

COMMERCIALIZATION OF HANDBALL CLUBS IN EUROPE

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Synopsis:

Abstract:

Introduction

Most of the professional handball clubs in Europe are still operating as non-profit sport organization, however, they have a lot of profit-orientated issue as well.

Today the sports organizations are becoming more business-like (Gammelsæter, 2010) hence it is important for the handball clubs to adapt to the more professional and commercialized sports world. Stakeholders and other agencies have interest in doing business within sports clubs (Smart, 2007).

Thus it is essential how sport results are realized besides different institutional logics, economic and organizational efficiency affected by commercialization. Different European professional handball clubs are influenced by globalization and commercialization in a different way.

“Commercial” is frequently translated as “for-profit” or “concerned with making money” (Westerbeek & Smith, 2003), but beside the background of frequent overspending and low profitability of European commercialized sport clubs, they are more likely moving from non-profit to “not-profit” form, than to for-profit (Gammelsæter, 2010). Handball clubs are still not commercialized completely and they may have mixed funding, even though they are operated by different kind of companies or by “not-profit” sports organizations.

Referring to the process of commercialization and organizational changes in the field of handball the purpose of this study is to find handball organizations’ way to adapt how to be more effective in the modern business-like sports world of different cultures.

The aim of this paper is to give a descriptive analyzes of globalization’s and commercialization’s effects on professional handball club management, organizational changes and institutional logic in Denmark, Hungary and Sweden, three powerhouses in European handball, in addition to determine the

factors of high-level professional handball clubs' effectiveness (by cultural, organizational tasks; by professional and economic results).

Methods

Qualitative and quantitative methods were also used to analyse the aspect of handball clubs and their leagues. First of all in-depths interviews of the qualitative perspective were important to understand processes of the clubs and to describe the handball clubs' culture in question.

Secondly Data Envelopment Analysis (DEA) were used in order to define frontier efficiency in the selected countries. Data Envelopment Analysis (DEA) is a non-parametric programming technique that develops an efficiency frontier by optimizing the weighted output/input ratio of each decision making units (DMU), subject to the condition that this ratio can equal, but never exceed, unity for any other decision making units in the data set (Charnes et al. 1978) and it provides a relative efficiency assessment (with multiple number of inputs and outputs).

At this mathematical programming approach each handball club of the three countries were selected, measured as 1-1 decision making unit. The handball clubs were compared relatively to other clubs in their own league in order to define the most efficient and interesting clubs for further selection and measurement. It is comparable by their figures where they use the same inputs to produce the same outputs, also where they have similar effect on the sporting, social and financial success of the organization. The input factors were chosen as Personal costs and Numbers of national players / per club. There are numerous other possible inputs, what will not be considered for instance by several accounting variables, which are not available from each handball clubs. In addition the factors of Outputs are: Point of the club in the national league (the sporting success of their team); Revenues (reflect the economic success) and Stadium utilization by the number of audience (the social success of the club).

After the DEA analysis of the clubs different groups of institutional logics will be defined (e.g. characterized rather by bureaucracy or entrepreneurialism) and they can be compared between the countries in question.

Results

Complete data collection is still in progress, results are not yet available and the analysis expected to be finished by May. Results will be presented at the conference.

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