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

**Research Project under the Erasmus+ Programme**

**Sub-report by Norway**

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### 1. Introduction

Today, many universities educate people to positions, which do not exist anymore as the labor market has changed so fast that neither the educational policy nor the contents of education have been able to adapt to those rapid changes. The purpose of the project, designed as a transnational EU project, is to create a shared background for developing Sport Management study programmes in Europe with individual focus on the national characteristics (Project description sent to EU 2017, p.40 ).

Sport management as a study program is a fairly recent development in higher education in Europe. Since 1995, which showed 31 institutions in all Europe (Friedrich, 1995) there was an increase to 168 in 2002-2003 as stated by Hovermann (2003). The exact figure today is not known because of the lack of a



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respective register. Across the globe, one can witness expansion, however, lately also some reductions in numbers of sport management study programs due to unemployment of graduate students were observed.

This project addresses the issue of improving relevance of Sport Management education in nine European countries (Denmark, Finland, Czech Republic, Norway, Germany, France, Spain, Greece and Lithuania) to improve the match between obtained skills through sports education and demand in the labor market. The aim of this project is to achieve better match between sport education institutions and enterprises employing graduates of sport education through exchange of innovative practices as well three rounds of data collection in 9 countries to develop a New Age Sport Management Education Curriculum.

From the national perspective of Norway, we focus on the following central research questions:

- Which positions including their tasks, roles and activities exist in the sport labour market currently and will in the future?
- Which competency requirements do the employers address currently and in the future to (prospective) job holders?
- How do these aspects affect recruitment processes currently and in the future?

A further question of interest is: How is the situation today compared with the situation in 2004 when a similar data collection was conducted under the thematic project AEHSIS (Aligning a European Higher Education Structure in Sport Science)? Three more countries are added to the project this time: Denmark, Czech Republic and Spain. Still there seems to be a need for more extensive sport management programs in most of the involved countries. This time also unemployment was researched where data about that existed, and it seems like unemployment was existing to a lesser degree when the candidates had more extensive sport management programs.

The Norwegian School of Sport Sciences has been part of the AEHSIS project in 2003-2006 when a similar project had been conducted. At that time, Associate Professor Berit Skirstad was involved, and she is also the project leader this time. After the application went through, Associate Professor Anna-Maria Strittmatter and PhD scholar Allan GrønkJær got involved assisting the data analysis and reporting. The Norwegian School of Sport Sciences is a sport only university, and the leading institution for sport management education in Norway. Skirstad has established the sport management study in 1987 and has been the leader and responsible person of this study for more than 20 years. As former president of the EASM (European Association for Sport Management) for five years she knows the field very well also internationally.

## *2. Sport structure and culture in Norway*

### *2.1 Legal framework of sport*

Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF) is autonomous, and have their own sports laws and bye-laws which all the members have to follow. The laws are passed in the General Assembly with 2/3 of the votes. The General assembly is the highest decision-making body in Norwegian sport, where 75 representatives from the 54 sport federations, 75 representatives from 19 regions, the executive board of NIF (11) and three athlete representatives are present as well as the IOC representative in Norway, which at the moment is also the vice-president of NIF. The employees also have a representative. The general assembly gather every four years. They represent 12 178 sport clubs (NIF, 2016).



The reasoning behind government funding for top-level sports is the role they play in creating cultural identity, and the population's great interest in this phenomenon. Especially winter sports are popular. Norway is doing well in the 'winter Olympics (total of 39 medals at the 2018 Winter Olympics in Pyeongchang). Most of the sport clubs are amateur sport clubs just driven by volunteers. The "kitchen-table" organizing form is the most used one. Many parents are involved when their children take part in sport.

2.2 Visualization of the sport structure with numbers both governmental and non-governmental side

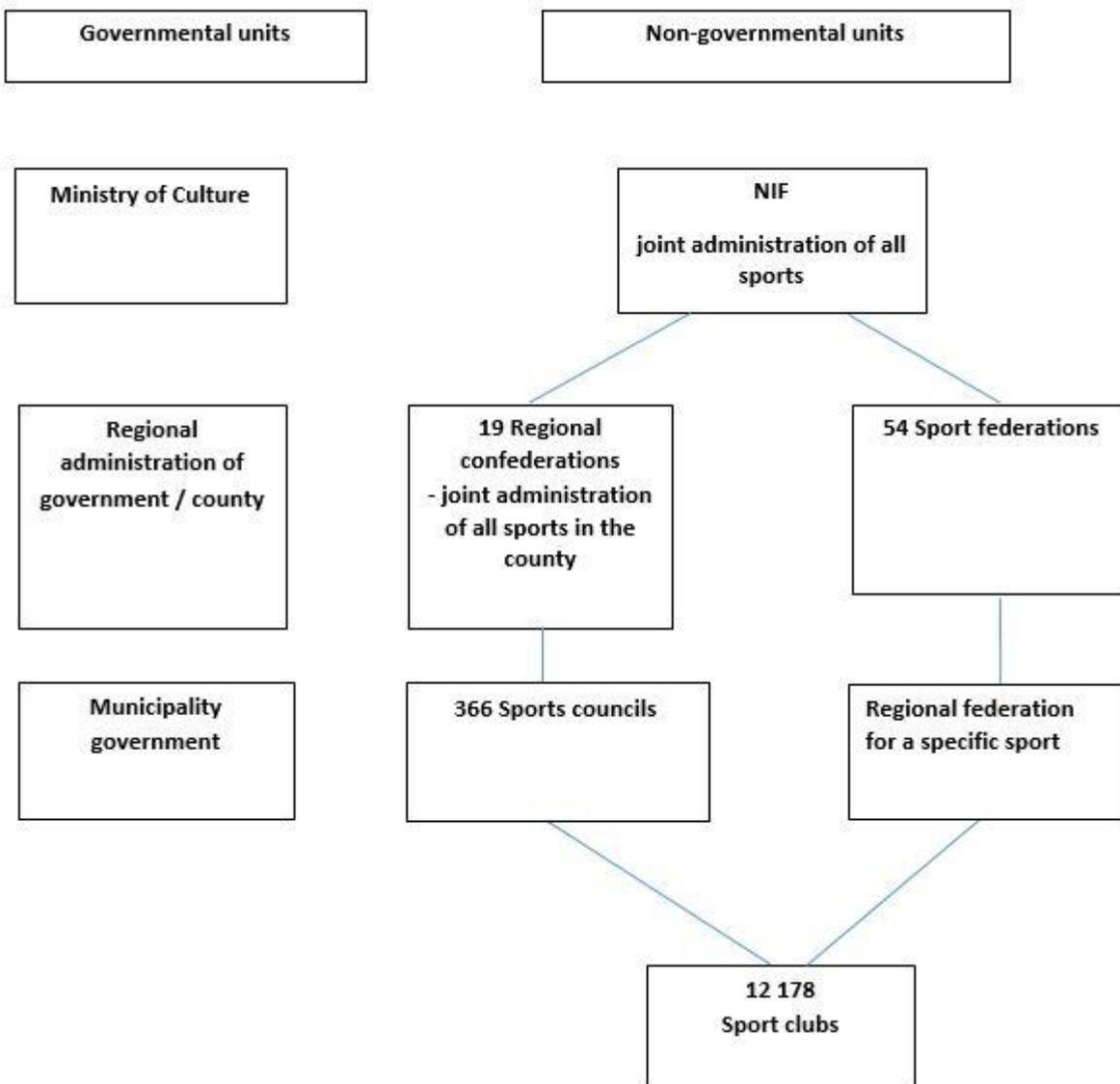


Figure 1: Organizational chart of Norwegian organized sport (NIF, 2016)



### 2.3 Main source of funding

State funding is based on surplus from lottery and football pools. Norsk Tipping, the state-owned lottery, has organized the national football pools since World War 2. This profit has always been outside the national budget. Today 64 % of the surplus goes to sport, 18 % to culture and 18 % to social and humanitarian organizations. Less than half of state funding for sport is distributed through NIF. The rest is used for sport facilities.

### 2.4 Some aspects of the sport culture

The most significant point in the Norwegian sport culture is the focus and tradition of very much voluntary work. Especially parents are involved as volunteering as coaches of children until they are 13 years old. 93% of all children have been active in a sport club at one time. The tendency that children enter sport clubs at an earlier age than before. The outdoor culture in Norway is strong.

### 3. Sport management education

Currently 3 universities that offer explicitly sport management education on Bachelor and/or Master level: The Norwegian School of Sport Sciences, Molde College University, The Inland University of Applied Sciences. Since the project partners are from the Norwegian School of Sport Sciences, the report will focus on the sport management education offered there. In total, the Norwegian School of Sport Sciences offers 140 ECTS on Bachelor level in the academic field of sport management. Figure 2 provides an overview over sport management Bachelor programme including the different courses. Sport studies and research is placed within the Department for Cultural and Social Studies.

## Bachelor in Sport Management at NSSS

1. year	1. and 2. Semester – common for all BA-students at NSSS		
	Sport sciences (60 ECTS)		
2. year	3. Semester - Fall		
	10 ECTS Norwegian sports from an organizational perspective	15 ECTS Leadership	5 ECTS Administration and internship
	4. Semester - Spring		
	10 ECTS Economics	10 ECTS Sport, politics and society	5 ECTS Methods / 5 ECTS statistics
3. year	5. Semester - Fall		
	10 ECTS Event management (English)	10 ECTS Sport marketing (English)	10 ECTS Volunteerism (English)
	30 ECTS Internship	30 ECTS Exchange	30 ECTS Courses at other universities in Norway
	6. Semester - Spring		
	10 ECTS Sports law	10 ECTS International organization of sport (English)	10 ECTS Bachelor thesis



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Figure 2: The subjects in Sport Management at NSSS.

#### *4. Labor market in the field of sport management*

In 2017, the Statistical Bureau of Norway shows an unemployment rate for people 15 to 74 years old of 4% (111 000). The concepts and definitions are in accordance with recommendations given by the International Labour Organization (ILO) and EU/Eurostat.

In general, the unemployment rate for graduated master students is 6% one half year after they have graduated. For the sport students from the Norwegian School of Sport Sciences (NSSS) it is lower, 2.6% (Ministry of Education and Research, 2017, p. 69). Research done in 2017 (Skirstad, Læg Reid, Stang, & Langøien, 2018) confirms this figure of 3% for master sport management students graduated from NSSS the last ten years. The distribution of the graduates were 39 % women and 61 % men.

80 % of the master graduates in sport management had a job within three months after the graduation, further 7% within 6 months, 2% within 9 months and 10% within a year (Skirstad et al. 2017). These figures are in accordance with the figures for graduated sport students from NSSS in general in the period 2010 to 2014 (Norwegian School of Sport Sciences 2015).

Among Bachelor students who graduated between 2010 and 2014, one percent was unemployed. 34% had a job before finishing the studies, and further 39% had a job half a year after they had finished their studies from NSSS. Another 10% had a job within a year after their studies, and for the rest 17 % it took more than a year to get a job.

#### *5. Research methodology*

At first, 134 people were contacted and asked to participate in the study. The participants were contacted by e-mail and phone in a first round in December 2017 and a second time in January 2018. The list was supplemented with possible respondents all along. Since the response rate from leaders in the sport clubs were very low even after several follow-up actions, an additional request were sent to all 193 sport clubs in Akershus county in February 2018. From this last request, only two more answered they were willing to take part in the survey. Among 88 people who answered that they would be willing to answer the survey and who received the link with the survey, only 63 actually answered the questionnaire. The response rate is thus 47% (63 of 134) or 66% (88 of 134). If we add the 193 sport clubs to the total the response rate, it would be 19% or 27 respectively.

The persons that the survey was sent to had leading positions in the different organizations, such as: General secretary in the federations, Chief Executive Officers in the sport clubs and the fitness centers, or event organizations.

Two persons sent explanations why they did not participate in the study. A very small club wrote that the survey was not fit for them.

#### *Data management and anonymity*

The researchers in the project will not have access to personally identifiable information. The data was collected electronically through Webropol, a survey programme made in Finland. All e-mail addresses will be deleted as soon as the data is collected and no later than 30th of August 2019. The data material will be anonymous, and the answers cannot be linked to a person through direct or indirect identification.



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After completion of the survey, the anonymous data will be stored and made available to other researchers in accordance with national regulations for data storage and sharing within the project.

However, we emphasize that it will be impossible for the project researchers to trace any information back to specific persons.

## 6. Results

### 6.1 Basic information

Number of respondents: 63

#### 1. Gender

	<b>N</b>	<b>Percent</b>
Male	43	68.25%
Female	20	31.75%

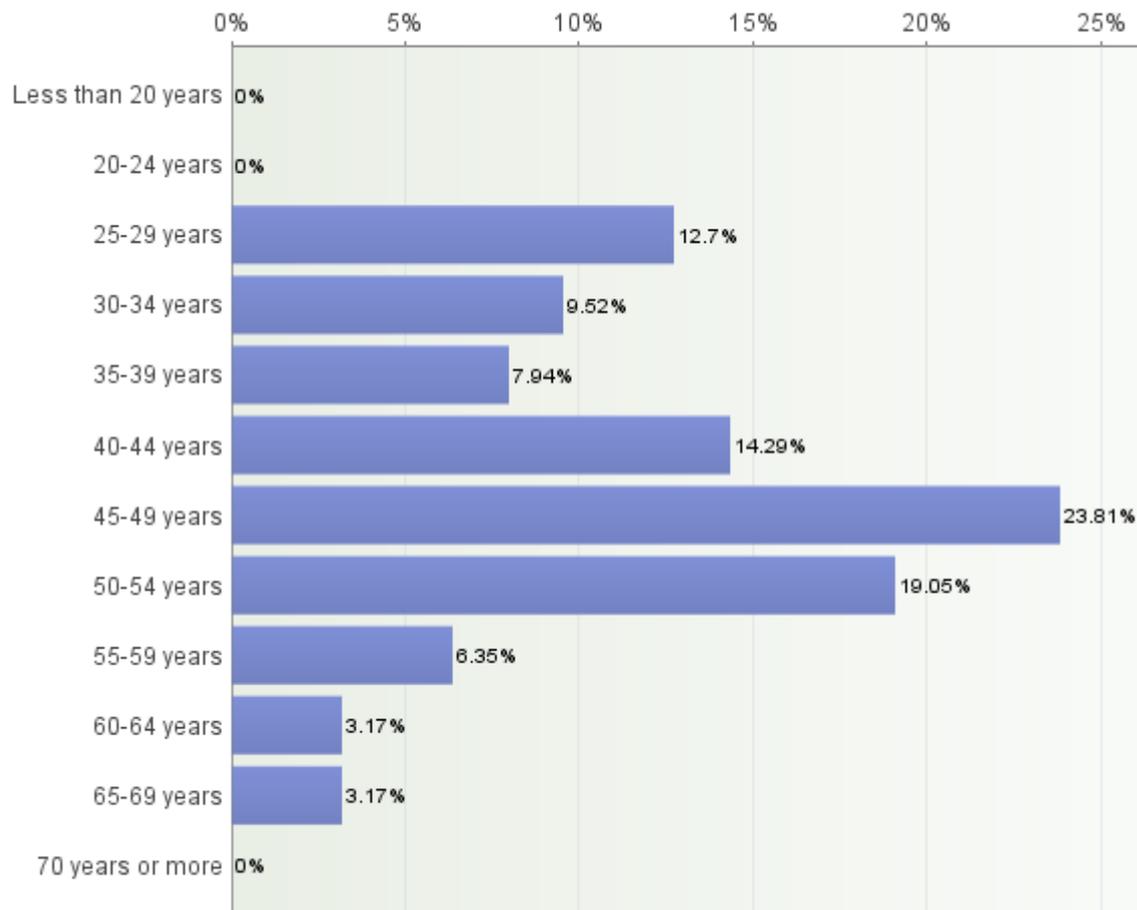
#### 2. Age



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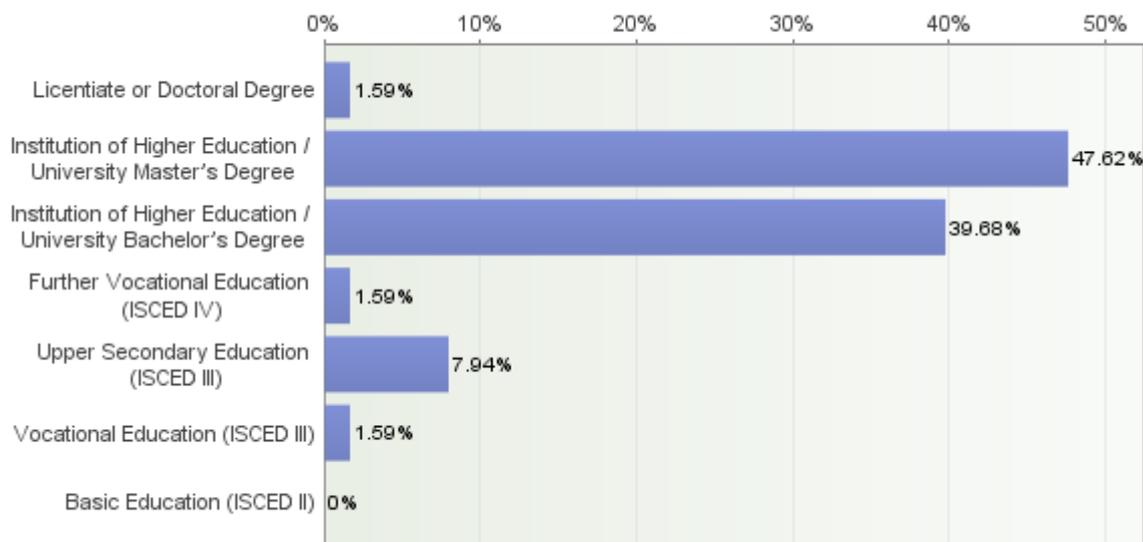
### 3. Place of residence

Number of respondents: 62

44 of the residents lived in Oslo or the close neighborhood. 17 respondents were scattered all over Norway Tønsberg, Stavanger, Trondheim to Vadsø and Tromsø

### 4. Level of education

Please choose the highest level of education completed.

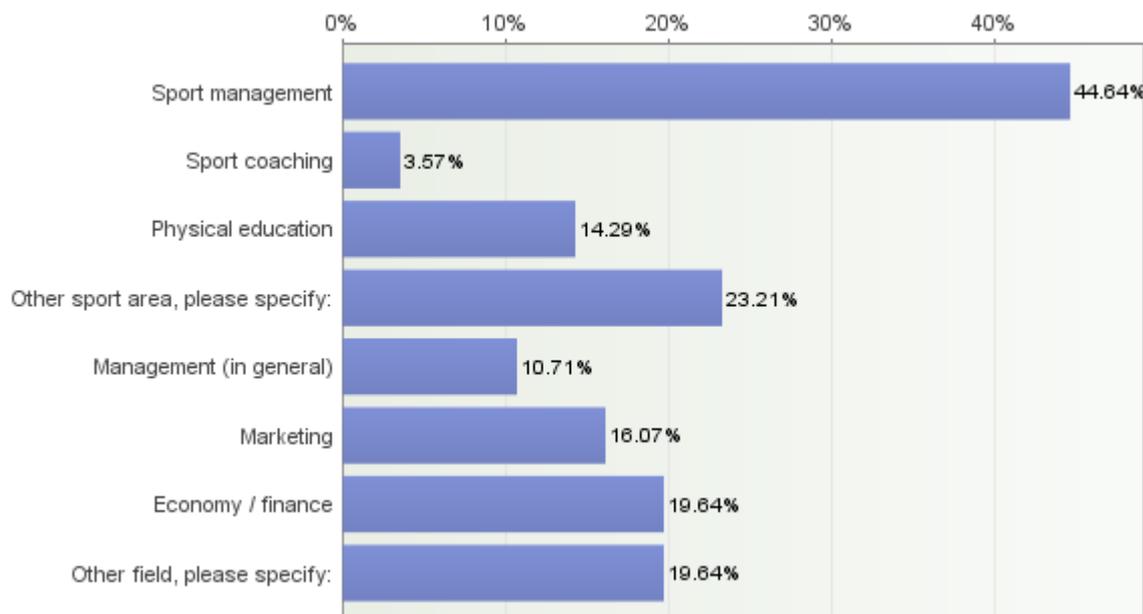


89 % of the sample had a degree from institutions of Higher Education

### 5. Major studyfield

The respondents should then cross out in which study field they made their major.

Number of respondents: 56

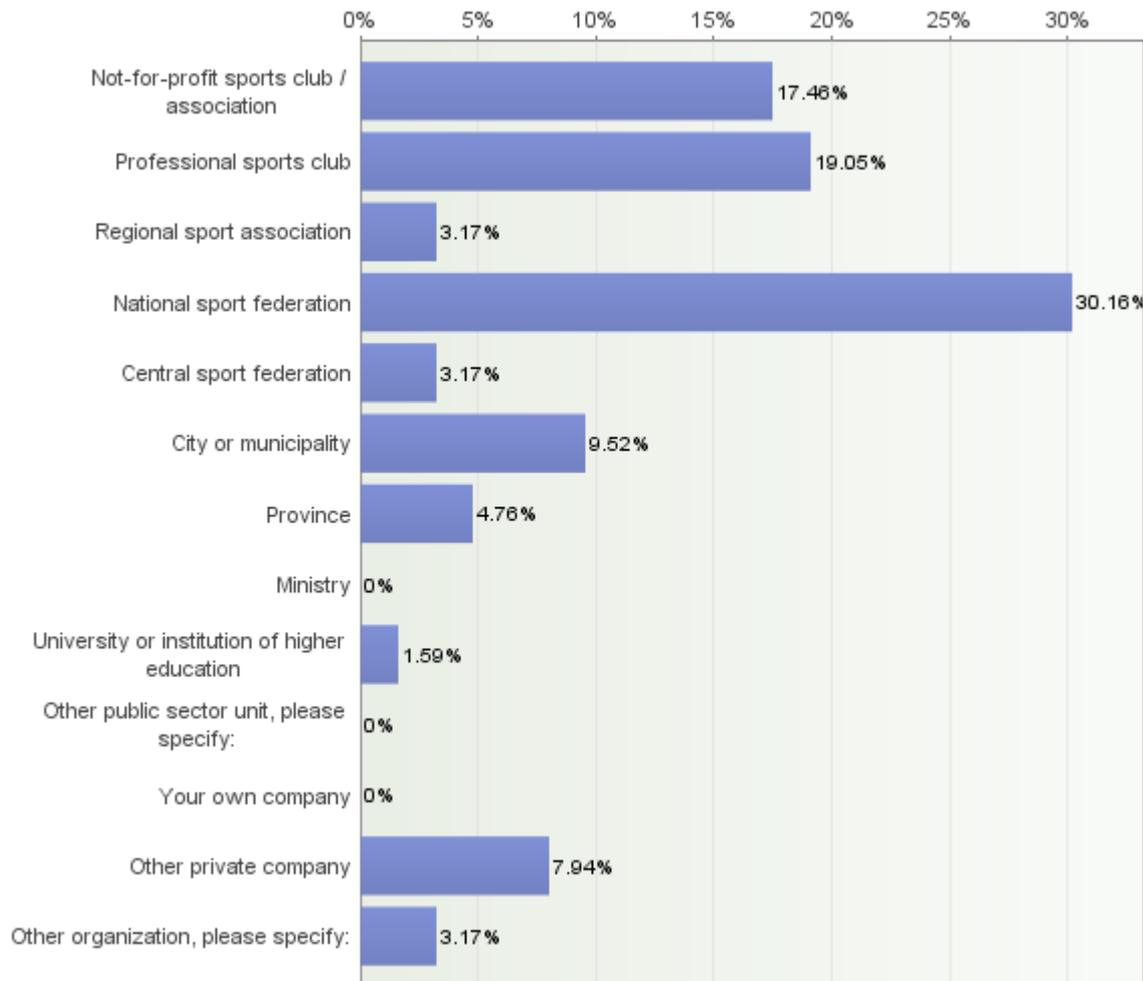


39 (70 %) of the respondents had higher sport education. Five persons have a higher education within other sport areas than sport management and they were found in the group of others sports area, and the rest is from shorter



week-end courses offered by the sport organizations, one fifth had an education in economy/finance, 16 % in marketing and one tenth in general management.

6. What is your current employer?



As expected the hardest to get to answer was the non-for profit sport clubs. There, we had 11 answers plus two, who had checked in “other organization”, 12 professional clubs and 6 from cities and 3 from counties. The ministry was not approached to answer in this first period.

7. Title of profession

There were 28 directors, 19 general secretaries and 16 others as for example 5 sport advisers, marketing specialist, and sport consultant.



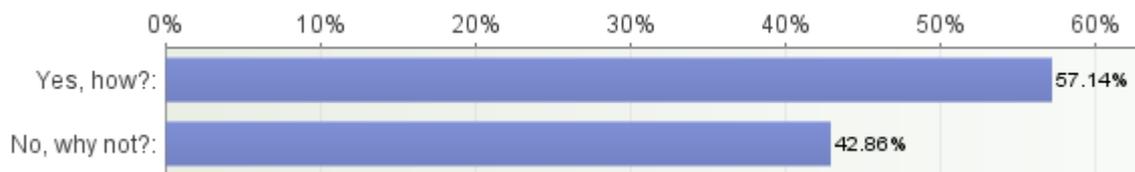
8. Do you believe that the commercialization of sport will have an effect in your own working area?



Almost all respondents believed that the commercialization of sport will have an effect on their working area. There will be more commercial actors, they will focus on activities for children.

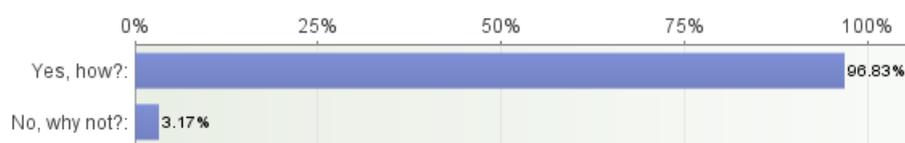
Three of the five who answered not more commercialized, stated they were there already.

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



International cooperation is more important, a closer cooperation, but this will also accelerate the commercialization in the sport clubs and international requirements will be present. The internationalization may also make the reputation of sport worse. Those who answer it does not concern me is the small local clubs.

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



There were only two persons who did not think that the development of information technology would change their work. One answered that the future work with children was about competence, good relations and good values. The other answered that his/her work was already 90 % digitalized.

### 6.2 Changes in working life

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

	Minimum value	Maximum value	Average	Median
Female employees (%)	5	70	27.89	30



Male employees (%)	30	95	71.82	70
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The average estimate of female sport managers in managerial positions is a little below 30, the mean being 30. The variation was from 5 to 70%.

12. 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?

Please indicate your personal estimation.

	Minimum value	Maximum value	Average	Median
Female employees (%)	10	70	39.94	40
Male employees (%)	30	90	59.9	60

In the future, it will be 10 % more females, hence they predict 40 % females. The variation is estimated from 10 to 70.

13. What are the fastest growing positions in your working area?

N = 60

- Communication is being seen as an important area. This includes also the field of working with social media and marketing.
- Management, both in general terms and in terms of leadership, is of growing importance. The same is the situation on event management.

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

- Administration and accounting are seen to be work areas that will no longer be in need in the future.
- Also, a high percentage estimates that no jobs will disappear.

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

- Communication are an area of high importance in relation to new positions. The area of working with social media is of growing importance.

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

- Communication skills are considered very important. Another area with growing importance is with the field of consultant work where specific knowledge and expertise on certain subjects.

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

Number of respondents: 60



	N	Percent
Yes, which occupational areas:	39	65%
No	21	35%

- A big variation of job opportunities are shown. Especially, in the teaching sector people with sport management education are known to occupy positions. There is also a large representation among job positions in public and local authorities.

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

Number of respondents: 61

- In general, the respondents see the sport management education as an education that gives a broad set of tools and gives students in the sport management area a general knowledge of various subjects to be used in both the private and public sectors. I.e. in the area of health, teaching, culture and event management.

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

number of respondents: 62

**N**    **Percent**

**58**    **93.55%**

Yes, from which educational background:

**4**    **6.45%**

No

- There is a large variation on the background of people in the area of sport management. To some extent a background in economy are highly present.

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

Number of respondents: 62

**N**    **Percent**

Yes, from which educational background:

**58**    **93.55%**

No

**4**    **6.45%**

- Marketing, leadership and leadership development are key elements when respondents are looking at the future of their work field. As goes for the areas of communication and marketing.



6.3 Cooperation and recruitment

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

- There is a large variation in the partners for the organizations. Especially, national sport federations and local authorities are among the most important partners.

22. Does your organization currently have a cooperation with an institute that teaches sports management?

Number of respondents: 62

- Almost 50% of the respondents have a cooperation with an institution that teaches sport management, among these the Norwegian School of Sport Sciences is the institute with the highest representation.
- Almost 50% of the respondents do not cooperate with an institution that teaches sport management and there might be a large potential among these organizations.

23. How do you find new employees?

- Announcement in organization's web page
- Internal announcements
- Personal contacts

6.4 Current competences of professionals in the area of sports management (page 4 in the questionnaire)

6.5 Future requirements in the area of sport management (page 5 in the questionnaire)

"Extremely important in the future" (Future over 4,2)	Now	Future	Difference
Communication skills and management	3,8	4,5	0,7
Organizational skills	4,3	4,4	0,2
Teamwork	4,1	4,4	0,3
Leadership skills	3,9	4,4	0,5
Service orientation	4,4	4,4	0,0
Capacity for applying knowledge in practice	3,9	4,4	0,5
Planning skills	4,3	4,4	0,1
Capacity to adapt to new situations (Flexibility)	4,2	4,3	0,2
Oral communication	4,2	4,3	0,2
Financial management	3,6	4,3	0,7
Ability to work autonomously	4,5	4,3	-0,2
Capacity to learn	4,0	4,3	0,3
Strategic planning and development	4,0	4,3	0,3
Social intelligence	4,2	4,3	0,1
Decision making skills	4,1	4,3	0,1

Communication skills and management are extremely important in the future. The difference between the present competencies and the future is the greatest in these skills and financial management. In the total sample it is Digital marketing and Using of social media in work which are the winners.

"Competences to be developed" (difference over 0,5)	Now	Future	Difference
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Digital marketing	2,7	4,0	1,3
Use of virtual media / platforms in work	2,7	3,9	1,2
Use of social media in work	3,1	4,2	1,1
Business intelligence in sport	2,8	3,7	0,9
Sales management	2,8	3,7	0,9
Marketing	3,0	3,8	0,9
IT-skills	3,2	4,1	0,8
Financial management	3,6	4,3	0,7
Ability to create new products or services	3,2	3,9	0,7
Sport facility management	2,9	3,6	0,7
Project design and management	3,2	3,8	0,7
Communication skills and management	3,8	4,5	0,7
Knowledge of the changing trends in the society	3,5	4,2	0,7
Sponsorship management	3,2	3,8	0,6
Physical activities for the disabled	3,0	3,6	0,6
Legacy planning	3,2	3,7	0,6

The three first competences are the same in the Norwegian sample and the total one. Three competences will be slightly less values in the future and that is: The significance of sport and physical activity in the society, ability to work autonomously and the desire to succeed. The reasons why is perhaps because these skills were already very high at present.

Consequences for the curriculum is more digital marketing, virtual media as well as social media, financial management and sponsorship management and sport facility management and project management and marketing in general .

### 6.6 Core competences

Norway "Core competences" (both at least 4,0)	Now	Future	Difference	Total
Ability to work autonomously	4,5	4,3	-0,2	8,8
Service orientation	4,4	4,4	0,0	8,8
Organizational skills	4,3	4,4	0,2	8,7
Planning skills	4,3	4,4	0,1	8,7
Capacity to adapt to new situations (Flexibility)	4,2	4,3	0,2	8,5
Teamwork	4,1	4,4	0,3	8,5
Oral communication	4,2	4,3	0,2	8,5
Social intelligence	4,2	4,3	0,1	8,4
Decision making skills	4,1	4,3	0,1	8,4
Written communication	4,1	4,2	0,1	8,3
Capacity for applying knowledge in practice	3,9	4,4	0,5	8,3
Capacity to learn	4,0	4,3	0,3	8,3
Strategic planning and development	4,0	4,3	0,3	8,3
Leadership skills	3,9	4,4	0,5	8,3
Communication skills and management	3,8	4,5	0,7	8,3
The significance of sport and physical activity in the society	4,2	4,1	-0,1	8,3
Problem solving skills	4,1	4,2	0,0	8,3
Desire to succeed	4,3	4,0	-0,3	8,2
Ability to work in an interdisciplinary team	4,0	4,1	0,1	8,1
Concern for quality enhancement	3,9	4,2	0,3	8,1
Knowledge of the people's need for physical activity	4,0	4,0	0,0	8,0



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The seven first core competences are the same as the average for all countries. Six others are found in both the Norwegian sample and in total of all countries but in a different order. Others do not highlight four of the core competencies found in the Norwegian sample. These competences are: Written communication, strategic planning and development, ability to work in an interdisciplinary team and lastly Knowledge of the people's need for physical activity.

### 6.7 "Unimportant" competences

15 most "unimportant" variables, which are not considered important topics in the future sport management education:

Community life in general, interest to follow the development of the sport management field, Risk management, Customer relations management, Data management skills, Elite sports event management, Stakeholder management, Human resource management, Crisis management, Ability to utilize big data, Ability to make conclusions from research data, Knowledge of welfare policies, Sport tourism, Entrepreneurial spirit, Research skills

### 6.8 Conclusions

The sample consists of one third females. Most of the respondents were in the age group 40 to 54 years old. 44 of the respondents lived in the Oslo area, and that is no wonder since all the big sport organizations and federations are based in Oslo. The rest of the country is also represented. Almost 90 % of the respondents had higher education, and 70 % had sport education. National sport organizations had the highest respondent's rate. They were asked to take part in a larger number than planned since the voluntary sport clubs are almost impossible to reach. This was the only way we could achieve 63 respondents.

Mainly directors, general secretaries were the biggest group of respondents. Almost 90 % thought that commercialization would affect their work in the way that there will be actors that are more commercial and especially for children. More than half of the respondents thought the internationalization of sport would have an effect. More professionalized sport clubs and international requirements would be the outcome. The reputation of sport can be worse. Those who were of the opinion of that this would not affect them were in small local clubs. Information technology will have its impact 97 % answered.

In ten years, the median of female sport managers would increase with 10% to 40. Communication, including social media and marketing is being seen as an important area. Management and event management are also growing. Administration and accounting will disappear.

Consequences for the curriculum is more digital marketing, virtual media as well as social media, financial management and sponsorship management and sport facility management and project management and marketing in general. Another area with growing importance is the field of consultant work where specific knowledge and expertise on certain subjects.

People with sport management education also work in public offices both centrally and locally and as teachers. Several economists are working in the sport management field.



## 6.9 Future

Digital communication, digital marketing, social media included should be taught in the schools within sport management. In addition, financial management, sponsorship management, facility management and project management are other subjects, which will be of importance in the future.

## 7. Sector analysis

In the following subsections, we will present the results of the sector analysis for the four sectors: 1) clubs, 2) federations and regional organisations, 3) public sector organizations and 4) private sport businesses. Each of the four sectors are analyzed individually. We start with describing the profile of representatives of each sector and the current and future positions within the sectors (profile of the sector). We then explain the current recruitment strategies and future employments' education requirements. At the end of each sector section, we discuss the changing competences within the sport management industry today versus future in order to be able to give advice for future curriculum within sport management studies. We differentiate between four different competence groups:

- a) Existing core competences today – high and low
- b) Core competences that are maintained
- c) New core competences
- d) Competences with least focus

### **Existing core competences today – high and low**

Competences that are in the top 10 and the low 10 today.

### **Core competences that are maintained**

These competences are represented as top--10 core competences today as well as in the future. Therefore, these competences should be dominant competences in the present and future curriculum.

### **New core competences**

Competences that are new in top 10. These competences will be primary core competences in the sport management industry of the future. All competences in this category are new compared with the present top 10.

### **Competences with least focus**

Competences that are assessed to be among the lowest ten today and in the future. This category can be used to relate critically to present learning outcomes in the present curriculum, which, according to the respondents, are not important to present and future competences. We have deliberately chosen to not only look at the future competences that score low but to compare them with the present competences that are assessed low to be more certain in the argument.

The objective of the sector analysis is to establish a sector--specific personal profile among the respondents in the survey as well as a profile of the sector. Whether they are representative of the different sectors in the industry is questionable. The existing statements relate to these profiles and give the most dominant common characteristics with possible variations.

### ***Sector 1 Clubs (professional and non-profit)***

There are 12.178 sport clubs distributed among the 19 counties in Norway. The sport clubs provide the main activities of sport in Norway for the communities on grass root level. They are the glue in all sport at grass root level. Management and activities within the clubs rely on the support of its members. There are



two types of clubs: either single-sport clubs, such as cross-country skiing or football clubs or multi-sport clubs which provide different sports under one organisational roof. Whereas smaller member-based clubs are almost always managed by volunteers, bigger clubs increasingly are run by paid professionals. In this study, 18 of 23 of the respondents are top tier managers in clubs. Two are coaches (one on a voluntary basis), two sport leaders and one a department leader.

#### *Profile of sport club managers*

The typical top tier representative in a sport club is a male under 50 years old with higher education (master or bachelor degree in sport management, sport sciences or economy and finances. 74% of the respondents had a higher education (6 in sport management, 5 on masterlevel and one on bachelorlevel). The younger the top tier persons in the club were, the higher education degree they held. Only 26% of the respondents were female. Several respondents had an additional education as coaches or leaders in form of courses/seminars.

#### *Profile of the sector:*

- Latest new positions include: working with events, sponsors, marketing and coaching in sport academies
- Fastest growing positions include: administration of sports, communication, sport leaders, coaching, CEOs, sponsoring and marketing.
- New positions in future include: club development, specialists on social media and marketing as well as leaders with good knowledge on public sector and political organizations.
- Disappearing positions in the future: accounting, graphics and secretarial assistences.

#### *Current recruitment and future employment*

The majority of employees in clubs are recruited through internal announcements (91%) and personal contact (87%). 78% stated that vacant positions are displayed on the club's website. Social media and print media (both 57%) announcements are other options in order to recruit employees to the clubs.

In addition to sport management education, club managers see people with other education will be employed in sport clubs. These are: IT, economy, marketing, social sciences and coaching. 20 of the club respondents stated that commercialization will affect their work in future caused by segmentation, marketing and business-minded client focus, economic growth of the budgets, new form of income sources, as well as the interest in sport by commercial actors. This is also seen as challenge as higher commercialization, the decrease of volunteerism is mentioned as a risk.

#### *Core competences today – high and low*

Considering the current competences that the respondents of the survey reported to possess, a total of 15 competencies stand out as above average. The competencies with the highest mean values are related to the ability to work autonomously (4.5), decision making skills (4.37), service orientation (4.32), planning skills (4.27) and social intelligence (4.27) as well as organization skills (4.14) and teamwork (4.14).

The current competences which the respondents possessed, rated as lowest sport tourism (2.38), research skills (2.38), virtual media / platforms in work (2.64) and digital marketing (2.77) and physical activities for the disabled (2.86).

The findings which showed low rate of current competences concerning use of virtual media / platforms in work and digital marketing is interesting while 100% of the same respondents in the sport clubs see the development of technology as a game changer for their work in the future, especially in terms of making



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administrative work processes and communication more efficient. As well communication quality to the members is expected to be increased by IT technology. Therefore, respondents see communication and marketing managers as one of the fastest growing positions within sport clubs, besides coaches and sport development managers.

#### *Core competences that are maintained*

The competences in the clubs that exist today and will be maintained in the future are *capacity for applying knowledge into practice, decision making skills, organization skills, planning skills, service orientation and teamwork*.

#### *New core competences*

The most important new skills to have for sport managers in clubs are: financial management (4.57), volunteer management (4.52), communication skills and management (4.48), planning skills (4.48), organizational skills (4.43), leadership skills (4.43) and event leadership (4.43). These skills show a mix between competences within administration, but also with leading an organization and dealing with different types of tasks (finances, administration) as well as with different type of staff (employees as well as volunteers).

#### *Competences with least focus*

Competences that club managers assess to be among the lowest today and in the future are sport tourism, knowledge of welfare policies and research skills.

In general, it seems that clubs do not give traditional skills concerning studies a central position for the future, these include also analysing skills and ability to use big data. However, since the application for knowledge into practice is assessed to play an important role, the balance of theory and practice will be important for future curriculum within sport management education.

### ***Sector 2 Federations and regional sport confederations***

Sector 2 in Norway consists of 54 national sport federations, 19 Regional sport confederations and almost all sports have a regional federations for their specific sport.

The national sport federations are the national governing bodies of the specific sport(s) in the country. They administer the laws and education as well as represent the link to the international governing bodies of the specific sport. There is a huge variation in terms of the size of these organizations, numbers of memberships and employees, budget, degree of professionalization, etc. Some only host one sport (such as the Norwegian football federation, others have several sports and disciplines under one roof, such as the Norwegian Ski Federation who comprise six disciplines (cross country, ski jumping, Nordic combined, alpine, freestyle and Telemark). The regional sport confederations are subunits of the NOC with the responsibility for sport issues in the district. As well there are regional sport federations for a specific sport organizations govern sport activity on a regional level.

#### *Profile of federation and regional sport confederation manager*

The top tier manager within sport federations and confederations in Norway is a man between 40 and 59 years old with a Bachelor or Master degree in sport management or sports and physical education. Actually 100% of the respondents had a University Bachelor or a Master degree. 35% of the respondents were female.



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#### *Profile of the sector*

- Latest new positions: consultant in para sports, experts in marketing, communication and social media, sponsor manager, event manager, IT elite sport manager
- Fastest growing positions: consultants specialized in sport development/ club development and sport market as well as positions within sponsoring, sales, communication and marketing; experts in digital media.
- New positions in future: project managers, e-learning expert, political consultant, experts on information technology, elite sport managers, events, leadership and organizational strategy
- Disappearing positions in the future: traditional administration positions including secretary assistance, budgeting and accounting positions.

#### *Current recruitment and future employment*

Announcements in the organization's home page is the most common strategy when recruiting employees into federations and confederations in Norway. Internal announcements and personal contact play an important role at most organizations.

Positions in the field of PR, communication and marketing are currently the fastest growing. But also experts in technology will be an attractive target group for federations in Norway. The influence of information technology in the work of federation managers is acknowledged by 96% of the respondents. Digitalization processes in order to make work and communication among the employees and stakeholders more efficient is already ongoing. For the federations it will especially be important to have easy, fast and reliable communication tools with the coaches, athletes and international organizations around the world. As well, user friendly solutions for information spreading when working with events will be important to be developed in future. Federations therefore see people with an education (besides sport management) within engineering, economy, law, IT, health service, graphic design as attractive candidates. Project management positions for events, management of volunteers, and other specific areas where also mentioned as important.

#### *Existing core competences today – high and low*

Today's federation managers score lowest on skills concerning technology (IT skills [3.14], use of virtual media / platforms in work [2.76], digital marketing [2.7]) as well as in marketing (2.9), Human Resource Management (3.05) and project design and management (3.19).

Interpersonal skills scored high in terms of oral and written communication, problem solving skills, social intelligence and service orientation. As well organization skills, decision-making skills, desire to succeed, ability to work autonomously and the significance of sport and physical activity in the society.

#### *Core competences that are maintained*

The competences that score high within the top 10 today as well as in the future are organization skills and decision-making skills.

#### *New core competences*

Core competences, which are new compared, to the present competences are communication skills and management (4.59), financial management (4.57), leadership skills (4.5), capacity for applying knowledge in practice (4.1) as well as use of social media in work (4.36). In addition, many managers see changing landscape of the federations and confederation system as challenge in future and predict new core competences of change management (4.36) and ability to adopt to new situations - flexibility (4.36).



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#### *Competences with least focus*

Competences with least focus today and in future are research skills (2.82), knowledge of welfare policies (3.14), ability to utilize big data (3.36) and sales management (3.45).

#### *Sector 3 Public sector organizations*

The role of the public sector in Norwegian sport is to provide an economic and cultural infrastructure in order to provide for a better quality of life for a healthy population and to create activity on grass roots and elite level. Institutions within the public sector include cities or municipalities, provinces, ministries, universities and other public sector organizations.

#### *Profile of sport manager in the public sector*

In the public sector, the typical representative is a man between the age of 30 and 59 with a Master's degree in sport management. He works as leading sport consultant with coordinator functions within the city or municipality. 30% are female.

#### *Profile of the sector 3*

- Latest new positions: CEOs, event managers, experts within information technology
- Fastest growing positions: consultants within sport development, project managers, CEOs of sport clubs.
- New positions in future include: information technology, event, professional leader of sport clubs
- Disappearing positions in the future: secretary, public prosecutor and booking agent for training time

#### *Current recruitment and future employment*

9 out of 10 public sector institutions find new employees by external announcements. However, internal announcements as well as through the home page is a popular move in order to recruit.

In terms of influence of technology information, public sector managers were concerned about future solutions that help to create user-friendly booking opportunities for sports facilities. Therefore, future positions within the field of sport management are suggested such as: experts in information technology as well as communication managers and niche positions towards trend sports and the administration of trend sport activities, events and facilities.

#### *Existing core competences today – high and low*

Today's top tier manager state that they possess competences concerning the service orientation (4.78) and populations' health issues in an excellent manner; these are: The significance of sport and physical activity in the society (4.67) and Knowledge of the people's need for physical activity (4.67). As well, ability to work autonomously scored high (4.67). In addition, personal competences such as problem solving skills (4.33), desire to succeed (4.22), ability to work in an interdisciplinary team (4.22), capacity to adapt to new situations (Flexibility) (4.22) and written communication (4.22) are well represented today.

The respondents evaluate themselves less competent in competences linked to business relationships, custom and product services. In addition, elite sport event management has not scored high.



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#### *Core competences that are maintained*

The significance of sport and physical activity in the society and knowledge of the people's need for physical activity, planning skills and the ability to work autonomously scored highly today and in future and therefore important to be included in the sport management curriculum.

#### *New core competences*

Competences that will be important in the public sector for the future are: Cooperation across different administration sectors (4.56), capacity for applying knowledge in practice (4.33), teamwork (4.44), organizational skills (4.33), oral communication (4.33) and capacity to learn (4.33).

#### *Competences with least focus*

Competences which characterize business relationships are assessed to be among the lowest ten today and in the future in the public sector, including: customer relations, sales management, entrepreneurial spirit, and marketing, as well as crisis management.

#### **Sector 4 Private sport businesses**

##### *Profile of manager in private sport businesses*

The typical top tier position representative of private sport businesses is a woman or a man younger than 50 years holding a Master's degree in sport management, management or marketing. Typical job titles are, CEO, HR Manager, marketing manager, project manager.

##### *Profile of the sector 4:*

- Latest new positions: Big data analysts, pricing manager, commercial director, social media marketing manager, digital content producer
- Fastest growing positions: Personal trainer, digital media managers, sponsor and marketing managers,
- New positions in future include: digital media manager, leadership and strategy, combination of business, leadership and coaching competences, positions within outdoor and physical activity, entertainment management.
- Disappearing position in the future: sales person, switchboard operator

#### *Current recruitment and future employment*

In comparison with Sectors 1, 2 and 3, private businesses generally seem to use more different recruitment strategies at the same time. Internal announcements (86%) scored highest followed by home page communication, personal contacts as well as employment agencies (all 71%). New professions or occupations in the area of private sport businesses are predicted to be positions that combine leadership with competence in coaching, outdoor sport and/or physical activity. As well (event) entertainment branch are future opportunities for sport management positions. Also mentioned are experts within digital communication and social media.

#### *Existing core competences today – high and low*

Private sport businesses managers rate their competences high in regards of: decision making skills, planning skills, social intelligence, ability to work autonomously, ability to communicate with experts in other fields, CSR, organizational skills, oral communication, desire to succeed and capacity to adopt to new situations (flexibility).



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The same managers felt less competent in the area of research and data analysis. In addition, sport facility management, knowledge about welfare policies, sport tourism and digital marketing and use of digital media/platform in work scored low.

#### *Core competences that are maintained*

Core competences that score high among the skills of private business managers and are predicted to be important in future are: CSR, organizational skills, oral communication, desire to succeed and capacity to adopt to new situations (flexibility).

#### *New core competences*

Future private sport businesses are predicted to have use of competences that are fit to the digitalization and internationalization (e.g. second language) as well as interpersonal skills, such as networking (4.67) and communication skills and management (4.67). In addition the capacity to learn (4.67) and strategic planning and development (4.83) has been rated as very important by the majority. 100% agreed with that the knowledge of the changing trends in the society (5.0) will be a very important competence.

#### *Competences with least focus*

Least focus concerning competences within private sport businesses for both today and for the future are: Research skills, ability to make conclusions from research data, knowledge of welfare policies, sport facility management as well as entrepreneurial spirit.

### **8. Current curriculum and future competences**

The results of the survey point to that the different sectors have different needs in terms of competences and future employments. We recommend displaying these differences to students that are interested in working in Norwegian sport, so they can easily specialize according to in which sector they preferably will wish to work in the future. The students can also focus on literature and existing research underpinning the required competences both in their bachelor and in master thesis. It is important to keep a good balance between practice and theory.

From 2018 (fall), the sport management Bachelor education at NSSS will have additional 20 ECTS on the curriculum shared with Bachelor students of the study direction "sport and society", a more sociological and cultural academic focus. The courses are called "Organization and culture" and "Sport and media". We recommend that these subjects mainly include literature and discussions relevant to the academic field of sport management. The course "sport and media" is recommended to include the topics of media management, PR and content production and management within social media as this will be highly relevant for future employments in all sectors.

For people working in the area of sport in organisations, public and private, it is important to know how the field of sport management changes. This report gives insight in what competences the different sector have to-day, what they think will be less relevant in the future as what will be a need in order to keep track with the development in the society. Thereby, the report can be used as a tool to change the curriculum in the sport management study so it will correspond to the future trends in the sport sector and in this way qualify the graduates from sport management to strengthen their position when they seek new jobs. In addition it can be used as guide to future qualification needs when hiring new personnel.



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Still it is important to keep up the solid sport management program in order that our graduates in sport management will be attractive in the job market.

We would strongly recommend that a similar research would be repeated in the future for example in ten years, thereby ensuring the sport management education will be updated when needed and move into the future with the required competences.

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