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New Age of Sport Management Education in Europe

Finland National Sub-report 1

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Table of contents

PREFACE

1. INTRODUCTION
2. SPORT CULTURE
3. SPORT MANAGEMENT EDUCATION
4. LABOR MARKET IN THE FIELD OF SPORT MANAGEMENT
5. RESEARCH METHODOLOGY
6. RESULTS
 - 6.1 Basic information
 - 6.2 Changes in working life
 - 6.3 Cooperation and recruitment
 - 6.4 Current competences of the professionals in the area of sport management
 - 6.5 Future requirements in the area of sport management
 - 6.6 Core competences
 - 6.7 Competences to be developed in the future
 - 6.8 Least important competences

REFERENCES

WEBPAGES

PREFACE

This national sub-report concludes the findings of the quantitative data collected in Finland as a part of NASME research project (New Age in Sport Management Education in Europe). Report discusses the general topics of sport culture, sport structure as well as sport management education in Finland and presents the basic results of the first round data collection concerning current trends in the Finnish sport management labor market, and current competences and future competence requirement of the professionals working in the field of sport management.

Structure of the report follows common guidelines with all the project partner universities' reports helping the possible comparison of the results across nations. Main purpose of the report is however to present the information from the perspective of developing the sport management education in Finland. Additionally, results also provide insight for the second round of qualitative data collection and interviews among Finnish sport management professionals.



1. INTRODUCTION

The Haaga-Helia University of Applied Sciences professionals Dr. Kari Puronaho and researcher Osmo Laitila conducted the first phase of the New Age in Sport Management Education research project in Finland. Finnish researchers have solid experience from the fields of curriculum development, sport management research and applying latest research findings to the education of master's sport management studies.

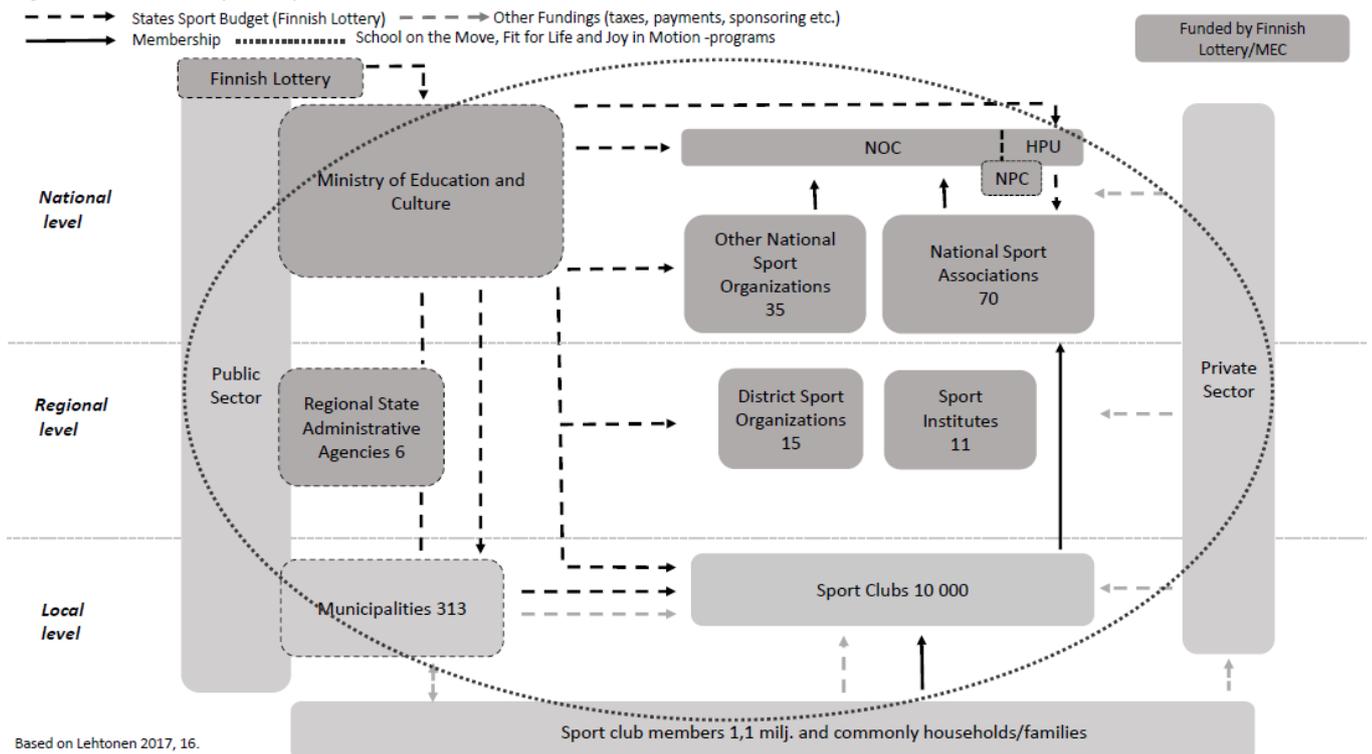
Survey questionnaire was prepared and planned together with the project board, and the structure of the questionnaire was similar in each of the countries involved in the project. Survey concept followed similar method that was used for AEHESIS research project just over 10 years ago, and the purpose of the study is to explore what are the key competence areas in the future sport management education. Questionnaire was translated into Finnish and consisted of five sections; I respondents basic information, II changes in working life, III cooperation and recruitment, IV current competences of the professionals in the area of sport management and V future requirements in the area of sport management.

In addition to primary, quantitative data collection, also secondary information sources were applied to illustrate the current situation of the Finnish sport structure and culture, sport management education and labor market in the field of sport management. Secondary information was collected using public reports, research papers, national statistics center databases and available public web sites concerning the research agenda.

2. FINNISH SPORT STRUCTURE AND CULTURE

The Finnish sport system is based on cooperation between three sectors: public, voluntary and private. Volunteer associations, such as the sports clubs and other civic sector actors, are at the center. Volunteer sector is financially supported and steered by the public sector, which also provides sport services. Private sector offers sport services for a fee on the market basis. (Lehtonen, K. 2017)

Figure 1. Finnish sport system



The public sector (state and municipalities) has strong position in Finnish sport and physical exercise system. According to Finnish Sport Act, the state and municipalities have obligatory duties to create general opportunities for inhabitants to do sport or be physically active.

In the central government, **the Ministry of Education and Culture** guides and coordinates sport policy, legislation and financing, including sports facility construction. The Ministry applies non-discrimination and equality in physical activity and sport in every aspect of its operations. National Sports Council, a panel of experts, assists the Ministry of Culture and Education in sport and physical activity issues. The Council also evaluates the impact of government action in the field of sports and physical activity.

Municipalities, assisted by the state, are ordered by the Sports Act to provide sports facilities for their inhabitants. The self-governing municipalities are responsible for (1) providing physical exercise services and organizing physical activities that promote general health and wellbeing of various target groups, (2) to take care of the of the physical activity facilities and (3) supporting the civic sector.



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In reality, municipalities are taking responsibilities not only through creating possibilities but also the operational conditions for sport clubs. Municipalities are also generating sport and physical activity opportunities for individuals excluded from sport clubs or private services for whatever reason.

The voluntary sector is the most important sector in Finnish sport system. Sport clubs and other non-profit sport organizations have the main a responsibility to organize coaching and sport instruction. The voluntary sector, such as sports clubs, is predominantly responsible for the national and local level sport services. The actors of voluntary sector are however in many way dependent on the support of the public sector in arranging sport services.

The private sector offers also sport services, but for a fee on the market basis. Out of the sport service providers, the role of private sector has increased most in last few decades.

Figure 2. Main Actors in the Finnish Sport and Physical Exercise System.

The Main Actors in the Finnish Sport and Physical Exercise System



Sports organizations

Sport and physical activity organizations in Finland have over 1.1 million members. The Ministry of Education and Culture allocates government grants to national organizations that promote sport and physical activity while municipalities grant financial support for local sports clubs and actors. Volunteer organizations and civic activity form the bedrock for sport and physical activity. Different forms of sport have been organized into sports clubs at the local level and into sports associations and federations at the national level.

Local activity is mainly organized by sport and physical activity clubs, which offer physical activities for children, youths, adults and senior citizens.



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National and regional organizations support local activities by providing training, coaching, and organizing competitions. The Ministry engages in performance discussion with key service providers of sport and physical activity.

Financing of sport

The Ministry of Education and Culture finances physical activity and performance sports using national lottery and betting proceeds and budget appropriations. State sport financing consists almost entirely of government grants disbursed from national lottery and betting proceeds. (<http://minedu.fi/en/financing-sport>)

The Ministry of Education and Culture uses budget appropriations allocated for sport and physical activity for financing for example:

- sport and physical activity organizations and clubs
- construction of sport facilities
- municipal sport and physical activity programs
- sports and physical activity training centers (sports institutes)
- promotion of active lifestyles
- promotion of performance sports
- research in sport and fitness sciences
- other activities related to sport and physical activity

In the 2017 national Budget, approximately EUR 149.6 million in proceeds from lottery and betting proceeds were allocated to physical activity and performance sports. Budget appropriations are also used to help expand the Schools on the Move program as a key project and to renovate the Olympic Stadium in Helsinki, and central government transfers are allocated to sports training centers. (<http://minedu.fi/en/financing-sport>)

Government grants and central government transfers

Government grants for sport and physical activity are allocated in the form of general grants and special grants. They are granted by both the Ministry of Education and Culture and the Regional State Administrative Agencies. Funds in the form of central government transfers are granted to municipalities and sports training centers. Government grants are awarded to organizations such as national sport and physical activity organizations that are eligible for government grants. The grants are disbursed in the form of a general grant on the basis of the operational performance of the organizations. Special grants are allocated for promoting active lifestyles, for example. (<http://minedu.fi/en/financing-sport>)

Central government transfers to municipalities are disbursed to finance the operating costs of sport and physical activity programs based on the number of residents and a unit price per resident. Municipalities may also be granted discretionary government grants for the development of sport and physical activity programs as well as sport and physical activity projects that promote health. Approximately one quarter of Budget appropriations for sport and physical activity are allocated to municipal sport and physical activity programs. (<http://minedu.fi/en/financing-sport>)



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The operations of sports training centers (sports institutes) that provide sports education and other activities in the area of sport and physical activity are financed using central government transfers. The basis for calculating central government transfers for national sports training centers is one student day and a unit price per student day and for regional sports training centers one student instruction day and a unit price per student instruction day. (<http://minedu.fi/en/financing-sport>)

The national Budget includes an appropriation every year for the construction of sports facilities and associated recreational facilities. Government grants are mainly awarded to municipalities or joint municipal authorities as well as associations operating under their remit. Besides grants for construction, the Ministry of Education and Culture also provides financial assistance for research and development projects associated with the construction of sports facilities. Sports training centers may also qualify for discretionary government grants for their sports facility projects. (<http://minedu.fi/en/financing-sport>)

The Ministry supports performance sports by financing coaching, co-ordination of performance sports and anti-doping activities, for instance. The Ministry awards coaching and training grants to athletes, which are used to ensure that athletes can devote their full attention to training. The State does not provide financial assistance to profit-oriented professional sports. Government grants are also used to finance research projects in sport and fitness sciences as well as the activities in sport and fitness sciences research and communications organizations. (<http://minedu.fi/en/financing-sport>)

Sport for municipalities and municipal sport department

Municipalities spend annually approximately 146 euros per inhabitant in promoting physical activity. Public sports services employ about 5 000 employees. The basic service of municipality is to offer sports facilities to inhabitants to use. The importance of the service is underlined. According to Kuntaliitto (Association of Finnish Local and Regional Authorities) 32.961 sports' facilities and areas are located in Finland (table 1), and 70 % of them are owned, operated, or maintained by municipalities. (Kuntaliitto 2017)

Table 1. The number of sports facilities in Finland (Lipas Liikuntapaikat.fi, 2018)

<i>The type of sport facility</i>	<i>number</i>
Outdoor sport field and sports parks	13 704
Cross-country sport facilities	6 382
Indoor sports facilities	6 471
Water sports facilities	2 824
Boating, aviation and motorsport	305
Recreational destinations and services	2 543
Animal sports arenas	732
Total	32 961

Table 2. Public sports administration budget in year 2015. (Kuntaliitto 2017)

Sport Operation costs	690 Million €
Investments	170 Million €
Total	860 Million €
State share / inhabitant	12 €/inhab.
State share % from operation costs	2,9
Amount of facilities	33 000
Personal total	5 000



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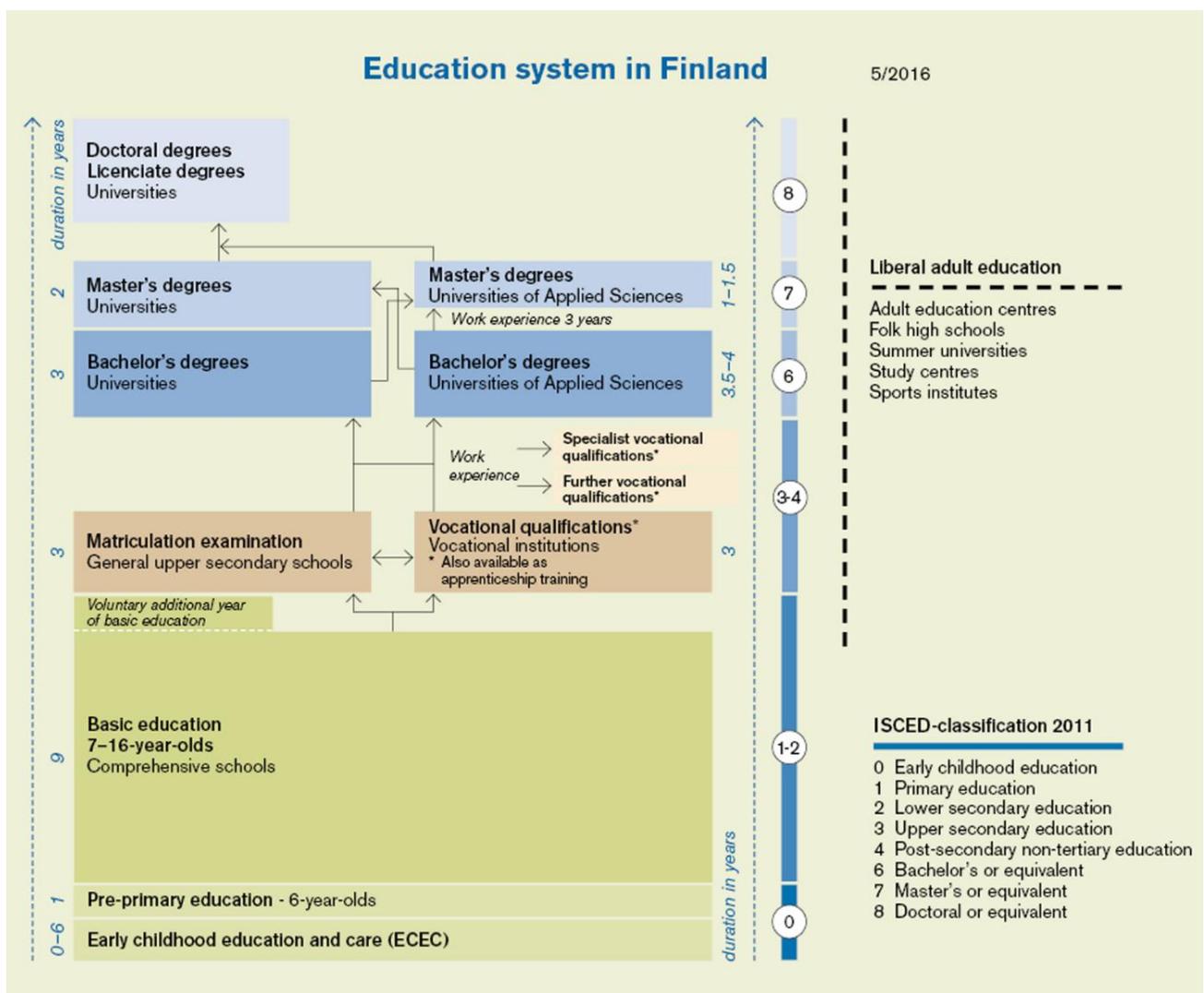
The Finnish Sport Act does not specifically describe how municipalities should arrange sporting services. Nevertheless, municipalities cannot delegate their legal obligations to a third party. Municipal sport services are as follows:

- Coordinating and instructing sport (e.g. adapted sport, family sport)
- Operating, maintaining, supervising sport facilities (indoor and outdoor facilities, swimming halls, gyms etc.
- Grants allowance (e.g. general grants, sporting events, education)
- Consulting - Planning, constructing, renovation of sport facilities
- Advocacy related to sport and physical activity
- Sport-related education (Seminar related to club development, events, sport facility maintenance)
- Sporting development projects (Sport for: adults, children, teens, special groups etc.)
- Coordinating cooperation between public administrations and private businesses to develop sporting opportunities 37
- Coordinating health and well-being promoting sports in a municipality
- Swimming instruction (e.g. children, adults, special groups)
- Personal low-level sport consultation
- Twinning cities (*Kuntaliitto 2017*)

3. SPORT MANAGEMENT EDUCATION

Finnish education system is divided in eight levels based on international ISCED –classification 2011 (see figure 3). Sport sciences and sport management education is mainly included in level 6-8 and the primary physical education programs are targeted for students studying their first vocational qualifications studies in vocational institutions (level 3-4). Sport management doctoral degrees can be completed in the Jyväskylä University, which is the only university in Finland offering sport sciences and physical education doctoral degrees. (*Finnish education system 2018*)

Figure 3. Finnish education system



(Source: *Liikunta-alan koulutus 2018, Finnish education system 2018*)



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Organization of sport management studies in Finland

Jyväskylä University Sport Sciences faculty provides Master's Degree in Sports Sciences including sports psychology, pedagogy, social and health sciences of sports, biomechanics, coaching and fitness testing, public health and sports medicine. Emphasis in Jyväskylä University is on sports science education.

Haaga-Helia University of Applied Sciences provides Master's degree in Sport Development and Management, both in Finnish and English. Emphasis of master education is on management, marketing and business development. Additionally, Haaga-Helia University of Applied Sciences will offer a new Master's Degree Program in Sports Coaching and Management. Two Haaga-Helia's master programs are merged for the 2018 intake as Sports Management and Coaching program and there will be two new study lines; Coaching and Sport Management. (*Liikunta-alan koulutus 2018*)

Kajaani University of Applied Sciences starts master's degree in Sport Studies from autumn 2018. Kajaani University of Applied Sciences will be second university of applied sciences to offer master level sport studies in Finland.

Universities of Applied Sciences offering bachelor's degree in Sports and Leisure Management are listed below:

- Haaga-Helia University of Applied Sciences
- Kajaani University of Applied Sciences
- Lapland University of Applied Sciences
- Yrkeshögskolan Arcada (Arcada University of Applied Sciences)

Multiple sports institutes all around Finland offer various different vocational and college level degree programs and courses related sports such as sports masseur, physical education instructor, personal trainer, coaching and sports and health. Significance share of the education offered in sports institutions are open courses that does not lead to a degree.

Majority of the sports related higher education in Finland concentrates on sport science and physical education. Students are prepared to occupations such as sports instructor, teacher in physical education and/or coaching. Clear minority of the education programs offer sport management including leadership, finance, economics, and marketing as a major line of study. Today only master program offering mentioned sport management studies major is Haaga-Helia University of Applied Sciences. (*Liikunta-alan koulutus 2018, Finnish education system 2018*). In the future, JAMK University of Applied Sciences will launch new business oriented sport management master program. Programs connected to sport management in general:

DOCTORAL

- PhD degree in Sport Management, Jyväskylä University (sport sciences)

MASTER'S

- *DP in Sport Management and Health Promotion (Jyväskylä University)*
- *DP in Sport Development and Management & DP in Sports Coaching and Management (Haaga-Helia UAS) -> merged to Sports Management and Coaching*
- *DP in Sport Development and Management (Kajaani UAS)*



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BACHELOR'S

- *DP in Sport Management, Jyväskylä University*
- *DP in Sports and Leisure Management, Haaga-Helia UAS*
- *DP in Sports and Leisure Management, Kajaani UAS*
- *DP in Sports and Leisure Management, Lapland UAS*
- *Utbildning till idrottsinstruktör (Arcada)*

In Jyväskylä University, masters' sport management studies are part of the Faculty of Sport Sciences. In Haaga-Helia sport management studies are included in the department of Experience and Wellness Economy and in Kajaani University of Applied Sciences sport management education is part of School of Tourism and Sports. (Liikunta-alan koulutus 2018, Finnish education system 2018, <http://opinto-opas.kamk.fi/index.php/fi/68146/fi/68090>; <http://opinto-opas.kamk.fi/index.php/fi/68148/fi/68612>; <http://www.haaga-helia.fi/fi/opinto-opas/koulutusohjelmat/liikunnan-ja-vapaa-ajan-koulutusohjelma-vierumaki-paiva?userLang=fi>; https://soleops.lapinamk.fi/opsnet/disp/fi/ops_KoulOhjOps/tab/tab/sea?ryhma_id=15589983&koulohj_id=7198010&valkiel=fi&stack=push; <https://opintopolku.fi/wp/story/liikunta-ala/>; <https://www.studentum.fi/koulutushaku/liikunta-alan-koulutus>)

Sport management subjects in the education

Scope of sport marketing, sport economics, finance, entrepreneurship and leadership ECTS varies according to institutions. In general, Lapland and Kajaani Universities of Applied Sciences are offering marketing, management and/or economics oriented studies 5-10 % of the total ECTS in their bachelor programs. In Haaga-Helia bachelor program leadership, marketing and entrepreneurship studies comprise roughly 15 % of the total ECTS. (*Liikunta-alan koulutus 2018, Finnish education system 2018*)

Both UAS masters' programs focus on management as Haaga-Helia emphasizes the education in master program fully on sport management, economy, innovations and marketing. Kajaani University of Applied Sciences emphasizes study content more on communications and tourism. Master thesis equals to 30 ECTS of the program (total 90 ECTS). (*Liikunta-alan koulutus 2018, Finnish education system 2018*)

In Jyväskylä University master program (DP in sport and exercise promotion) most of the general sport studies relate to social and pedagogy aspects of sports. Management and economics related study courses comprise about 10 % of the total ECTS. It is also possible to study sport marketing, sport and media and sport management topics for 11 ECTS in total as optional studies. (*Liikunnan yhteiskuntatieteiden maisteriohjelma 2018*)

Academic staff

In Jyväskylä University there are two full-time professors (Sociology of sport and Sport planning), 3 docents and one lecturer working for the sport management program. Haaga-Helia University of Applied Sciences academic staff consists of one full-time Principal lecturer and two lecturers. In Kajaani University of Applied Sciences one full-time director of educational affairs and a lecturer are in charge of the master's program.

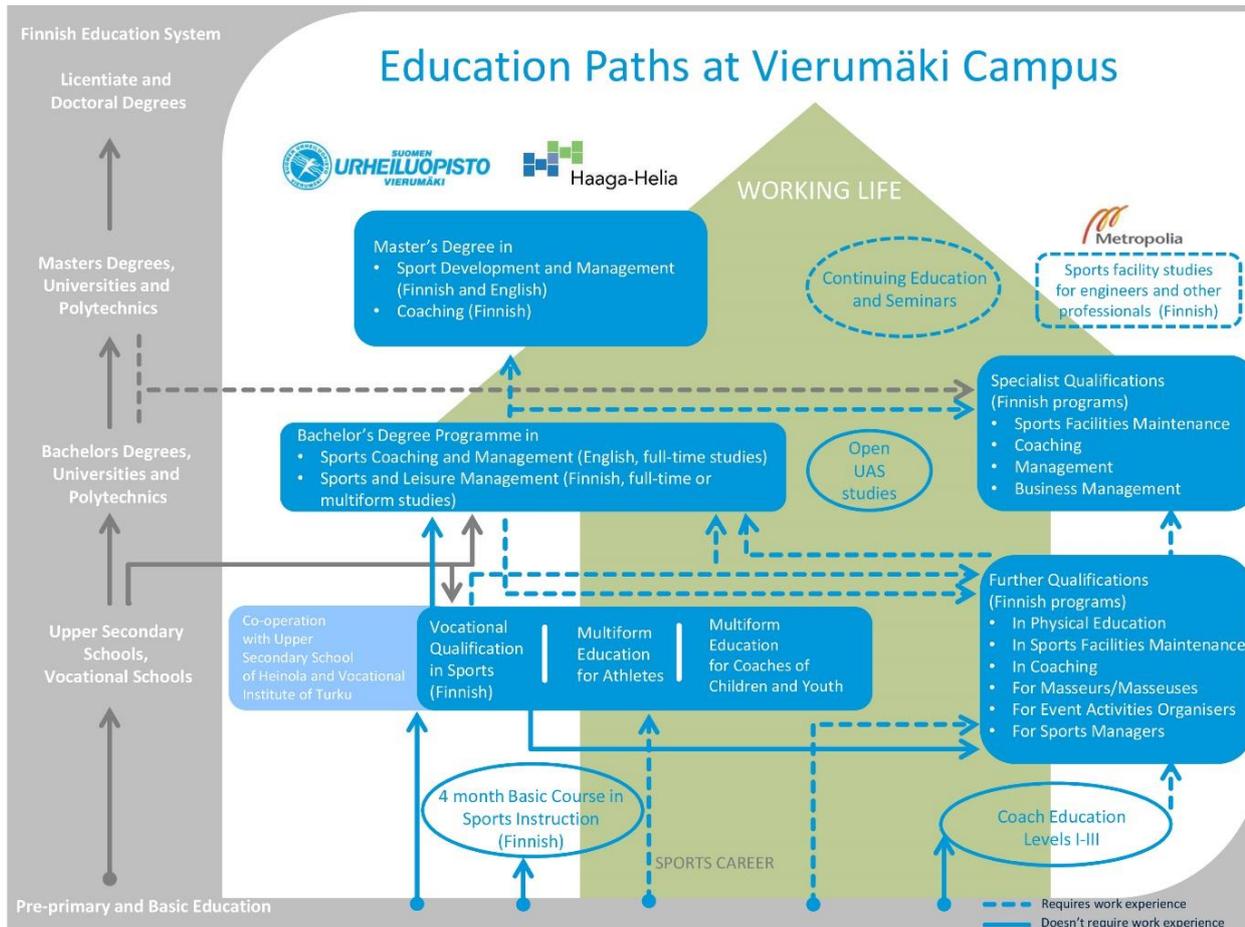


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Addition to this, around 20-25 teachers are annually working with Master and Bachelor degree programs. (Liikuntatieteellisen tiedekunnan opetus- ja tutkimushenkilöstö 2019)

Haaga-Helia University of Applied Sciences staff members are regularly visiting and attending sport management conferences and seminars such as EASM conference as well as organizing national seminars and meetings annually. Jyväskylä University professors and Haaga-Helia professionals are regularly contributing to international journals in the field of sport management.

Figure 4. Structure of sports related education in Vierumäki Campus.



(Source: <https://vierumaki.fi/en/the-sport-institute-of-finland/info>)

4. LABOR MARKET IN THE FIELD OF SPORT MANAGEMENT

Labor market in the field of sport management in Finland is very challenging to estimate. National statistics agency does not recognize 'sport management' job positions separately and the people working in the sport management positions can be categorized to service industry, social and healthcare sector, public services and/or to business in general, among many others. Statistics Finland conducts national labor force survey on a regular basis and the latest edition of the research was published on February 2018. According



to the labor force survey general unemployment rate in Finland is 8,8 %. (Statistics Finland 2018a, https://www.tilastokeskus.fi/til/tyti/2018/01/tyti_2018_01_2018-02-20_tie_001_fi.html)

Sport management graduates position in working life is estimated according to Statistics Finland's survey *Transition from school to further education and work*. Information of the transition is illustrated in tables 3 and 4. Tables describe the position of students who graduated between 2011-2015 from Haaga-Helia University of Applied Sciences bachelor and master programs and Jyväskylä University sport sciences master program. (Statistics Finland 2018a)

Table 3. Haaga-Helia University of Applied Sciences sport management graduates' transition after graduation at the end of the year of graduation, graduates 2011-2015. (Statistics Finland, 2018b)

Haaga-Helia University of Applied Sciences	Total	Living in Finland	In working life	Unemployed	Students with employment
Bachelor (Sports and Leisure Management)	432	414 96 %	291 70 %	16 4 %	73 18 %
Master (Sport Development and Management)	43	43 100 %	38 88 %	2 5 %	1 2 %
(Total)	475	457	329	18	74

	Full-time students	In military service	Other/unknown	Moved out of Finland
Bachelor (Sports and Leisure Management)	19 5 %	1 0 %	14 3 %	18 4 %
Master (Sport Development and Management)	1 2 %	0 0 %	1 2 %	0 0 %
(Total)	20	1	15	18

Table 4. Jyväskylä University sport management graduates' transition after graduation at the end of the year of graduation, graduates 2011-2015. (Statistics Finland, 2018b)

Jyväskylä University	Total	Living in Finland	In working life	Unemployed	Students with employment
Master (Sport Sciences)	646	595 92 %	425 71 %	61 10 %	80 13 %

	Full-time students	In military service	Other/unknown	Moved out of Finland
	11 2 %	0 0 %	18 3 %	51 9 %



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Graduates from Haaga-Helia University master program are more regularly in working life when compared to graduates from Jyväskylä University master program. Unemployment rate of Haaga-Helia bachelor and master students is somewhat lower than national average, and unemployment for university graduates is somewhat higher compared to national average.

5. RESEARCH METHODOLOGY

Sample for the data collection was formed to reflect the targeted distribution between private, public and third (associations, not-for-profit organizations) sector. According to the study plan, the principal idea was to collect 30 answers from sport club managers, 10 from city sport managers, 10 from sport business managers and 10 from national sport federation managers. Minimum target for number of responses was 60. Target sample consisted of people working in the managerial positions in the organizations operating in the private and public sector as well as sport associations. Majority of the contact information (email address) of the respondents was acquired through Sport Business School network and approximately 30-40 of the email addresses were collected via public web sites.

Survey was sent to 184 receivers on December 13, 2018, from Webropol online survey and analysis tool. Email addresses were downloaded and cover letter was written directly to Webropol and the software delivered unique survey link for the respondents. Reminder was sent on January 23 from different email address to make sure that all the intended receivers noticed the first email. Detailed phases of data collection is described below.

A Webropol link was sent to 184 respondents that were identified from our network and public web sites and reflected the intended sample. Target group was also contacted only by email and willingness to participate was not asked separately. Survey link was sent to all 184 potential respondents. Originally we sent email links to former students who have leading positions in the field of sport management and work in public, private and third sector sport organizations such as sport clubs, regional sport organizations, cities, private sport business companies, national sport federations and others. Additionally, approximately 30-40 leading sport managers representing public and private sport organizations were identified and added to the sample.

A reminder was sent once approximately 3 weeks after the start of data collection. Reminder was sent using different sender to verify that all the respondents can receive the email. Sometimes emails sent from Webropol can be directed to sender email. In the end the total of 73 respondents took part in the survey.

Response rate was 40 %. Sample of Finnish data consisted of 18 professional managers of sport clubs or regional sport organizations, 17 city sport managers, 14 sport business managers, 9 national sport federations representatives and 15 additional responses from organizations like ministries, universities and sport unit of the Finnish military forces. In total 73 out of 184 targeted respondents took part in the survey.

Respondents had a possibility to leave their contact information at the end of the survey if they want to participate in the lottery for sporty prizes. Purpose of the contact information is to share research findings among all respondents who are willing to receive the report concerning We do not connect individual contact information with the data. We did not receive any explanation for not participating in the survey.



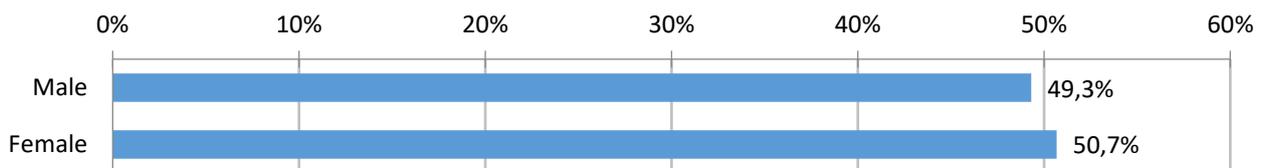
6. RESULTS

Basic results of the NASME research project data collection in Finland are presented in the results section. Respondents background information is presented first followed by sections II *Changes in working life* and III *Cooperation and recruitment*. Final part of the results discusses current and future competences and summarizes the core competences and least important competences in the future.

6.1 Basic information

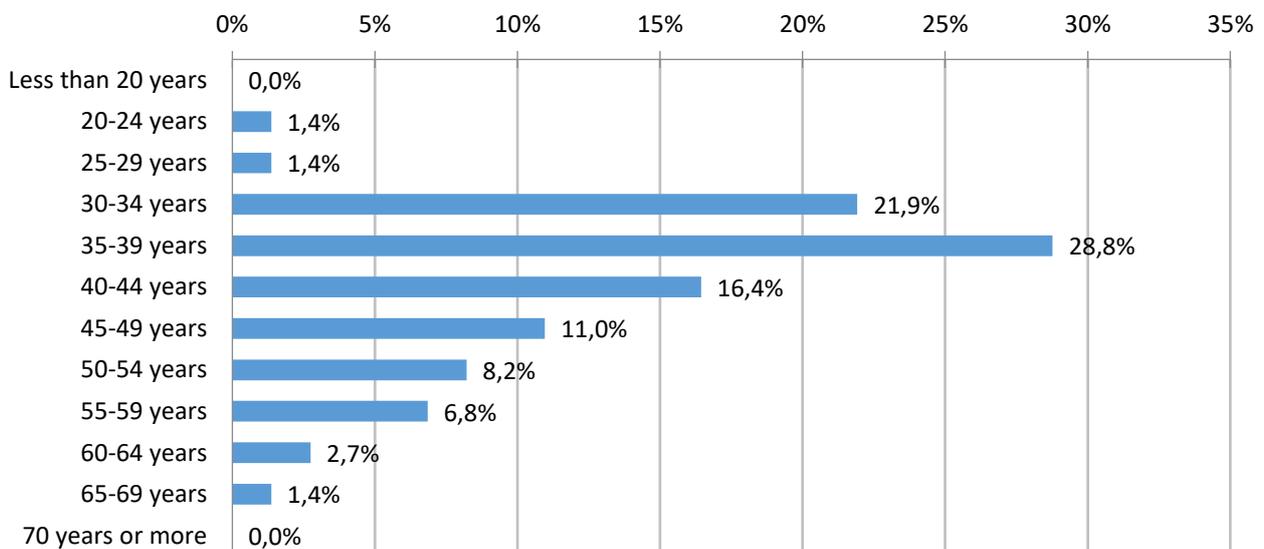
This section includes the summary of the basic information of the sample – gender, age distribution, residential area, level of education, major (in education), current employer and occupational title. Respondents' gender was evenly distributed between male and female respondents (Figure 5.).

Figure 5. Respondents by gender (n=73)



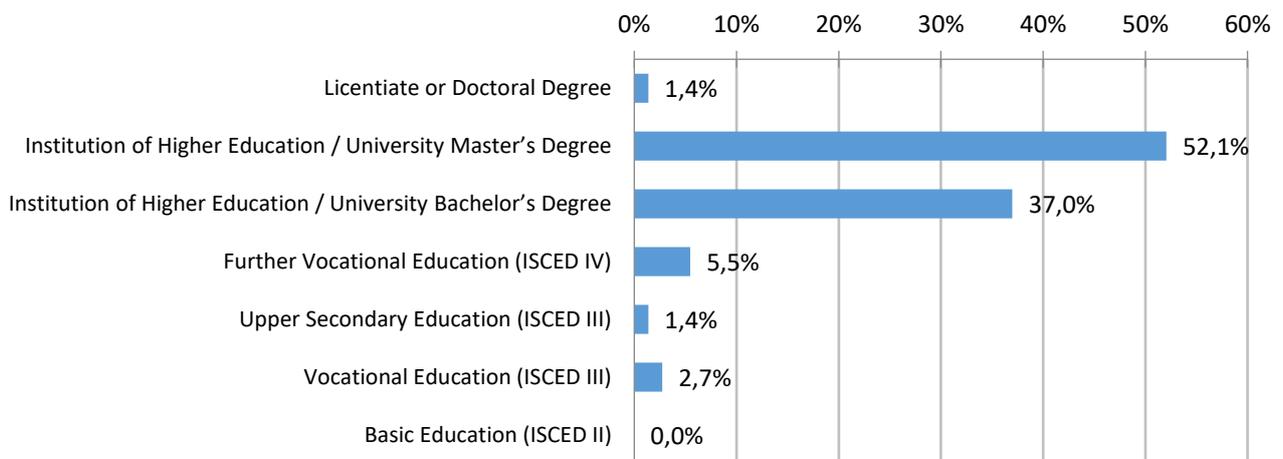
51 % of the respondents were between 30 and 39 years of age meaning that half of the respondents have been in working life for 5-15 years depending on the time of graduation. Less than 3 % of respondents were under 30 years of age (Figure 6.).

Figure 6. Respondents by age (n=73).



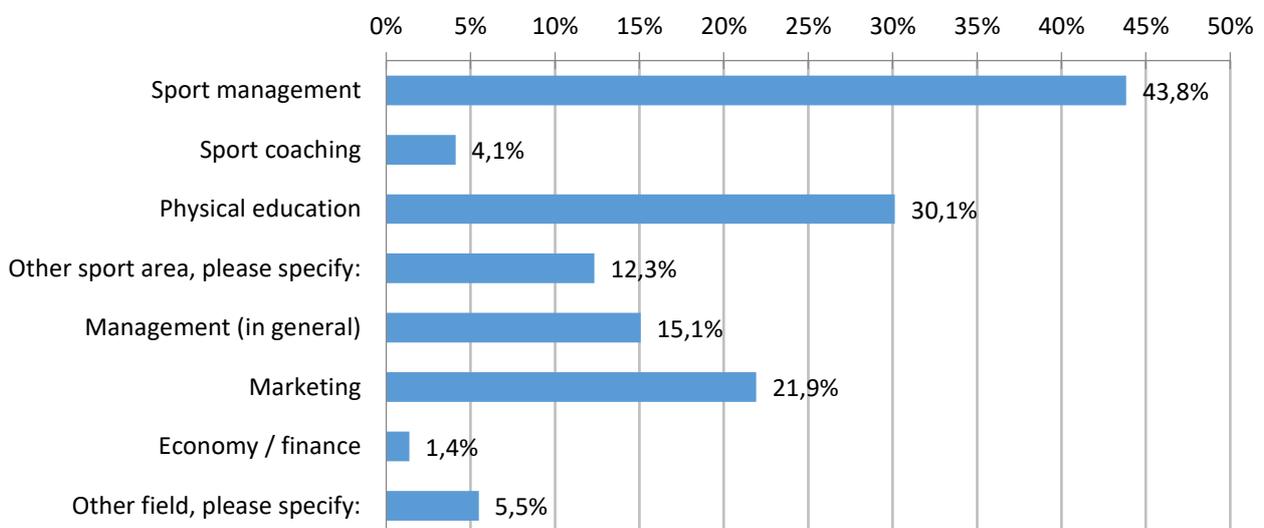
All but one of the respondents are living in Finland. One respondent was living in Switzerland. Geographically respondents were distributed all around Finland Helsinki Metropolitan area (22 %) being the most populated region. Majority of the respondents (52 %) have completed master degree higher education. Little more than 1/3 have acquired bachelor level degree and approximately 10 % does not have higher-level education background (Figure 7.).

Figure 7. Respondents level of education (n=73).



Close to half of the respondents majored in the field of sport management in their studies and almost 1/3 studied physical education as their major. Quite significant share of respondents, 22 %, majored in marketing and 15 % completed their studies majoring management in general. (Figure 8.)

Figure 8. Respondents major in education (n=73).



In total 36 % of the respondents represented sport association or sport federation, 37 % worked for public sector organization when universities and higher education institutions are included and 19 % worked in a private company or as entrepreneurs. In the other organization category 2 respondents (2,7 %) worked for Finnish defence forces, two (2,7 %) for foundations and others (2,8 %) for culture, international sport federation and university of applied sciences' student organization. (Figure 9.)

Figure 9. Respondents by current employer (n=73).

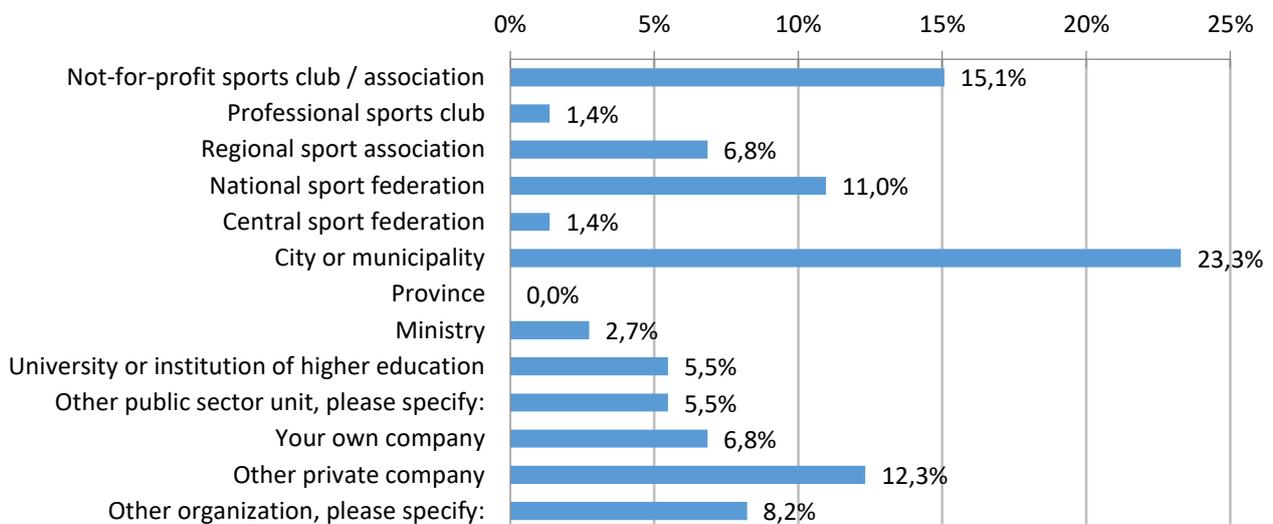
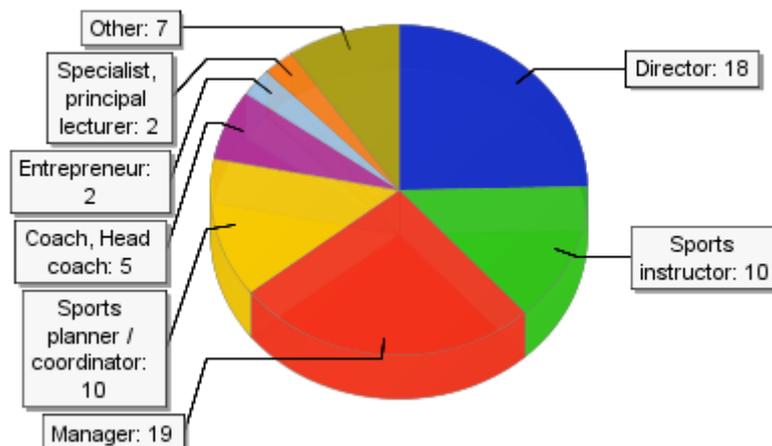


Figure 10 shows how respondents divided according to their current occupational title. Half of the respondents, 37 (51 %), worked as director or manager in their respective organization.

Figure 10. Respondents by occupational title (n=73).





6.2 Changes in working life

This section presents the results of the semi-structured questions 8-21 dealing with changes and expected trends in working life. Almost all the respondents believe that commercialization (Figure 11.) and the development of information technology (Figure 13.) will have an effect in sport management working area. About 80 % of the respondents think that also the internationalization will have an effect, but 20 % think that especially in municipalities there will be no effect (Figure 12).

Figure 11. Do you believe that the commercialization of sport will have an effect in your own working area? (N=72)

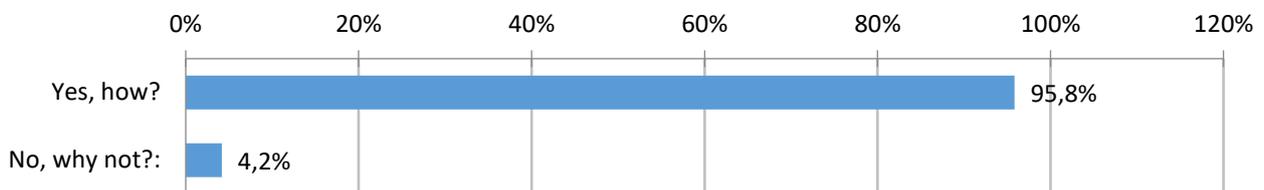


Figure 12. Do you believe that the internationalization of sport will have an effect in your own working area? (N=72)

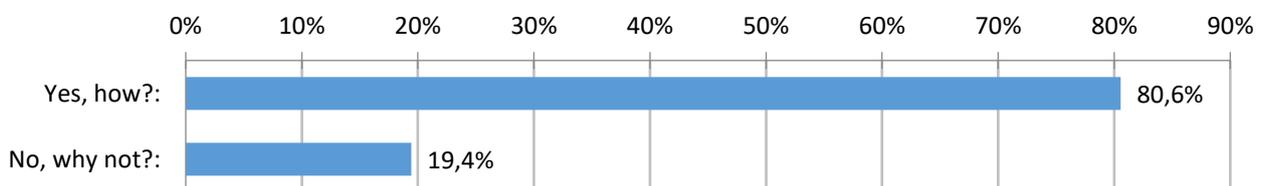
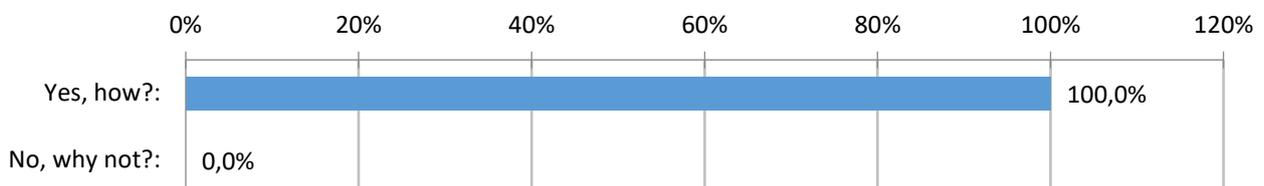


Figure 13. Do you believe that the development of information technology will change your work? (N=73)



According to the respondents, about 76 % of the employees in managerial positions are male (Table 5) at the moment, but during the following 10 years the situation will change and the share of female will increase. The respondents expect that then not more than 61 % of managerial position holders will be male (Table 6.).

Table 5. Female (%) and male (%) employees in managerial positions (n=72)

	Minimum value	Maximum value	Average	Median
Female employees (%)	5	45	24,1	22,5
Male employees (%)	55	95	75,6	75

Table 6. Female (%) and male (%) employees in managerial positions within the next 10 years? (n=72)

	Minimum value	Maximum value	Average	Median
Female employees (%)	12	80	39,3	40
Male employees (%)	20	90	60,9	60

Figure 13 describes the top 11 fastest growing positions in the area of sport management. Fastest growing working areas relate to personal and individual training accompanied by wellbeing coaching and professional sports coaching. Significance of marketing and communication will increase notably and the number of executive directors and managers positions will increase in the future.

Figure 13. The fastest growing positions (181 answers in total)

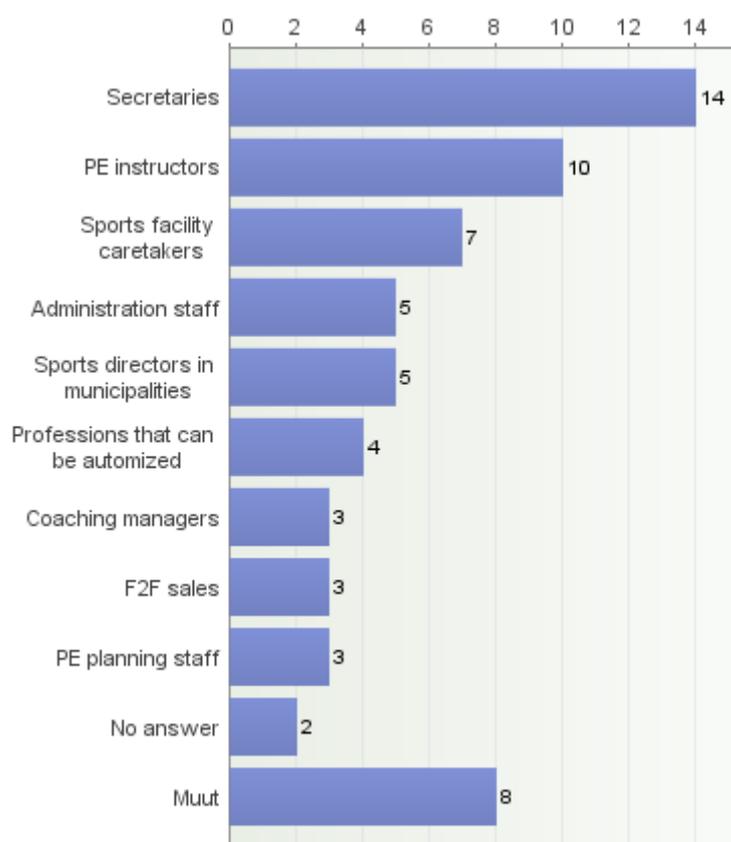




In the area of sport management, all kind of specialization will be expected. New positions around IT-technology and social media development like network consultants, virtual instructors, sport bloggers and social media or content producers, will be created and developed. The respondents also believe, that event coordinators and planners, life coaches, wellness instructors will also have a bright future.

Figure 14 illustrates the positions that will probably disappear in the future from the sport management area. Jobs like secretaries and physical education instructors are most likely to diminish over time. Job description of sports facility caretakers will change and current form of caretaking work will disappear. According to the respondents, there will also be changes especially in the public sector and in municipalities with decreasing trend of sports directors and administrative staff in public organizations.

Figure 14. Disappearing positions in your working area (64 answers in total)



About 52 % of the respondents have noticed, that people with sport management education are also working in business, marketing and health areas as well as in cultural management (Figure 15.) and almost all the respondents think, that it will also be the case in the future (Figure 16.).

A lot of people from a great variety of different educational areas, like from marketing, business, information technology, financing, sales etc. are also working in sport management area (Figure 17.) and that it will also be the case within the following 10 years (Figure 18).



Figure 15. People with sport management education working in other occupational areas (N=71)



Figure 16. People with sport management education working in other areas in the next 10 years (N=72)

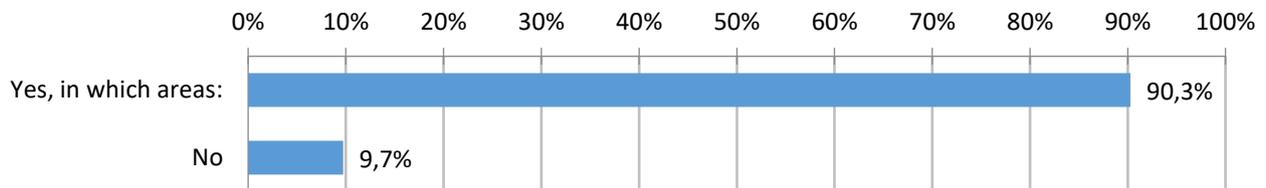


Figure 17. People with other educational background working in sport management area (N=73)

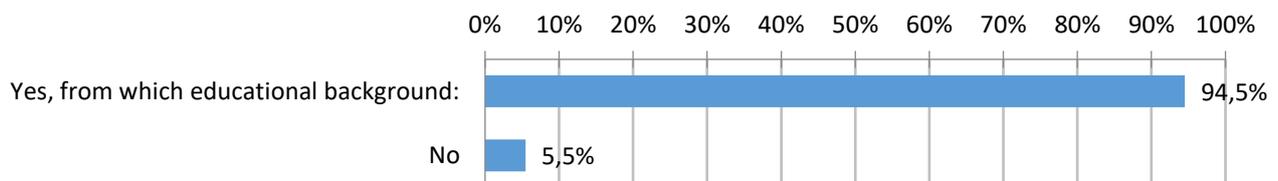
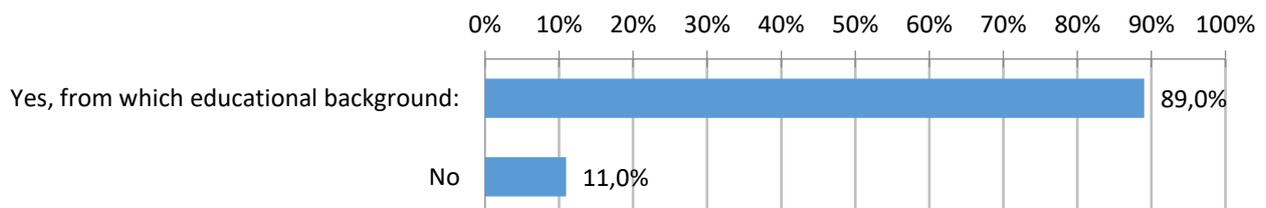


Figure 18. People with other education working in sport management area in the next 10 years? (N=73)





6.3 Cooperation and recruitment

All the respondents have lots of co-operation partners. Normally and especially they have also partners from other than their own sector. This reflects to the production process of all kind of sport activities. Cooperation between voluntary, private and public organizations are needed.

Almost 70 % of the respondents have also cooperation with organizations, which have sport management education. Normally they were cooperating with an organization, which was located geographically near. The partners were often Haaga-Helia University of Applied Sciences, Vierumäki Sport Institute, Kisakallio Sport Institute and Kuortane Sport Institute. There were also some partnerships with University of Jyväskylä, Pajulahti Sport Institute, Solvalla Sport Institute and Varala Sport Institute. Reasons for not cooperating were either long geographical distance or lack of resources. (Figure 19.)

Figure 19. Current cooperation with organization with sport management education (N=73)

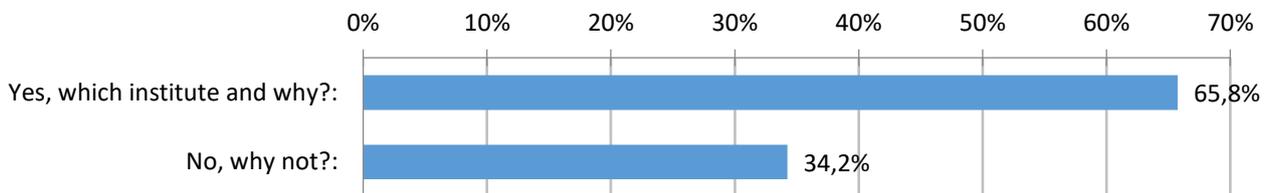
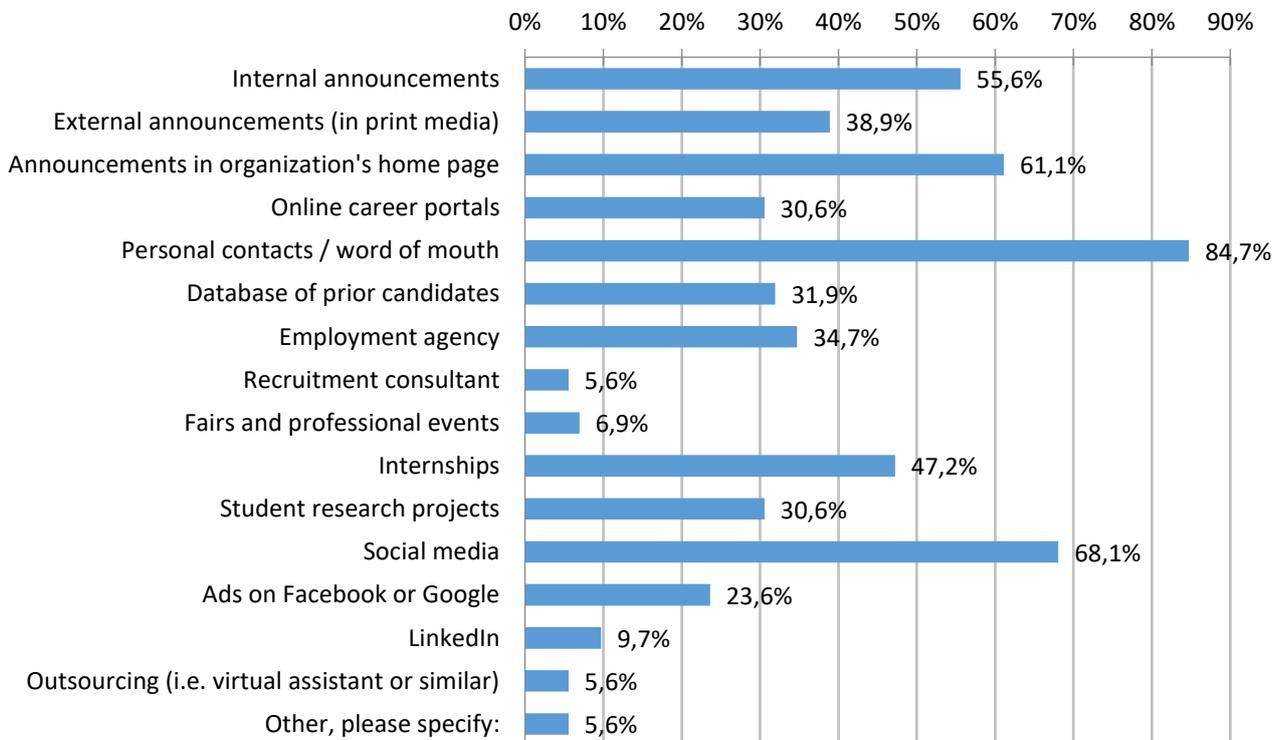


Figure 20. How do you find new employees? (N=72)





The best ways to find new employees were personal contacts, social media, announcements in organization's home page, internal announcements and internships. One out of three respondents used also external announcements, online career portals, databases of prior candidates, employment agencies, student research projects or other social media. (Figure 20.)

6.4 Current competences of professionals in the area of sports management

This section includes the variables regarding respondents' current competences. Table 7 presents 15 top current competences rated by the respondents.

Table 7. Top 15 current competences

N= 73	Current competence	Future competence	Difference
Ability to work autonomously	4,5	4,5	0,0
Service orientation	4,3	4,5	0,2
Desire to succeed	4,3	4,4	0,1
Capacity to adapt to new situations (Flexibility)	4,3	4,4	0,1
Organizational skills	4,2	4,6	0,4
Knowledge of the people's need for physical activity	4,2	4,3	0,1
Social intelligence	4,2	4,6	0,4
Capacity to learn	4,1	4,4	0,3
Knowledge of health issues	4,1	4,3	0,2
The significance of sport and physical activity in the society	4,1	4,4	0,3
Oral communication	4,1	4,6	0,5
Planning skills	4,1	4,5	0,4
Ethical commitment	4,1	4,4	0,3
Teamwork	4,1	4,3	0,3
Problem solving skills	4,0	4,6	0,6

6.5 Future requirements in the area of sport management

This section presents the main requirements for people working in the field of sport management in the future. Table 8 highlights top 15 most important future competences according to the respondents.

Table 8. Top 15 future competences

N= 73	Current competence	Future competence	Difference	Total
Leadership skills	3,9	4,7	0,8	8,6
Networking	4,0	4,7	0,7	8,7
Ability to work in an interdisciplinary team	4,0	4,6	0,6	8,7



Decision making skills	4,0	4,6	0,7	8,6
Problem solving skills	4,0	4,6	0,6	8,6
Ability to communicate with experts in other fields	4,0	4,6	0,6	8,6
Organizational skills	4,2	4,6	0,4	8,8
Oral communication	4,1	4,6	0,5	8,7
Social intelligence	4,2	4,6	0,4	8,7
Strategic planning and development	3,8	4,6	0,8	8,4
Change management	3,6	4,5	1,0	8,1
Communication skills and management	3,7	4,5	0,8	8,2
Digital marketing	3,1	4,5	1,4	7,6
Ability to work autonomously	4,5	4,5	0,0	9,0
Service orientation	4,3	4,5	0,2	8,8

6.6 Core competences

This section includes the combined results of sections IV and V. Table 9 illustrates top 15 core competences according to the average values. Core competences defined that both current and future competence are rated at least 4.0 on average.

Table 9. Core competences

N= 73	Current competence	Future competence	Difference	Total
Ability to work autonomously	4,5	4,5	0,0	9,0
Organizational skills	4,2	4,6	0,4	8,8
Service orientation	4,3	4,5	0,2	8,8
Social intelligence	4,2	4,6	0,4	8,7
Networking	4,0	4,7	0,7	8,7
Ability to work in an interdisciplinary team	4,0	4,6	0,6	8,7
Oral communication	4,1	4,6	0,5	8,7
Problem solving skills	4,0	4,6	0,6	8,6
Desire to succeed	4,3	4,4	0,1	8,6
Ability to communicate with experts in other fields	4,0	4,6	0,6	8,6
Capacity to adapt to new situations (Flexibility)	4,3	4,4	0,1	8,6
Decision making skills	4,0	4,6	0,7	8,6
Planning skills	4,1	4,5	0,4	8,5
Capacity to learn	4,1	4,4	0,3	8,5
The significance of sport and physical activity in the society	4,1	4,4	0,3	8,5

6.7. Competences to be developed in the future

Table 10 shows the main gaps between current competences and future competence requirements. Topics such as digital marketing, virtual media platforms, financial and sales management together with sport related legislation issues, ability to use data and change management were rated as the most important competences that are currently lacking in comparison to estimation of needed competences in the future.

Table 10. Top 15 competences to be developed in the future.

N= 73	Current competence	Future competence	Difference
Digital marketing	3,1	4,5	1,4
Use of virtual media / platforms in work	2,9	4,3	1,3
Financial management	3,4	4,4	1,1
Sales management	3,3	4,3	1,0
Sports related legislation	3,2	4,3	1,0
Ability to utilize big data	3,1	4,1	1,0
Change management	3,6	4,5	1,0
Use of social media in work	3,5	4,4	0,9
Marketing	3,5	4,4	0,9
Corporate social responsibility (CSR)	3,2	4,1	0,9
Sponsorship management	3,2	4,0	0,9
Communication skills and management	3,7	4,5	0,8
Business intelligence in sport	3,5	4,4	0,8
Crisis management	3,3	4,1	0,8
Strategic planning and development	3,8	4,6	0,8

6.8 Least important competences

The list of “Skills and Competences” used in this study seemed to be very relevant in Finnish sport management labor market, because all except seven (table 11) were at least “Important” in the future and even those seven at least “Quite important” on the average. It was quite easy to find explanations to this kind of results, because some members had nothing or very little to do with “research”, “sport facility management” or “physical activities for the disabled”. However a bit surprising was that event management or maximizing the positive and minimizing the negative effects of sport events (“legacy planning”) were on this list. Most of the sport management professionals however have something to do with different kind of sport events. Probably the term “legacy planning” was not yet familiar to some of the respondents.



Table 11. Least Important Skills and Competences in the Future (average < 4,0) (1= not at all important, 2= Not really important, 3= Quite important, 4= Important, 5= Very important)

Skills and Competences	1	2	3	4	5	N	Average
Research skills	0	4	28	29	10	71	3,6
Sport facility management	0	5	21	35	10	71	3,7
Sport tourism	0	5	25	26	15	71	3,7
Elite sports event management	1	5	17	35	13	71	3,8
Physical activities for the disabled	0	4	20	35	12	71	3,8
Legacy planning	0	2	18	41	9	70	3,8
Organization of sports for all -events	0	2	15	42	11	70	3,9
Total sum	2	59	619	2205	2220		
Average number of respondents	0,0	0,8	8,7	31,1	31,3	70/71	4,3



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