

THE CHALLENGE: RESTRUCTURING THE BLUEPRINT

Carlos Prieto – Share & Play

2021 EHF Club / Federation Management Seminar (June, 10th – 11th 2021)

“Learning from Others – Best Practice”

AGENDA

- 1. Introduction*
- 2. The importance to be ready*
- 3. The worst nightmare*
- 4. Evidence and scenarios*
- 5. The innovation factor*
- 6. Solidarity must belong to all*
- 7. Our development concept*

1. Introduction

- *Former Spanish National Player*
- *Professional experience in 5 countries*
- *20 years at highest level, 20 coaches, 14 Clubs*
- *More than 500 team colleagues*
- *PE Teacher, Sport Sciences Degree, Marketing Master Degree, High Performance Coaching Expert Program*
- *Social entrepreneur (Athletes Inspire Children NGO), EHF Lecture and Scientific Member*

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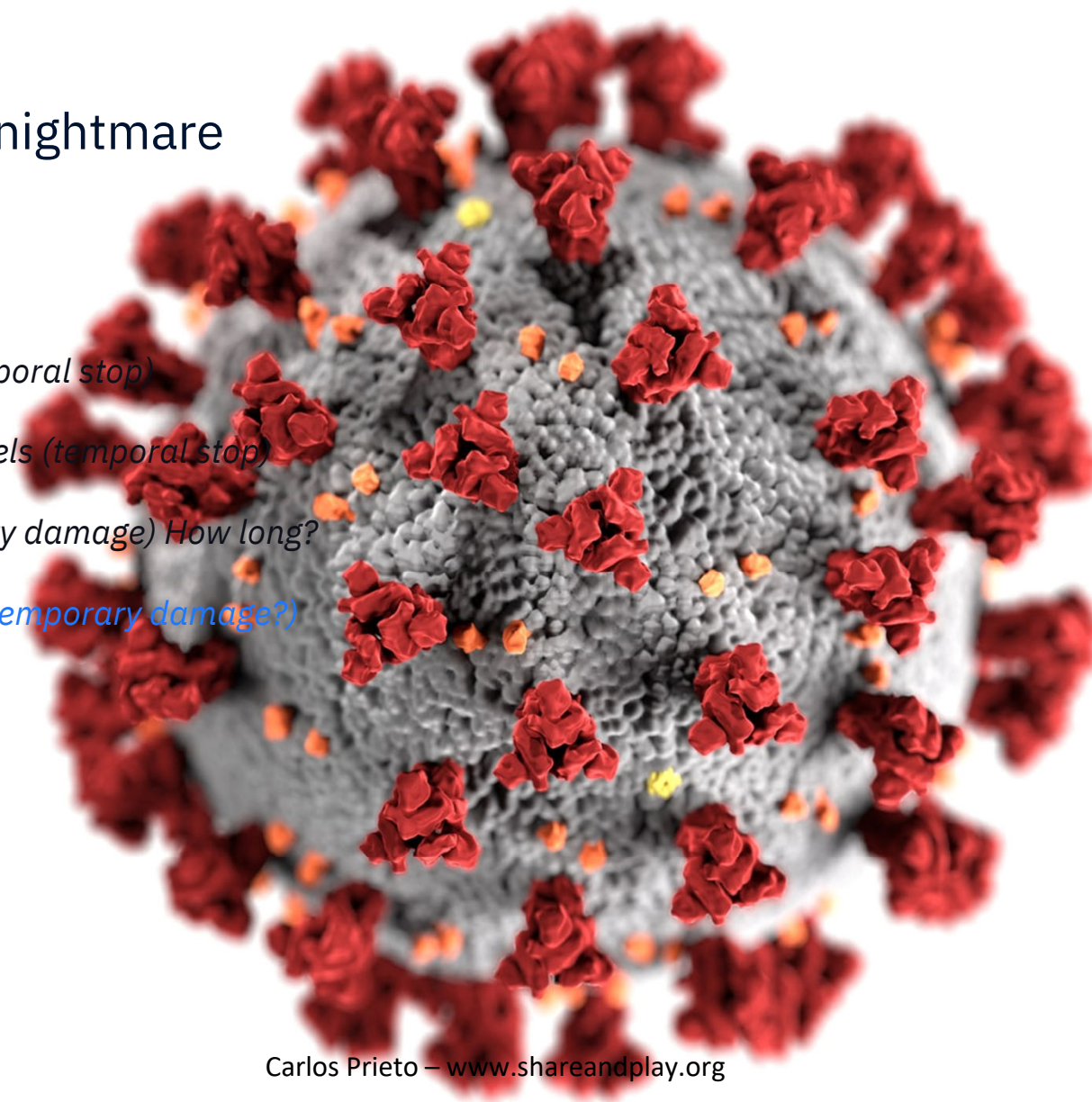
Social engagement could save us all

2. The importance to be ready

- Facing the unexpected
- Crisis management in sport organizations
- Issues and uncertainty that any big problem, like the pandemic, could cause (participation, impact, income, ...)
- The traditional model has proven to be inefficient
- Staying out of the spotlight

3. The worst nightmare

- Covid-19
- Competitions (*temporal stop*)
- Practices at all levels (*temporal stop*)
- Salaries (*temporary damage*) How long?
- Fan engagement (*temporary damage?*)



4. Evidence and scenarios

- *Existence-threatening liquidity issues* and stressed the financial management (Hammerschmidt et al., 2021)
- Main sponsor from an industry whose economy is not cyclical with sport
- *Entrepreneurial profile* is a paramount factor for *surviving* during and after a crisis (e.g., Ferreira et al., 2019)
- Entrepreneurial profile to *overperform* during times of economic decline (Brzozowski & Cucculelli, 2016; Devece et al., 2016; Petzold et al., 2019).
- *Innovative approaches* to counteract the reduction in income by introducing new products or services to their fans
- Invest in the relationships with sponsors. *Emotional bond* will enhance loyalty
- Clubs are highly commercialized, but still *SOCIAL* in nature

5. The innovation factor

- *Innovativeness* is a very common business practice among SMEs (Kraus et al., 2012) and can improve business performance in a hostile environment of economic decline (Mendoza-Ramírez et al., 2016)
- Recent research confirms the positive effects of *entrepreneurial orientation* on the sporting performance of football clubs and social performance (Hammerschmidt et al., 2020; Núñez-Pomar et al., 2020).
- Professional sport comprises several characteristics that support entrepreneurial behaviour like ambition, *commitment*, or a hands-on mentality (Hemme et al., 2017)
- Sport entrepreneurship has become not only a strategic option for a club, but rather a *managerial need* to stay competitive in the hostile sport market (Legg & Gough, 2012; Ratten, 2010)

6. Solidarity must belong to all

- Sport has a powerful and positive force for **social change** (Butler, 2008).
- Sports **participation** improves pro-social behaviour and reduces crime and anti-social behaviour, particularly for young men.
- Sport is a type of "social glue", increasing social connectedness and a **sense of belonging**.
- **Engagement** is concerned with participation, but not just attendance to sports events (spectating) (Taylor et al., 2015)



8. Our development concept

- *Engagement* is concerned with participation, but not just attendance to sports events (spectating) (Taylor et al., 2015)
- *Holistic development* as a core part of the programme
- A concept above all other activities
- To identify the needs of the country, the region and to integrate it into the agenda
- Having *specialists* with different expertise

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9. Highlights

- *Innovation as a factor of progress*
- *Social development in the spotlight*
- *To be more proactive than reactive*
- *Be open and take expert advice*



Thank you for your attention

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