



Erasmus+

New Age of Sport Management Education in Europe (NASME)

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National Sub-Report 1

Spain (Universidad de Castilla-La Mancha)

Data Collection 1 and 2. Quantitative data

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1. Introduction

The aim of this research is to know the current and future situation of the labor market in the field of sports management, relating it to the competences necessary for its current and future development. Through this data collection and the information derived from it, the Sport Management Curriculum education could be adapted and prepared to the future, reducing the gap between the education institutions and the labor market.

More concretely, this sub-report contains the results from the Spanish context, including the point of view of sport managers in different sport organizations (national government entities, federations, clubs, private facilities, public facilities, etc.). The main objectives from the national perspective were three:

- To analyze the reality of the actual profile of sport managers in Spain, in terms of professional position and competences.
- To study the point of view of Spanish sport managers about the future needs of the sector.
- To detect the key competences for the sector's development as well as those that are less important.

As we discuss in the following points, in Spain the professionalization of sports management sector came at a very late stage, and there is no pattern or consensus on the necessary training and education of these professionals. For that reason, it is easy to find very different points of view in the same population sample. Even though this might be confusing, it is absolutely necessary for the research since it would show the situation on the needs in the sector.

The research team of the Spanish partner was created to deal with this situation and to be able to interpret the results from different perspectives. All the participants have a relationship with the university and research, but they have different professional profiles outside of it.

- Leonor Gallardo, professor in the University of Castilla-La Mancha, guides the team. She was advisor in the Sport National Spanish Council, and also director of the School of Sport in the regional government of Castilla-La Mancha.
- Jorge García-Unanue work as a lecturer in the European University of Madrid. He is expert in quantitative research and he is also consulter and trainer in Sport Management.
- Javier Sánchez-Sánchez is also lecturer in the European University of Madrid. He was trainer in the football sector, and today he is an international expert in terms of sport facilities management.
- José Luis Felipe is senior lecturer in the European University of Madrid. He is expert in qualitative research and has developed projects about sports management in different countries.
- Enrique Colino Acevedo is hired predoctoral at the University of Castilla-La Mancha. He has participated in Sport Sciences universities in different countries of Europe and Latin America, as a student and as research staff.

- Finally, David Cabello-Manrique is a senior lecturer in the University of Granada. He also is the president of the National Badminton Federation and an advisor in the International Badminton Federation. He has a lot of experience in research about the profile and competences of sports managers in federations and clubs.

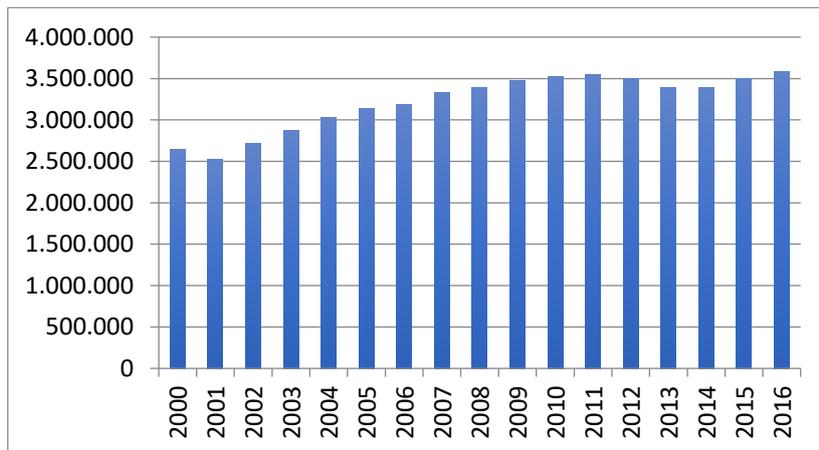
2. Sport structure and culture

The sports structure in Spain was completely defined with the election of Barcelona as the venue for the 1992 Olympic Games. This structure was created based on the territorial administration levels of the state (National Government, Autonomous Communities and Local Governments), coinciding with the different levels of sports practice. El resultado es un nivel de práctica deportiva cercano al 60% de la población (CSD 2016b; European Commission 2013).

At national level, the Superior Council of Sports (CSD) mainly regulates sport in Spain, whose president acts as Secretary of State for Sports. Through this organism, high-performance sport development plans are coordinated, and it also assists in the development of legislation concerning the regulation of professional sports, through subsidies to other state administrations and through the operation of High Performance Sports Centers. The CDS is the main governing body in the sport field in Spain. Its creation is based on Article 43 of the Constitution, which stipulates that the promotion of sport is the responsibility of public authorities. It is a body of public law, autonomous and responsible for the State's sports policy. Its powers are established in Article 8 of the Organic Sports Law of 1990 (CDS, 2016a), which is the law that governs Spanish sport, although at present a new sports law is being developed at the State level and some autonomous regions such as Catalonia or Andalusia have just released their own sports laws.

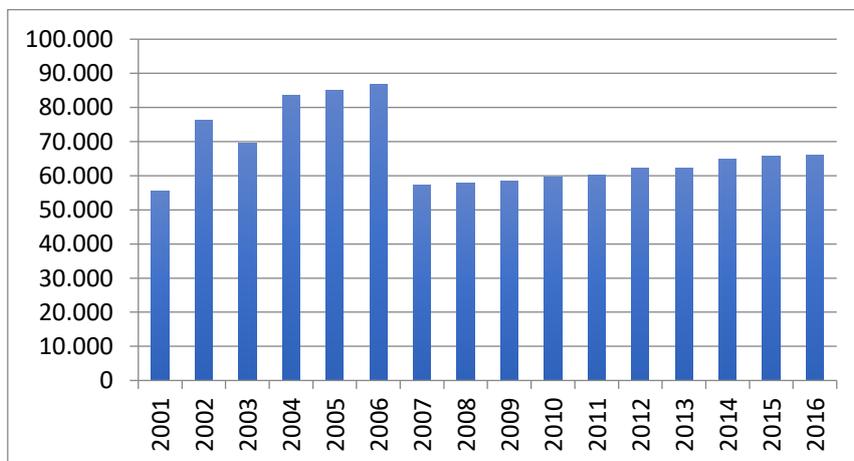
After the CSD, the National Sports Federations manage the development of each sport. Together with the Spanish Olympic Committee, they develop scholarships programs and aids to Olympic athletes. Likewise, the strategic and general development plans for all dimensions of sport are promoted at national level (sport in school age, sports and society, sports and health, and women and sports, among others)

In Spain there are 65 legally constituted national sports federations, divided into 30 Olympic federations (28 of them for summer and 2 for winter), 30 non-Olympic federations (which do not appear in the Olympic Program) and 5 multi-sport federations, dedicated to the development and organization of different sports and to the integration of athletes with physical, psychological and sensory disabilities.



Number of sports licenses in Spain from 2000 to 2016 (CSD, 2016a)

In 1988 and aiming to improve the role of Spanish athletes in the Olympic Games of Barcelona 92, a specific program was created to finance Olympic athletes through private sponsors. This program, called ADO (Association of Olympic Sports), since then operates as a private entity that manages and directs the economic contributions that come from the sponsors (which obtain tax benefits in exchange for their support for Olympic sport), and controls the development of the different sports plans that the Olympic federations present every year.



Number of sports clubs in Spain from 2001 to 2016 (CSD, 2016a)

The autonomous regions acquire similar competences than national ones but limited to their territorial scope. They assist on the development of regional sport competitions and high-performance athletes of the region, also giving support to Regional Sports Federations and regional sports technology centers. Likewise, they are responsible for carrying out the plans for the development of the local sports infrastructure, managing funding for local governments to improve community sports facilities and sports for all. As indicated by the CSD, Law 10/1990 on Sport, of October 15, high-level sport is considered of interest to the State, for which it corresponds to the General State Administration, in collaboration with the Autonomous Communities, to provide the necessary means for the technical preparation and scientific

support of high level athletes. The CDS gives some examples of recognized competences in the different autonomy statutes of the Communities (Miège & Jappert, 2013):

- Development, construction and management of sports facilities.
- Cooperation with regional federations.
- Protection of regional federations.
- Coordination, promotion and protection of associations.
- Legislative authority in the autonomous regions.
- Financing of sports programs.
- School sport.
- Staff training (facilitators and coaches)

Local governments are responsible for guaranteeing access to sports activities for the entire population through sports facilities, to carry out policies for the increase of sports practice in their territory and to promote sports associations (local clubs). Therefore, they are also responsible for promoting sports for all and recreational sports. Currently, they are the main pillar of sport in Spain, as they own most of the sports facilities in the country and in total they are the public administration that invests the most in sports. In this sense, in the course of recent years the sport for all industry has been divided mainly into three levels:

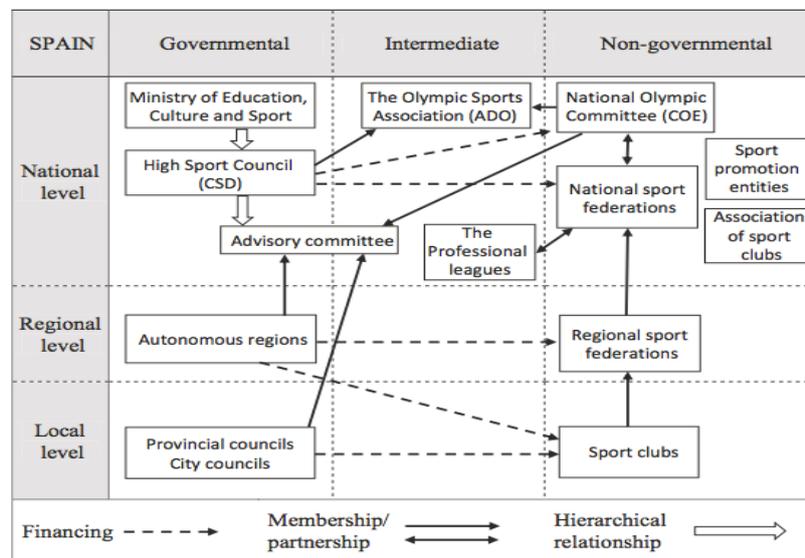
- Sports facilities of public ownership and management. They are usually conventional sports facilities and intended for base sports such as football fields, small sports centers or swimming pools.
- Sports facilities of private ownership and public management (outsourcing). It is a very recurrent management model in Spain for large community sports facilities (sports centers), since in most cases the support of the administration is in some ways required for its operation. Thus, in the cities it is common to find large sports facilities of private companies providing public services to the entire population.
- Sports facilities of private ownership and management. In this group we find the classic sports facility of a small gym. However, that type of facility is in decline, and there are currently two formulas on which the sports industry is based. On the one hand, low-cost companies and franchises, and on the other hand, fitness chains and private boutique gyms with more exclusive services.

Municipalities are "the main managers of public sports services through municipal sports services", and "they play a decisive role in the construction and management of local sports facilities" (Delorme & Raspaud, 2011). Thus, some of their most important competences are:

- To reserve the necessary floor for the construction of sports facilities in the urban planning plans.
- To build, in collaboration with other public administrations, local sports facilities and manage them.
- To develop sports promotion programs for all ages.
- To help sports clubs located in their territory.

- To provide sports services through municipal sports services, either by direct or indirect management such as:
 - Municipal Sports Schools.
 - Sports animation and adult maintenance.
 - The organization of local competitions.
 - The offer of sports facilities to clubs and individuals

Thus, the Spanish sports system is the result of the collaboration between the public and the private sectors. The public sector distributes its functions in terms of territoriality (local, regional and national), while in the private sector a distinction must be made between the commercial private sector (for profit) and the private associative sector (non-profit). The latter sector is largely formed by sports federations, along with clubs and sports associations (Scheerder, Willem, & Claes, 2016)



Spanish Sport framework. Scheerder, Willem, & Claes (2016), procesing based on Lera-López and Lizalde-Gil (2013)

Consejo Superior de Deportes (2016a). Las grandes cifras económicas de las federaciones deportivas españolas (2007-2016). *Madrid: CSD.*

Consejo Superiorde Deportes (2016b). Encuesta nacional de hábitos deportivos 2015. Madrid: CSD

Delorme, N., & Raspaud, M. (2011). The organization of sport in Spain: Between state and autonomous communities.. *Paris: Editions Le Manuscrit. Sports governance in the world—A socio-historic approach*, 413-431.

European Commission (2014). *Special Eurobarometer 412. Sport and Physical Activity.* European Commission

Lera-López, F., & Lizalde-Gil, E. (2013). Spain. *New York: Springer. Comparative sport development: Systems, participation and public policy.*

- Miège, C., & Jappert, J. (2013). L'organisation du sport dans les Etats membres de l'Union Européene. *Sport et Citoyenneté*.
- Scheerder, J., Willem, A., Claes, E., & Billiet, S. (2015). International study on the organisation of sport in twelve countries and their policy towards sport federations. *Ghent: University of Leuven*.
- Tokarski, W., Petry, K., Groll, M., & Mittag, J. (2009). A perfect match? Sport in the European Union. *Maidenhead: Meyer & Meyer*.

3. Sport Management education

In the University of Castilla-La Mancha, Sport Management is part of the Sport Sciences Degree. Concretely, there are two compulsory subjects on this area, both with 6 ECTS: Sport Management and Sport Facilities. It also has another optional subject of 4.5 ECTS, named Sport Management in Local Entities, and the students have also the opportunity to make the practicum (12 ECTS) and the final project (6 ECTS) within the Sport Management sector.

This is the most repeated format in Spanish Universities. 42 Universities in Spain have the Sport Sciences Degree and include two or three subjects related with Sport Management (one compulsory of a general nature, another compulsory related with Sport Facilities, and another optional related with specific themes like leisure management, public management, marketing, etc.). Approximately 70% of the offer is from public universities and 30% from private universities.

However, some of the Sport Sciences Degrees (approximately 10) include a greater specialization in the fourth course, being able to choose between health, training, physical education or Sports Management. In this case, in addition to the two compulsory subjects (which are done in the first courses of the degree), the students take an additional 36 additional ECTS on Sport Management.

And finally, there are two universities that offer a complete bachelor's degree on sports management, with 240 ECTS specific to the subject (in both cases private universities)

In all cases, Sports Management is part of general departments of Sports Sciences. It is necessary to clarify that the departments in Spanish universities are very large and generalist, and in many cases (such as the University of Castilla-La Mancha) include all subjects of Sports Sciences.

Finally, although there are no Ph.D. on sports management, there is indeed a large number of master's Degree in Sports Management (most of them from private universities)

A summary of the questionnaire about Sports Management Education in Spain is presented below:

1. How many universities or colleges have a degree in sport management in your country?

Only Two. The most of Sport Sciences Degrees have a Sport Management itinerary in the last course, but only two have a specific Degree in Sport Management.



2. Do you call it sport management? If not, what do you call it?
Yes.
3. Under which department at the college/university does sport management belong?
Sport Sciences.
4. How many universities/colleges have:
A Bachelor's degree in Sports Management?
2 bachelor's degrees of Sports Management in Spain.

A Master's degree in sport management?
46 master's degrees in Sports Management approximately.

A PhD degree in Sports Management?
It does not exist this kind of PhD in Spain. There are around 30 PhD degrees in Sports Sciences.
5. In a bachelor's degree in Sport Management, how many ECTS credits do you have in sport management topics as sport marketing, sport economics etc.?
240 (all credits are about sport management)
6. In a master's degree in Sports Management, how many ECTS credits do you have in sports management topics?
60 (all credits are about sport management)
7. How many ECTS credits are the master thesis?
Depend on the University, but usually between 12 and 15 ECTS.
8. Are Sports Management topics included in general sport studies?
Yes, in most of the universities.
9. How many teachers/professors are there in Sports Management?
Approximately 5 per university. 42 universities include sports management in their Sport Sciences syllabus, which is why we estimate a total of 210 teachers.
10. Do your academic staff in sport management attend the EASM (European Association for Sport Management) Conferences?
Yes.
11. Does your country contribute in peer review journals in Sports Management?
Yes.

4. Labor market in the field of sport management

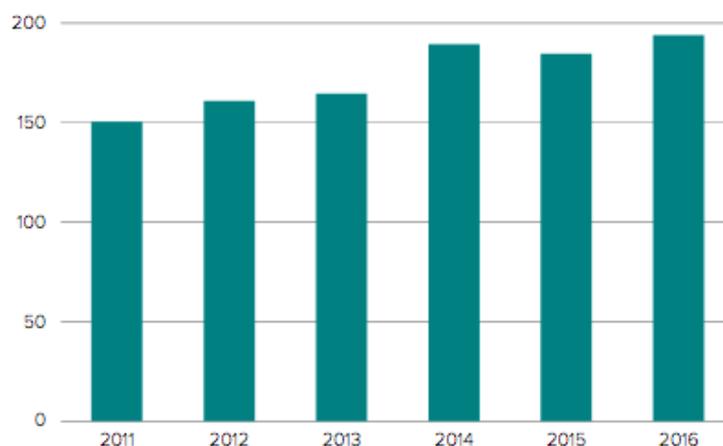
The data have been obtained from the Labor Insertion Survey, provided by the Spanish National Agency. Therefore, the data presented is Labor insertion: Percentage of university graduates who are registered in the Social Security (Spanish working system) respect to all the graduates.

Regarding all graduate population, 43% of the population found a job within the first year of completing studies, and 64% after the fourth year of completing studies (51% with permanent contracts). Therefore, 36% of the graduate population did not find a job after four years of completing studies.

In the field of Sports Sciences (including sports management), 48% of the population found a job within the first year of completing studies, and 69% after the fourth year of completing studies (51% with permanent contracts). Therefore, 31% of the Sport Sciences graduate population did not find a job after four years of completing studies.

In the field of education, qualified or graduated people in the sport field are a total of 585,012 people (data updated in 2015). Of these qualified people, 470,000 are sports managers, while the rest 115,012 belong to the category of coaches (15,012) and referees (100,000).

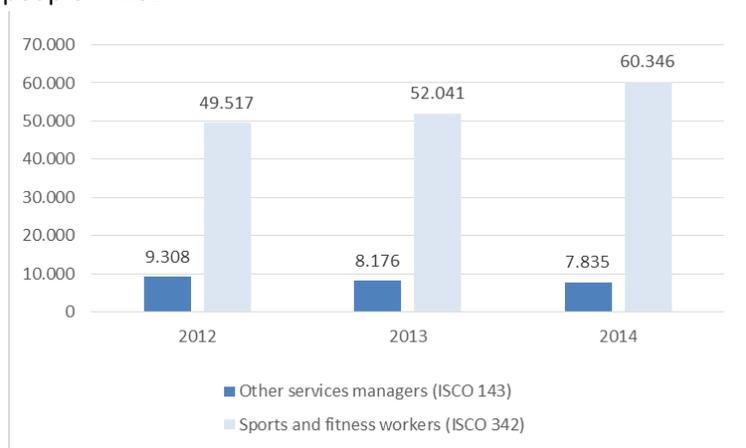
The Yearbook of Sports Statistics 2017 considered all work that took place in companies dedicated to sports activities, such as the management of facilities, the activities of clubs and gyms or the manufacture of sporting goods. The results of this operation indicate that the annual average volume of employment linked to sport rose in 2016 to 194,000 people, which in relative terms represents 1.1% of total employment in the country.



Average annual employment linked to certain occupations or sports activities (INE, 2017)

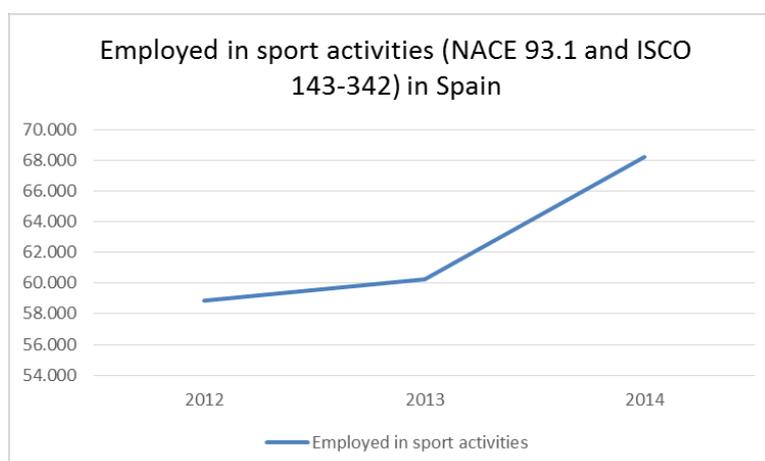
This data draws attention when compared to the figures of the rest of European countries. Spain ranks as the third country in Europe with the largest number of people employed in the sport sector, only behind the United Kingdom (more than 400,000) and Germany (more than 220,000) and ahead of countries such as France (175,000), Italy (117,000) or Portugal (less than 50,000) (INE, 2017)

On the other hand, the analysis of the sport labor market based on a set of Eurostat data gives us an image of the labor situation of the people responsible for sports activities. Data from 2014 show that the number of people employed in the sport sector with the qualification of managers (code ISCO 143) was much lower than the total number of the category of sport and fitness workers (code ISCO 342), which includes coaches, referees and instructors. People employed as sports and fitness workers amount to 60,346, while people employed as other service managers added to 7,835 people in 2014.

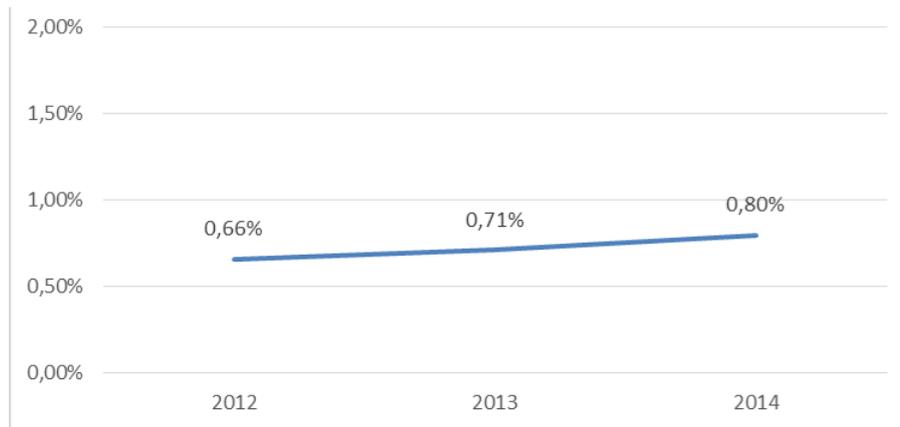


Employees in the sports activities sector in Spain from 2012 to 2014 (Eurostat, 2016)

The graph above shows the number of Spaniards employed in the Sports Activities Sector (NACE digit 93.1) from 2012 to 2014. It is interesting to note that the number of employees belonging to Code 143 of the ISCO (Other service managers) showed a constant decrease between 2012 and 2014, while the category of sports and fitness workers (code 342 of the ISCO) registered the opposite trend, reaching the value of 60,346 people in 2014. In general, people employed in sports activities registered a significant positive increase from 2012 to 2014, growing slowly from 2012 to 2013 but showing a considerable growth rate from 2013 to 2014.



Employees in sports activities in Spain from 2012 to 2014 (Eurostat, 2016)



Growth rate of the active population in sport in Spain (Eurostat, 2016)

As can be seen in the graph above, the trend of the participation of sports activities in the Spanish employment rate has increased slightly in the three years. The trend does not correspond to that of the Spanish labor market in the referred years, where the dynamic was negative from 2012 to 2013 and positive from 2013 to 2014.

According to the SpEA (2012), the GDP of Spain linked to sport is 2.38% of the total, which gives us an idea of the strong growth of the sector. Jones (1989) and Lera et al. (2008) highlight the increasing importance that certain activities and expenditure components associated with sports have in economic terms, especially the attendance to sports events and shows and sports television payment programs. Thus, although in terms of expenditure the most important components are associated with active sports, mainly in equipment (clothing, footwear and sports equipment) together with sports dues and subscriptions, the economic importance of other activities associated with sport can not be underestimated even though they do not imply sport practice.

Instituto Nacional de Estadística (2017). Anuario de Estadísticas Deportivas 2017. Madrid: INE. Subdirección General de Documentación y Publicaciones.

European Commission. (2016). Study on Sport Qualifications Acquired Through Sport Organisations and Educational Institutes. Luxembourg: Publications Office of the European Union.

European Commission. (2012). Study on the Contribution of Sport to Economic Growth and Employment in the EU. SportsEconAustria (SpEA).

5. Research methodology

Before the administration of the questionnaire, a joining letter and a contract for the provision of services were developed in order to conform the Spanish law about data protection. An on-line platform was used to develop the survey to make sure that the information sent was correct and personalized to every single participant. 131 people were asked to participate in the study and they received the survey link in their emails. The estimated time to answer the questionnaire was around 10 minutes. A reminder was sent twice for the collecting data phase. 62 participants answered the questionnaire with a response rate of 47.33%. General Secretaries received the questionnaire in the case of federations and other positions (Sport manager, general director and technical director) in clubs, municipalities and private companies.

After completing the survey, respondents were debriefed in general terms regarding the true nature of the research. Reasons for non-participation were not obtained in this study. Privacy and anonymity were issues for the survey design. The answers to questions survey asked were kept strictly confidential. No names or any other identifiers were ever connected with the survey and the questionnaire was completely anonymous. A letter with this guarantee was also sent to every participant.

6. Results

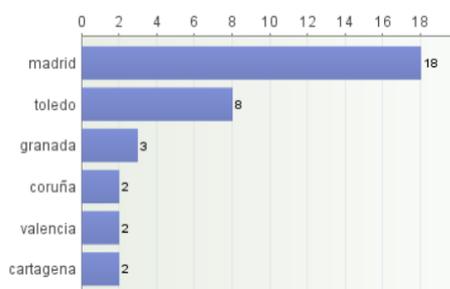
6.1 Basic information

62 sport managers from Spain answered the questionnaire. 88.71% were male respondents and 11.29% female. According to the age, 30.64% were younger than 35 years old, 54.83% were 35 to 55 years old, and 14.51% were older than 55 years. Also, 40.32% had a bachelor's degree or doctoral degree, 38.71% had master's degree and 17.74% with Ph.D. Further vocational education (ISCED IV) represented the lowest level of education (3.23%). University or institution of higher education (32.26%), not-for-profit sports club/association (17.74%), city or municipality (17.74%) and national sport federation (14.52%) were the mainly employers of the sample. The mainly majors of the sample were sport management (53.23%), physical education (22.58%) and economy/finance (20.97%).

6.2 Changes in working life

Place of residence

Number of answers: 61



As we can see in data of the interviewees, almost all Spanish subjects come from Madrid (18 responses). This data is interesting because Madrid is the capital of Spain, where most of the sports management services, universities, sport facilities and infrastructures are located.

Do you believe the commercialization of sport will have an effect in your own working area?

adaptar afectará alumnos aparecerán aquellas calidad captación
comercial competitividad convertido cuestiones dedico
demanda demandas deporte deportiva deportivos
económico económicos ejemplo enfoque estudio europeo
explotación forma formas futbolístico generadora generando generar
gestión infraestructuras interés inversión jugadores llegar
marketing mayor mejor mejorando mercado
necesidad necesidades negocio nivel nuestras nuevas
objetivo obteniendo oferta ofertar oportunidades organizativa
orientación paradigma pieza planes poder posibilidad
posicionamiento pragmatico proceso producto práctica puede
realidad recursos saben sector servicio servicios
social sociedad socios sponsor tecnológica usuario usuarios
visión áreas

Respondents say that the sports sector will be clearly affected by the commercialization of sports. Specifically, the most affected areas will be new technologies (4 responses) and marketing (4), thanks to the professional advances implemented in this field during the last years.

Do you believe the internationalization of sport will have an effect in your own working area?

abriendo abrir actividades actuación ahora alcance ampliando
atractivo aumentando aumento aunque avances buenas
cambios campo carácter científicos competidores conseguir
consigo consumo cuenta debemos decisiones deporte
desarrollo empresa estableciendo estar estrategias extranjeros
factor fuera gestión global globalización hábito incidencia
informativa internacional internacionales jugadores local
materia mayor mayores mejor mercado mercados
mundo municipal nacional negocio nivel nuestro
nuevas nuevos obteniendo oportunidades
organismos organización poder posicionamiento positivamente
proyectos recursos regional relaciones repercusión servicio
sobre subvenciones target tendencia tiene tienen trabajo
turismo ventas visión

The subjects of the study affirm that internationalization affects in a very positive way (6 responses), especially because of the opportunities that can be generated by knowledge exchange (4) and possibilities of doing business with other partners (4), etc. This will make the sports management sector more competitive and recognized.

Do you believe that the development of information technology will change your work?

abriendo accesibles actividades afinando ajeno aplicando avanzar
calidad cambian cambiar casos clientes comportamiento
comunicación conocimientos control convertido datos
debemos decisiones demandas deporte desarrollo desde
digitalización educación eficiencia ejemplos empresa entorno
entre espacios estar estas forma formación formas gamificación
gestión gustos haciéndoles herramientas información
instantáneo interesar investigación mayor mejor mejora
mejorando mejorar momentos necesidad nivel nosotros
nuestros nuevas nuevos online operativo
oportunidades permite poder porque posicionamiento
procesos programas propuesta puedan redes servicio
servicios simplificando sociales sipor tecnologías
tecnologías todos trabajo usuarios

The development of new technologies, which can be applied to sports management, will have a very positive effect on management processes, on communication and marketing, on the ability to conduct business with other partners, as well as improve communication between stakeholders. All this will favor the quality of the sports service and, therefore, the satisfaction of the user.

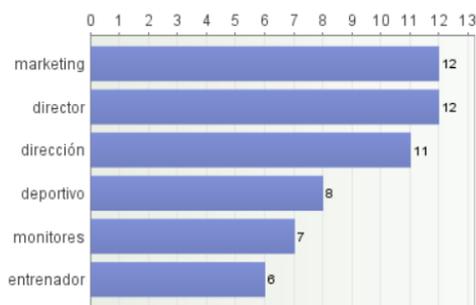
How would you estimate the share of female (%) and male (%) employees in managerial positions in the area of sport management in your country?

For Spanish respondents who have participated in the study, only 22.34% of women are occupying sports management positions in Spain. This data is significant, because it represents a reality of Spanish society. Currently, policies and strategies are being carried out to match it, where results can be seen in the near future.

How would you estimate the share of female (%) and male (%) employees in managerial positions develops in the area of sport management in your country within the next 10 years?

The results reflect a small improvement in this trend (36.97%), although unfortunately they are far from equality in percentages. Spanish and European politicians must develop environments that facilitate gender equality in positions of responsibility in the labor sector. The world of sports management cannot be alien to this situation.

What are the fastest growing positions in your working area?



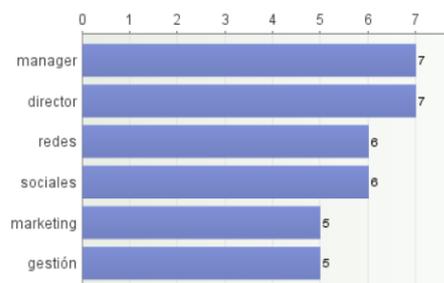
The main growth position will be the marketing director (12) and the general manager (12). Personal trainer is also among the fastest growing positions. Spain has a particularity with respect to the rest of European countries. The profession of sports management is not officially recognized, which makes this sector have an exponential growth in the coming years.

What are the positions in your working area that will probably disappear?



As sports management is a new profession, positions hardly disappear in the coming years. Only those posts that do not require specific training are those destined to disappear.

What are the latest new professions or occupations in your working area?



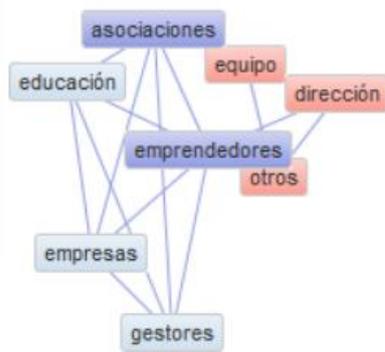
Taking into account that this profession is expanding in Spain, most professions are new. In this sense, the most demanded are those of managing director, marketing manager and community manager. These highly specialized positions will make the sports management sector in Spain professional and achieve adequate levels of quality and competitiveness.

What will be the new professions or occupations in the area of sport management within the next 10 years?



The professions that will be developed in the coming years coincide with those of the previous question. However, it is interesting the appearance of "business analyst" as a differentiating element to achieve greater competitiveness in the business market.

Do you know other occupational areas in which people with sport management education are employed?



The main conclusion is that the sports management sector is closely linked to sports associations that develop grassroots policies, sports federations and other stakeholders as entrepreneurs in the sports sector. These alliances will be those that make the sports sector more competitive and professional.

Do you see that people with sport management education are working in other occupational areas than sports in the next 10 years?



The main conclusion is that the sports management sector is closely linked to sports associations that develop grassroots policies, sports federations and other stakeholders as entrepreneurs in the sports sector. These alliances will be those that make the sports sector more competitive and professional.

Are there people with other educational background than sport management working in your area?



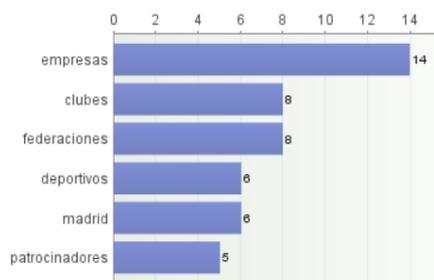
Yes, currently the professionals of Business Administration and accounting are the profiles that are occupying most of the positions of sports management. However, this trend is slowly changing, and more and more sports management professionals are being demanded.

Do you see that people with other than sport management education are working in your area in the next 10 years?



Although the tendency is to incorporate sports management professionals, the subjects of the study consider that in the next 10 years there will still be professionals from other areas in this professional field, especially business administration.

What are the most important partners or collaborating organizations for your organization?

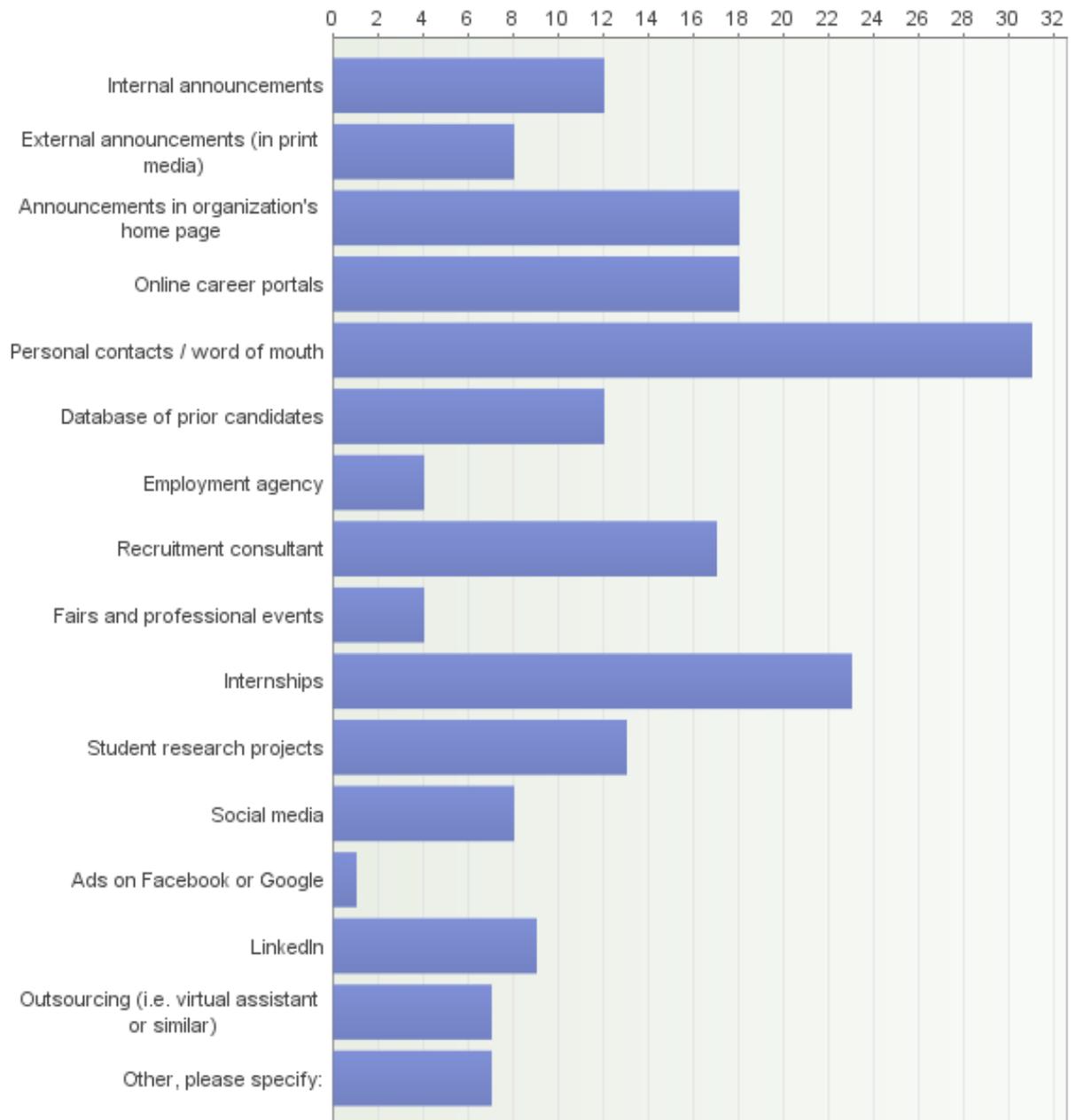


The main partners are sports federations, clubs and sports promotion companies at the state level. They are in charge of carrying out the sports policies that are designed within the scope of sports management, and therefore, the main stakeholders in the future.

6.3 Cooperation and recruitment

Most of the respondents say that their organization cooperate with institutions that teach Sport Management, in all cases with universities.

On the other hand, personal contacts and internships are the main ways to find new employee, followed by consultants, announcements and career portals.



6.4 Current competences of professionals in the area of sports management

The most developed competences by sports managers nowadays are clearly related to communication and planning skills, as well as knowledge about the sports environment. 17 of 72 competences are ranked above 4 points (in a scale of 1 to 5). Table 1 shows the competences with the highest scores.

Table 1. Current competences of professionals more developed

| Competence | Score |
|--|--------------|
| The significance of sport and physical activity in the society | 4.3 |
| Teamwork | 4.2 |
| Capacity to learn | 4.2 |
| Ethical commitment | 4.1 |
| Oral communication | 4.1 |
| Organizational skills | 4.1 |
| Desire to succeed | 4.1 |
| Interest to follow the development of the sport management field | 4.0 |
| Problem solving skills | 4.0 |
| Ability to communicate with experts in other fields | 4.0 |
| Communication skills and management | 4.0 |
| Concern for quality enhancement | 4.0 |
| Capacity to adapt to new situations (Flexibility) | 4.0 |
| Ability to work in an interdisciplinary team | 4.0 |
| Ability to work autonomously | 4.0 |
| Basic general knowledge of sport management profession | 4.0 |
| Planning skills | 4.0 |

Skills related to data management, innovation and technological issues are ranked below the average punctuation (average is 3.7). Table 2 show the results on this kind of competences. In the same way, competences related with other important issues of business management such as financial skills, marketing or corporate social responsibility are also below the average.

Another competence with a surprisingly low score (3.5) is sport facility management. As was mentioned previously, Sport Facilities is one of the two more important and compulsory subjects studied in all sport sciences degrees in Spain, with a minimum of 6 ECTS.

But the less developed competences by sport managers in Spain are clearly related with legislation and other languages communication. Risk management, sports-related legislation or knowledge of a second language are some examples.

Table 2. Score of competences related to data management, innovation and technological issues

| Competence | Score |
|--|--------------|
| Analyzing skills | 3.8 |
| IT-skills | 3.8 |
| Capacity to generate new ideas (Creativity) | 3.7 |
| Business intelligence in sport | 3.7 |
| Research skills | 3.7 |
| Data management skills | 3.6 |
| Ability to make conclusions from research data | 3.6 |
| Ability to create new products or services | 3.6 |
| Use of social media in work | 3.5 |
| Use of virtual media / platforms in work | 3.5 |
| Change management | 3.5 |
| Digital marketing | 3.3 |
| Ability to utilize big data | 3.2 |

6.5 Future requirements in the area of sport management

Table 3. Extremely important in the future (4.4 or more)

| Competence | Score |
|---|--------------|
| Teamwork | 4.6 |
| Problem solving skills | 4.6 |
| Data management skills | 4.5 |
| Decision making skills | 4.5 |
| Capacity to adapt to new situations (Flexibility) | 4.4 |
| Ability to work in an interdisciplinary team | 4.4 |
| Networking | 4.4 |
| Strategic planning and development | 4.4 |
| Knowledge of a second language | 4.4 |
| Analyzing skills | 4.4 |
| Capacity to generate new ideas (Creativity) | 4.4 |
| Entrepreneurial spirit | 4.4 |
| Digital marketing | 4.4 |
| Use of social media in work | 4.4 |
| Leadership skills | 4.4 |
| Capacity to learn | 4.4 |
| Ethical commitment | 4.4 |
| Use of virtual media / platforms in work | 4.4 |

This section includes the similar variables as presented in the current competences matrix but with a future orientation. Please present a short summary of the main requirements (variables) for future competences listed by your national data respondents. The future competences required in sport management in the opinion of Spanish sport managers are strongly related with innovation, technology, data management, pacification skills and leadership. Table 3 show the competences with more punctuation.

In the same way that current competences, other transversal skills related with business management such us Human resources management, Financial Management and traditional marketing are ranked below the average (4.1 is the average). The less important requirement for sport management in the opinion of Spanish sport managers are related with sport events, legislation and corporate social responsibility.

6.6 Core competences

In the next table (Table 4), competences that are rated with more than 4 in both situations (now and future) are presented. These competences have great development at present and maintain their importance in the future. Therefore, these competences and their related skills must be maintained and strengthened in sports management study programs according to the opinion of Spanish sports managers.

It is possible to observe how the competences related to teamwork, communication and planning have a great presence.

Table 4. Spanish competences important now and in the future (both 4.0 or more)

| Competence | Now | Future | Total |
|--|------------|---------------|--------------|
| Teamwork | 4.2 | 4.6 | 8.8 |
| Problem solving skills | 4.0 | 4.6 | 8.6 |
| Capacity to learn | 4.2 | 4.4 | 8.6 |
| Ethical commitment | 4.1 | 4.4 | 8.5 |
| Capacity to adapt to new situations (Flexibility) | 4.0 | 4.4 | 8.4 |
| Ability to work in an interdisciplinary team | 4.0 | 4.4 | 8.4 |
| Oral communication | 4.1 | 4.3 | 8.4 |
| Organizational skills | 4.1 | 4.3 | 8.4 |
| The significance of sport and physical activity in the society | 4.3 | 4.1 | 8.3 |
| Communication skills and management | 4.0 | 4.3 | 8.3 |
| Ability to communicate with experts in other fields | 4.0 | 4.3 | 8.3 |
| Planning skills | 4.0 | 4.3 | 8.3 |
| Ability to work autonomously | 4.0 | 4.2 | 8.1 |
| Interest to follow the development of the sport management field | 4.0 | 4.1 | 8.1 |
| Concern for quality enhancement | 4.0 | 4.0 | 8.0 |
| Desire to succeed | 4.1 | 4.0 | 8.0 |
| Basic general knowledge of sport management profession | 4.0 | 4.0 | 8.0 |

On the other hand, Table 5 shows the competences with greater differences with respect to their current development and their importance in the future.

It is clear that the 10 competences with the greatest differences are related to innovation and technology. Therefore, there are the subjects that should be developed more in depth and included in the future sport management education development.

Table 5. Competences to be developed

| Spain "Core competences" (both 4,0 or more) | Now | Future | Difference |
|--|------------|---------------|-------------------|
| Knowledge of a second language | 3.1 | 4.4 | 1.3 |
| Ability to utilize big data | 3.2 | 4.3 | 1.1 |
| Digital marketing | 3.3 | 4.4 | 1.1 |
| Data management skills | 3.6 | 4.5 | 0.9 |
| Use of social media in work | 3.5 | 4.4 | 0.8 |
| Use of virtual media / platforms in work | 3.5 | 4.4 | 0.8 |
| Ability to make conclusions from research data | 3.6 | 4.3 | 0.7 |
| Ability to work in an international context | 3.4 | 4.2 | 0.7 |
| Capacity to generate new ideas (Creativity) | 3.7 | 4.4 | 0.7 |
| Marketing | 3.4 | 4.1 | 0.7 |
| Sports related legislation | 3.2 | 3.8 | 0.7 |
| Knowledge of welfare policies | 3.3 | 4.0 | 0.6 |
| Financial management | 3.4 | 4.0 | 0.6 |
| Risk management | 3.2 | 3.8 | 0.6 |
| Decision making skills | 3.9 | 4.5 | 0.6 |
| Analyzing skills | 3.8 | 4.4 | 0.6 |
| Strategic planning and development | 3.8 | 4.4 | 0.6 |
| Knowledge of the changing trends in the society | 3.7 | 4.3 | 0.6 |
| Ability to create new products or services | 3.6 | 4.2 | 0.6 |
| Critical and self-critical abilities | 3.7 | 4.3 | 0.6 |
| Capacity for applying knowledge in practice | 3.5 | 4.1 | 0.6 |
| Sales management | 3.4 | 3.9 | 0.6 |
| Physical activities for the disabled | 3.2 | 3.8 | 0.6 |
| Sponsorship management | 3.5 | 4.1 | 0.6 |
| Entrepreneurial spirit | 3.8 | 4.4 | 0.6 |
| Networking | 3.9 | 4.4 | 0.6 |

6.7 "Unimportant" competences

Table 6 shows the less important competences, both now and in the future. Therefore, they are the subjects that require less depth and development for the specific training of sports managers, having into account the opinion of Spanish sports managers.

Certain competences related to sporting events, financial and commercial competences and aspects related to legislation seem to be those that require less development in the profile of a sports manager.

Table 6. Competences with less importance now and in the future (less than 7.4 in total)

| Competence | Now | Future | Total |
|--------------------------------------|------------|---------------|--------------|
| Environmental concern | 3.5 | 3.9 | 7.4 |
| Stakeholder management | 3.7 | 3.8 | 7.4 |
| Crisis management | 3.5 | 3.9 | 7.4 |
| Financial management | 3.4 | 4.0 | 7.4 |
| Knowledge of health issues | 3.5 | 3.9 | 7.4 |
| Sport tourism | 3.5 | 3.9 | 7.4 |
| Elite sports event management | 3.5 | 3.8 | 7.3 |
| Sales management | 3.4 | 3.9 | 7.3 |
| Knowledge of welfare policies | 3.3 | 4.0 | 7.3 |
| Recruitment | 3.6 | 3.6 | 7.2 |
| Sports related legislation | 3.2 | 3.8 | 7.0 |
| Risk management | 3.2 | 3.8 | 7.0 |
| Physical activities for the disabled | 3.2 | 3.8 | 7.0 |
| Legacy planning | 3.3 | 3.7 | 6.9 |
| Volunteer management | 3.3 | 3.5 | 6.8 |

7. Sector Analysis

At this point, results from each of the four key sectors that make up the sample of Data Collection I and II will be analysed individually. For each of the sectors, the most valued current and future competences will be shown. After that, the differences between sectors and the key competences for all of them will be evaluated. Each sector is constituted as follows:

Sector 1 - Clubs

- Not-for-profit sports clubs
- Professional sports clubs

Sector 2 - Organisations

- Regional sport associations
- National sport federations
- Central sport federations

Sector 3 – Public

- City or municipality
- Province
- Ministry
- University
- Other public sector

Sector 4 – Private business

- Own company
- Other private company
- Other organisations

7.1. Sector results: Clubs

100% of the respondents in the sector were men, 46% were between 30 and 34 years old and the rest were 35 or older. 54% had university studies. Table 7 shows the top 10 of current competences and the top 10 of future competences.

It is observed that the current competences correspond to classic and transversal aspects of sports management such as strategic planning, organizational skills or communication skills. In the future, the importance of leadership and teamwork increases and the competences related to technology and data management burst importantly. The competences with more growth in importance are "Digital marketing", "Virtual media" and "Marketing".

Table 8 shows the least important competences in the future, where "Volunteer management" stands out. It is also worth mentioning that the competence of "Research Skills" is among the least important, even though competences related to new technologies are of great importance for the future.

Table 7. Competences important now and in the future (sector: clubs)

| Competence | Now | Competence | Future |
|--|------------|---|---------------|
| Oral communication | 4.5 | Leadership skills | 4.5 |
| Ethical commitment | 4.5 | Digital marketing | 4.5 |
| The significance of sport and physical activity in the society | 4.45 | Teamwork | 4.42 |
| Concern for quality enhancement | 4.42 | Problem solving skills | 4.42 |
| Organizational skills | 4.33 | Decision making skills | 4.42 |
| Capacity to learn | 4.33 | Capacity to generate new ideas (Creativity) | 4.42 |
| Teamwork | 4.33 | Ability to work in an interdisciplinary team | 4.42 |
| Communication skills and management | 4.33 | Data management skills | 4.33 |
| Planning skills | 4.25 | Entrepreneurial spirit | 4.33 |
| Desire to succeed | 4.25 | Strategic planning and development | 4.33 |
| Leadership skills | 4.25 | Event leadership | 4.33 |
| | | Marketing | 4.33 |
| | | Customer relations management | 4.33 |
| | | Organizational skills | 4.33 |
| | | Planning skills | 4.33 |
| | | Oral communication | 4.33 |
| | | Critical and self-critical abilities | 4.33 |
| | | Capacity to adapt to new situations (Flexibility) | 4.33 |

Table 8. Competences with less importance now and in the future (sector: clubs)

| Competence | Future |
|---|--------|
| Volunteer management | 3.5 |
| Legacy planning | 3.67 |
| Corporate social responsibility (CSR) | 3.67 |
| Community life in general | 3.67 |
| Sports related legislation | 3.75 |
| Risk management | 3.75 |
| Research skills | 3.75 |
| Elite sports event management | 3.75 |
| Stakeholder management | 3.75 |
| Understanding of cultures and customs | 3.75 |
| Management with focus on values. ethics and culture | 3.75 |

Likewise, among the 10 less important competences now and in the future coincide "Volunteer Management", "Legacy planning" and "Sport related legislation". This is an important finding given the importance that these competences can theoretically have in the activities of the clubs, since they actively participate in sporting events.

7.2. Sector results: Organisations

90% of the respondents were men and 10% were women. 67% were between 45 and 49 years old. 100% had university studies. Table 9 shows the top 10 of current competences and the top 10 of future competences.

Although "Digital Marketing" is the most important competence in the future, there is no such marked increase in the importance of competences related to technology and data management. However, it is worth noting the increased importance of competences related to the marketing and product development area such as "Marketing", "Digital Marketing", "Customer relations management" or "Creativity". This shows the importance of the diversification of services and the need to have a greater customer orientation in the sector of sports federations in Spain.

Table 9. Competences important now and in the future (sector: organisations)

| Competence | Now | Competence | Future |
|--|------------|---|---------------|
| Teamwork | 4.44 | Digital marketing | 4.5 |
| Communication skills and management | 4.33 | Leadership skills | 4.5 |
| Problem solving skills | 4.22 | Decision making skills | 4.42 |
| Ability to work in an interdisciplinary team | 4.22 | Capacity to generate new ideas (Creativity) | 4.42 |
| Interest to follow the development of the sport management field | 4.22 | Ability to work in an interdisciplinary team | 4.42 |
| Strategic planning and development | 4.22 | Problem solving skills | 4.42 |
| Event leadership | 4.22 | Teamwork | 4.42 |
| Concern for quality enhancement | 4.22 | Marketing | 4.33 |
| Decision making skills | 4.11 | Critical and self-critical abilities | 4.33 |
| Social intelligence | 4.11 | Customer relations management | 4.33 |
| Capacity to learn | 4.11 | Strategic planning and development | 4.33 |
| Understanding of cultures and customs | 4.11 | Capacity to adapt to new situations (Flexibility) | 4.33 |
| Project design and management | 4.11 | Data management skills | 4.33 |
| Entrepreneurial spirit | 4.11 | Entrepreneurial spirit | 4.33 |
| Networking | 4.11 | Event leadership | 4.33 |
| Elite sports event management | 4.11 | Planning skills | 4.33 |
| Ethical commitment | 4.11 | Organizational skills | 4.33 |
| The significance of sport and physical activity in the society | 4.11 | Oral communication | 4.33 |

Table 10 shows the least important competences in the future. At the head, "Knowledge of health issues" stands out.

Table 10. Competences with less importance now and in the future (sector: organisations)

| Competence | Future |
|--|---------------|
| Knowledge of health issues | 3 |
| Sports related legislation | 3.11 |
| Sport facility management | 3.11 |
| Legacy planning | 3.22 |
| Volunteer management | 3.22 |
| Community life in general | 3.33 |
| Recruitment | 3.33 |
| Elite sports event management | 3.44 |
| Basic general knowledge of sport management profession | 3.44 |
| Stakeholder management | 3.44 |
| Human resource management | 3.44 |
| Knowledge of welfare policies | 3.44 |
| Risk management | 3.44 |

Finally, the competences of "Knowledge of health issues", "Sport facility management", "Sports related legislation", "Volunteer management" and "Legacy planning" are among the least important now and in the future.

7.3. Sector results: Public

81% of responses in this sector came from men. In terms of age, responses show a pyramidal shape, with respondents aged 35 to 39 (22%) standing out in the widest part. All had university or higher education.

Table 11 shows the top 10 of current competences and the top 10 of future competences.

Table 11. Competences important now and in the future (sector: public)

| Competence | Now | Competence | Future |
|--|------------|--|---------------|
| The significance of sport and physical activity in the society | 4.26 | Teamwork | 4.68 |
| Capacity to learn | 4.25 | Problem solving skills | 4.68 |
| Teamwork | 4.2 | Analyzing skills | 4.58 |
| Organizational skills | 4.16 | Data management skills | 4.58 |
| Interest to follow the development of the sport management field | 4.16 | Networking | 4.55 |
| Capacity to adapt to new situations (Flexibility) | 4.13 | Ethical commitment | 4.52 |
| Basic general knowledge of sport management profession | 4.13 | Decision making skills | 4.52 |
| Problem solving skills | 4.1 | Use of virtual media / platforms in work | 4.52 |
| Ethical commitment | 4.1 | Use of social media in work | 4.52 |
| Ability to communicate with experts in other fields | 4.09 | Ability to make conclusions from research data | 4.52 |

The current competences do not have a clear pattern, highlighting only the competence of "The significance of sport and physical activity in the society", not highlighted in the rest of the sectors. However, in the future such competence disappears and others such as analytical competences and those related to teamwork come to the forefront.

Table 12 shows the less important competences in the future. At the top highlights "Recruitment".

As for the competences that are among the least important now and in the future we find "Volunteer management", "Physical activities for the disabled", "Legacy planning" and "Elite sports event management".

Table 12. Competences with less importance now and in the future (sector: public)

| Competence | Future |
|---------------------------------------|---------------|
| Recruitment | 3.65 |
| Volunteer management | 3.71 |
| Community life in general | 3.81 |
| Physical activities for the disabled | 3.83 |
| Understanding of cultures and customs | 3.84 |
| Legacy planning | 3.87 |
| Stakeholder management | 3.9 |
| Desire to succeed | 3.94 |
| Elite sports event management | 3.94 |
| Sales management | 3.94 |

7.4. Sector results: Private Business

100% of the respondents are men. It stands out that there is a 34% of the sample of this sector has an age between 25 and 29 years and another 34% between 50 and 54 years. All have university studies. Table 13 shows the top 10 of current competences and the top 10 of future competences.

Table 13. Competences important now and in the future (sector: private business)

| Competence | Now | Competence | Future |
|--|------------|---|---------------|
| The significance of sport and physical activity in the society | 4.14 | Data management skills | 4.86 |
| Oral communication | 3.86 | Digital marketing | 4.86 |
| Capacity to learn | 3.86 | Decision making skills | 4.71 |
| Desire to succeed | 3.86 | Entrepreneurial spirit | 4.63 |
| Ability to communicate with experts in other fields | 3.86 | Knowledge of a second language | 4.63 |
| Knowledge of the changing trends in the society | 3.86 | Ability to utilize big data | 4.63 |
| Customer relations management | 3.86 | Ability to communicate with experts in other fields | 4.57 |
| Teamwork | 3.71 | Customer relations management | 4.57 |
| Organization of sports for all - events | 3.71 | Sponsorship management | 4.57 |
| Stakeholder management | 3.71 | Problem solving skills | 4.57 |
| Service orientation | 3.71 | IT-skills | 4.57 |
| | | Ability to work in an interdisciplinary team | 4.57 |
| | | Change management | 4.57 |

As it happens in the public sector, "The significance of sport and physical activity in the society" is the most valued competition at present, although it disappears among the most important competences for the future. While there is no clear pattern in the current competences, in

future competences it is clearly observed how the most important competences are related to new technologies, analytics, communication skills and relationships with key agents.

Table 14 shows the least important competences in the future. "Volunteer Management" and "Legacy Planning" are at the forefront.

Table 14. Competences with less importance now and in the future (sector: private business)

| Competence | Future |
|---|---------------|
| Volunteer management | 3.29 |
| Legacy planning | 3.29 |
| Elite sports event management | 3.43 |
| Recruitment | 3.43 |
| Sport tourism | 3.5 |
| Stakeholder management | 3.57 |
| Risk management | 3.57 |
| Environmental concern | 3.57 |
| Physical activities for the disabled | 3.57 |
| Capacity for applying knowledge in practice | 3.71 |
| Sports related legislation | 3.71 |

Finally, the competences of "Volunteer Management" and "Legacy Planning" stand out as the least important now and in the future, which may be due to the fact that the private sector is more professional and less dependent on volunteers, and also participates to a much lesser extent large events that have potential in legacy management.

7.5. Main differences and similarities between sectors.

Analysing the previous results it is possible to obtain a series of key differences and similarities in the future.

- Clubs greatly increase their interest in competences related to customer orientation.
- Federations increase interest in competences related to marketing and the development of services and products.
- In the public and private sectors, the importance of competences related to sport in society has greatly diminished.
- The importance of teamwork competence increases greatly in the public sector.
- The importance of competences related to technology and analytics increases in all sectors, but especially in the private sector.
- In all sectors, the low value of the importance of the competences related to the management of volunteering and competences derived from sporting events stands out.

Table 15 shows the ranking of future competences in the four sectors.

| Clubs | National organisations | Public | Private Organisations |
|--|--|--|--------------------------------|
| Leadership skills | Digital marketing | Teamwork | Data management skills |
| Digital marketing | Leadership skills | Problem solving skills | Digital marketing |
| Teamwork | Decision making skills | Analyzing skills | Decision making skills |
| Problem solving skills | Capacity to generate new ideas (Creativity) | Data management skills | Entrepreneurial spirit |
| Decision making skills | Ability to work in an interdisciplinary team | Networking | Knowledge of a second language |
| Capacity to generate new ideas (Creativity) | Problem solving skills | Ethical commitment | Ability to use big data |
| Ability to work in an interdisciplinary team | Teamwork | Decision making skills | |
| | | Use of virtual media / platforms in work | |
| | | Use of social media in work | |
| | | Ability to make conclusions from research data | |

It can be highlighted how clubs and national organizations (mostly national federations) present very similar future competitions. On the other hand, the public sector is the one with the most differences, highlighting the lack of Digital Marketing, which is so important in the other three sectors, demonstrating a lesser adjustment to internationalization, digitalization and commercialization trends. In all cases, the need to develop skills for data management and analysis is observed, especially in private organizations.

8. Future competences vs. Current curriculum

Data show the need to adapt the curriculum to competences that are not currently being developed. At present, the curriculum is focused on traditional skills such as teamwork, problem solving, communication skills, etc. It is reflected in subjects such as the 'management of sporting events', 'management of human resources' or 'sports projects'. However, it would be very interesting to prioritize future competences in:

- Ability to work in an international context
- Use of big data
- Digital marketing

This will bring important changes in the design of the study plans, as we will see in the next section.

9. Recommendations for the future curriculum

The starting point is to give more importance to the competences of 'ability to work in an international context'; 'use of big data'; and 'digital marketing'. In this way, it should be noted the importance of promoting the mastery of English in students, as well as prioritising action lines for the European Union within the H2020 framework such as 'management of healthy sports programs'. On the other hand, 'big data in the sports industry' subjects should be implemented to facilitate the acquisition of skills in the application of big data to sports management. Finally, reinforce the curriculum with subjects of 'digital marketing' based on the use of social networks and how to promote sales and customer loyalty through these applications.

10. Conclusions

There is too much variety and too little clarity in sports management studies programs. Looking ahead, the competences that should be developed most are related to analytical and technological skills, while competences related to sporting events and commercial skills should not be further developed in the profiles of sports managers.

11. Future

The future of sports management education in Spain undoubtedly requires greater standardization of the content on Sports Management in the Sports Science Bachelor degrees in the first place, and a greater promotion of the specific Bachelor Degree in Sport Management in second place. In addition, it is necessary to change the mentality on the competences that must be developed in these subjects, subtracting importance in classic management competences, to give more importance to skills of analysis and technological development for planning and management in the sports industry.