

Training Needs and GAP Analysis Report

How to lead a sport club to a successful future

SPORTGO

Activity: 1

Table of Contents

Summary	2
Sport Governance System and Sport Management	3
The Actual Needs of a Sport Club Manager.....	4
Final Conclusion	6

Summary

The Training needs and GAP analysis is a first stage in a training process, and it involves a procedure of gathering information in terms of the trainings offered (if there are any), and the needs of the requested target group. With the information provided it is possible to distinguish the GAP between the two, which should be the focus of the training process.

In regards to gathering the information of the current state in semi-professional and amateur sport clubs, a desk research was performed by each of the partner country of the SportGo Consortium. The desk research was designed so as to gather information regarding the Sport Governing System, how it is structured and what it offers specifically to the semi-professional and amateur sport clubs. Further on, it included information in regards to the educational system. This section was designed so as to cover both University education and other programmes developed by the sport governing bodies. The information provided by both University and SportGoverning partners included the analysis of their own resources and contacting other relevant stakeholders each in its respective field of work.

The second stage of the TNA and GAP analysis consisted of conducting the Focus group Interview. The aim of the Focus group interview was to acquire information from the participants themselves, their opinions, expectations and needs. Using the gathered data, the Consortium was able to look at internal and external factors and to compare how/if these affect the final results.

The TNA and GAP analysis has concluded that there is no lack of programmes which offer formal or informal education in terms of managing a sport club. Whether we are dealing with University or non-University programme, and even though the numbers of offered programmes vary from country to country, they are made available to all those interested in acquiring the skills for managing a sport club.

As to what skills should be acquired first and foremost, the participants have opted mostly for the Leadership and Interpersonal skills, which were chosen from a list of 15 skills and competences relevant in sport management.

Sport Governance System and Sport Management Programmes

The final findings of the Desk research report conducted by all the partners in the SportGo Consortium exhibit the existence of Governmental and non-Governmental Sport Governing system. For some countries the cooperation between these two systems may not be satisfactory, however what is relevant is the fact that sport managers do operate within the system governed by the public and the private sector.

In regards to the requirements of a sport club manager, these differ from country to country, as well as the fact whether the public or the private organisations are responsible for issuing such qualifications.

The following step in the analysis of the current state was addressed towards the University education which is offered specifically for the sport workers who would like to acquire specific skills in order to manage a sport club. The University programmes designed for sport managers differ in regards to the study level, some countries offer the needed education within the first study cycle, some only later during the second study cycle. But the important information to note is that all the countries offer the University education for those who wish to acquire necessary skills in regards to sport management.

When it comes to education performed by organisations and institutions other than Higher Education Institutions, the data does not indicate a lack of these trainings in any participating country. What does differ is usually the organisation which performs such trainings, their length and the requirements. Evidently the programme Advanced Courses in Sport Management is one of the most common programmes included in the system of training, and is usually conducted by national sport organisations, National Olympic Committees, or National Sport Federations / Associations.

Concerning the training programmes offered for sport managers, some offer generic while others specific study programmes. All the countries offer a programme of Sport Management, while some offer more specific programmes like Entrepreneurship in Sport, Sport and Marketing, Management of Sport Facilities, Management of Sport Events, etc. Important thing to note is that Sport Management programmes cover all of the specific programmes listed by the participant countries. Therefore it is safe to conclude that all those wishing to learn more about managing a sport club, can choose among the University and non-University programmes.

What is concerning is the availability of the courses offered by the Non-University organisations. Usually these courses are organised if there is a certain number of participants interested, or when it falls within the scope of project activities. Therefore, the University programmes are a much more reliable option for those interested in acquiring the necessary skill and education in general. On the other hand, some might lack the time to fully enrol in the University programme, thus it would be necessary to have these programmes offered by non-University organisations on a regular basis.

The Actual Needs of a Sport Club Manager

In order to research the actual needs of our participants, a focus group was conducted by each of the partner country. The results obtained indicate that the focus group activity has been a success and even though there were slight variations within the data, it was possible to reach the final conclusion in regards to all 55 participants' opinions and views.

The first section of a focus group was designed so as to get general information about the participants. The mean age group was around 41 years, and only 9 participants were within the group from 20 to 30 years of age. Likewise, 78 percent of participants have a University Degree, and more importantly 70 percent of them have work experience as Sport Managers. These numbers favour the results, in that the obtained data will consist of opinions and views of an experienced group, which have based their needs on an actual state within each country.

As to how each club is financed, that specific information was not obtained due to the lack of time, but the data on annual revenue was collected with some minor variations. Bosnia and Herzegovina sport clubs have stated that their annual revenue is around 4.500 EUR, which can be taken as an accurate number, taking into consideration the specific sport system and the lack of governmental funding for sport and sport clubs in general. The Slovenian results must be taken as inconclusive, since their numbers are much higher than any other country. The reason for this might be including the data of the National Olympic Committee, which should not have been included since the specifics were asked to be delivered in regards to the sport clubs. If we omit the two countries, all other countries in the Consortium exhibit similarities, which is on average 120.000 EUR of annual revenue.

As is to be expected, the main business for the 50 percent of sport clubs involved is competitive sport, and 58 percent have stated that they have previously participated in some sort of seminars designed for sport management. However, none of the topics stated were specifically designed and intended for sport clubs.

Since the question of lifelong learning and acceptance of the necessity to change is closely related to the aim of the SportGo project, these questions were incorporated within the focus group. All the participants have stated that they are willing to attend a course in Sport Management and that they do require additional knowledge. These numbers are certainly reassuring, and stating the obvious need for lifelong learning concept.

Within this report, much more attention will be dedicated to the analysis of those questions which address the issue of competences needed by a manager of a sport club.

The most crucial competences for a sport manager were listed as 15 competences. Most of the participants have rated oral communication as very important, (all 49 of them), then Leadership skills (36), team work (35) and project drafting and management (34).

If we look at the skills listed as not important, we could just mention that foreign language skills was the only skill listed as not important by 14 participants.

Looking at the results, one might conclude that a fair number of participants believe that more or less all the skills listed are important, and that it should be taken into consideration to design the training material with the topics encompassing most of the skills, like legal issues in sport clubs, ethical principles in sport, leadership skills, building and fostering a positive working environment, interpersonal skills, team work, decision making, project drafting and its management, ability to acquire information from different sources, presentational skills, and oral communication.

In further analysis of the data presented in regards to general competences, a mean value was calculated for each of the 15 listed skills. Those with the highest mean value again confirm the results explained above, such as Leadership skills and Interpersonal skills which have the mean value of 10.8. The following skills with the equal mean value of 10.6, which can be taken as equally important, are ethical principles in sport, team work, Decision making, initiation and entrepreneurial spirit, project drafting and its management, presentational skills and oral communication.

The lowest on the scale is written communication.

The final question within the focus group was devoted to priorities in Sport Management. The participants were given the list of 12 issues within sport management, and they were obliged to rate them in regards to their own personal priorities.

As was expected, Fundraising in sport was given the most priority, which is understandable of semi-professional and amateur sport clubs, because they really do struggle with finances most of the time.

The following in line of priorities was Human Resource Management. Yet, another issue which was to be expected, since sport clubs are mostly run by amateurs, and they are not capable to hire a professional to work for their club, due to the poor financial situation.

Entrepreneurship in sport follows the HRM, and in regards to the previous section, where Initiation and entrepreneurial spirit was also high ranked, it must be that participants agree on the importance and priority of this issue.

The list goes on, of course, and since they were given all very high priority we shall list them: strategic management of sport organisation, marketing in sport, management of non-profit sport organisations, communication and media in sport, management of sport facilities and sport events, and law in sports.

What seems to be low on the scale are informatics in sport management and economics of Sports Broadcasting. The focus group did not go into detail in examining why these two topics are low on the scale of priority, however one might conclude that either there is no need for them, and that our participants are quite skilled, or that most of them do not find them relevant in regards to the main activities of their clubs.

Final Conclusion

Taking into consideration that most of the offered skills were rated as priority and important or very important, it is necessary in the following steps to design modules so as to include most of the skills listed by the participants in the focus group, such as:

Leadership, Interpersonal skills, ethic values and team work, which can be summed up within Human Resource Management

Team work, Decision making, initiation and entrepreneurial spirit, project drafting can be summed up within Project Management Module

Communication and Media in sport, can be summed up within Marketing Module

Management of sport facilities and sport events, fundraising in sport can be summed up within Event Management for Sport Clubs

And finally

All of the above stated skills are closely connected to Finances and Legal issues; therefore it is recommendable to likewise include modules: Finances and Legal Framework

All of the modules should be specifically designed for the needs of a semi-professional and amateur sport clubs, and it will be necessary to adapt some of them in accordance with each of the Country's specific legal and other regulations. Concerning the teaching methods and the preferences of the participants in regards to conducting the trainings, the data concludes that most of the participants have chosen to have them conducted twice per week (23), while even (18) of them stated it would be better to have them once per week. Of course, this might be due to the fact that sport club managers would find it hard to allocate more of their time within their busy schedule. This too should be taken into consideration when organising the trainings, as well as the fact that most of the participants, (49) have stated that they would like to have the training conducted on line, as well as (50) participants have said that they would like to attend them face to face. Therefore, organising a blended teaching/learning approach would probably yield the best results.



UNIVERSITY OF SARAJEVO
FACULTY OF SPORT AND PHYSICAL EDUCATION

