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# INNOVATION IN COMMUNITY SPORT CLUBS

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# National Sport Club Survey

Annual snap-shot of management and operation of community sport clubs in NZ

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- Partnership between NZASA and SPRINZ
- In 2020, representatives of 1,178 sport clubs across 80 sports, in all regions of NZ completed the NSCS
- Administrator, President, Chairperson or Secretary.

NATIONAL  
SPORT CLUB  
SURVEY

NZ AMATEUR  
SPORT  
ASSOCIATION

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# Community Sport Clubs

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- Approx. 7,500 clubs in NZ
- Rely almost exclusively on volunteers for governance, administration and program delivery
- Community sport clubs are vulnerable to challenging conditions at the best of time.
- 2020 has been challenging for community sport clubs
- At risk if they cannot weather the storm of the pandemic and resume sport delivery (Doherty, Millar, & Misener, 2020)



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# Innovation

**“The generation, acceptance and implementation of new ideas, processes, products, or services, to a particular organization” (Forsslund, 2017)**

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- Innovative practices can be used to **recover and regenerate** community sport
- Create value by leading to improvements in performance relevant to community sport

Doherty, Millar, & Misener, 2020; Delshab et al., 2020

# Innovation In Sport Clubs

	Context	Key Takeaway
Delshab et al. (2020)	Iran	<b>Attitude toward innovation, open innovation and innovativeness</b> mediate the effect of knowledge management on organizational performance.
Doherty, Millar, & Misener (2020)	COVID-19 Commentary	Incremental rather than radical change, <b>innovation champions</b> , internal knowledge and experience, culture of trust and <b>openness to innovation</b> and club resources.
Escamilla-Fajardo et al. (2019)	Spain	Positive correlation between <b>organizational climate</b> dimensions and <b>innovation</b> .
Hoeber et al. (2015)	Canada	Most CSOs in <b>pursuit of innovations</b> (process and administrative in nature).
Hoeber & Hoeber (2012)	Canada	CSO <b>technological innovation</b> determinants; organizational capacity, leadership commitment, pro-innovation characteristics.
Wemmer & Koenigstorfer (2016)	Germany	<b>Open innovation</b> dimensions; permeability of clubs boundary, application and implementation, managerial competencies, environmental & organizational surroundings.



# Innovation Concepts

## Open Innovation

Inbound, Outbound, & Coupled Innovation.

The acquisition, sharing and use of partnerships in innovative practices.

## Attitude Toward Innovation

A psychological tendency that is expressed by evaluating innovative practices with favour or disfavour.

## Innovativeness

Exhibition of innovative behaviour consistently over time

Delshab et al., 2020

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**1**

Numeric Survey Data

**2**

Open Text Survey Data

**3**

Semi-structured Interviews

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## 1. Numeric Survey Data

# Innovation

Innovation in previous 12 months

New Zealand	34%
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Three + Sports	50%
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Large Clubs (>300 members)	57%
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Average Size Clubs (100-300 members)	33%
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Small Clubs (<100 members)	37%
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## 1. Numeric Survey Data

# Innovation and COVID-19

Urban / Rural

Type of Sport

↑ Coastal, Gym Sports    ↓ Traditional Sports

Financial Health

Membership Trend

↑ Growing membership    ↓ Shrinking membership

Board Tenure

Gender Diverse Board

Board U30

↑ More U30s on board    ↓ Little or no U30s on board

# 1. Numeric Survey Data

Urban / Rural

Type of Sport

Financial Health

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Gender Diverse Board

Board U30

## ATTITUDE TOWARD INNOVATION

M = 5.75

↑ Coastal ↓ Motor Sports

↑ Growing Membership

## INNOVATIVENESS

M = 4.88

↑ Surplus

↑ Growing Membership

↑ High / Low Female

## OPEN INNOVATION

M = 4.31

↑ More U30 on board

## 2. Open Text Survey Data

# Innovation Themes

### Partnerships

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“All 3 local clubs have joined forces to start a Surf Lifeguard Award Academy”

(PROCESS)

### Product Extensions

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“In the process of developing the Trap Shooting discipline known as Compak. Very popular”

(TECHNICAL, PRODUCT)

### Technology

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“Our members have embraced free online bridge...Most now play this way 3 times per week”

(TECHNICAL)

### Casual Memberships

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“Public can now access our booking system, book courts and pay online to allow access to the club to play squash 7 days per week”

(ADMINISTRATIVE, PROCESS)



### 3. Semi-structured Interviews

# Open Innovation

- Willingness to share
- Lack of sharing opportunities and/or platforms
- Smaller clubs are willing to share to strengthen 'the game'



# Discussion

- Sport club governance and innovation
- Complacency and innovation
- Casual membership and innovation

Questions?



# Thank you

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