



EASM 2018 **MANAGING SPORT IN A CHANGING EUROPE**

The European Sport Management Conference
September 5-8 | Malmö, Sweden

EASM **MALMÖ UNIVERSITY**



Annual Report

2018-2019



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STRATEGIC PRIORITIES 2018-2022



VISION

The driving force for developing sport management in Europe.



MISSION

Providing a leading European platform for networking and knowledge creation and dissemination in the field of sport management.

PRIORITY 1

Promoting and developing critical sport management scholarship through academic journals, conferences, collaborative research projects and targeted programmes.

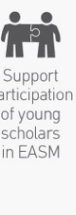
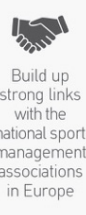
ACTIONS POINTS



PRIORITY 3

Growing and sustaining the membership of the Association, improving its governance and providing excellent services.

ACTIONS POINTS



PRIORITY 5

Representing the interests of the sport management community at European and world forums.

ACTIONS POINTS



SINCE
1993

OVER **440**
MEMBERS

26
CONFERENCES

7233
PRESENTATIONS

PRIORITY 2

Advancing the teaching of sport management and career development of scholars and professionals.

ACTIONS POINTS



PRIORITY 4

Forging and nurturing mutually-beneficial partnerships with non-profit, public, commercial, the world and other sport management organisations.

ACTIONS POINTS



www.easm.net

1 Report from the President

The past twelve months since the 2018 EASM Conference in Malmö have been very busy for the entire Board. Following the identification of EASM strategic priorities, we have focused our efforts on delivering tangible results for our members and the sport management community.

I am delighted to report that a huge amount of work has been accomplished in all five strategic areas.

Priority 1

For the first time ever, we are now able to determine the host of the EASM conference three years in advance. This allows both the host institution and EASM plenty of time to deliver an inclusive and innovative programme of activities. We have also revised the Conference White Book, which provides detailed guidance for prospective organisers, and it is pleasing to see that there are five candidates for hosting the 2022 Conference. The 2018 Malmö Conference was a huge success not only in terms of the quality of

presentations, participants and programme.



The City of Malmö welcomed all delegates to EASM 2018 with its unique street art.

A tangible outcome of the conference was the adoption of the Malmö Charter, which commits the host city to use sport management to further enhance the wellbeing of citizens. The Malmö charter has become a model for future EASM host cities to follow. Another tangible result of the 2019 conference was the election of Karin Book, the head of Malmö Local Organising Committee, to the EASM Board. This has ensured greater transfer of knowledge and complementarity of the Board's expertise.

The ESMQ has significantly increased its Impact Factor in 2018 to 2.27 and has become the leading

journal in the field. It has retained its 3* status with the UK Association of Business Schools Journal Rankings. The EASM Board has also signed a much more favourable new publishing agreement with Taylor & Francis, which secures the future of the journal until 2026.

Priority 2

Practical steps were undertaken to advance developments in the teaching of sport management. To that end, we have instituted a working group on Employability and Entrepreneurship in Sport headed by Steve Osborne from Cardiff Metropolitan University. The group has applied for funding from ERASMUS+ programme and will work on developing a programme of focused activities. EASM is also a partner on two more ERASMUS grant applications aimed at developing different aspects of sport management including the production of teaching materials. A consortium of six universities (including Board members from Belgium, Finland, Germany, Lithuania, UK) and Taylor &

Francis and ENGSO applied for funding from the European Council for an innovative project concerned with the communication of the science of sport management. The application was not successful, but it will be developed further and submitted to a UK research council in later this year.

Priority 3

Following a consultation exercise with our members, the Board has put forward a new proposal for EASM membership which significantly expands the services offered while reducing the membership fee and eliminating the risks to the non-profit status of the Association. In this regard, I am delighted to report the launch of EASM Sport Management Library and would like to express our heartfelt thanks to Christian Germelmann who has served as the general editor of the collection, to all section editors for their professional work as well as Taylor & Francis for generously making 50% of the collection free.

The Board has been in active discussions with Routledge regarding the new EASM book series 'Sport Management in Europe' edited by Guillaume Bodet and Tracy Taylor. It is expected that the first books of the series will be published next year. I would like to register our appreciative thanks to Routledge publisher Simon Whitmore for his vision and support.

As per the decision of the AGM in Malmö, all EASM Board positions are up for election this year but I am confident that the new team will be able to build on our achievements and will continue to further develop the Association.

Priority 4

EASM continued developing partnerships with several organisations including signing a Memorandum of Understanding with the European Non-Governmental Sport Organisations (ENGSO), Global Sport Jobs (GSJ) who kindly sponsored a new Student Research Award, the Council of Europe intergovernmental organisation Enlarged Partial Agreement on Sport

(EPAS) and WASM. Forging meaningful relationships with established European and world organisations is of critical importance for EASM as these partnerships provide legitimacy and access to resources and networks.



EASM Board Member Karin Book presents on the ENGSO – EASM Partnership during the ENGSO Conference in Frankfurt, 2019.

Priority 5

EASM has been present at two important European meetings including ENGSO General Assembly in Frankfurt and the EU Workshop 'Skills & Workforce Development' in sport in Brussels. As well, EASM is involved in ongoing talks with UNESCO with the view to involve EASM in a global initiative aimed at a more inclusive and equitable sport. Those meetings were used to communicate the relevance of our work to the strategic objectives of these organisations, to promote our

interests, and explore ideas for joint projects.

Finally, I would like to thank all EASM Board members, Stefan Walzel and Sarah Runzheimer for their fantastic support to the day-to-day running of the Association, colleagues and partners who have spared no effort in advancing the cause of EASM over the past year. I look forward with a huge amount of optimism to another successful year ahead.

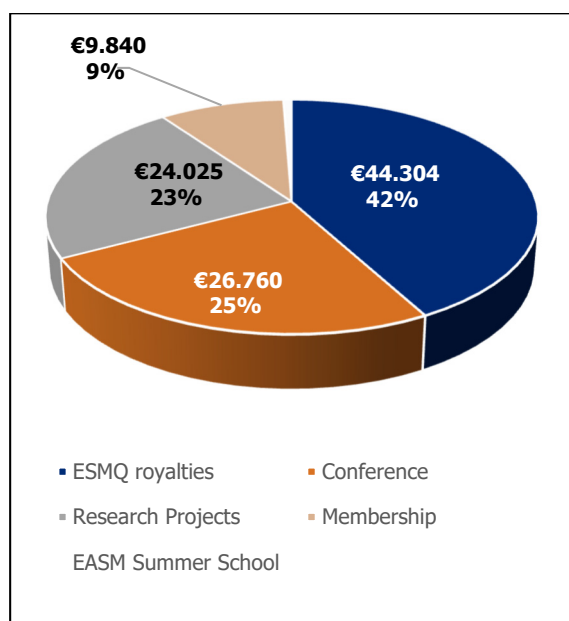


Vassil Girginov

London, July 2019

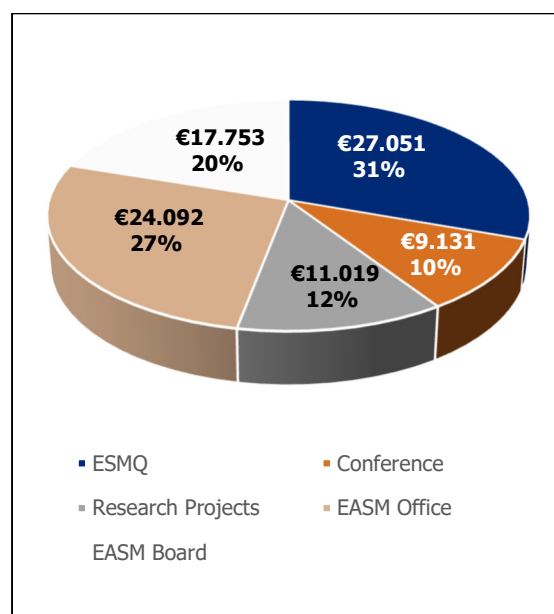
2 Financial Report

EASM continues to be in a good financial position. In the fiscal year from 1st August 2018 to 31st July 2019 the revenues were 105,585.64 Euros. The revenues grew 37% from the previous year. This can be explained by EASM's involvement in two Erasmus+ research projects and membership fee renewal. See the budget for 2018-2019 and the total outcome in Appendix A.



EASM revenue distribution 2018-2019.

the previous year. EASM surplus was 16,537.35 Euros (2017-2018: operating loss € 7,835.46). The main source of income for EASM was the European Sport Management Quarterly journal (ESMQ), which has grown steadily in past few years. See the distribution of revenues and expenditures below.



EASM expenditure distribution 2018-2019.

The revenues increased 37% whereas the expenditures increased 16% from

3 Promoting and Developing Critical Sport Management Scholarship

3.1 European Sport Management Conference

The 26th European Sport Management Conference

Its 26th edition was held in Malmö, Sweden, 5-8 September, 2018. The proud host was the Department of Sport Science at Malmö University. Head of the Local Organising Committee was Karin Book. The conference theme was *Managing Sport in a Changing Europe*. The theme aimed to reflect ongoing processes of change and challenges within sport and society, including issues connected to migration, integration and globalisation. Malmö constituted a suitable frame for the theme. The conference resulted in the first EASM Charter to be signed: EASM Conference Legacy – The Malmö Charter. Also, the conference in Malmö was a first step towards more sustainable EASM conferences. The conference introduced a special track: *Youth and Sport* and a thematic symposium:

Rethinking "sport for all": Inclusion and integration(?).

The keynote speakers were:

- Joseph Maguire (UK), Professor Emeritus of Sport Sociology at Loughborough University.
- Veerle de Bosscher (BEL), Associate Professor, Founder and Coordinator of SPLISS.
- Mike Weed (UK), Professor, Strategic Director of the Centre for Sport, Physical Education and Activity Research (SPEAR)

Facts and Figures

- 492 conference participants from 42 countries all over the world
- 30 Swedish practitioners participated in the thematic symposium
- Most represented countries were Sweden (70), Germany (59), United States (59), United Kingdom (47), Netherlands (39) and Denmark (25).
- 320 abstract submissions
- 14 parallel sessions, 8 workshops, short presentations and poster sessions

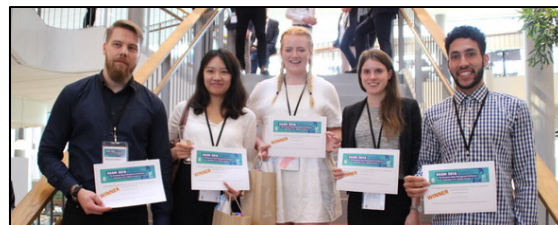
EASM Student Seminars

In connection to the conference, the Student Seminar (1-5 September + the conference 5-8 September) and PhD Student Seminar (4-5 September + the conference 5-8 September) were hosted by the same department. 21 PhD students attended the PhD student seminar.



Students visited Malmö FF to hear about their community projects, education campaign against racism.

50 students and 9 tutors from 11 countries attended the student seminar. The Student Seminar focused on questions regarding integration, racism, children's rights and inclusion/exclusion in relation to sport management. The programme included a management game, lectures, seminars, field visit/trips, and other activities.



The winners of the Sport Management Game are celebrating after their superb presentation for the conference delegates.

The 27th European Sport Management Conference

The 27th edition of the EASM Conference will be organised in cooperation with three universities in Seville (Spain). More than 500 participants have already registered for the conference from 3rd to 6th September 2019 and the main conference theme "Connecting Sport Practice & Science" is sure to be an interesting point of discussion and exchange between academics, managers from sports federations and clubs as well as the sports industry. At the conference in Seville, the EASM Board – in line with the recommendations of its members – has planned several forms of engagement opportunities between the Board and

delegates, thus enhancing the role of the event as a platform for exchange. The Organising Committee, headed by Gerardo Bielons, has invested a great deal of time and effort into the preparation of the conference, Student and PhD Student Seminar over the past few months, and will undoubtedly present itself as a great host.



Seville will host the 27th European Sport Management Conference with the main theme "Connecting Sport Practice & Science".

Future EASM Conferences

In 2020, the next conference will take place at Loughborough University in

London (UK). The contract with the local Organising Committee was signed in June 2019. The EASM Board has already signed the conference contract with the host for EASM 2021, the University of Innsbruck.



The Conference Organisers for Innsbruck 2021 sign the Conference contract with EASM President Vassil Girginov and EASM Vice President Claas Christian Germelmann.

The Board is pleased to welcome five candidates for hosting EASM 2022 in Seville and is looking forward to their presentations of concepts.

3.2 Scientific Committee of the Conference

The official book of abstracts of the Malmö 2018 conference including all compliant, peer-reviewed and accepted abstracts is available from the Malmö University Electronic Publishing website

muep.mau.se/handle/2043/26408. All individual abstracts are available upon login in the membership section of www.easm.net.

27th European Sport Management Conference Seville 2019

A main objective has been to consolidate and, where possible, enhance the relevance and quality of the conference programme. This includes a programme design that facilitates networking by offering breaks and events and enables the creation of communities of practice by having themed/curated parallel sessions and workshops. Further progress has been made to streamline the management of scientific processes, which remains an all-year collaborative product with the local host institution and many other stakeholders.

It remains EASM's aim "to develop sport management". This is manifested in the efforts made throughout the review process, with minimum standards continuing to rise, but with commitment to help authors to meet the bar and allow them and their work access to the conference. The Malmö 2018 post-conference questionnaire showed that

98% of the surveyed participants were (very) satisfied with the scientific quality of the conference programme.



The best conference paper award honours extraordinary contributions to the conference.

The Scientific and Programme Committee Seville 2019 (and, ex officio, EASM Best Conference Reviewer Award 2019 Committee) comprised the following members: Guillaume Bodet, Tim Breitbarth (Chair), Pablo Burillo, Álvaro Fernández.

New Developments

- Yet again, the word count for abstracts was increased (and enforced) to 650-800 compared to 250-350 until 2016, up to 750 in 2017, and 600-800 in 2018, in order to allow for a more meaningful 'conversation' between authors and reviewers/scientific committee on

the quality and substance of submissions and presentations.

- Almost 700 reviews were performed by 121 reviewers (including those of the ESMQ New Researcher Award) over three weeks. 16 Review Track Chairs and all reviewers are a beacon of knowledge, commitment and support during this high-volume-tight-timeframe process.
- Relaunch of the Track “Sport Law and Ethics” with a joint international team of chairs: Jens Evald, John Grady, Barbara Osborne (lead), Guy Osburn. The track attracted 15 submissions, about three-times the number as in previous years.
- Newly appointed Review Track Chairs: Guillaume Bodet, Elisavet Argyro Manoli, Barbara Osborne/ Guy Osburn/John Grady/Jens Evald (joint).
- EASM Best Conference Paper Award 2019 Committee: Guillaume Bodet (ESMQ, EASM, Chair), Karin Book (EASM), Álvaro Fernández (Seville), Leigh Robinson (ESMQ).

- 11 workshops offered, including one funded project with EASM involvement, across a wide range of topical matters.

Service Recognition

While providing our international sport management community with a lasting conference experience is a great collective effort, the following colleagues have provided outstanding continuous contributions in respective roles:

- 3-year service as Review Track Chairs ever since the creation of the new review structure for the Bern 2017 conference: Bo Carlsson, Sven Junghagen, Siegfried Nagel, Tim Ströbel.
- 3-year service on the EASM Best Conference Paper Award Committee: Leigh Robinson.
- Also, once again, Joerg Königstorfer has been leading the ESMQ New Researcher Award (NRA), which marks a pertinent contribution to the conference and the development of young scholars. We also thank the

award committee members Veerle de Bosscher, Paul Downward, Vassil Girginov, Daniel Lock, Tim Pawlowski, Simon Shibli, Tracy Taylor.

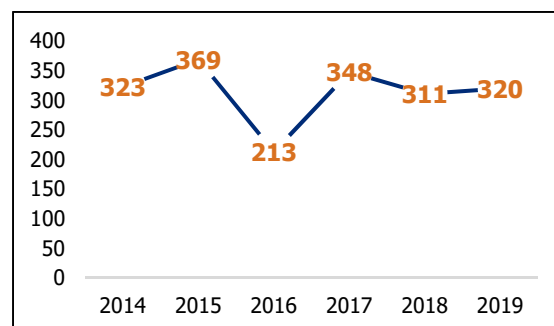
EASM PhD Student Seminar

The transition towards the incoming Chair of the EASM PhD Student Seminar, Chris Horbel, was managed, ensuring both stability in quality and development of the format of this successful offering. The Seminar reached its participant cap of 20 early. A poster exhibition for PhD students on the first day of the main conference has been added, in order to give more visibility to students' work and support them connecting with the international sports community.

Submission Statistics

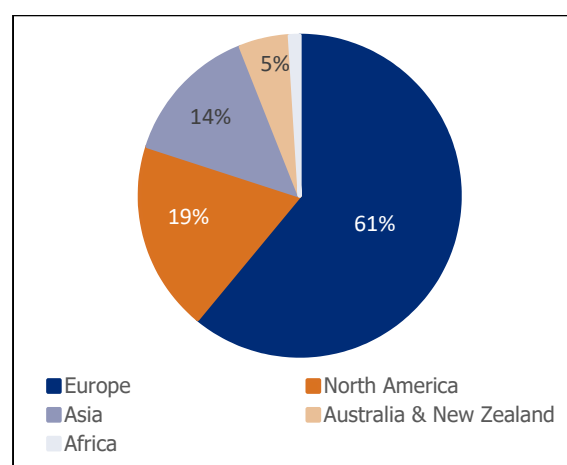
- Initially 320 fully compliant abstracts received, including 53 across 8 community-led thematic workshops and 27 for poster presentation. 7 submissions were received for the NRA, 13 submissions for the

conference best paper award (16 in 2018, 18 in 2017).



Overview of the number of submitted abstracts over the last five Conferences.

- European diversity: submissions from 27 different European countries received (25 in 2018, 20 in 2017). Top: UK 50 (31, 40), Germany 38 (33, 42), 17 Belgium, 13 Netherlands, 12 Finland, 6 Norway (14, 12).



Global diversity based on data from submitting authors

28th EASM European Sport Management Conference London 2020

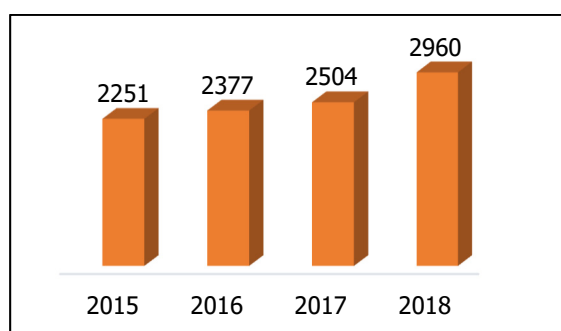
Key personnel from Loughborough University will join EASM 2019 as

'observers' and it is hoped that early inclusion in an increasing complex delivery benefits knowledge transfer between conferences.

3.3 European Sport Management Quarterly (ESMQ)

Highlights

- By the end of June 2019, there had already been almost **37,000 downloads**. This is an **31% increase** on the same period in 2018.



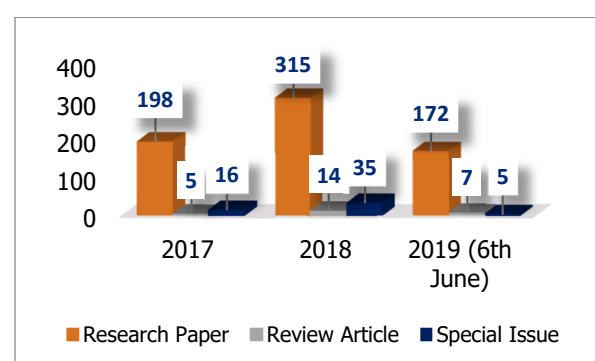
Number of institutions with access to the European Sport Management Quarterly.

- The most downloaded article in 2018 was '*Corruption in sport: understanding the complexity of corruption*' by Lisa A. Kihl et al. with over 3,200 downloads.

	2017	2018	2019 (6 th June)
Accept	20.7%	21.6%	15.7%
Reject	79.3%	78.4%	84.3%

Decision of submitted manuscripts.

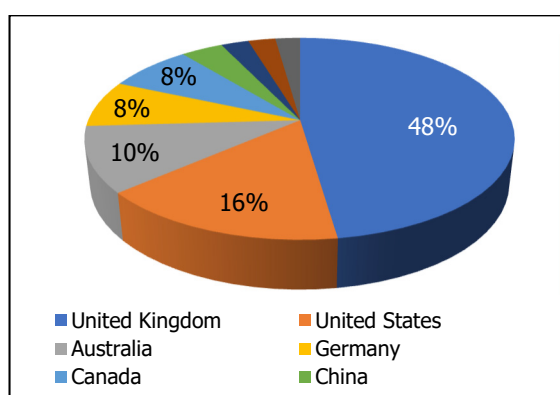
- The journal's **2018 Impact Factor is 2.270** (2017: 1.996).
- The Journal retained its **3* rating** on the UK Association of Business Schools Academic Journal Guide.



Original manuscripts received.

Global Accessibility

ESMQ is accessible to readers via direct subscriptions, online-only sales packages with institutions and as part of the Social Sciences & Humanities Library.



ESMQ article downloads by region in 2018.

Marketing

ESMQ benefits from highly targeted promotion focused on article-level marketing leveraging the web of connections attached to every published article. These connections include colleagues, reviewers, funders, and cited authors.

Once new articles are published in one journal published by Taylor & Francis, they are included in the usage email service - a bi-weekly email that is sent

to researchers within our network, and contains content based on their subject interest. These campaigns are designed to increase reach, readership, and potential citations, as relevant articles are presented every week to interested readers. The recipient does not need to be signed up to the journal to discover new articles, they just need to be registered with Taylor & Francis, which a specific subject area interest.

ESMQ Social Media

ESMQ is promoted through regular posts, news updates, and features on Twitter and Facebook through the EASM channels as well as **@EuroSportManQ**. We use social media to promote conferences and conference themes/sessions, key speakers, call for papers, call for Editors, association news, engaging articles, award winning articles, and article collections. Chris Horbel has recently taken over as social media editor and will be developing a strategy for report at the 2019 editorial meeting.

Associate Editors and Editorial Board

ESMQ's Associate Editors handle a large number of manuscripts and assist Paul in strategic reflection on the journal and his decisions on manuscripts. Paul wants to publicly thank them for their service to the journal: Kathy Babiak, Guillaume Bodet, Hallgeir Gammelsaeter, Jörg Königstorfer, Katie Misener and Pamela Wicker. Paul's sincere thanks also go to all members of the Editorial Board who review multiple manuscripts each year and provide excellent feedback and assistance to researchers seeking to publish their work. Naturally, the work of ESMQ's many ad-hoc reviewers is equally appreciated by the Board. Their collective efforts are helping to sustain and develop ESMQ as one of the top ranked sport management journals. Paul also thanks

Caron Walpole who has been assisting him in the management of the journal and is instrumental in its smooth operations. Last but not least Paul wants to welcome the following new members to the ESMQ editorial Board; Cristina Muniz, Kirstin Hallmann, Rochelle Eime, Pamm Phillips, Colleen Bee.



Special Issue

Social Responsibility and the European Sport Context - with guest editors Tim Breitbarth, Stefan Walzel and Frank van Eekeren was published in 2019 as Vol.

19. Issue 1.

Exploring New Routes within Brand Research in Sport Management - Facing Challenges Between Heritage and Innovation edited by Tim Ströbel and Claas Christian Germelmann is in progress. A call for additional Special Issues has been announced, along with notification of the new process.

Call

ESMQ invites and welcomes Special Issue proposals on clearly defined topics that have broad appeal and meet the aims and scope of the journal.

Special Issues provide an excellent opportunity to develop a more sustained and critical understanding of important topics in sport management, review a topic, examine gaps in scholarship, and encourage new approaches and domains of research than is possible in single journal papers. All proposals should be submitted to the editor by the 1st August each year to be assessed by the ESMQ Board at the Editorial board meeting at the EASM conference. A decision will be announced by the 30th September with an expectation that finalised manuscripts will be submitted for production at the beginning of December the following year.

The New Researcher Award (NRA)

The NRA is awarded for the best original theoretical or conceptual

advance and significant unpublished contribution to sport management. The award is organised by ESMQ and sponsored by Taylor and Francis Journals. The prize seeks to stimulate dissemination of new ideas and innovative research in sport management by encouraging new researchers at the start of their career. The author of the best paper will receive a prize of 500 Euros, donated by Taylor and Francis, a complimentary one-year EASM membership, including a free subscription to ESMQ. The winner will also be invited to submit a full paper of their work to ESMQ for publication, taking into account the comments and feedback of the reviewers on how the paper may be strengthened for possible publication. The two other finalists will win a book prize.

ESMQ Editors Workshop

A workshop is planned for 2019. The aim of the workshop will be to give potential authors – particularly new

researchers – an opportunity to better understand good practice in the submission and reviewing process, demonstrating originality and rigour. Specifically, the workshop will cover working with Editors/Associate

Editors/Reviewers in submitting and responding to review, what is the scope of 'sport management' in selecting journals and horizon scanning for theoretical and empirical innovation.

3.4 EASM Sport Management Library

Sport management knowledge (SMK) has developed exponentially over the past thirty years. Scholars from European universities have made a significant contribution to the field. However, in its current format the SMK is not very well organised and does not serve well the specific needs of different users. In addition, it does not allow for knowledge generation and learning through interactions. There is no single place where users can go to and find the information that meets their research and teaching needs. A clear user focus, interactions, and global knowledge connectivity are critical issues that can be addressed by the proposed EASM Sport Management

Library (SML), so it can establish itself as a current and comprehensive one-stop (shop) platform for the study and development of sport management in Europe. EASM is uniquely positioned to undertake this project.

The principle objective of the SML is to become the ultimate source of information and knowledge about the field in Europe and beyond. To achieve this objective, the SML must not only to provide access to various sport management collections, but also to integrate them with other existing resources and to enhance interactions between users in the field. The affordances of the new digital technologies make this strategic

objective realistically achievable in a cost-effective way, which will allow SML to combine electronic resources to function as a cohesive, one-stop reference system.

The SML will compile 80 essential papers in Sport Management across ten different sub-topics. Editors of each

section have been working under the guidance of Claas Christian Germelmann, editor of the SML, and five sections have already been completed for publishing. The completed SML is scheduled to be published in 2019.

4 Advancing the teaching of Sport Management

4.1 Student Activities

Since the new Board was elected at the Annual General Meeting in Malmö 2018, the Student Representative, Jakob Wikenstaal and Board Member, Bob Olukoya Esq., have further developed the student interface with the EASM family. Together they had increased the visibility of EASM within the Student community and engagement with European Sport Management students in particular.

One of several tasks was creating the framework and establishing the Global Sports Job sponsored *Young Talent*

Award facilitated by the EASM President, Vassil Girginov. This was a great achievement as it provides young scholars taking part in the EASM Student Seminars with even greater incentives and rewards for the intensive work they put in. Together with board member, Irena Valentine, the team was constituted as the jury for the Alberto Madella Scholarship Fund with the task of reviewing applicants and making recommendations to the Board. This is an important Scholarship Fund that helps students within the Sport

Management field attend the EASM conference that would not be possible without the funding.

Another exciting project Jakob Wikenstaal and Bob Olukoya have initiated is a proposal for EASM Ambassadors in every country in the European Council (EC). The aim is to engage the student community even more using EASM seminar/workshop alumni. The Ambassadors will share their experience of EASM in their home country and more importantly stay connected and be an invaluable resource in the effort of EASM to create a database of all sport management study programs in Europe.

Furthermore, Bob Olukoya has established relationship with the AMOS Sport Business University in France. This engagement led to commitment by the University's representative to adopt EASM as its preferred sport management organisation with students encouraged to attend the Student Seminars and EASM Summer School from 2020.

Jakob Wikenstaal has established the Student Sport Management Club over the past year, where experiences from the EASM Summer School, the Student Seminar, the PhD Seminar and the EASM Conference are shared by participants. In the time-tested tradition of EASM, Jakob Wikenstaal is fully involved in ensuring a smooth transition to his successor and has initiated a recruiting process of a new Student Representative with Board level approval.

Student Seminars and Summer School

Jakob Wikenstaal has been involved in organising and managing the EASM Conference 2018 in Malmö and the EASM Summer School 2019 in Madrid. During the 1st to 5th September 2018 50 students from universities across the world took part in this week's long seminar, where the topic 'How to manage sport in a changing Europe' was discussed. The 2018 EASM Student Seminar had the main focus on how to

manage issues of children's rights, integration and inclusion in and through sport in different sport organisations. The Student Seminar was a great week in Malmö filled with lectures, field trips and interesting meetings between students, sport organisations and academic scholars.

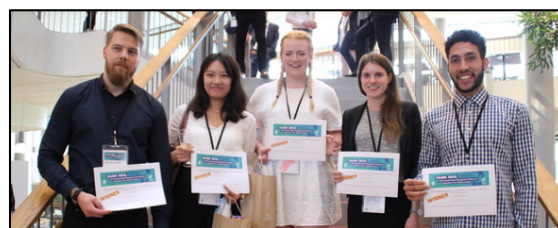


Students visited Malmö FF to hear about their community projects, education campaign against racism.

EASM is delighted to report the organisation of another successful Student Seminar and Summer School. Both have been intensive weeks, where people networked, shared experiences, cultures and studied together. The PhD Student Seminar took place on 4th - 5th September 2018 with 21 PhD students.

Constructive feedback was received in order to further improve the seminars and to be the driving force for

developing sport management in Europe.



The winners of the Sport Management Game are celebrating after their superb presentation for the conference delegates.

A new record number of participants for the EASM Summer School were welcomed to Madrid in May 2019. The numbers for the Student Seminar and the PhD Seminar 2019 are promising, and prove the great interest for those student initiatives.

From 15th to 19th May 2019, the 10th edition of the EASM Summer School was held in the warm and friendly capital city of Spain, Madrid. During this week, the Student Representative has had a great collaboration with the organising team, GB Events. 79 students from all around the world and ten international lecturers were participating at the EASM Summer School that was co-organised with

EASM, University of Bayreuth and GB Events and took part at the Universidad Europea de Madrid.

Together with the academic coordinators Herbert Woratschek and Guido Schafmeister, this year's group work and exam focused on International Sports Marketing. The academic programme was accompanied by study trips to several great places like, La Liga Headquarters and the training facility of Real Madrid. The week ended with a closing dinner

at the Real Café Bernabeu (restaurant at the stadium of Real Madrid).

The collaboration with the GB Events Director, Gerardo Bielons, and his team for the EASM Summer School 2019 has produced an exciting week for students and lecturers while the work continues with the delivery of the EASM Student Seminar 2019 in Seville.

In relation to EASM strategic priority 3 we believe that we have managed to live up to a common motto at the student events: Learn, enjoy and never forget the experiences gained at EASM.

4.2 Working Group on Employability and Entrepreneurship

The EASM Employability and Entrepreneurship Working Group aims to develop employability, enterprise and entrepreneurship frameworks to assist the career development of future and existing sports managers (paid and voluntary) across Europe by supporting EASM members and the EASM Board with the creation of relevant resources

and dissemination of best practice, including:

- Establishing a common language for developing employability and entrepreneurship;
- The monitoring of the sport management labour market trends in Europe;
- Identifying employment and career structures within the sport industry across Europe;

- Involving employers in discussing sport management curricula and research agendas;
- Working with professional support services (e.g. careers) to enhance curricular delivery;
- Enterprise and entrepreneurship education;
- Career development learning;
- Work Based Learning (e.g. Placements/internships);
- Work Related Learning (e.g. simulations, field study, insight visits);
- Curricular, co-curricular and extracurricular innovation.

This working group will prioritise increasing employer engagement in

EASM activities, including the integration of employers within the EASM conference. Appropriate parallel themes will be explored focused on the employers' perspective and knowledge exchange.

The Working Group will have its inaugural meeting during the EASM Conference in Seville on 4th September 2019, 5.10 pm, where they will agree on its structure and a plan of action.

The EASM Board thanks Steve Osborne for voluntary chairing the Working Group and his commitment. For inquiries, please feel free to contact Steve (sosborne@cardiffmet.ac.uk).

5 Growing and sustaining the membership of the Association

5.1 Membership

In the past business year, the EASM Executive Board has intensively dealt with the realignment of membership benefits and fees. In this context, a member survey was also conducted to

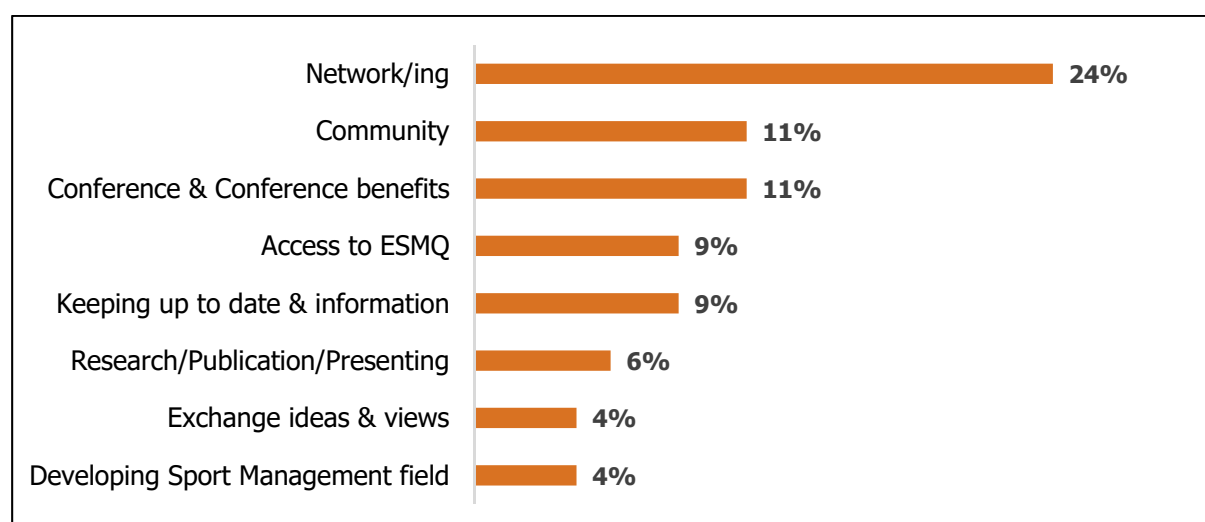
find out more about the members' interests and wishes. The results will also be included in the proposal for a new membership fee and the associated benefits, as will the

feedback that the members of the Executive Board have received from numerous individual discussions with members and non-members.

A strong and broad membership base is essential for the further development of the organisation. The Board has therefore decided to set up a working

group on EASM membership, chaired by Karin Book, which will focus even more on developing the membership base in the future.

If you are interested in being part of the EASM membership working group, please get in contact with Karin Book (karin.book@mau.se).



Main motives for becoming a member of EASM, based on the membership survey from July 2019.

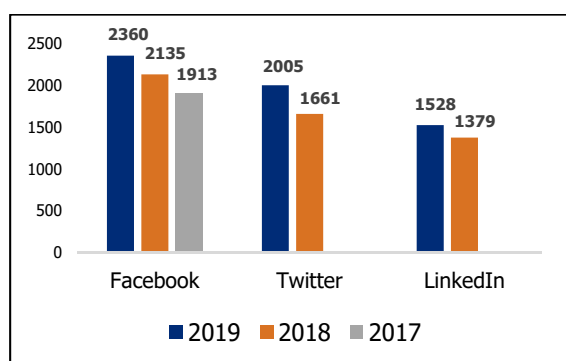
5.2 Marketing and Communication

The internal and external presentation of the organisation as well as the communication with members, potential members and other stakeholders in the sports management

community is one of the key tasks of the EASM Office and the Board.

In addition to the EASM website and the newsletter to members, this concerns above all communication via the social

media. As the figure below illustrates, the number of followers in the social media has increased considerably, which is a positive development.



Number of followers on EASM's social media channels (8th August 2019).

The potential, however, must still be seen as much wider, therefore further

and stronger efforts must be made in the future. The aim is to position EASM as the European interest group in Europe in as many European countries as possible. On the other hand, EASM must also be promoted and recognised as an interest group for sports managers in the sports industry as well as in national and international sports organisations.

5.3 EASM Office

The EASM Office sees itself as a central service unit for its members. It supports the EASM Board in the implementation of its decisions as well as those of the General Assembly. In addition, the EASM Office is responsible for the operational administration of the organisation.

The EASM office is managed by Sarah Runzheimer in close coordination with the Secretary General. While Sarah, as EASM Office Manager, is paid for her work in the amount of ten hours per week, the work of the Secretary General – like all other board members – is done on a voluntary basis.

6 Partnerships and Projects

ENGSO

During spring 2019, a dialogue with European Non-Governmental Sports Organisation (ENGSO) was established. ENGSO is the leading voice of voluntary sports organisations in Europe, and thus important also from an EASM perspective as the voluntary sport sector in Europe is large. A Memorandum of Understanding has been signed with the intention to promote co-operation and advancement of links between EASM and ENGSO to their mutual benefit.



Board Members Karin Book and Stefan Walzel at the ENGSO General Assembly.

Representatives from EASM Board attended the General Assembly of ENGSO in Frankfurt (June 2019) when EASM was accepted as an associate member of ENGSO. ENGSO has become

an institutional member of EASM and will as well be part of EASM's Advisory Board.

National Sports Governance Observer (NSGO)

The main aim the 'National Sports Governance Observer: Benchmarking sports governance across national boundaries' was to assist and inspire national sports organisations to raise the quality of their governance practices. The project involved 16 partners from nine European countries, including EASM, and was a 2-year ERASMUS+ funded project (2017 & 2018). On 12th November 2018 the final report was presented to the public in Leuven (Belgium) and the project was officially closed. The success of the project was recognised by the EACEA's evaluation, receiving a score of 87 out of 100 possible points. Further information and results are available at <https://playthegame.org/theme-pages/the-national-sports-governance-observer/>.



EASM Board Member Christos Anagnostopoulos presented the outcome of the NSGO project with other EASM members who represented their universities in this project.

EASM wants to put on record the excellent collaboration it had with 'Play the Game' which will hopefully continue in the years to come as integrity and good governance will continue to be in the frontline of managing and administering sport. Furthermore, EASM openly acknowledges the trust received by and fruitful cooperation with all partners involved in NSGO. Special thanks are also extended to Christos Anagnostopoulos and Stefan Walzel for contributing to NSGO as well as representing the Association in all meetings and events these past two years.

GreForm

The main objective of the "Good Governance enhancement through e-Learning for Sport Volunteer Board Members (GReFORM)" is to increase the capabilities and knowledge of volunteer Board Members in sport organisations by providing online and research-informed education on Good Governance in sport.

The development of an electronic platform will allow board members of sports organisations, especially volunteers - in their own time - to follow a series of educational modules on Good Governance principles (Accountability, Transparency, Democratic processes, and Social responsibility). It is hoped that by providing up-to-date, research-informed and quality oriented educational support to Volunteer Board Members, the good governance of sport organisation will be strengthened. The project is financed by an Erasmus+ Collaborative Partnerships research

grant (EAC/A03/2016) and will be completed over a period of 36 months, from 1st January 2018 to 31st December 2020. EASM will be responsible for the dissemination of the project with dedicated workshops in the annual conferences in Seville (2019) and London (2020) respectively. EASM is represented by Ruth Crabtree and Stefan Walzel in this project.

Run for Health Erasmus+ project

EASM has participated in the *Run for Health* Erasmus+ research project through Aila Ahonen and Vassil Girginov. EASM's role has been the dissemination of the project; participation in the development of the event management plan, development of education material and writing the policy implications report. This Erasmus+ project contributes to the promotion of health-enhancing physical

activity and active lifestyle through outdoor running events. The research was implemented in successful European running events in six different countries to identify the key factors for maximizing the health, social, and economic benefits for individuals and society. The results of this study indicate event-related factors which influence participants' experience when participating in such events. The project is presented in EASM 2019 Conference in Seville.



Board Member Irena Valantine represents Lithuanian Sports University (LSU) and acts as researcher in this project. Vassil Girginov attended the project meeting in Thessaloniki in February 2019 on behalf of EASM.

7 Representing the Sport Management Community

In order to increase the visibility of EASM and to engage in exchanges with members and non-members, the EASM Board and some members of the organisation appear on behalf of EASM at various events, forums, workshops and conferences in Europe. Veerle de Bosscher, Christos Anagnostopoulos and Stefan Walzel followed the invitation of the Polish Sport Management Academy and gave lectures on various topics to representatives of the national Polish sports federations.



Christos Anagnostopoulos talked about good governance in sport organisations to representatives of the Polish sports federations. EASM President Vassil Girginov is in regular contact with the World

Association for Sport Management (WASM) to represent the interests of the European sports management community on a global level. The regular and friendly exchange with WASM and the other continental associations is an important component to work even more closely together in the future and to speak with one voice.



On behalf of EASM Veerle de Bosscher spoke about high performance sport at the Polish Sport Management Academy.

EASM was represented at the 5th International Scientific Conference EQOL2019: Exercise and Quality of Life: From Healthy Childhood to Active Aging, which took place 11th – 13th

April 2019. The event organised by the Faculty of Sport and Physical Education of the University of Novi Sad provided the opportunity to invite academics from the Balkan region to participate at EASM 2019 Conference in Seville.



Board Member Irena Valantine presents EASM and extends an invitation to the audience to participate at EASM 2019 Conference in Seville.

Appendix A: Planned budget and actual financial position of the FY 2018/19

	<u>Planned budget</u>	<u>Final outcome</u>
Revenues	77,000.00 €	105,585.64 €
Membership fee	3,000.00 €	9,840.00 €
Conference	26,500.00 €	26,760.00 €
Journal - ESMQ	40,000.00 €	44,304.95 €
Research Projects	5,000.00 €	24,025.00 €
Sponsorship	2,500.00 €	- €
EASM Summer School	- €	655.69 €
Expenditures	- 76,500.00 €	- 89,048.29 €
EASM Office	- 19,600.00 €	- 24,092.73 €
Conference	- 7,500.00 €	- 9,131.78 €
EASM Board	- 16,000.00 €	- 17,753.19 €
Journal - ESMQ	- 26,400.00 €	- 27,051.49 €
Research Projects	- 7,000.00 €	- 11,019.10 €
Surplus/Deficit	500.00 €	16,537.35 €