



Club-organised sports in Europe: quo vadis?

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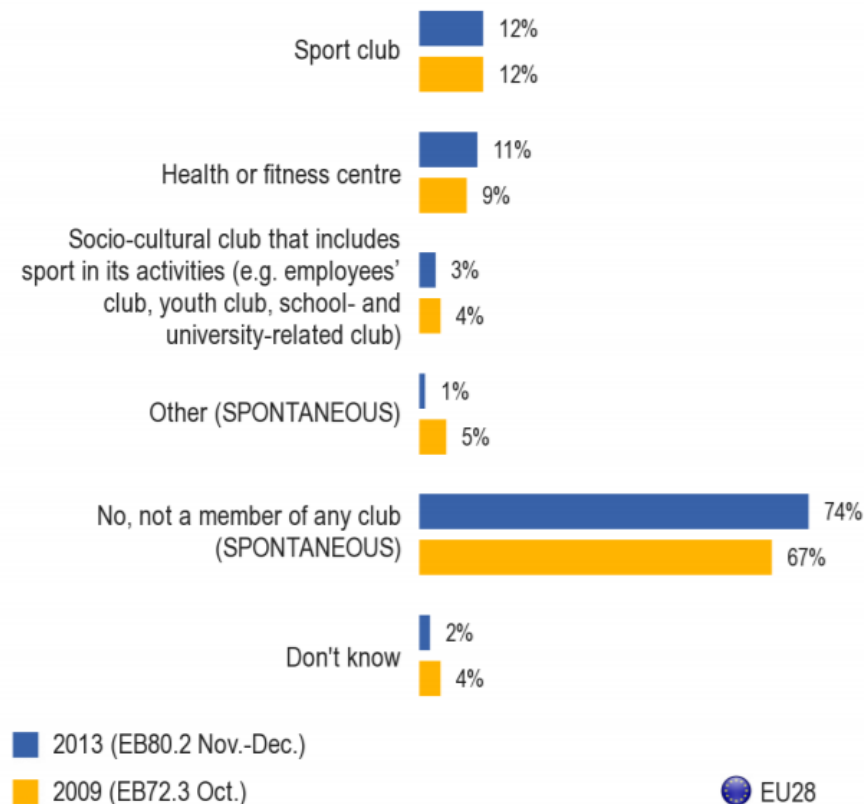
Dinosaur hypothesis (Beckers, 1989)



- Sport clubs =
- Dominant
 - Not adapted

Eurobarometer (2009/2013)

QD10. Are you a member of any of the following clubs where you participate in sport or recreational physical activity?



Participation in sport club or socio-cultural club including sport activities: 15%

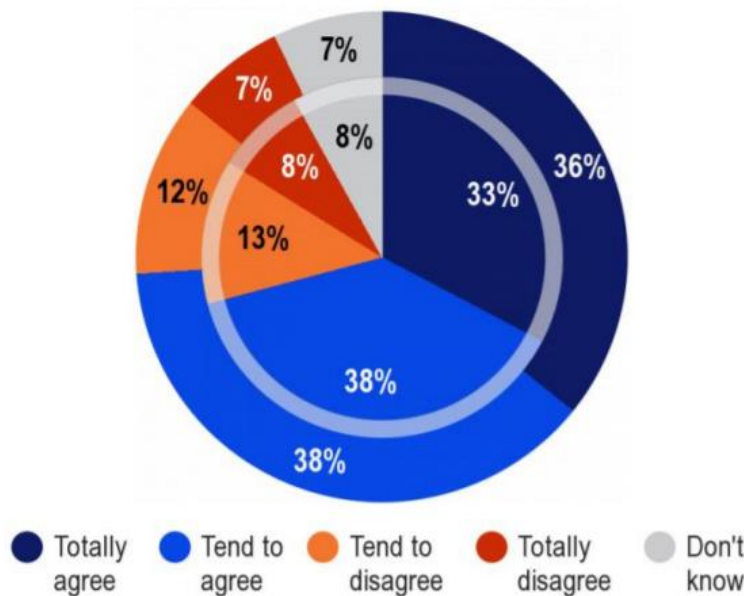
→ 62 million people in Europe

→ Not only 'sport' capital but social and cultural capital as well

Eurobarometer (2009/2013)

QD11.2. To what extent do you agree or disagree with the following statements about sport and physical activity?

Local sport clubs and other local providers offer many opportunities to be physically active



Inner pie : 2009 (EB72.3 Oct.)

Outer pie : 2013 (EB80.2 Nov.-Dec.)

EU28

Public support for local sport clubs → 74%

306 million people

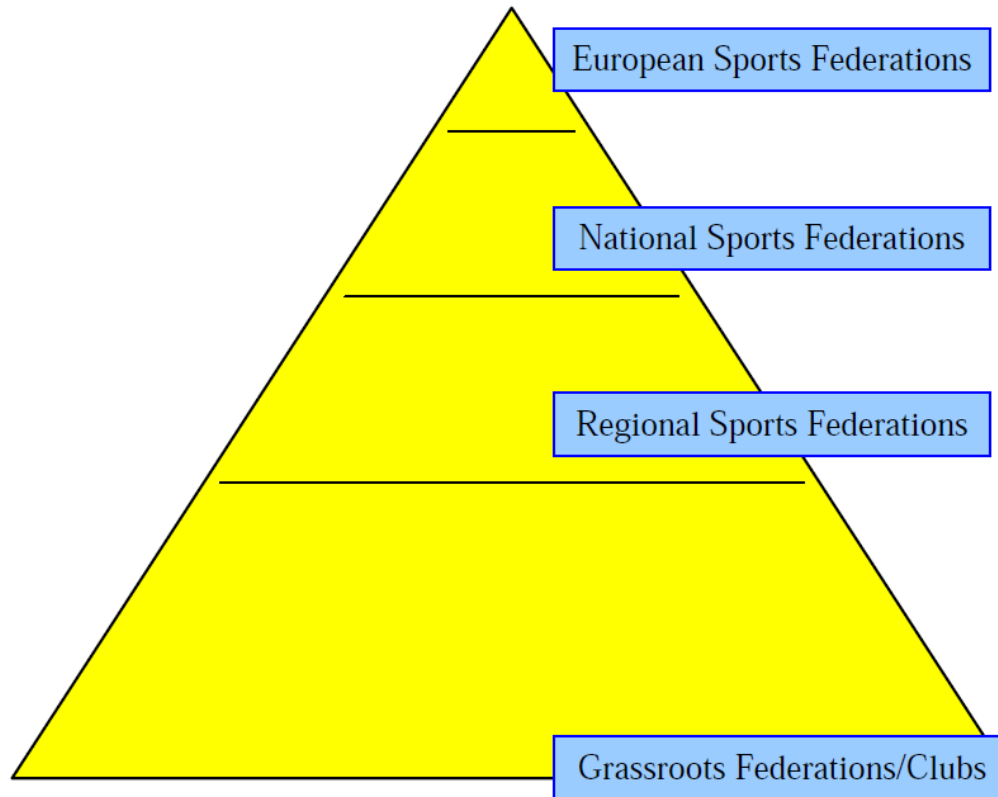
What about those not being represented?

- Majority of sports people are not participating in a club
- They prefer informal and non-organised sport activities such as running, walking, swimming etc.
- So-called light communities in sport

- Informal and non-organised sports are popular among elderly, women, disabled, single parents and other (minority) groups

- Popular informal sports like running, biking, dancing, etc. are recuperated by commercial providers ...

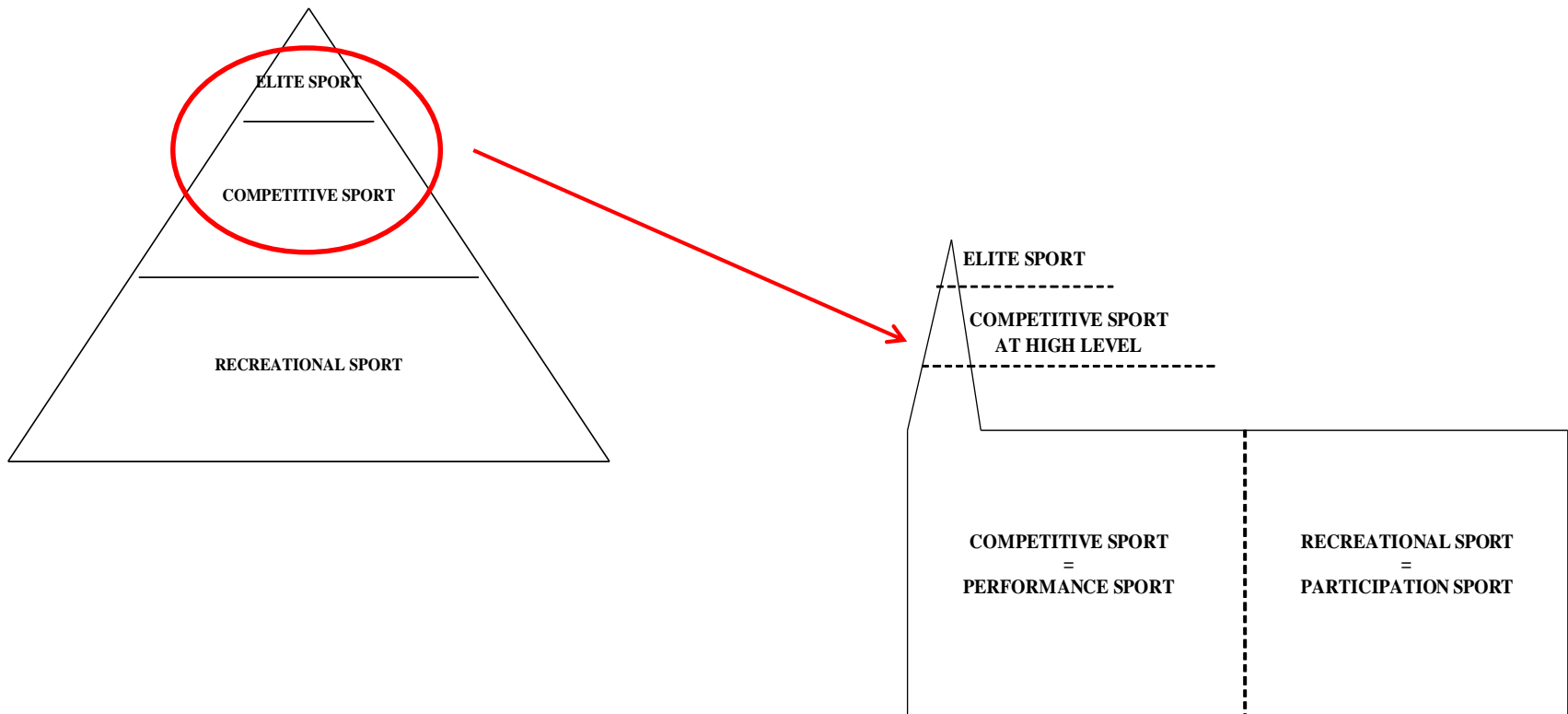
European Model of Sport



The Organisation of Sport in Europe
The Pyramid Model

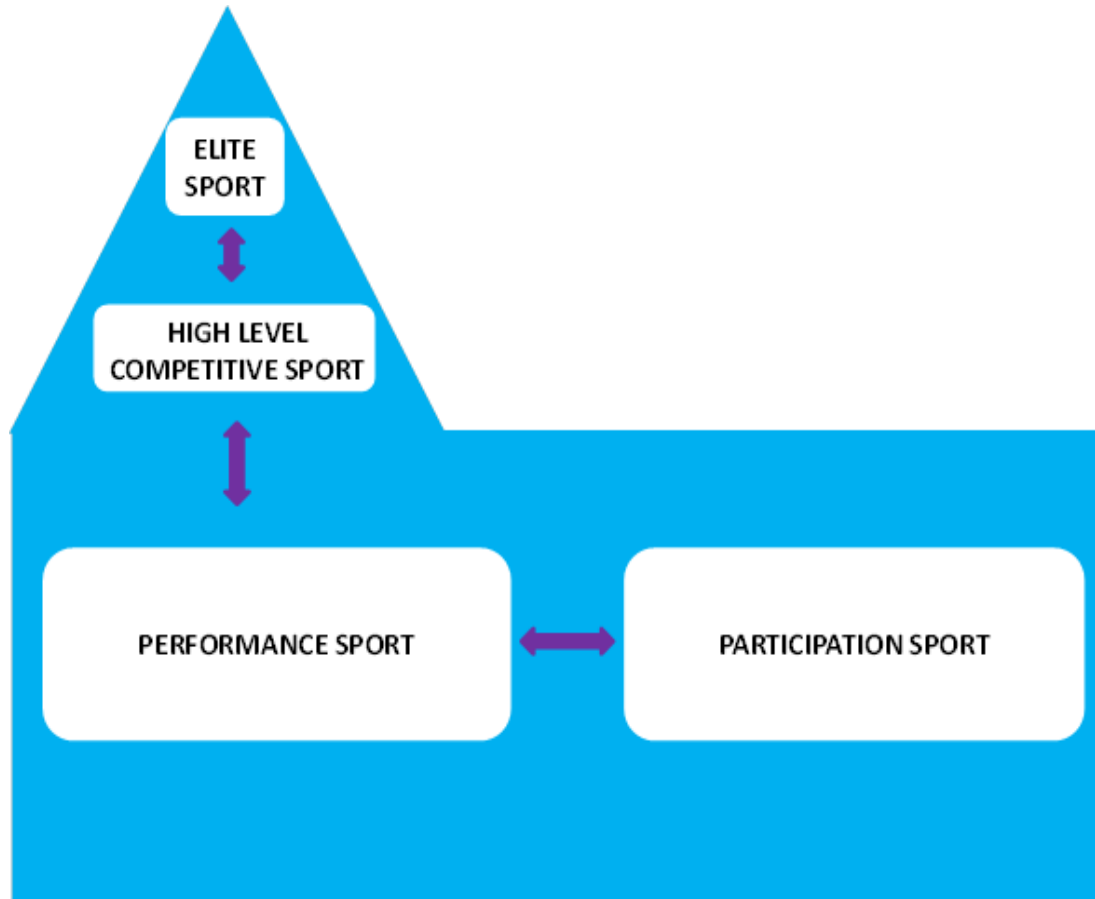
Source: European Commission (1999)

From pyramid model to church model of sport



Source: Scheerder (2007)

Church model of sport

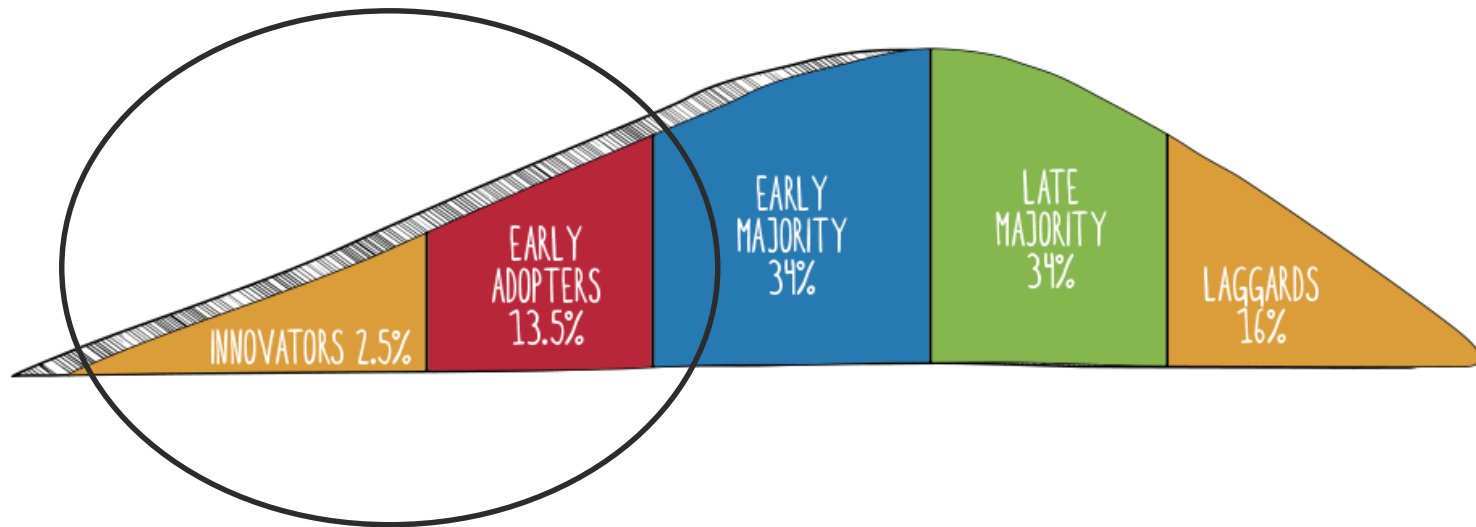


Other forms,
services, target
groups in sport

Source: Scheerder (2007)

Innovation Adoption Theory: Rogers' (1983) 5 market segments

DIFFUSION OF INNOVATION MODEL

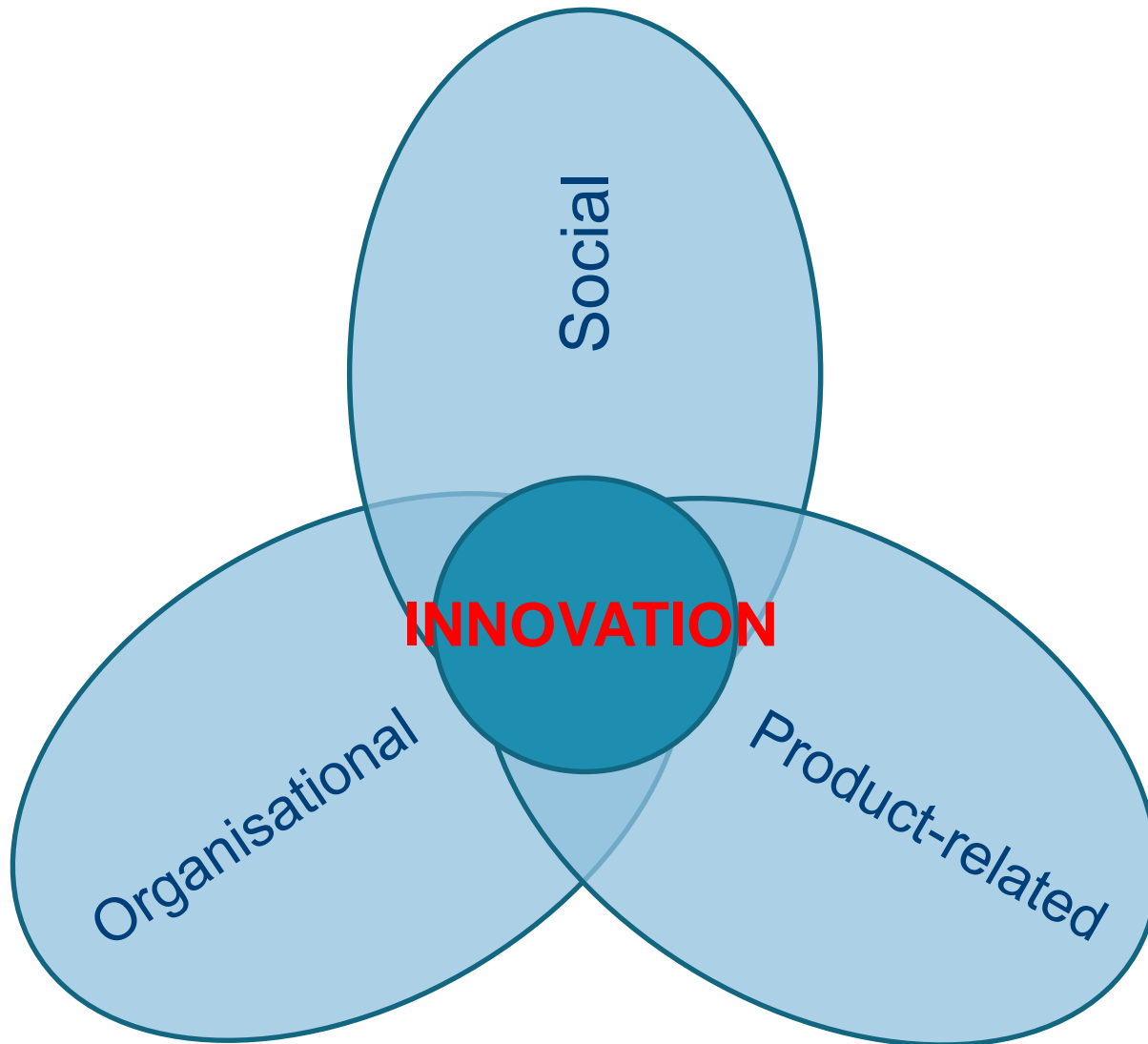


Ca 15% already convinced

How to convince the (late) majority and the laggards?

In order to get the (late) majority and laggards on the sport club boat → clubs need to innovate

3 dimensions of innovation



Examples

- Organisational/institutional innovation
 - Capacity building based on volunteerism
 - With support from the government
 - Optimize club management
- Product/service innovation
 - Light communities
 - Strength of weak ties
 - Not only focus on competition but other forms of participation as well
- Social innovation
 - Loss of potential: some social groups neglected
 - New target groups: elderly, women, disabled persons, refugees other minority groups

Problem of 'compatibility'

	Social	Product-related	Organisational
Principle	Access	Quality	Efficiency
	Cheap, low threshold	Accurate	Quick
Focus	Market/demand	Product	Resources

'choosing is losing' ...

Inspiring: phd thesis by Frank Van Eekeren ('The Valued Club', 2016)



- Sport clubs create public value
 - Integration, participation, health, sportmanship, respect, ...
- For this they need both internal and external stakeholders
 - Sport are no 'gated communities' but open systems interacting with their environment
- Ideal of the 'Valued Club'
 - Sporting, cultural and business values
 - Responsibility and reflection
 - Rather than targets, accountability and morality



To conclude: implications

- Social and cultural capital of sport clubs is underestimated
- Clubs need to take societal responsibility
→ Social Return on Investment (SROI)
- Clubs are in a good/best position to make changes:
Innovation should start from bottom-up at grassroots level
→ Vertical subsidiarity

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