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# **New Age of Sport Management Education in Europe (NASME)**

**Research Project under the Erasmus+ Programme**

**Norwegian report from the interviews (data III)**

**March, 31<sup>st</sup> 2019**

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This report includes an explanation of the sample, data collection and analysis of data III of the NASME-project. As well, findings are presented discussing how trends in society have been impacting the sport industry and how these impacts have consequences for the preferred competences for future sport managers. Furthermore, we present job positions which will be relevant in the Norwegian sport industry in future and describe how the sport industry is connected to sport universities. The report finishes with a visualization of how the four sectors differ from each other regarding the future preferred competences.



## 1. Methods

### 1.1 Sample and data collection

The third round of data collection included conduction of 10 semi-structured interviews in the period January 14<sup>th</sup> to March 6<sup>th</sup> 2019. The sample was purposefully chosen. The 10 interviewees were identified as experts (key informants) in the field of sport management whereas eight of them represent the sectors under scrutiny. In detail, each sector was represented by at least two interviewees. In addition, some interviewees (see table 1) who had work experience within more than one sector, so they were able to refer to more than one sector when being interrogated about preferred future competences within the sport industry. Besides the sport sector representatives, we chose to interview one specialist within the field of sport management education, hence a professor in sport management who has taught sport management students on both graduate and undergraduate level for many years. This interview has been of advantage inter alia when connecting the preferred competences to the existing sport management curricula, which currently are existing in Norway. The sample though exists of highly educated, and experienced sport managers, aged between 30 and 60 years old whereas six were female and four men. None of the interviewees have been involved in the data collection from round II (quantitative survey). A semi-structured interview guide based on the findings of the quantitative findings guided the individual interviews. For each sector, a different interview-guide was created and used. The interviews were conducted in person at meeting rooms and/or via the online-meeting platform Skype Business in which the first author was present at all interviews, the second author was present at nine.. The interviews endured one hour on average, were recorded and transcribed verbatim.

Table 1. *Sample of interviews including information on sector, organization, job title, education, work experience, and gender.*

Code of interviewee	Sector	Organization	Job title	Education	Work experience	Gender
1	Sport club	Sport Club with 8 sports	CEO	High School	IT and marketing in private firm, entrepreneur 4 ½ year	M
2	Sport org. + public	NSO + county	Director	Master social science	10 year gen.secretary of sport org, 11 year in the board of federation, 4 committees, 8 years in public	F
3	Sport org. + public	Public sport org.	CEO	Bachelor in psychology from Canada	Earlier sport federation 4 years, general secretary 4 years, new org 6 months	F
4	private	X-Games , private	CEO	Bachelor in marketing from Business School	Communications adviser in marketing office 8 years, X-Games 20 years	M



5	public	University college	Professor	PhD in administration and organizational theory	21 years at university college	M
6	Public + Sport org	Municipality, NSO, Ministry, elite sport center	Director of one division	Master sport management	15 years public, 3 year private 9 sport org	F
7	Sport org.	NIF	Head of Sport Development	Master in pedagogics	7 months in municipality, project at university college about elite sport, 7 years in NIF, de	F
8	Public	State owned stock corporation	CEO	Business Economist	Sport 25 years, private 3 years, Public 2 years	F
9	Private + NSO	Sport equipment company	Head of Marketing	Master sport management	Event 2 years Marketing project leader 3 years, new firm one month	F
10	Professional Sport club	Sport club for a team sport within an alliance club	CEO	MBA from US	Public sector and private business, only half a year work experience in the sport club	M

### 1.2 Data analysis

Aiming at constructing a model illustrating the future preferred competences within Norwegian sport industry, the interview transcripts were analysed in four steps. The first step involved reading all transcripts carefully from top to bottom in order to get an overview of the entire data material. Second, in order to pinpoint the changes within sport industry and its impact in the future on the preferred competences, we constructed four analytical questions. The construction of the first was *what* trends impact sport industry and *how*. The construction of the third was based on the focus of the competences in this study, asking *which* competences thus are preferred and *why*. In a third step, we followed the analytical strategy by applied the meaning concentration technique (Kvale & Brinkmann, 2009) using a meaning concentration technique to handle the respectable amount of data. This enabled us to construct answers to these four analytical questions in each interview. A fourth step was to compare the findings deriving from qualitative data with the findings from the preceding quantitative data analysis. While all authors contributed in the data analysis, analytical thoughts were shared and discussed within the author team throughout the whole data analysis and writing process.



2. Findings

The previous AHESIS study confirmed that trends of commercialization, digitalization and internationalization has impacted the sport industry and thus also changed the required competences of sport managers.

*Commercialization* is defined as the process, which is used to involve something, such as a product or a service in exchange of an economic value (Byers et al, 2012). Commercialization of sports includes inter alia increasing cooperation with sponsors, immense sums for broadcasting rights and buy and sale of athletes for expensive costs (Slack, 2004).

*Digitalization* is understood as the integration of digital technology in every-day life with the objective of turning especially administrative work into online processes (Business Dictionary, 2019).

*Internationalization* includes the relation and interaction between countries (Daly, 1999).

In the current study, the interviewees were asked to describe if and how these trends have influenced Norwegian sport in the respective sectors. During the interviewees, the connections between trends in the sport sector have been related to the future required competences as presented in table 2.

Table 2. Characteristics of how trends impact Norwegian sport industry and future required competences of sport managers.

Trends and future	Sport management – related competences
<b>Commercialization</b>	
<ul style="list-style-type: none"> <li>• Changing financial structures               <ul style="list-style-type: none"> <li>• Sport receives increasing income from commercial actors</li> <li>• Professionalization of staff</li> <li>• Costs for participating in sport increases</li> </ul> </li> <li>• Increased innovation and entrepreneurship</li> <li>• Changing role of sport participant from stakeholder to client</li> <li>• Increased variety of sport activities               <ul style="list-style-type: none"> <li>• Increasing number of sport activities developed by commercial actors become incorporated in organized sports</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Management of innovation processes</li> <li>• Creative thinking</li> <li>• B2B</li> <li>• B2C</li> <li>• Sales</li> <li>• Marketing</li> <li>• Financial management</li> <li>• Facility management</li> <li>• Value-based leadership</li> </ul>
<b>Digitalization (information technology)</b>	
<ul style="list-style-type: none"> <li>• Digitalized working process within administration</li> <li>• Digitalized communication</li> <li>• New forms of information distribution</li> <li>• Increasing generation of big data as basis knowledge for strategies</li> <li>• Digital platforms targeted as interaction for reaching youth</li> <li>• Digital meeting point for sport activity               <ul style="list-style-type: none"> <li>• Evidence of sporting activity, performance and success</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Digital marketing</li> <li>• Digital content production</li> <li>• Social media</li> <li>• IT-knowledge</li> <li>• Ethical knowledge on digital tools and data protection</li> <li>• Statistic / data analysis skills</li> <li>• Digital event audience entertainment</li> <li>• Value-based leadership</li> </ul>
<b>Internationalization</b>	
<ul style="list-style-type: none"> <li>• Increasing number of international events hosted</li> </ul>	<ul style="list-style-type: none"> <li>• Political knowledge</li> </ul>



<ul style="list-style-type: none"> <li>• International rules and regulations (IOC, IFs, EU, WADA)</li> <li>• Increased homogenous global sport market</li> <li>• Increased public funding to events and activities in an international context (such as international events, activities with international audience)</li> <li>• Population is becoming more international</li> <li>• Introduction of new sport activities</li> </ul>	<ul style="list-style-type: none"> <li>• Event management</li> <li>• International organization knowledge</li> <li>• Public sector knowledge</li> <li>• Funding knowledge</li> <li>• Value-based leadership</li> </ul>
<b>Other trends: Global awareness about environment and sustainability challenges</b>	

In the following section, we explain *how* the above named *trends impact Norwegian sport industry* as well as how these trends impact the future required competences.

### 2.1 Commercialization

Characteristics of commercialization within the Norwegian sport industry show that through a more intensive cooperation with commercial actors as in the past, the financial structures have been changing. First, sport organizations on all levels receive increasingly income from commercial actors, especially through sponsorships. This phenomenon has impact on the competences required for sport managers. Staff within sport organizations are asked to have **marketing** competences including **creativity** in order to find solution for activation.

#### Marketing skills and other Business skills

Our interviewees state that if you are not visible, the logic of the market is that you lose. As the Head of Marketing from a Norwegian sports equipment brand explains:

Commercialization is about making sport or an athlete to a product and then shaping it so it can be sold. It is about making the product attractive but also keeping your eyes open for interesting products that can be sponsored. Not all sports need to become commercialized, but then they miss out the money (interviewee 9, private sector).

Another angle to see this from is to understand the perspective of the customer and understand the consumption pattern as well as relationships between **business to business (B2B)** and **business to customer (B2C)**. An interviewee stated that athletes and other stakeholders within sport are treated rather as clients, than stakeholders (interviewee, 8).

Client or the target group can be all from collaborators to athletes. It can be that the commercial understanding is important to include in the (sport management) education, I think. One has to be very aware of the different target groups you work towards» (interviewee 8, private sector).

Interviewee 5, the sport management professor stressed that he wished that more resources were used on sport and sport activities than on marketing and sponsorship.

The closer cooperation between commercial actors and traditionally organized sport organizations opens up for innovation processes which are more dominant in the private business sector. As well, this processes open up for increased innovation and entrepreneurship thinking within the sport industry (interviewees 3



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public sector and sport organization, 4 private sector and 6 public sector and sport organization, 10 sport club).

To understand cooperation between sports and commercial actors is important, as two interviewees mentioned an increased variety of sporting activities caused by commercial actors. Sport that has its roots and has been developed by industry, especially action sports such as skateboarding, rock climbing, snowboarding, are increasingly introduced to organized sport because more and more of these youth-driven sports have recently become part of the Olympic Games (see also Strittmatter et al. 2018) as explained in the following quote:

Many of the sports that we work with have been commercialized at one stage or another. If we take those that have existed for long time and have been commercialized BEFORE they were systematically organized (...) let me take snowboard and skateboard and surf as example because there, commercial actors have been part of developing the sport. Therefore, on sport activity level, it is very important to have knowledge and insight on how sport organizations and commercial actors work together. For the future, this (cooperation) will just become stronger and stronger (interviewee 3, sport org + public sector).

Another financial change caused by commercialization is the increased costs for staff within sport. While sport clubs have a high tradition on being driven by volunteers, the number of professional staff increases and thus the costs as well. Especially for CEOs and coaches within the club. Thus, **financial management** of an organization is thus required.

A highly discussed topic within Norwegian media and Norwegian sport, which also has been brought up by several interviewees (interviewee 2 and 6) is the increased costs for people participating in sports. Many sport activities have become increasingly expensive due to different reasons, such as equipment costs, hiring arena, membership costs, professionalization of coaches so that many people (especially children and youth) do not have the possibility to participate. In Norway, this topic is called "economic barriers for participating in sport". Several sport organizations are currently discussing actions for lowering these costs and thus, **financial management** on sport activity level is a required competence.

## 2.2 Digitalization

As any other field of today's society, Norwegian sport has been impacted by digitalization through digitalized working processes within the administration, increase digitalized communication within and among organizations and between individuals. Interviewees agree on that Norwegian organized sport is very much behind new information technology equipment and competence and is in high need of competences within this field (all interviewees). In that respect, digitalization is mostly understood as a mean or opportunity for increased efficiency.

Mostly mentioned sport management-related competences is skills on **digital communication** in order to reach the population in connection with either a sport club or the activities the population organize themselves. A sport club need to know which communication forms to use, a push notification, e-mail or Facebook group and unfortunately the platform of the NIF (Norwegian Olympic and Paralympic Committee and Confederation of Sports) is not suited to fulfill all the different needs. "Unfortunately NIF has forced all clubs to use their platform from 2019" the representative of the sport club answered. "Unfortunately, NIF has not control in its own house. Their application for extra money for digitalization was not granted,



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because they have received money for this purpose previously without solving the case" (Interviewee 10, sport club). The CEO continued that sport should use Social security numbers in registering members, because then a uniform on logging system could be used. Larger municipalities have the advantage of having a communication department.

From January 1<sup>st</sup> 2020, we will use Workplace, which resembles Facebook, where all information will be given to employees, and discussions should be done on this platform. On this new platform you can share links, documents, pictures and opinions and there can be established groups from 2 to 6200. For the newly established public organization it is important to have knowledge about how commercial actors who work with sport, behave (interviewee 6, public sector).

"I have to get people with digital skills and knowledge on how to structure information to target groups from outside the organization" the interviewee (interviewee 3, public sector) answered. The representative of the sport organization regretted that much focus was on how they communicated and not what they did. "Perhaps the reputation had been different if we had communicated better", she added with a sigh.

For a leader it is more important now to be good in mirroring messages and be the storyteller for changes occur rapidly and you need to get the organization to trust in the direction you move (interviewee 8, public sector).

Other impacts mentioned are that people working with sports are requested to handle big data and need to understand how they can make sense of it in their every-day work. Hence, *method-specific education* is requested.

I am unsure whether it will be highest on the agenda for the students. For today, you work agile and work in other ways than you did before. It is clear if you must if you are going to write research-based assignments, you have to be able to do methods. But as in the professional life as such, I would not have prioritized that (Interviewee 8, public sector).

One person employed in the same sector pointed out that in order to understand research and view it critically, it is necessary to have knowledge in methods. Because of "fake news" this is even necessary today in order to understand the whole picture. The professor underlined when he heard that the students did not see the value of knowledge in methods (Skirstad et al. 2018) that the instructions in method were not pushing the point that this is a tool to be critical. Many of the students could also benefit from their knowledge in methods without being aware of that. The interview ended with the following citation "I think many people will benefit from it without even knowing why" (interviewee 5, public sector).

Another interesting finding in connection with digitalization and the impact on Norwegian sport is that digital world has become a meeting point for sport activity, hence people exchange their interest on sport activity online and schedule common activity online (interviewee 3). As well, digital content has become the evidence of that a (mostly not-well-known) sporting activity exists or it is proof for performance and success, as the CEO of X Games Norway explains:



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“Tricks in action sport do not exist until someone has photographed or filmed them (...) and now, we have the technology and the channels that reach fans and the public through social media” (interviewee 5, private sector).

In connection with managing an international sport event, he continues by explaining the need for digital marketing competences:

“the most important for us (in event) is the output from what we produce and transfer it to social media” (interviewee 5, private sector).

Other competence mentioned are ***ethical knowledge on digital tools and data protection*** in order to understand eventual dilemmas, which exist by using tools (interviewee 6).

### 2.3 Internationalization

Increasing number of international events hosted in Norway is one impact of internationalization (interviewees 7, 8). Also, sport organizations, competitions, training concepts, judging and ranking systems are impacted by rules and regulations that are set by international governing bodies such as the IOC, IFs, EU, WADA, etc (interviewees 1, 2, 3, 5, 6, 7).

I think, knowing how IFs and IOC are organized is part of the basic education. The international organization of sport is definitely part of the Bachelor (...) in such an education one should focus on how international system is connected. That’s obviously. That’s the basic for understanding what is going on internationally (interviewee 5, public sector).

While countries exchange knowledge within sports, the global sport market has become increasingly homogenous . In addition, Norwegian local and national government has funded an increasing number of events and activities in an international context (such as World Championships and/or activities with international participants and audience). This results an increasing need for knowledge and insights on *political processes*.

As an actor within the public sector, one is involved in international matters connected to sport events and how to get them hosted. [It is important] to take part in political process in order to get them hosted whether it is your local municipality or region or national events (interviewee 6, public sector).

The CEO of X Games Norway confirms the importance of political insights:

We are so privileged that we live in a wealthy country where it is possible to get public funding. Therefore, we speak to a lot of politicians all the time about what they and, of course, the Ministry of Culture wishes. This is probably very special for Norway, because there is no other country in the world that receives such [extensive] support (interviewee 5, private sector).

Irrelevant where you work in sport, it is important to understand your surroundings, the wider society that sport functions within, the social structures, the democratic processes, the politicians, and the civil society. Some of the more experienced managers we interviewed were concerned about that far too many young people do not understand how the democratic processes within Norwegian sports and politics function. The sport managers should learn how they could work on influencing decision-makers and forerunners for



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the field, they work in. This is especially important for new sports, which are not established under the umbrella of the NOC yet. According to the leader of a recently established public sport organization (interviewee 4), the task is to build a platform and in this endeavor, it is necessary to know what is going on in the political field. The CEO of X Games Norway stated that the organizing of the X Games were completely dependent on public funding, and he had experienced the politicians as very enthusiastic and they had acquired sufficient knowledge about the event.

The interviewee of a sport club claimed:

that the politicians decided largely what sport could do. They rustle with what they think is carrot and what we see is a stick. The politicians do not enter into dialogue. There seems to be a missing link between those who decide and those who are out delivering everyday sports according to a daily leader in a big sport club (interviewee 1, sport club sector).

The other sport club representative mentioned that personal relationships with city politicians were very important and referred to a sport club that had weekly meetings with the City Council.

For us who work in a municipality it is "absolutely crucial" to understand politics and she continued:

"I think I have been super-lucky because I have been allowed to work with the sport from every point of view, both from the ministry, the county municipality, as general secretary in a big sport federation in NIF, through the Olympiatoppen (the center for elite sport in Norway) and now from the municipal sector in a large municipality. In all places, it is all about interaction between politics and in such a way that you do not step over and politicians experience that administration understands that dynamics. It is demanding to understand it and you take political decisions on their behalf (interviewee 6, public sector).

Because we are working with politicians all the time, on behalf of the politicians and on behalf of a changing policy regime, and you should ensure that they always have the best possible decision-making basis to make wise choices and then implement the decisions you have made whether you agree or not. If you manage to read their thoughts and the way they want to proceed, the result will be better decision-making (interviewee 6, public sector).

Right now, the NIF representative stated that the organization lacked people with knowledge about the Storting (our parliament), hearings and that part. In order to solve that they were looking for a person with a degree in political science. Our interviewee also commented on the differences in having a politically blue government in comparison to a red one.

Traditionally NIF had close connections to the Labor party and their solidarity policy. The previous minister from Høyre (the conservative party) was more looking for the effect and more instrumental in her approach. What is right or wrong should I not comment on, but we notice the difference in the way they lead. The present minister of Culture from the left party, came with an open allocation letter, while the previous minister of Culture from the Conservative party was much clearer on what the money should be used for. Perhaps it was a special situation, but the present minister of culture is for sports autonomy as well, as it is freedom under responsibility. So we felt in the allocation letter that she gave us a trust and a



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freedom even if we received less money than we asked for (interviewee 7, sport organization sector).

Political insight is the competence that the Norwegian School of Sport Sciences tries to develop in the students, and we observe a change from the first year students to the graduates. They become more mature and much wiser the longer they proceed with their studies. One professor working in the field mentioned, "I would argue that there is an enormous development with these young and often blue-eyed students who begin their studies" (interviewee 5, public sector).

Interviewee 6 mentioned the population is becoming more international as an impact of internationalization, which enables the introduction of sport activities in Norway (such as cricket, etc.).

Other trends revealed by the qualitative part and which impacts the sport industry is **global awareness about environment and sustainability challenges** (interviewee 5, public sector).

In connection with the trends, interviewee 8 and 9 have stressed the importance of *value-based leadership* in this every-changing world. Valued leadership and change management are more important than previously (interviewee 9, private sector). The days for organizational maps and hierarchical patterns are gone and should be revised.

You want to use employees or employees in different roles, in different projects or tasks then. There are no fixed structures as it has been before. You must be willing to change things, and you cannot just turn around. I think young people today understand this. (...) it is important for all organization to be led by values in order to develop and keep up good thinking and running (interviewee 8, public sector).

One interviewee mentioned *co-creation* is important to incorporate in the work with sport. Co-creation is a new way to look upon things, i.e. interdisciplinary within different academic fields, organizational level or geographic level (interviewee 6, public sector). When someone co-creates, he or she includes a variety of actors in the working process and collectively they try to find solutions.

#### 2.4 Other relevant competences

In the second part of our analysis, we have followed up on the results from the quantitative findings with the aim to get a more thorough understanding on what kind of competences does the sport managers from the four sectors see as relevant for their future potential employees (sport managers)? Besides the competences that we have named in relation to these previous trends, the interviews revealed the following competences as important for future sport managers:

- Sport specific knowledge
- Personal characteristics
- Practical experience

##### Sport specific knowledge

As researchers within the field of sport, we believe that sport specific knowledge is crucial when working with and researching in sport management area. We see the "sporting" aspect as necessary in our sport



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management education which differs from general business management studies. This is confirmed by the interviewed sport management professor:

Largely, our job as teachers in sport management is to explain the importance of institutionalization, commercialization and globalization in a smaller world, etc. for the sports field. One thing about the sports industry is quite well pointed out by sports economists and that sport is a particular industry because it is not financial profit that is central but winning. It is very special for the sport. The other thing that I would like to point out that is special to sport is that it stands on the shoulders of voluntary movement with lots of children recruited into the sport at a very young age and you have a recruitment system that no other industry can show unless you bring in child workers in Bangladesh. Sport is this type of activity that stands out from industry and business as very relevant if one compares with BI (business school) and such things. The sport resembles more art, theater and music and there is many similarities there, but art does not have the same logic of competition (interviewee 5, public sector).

Perhaps the sport management field has expanded into so many different branches that a further divisionalization of the education is necessary, one of our experienced interviewee from the public sector pointed out. The education in sport management itself has also broadened. The solution could be to build up some new major main themes or main directions within the study with a common base to start with. There could be a certain section for public sector, one for sport organizations in general, one for professionalized sport clubs and one for the commercial sector as the fitness industry. The danger in doing that is that it will be a new sectorization, and it is important to take care of the whole picture. It is hard to find some who knows or have knowledge in absolute everything, but you need to have someone who have had an introduction to everything the conclusion was both from one sport club interviewee and representatives of sport organization. The other sport club representative with an MBA (interviewee 10) thought it was easier to come from business, but that required that the sport club was so large that they had people with competence in addition to the CEO. Further he voiced that CEOs were not positions for newly graduated persons because experience was needed.

That sport is a field, which in almost 99% is depending on volunteers, is important to remember answered one of our respondents, and some employees in big federations seem to forget that in sport you cannot leave your work at 4.p.m. every day. In this respect, there has been a change the last 20 years. As a sport manager, you need to know the sport organizations, the way they operate and their regulations. As a sport club CEO, "I want to give the children experience in as many activities as possible and leave the specialization to as late as possible" (interviewee 1, sport club sector)

### Personal characteristics

When we consult the specific literature in leadership, it is hard finding exact knowledge on which personal characteristics are relevant in leadership. "To teach them other personal qualities is problematic" the sport management professor answered and he continued: " It is clear that personal qualities are important when they get a job and how they work in a job. But people with very different characteristics can both function well." Something of this is learned through motivation theory and the psychology of leadership in their education. First, the sport manager must be outgoing to associate the contacts that exist, and one needs to show interest in what all the volunteers do. You need to be an inspiration for a voluntary organization so



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you must be able to be a communicator on purpose and importance. This is important in all sectors in sport that we focus on. As the CEO of this newly established organization explained:

We need initiators, who work independently and are solution-oriented, but who also have a huge commitment and motivation in the field of sports and physical activity, and for children and young people. These are the ingredients we need. I would rather use the word relational builder instead of personal characteristics, and it includes that one has an ability to adapt to different settings, understand different groups and people and at the same time can have an ability to build networks around their own role, or job or organization (interviewee 3, public sector + sport org.)

The CEO of X-Games echoed this: "We need people who can identify the challenges, grab them and solve them. This is often very limited with young people. Independent of education, you need to be benevolent, loyal and honorable" (interviewee 4, private sector).

Several of our interviewees answered that the students had to learn social competence and that they should practice by taking part in administration of projects and internship. The students should constantly be put into new teams and groups and be pressured not only to do things individually, but that they actually have to work in interaction with others to solve tasks and also challenge them a bit with how the groups are set up. They should be challenged to work with different people in different settings.

It is absolutely crucial for a person to work with people and to manage people, understand people, see people, guide people, it is absolutely crucial no matter what level you are in an organization. Those who work with sports will always be in a relationship with members of sport clubs whether you work in a municipality or work towards a sports council and clubs or you work in a club and work to reach your members or you are at one fitness center and work towards your members. One of our respondents answered that she put the social competences before the subject-specific competence.

"In NIF, there exist 73 different entities of Sport District Associations and Sport Federations, which actually have self-determination and there needs to be a loyalty between them and the money and the carrots are the Olympics" (interviewee 7, sport org. sector) the NIF representative illustrates. For NIF it is important to use time to build relations and use time to understand each other

### Practical experience

Important to have some practical experience and that you have worked with administrative and organizational issues in sport clubs etc. was much appreciated by the sport organizations representatives. "It is important to have been out doing practical activities with children if you are supposed to organize activities for this group. Too theoretically focused persons without practical experience will not be chosen to make courses for children" (interviewee 7, sport organization).

### *2.5 Future positions within the sport industry*

The third part of the interview handled the questions on which are the fastest growing positions within the labor market of sport management and how does the sport industry work with recruitment process.



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#### Fastest growing positions in sport management

A club developer who adapts all situations to improve the goals the sport club has is the most important position for the sport clubs according to a representative of a sport club. "In a way, we strangle sport by too many laws, rules and GDPS etc" (interviewee 1, sport club). Seen from the educational perspective the generalist sport manager is probably the best for a sport club, and they need to be a motivator to have others to do jobs as well. The danger is always that the manager ends up as being the secretary and doing the things the board does not have the time to do as getting sponsors and marketing. The representative of NIF confirmed that with the professionalization of the clubs, and an increased number of professional staff on the lowest level, club managers will be recruited a lot in future (interviewee 7, sport org. sector).

For the sport organizations, the job will be to develop and communicate programs to the population, and then sport specific knowledge will be more important than the leadership.

For the public sphere, the people need to have knowledge of expertise on commitment to sports and activation of citizens. The survey showed that the development consultant and project manager were the two fastest growing jobs.

I am concerned with getting advisors in permanent positions instead of having consultants coming and going. I prefer to make the consultants competent as project leaders. In this way they have more legs to stand on, and they can improve their own careers, be project leader for three month or two years, and then return to the base organization and add new competence there (interviewee 6, public).

"We do not have projects any more, but delivery and work streams where you compose teams with different competence and experiences in order to solve a task," the public sector representative answered. The private sector believes the position will not be called project manager, but in the future you will have team leaders and supply managers, there you will compose teams leaders of interdisciplinary teams.

#### Recruitment of workers in sport management

Many of the students find jobs via ads in Facebook, which provide ads for sport clubs and through recommendations from people already in the system, but their qualifications are better checked now than previously (interviewee 10, sport club).

The municipality use the employment page Finn, newspapers that guide the potential employers to our net pages, and we use Link ID, twitter and Facebook. In some cases we use head hunting bureaus, but most often we do the job ourselves (interviewee 6, public sector).

"Sometime we use internal recruitment, when we want to relocate people in the organization", the representative of NIF stated and she continued, "previous more positions were filled according to awareness, but now the recruiting process is very transparent (interviewee 7, sport org. sector). A representative of sport agreed to this was the case dependent on who was the general secretary of the federation. The newly established organization use the traditional ways and in addition Oslo skateboard association and self-organized milieus.



2.6 Connection between sport industry and universities

All sectors have a connection with universities. The new public sport organization (interviewee 3) will announce a 20% position in order to have research on this new establishment of self-organized sport in order to gain more knowledge about this. It is important to bring knowledge to those who distribute funds. One suggestion was to use those with experience from real life more in giving lectures to students in sport management than what has been done. The counsel for connections to the working field was mentioned in this connection, and the rector should prioritize this an experienced representative from both sport organization and the public side claimed. The one municipality had a leadership program for all their employees run by Oslo Metropolitan University and a private consultancy following this process by doing research. They also were interested to connect a master thesis project if the master studies will have a more practical direction than it has today. NIF looks upon the Norwegian School of Sport Science as a disseminator of knowledge, as the NIF representative explains: "Concerning IT-knowledge, it is important to get hold of the brightest students as soon as possible. We use scholarships and apprenticeships as part of our marketing" (Interviewee 7, sport organization).

2.7 Major differences among the four sectors

The following table 3 provides an overview over the key differences concerning the preferred competences in future.

Table 3 Three most preferred competences according to sector

Sport club	Sport organization	Public sector	Private sector
<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Leading volunteers</li> <li>• Event management</li> </ul>	<ul style="list-style-type: none"> <li>• Digital communication</li> <li>• Organizational knowledge</li> <li>• Leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>• Networking</li> <li>• Applying knowledge in practice</li> <li>• Political knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Digital marketing</li> <li>• Digital communication</li> <li>• B2B</li> </ul>

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