

Session: **Managing sport in upcoming economic conditions III.**

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### **In pursuit of best performing sport clubs**

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### **In pursuit of best performing sport clubs**

Choose or lose!

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Many European Researchers (Horch, 1998; Anthonissen & Boesenkool, 1996 and 1998; Kalmthout, Lucassen, Janssens, 2006; Bottenburg, 2007; Boessenkool, Eekeren & Lucassen, 2008) and Sport Umbrella Organizations report that traditional organized Sport Clubs in Europe are threatened in their existence, this also is apparent in the Netherlands. It raises questions if the Structure and Strategy of these types of organizations are appropriate for the present Social-Economic situation? It also raises the question, that if existence is been threatened, how these organizations adapt to the new environment or needs and behavior of their members and volunteers? A correlation is been expected between the clear and consistent strategic, tactical and operational choices on the one hand and the success of adaptation to the new environment of the organization and its performance on the other hand.

First stage of the Research will focus on a Literature study, particularly in the area's: strategy and strategic alignment, change management and performance management. Then an overview is given of the different types of Sport clubs and their past strategies, structure and operations. This is examined through an analysis of different Regulations and Policy Plans of various Sport Clubs. This will be followed by the identification of strategic, tactical and operational choices and changes that have been made in the past years within these Sport Clubs. Based on these findings a Typology is composed of Sport Clubs and their different strategic choices and related Business Models. Finally the effect on the durable creation of added value is examined in relation to the different strategic choices that have been made. Hypothesis: It is expected that if Sport Clubs have made a strategic choice, and translated that strategic choice into a unique Business Model, then they are better capable to adapt to changes in their membership and in Society, and therefore create a better and durable added value.

Sub questions that will be addressed are:

- What types of sport clubs can be identified related to what kind of member needs, stakeholder influence or societal developments?

- How are these organizations structured and coordinated (managed), formal and in-formal, degree of professionalization? (can an evolution be identified?)
- Is a Strategic- or Policy process present? What kind and what is the orientation? (market/clients, members, political, profit, multiple stakeholder, societal?)
- Which kind of (conscious) recent strategic, tactical and operational choices can be identified?
- How consistent are these choices in time and in the implementation?
- Which critical success factors can be identified for the Sport club? How are the Sport clubs with the different strategic, tactical and operational choices performing?
- Are aspects of Change Management applied on purpose or did Change evolve from the developments?

The presentation is about “research in progress” and has a conceptual design and content meant as fundament for future research.

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