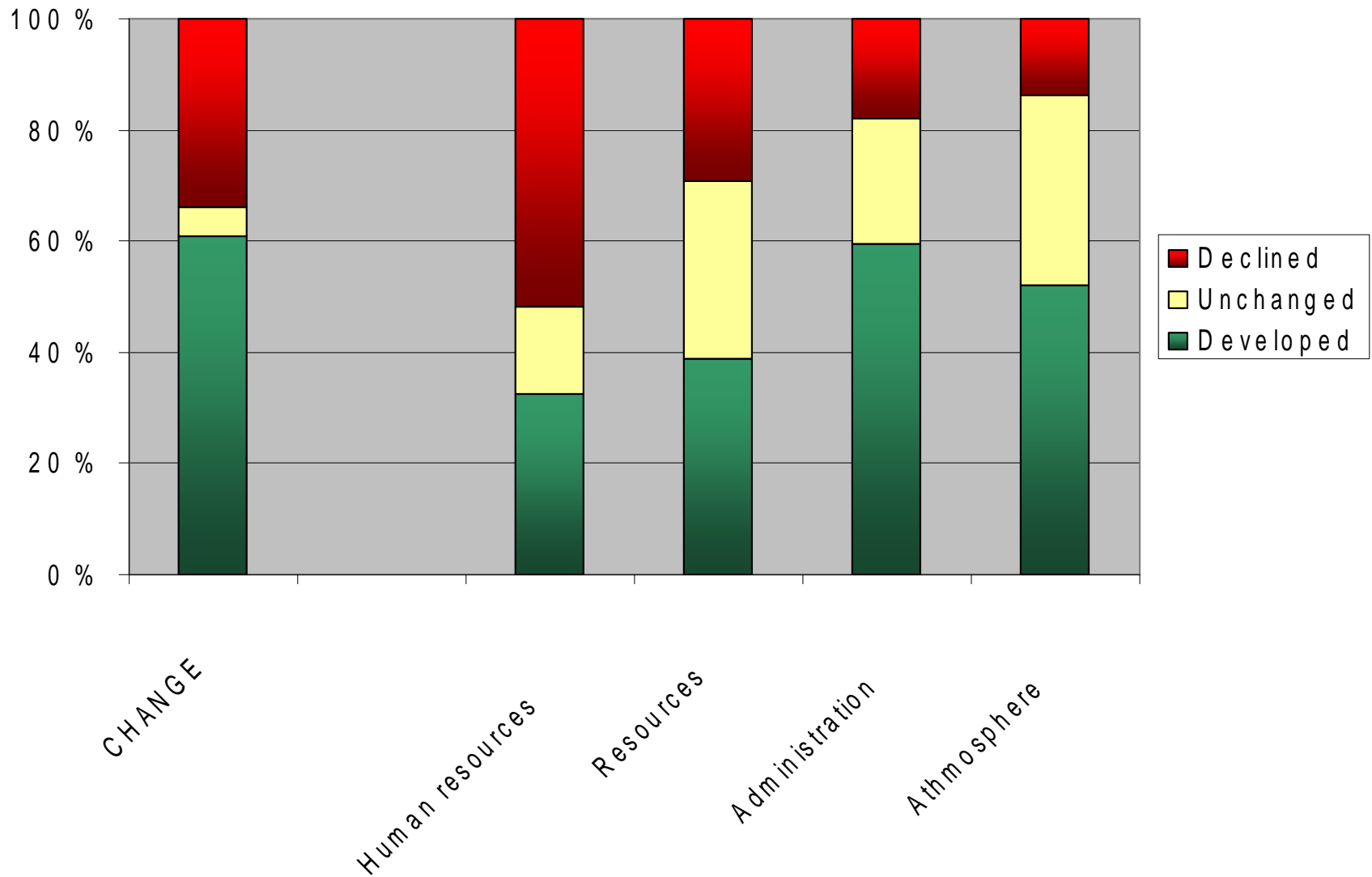


- Expertise is at a higher level
- The number of paid official is higher
- Bigger share of the members works as a volunteer
- Straight payments are more common
- Facilities more often chargeable
- Differences between the urban and rural clubs have increased

Changes according to the open questions



Changes according to the standardized questions



The field of clubs as a mirror

Society

Ageing

Education, expertise

Differentiation

Urbanization

Individualism, consuming culture, harder working life

Sports clubs

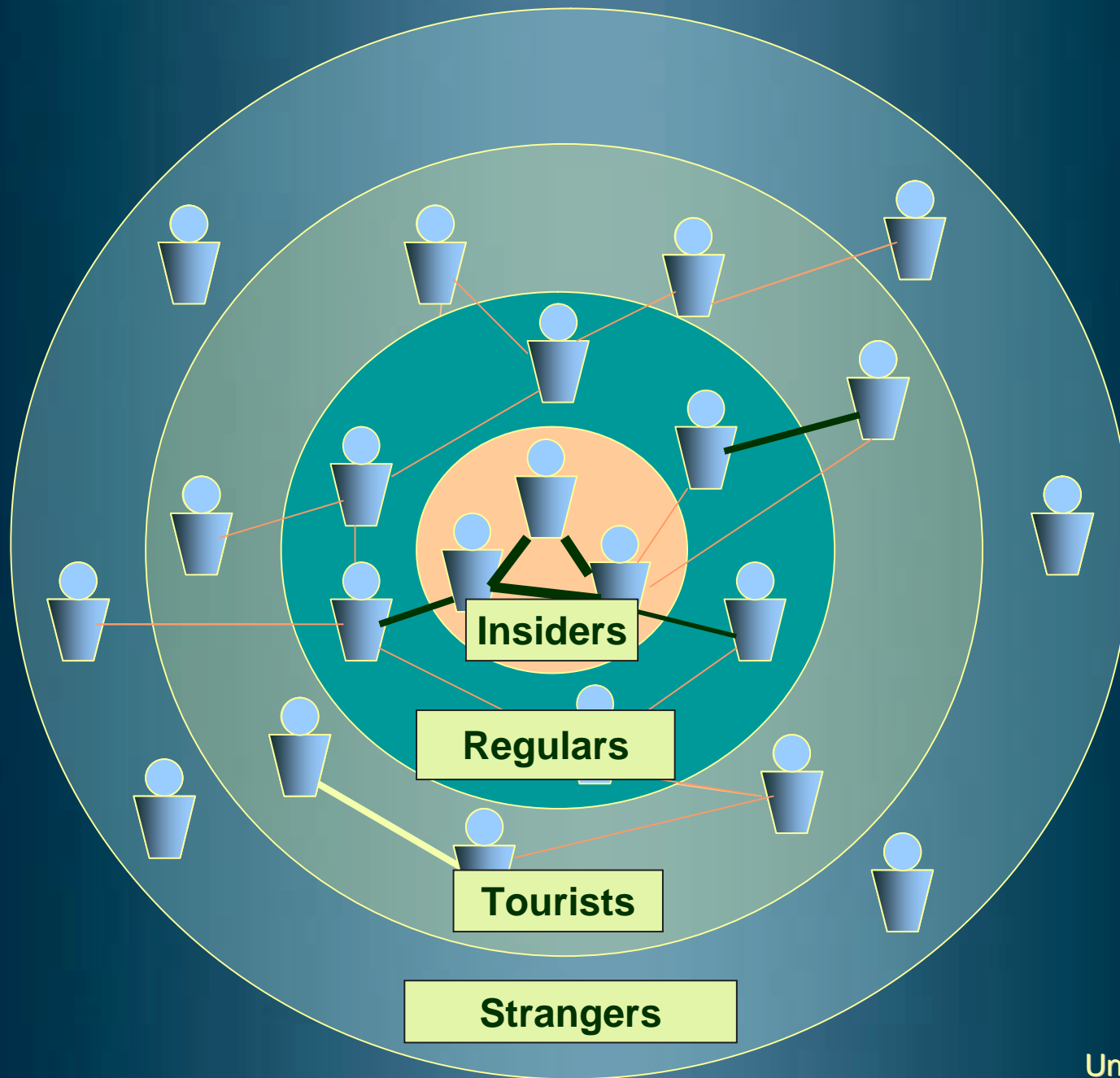
Ageing

Expertise

Differentiation, diversification

Differences between urban and rural clubs

Level of demand, professionalism
Problems in human resources and commitment
Small clubs for spot on choices



Notions of sports club

Public service



Production plant



Supermarket



WE



**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

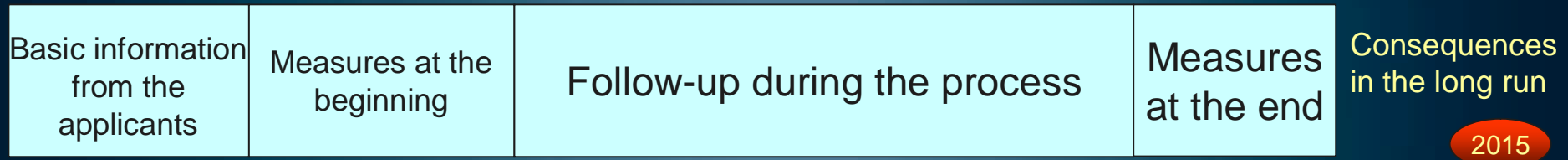
- **1.8.2009 – 31.5.2011**

2009

2010

2011

2012



- Supported/ not
- Number of members
- Disciplines
- Main purpose
- Program
- Target groups

- Basic information** (n=200)
- Type of the club
 - Context
 - Effectiveness
 - Activities
 - Development orientation
 - Comparisons to the field of sports clubs

- Hired professional** (n=200)
- Level of professionalisation
 - Qualifications

- Evaluations of interest groups**
- Trainers and instructors
 - Volunteer workers
 - Sporting adults
 - Parents
 - Co-operative partners

Diary of hired

- Problems and successes every month; what is done?

View of the leaders

- Problems and successes in every six months

Group interviews

Cases

- Interviews
- Observations

Basic information (n=200)

- Type of the club
- Context
- Effectiveness
- Activities
- Development orientation
- Comparisons to the field of sports clubs

Hired professional (n=200)

- Level of professionalisation
- Qualifications

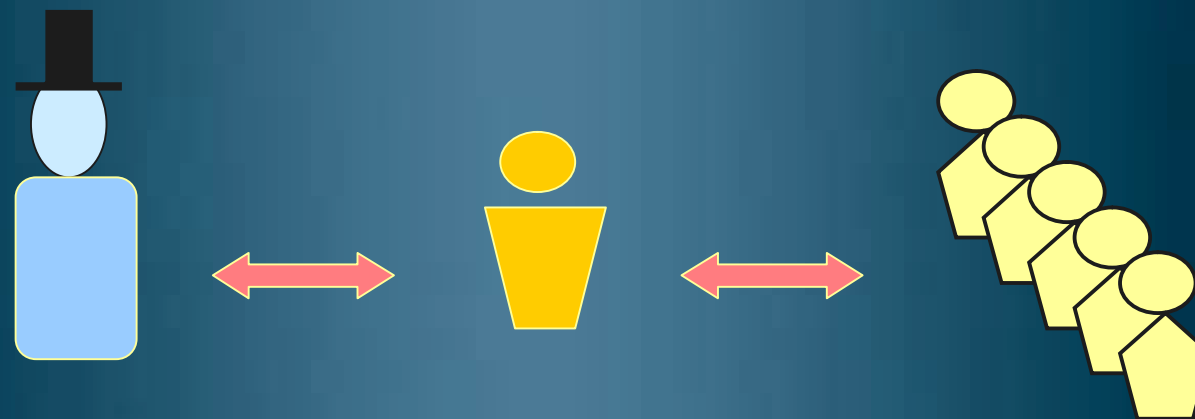
Evaluations of interest groups

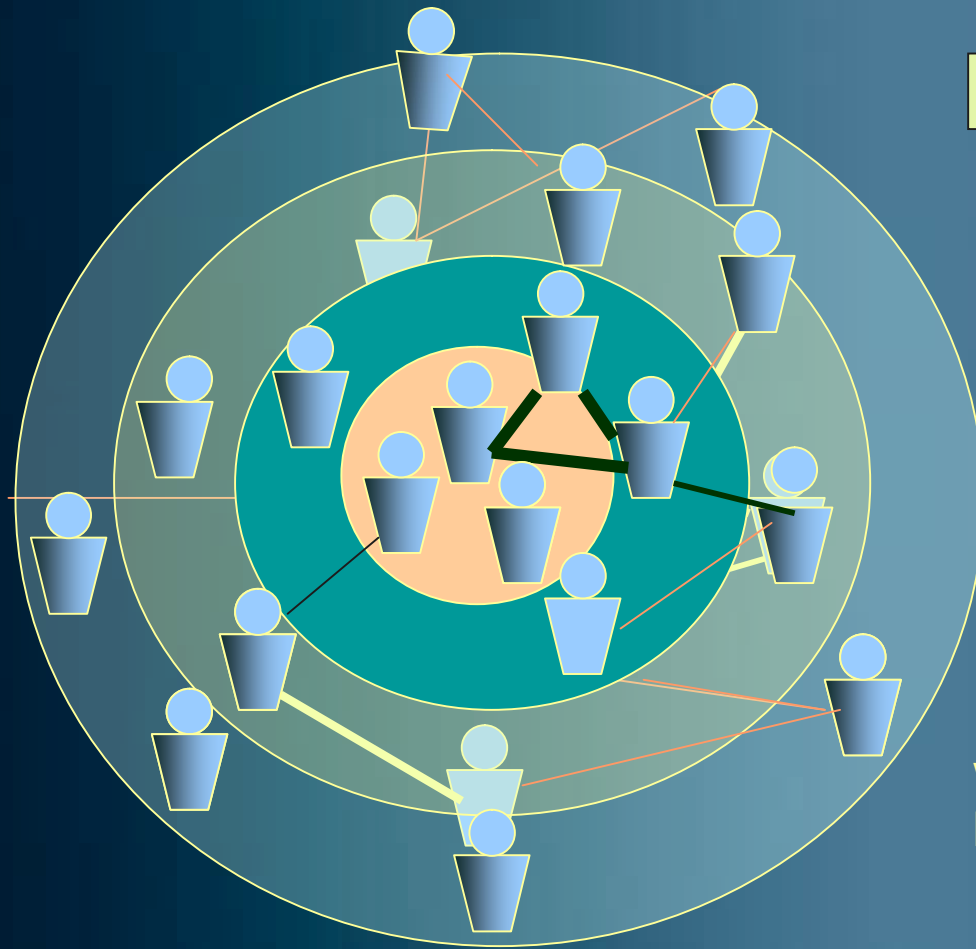
- Trainers and instructors
- Volunteer workers
- Sporting adults
- Parents
- Co-operative partners

Unintended Consequences

"Thresholds" for a professional

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





Insiders

Support, working as a mentor, valuation, encouragement

Regulars

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

Tourists

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

Strangers

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The End

Thank you for your
attention.

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