

Entrepreneurial behaviour of sports clubs in contributing to societal goals

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Nederlands Instituut voor sport en bewegen

| Master management, policy analysis and entrepreneurship
in the health and life sciences | VU Amsterdam | april 2015



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Summary

The decentralisation of health services in the Netherlands is coincided with major changes in the administration and organisation of care in the Netherlands. There is an increased focus on illness prevention, empowerment and self-reliance of people (Hoekman & Bol, 2014). These trends are reflected in municipal health and sports policy programmes. Sports are increasingly seen as an effective and efficient means to improve societal –health- issues (Boessenkool, Lucassen, Waardenburg, & Kemper, 2011; Hoyng & Bisseling, 2009). Therefore, sports clubs are greatly stimulated by municipalities to adopt a more open and social responsible role (Delleman & Training, 2005; Hoekman & Bol, 2014; Hoyng, Halewijn, Kemper, & Hoekman, 2008; Nuijten, 2013).

Despite the increasingly important role of sports clubs in implementing local –health- policy, in-depth understanding of how sports clubs can actively contribute to societal goals is lacking. This research will therefore focus on social entrepreneurial behaviour of sports clubs, defined as *“sports clubs that create, discover and exploit opportunities to contribute to societal goals”* (adapted from Masurel (2013)). The objective of this research is to contribute to the improvement of the social entrepreneurial role of sports clubs by answering the main research question of this study: *“What recommendations can be made to both sports clubs and municipalities on how to enhance the social entrepreneurial role of sports clubs?”*

In order to answer this research question a qualitative approach was employed to gain insights into the entrepreneurial behaviour of sports clubs. Twelve semi-structured interviews were held with key decision makers of sports clubs and local municipal workers. Furthermore, a focus group was held to facilitate the triangulation of data and enable cross verification between and validation of the interview data (Bogdan, R. C. & Biklen, 2006).

The results of this study indicate that most sports clubs see their contribution to societal goals as a fortunate incidental circumstance. The motives of sports clubs to contribute to societal goals were threefold; a feeling of shared responsibility, adherence of budget and the promotion of sports or sports club. Furthermore, successful social entrepreneurial collaboration should be a ‘win-win’ situation for all parties involved. In addition, sports clubs as well as municipal workers should be aware that social entrepreneurship of a sports clubs costs additional time and attention. In answer of the main research question the following ten recommendations were formulated;

Sports clubs

- 1. Know to which societal goals you can and want to contribute to as a sports club*
- 2. Work demand-oriented and open up to external initiatives*
- 3. Be aware of your reputation and share your successes with the municipal workers and other – potential- partners*
- 4. Incorporate people with an external view in the management board*
- 5. Make use of your network*
- 6. Ensure a clear organisational structure and stimulate an amicable open culture*

Municipalities

- 1. Communicate to what specific societal goals a sports club can contribute*
- 2. Stimulate private accommodation for sports clubs*
- 3. Communicate clearly and transparently with sports clubs*
- 4. Avoid a competitive position with sports clubs*

Through this research it has become evident that the measurability of societal goals is a pressing problem. Although local sports policy advocates that sports clubs should enhance their societal role, there is no legislative framework or clear policy directives. However, if a sports club wants to increase its contribution to societal goals, local governments can stimulate this ambition. Further studies regarding the measurability of social entrepreneurial behaviour of sports clubs would be worthwhile.

A recommendation for further research is to incorporate a control group. By incorporating sports clubs that are less social entrepreneurial, comparisons can be made between less socially active and socially active sports clubs. This could increase the validity and reliability of the conceptual model used in this research.

Acknowledgments

First and foremost I offer my sincerest gratitude to my supervisor, Geeske van Asperen. By asking the right questions and providing positive feedback and suggestions she helped me to collect and structure my thoughts. Furthermore, I would like to thank Theo Groen for his prompt and effective feedback, and Willem Damen for his accurate rereading. I look back on a very enjoyable and educational time at the NISB. Therefore, I would like to thank all the NISB-colleagues that I had the pleasure of working with.

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Preface

This report is part of the second year internship (30 ects) of the Master Management Policy Analysis and Entrepreneurship in the health and life Sciences. This is two-year master program from the VU University in Amsterdam. The internship placement was at the Netherlands Institute for Sports and Physical Activity (NISB) in Ede.

NISB is a national knowledge institute that aims to increase the social significance of sports and physical activity in the Netherlands. By contributing, validating, enriching and sharing knowledge with professionals and organisations NISB strives to link policy, practice and theory. The institute develops demand-oriented knowledge for governments, professionals and volunteers from everyday practice. Furthermore, they provide effective approaches to improve the sports and movement sector in the Netherlands.





Introduction

1. Introduction

As from 2015 there will be major changes in the administration and organisation of care in the Netherlands. Municipalities will be responsible for all youth care services, services for people with disabilities (Wmo) and work & income services. Up to 2014 national authorities directed these tasks. The aim of the decentralisation and transformation of the social domain is to diminish health care costs. This should result in a more efficient, coherent and cost effective system (Bosscher, 2015). Furthermore, the increased focus on prevention and better-tailored care ought to decrease the use of specialised care (ibid).

The prevention of health related care issues increasingly becomes a municipal task. Municipalities therefore try to find more efficient ways to provide care by promoting current trends of empowerment and self-reliance (Hoekman & Bol, 2014). Moreover, by devolving tasks and responsibilities to other local partners and organisations, municipalities seek to improve local health care.

A prominent and upcoming issue in municipality policy programmes is sports. Although sports as a policy field does not have a national legislative framework, it is increasingly seen as an effective and efficient means to improve societal issues (Boessenkool, Lucassen, Waardenburg, & Kemper, 2011; Hoyng & Bisseling, 2009). Both politicians and healthcare workers see sports as means to increase general health and enhance social cohesion (ibid).

In order to achieve these policy goals, sports clubs play an essential role. With over 4,84 million members, sports clubs represent the largest body of organised sports in the Netherlands. In this capacity sports clubs connect local policy and practise. This bridging function of sports clubs as policy instruments receives increasing governmental and municipal attention (de Groot, 2008). This is also illustrated by the growing focus on sports clubs in local government policy programmes (Hoekman & Bol, 2014).

In light of the relatively new focus on sports clubs as a policy instrument, clubs are greatly stimulated by municipalities to adopt a more open and social responsible role (Delleman & Training, 2005; Hoekman & Bol, 2014; Hoyng et al., 2008; Nuijten, 2013). Furthermore, municipalities aim at more self-reliance of sports clubs and stimulate self-management of sports facilities (Hoekman & Bol, 2014). According to Ball (2005) entrepreneurship is necessary to respond to these changes.

So far, however, no research was found that investigated the social entrepreneurial role of sports clubs in-depth, and from a club perspective. Moreover, most studies in this field of research have placed their focus on how sports clubs can be deployed as policy instrument from a municipality perspective (Blom, 2013; Hoyng et al., 2008; Schepper, 2010; Steenbeek, 2013; van Sommeren, 2013). In addition, research that studied the societal role of a club from sports clubs' perspective used quantitative methods (Groot, 2008; Kalmthout & Werff, 2013; Lucassen, J., & Kalmthout, J., 2011).

Despite the increasingly important role of sports clubs in implementing local –health- policy, in-depth understanding of the social entrepreneurial role of sports clubs is lacking. This research will therefore have a qualitative focus on the social entrepreneurial behaviour of sports clubs from the perspective of the sports clubs. In addition, the view of local municipalities on entrepreneurial behaviour of sports clubs will be taken into account, in order to describe and improve the auxiliary role of municipalities in facilitating clubs to contribute to societal goals.

Problem statement

Sports clubs play an increasingly important role in the implementation of local policy. Sports clubs are prompted by – local - governments to enhance their societal role and be more entrepreneurial. There is, however, no research known that investigates the social entrepreneurial role of sports clubs in-depth, and from a club perspective.

Objective

The objective of this research is to contribute to the improvement of the social entrepreneurial role of sports clubs by providing insights into the social entrepreneurial role of sports clubs in achieving societal goals. By gaining insight in what social entrepreneurial factors are considered important by sports clubs and municipalities in achieving societal goals this research aims at providing recommendations to both sports clubs and municipalities on how to enhance the social entrepreneurial role of sports clubs.

Main research Question

“What recommendations can be made to both sports clubs and municipalities on how to enhance the social entrepreneurial role of sports clubs?”



Background

2. Background

2.1 Social entrepreneurship

The key focus of this research is entrepreneurial behaviour of sports clubs in relation to realizing societal goals. The term 'entrepreneurship' embodies a multitude of concepts, and can be interpreted in a strict or broad sense. Entrepreneurship in a strict sense can be explained as the creation of new private enterprises (Berghe, 2007). In this view, a rise in entrepreneurship equals a rise in new enterprises. Entrepreneurship in a broad sense can be seen as entrepreneurial behaviour of people, organisations or regions (Berghe, 2007). In this view, entrepreneurship can be defined as the *"creation, discovery and exploitation of value-adding opportunities"* (Masurel, 2013).

The creation of value can be explained as financial gains, but also as creating social value for society. This type of entrepreneurship can be classified as social entrepreneurship (Austin, Stevenson, & Wei-skillern, 2006; Ratten, 2011). Typically, a social entrepreneurship strives to balance the social and economical dimension to contribute to society (Weerawardena & Mort, 2006). Although a generally accepted definition of social entrepreneurship is lacking, it has been broadly conceptualized *"as activities that show entrepreneurial creativity and an overarching social mission"* (Nicholls, 2006; Peredo & McLean, 2006). This overarching social mission can be interpreted as specific societal goals.

Social entrepreneurship shows several similar features with commercial entrepreneurship (Austin, Stevenson, & Wei-Skillern, 2006). The most important similarity can be seen as the recognition of opportunities to create or innovate as initiating point of entrepreneurship (ibid). These opportunities, however, are likely to be different in social entrepreneurship in comparison to commercial entrepreneurship (Austin, Stevenson, & Wei-Skillern, 2006; Dorado, 2006; Robinson, 2006). Moreover, according to Austin et al (2006) social entrepreneurial organizations should focus more on innovativeness, proactiveness and riskmanagement in order to be successful.

2.2 Social Value of sport

Over the past few decades, sport has become an important subject in the field of politics and research in the Netherlands (Breedveld, 2014; Delleman & Training, 2005; Hoyng et al., 2008; Nuijten, 2013). The position of sports in research is characterized by growing recognition and expansion of the sports research field. This is exemplified by the increase in sport dissertations, the introduction of the 'Day of Sport Research' (2010) and the formulation of a National sports

research agenda (Breedveld, Reigersberg en Smits 2010). Furthermore, since 1997 several new academic chairs in sport research were formed at Dutch Universities (Breedveld, 2014).

The most recent chair was appointed to professor Breedveld at the Radboud University of Nijmegen. In his inaugural speech on April 16th 2014, Breedveld discusses the maturation of sports. According to Breedveld (2014) sport has become a thriving industry, characterized by rationalization and professionalization. This is reflected by the growing number of commercial sport providers (Boessenkool, Lucassen, Waardenburg, et al., 2011), research on modernizing and professionalizing of sports and sport policy (Pouw, 1999; Van 't Verlaat, 2010; Salomé, 2012, Vos 2012; Lucassen, 2012) and research on the instrumentalization of sports (Van den Dool et al. 2009; GfK, 2013; (Groot, 2008; Janssens, 2011; Lucassen, J., & Kalmthout, J., 2011; Schepper, 2010; Steenbeek, 2013; van Sommeren, 2013; Waardenburg & van Bottenburg, 2013).

The instrumentalization of sports, in which sports are considered a means to achieve certain aims is particularly prominent in the field of politics (Lucassen, Bakker, & Straatmeijer, 2012). In this field, sport is increasingly seen as means to achieve societal objectives (Boessenkool, Lucassen, Waardenburg, et al., 2011; Breedveld, 2014; Lucassen et al., 2012). According to Lucassen and Van Kalmthout (2011) almost 70% of the municipalities consider sports a means to achieve societal goals. These goals include sport as a means to improve health, increase social cohesion and improve sport participation among specific target groups (Lucassen & Van Kalmthout, 2011). Lucassen and Van Kalmthout (2011) systematically analysed the policy plans of 34 municipalities on the role of sports as a policy instrument. The most popular policy themes in which these municipalities deploy sports as an instrument can be found in table 1 (Lucassen & van Kalmthout, 2011).

Ranking	Policy theme	%
1	Health improvement	59
2	Social cohesion	41
3	Sport participation among specific target groups	38
4	BOS-impulse (triangular approach to stimulate collaboration between neighbourhood, education and sport)	32
5	Liveability of neighbourhoods	26
6	Social integration	24
7	Social function (general)	21
8	Social participation of citizens	15
9	City marketing	9
10	Day care	9

Table 1. Top 10 municipal policy fields in which sports are deployed (Lucassen, J., & Kalmthout, J., 2011).

Because sports clubs are the largest provider of sports in the Netherlands they play an essential role in the deployment of sports in the abovementioned policy fields. Daamen et al (2013) found that 80% of sports club management boards feel that they have an important responsibility to society. The most important responsibility according to the majority of sports clubs is to encourage people to be more physically active (Daamen, Veerman, van Kalmthout, & van der Werff, 2013).

In order to stimulate sports clubs to contribute to societal goals, municipalities seek to reform the subsidy systems. In these new systems local governments want to enhance the steering options of funding and tighten the criteria for direct or indirect subsidy (Hoekman & Bol, 2014). Furthermore, municipalities are aiming to increase the self-reliance of sports clubs (ibid).

2.3 Sports clubs in the Netherlands

In the Netherlands 9,5 million people, or 65% of the population, engage in sporting activities at least twelve times a year (NOC*NSF, 2013). These sporting activities can be taken up in an unorganized or an organized setting. Organized sports activities are mostly found at commercial gyms or sports clubs. Although commercial gyms have seen a major rise in memberships over the past decade, sports clubs still represent the largest organized sports sector in the Netherlands. Two third of all sports providers in the Netherlands are sports clubs (see figure 1) (Daamen et al., 2013).

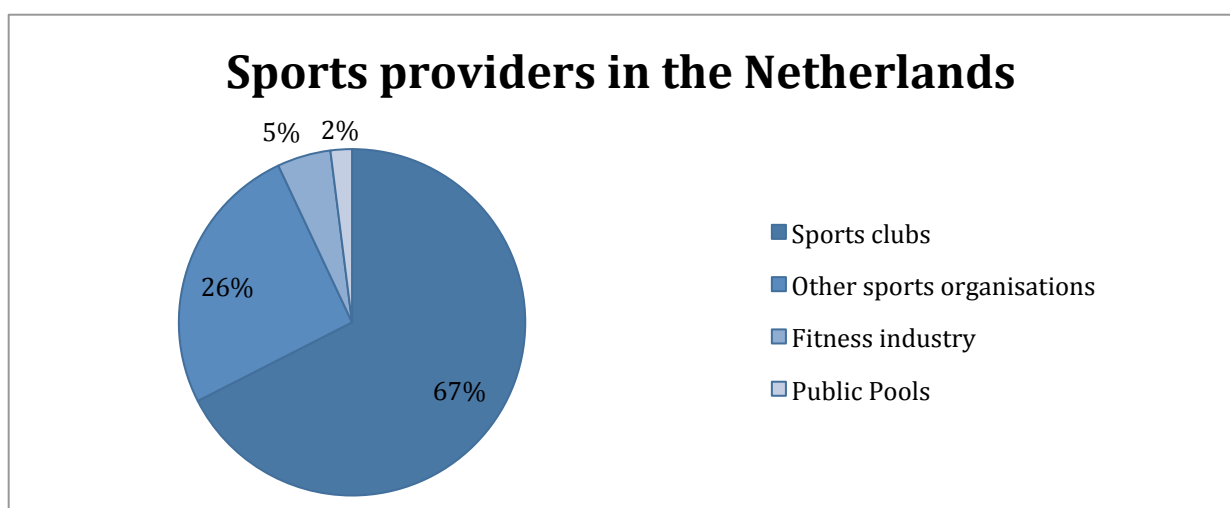


Figure 1. Sports providers in the Netherlands (Daamen et al., 2013)

In 2013 Sports clubs in the Netherlands had approximately 3,9 million members, divided over 24.299 sports clubs (NOC*NSF, 2014). These sports clubs vary considerably in size, culture and

organization (NOC*NSF, 2012). Traditionally, sports clubs are non-profit organisations with an internal focus (Stokvis, 2004). In general, their primary focus is the provision of sports (Stokvis, 2004). Most sports clubs have a flat and democratic statutory structure, with a general meeting (AGM) as highest authority (Stokvis, 2004). Moreover, the clubs are typically run by volunteers and have an informal management structure, with little hierarchy and a lot of multitasking (Janssens, 2011). Furthermore, sports clubs are characterized by mutual solidarity and a sense of belonging (Rubingh en Westerbeek, 1992; Boessenkool, Lucassen, Kemper, & Waardenburg, 2011).

In recent years sports clubs collaborated more and more with other organisations. Figure 2 shows the different cooperating partners of sports clubs in 2008 and 2014. In 2014, 69% of all sports clubs consider the local government a partner, compared to 58% in 2008. Interestingly, sports clubs show a significant decrease in corporation with sports federations. However, overall, sports clubs show higher collaboration with - especially local- partners in 2014 compared to 2008.

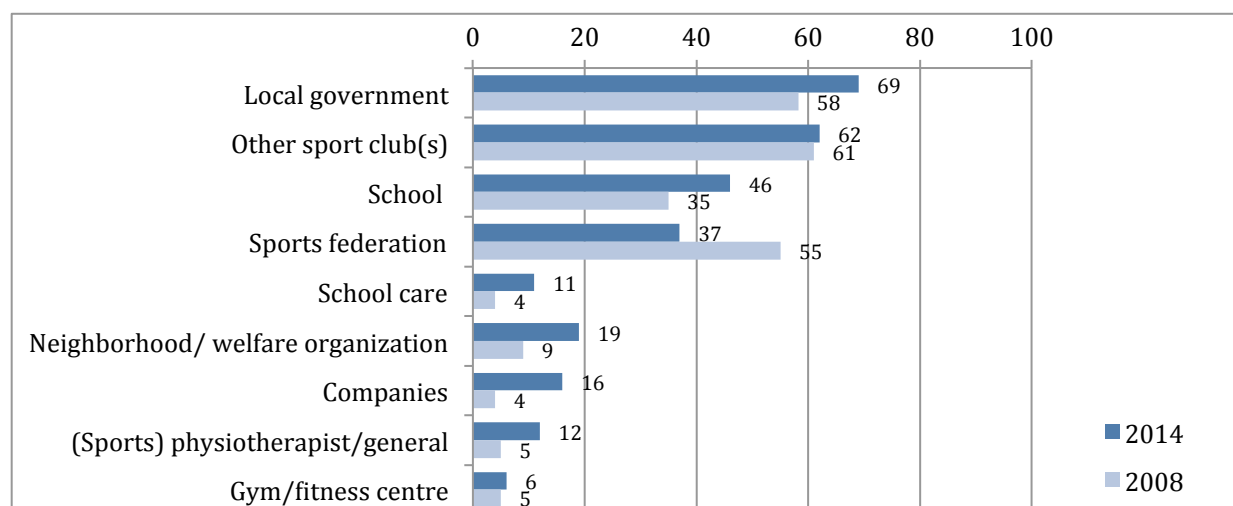


Figure 2. Partners in cooperation with sports clubs (Lucassen, 2014)

Compared to 2008, more sports clubs introduced new (sport) activities in 2014 (figure 3). Furthermore, 47% of the sports clubs joined projects to promote sport participation. These trends are in line with a wider societal role of sports clubs. However, figure three also shows some conservative trends. For example, the introduction of flexible memberships and contributions shows a decrease from 60% in 2014 to 50% in 2008.

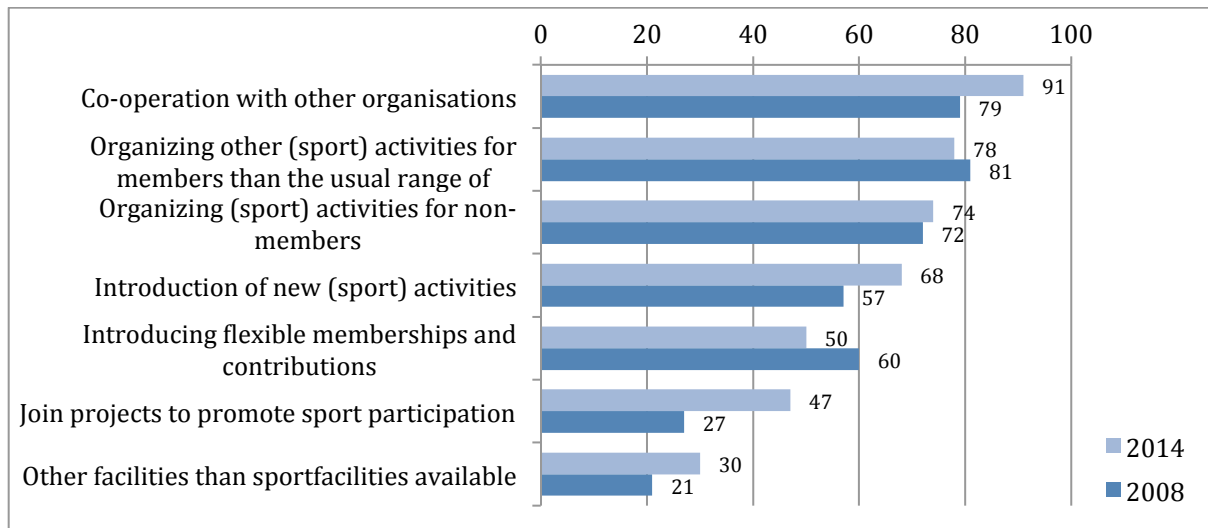


Figure 3: Changing activities in sports clubs, items (% clubs) (Lucassen, 2014).

2.4 Sports clubs & societal goals

Since the second part of the last century sports clubs have seen profound changes. According to Boessenkool et al (2011) the core business of sports clubs is no longer limited to the provision of sports. In the past decade, two new orientation trends have emerged. The first trend that Boessenkool et al (2011) describe is the commercialization of clubs into utilitarian organizations. This trend is characterized by professionalization of the organisational structure and payments. Voluntary work is gradually replaced by paid work and professional club managers are more widely employed (Boessenkool, Lucassen, Waardenburg, et al., 2011). Furthermore, sports clubs use a wider variety of funding opportunities and focus more on policy and planning (ibid).

The second trend can be construed as the aforementioned instrumentalization of sports and sports clubs. In this trend sports clubs are seen as public services that are able to contribute to societal goals. The literature shows that sports clubs that are more socially active have specific characteristics. First of all, these sports clubs have a more external focus in comparison to 'traditional' sports clubs (Lucassen, J., & Kalmthout, J., 2011). This external focus is characterized by active engagement of the market and the public sector at sports club level.

According to Lucassen (2014) there are notable differences between internal and more external oriented sports clubs. More external oriented clubs show more long-term planning and an ambition to membership growth (ibid). Furthermore, they generally have a long-term mission and vision, employ more paid workers and have formulated a club policy (ibid).

Figure four shows the external orientation of sports clubs in 2008 and 2014 (Lucassen, 2014; Mulier, 2013). The external orientation of sports clubs is represented as a scale of internal versus external orientation of clubs. This scale is composed of seven activities that are additional to the core-business of a sports clubs (Lucassen, 2014). Sports clubs that offer no activities beside their core-business of organizing sports activities for members can be found at the left end of the continuum (0). Sports clubs that have a more extended range of new activities, do not only attend to their own members and are more heterogeneous in their membership base can be found at the right end of the scale (5). From the data in Figure four, it is apparent that there is a clear shift towards a more external orientation of sports clubs in 2014 compared to 2008.

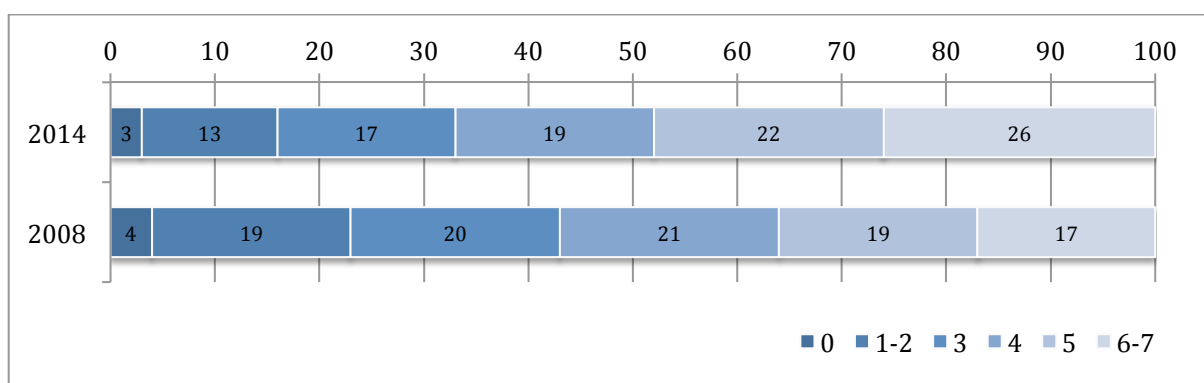


Figure 4. External orientation Sports Clubs in 2008 and 2014 (Lucassen, 2014)

Kronenburg et al (2014) discusses six more possible characteristics that feature in socially active clubs. First, a club (1) works demand-oriented and is (2) neighbourhood oriented. They respond adequate to local questions, and show (3) entrepreneurial behaviour. Furthermore, these clubs are seen as (4) hospitable, and often (5) collaborate with other organisations. The final characteristic that Kronenburg et al (2014) mention is (6) the structural focus on societal goals.

In addition, research of Daamen et al (2013) and Schepper (2010) has shown that the size of sports clubs is positively linked with more socially active behaviour. Large sports clubs –with over 250 members- are more likely to contribute to societal goals (figure 5) (Daamen et al., 2013; Schepper, 2010). Furthermore, figure five also shows the external orientation of sports clubs with own sport facilities compared to sports clubs that do not have their own facilities.

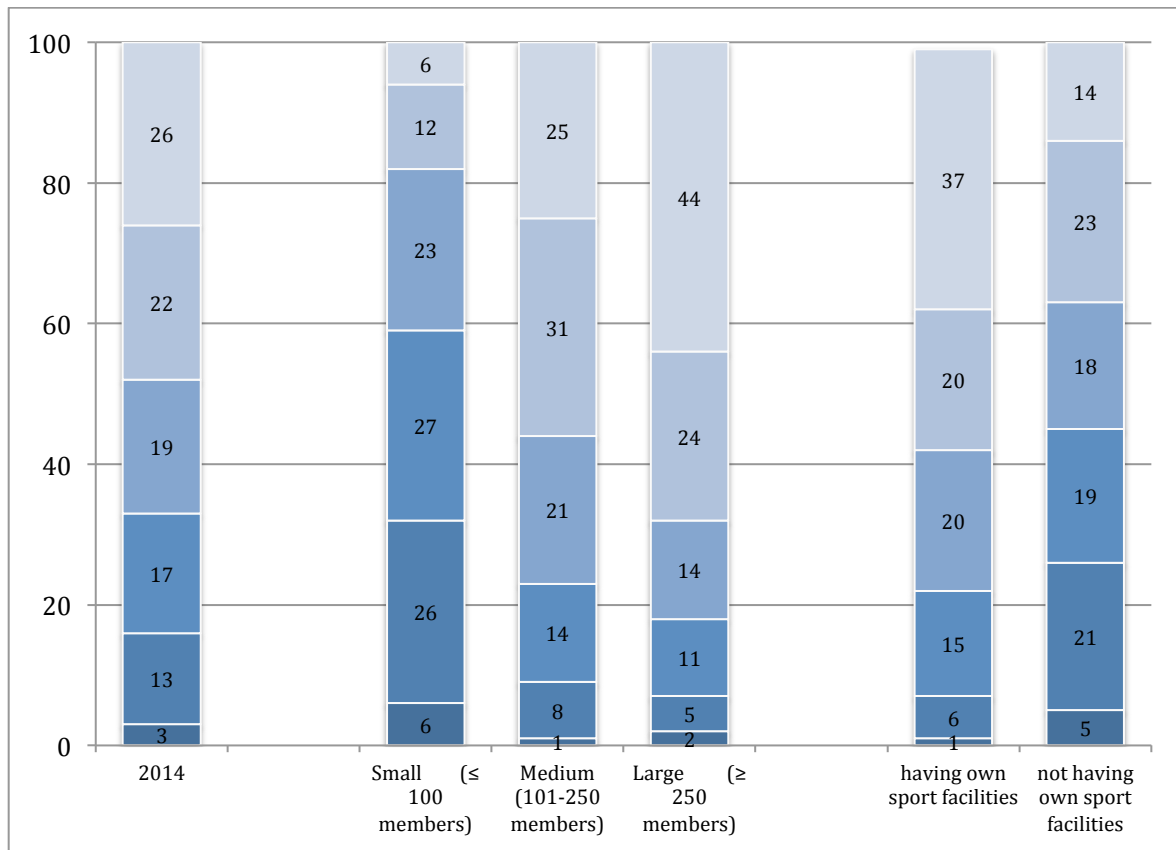


Figure 5.External orientation of small, medium and large sports Clubs and sports clubs with own sport facilities in 2014 (Mulier, 2014)



Conceptual Model

3. Conceptual Model

3.1 Research framework

This section describes and discusses the research framework, in which the internal logic of this study is presented. This schematic representation shows the structure and phases of the research plan, which leads to the composition of the theoretical framework in which this study is placed. The framework is drawn up on the basis of the research's objective.

The research framework (figure 6) is formulated as follows: (a) An analysis of the relevant literature provides a theoretical framework in which (b) sports clubs and municipalities view the social entrepreneurial behaviour of sports clubs in achieving societal goals. (c) An analysis of these views provides (d): insights into the key factors that are necessary for sports clubs to be more entrepreneurial in achieving societal goals. On the basis of these insights recommendations can be made to sports clubs and municipalities on how sports clubs can be more social entrepreneurial in achieving societal goals.

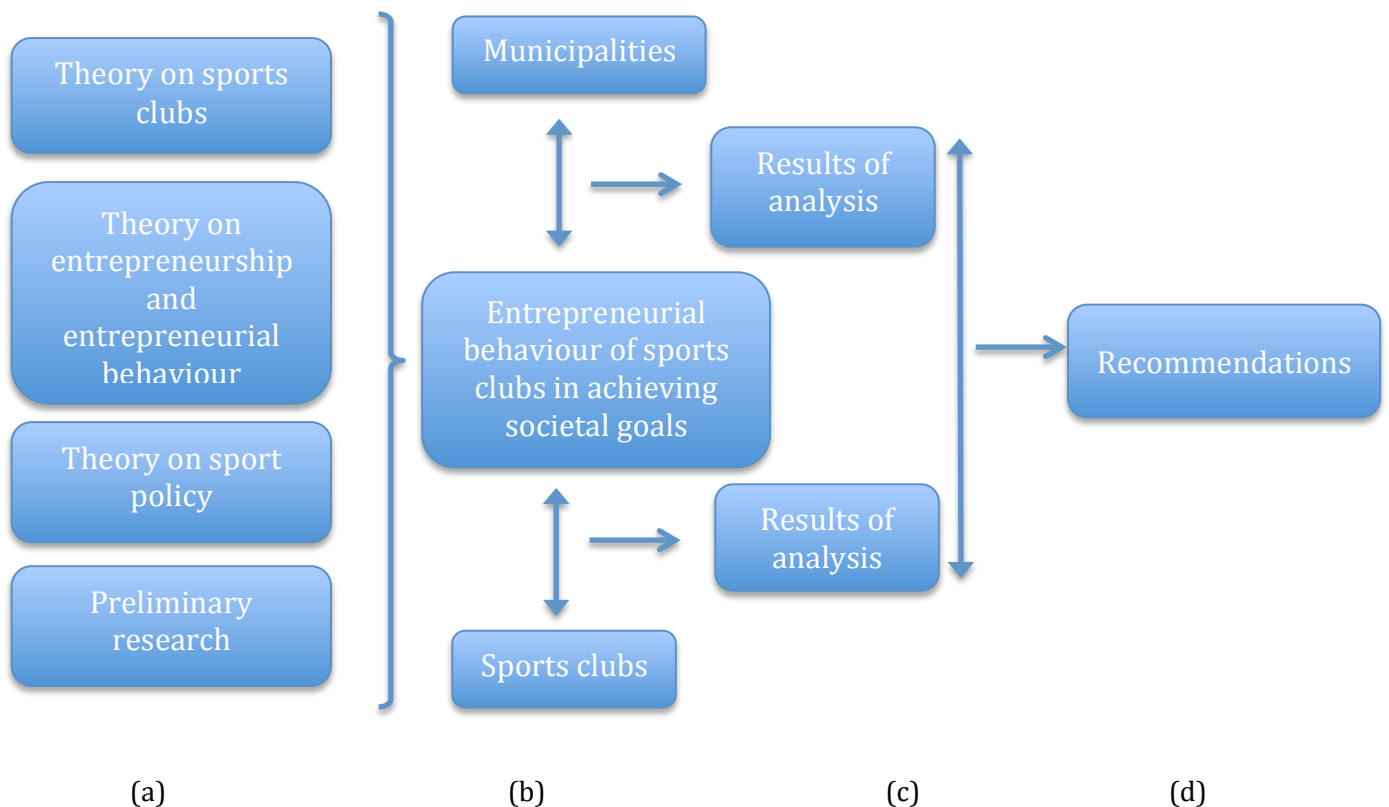


Figure 6. Research framework

3.2 Conceptual Model

The conceptual model used in this research is the conceptual model of social entrepreneurship by Austin & Wei-skillern (2006). This model entails the conceptual outlines of this research and is used to delineate the research project (Verschuren & Doorewaard, 2010). Austin & Wei-skillern (2006) adapted Salhman's framework of commercial entrepreneurship to fit a social context. By analysing the similarities and differences between commercial and social entrepreneurship, Austin & Wei-skillern (2006) were able to create a social entrepreneurship framework with five variables: Opportunity, People, Capital, Social Value proposition (SVP) and Context (Figure 7).

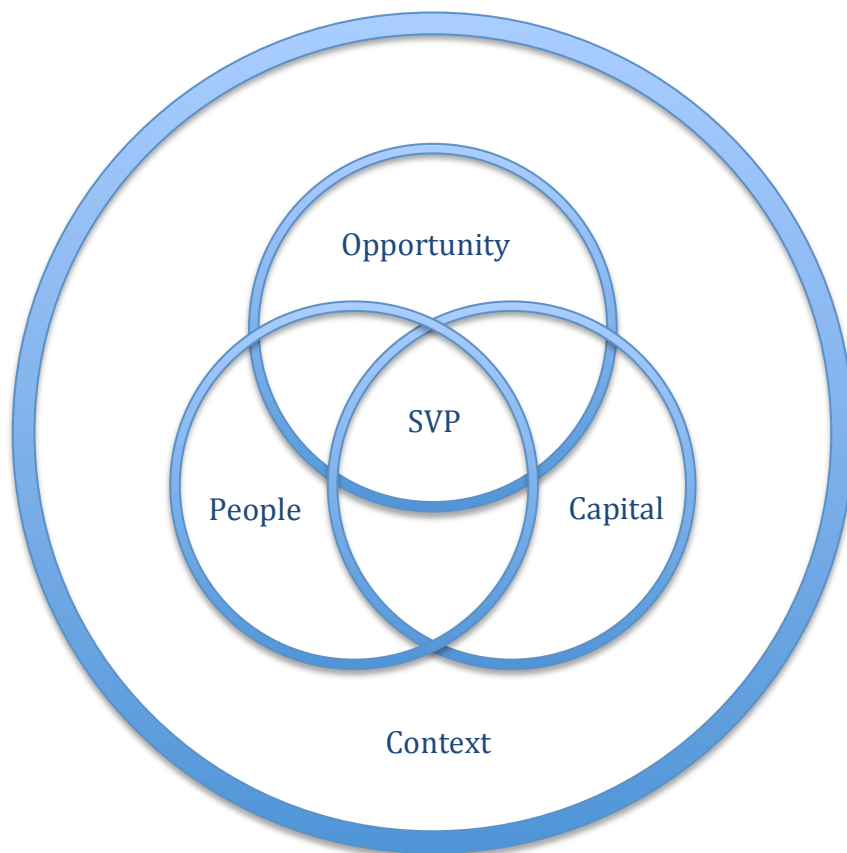


Figure 7. Conceptual model of social entrepreneurship (Austin et al., 2006)

Social Value proposition

Social Value proposition (SVP) has a central position in this model and represents the integrating driver of social entrepreneurship. SVP can be explained as the mission that drives social entrepreneurs and aims at achieving a positive impact in – a part of – society. In this research the social value proposition is represented by the societal goals that sports clubs pursue. For instance the promotion of health, enhancing social cohesion or sport participation among specific target groups (Lucassen, J., & Kalmthout, J., 2011).

Opportunity

Opportunity is placed at the top of the Venn diagram, since opportunity represents the initiating point in entrepreneurship. *Opportunity* is defined as the plausible future state that is desired by the social entrepreneur (Austin et al., 2006). In theory the concept *opportunity* may not differ much between commercial and social entrepreneurship. In practice, however, this concept is considered the most distinct dimension (Austin et al., 2006). Where commercial entrepreneurs tend to focus on new needs, social entrepreneurs often focus on more effective ways to respond to current needs through innovative approaches (Ratten, 2011).

In this research *opportunities* can be seen as a state in which a sports club can take action to pursue a better future. This can either be by introducing new services or products, but also by innovating the way of management. They can, for example, introduce a new sport, find new ways to fund existing sports or innovate their marketing practices. These practices all challenge existing patterns of value creation (Ney & Lueneburg, 2014).

People

The concept *People* is placed at the base of the Venn diagram and represents an enabling variable in this framework. The people within an organisation are critical for the success of the organisation, as are the networks they hold. Entrepreneurs rely heavily on their reputation and the trust and willingness of funders or investors. In order to be successful, social entrepreneurs have to develop large networks of strong supporters (Austin et al., 2006). Furthermore, they must communicate their social mission in an effective way to ensure –financial- resources that enable them to achieve their mission. Social enterprises should therefore ensure that key staff have and develop the skills to manage the different relationships in the organization's network effectively.

In this research the variable *people* refers to the people within a sports club. Sports clubs consist of board members, trainers and members. But also sponsors and other people that make a contribution to the sports club are taken into account. Typically, these people are volunteers (Lucassen, Waardenburg, & Boessenkool, 2011).

Capital

The concept *Capital* represents another enabling variable in this framework and can be explained as the mobilization of resources. In social entrepreneurship the mobilization of resources is more difficult than in commercial entrepreneurship. According to Austin & Wei-skilern (2006) social

entrepreneurs have far fewer channels for capital resources, have limited access to the best talent and have fewer resources.

Also, social entrepreneurs are often dependant on long-term or structural financial support in order to achieve their goals (Foster & Bradach, 2005). Moreover, in exchange for funding, these financiers often have widespread and high expectations of the social enterprises (Austin et al., 2006). The evaluation of these expectations can be challenging considering the greater complexity of measuring social value (Austin et al., 2006).

In this research *capital* can be seen as the mobilization of membership fees and additional revenue from activities. Furthermore, sponsorships and subsidies can play an important role in this research context. Subsidies can have a structural or task-oriented nature. An example of a recent task-oriented subsidy is the Sport Impuls. The Sport Impuls is a subsidy programme that financially supports local sports- and exercise providers in the organization of activities aimed at long term sports participation.

Context

The last concept represents the overarching variable *context*, in which the external contextual forces that influence the other concepts are included, such as macro economical developments, demographics, and sociocultural and political factors. These factors can influence social enterprises in different ways. For example, different political environments can create different opportunities for actors (Tilly and Tarrow, 2007). Furthermore, contextual factors that might be unfavourable for commercial entrepreneurship may be favourable for social entrepreneurship and visa versa (Austin et al., 2006).

In this research the variable context refers to national and local sports policy, as well as neighbourhood demographics and sporting facilities. Furthermore, municipal support can also be seen as a contextual factor. These contextual factors - Political or otherwise - can constrain or empower entrepreneurial behaviour of sports clubs.



Methodology

4. Methodology

4.1 Research perspective and strategy

This research opts for in-depth knowledge of social entrepreneurial behaviour of sports clubs. In order to provide an answer to the main research question a working definition of socially active sports clubs was drawn up. The definition of entrepreneurship by Masurel (2013) is adapted to fit this research context. The 'Value-adding opportunities' have been specified to 'societal goals' since societal goals are central to this research.

In this study a socially active sports clubs is defined as *"a sports club that creates, discovers and exploits opportunities to contribute to societal goals"*. Societal goals are defined by the top ten most popular policy themes in which municipalities deploy sports as an instrument (see chapter 2; Lucassen & van Kalmthout, 2011). On the basis of the background information and the conceptual model the main research question could be operationalized into the following sub-questions:

- 1.1 How do sports clubs and municipalities view the social value proposition of sports clubs?
- 1.2 How do sports clubs and municipalities view opportunities of sports clubs to create social value?
- 1.3 How do sports clubs and municipalities view the people that enable sports clubs to create social value?
- 1.4 How do sports clubs and municipalities view capital resources that enable sports clubs to create social value?
- 1.5 How do sports clubs and municipalities view the external context that enables sports clubs to create social value?

4.2 Research design

Research methods

Qualitative methods offer an effective way of exploring behaviour and views of people, and enable in-depth understanding of a subject (Boeije, 2005). Therefore, a qualitative approach was employed to gain insights into the entrepreneurial behaviour of sports clubs. Semi-structured interviews were held with key decision-makers of participating sports clubs and municipalities. Furthermore, a focus group was held to facilitate the triangulation of data and to enable cross verification between and validation of the interview data (Bogdan, R. C. & Biklen, 2006).

Interviewee selection

In order to explore the views held by both municipal officials and sports clubs, interviews were held with key decision makers of sports clubs and municipal officials. The cities that were included in this research were Tilburg and Haarlem. These cities were chosen on the basis of their size, their geographical spread and on the advice of experts at NISB. The experts advised to select similar sized cities that were smaller than the five largest cities in the Netherlands. This advice was given because these five cities are often overwhelmed by research questions from the NISB or other organisations.

At municipal level semi-structured interviews were conducted with the sport policy makers in both cities. Furthermore, a key decision maker at the municipal sports department was interviewed in each city. The characteristics of the four municipal workers can be found in table 2. The policy makers were included in this study for their professional knowledge on –local- sports policy and societal goals. The officials of the sports department were chosen since they have extensive knowledge on how sports clubs are deployed to achieve –local- policy goals. Whereas the policy workers are primarily focused on the transition of theory to policy, the sports department officials link policy to practice.

	City	Function
Interviewee 1	Tilburg	Policy worker
Interviewee 2	Tilburg	Teammanager sports clubs and sports projects
Interviewee 3	Haarlem	Policy worker
Interviewee 4	Haarlem	CEO sport support

Table 2. Characteristics of policy makers

At sports club level, board members or sports club managers were interviewed because they were most likely to possess profound knowledge of the characteristics of the sports club, its strategy and performance (Miller & Toulouse, 1986). The sports clubs were selected by addressing the municipal departments of sports. They were asked to give a top 10 of sports clubs that fit the working definition of this research. These sports clubs were asked to have a face-to-face interview with the researcher. The characteristics of the participating sports clubs can be found in table 3.

Club	Sports	Function	# Members	Private sports
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					facilities
Interviewee 5	1	Table tennis	CEO	< 200	Yes
Interviewee 6	1	Table tennis	Secretary	“ “	“ “
Interviewee 7	1	Table tennis	Treasurer	“ “	“ “
Interviewee 8	2	Hockey	CEO	2500	Yes
Interviewee 9	3	Soccer	CEO	550 – 600	Yes
Interviewee 10	4	Gymnastics	Clubmanager	750	Yes
Interviewee 11	5	Korfbal	Board member	200	Yes
Interviewee 12	6	Soccer	CEO	1000	Yes
Interviewee 13	7	Basketball	CEO	<200	No
Interviewee 14	7	Basketball	Clubmanager	“ “	“ “
Interviewee 15	8	Iceskating	CEO	750	No

Table 3. Characteristics of sport clubs

Interviews with sports clubs

The sports clubs that were listed by the municipalities were contacted and asked to have a face-to-face interview. Eight sports clubs responded positively to this question. The interviews were held at the interviewees sports club or their home and lasted between 36 and 71 minutes. One interview was conducted by telephone. In two interviews more than one key informant was present. One of the interviews was held with three board members, and another interview was conducted with one board member and the sports club manager present.

Prior to the interviews an informal pilot interview was conducted with an acquainted board member to aid to the design of the interview guide. This exploratory interview was conducted to see if the guide adequately captured the research framework. Furthermore, the wording of questions and interview techniques were refined.

The interviews were semi-structured and consisted of different topics based on the conceptual model. These topics were turned into interview questions and additional probing questions (appendix A & B). In order to fit the situational circumstances the interview guides were adapted to suit the context of the city. Several questions were introduced by using passages from the – draft - policy plans of the corresponding city. Furthermore, the questions were personalized to the sports clubs level where possible.

Interviews with municipal employees

The policy workers were contacted by addressing the municipal departments of sports in the selected cities. Two policy workers were asked to have a face-to-face interview, and both complied. In addition, two key decision makers at the sports departments of both cities were interviewed. These decision makers had an intermediary role between the sports clubs and policy workers. Therefore, they could contribute a practical view on the implementation of sports policy.

The interviews were semi-structured and consisted of different topics based on the conceptual model (appendix C & D). Although these topics were similar to the topics of the sports clubs interviews, the interviews with the municipal workers placed more emphasis on the role of the municipality. Prior to the interviews, policy plans were analysed to obtain background information and adapt the interview guides to fit the cities context. Passages from –draft - policy plans were used to introduce questions or ask for clarification.

Focus group

In addition to the interviews a focus group was held in Tilburg. Focus groups allow a more natural pattern of interaction between participants than one-to-one interviews (Marshall & Rossman, 1999). This more dynamic approach enabled the participants to gain insights into the views held by other participants and discuss these views in the presence of the researcher. Furthermore, the focus group facilitated the triangulation of the data that were collected in the interviews. Moreover, this method enabled the verification and validation of the data and allowed enrichment of the research data (Bogdan, R. C. & Biklen, 2006).

Five interviewees, whereof four sports clubs members and one policy maker, attended the focus group. Two independent experienced discussion leaders led the focus group. This approach was chosen so that the researcher could observe the group dynamics and take notes. Another advantage of this setting was the reduction of research bias, since prior knowledge of the researcher had no influence on the discussion.

The aim of the focus group was to gather additional and refined data on the concept context, and more specific on the role of local municipalities in stimulating social entrepreneurship of sports clubs. Based on the following central question a structured discussion was held to sharpen the analysis of the study: *"How are sports clubs best encouraged by the municipality / municipal sports company to be socially active?"*

The focus group was divided into three parts. First, the participants were asked to respond to the before mentioned question and divide their reactions to the areas knowledge, resources and network or contacts. These areas were chosen to provide the participants some guidance, without limiting the scope. The participants then got ten minutes to write their ideas on post-its. After ten minutes the post-its were collected by the discussion leaders and placed on one of three large sheets. The sheets were then discussed one by one and the post-its were clustered by theme. Lastly, the researcher gave a summary for validation and verification purposes. Afterwards, a summary was made and submitted to the participants for approval.

4.3 Data analysis

The interviews were recorded on a digital audio recorder and transcribed verbatim. All transcripts were then summarised and submitted to the interviewees for consent. Additional remarks of the interviewees were processed before the analysis of the data.

In analyzing the data, several stages could be identified. Summarizing the interviews can be seen as the first stage of the analysis. Although summarizing the transcripts proved useful in gaining insights in the analysis, the interview transcripts and not the summaries were used in the coding process.

In the second stage of the analysis the data was coded with description codes with the use of Nvivo 10. All transcripts were then reread and checked for misses. Code trees were made on the basis of the conceptual model (Appendix E). In this code scheme the related codes were grouped to form axial codes (Boeije, 2005). In the final stage of the analysis core categories were selected. This selective coding was based on the frequency of occurrence and relevance of the codes to the research question (Boeije, 2005). Finally, the research data were reread to select relevant quotes that reflected the core concepts.



Results

5. Results

In order to answer the main research question *“What recommendations can be made to both sports clubs and municipalities on how to enhance the social entrepreneurial role of sports clubs?”* five sub-questions were formulated. The results will be provided on the basis of the five sub-questions;

- 1.1 How do sports clubs and municipalities view the social value proposition of sports clubs?
- 1.2 How do sports clubs and municipalities view opportunities of sports clubs to create social value?
- 1.3 How do sports clubs and municipalities view the people that enable sports clubs to create social value?
- 1.4 How do sports clubs and municipalities view capital resources that enable sports clubs to create social value?
- 1.5 How do sports clubs and municipalities view the external context that enables sports clubs to create social value?

5.1 How do sports clubs and municipalities view the social value proposition of sports clubs?

Unlike the characteristics of social entrepreneurs in the conceptual model, a single social mission statement does not drive sports clubs to be social entrepreneurial. However, the sports clubs did indicate that they contributed to several societal goals. Especially enhancing social cohesion and improving health recurred throughout the dataset. Whilst a minority mentioned that increasing social cohesion was part of their policy, all agreed that it was an important aspect of sports clubs in general, and social entrepreneurship in particular. As one interviewee put it: *“Connecting people results in an social environment in which members feel safe and welcome. You need to keep people involved, in order to function properly as a sports club”*. For some interviewees social entrepreneurial behaviour is primarily focussed on their own members, whilst others considered social entrepreneurship should focus on a broader target audience.

Other drivers of social entrepreneurship can be categorised as a feeling of shared responsibility. One participant indicated that they felt a shared responsibility in the upbringing of their junior members. Another interviewee alluded to the notion of shared responsibility with the local government: *“As a club, with over 750 members, we use municipal facilities. We had a significant share in the realisation of the ice rink, and therefore feel a shared responsibility for its exploitation. As a club we want to make a contribution to increase the utilisation of the rink and contribute to other municipal initiatives as well”*

Another motive for sports clubs to act social entrepreneurial is to promote their sport and their club. According to some this promotion could result in more club members. Being socially active can enhance the reputation of a club and attract more members. According to one interviewee this is especially important for small sports clubs in order to be found by potential members. According to other participants, being socially active could ensure member preservation. By offering activities, members feel connected to the club and are more likely to remain a member. The policy and municipality workers in both Tilburg and Haarlem shared this view.

The fourth and last theme can be described as '*social activities and membership fees*'. According to the interviewees, a reason for sports clubs to actively engage in social entrepreneurship is to adhere to their budget. Underlying motivations for sports clubs to engage in these activities are twofold. For some, activities are a means to generate additional revenue in order to keep the contribution as low as possible. As one interviewee commented: *"we keep membership fees low in order to remain accessible for the underprivileged children."* For others, these activities are a means to live up to their [relatively high] membership fee. They want to provide additional services for their members to offer 'a full sports club package'.

In conclusion, a social value proposition as an integrating driver of social entrepreneurship does not present itself as a prime motive of sports clubs to be social entrepreneurial. Although the sports clubs contribute to societal goals, they do not consider it to be their main objective. Paradoxically, a common view amongst the interviewees was that sports clubs are socially active by definition. Achieving a positive impact on society is seen as a fortunate incidental circumstance. As one participant stated: *"We are, off course, not an enterprise, something completely different from a club. We are a sports club, and are not for profit. We want continuity in our finances and our organisation. Those are the two most important aspects. If we can be socially engaged on top of those main issues that is a welcome bonus."*

5.2 How do sports clubs and municipalities view opportunities of sports clubs to create social value?

Opportunities for sports clubs are defined as a state in which a club can undertake action towards a better future. A variety of perspectives were expressed on the future state that sports clubs desire. Three broad themes emerged from the analysis.

The first theme can be described as external orientation. According to the interviewees clubs need to pay attention to their surroundings in order to be social entrepreneurial. As one interviewee said; *“Recognising opportunities is practically the same for sports clubs as it is for companies. You listen, look around, make sure you are there and then you see things happen. At that stage you need to be aware of the signals and chances that arise.”* In addition, some clubs expressed that an external orientation also allows a club to learn from other sports clubs.

A second theme is the approach of sports clubs in their social entrepreneurial behaviour. Clubs should be both reactive as well as proactive in their approach. Clubs need to be reactive to the needs of their members, and should be attentive to trends. Some interviewees felt that clubs should be open to initiatives from local governments in order to be socially active, while others considered that there was no prominent role for local government in the social entrepreneurial behaviour of sports clubs.

A proactive attitude of the board members was particularly important in finding new ways and opportunities. As one interviewee said: *“The way I feel it is that as a proactive club we can do more than just provide a trainer and a field. If I find something unimportant, I will not discuss the matter with other board members and it will probably not happen. However, as chairman I believe that if you find something important, you will work hard to realise it.”* Furthermore, in order to be socially active and to achieve societal goals, sports clubs must make use of their extensive networks. Some interviewees felt that this was a primary task of the board members, but others considered networking an organisation-wide issue.

Current trends and timeframe can be considered a third theme, which was mainly expressed by the local officials. According to the municipality workers current changes in the decentralisation of health care issues creates more awareness of the societal role of sports clubs. Furthermore, according to one of the sports clubs the social awareness was also greatly increased by the application for the Sport Impulse subsidy.

5.3 How do sports clubs and municipalities view the people that enable sports clubs to create social value?

The people within a sports club and the networks they hold are critical for the sports clubs' success. A variety of perspectives were expressed on the characteristics of sports clubs and people that are associated with social entrepreneurship. Six broad themes were identified from the analysis.

A first characteristic of socially active sports clubs that emerged from the data was the culture of a sports club. Two divergent and seemingly conflicting discourses could be identified. A number of sports clubs described their structure as 'business-like' with clear job descriptions and a hierarchical structure. While other sports clubs stressed the importance of camaraderie and amity as the most important cultural aspect of social entrepreneurial behaviour. Although these discourses seem contradictory, both discourses are used interchangeably. According to the sports clubs, a business-like culture does not necessarily exclude an amicable culture.

A second characteristic of socially active sports clubs was considered the number of volunteers. Especially municipal workers and the relatively small sports clubs expressed the notion that a high percentage of volunteers was essential for a sports club to contribute to societal goals. Other sports clubs stressed the importance of having a –small- number of highly active volunteers in order to be socially active.

A small number of those interviewed suggested that board members of socially active sports clubs are often highly educated. This view was particularly dominant in the data from the municipal employees. However, one of the board members stated that a higher education and social position would probably allow individuals to be highly perceptive and see the bigger picture.

A third and recurrent theme in the interviews was the amount of time and attention board members invest in the sports club in order to act social entrepreneurial. A common view amongst the interviewees was that board members ought to put in considerable time to be socially active and adopt an external orientation. Furthermore, some interviewees expressed the belief that board members should fulfil a steering function and not a management function. For example, one interviewee said: *"A board should concern themselves with the outlines, and not postpone decisions because they have to mow the fields. This is off course, easier said than done, especially for smaller sports clubs"*. Although multiple sports clubs expressed similar notions, it was a particularly prominent view amongst the municipal employees. Moreover, sports clubs that expressed this

view often considered it a rather theoretical point. As one interviewee put it: *"Theory dictates that a board should steer an organisation, and not manage it. Well, I have yet to encounter a sports club where the board merely steers the organisation"*.

Although some clubs expressed the belief that board members often take on managerial tasks, three sports clubs outsourced –some of- these tasks by employing a professional club manager. These managers were either employed by the club or seconded by the municipality utilising the sportimpulse subsidy. There was a sense of agreement on the added value of a club manager in the operational capacity of a sports club.

According to one of the professional managers the function enables a club to spot opportunities faster. *"A Professional manager is able to spend more time and attention to immerse oneself in additional tasks and contacts."* Another interviewee explained that in addition to the increased time span, professionals have a different authoritative relationship with the board opposed to volunteers. The permissiveness of voluntary work allows for a different focus on results. Therefore, a sports club can demand more from a professional manager. Moreover, according to another professional manager their function increases the visibility in the neighbourhood and at –primary- schools. This results in a lowered threshold for potential members to join a sports club and thereby facilitates social entrepreneurship of sports clubs.

A fourth theme can be described as the influence of reputation on social entrepreneurial behaviour of sports clubs. According to the sports clubs a good reputation leads to more requests from third parties and allows sports clubs to work more demand-oriented. Furthermore, according to some interviewees a good reputation tends to increase your network and the willingness of municipalities to cooperate with the sports club. A good reputation is considered an important stimulating factor in the social entrepreneurial behaviour of sports clubs. As one interviewee put it: *"If you are taken seriously, you can achieve more as a sports club. In the past we have positioned ourselves in the underdog position, but this is changing now. So, being marked as one of the most social entrepreneurial sports club is a real compliment."*

The data showed several characteristics of the management board that were associated with social entrepreneurial behaviour. A first characteristic was the decisiveness of the management board. According to the interviewees, the board should be active, ambitious and 'strong'. Although 'a strong management board' was a recurrent theme in the data, the explanation of this concept varied. Some sports clubs construed the concept as showing leadership, while others explained it

as having a good internal management structure. A good club structure was seen as a hierarchical structure of teams that were managed by the board.

According to the sports clubs good leadership can be described as effective communication by the board. They should have a clear vision and act accordingly. In order to communicate their vision clearly, board members ought to have good social and communication skills. As one interviewee said: *“Social entrepreneurship asks for extra time and attention. You need money, leadership, and a positive reception of your message. If your message leads to little response, it is a dead end. Then you are either telling your story the wrong way, or you are telling the wrong story.”* Furthermore, according to several sports clubs, a management board should have a few members who are good lobbyists.

Besides good communication skills, board members should also have persuasive and motivational skills according to the interviewees. Furthermore, -dogged- perseverance is also considered a valuable quality of board members. According to some sports clubs perseverance was particularly important in communication and collaboration with municipalities. One of the sports clubs wanted to raise awareness to the possibilities of establishing a regional trainings centre. The chairman sat down with the alderman of sports to discuss the matter. *“The alderman of sports told us that they did not have a provincial lobby... well if he does not have it, who does? We then tried the alderman of finances, because if we cannot have it one way, we try another. He replies with ‘Off course we have a provincial lobby and we should go for it’. Well then... [scratches behind his ears]’. [...] I believe the municipal employees should take the lead in lobbying at provincial level.*

The last recurrent theme in the interviews was the dependence on personal motivation of the board members on social entrepreneurship of sports clubs. The sports clubs expressed a variety of personal motives for acting social entrepreneurial. An often-held view amongst the interviewees was the willingness to help the sports club to move forwards. The internal motivation was considered enjoyment, personal commitment and gratification. In addition, personal development was also considered a strong motive. Furthermore, some of those interviewed suggested that the main motivation for acting social entrepreneurial was their personal belief in societal goals.

5.4 How do sports clubs and municipalities view capital resources that enable sports clubs to create social value?

The concept *Capital* represents another enabling variable in the conceptual model of this research. This concept can be explained as the mobilisation of resources. Issues related to the mobilisation of resources were not particularly prominent in the interview data. Six themes could be identified from the analysis.

The first and most prominent theme can be described as *'benefits from social activities'*. Several interviewees expressed the notion that sports clubs need to benefit financially or otherwise from activities in order to be successful social entrepreneurs. Furthermore, collaboration between sports clubs and municipalities should be mutually beneficial. The majority of the sports clubs, as well as the policy and municipality workers shared this view. As one interviewee put it *"Self-interest is the basis of effective collaboration"*

A second theme that emerged from the data analysis was the utilisation of possible funding sources. In order to make use of these funds, sports clubs must be aware of the possibilities. Several ideas were expressed on this topic. Some sports clubs stated that municipalities ought to be more transparent in the subsidy regulations. Furthermore, these clubs argued that municipal workers should inform sports clubs better about the funding possibilities. One sports club expressed that having a board member with knowledge of these possibilities was a contributory factor for social entrepreneurship of sports clubs.

According to some interviewees more resources result in more professionalism of sports clubs. This view can be considered a fourth theme. An example of a temporary financial stimulus was the Sport Impulse subsidy. Three of the eight sports clubs were granted Sport Impulse subsidies in 2012, 2013 or 2014. They considered the Sport Impulse a major boost in empowering the social activity of a sports club. *"The Sport Impulse allows us to give a – voluntary- fee to the trainers. It allows us to ask more of people, have higher expectations and impose more demands. Moreover, for us it is also nice that we are able to express our gratitude in a financial way."*

In the financial field two additional factors were mentioned. Firstly, according to the participants of the focus group, task-oriented grants as opposed to structural funds stimulate social entrepreneurial behaviour of sports clubs. According to the participants, task oriented subsidies ensure that sports clubs set specific goals and are more aware of their societal role. Although this form of subsidy stimulates social entrepreneurship, structural funds are necessary to contribute

to the daily business of a sports club according to the sports clubs. Secondly, one sports club alluded to the notion that more flexible rules and regulations on reimbursement policies could enhance social entrepreneurship of sports clubs. If sports clubs were allowed to give a higher voluntary fee to trainers, it would be easier to find trainers.

5.5 How do sports clubs and municipalities view the external context that enables sports clubs to create social value?

The external contextual forces that influence social entrepreneurship can impact social enterprises in different ways. As well as social enterprises, sports clubs are subject to a great variety of external contextual forces. In this research four broad themes were identified from the data analysis.

A first contextual force that emerged from the data was the vicinity of a sports club. The interviewees expressed two contradictory views on this theme. Some participants expressed the belief that social entrepreneurship is dependant on the direct vicinity of the sports club. According to these participants different neighbourhoods show different levels of sense of community. A high sense of community can result in more involvement of members in the club, which can increase the social entrepreneurial behaviour of sports clubs.

Other sports clubs expressed the belief that acting socially entrepreneurial was not neighbourhood dependant. Although some interviewees stated that clubs should take neighbourhood demographics into account, these characteristics would not retain social entrepreneurship. According to the interviewees, it could, however, shape the way sports clubs contribute to social goals and what social goals are worth pursuing.

Paradoxically, the majority of the sports clubs indicated that they were not neighbourhood-oriented. This was particularly true for sports clubs with over 500 members. These clubs stated that they had a local or even a regional function. Furthermore, several sports clubs indicated that their members originated from various neighborhoods.

A second contextual factor that greatly increases social entrepreneurship of sports clubs is an own sport accommodation, either ownership or rent. Both the sports clubs and the municipal officials consider the facilitation of adequate sport accommodations an important governmental instrument to stimulate social entrepreneurship of sports clubs. Moreover, the absence of a

private canteen or boardroom is seen as a major shortcoming by the two sports clubs that do not have their own facilities.

Some sports clubs expressed their discontent towards the municipal facilities. This was particularly prominent in one of the cities of this study. The sports clubs in this city felt that there were too little indoor sports facilities and the facilities were substandard. The increased expectations towards sports club to contribute to societal goals ran against the grain of these sports clubs. They expressed a 'quid pro quo' attitude; *"for national competition we need different line markings on the floor. This lining costs about 1250 euro, however that is too much to ask of the municipality. 1250 euros! What are we talking about? The municipality expects us to contribute more to societal goals, but are not willing to spend 1250 euro on official lining [...]"* The local officials on the other hand, argued that accommodation of sports clubs are largely funded with public money. One of the interviewees raised the question *'Are sports clubs in a position to say no to their proposed role, when more than 85% of the accommodation expenses are covered by public funding?'*

A third contextual factor that emerged from the data was the support of and collaboration with local government. A number of issues were identified in this respect. A clear trend in both cities was the increased expectations in the direction of sports clubs on the one hand and diminishing subsidy funds on the other hand. This view was expressed during the interviews, as well as in the policy plans. Municipalities want to stimulate clubs to be more self-reliant and social entrepreneurial.

Paradoxically, although the municipalities expressed the wish to stimulate sports clubs to be more entrepreneurial, most sports clubs held the view that the local government had no prominent role in the entrepreneurial behaviour of sports clubs. A common view amongst the sports clubs in both cities was that clubs are best stimulated by better communication with and between -local-government officials.

The need for general information was particularly prominent. For instance, clubs would like to receive a clear overview of public funding options. Moreover, they would like to see an active role of the officials in informing board members of these funding possibilities. Furthermore, sports clubs expressed that the division of public funding should be more transparent.

In addition to the provision of information on funding possibilities, sports clubs would like to know to which societal goals they could contribute. They felt that specific societal aims should be

actively shared with the clubs in order for them to work more demand driven. Moreover, sharing good practices and examples can help clubs enhance their societal role, according to the interviewees.

Additional support offerings that were frequently mentioned by the officials were courses or training for board members and other volunteers. Some sports clubs felt that these –free- courses were an effective means to stimulate social entrepreneurship. Others considered that these courses mainly stated the obvious and were not very instructive. On the other hand, one participant commented that being interested in such courses was part of the pro-active attitude that comes along with social entrepreneurial behaviour.

Another stimulating factor for social entrepreneurship is the possibility of sports clubs to give sports clinics at schools. Municipalities often organise these clinics and defray the expenses. Although sports clubs see clinics as a good means to promote their sports and club, some clubs expressed an adverse effect of these clinics. The return in terms of new members or additional finances can be relatively low. Because children have the possibility to take part in a variety of free school sports throughout the year, it can be considered a rather unfair competition to clubs.

The last contextual factor that was stated was the current trend of the aging population. This factor was mainly expressed by the officials and held a contradictory view. According to one policy worker the aging population is a major boost for socially active board members. *“There are more and more competent people who are retiring and are willing to spend their spare time at the sports club”*. Another official contradicted this view. He expressed the belief that socially active chair members are typically people within the working life, with good management skills.



Conclusion

6. Conclusion

6.1 Conceptual model

The objective of this research was to contribute to the improvement of the societal role of sports clubs by providing insights into the social entrepreneurial role of sports clubs. This study set out to assess the way a sports club can create, discover and exploit opportunities to contribute to societal goals. By means of a conceptual model, relevant contributory and limiting factors for social entrepreneurial behaviour of sports clubs were determined. The concepts of this conceptual model were Social Value Proposition, opportunity, people, capital and context.

The results of this investigation show that a Social Value Proposition as an integrating driver of social entrepreneurship is not a prime reason for sports clubs to be social entrepreneurial. Although the sports clubs contribute to societal goals, it is not considered their main objective. Most sports clubs see their contribution to societal goals as a fortunate incidental circumstance.

The motives of sports clubs to contribute to societal goals were threefold. First, sports clubs expressed the feeling of shared responsibility with the municipality. This feeling was mainly expressed as reciprocal service for either a -substantial- subsidy or in the context of shared use of municipal sports facilities. A second motive for sports clubs to act social entrepreneurial was to promote their sports and their club. This was either done to ensure member preservation or to bring in more members. A third motive that was expressed was adherence of budget. Sports clubs had two primary reasons for this. Some sports clubs created additional revenue to be able to keep the contribution at a low level. Others engaged in social entrepreneurial activities to live up to their [relatively high] membership fee.

Opportunity is the initiating point in social entrepreneurship and is seen as a state in which a sports club can take action to pursue a better future. This research has shown that sports clubs often see opportunities as effective ways to respond to the needs of their -potential- members or other parties. In order to see these opportunities, sports clubs must have an external orientation and be reactive as well as proactive in their approach. The current study found that clubs should to be reactive to the needs of their -potential- members, whilst being proactive in managing their network and executing ideas.

The third concept '*people*' has proven to be of vital importance in the social entrepreneurial behaviour of sports clubs. Although Austin & Wei-skillern (2006) explained the concept as just the people within an organisation, the results of this research stretched this definition. In this study

the variable people referred to personal attributes as well as organisational characteristics and cultural aspects of a club. The seven themes that emerged from the data were; a clear and amicable culture, active volunteers, additional time and attention of board members, a professional club manager, a good reputation, personal motives and an active, ambitious and 'strong' management board.

In this study the concept capital was explained as the mobilisation of resources. Four relevant themes were identified from the data. The first theme can be described as a 'win-win- situation' in the collaboration of a sports club with third parties. The second and third themes were the transparency of subsidy regulations and the transparency in the division of these means. The fourth theme that emerged from the data was the idea that additional resources result in more professionalism of sports clubs.

The fifth and final concept that was addressed by this research was the concept '*context*', in which the external contextual forces that influence the other concepts were included. This research has shown four essential contextual factors that empower social entrepreneurship of sports clubs. The first contextual factor is the vicinity of a sports club. Surprisingly, the majority of the sports clubs expressed that they were not neighbourhood-oriented, but operated on a locally or even regionally. The second contextual factor that can enhance social entrepreneurship is adequate sport accommodations. The absence of a private canteen or boardroom is seen as a limiting factor for social entrepreneurship by the interviewees. A third contextual factor that emerged from the data was the role of the municipality in stimulating social entrepreneurship of sports clubs. According to the sports clubs task-oriented grants stimulate social entrepreneurial behaviour of sports clubs. Finally, the last contextual factor that was mentioned was the current trend of the aging population. According to some, this trend can be a boost for attracting socially active board members.

6.2 Recommendations

Returning to the objective of this research, it is now possible to state that all five elements of the conceptual model play an important role in the way a sports club can create, discover and exploit opportunities to contribute to societal goals. To answer the main research question *“What recommendations can be made to both sports clubs and municipalities on how to enhance the social entrepreneurial role of sports clubs?”*, ten recommendations are formulated. Six recommendations have been drawn up in respect of sports clubs, and four recommendations in respect of municipal employees.

6.2.1 Sports clubs

1. Know to which societal goals you can and want to contribute as a sports club.

To achieve societal goals it is crucial that sports clubs are aware of the goals they can and want to contribute to. Societal goals can be pursued by incorporating the members of a sports clubs, but could also entail relatives of members, friends, neighbours or other groups. Often the needs of a particular group will be articulated by people within the sports club, local officials or by the municipal policy plans. Moreover, a good collaboration should create a win-win situation for both parties.

2. Work demand-oriented and open up to external initiatives.

By being open to initiatives, sports clubs can work more demand-oriented. This can result in an increased success rate of an initiative. Being open to external initiatives can also increase the number of active volunteers and enhance the feeling of shared responsibility amongst volunteers. Furthermore, this approach can provide a broader scope of possible social entrepreneurial activities.

3. Be aware of your reputation and share your successes with the municipal workers and other -potential- partners.

By sharing successes people will be more aware of your abilities as a sports club. A good reputation can lead to more requests from third parties for collaboration or social activities. This allows for more demand-oriented work of a sports club. Furthermore, a good reputation can provide more opportunities for funding and will increase the sports clubs network.

4. Incorporate people with an external view in the management board.

By incorporating people with an external view in the management board, sports clubs are able to spot opportunities faster. Furthermore, people with an external view often have a larger network,

and are able to link their network to the sports club. Moreover, an external orientation also allows a club to learn from other sports clubs.

5. Make use of your network.

A management board should have at least one good networker in order to spot opportunities faster. By making use of your network, you can link the club's needs to societal goals. Furthermore, people with an extensive network can be interesting corporation partners for third parties. Therefore, by using your network, people will be more inclined to take a sports club seriously as a partner in contributing to societal goals.

6. Ensure a clear organisational structure and stimulate an amicable open culture.

A clear organisational structure and an amicable open culture can stimulate social entrepreneurship. A clear structure helps to define –voluntary– tasks and can thereby increase effective communication within a sports club. An amicable open culture on the other hand allows for a high sense of community and a feeling of shared responsibility amongst volunteers and members. Furthermore, a professional club manager can increase the effectiveness and responsiveness of a sports club. Moreover, a club manager function can enhance the visibility of a sports club and can therefore increase the network of a club.

6.2.1 Municipalities

1. Communicate to what specific societal goals a sports club can contribute.

In order to stimulate sports clubs to contribute to societal goals, clubs must be aware of the possibilities. Often, policy plans provide a general view on how sports clubs can contribute to societal themes. However, specific societal goals should be actively shared with clubs to increase the effectiveness of local sports & health policy. Furthermore, task-oriented subsidy grants can create more awareness of societal goals and can therefore stimulate social entrepreneurship.

2. Stimulate private accommodation for sports clubs.

Sports clubs are able to contribute more effectively to societal goals when they manage their own clubhouse. Therefore, municipalities should stimulate private accommodation for sports clubs. This can be under private ownership of the club or as a lease of municipal facilities.

3. Communicate clearly and transparently with sports clubs.

Municipalities can stimulate social entrepreneurship of sports clubs by clear and transparent communication with the clubs. Municipalities should be more informative on subsidy regulations and funding possibilities. Furthermore, the division of public funding should be more transparent.

Moreover, effective communication with sports clubs should be stimulated to improve collaboration between clubs and municipal employees.

4. Avoid a competitive position with sports clubs.

In order to stimulate sports clubs to be socially entrepreneurial it is essential that municipalities do not compete with sports clubs. This implies that sports clubs should be asked what their contribution could be in sport or health related municipal activities. In practise, local government officials should consider sports clubs seriously as a potential partner, and should not force sports clubs to contribute to societal goals.



Discussion

7. Discussion

7.1 Overview

The present study was designed to answer the main research question: *“What recommendations can be made to both sports clubs and municipalities on how to enhance the social entrepreneurial role of sports clubs?”*. As a result, this research provides ten recommendations to both sports clubs and municipalities on how to enhance the social entrepreneurial role of sports clubs. Furthermore, this research provides a conceptual model for the exploration of social entrepreneurial behaviour of sports clubs.

This chapter will focus on the implications of the results of this study and its strengths and weaknesses. First, a reflection on the methodology of this study will be given. Second, the results will be placed in light of other research. Third, some adjustments to the conceptual model will be proposed on the basis of the results. Finally, some recommendations will be made for further research.

7.2 Methodology

The findings of this study provide a new understanding of the societal role of sports clubs. By using a qualitative focus this research enhances our in-depth understanding of social entrepreneurial behaviour of sports clubs. Furthermore, a key strength of this study is its incorporation of perspectives of municipal workers as well as sports clubs’ perspectives. The perspectives of sports clubs helped to fill the knowledge gap in our understanding of the motives of sports clubs to contribute to societal goals.

An arguable weakness of this study is the width of the working definition of socially entrepreneurial sports clubs used in this research. The broad definition allowed multiple interpretations on when and how a sports club is socially entrepreneurial. Although this could make comparison more difficult, it was considered the best approach. Defining social entrepreneurial sports club without hard quantifiable requirements enabled a more comprehensive picture of the variety of social entrepreneurial sports clubs.

The definition of societal goals has also proven to be a discussion point. According to the participants it was difficult to see sports clubs not contributing to one of the listed societal goals. Especially since the first and second goals were *‘health improvement’* and *‘improving social cohesion’* (see chapter 2). According to the participants these goals are inextricably linked to

sports clubs. However, although it was a common view that sports clubs are socially active by definition, the extent to which they seize opportunities varied. Therefore, the social entrepreneurial behaviour of sports clubs varied. Furthermore, even though *'health improvement'* and *'improving social cohesion'* were frequently mentioned themes, the municipal employees expressed the view that the contribution of sports clubs to society should exceed these two societal goals.

An additional uncontrolled factor was the selection of sports clubs. Asking the municipal sports departments to select ten sports clubs that would best fit the working definition of this research could create bias. The participating clubs in this research do not necessarily have to be the sports clubs that contribute most to societal goals. However, since sports departments were most likely to possess the most comprehensive, professional knowledge of the societal role of local sports clubs, this was considered the best approach.

Furthermore, because neither sports clubs nor municipal workers could quantify the local societal goals, a more objective measure was unavailable during the first phase of this research. This resulted in a wide interpretation of societal goals, with a common view that sports clubs are socially active by definition. However, not all sports clubs are socially entrepreneurial in their approach. Since the sports clubs that were included in this research stood out according to the municipalities these sports clubs are likely to be highly socially active sports clubs.

7.3 Reflection on results

When comparing the results of this study with the literature, several parallels can be drawn. As discussed in chapter two Kronenburg et al (2014) identified six possible characteristics that feature socially active clubs. Four of these characteristics are consistent with the results of this research; *'showing entrepreneurial behaviour'*, *'being hospitable'*, *'working demand-oriented'* and *'collaborating with other organisations'*.

However, the findings of the current study do not support the *'structural focus on societal goals'* or the *'neighbourhood orientated focus'* mentioned by Kronenburg et al (2014). This discrepancy could be attributed to the differences in the working definitions of socially active sports clubs. Kronenburg et al (2014) uses the definition 'open club', in which the open attitude towards third parties and the social activities are central. Furthermore, Kronenburg's definition is based on possible, not fixed characteristics.

The study supports previous research on the association between the size of a sports club and the social entrepreneurial behaviour of a club. Research of De Groot (2008) and van Kalmthout et al (2008; 2009) shows that large sports clubs – with over 250 members - are more likely to contribute to societal goals. The majority of the sports clubs in this research had over 250 members. Moreover, five of the eight participating sports clubs had over 500 members. Although this data is in line with previous findings, a note of caution is due here since this research used a small sample size.

In addition, according to Lucassen et al (2011) large sports clubs are more likely to have paid employees and have private facilities. This can enable sports clubs to be more socially active next to their regular sports activities (Lucassen et al, 2011). These views are in line with the results of this study. Six of the eight sports clubs had a private accommodation and most considered this a stimulus for social entrepreneurship. Furthermore, although sports clubs are typically run by volunteers, three of the eight participating clubs had a professional club manager. These clubs considered this function to increase their social entrepreneurial behaviour, most importantly because the professional has more time to immerse oneself in the socially active role of the sports club.

According to Lucassen et al (2014) more and more ‘sports club professionals’ are involved in the execution of public duties. These new tasks of sports clubs ask for specific expertise and management qualities (Lucassen et al, 2014). As a result, management boards have to enhance their role as employer. Although the results of this research are in line with these views, future research should explore the managerial role of sports clubs further.

7.4 Conceptual model

This research provides a framework for the exploration of social entrepreneurship of sports clubs. The findings of this research suggest that the conceptual model of Austin & Wei-skillern (2006) requires some adjustments to fit a sports club setting. In order to accommodate the social entrepreneurial role of sports clubs, two adjustments have been made to this model (figure 9).

In this proposed conceptual model adjustments have been made to the concepts ‘*Social Value Proposition*’ and ‘*People*’. The concept ‘*Social Value Proposition*’ has been changed to ‘*Societal Goals*’ (SG). This modification has been made since the results of this study show that sports clubs are not driven by a social value proposition. Instead, ‘*Societal Goals*’ are centred in this new model because of their central role in the working definition of sports clubs in this research; “a sports club

that creates, discovers and exploits opportunities to contribute to societal goals". The concept 'Societal Goals' can be seen as a specific –local- societal goal, such as *'increasing the liveability of neighbourhood X'*.

The second adaptation has been made to the concept '*people*'. The concept '*People*' in the model of Austin & Wei-skillern refers to the people within an organisation and the networks they hold. On the basis of the results, however, this concept should also incorporate the organisational characteristics and cultural aspects of a sports club. Therefore, the concept '*people*' has been broadened to '*club characteristics*', to fit personal attributes as well as organisational characteristics and cultural aspects of a sports club.

It is suggested that further research should be carried out in order to validate this adapted conceptual model.

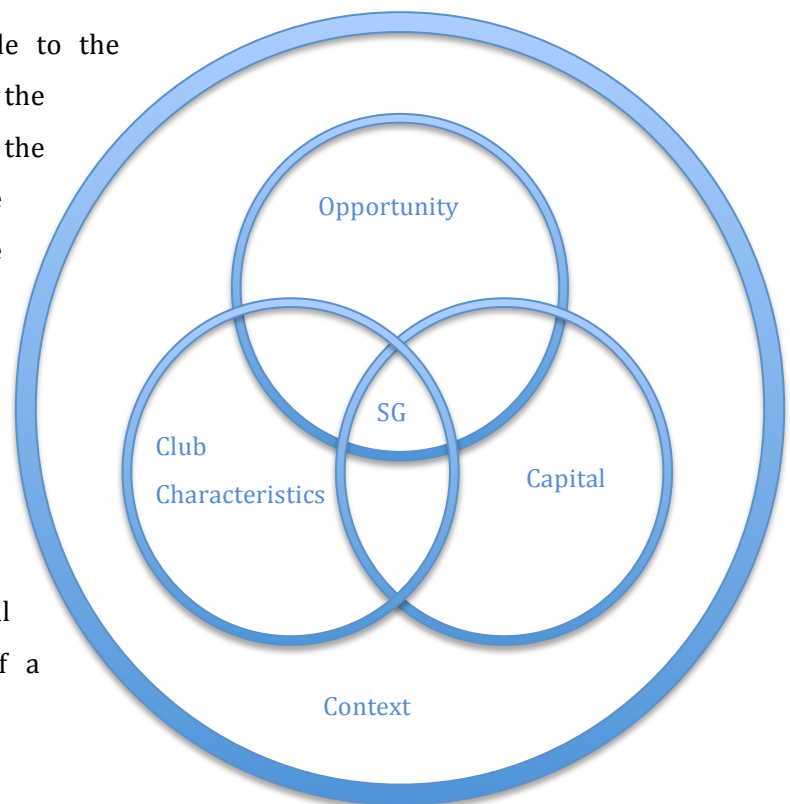


Figure 9. Adapted conceptual model for social entrepreneurship of sports clubs (adapted from Austin & Wei-skillern (2006))

7.5 Further research

During the final stage of this research, a new method to assess the vitality of sports clubs was presented during the day of sports research 2014. This method uses quantitative measures to plot the societal role against the organizational strength of sports clubs (Lucassen et al, 2014). Further research should explore the applicability of this matrix, since it might prove useful in objectifying the societal role of sports clubs. However, this matrix does not incorporate the –soft- concepts of social entrepreneurship, such as opportunities or club characteristics. It is therefore suggested that this matrix could prove useful in future research to aid the selection of participants. It should, however, be used in combination with a social entrepreneurial model, when exploring the social entrepreneurial role of sports clubs.

Another recommendation for further research is to incorporate a control group. By incorporating sports clubs that are less social entrepreneurial, comparisons can be made between less socially active and socially active sports clubs. This could increase the validity and reliability of the conceptual model. Due to time constraints this was not possible in this exploratory research. However, by including municipal officials this research could incorporate a more comprehensive view. By incorporating municipal employees a more remote view on sports clubs was included, which broadened the scope of this study.

Through this research it has become evident that the measurability of societal goals is a pressing problem. Although local sports policy advocates that sports clubs should enhance their societal role, there is no legislative framework or clear policy directives. Moreover, the local governments in this research had not set measurable targets for the –enhanced- societal role of sports clubs. The political trend seems to be *“Doing more with less”*, whereby ‘more’ is not quantified or otherwise specified.

The new view on sports clubs as policy instruments has placed tremendous pressure on sport clubs according to Boessenkool et al (2011) and Nuijten (2013). Withdrawing government funds and stringent regulations make it exceedingly difficult for sports clubs to keep afloat (Boessenkool, Lucassen, Kemper, et al., 2011). The existence of sport clubs is no longer self-evident. Sports clubs seem to be prompted by local governments to become more socially engaged. This despite the participants’ views that sports clubs are socially active by definition. This view is also in agreement with Lucassen's (2014) study, which showed that the majority of sport clubs in Tilburg feel that they already play a social role in their community.

The results of this research also support the idea of Lucassen et al (2014) on the societal role of sports clubs. According to Lucassen et al (2014) *“there is a wide range in types of sports clubs, and every type is valuable for its contribution to sports participation and participation in society”*. If a sports club wants to increase its contribution to societal goals, local governments can stimulate this ambition. However, they should not lose sight of the core business of a sports clubs; *the provision of sports*. This core business should be recognized as an important contribution to society. Furthermore, municipal support can enhance the social entrepreneurial role of sports clubs. However, this should not be done at the expense of sports clubs with other qualities and ambitions.



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9. Appendices

A. Interview guide Verenigingen Haarlem

Bedankt. Opnemen om uit te werken. Samenvatting opsturen

Onderwerp Inleiding. Sociaal ondernemerschap bij verenigingen. "Een vereniging die een kans of kansen creëert, ontdekt en benut om bij te dragen aan maatschappelijke doelen."

Maatschappelijke doelen

- Hoe ziet u sociaal ondernemerschap bij X?
- Aan welke maatschappelijke doelen draagt X bij? *Er zal in de komende jaren een steeds groter beroep worden gedaan op de Haarlemse sportverenigingen, zo zagen we al in de speerpunten in het sociaal domein. "volksgezondheid, welzijn en de Wmo, ouderenbeleid, onderwijs en jeugd, minimabeleid, arbeidstoeleiding, toerisme en recreatie."*
 - Op welke wijze?
 - Wat is hier ondernemend aan?
 - Waarom?
- Zouden meer verenigingen zich moeten committeren aan maatschappelijke doelen?
 - Waarom?
- Wanneer draagt een vereniging niet of nauwelijks bij aan maatschappelijke doelen?
- Hoe kunnen de resultaten van te behalen maatschappelijke doelen gemeten worden?
 - Hoe gebeurt dit bij X?
- Hoe slaagt X er in om kansen te zien?
- Hoe slaagt X er in om kansen te creëren?
- Wat heeft X nodig om deze kansen te benutten?

Kenmerken

Uit de literatuur blijkt dat grote verenigingen en verenigingen met een eigen accommodatie zich meer en vaker inzetten voor maatschappelijke doelen.

- Wat kenmerkt volgens u een sociaal ondernemende vereniging?
 - Hoe zit dat bij X?
- Welke randvoorwaarden zijn denkt u nodig voor verenigingen om ondernemend te kunnen zijn op sociaal maatschappelijk vlak?

middelen

- Welke middelen heeft uw vereniging nodig om sociaal ondernemend te kunnen zijn?

Personen

- Wat kenmerkt deze mensen?
- In wat voor netwerken begeven deze mensen zich?

Omgeving

- Kunt u omgevingskenmerken bedenken die het voor X makkelijker maken om sociaal ondernemend te zijn?
- Is X wijkgericht?
- politiek vlak? (sociaal cultureel)
 - Wat zijn beperkende factoren?

Beleidsvoorstel gemeente Haarlem

“Verenigingen willen we de komende jaren dan ook blijven stimuleren en ondersteunen om een grotere sociaal maatschappelijke rol te vervullen.” Reactie?

Welke rol heeft de gemeente in het voor X mogelijk maken van het behalen van maatschappelijke doelen?

- Waarom?
- Hoe is dat nu geregeld?
- Wat is hier goed aan?
- Wat is hier minder goed aan? Hoe kan dit beter?

Bedankt, samenvatting & uitgeschreven interview mailen.

B. Interview guide Sports clubs Tilburg

Bedankt. Opnemen om uit te werken. Samenvatting opsturen.

Onderwerp Inleiding. Sociaal ondernemerschap bij verenigingen. "Een vereniging die een kans of kansen creëert, ontdekt en benut om bij te dragen aan maatschappelijke doelen."

Maatschappelijke doelen

- Hoe ziet u sociaal ondernemerschap bij X?
- Aan welke maatschappelijke doelen draagt X bij? *thema's van gemeente Tilburg sociale stijging, leefbaarheid, vestigingsklimaat en dienstverlening, instrumenteel inzetten voor gezondheidsdoelen, maatschappelijke doelen, citymarketing, innovatie en werkgelegenheid.*
 - Op welke wijze?
 - Wat is hier ondernemend aan?
 - Waarom?
- Zouden meer verenigingen zich moeten committeren aan maatschappelijke doelen?
 - Waarom?
- Wanneer draagt een vereniging niet of nauwelijks bij aan maatschappelijke doelen?
- Hoe kunnen de resultaten van te behalen maatschappelijke doelen gemeten worden?
 - Hoe gebeurt dit bij X?
- Hoe slaagt X er in om kansen te zien?
- Hoe slaagt X er in om kansen te creëren?
- Wat heeft X nodig om deze kansen te benutten?

Kenmerken

Uit de literatuur blijkt dat grote verenigingen en verenigingen met een eigen accommodatie zich meer en vaker inzetten voor maatschappelijke doelen.

- Wat kenmerkt volgens u een sociaal ondernemende vereniging?
 - Hoe zit dat bij X?
- Welke randvoorwaarden zijn denkt u nodig voor verenigingen om ondernemend te kunnen zijn op sociaal maatschappelijk vlak?

middelen

- Welke middelen heeft uw vereniging nodig om sociaal ondernemend te kunnen zijn?

Personen

- Wat kenmerkt deze mensen?
- In wat voor netwerken bewegen deze mensen zich?

Omgeving

- Kunt u omgevingskenmerken bedenken die het voor X makkelijker maken om sociaal ondernemend te zijn?
- Is X wijkgericht?
- politiek vlak? (sociaal cultureel)
 - Wat zijn beperkende factoren?

Sportnota gemeente Tilburg

“Specifiek zal ingezet worden op het aanbieden van ondersteuning op financiële en organisatorische aspecten , waarmee veel verenigingen worstelen. Vrijwilligers en professionals zullen in de toekomst binnen een vitale club naast elkaar werkzaam kunnen zijn.” Reactie?

Welke rol heeft de gemeente in het voor X mogelijk maken van het behalen van maatschappelijke doelen?

- Waarom?
- Hoe is dat nu geregeld?
- Wat is hier goed aan?
- Wat is hier minder goed aan? Hoe kan dit beter?

Bedankt. samenvatting & uitgeschreven interview mailen.

Focusgroep eind november, deelnemen?

C. Interview guide Gemeente Haarlem

Bedankt. Later navragen. Opnemen om uit te werken. Samenvatting opsturen.

Onderwerp Sociaal ondernemerschap bij verenigingen. Inleiding + uitleg onderzoek

Definitie geven: "Een vereniging die een kans of kansen creëert, ontdekt en benut om bij te dragen aan maatschappelijke doelen."

1. Maatschappelijke doelen

* Hoe ziet u sociaal ondernemerschap bij verenigingen?

1. Aan welke maatschappelijke doelen kunnen verenigingen bijdragen? Wat zijn de voornaamste doelen waar verenigingen aan kunnen bijdragen in de gemeente X

Waarom doen ze dat? (vanuit welk oogpunt; drijfveer; motivatie).

Waarom doen ze dat? (vanuit welk oogpunt; drijfveer; motivatie).

Hoe?

2. Zouden meer verenigingen zich moeten committeren aan maatschappelijke doelen?

3. Hoe kunnen de resultaten van maatschappelijke doelen gemeten en inzichtelijk gemaakt worden?

4. Wanneer draagt een vereniging niet of weinig bij aan de doelstellingen die in het kader van het sociaal domein en andere maatschappelijke vraagstukken zijn gesteld?

Uit de literatuur blijkt dat grote verenigingen met een eigen accommodatie zich meer en vaker inzetten voor maatschappelijke doelen.

5. Kunt u zeggen wat in uw ogen een sociaal ondernemende vereniging kenmerkt?

Specifiek Haarlem: "*Uurtarief accommodaties omhoog voor verenigingen die ervoor kiezen om niet of weinig bij te dragen aan sociaal maatschappelijke vraagstukken*". Hoe ziet u dit?

6. Hoe kunnen de resultaten van maatschappelijke doelen gemeten en inzichtelijk gemaakt worden?

4. Kansen

In de definitie van sociaal ondernemende verenigingen is het zien en benutten van kansen een heel belangrijk aspect.

8. Als u kijkt naar sociaal ondernemende verenigingen in de gemeente Haarlem, heeft u een idee welke kansen zij zagen?

Wat is hier ondernemend aan?

Hoe slagen ondernemende verenigingen er in om kansen te zien?

Hoe slagen ondernemende verenigingen er in om kansen te creëren?

Wat hebben verenigingen nodig om deze kansen te benutten?

5. Context 2. Mensen 3. Middelen

9. Welke randvoorwaarden zijn denkt u nodig voor verenigingen om ondernemend te kunnen zijn op sociaal maatschappelijk vlak?

Welke middelen heeft een vereniging nodig om sociaal ondernemend te kunnen zijn?

10. Wat kenmerkt deze mensen?

11. In wat voor netwerken begeven deze mensen zich?

12. Hoe kunnen mensen in een vereniging gemobiliseerd worden om maatschappelijke doelen te behalen?

13. Welke rol spelen subsidies hierbij?

Wat zou de ideale situatie zijn met betrekking tot financiële middelen voor verenigingen om maatschappelijke doelen te behalen?

14. En als we kijken naar de omgeving van de vereniging?

15. En op sociaal cultureel vlak?

16. En op politiek vlak?

17. Beperkende en faciliterende factoren?

Ondersteuning, hoe?

Bedankt. Later nog vragen stellen.

Snowball: Andere personen gemeente Haarlem

D. Interview guide Gemeente Tilburg

Bedankt, gefeliciteerd sport gemeente van het jaar. Opnemen om uit te werken. Samenvatting opsturen. Inleiding. Onderwerp Sociaal ondernemerschap bij verenigingen. Inleiding + uitleg onderzoek. Definitie geven: "Een vereniging die een kans of kansen creëert, ontdekt en benut om bij te dragen aan maatschappelijke doelen."

1. Maatschappelijke doelen

"De kracht van sport zit vooral in de activiteit zelf. Sport is een op zichzelf staande waardevolle activiteit die bijdraagt aan het welzijn en welbevinden van mensen. Sport heeft echter ook een instrumentele functie, waarmee zij bijdraagt aan andere doelen. In Tilburg willen we sport vanuit het coalitieakkoord, via de thema's sociale stijging, leefbaarheid, vestigingsklimaat en dienstverlening, instrumenteel inzetten voor gezondheidsdoelen, maatschappelijke doelen, citymarketing, innovatie en werkgelegenheid." Sport nota gemeente Tilburg

* Hoe ziet u sociaal ondernemerschap bij verenigingen?

1. Aan welke maatschappelijke doelen kunnen verenigingen bijdragen? Wat zijn de voornaamste doelen waar verenigingen aan kunnen bijdragen in de gemeente Tilburg

Waarom doen ze dat? (vanuit welk oogpunt; drijfveer; motivatie).

Hoe?

2. Zouden meer verenigingen zich moeten committeren aan maatschappelijke doelen?

3. Hoe kunnen de resultaten van maatschappelijke doelen gemeten en inzichtelijk gemaakt worden?

4. Wanneer draagt een vereniging niet of weinig bij aan de doelstellingen die in het kader van het sociaal domein en andere maatschappelijke vraagstukken zijn gesteld?

Uit de literatuur blijkt dat grote verenigingen met een eigen accommodatie zich meer en vaker inzetten voor maatschappelijke doelen.

5. Kunt u zeggen wat in uw ogen een sociaal ondernemende vereniging kenmerkt?

6. Hoe kunnen de resultaten van maatschappelijke doelen gemeten en inzichtelijk gemaakt worden?

4. Kansen

In de definitie van sociaal ondernemende verenigingen is het zien en benutten van kansen een heel belangrijk aspect.

8. Als u kijkt naar sociaal ondernemende verenigingen in de gemeente Tilburg, heeft u een idee welke kansen zij zagen?

Wat is hier ondernemend aan?

Hoe slagen ondernemende verenigingen er in om kansen te zien?

Hoe slagen ondernemende verenigingen er in om kansen te creëren?

Wat hebben verenigingen nodig om deze kansen te benutten?

5. Context 2. Mensen 3. Middelen

9. Welke randvoorwaarden zijn denkt u nodig voor verenigingen om ondernemend te kunnen zijn op sociaal maatschappelijk vlak?

Welke middelen heeft een vereniging nodig om sociaal ondernemend te kunnen zijn?

10. Wat kenmerkt deze mensen?

11. In wat voor netwerken begeven deze mensen zich?

12. Hoe kunnen mensen in een vereniging gemobiliseerd worden om maatschappelijke doelen te behalen?

13. Welke rol spelen subsidies hierbij?

Wat zou de ideale situatie zijn met betrekking tot financiële middelen voor verenigingen om maatschappelijke doelen te behalen?

14. En als we kijken naar de omgeving van de vereniging?

15. En op sociaal cultureel vlak?

16. En op politiek vlak?

17. Beperkende en faciliterende factoren?

Ondersteuning. Hoe?

Achtergrond info Tilburg

De afdeling Sportontwikkeling van de gemeente Tilburg richt zich vooral op het ondersteunen van derden met het ontwikkelen en versterken van het sport - en beweegaanbod. De sportactiviteiten voor de jeugd, worden grotendeels uitgevoerd door sportverenigingen en andere aanbieders zelf, waar wij ondersteunend aan zijn. Hoe?

Beweegteams. De aanpak vanuit de gemeente Tilburg is die van basaal faciliteren (weinig bemoeienis), ondersteunen (actieve rol) tot het instellen van een vangnet (activiteiten en meedoenregeling/jeugdsportfonds) Een wijkgerichte aanpak (Impulswijken) ligt hierbij voor de hand en de samenwerking met andere beleidspartners is essentieel.

Sportclubs zijn steeds meer complexe organisaties die niet alleen moeten voldoen aan wettelijke eisen van behoorlijk bestuur, maar ook verantwoordelijk zijn voor de realisatie van een groot aantal sportactiviteiten. De gemeente helpt het kader waar het nodig is en zet daarvoor op beperkte schaal, tijdelijke professionele hulp in.

De grote vraagstukken van sportclubs vormen de continuïteit van de organisatie en de betaalbaarheid van de activiteiten voor leden. Beiden zijn voor een belangrijk deel afhankelijk van schaalgrootte en een financieel gezonde exploitatie. De gemeente zal daarom de komende periode inzetten op het ondersteunen en sturen op een meer en duurzame samenwerking tussen de clubs.