

# The diminishing participation in badminton



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## **Abstract**

Since the glory days of 1988, when the sport of badminton was the second most popular sport in Denmark, it has seen a rapid decline in active members. Badminton Denmark and DGI Badminton have chosen to cooperate to change the negative tendency by offering assistance and guidance to all Danish badminton clubs. Though this has proven beneficial for the sport, as a small rise in active members indicates, this measure is not radical enough. There is a need for a change in the sport's perception of how to provide the service, in order to keep up with the competitive market. This thesis will investigate how an entrepreneurial renewal of the sport of badminton and a new perception of being a provider of the service can lead to an increased participation in badminton. In order to create an entrepreneurial renewal, Kuratko, Morris and Covin's four elements of entrepreneurship are used, and a collective understanding of the consumer is outlined.

The entrepreneurial process involves cooperating on a national level, implementing a mission for all badminton clubs in Denmark, in order to create a sense of direction, limit internal rivalry and establish an image of clubs as colleagues. Furthermore each badminton club needs to have its own strategic vision, in order to penetrate the local market most efficiently.

Knowledge management and knowledge sharing are suggested as means of creating value in the marketplace and in the sport of badminton.

Nonaka's framework is used in order to secure, develop and embed existing knowledge within the organization and the organizational culture. To create value in the marketplace, knowledge sharing between badminton clubs is suggested as a way to develop existing knowledge and create new knowledge, making a more valuable service in the marketplace.

In order to put resources together in a unique way the VCI model is used. The model shows how to create a consistent collaborative image of the sport by combining strategic vision with local club culture and branding.

In order to utilize opportunity-driven behaviour, the sport of badminton needs resources to grasp the opportunities that originate. The importance of a volunteer strategy in order to manage and recruit volunteers and engage in opportunity-driven behaviour is outlined.

In the discussion, entrepreneurial collaboration is seen as beneficial for the sport of badminton's ability to attract new members to the sport. It was found to have a positive effect on the image of the sport as well as give multiple benefits for the badminton clubs, as these were now able to share resources and utilize each other strengths for a greater benefit for both clubs.

An entrepreneurial renewal of Badminton Denmark and DGI Badminton is found to be applicable and advantageous to the sport of badminton.

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## Declining members

After the introduction of badminton as an organised sport, rather than a game in the backyard, the sport took off and the number of clubs and active members increased rapidly in the following years (appendix 1). In 1988 badminton was at an all-time high with 172,067 active members and 629 sports organizations (DIF, 2017). In that year, badminton was the sport in Denmark with second-most active players participating in an organizational sports activity (appendix 2).

The sport has since then seen an almost constant and rapid decline in active members (appendix 1). In 2015 the number of active members had diminished to under half of the membership count in 1988: only 79,618 active players in 573 badminton clubs (DIF, 2017).

The loss of members does not reflect a decreasing population, as this has continued to increase since the glory days of badminton in 1988 (appendix 3).

Looking at the membership count and the visual image of the declining curve, it can be concluded that badminton is in a stage of crisis and there is a need for renewal.

Badminton Denmark has investigated the major problems the sport faces (Kirkegaard, Gottlieb, Fester, & Gøtzsche, "Badminton sportens medlemspotentialer: Profilen på den succesfulde badmintonklub. Flere Fjer, Delanalyse 2", 2014) (Badminton Danmark, 2014) (Badminton Danmark, 2013) (Kirkegaard & Fester, 2014). The two primary reasons for the decrease are a lower participation of adult recreational players and children not seeking badminton clubs as much as they used to (Badminton Danmark, 2014). That children have not been seeking the sport has had a negative effect on the image, as it is now perceived as an old man's sport (Badminton Danmark, 2014). Furthermore badminton was the sport that found it the hardest to recruit volunteers (Kirkegaard & Fester, 2013). Badminton Denmark & DGI Badminton have cooperated to change this tendency towards decline (Badminton Danmark, 2014). Although many badminton clubs are experiencing a decline in members, others are actually experiencing an increase in active members. These have been used to create a best practice (appendix 4). Rivalry exists between clubs (Kirkegaard, Gottlieb, Fester, & Gøtzsche, "Badminton sportens medlemspotentialer: Profilen på den succesfulde badmintonklub. Flere Fjer, Delanalyse 2", 2014) and this will not be resolved by best practice. More than half of all badminton club chairmen answer that they do not collaborate with other local badminton clubs (Kirkegaard, Gottlieb, Fester, & Gøtzsche, "Badminton sportens medlemspotentialer: Profilen på den succesfulde badmintonklub. Flere Fjer, Delanalyse 2", 2014). This thesis will investigate the benefits of a national collaboration between badminton clubs.

## **Cooperation between Badminton Denmark and DGI Badminton**

The sport of badminton is considered to have a management and image problem. It will benefit the sport to limit rivalry and work collaboratively to change the decline (Kirkegaard, Gottlieb, Fester, & Gøtzsche, "Badminton sportens medlemspotentialer: Profilen på den succesfulde badmintonklub. Flere Fjer, Delanalyse 2", 2014).

Within their analysis, Badminton Denmark mention:

*“The badminton culture’s membership crisis is in this perspective not an expression of a few clubs winning members at other club’s costs. On the contrary, the crisis is a sign that badminton culture as a whole is under pressure. One of the solutions can be closer cooperation and informal knowledge sharing between clubs to make a more favourable situation for a supplier of badminton.”* (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014, p. 43).

In recent years, Badminton Denmark and DGI Badminton have realized that it is necessary that the two federations within badminton cooperate in order to change the decline. The cooperation is explained:

*“A prerequisite for stopping the decline and changing it to progress is a focus on the users – our clients. Hence clubs and organizations must look beyond their primary affiliation. BD and DGIB shall not compete, but complement each other and collaborate to combine our forces. This applies to administration, capability, leadership and sports policy”.* (Friis & Jensen, 2017, p. 2)

This is a step in the right direction, but the change is inadequate, unless collaboration is based on obligatory agreements. This thesis takes cooperation a step further, in order to maximize the potential of the sport of badminton.

This thesis will investigate how a formal cooperation can benefit the sport. The clubs will be seen as franchisees of badminton, and Badminton Denmark and DGI Badminton as a franchiser of an organization providing the service of badminton in the market of Denmark. There is a lack of knowledge about how and what benefits Badminton Denmark can bring to the sport of badminton renewal of their management and image. This thesis will analyse how a strategic renewal to management and image can increase the number of active players in the sport. Therefore the following problem statement has been created.

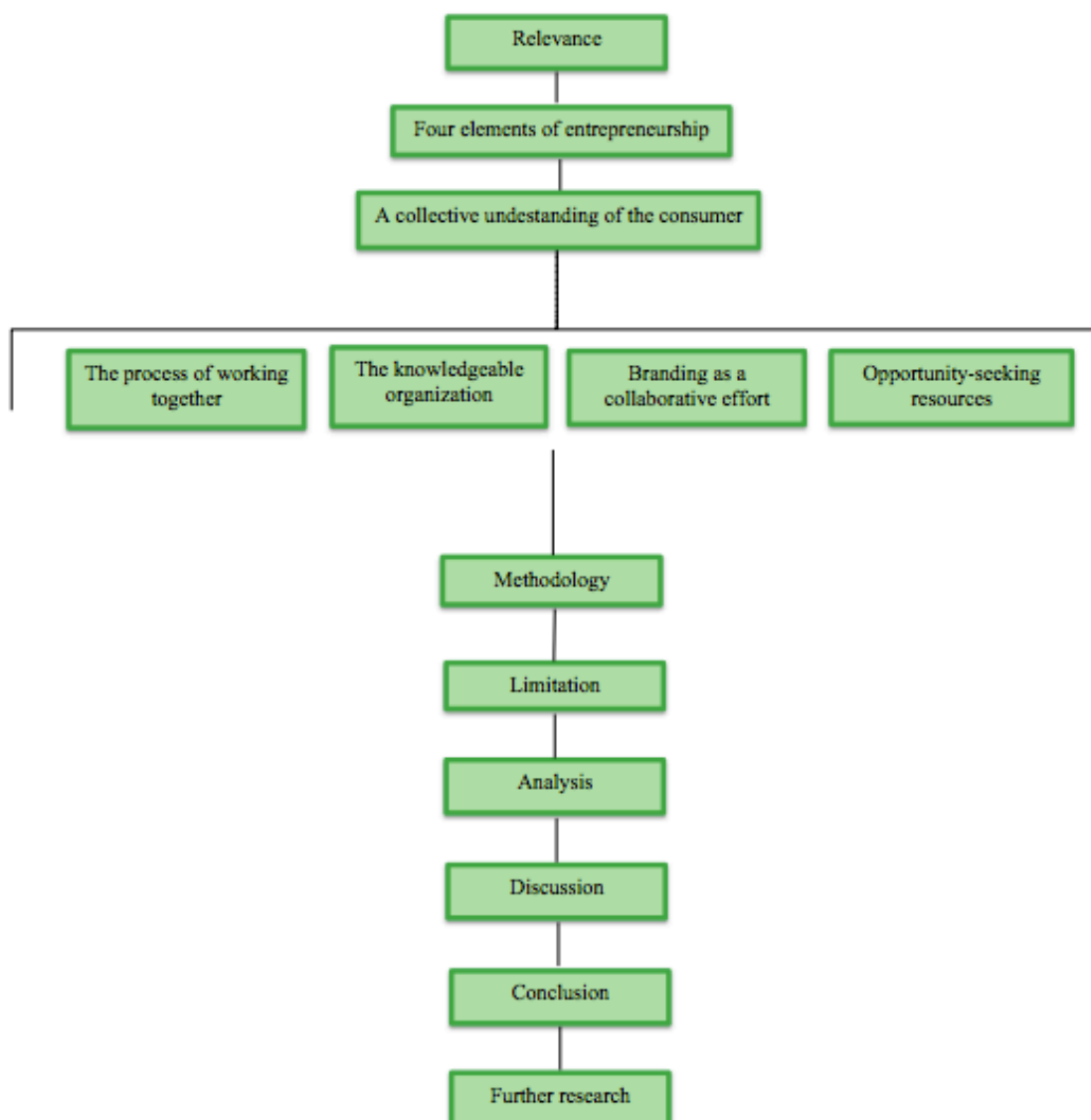
## Problem statement

**In what way can an entrepreneurial renewal of the sport of badminton lead to an increased participation in badminton?**

## Thesis overview

This section includes a figure of an overview of the thesis. This will be used and explained in order to assist the reader with a better understanding and make navigation within the thesis more convenient.

**Figure 1: Thesis overview**



*Source: Own creation, 2017.*



The thesis has kicked off with the section “relevance”, which leads to the research question “In what way can an entrepreneurial renewal of the sport of badminton lead to an increased participation in badminton?” To answer this we need a theoretical framework, which can describe entrepreneurial renewal. The four elements of entrepreneurship will be used to this purpose, and it will be linked to a collective understanding of the consumer, who can be regarded as badminton’s market. Afterwards each of the four elements will be linked to theoretical frameworks, investigating each element. Next the methodology will be explained, considering the research and data of this thesis. This is followed by its limitations. Afterwards the market and each of the four elements will be analyzed using primary and secondary data. The analysis will then lead to a cross thematic discussion, and then the paper will be concluded, followed by ideas for further research.

Next the four elements of corporate entrepreneurship will be presented.

## **The four elements of corporate entrepreneurship**

This thesis will look at badminton from a macro perspective, investigating how entrepreneurship can benefit the sport as a whole. In order to do this, we view the sport as being franchised. Franchising is defined as:

*“Arrangement where one party (the franchiser) grants another party (the franchisee) the right to use its trademark or trade-name as well as certain business systems and processes, to produce and market a good or service according to certain specifications”* (BusinessDictionary, 2017).

Badminton Denmark and DGI Badminton are the franchiser and the badminton clubs are the franchisees.

This thesis wants to investigate how to develop an existing organization in order to reach new opportunities. This process can be defined as seen here by Parker (2011):

*“Intrapreneurship — also known as corporate entrepreneurship and corporate venturing — is the practice of developing a new venture within an existing organization, to exploit a new opportunity and create economic value.”* (Parker, 2011).

Badminton Denmark and DGI Badminton is as seen in the problem statement seeking a renewal in order to create an increase in memberships. This applies to Parker’s definition of Intrapreneurship, and in this thesis it will be referred to as Corporate Entrepreneurship. Most amateur sports clubs are not seeking a profit, therefore the creation of economic value that corporate entrepreneurship seeks

to create, will in this thesis instead be the creation of an increase in active members, as this is what the entrepreneurial renewal seeks to create.

Entrepreneurship is “*the process of creating value by bringing together a unique combination of resources to exploit an opportunity*” (CBS, 2015, s. 9)

The section will use Kuratko, Morris and Covin's four elements of entrepreneurship to investigate, analyze and discuss the entrepreneurial renewal throughout the paper (CBS, 2015, s. 10).

Corporate entrepreneurship is: “*The ability to continually innovate—to engage in an ongoing process of entrepreneurial action—has become the source of competitive advantage*” (Kuratko, 2009, p. 1). Hence this thesis will use Kuratko, Morris and Covin's framework to create a strategy for collaboration on a macro level, which is expected to shape a holistic perspective of the sport and establish engagement in an ongoing process of entrepreneurial action.

The four key elements are:

- Entrepreneurship involves a process
- Entrepreneurs create value within organizations and in the market place.
- Entrepreneurs put resources together in a unique way.
- Entrepreneurship involves opportunity-driven behavior.

Entrepreneurship involves a process. The process is to work collaboratively and be unified on a higher organizational level than earlier. The mission is that the sport will continue to be one of the most popular sports in Denmark for all ages and social groups. In order to pursue this mission, this thesis will investigate how a collaborative mission for all clubs and a strategic vision that is adapted to the clubs' local environments can benefit the sport. Hence that section will look at a *Corporate mission* and *Strategic vision* and the benefits the establishment of these can lead to in the section *The process of working together*.

In order to create value within organizations and in the market place the process of knowledge management within the organization and knowledge sharing between clubs will be considered. This will be discussed in the section *The knowledgeable organization*.

In order to put resources together in a unique way, it will be examined how the clubs and federations can see branding as a collaborative effort, looking at the need for a correlation between vision, culture and image. This will be examined in the section *Branding as a collaborative effort*.

For a badminton club, the idea that entrepreneurship involves opportunity-driven behavior means utilizing the resources of volunteers. As the volunteers are the primary resource of a badminton club,

it is critical to investigate how volunteers can create opportunities for the individual clubs and for the sport in general. This will be investigated in the section *Opportunity-seeking resources*.

These four elements will each be analyzed through different theories and put in relation to badminton. But before these four key elements can be analyzed, it is important to have a collective understanding of the consumers that we try to attract. This thesis will focus on children. Henceforth we will look at how these act as consumers and their encounter with the sport, where they make a purchase decision.

Children are targeted because they are the start of the 'chain' and if this runs smoothly, there is a great foundation to build on. Hence the process of this thesis is to find tools and a strategy in order to make badminton increasingly popular and attract more youth players to the sport.

The project will henceforth have a time horizon with a long-term aim, as these are in the start of their lives and badminton should be for all ages.

Now a collective understanding of the consumer that we are targeting will be elaborated.

## **A COLLECTIVE UNDERSTANDING OF THE CONSUMER**

In order to create an entrepreneurial process where we want to create value within the market and utilize opportunity-driven behaviour, we need a collective understanding of the consumer. This thesis will focus on children as the primary consumer. Furthermore we are targeting children of all ages and from all social backgrounds. This choice will be explained in the section of limitations later in the paper. Since we are targeting children, we need to understand if these differ from other consumers. This will be investigated in the section *Children as consumers*. Furthermore we will look at their encounter with the sport in the section *The service encounter*.

### **Children as consumers**

The child as a consumer is shaped by consumer socialization, which Ward (1974: 2) defines as:

*“the process by which young people acquire skills, knowledge, and attitudes relevant to their functioning as consumers in the marketplace”* (Marshall, 2010, p. 43). Socialization agents can be divided into three main categories: *Traditional*, which involves family, peers and school. *Professional*, which is the professional marketing for children, including marketing managers and communication agents, and lastly *Virtual*, which includes social networking websites and web communications (Marshall, 2010). Above-mentioned agents shape the child's process of functioning as a consumer, but who affects their consumption?

A child's pattern of consumption differs substantially from that of an adult. Because of the financial aspect, in most instances a child does not have same financial prerequisite as an adult. Furthermore they have parents that often influence their purchase decisions (Buckingham, 2016).

*"Parents obviously play a central role in children's engagements with consumer culture. Especially for younger children, it is parents (along with (...) other family members) who provide the economic resources for the large majority of children's purchase and consumption"* (Buckingham, 2016, p. 143).

Children's consumption will, as the child grows up, increasingly move from parents as the primary influencers towards other influencers such as the social networks the child interacts in with his peers.

*"Children's consumption should not be seen in individualistic terms. On the contrary it is unavoidably embedded in networks of social relationships"* (Buckingham, 2016, p. 144).

When a child is going through a purchase decision, there are multiple influencers that play a role. Examples of these are: parents, siblings, peers, media, advertising and educators. These all affect and guide the child in its purchase decisions.

*"The role of social environment is explained through two main independent variables: the nature of the social environment in which the child is involved, and the type of reinforcement or feedback provided by the environment"* (Marshall, 2010, p. 29).

The child will be influenced by what others do, and how they respond to the child's actions in relation to consumption and opinions.

Who are the main influencers of consumption, and how can they be targeted in order to attract children to the sport? This will be a subject of investigation later in the *analysis*.

Now we will look at *the service encounter* and the importance of this in order to optimize the interaction with consumers.

## **The service encounter**

The service encounter is characterized as an encounter between the provider of a service and a customer of this service. It is also called "moment of truth". It is here that customers evaluate the service and form their opinion about the quality thereof. All interactions with the service encounter are opportunities for the service provider to affect and enhance the quality of their service (Fitzsimmons & Fitzsimmons, 2011).

There are three parties in the service encounter: the service organization, the contact personnel and the customer, and the relationships between these are a part of the service encounter triad.

Each relationship can have potential conflicts, as all parties have their own agendas and interests. The conflicts that can be encountered in a service encounter will be now be elaborated.

If the service encounter is dominated by the service organization, the encounter will be highly standardized with strict operating procedures and limits to the discretion of contact personnel. This results in standardized service options, and this will result in dissatisfied consumers, if these expect a personalized service. Furthermore the contact personnel will have limited autonomy, which can lead to lower job satisfaction (Fitzsimmons & Fitzsimmons, 2011).

If the service encounter is contact personnel-dominated, contact personnel will try to limit the scope of the service encounter in order to limit the perceived stress involved in meeting the demand of the customer. Furthermore if contact personnel have an autonomous position, there is a risk of them perceiving themselves as having a significant degree of control over the customer. This will create an encounter where the customer has no control and has to place considerable trust in the contact personnel. Furthermore the service organization might meet higher demands, limiting efficiency, with autonomous contact personnel.

Regarding the customer, it is critical that they know what they are getting. In order to have satisfied customers, the organization needs to meet their expectations. If the customer knows what to expect, there will be a greater possibility of reaching their expectations.

The service organization, in this case the badminton club, creates the environment of the service encounter. The encounter takes place within the culture of the organization and within the physical surroundings of the organization. (Fitzsimmons & Fitzsimmons, 2011) The choice of service organization is often linked to the reputation of the organization and the organization's reputation is dependent upon the organization's culture or identity. Culture is defined as:

*"(...) a pattern of beliefs and expectations that is shared by the organization's members and produces norms that powerfully shape the behavior of individuals or groups in the organization"*

(Fitzsimmons & Fitzsimmons, 2011, p. 216).

A pattern of beliefs is important because it is a set of shared values that employees can use as a guideline in order to keep their work in line with the goals and beliefs of the organization.

It is critical for an organization that the moment of truth is optimized, so that all customers' expectations are met or even exceeded. Furthermore the service encounter is the place where the reputation and the identity of the organization are created and both factors are important for an organization that wants to attract new customers and retain existing customers. Potential customers appreciate the value of a positive identity and they are influenced by their acquaintances. Hence identity

and word of mouth reputation are both important to an organization (Fitzsimmons & Fitzsimmons, 2011).

Furthermore it is critical to select the right contact personnel, who can provide the required service by correlating their actions with the belief and culture of the organization.

Lastly it is critical that the service encounter is balanced between contact personnel, customers and the service organization. For purchase and repeat purchase, it is critical to understand the expectations of the customer, meet these and keep customers satisfied (Fitzsimmons & Fitzsimmons, 2011).

Hence it is critical to investigate what the customer expects at the service encounter, and discuss how the service provided can be optimized. This will be the subject of a later analysis.

Next we reach the first element of entrepreneurship, that entrepreneurship involves a process. This will be presented in *the process of working together*.

## **THE PROCESS OF WORKING TOGETHER**

The process that will be looked upon within this thesis is the process of working together on a higher organizational level than as an independent club. The clubs will be seen as partners.

First I will look at what a corporate mission is and how it can guide an organization.

Next we will see what a strategic vision is and what benefits its creation can give.

### **Corporate Mission**

A corporate mission is the underlying assumptions about an organization's existence. It consists of four elements: Organizational purpose, organizational beliefs, organizational value and business definition. These four components will in turn be explained (De Wit & Meyer, 2014).

#### **Organizational purpose**

The organizational purpose of an organization is the reason why the organization exists. It is to be expected that the strategy will be influenced by the organizational purpose (De Wit & Meyer, 2014).

#### **Organizational beliefs**

Organizational beliefs are a set of assumptions about the nature of the industry environment and what the organization needs to do in order to be successful. If a strong set of shared beliefs is present and shared by all organizational members, it will ease communication and decision-making.

All organizational members will be on the same page and act accordingly. This will strengthen the organization.

If the organizational beliefs differ, the bond between the organizational members will be tested and tense, as they will act in different directions. This is not ideal, as it will create tension and hinder decision-making (De Wit & Meyer, 2014).

### **Organizational values**

All organizational members have their own set of values that shape their beliefs. Organizational values determine what is to be considered worthwhile activities, ethical behavior and moral responsibility. This can have a strong impact on strategic direction and will repel some individuals whilst attracting others to the organization.

For the organizational values to be influential and beneficial, the values have to be an embodied part of the organizational culture, and not just be guiding principles (De Wit & Meyer, 2014).

### **Business definitions**

A business definition is a guideline to the particular line of business that the organization wishes to be active in. The business definition will show the way and make sure the organization's activity will be in line with the identity it strives for. The organization should be wary of rejecting business developments that deviate from the business definition, as this can lead to short-sightedness.

The strength of the corporate mission will depend on to which extent the four factors - organizational purpose, organizational beliefs, organizational values and business definitions - correlate. If these four factors are aligned and the organizational members are committed to them, the organization will have a strong corporate mission. A strong alignment will create a sense of mission and the organizational members will be energized and inclined to work according to the corporate mission. Furthermore it will strengthen their emotional bond to the organization. Hence the organization will benefit largely from a strong corporate mission (De Wit & Meyer, 2014).

Next we will look at the effects of a strategic vision and the effects of this.

## **Strategic vision**

The strategic vision of a company is the state where the organization wants to find itself in the future. This can also be called the envisioned future. The strategic vision consists of four components: 'Envisioned contextual environment', 'envisioned industry environment', 'Desired future organizational position' and 'Time horizon' (De Wit & Meyer, 2014). These will in turn be explained.

### **Envisioned contextual environment**

The contextual factors that can have an impact on an organization can roughly be split into four main groups: socio-cultural, economic, political/regulatory and technological factors. Some factors are expected to have an impact on organizations though their effect cannot be predicted. The contextual factors that could affect the company are described in the strategic vision, as well as the envisioned state of these factors (De Wit & Meyer, 2014).

### **Envisioned industry environment**

The abovementioned contextual factors have an impact on the organizations industry environment. Suppliers, buyers, incumbent rivals, new entrants, substitutes and complementors are all affected in some way. When developing a strategic vision an effort should be put in to include these factors and to envision the future state of the industry environment (De Wit & Meyer, 2014).

### **Desired future organizational position**

Taking the envisioned contextual environment and the envisioned industry environment into account, the organization should describe its desired future position. This desired position reflects the organization's ambitions. These ambitions have in relation to the desired position been translated into long-term objectives. A strategic vision consists of both the future position of the organization and a formulation of its long-term objectives (De Wit & Meyer, 2014).

### **Time horizon**

A strategic vision has a time horizon for the vision and its objectives. The time horizon can differ significantly and it depends on the context and industry of the organization.

The corporate mission and the strategic vision are ongoing principles and future goals that an organ-



ization can strive for.

There is a current state, which is the state where the organization finds itself now. Then there is a short-term aim, called target, a medium-term aim, called objective and a long-term aim, called vision. The aims of a strategic vision can hold goals with different time horizon (De Wit & Meyer, 2014).

It is possible for an organization to have a corporate mission and strategic vision without actually having it articulated and written down in the form of for example a mission statement and a company vision. The lack of a written document can increase the risk of divergence in interpretation. To develop and circulate a consistent and captivating vision and mission for the organization can be valuable for three reasons, these will in turn be explained (De Wit & Meyer, 2014).

### **Direction**

A strategic vision and a corporate mission can create a sense of direction for the organization and its members. By defining boundaries they point towards specific actions and strategic choices to be taken. With defined boundaries the organization will limit the scope of strategic options to be undertaken, hence guiding the organization towards a particular direction (De Wit & Meyer, 2014).

### **Legitimization**

The corporate mission and strategic vision will show all stakeholders exactly what the goals of the organization are and how they are pursuing them. Specification of the business philosophy must guide the company, so that stakeholders will increasingly acknowledge, support and trust the organization and its choices (De Wit & Meyer, 2014).

### **Motivation**

A strategic vision and corporate mission can inspire and motivate people by specifying the fundamental principles that drive the actions of the organization. (De Wit & Meyer, 2014).

*“(...) an esprit de corps can evolve, with the powerful capacity to motivate people over a prolonged period of time”* (De Wit & Meyer, 2014, p. 123).

Hence a strategic vision and a corporate mission can be powerful tools to guide an organization.

In the analysis we will look at how these tools can guide badminton in a collective and more unified direction in order to create a better and stronger organizational background for providing the sport.

Next the second element of entrepreneurship, *Entrepreneurs create value within organizations and in the market place*, will be investigated in the section the knowledgeable organization that collaborates.

## **THE KNOWLEDGEABLE ORGANIZATION**

The next section - knowledge management - will look at how to create value in the organization. In order to do so, the badminton clubs should use knowledge management to utilize the knowledge and the human resources of the organization. Afterwards we will see how to create knowledge in the marketplace, this is done through knowledge sharing in networks between the badminton clubs. This section is called Knowledge Sharing.

### **Knowledge Management**

In order to work with knowledge and manage it efficiently, it is important to have an understanding of what knowledge actually is.

Within this thesis two different perspectives on knowledge will be discussed in relation to each other and to the knowledge that resides in badminton clubs. The first perspective is The Objectivist Perspective on Knowledge and the second one is The Practice-Based Perspective on Knowledge.

The Objectivist Perspective on Knowledge considers much organizational knowledge as being objective. This means that it can be segregated from mind and body and codified into objective knowledge (Hislop, 2013).

Tacit knowledge is believed to be inexpressible in a codifiable form and subjective to the beholder. It is difficult to share. Explicit knowledge on the other hand is codifiable, objective and easy to share (Hislop, 2013).

Knowledge can reside within individuals, but can also reside in social groups. Examples of social knowledge could be shared assumptions or work routines. Both individual and social (collective) knowledge can have both explicit and tacit forms (Hislop, 2013).

Hecker's (2012) has created three types of collective knowledge: Shared Knowledge (explicit), Complementary Knowledge (explicit) and Artefact-Embedded Knowledge (tacit). These will in turn be presented and set in relation to knowledge in badminton clubs (Hislop, 2013).

Shared knowledge is knowledge held by individuals in a group. This is common knowledge and it originates in a shared experience. Within a badminton club, shared knowledge could be how to play

the game, traditions of the club or how to use the facilities.

Complementary knowledge is knowledge that is divided into different sections of expertise within the group. An example of this could be different jobs being segregated between the members of the board or within the different committees. Within these lies knowledge that is not shared by everyone. Hence it is important to know who possesses the different kinds of complementary knowledge within a club. This could be the specific procedure of signing a team up for the team tournament, how to pay bills for the club or how to apply for subsidies at the municipality.

The last type of collective knowledge is Artefact-Embedded Knowledge. This is where knowledge is codified and embedded within an artefact. Examples could be how the floor within the hall bounces, how to perform specific strokes with the racket or to know how fast the shuttle is just by hitting it (Hislop, 2013).

We have now looked at The Objectivist Perspective on Knowledge. Another way to perceive knowledge is The Practice-Based perspective on Knowledge, which will now be elaborated.

This perspective sees knowledge as embedded within work activities and inseparable from these. Knowledge is not believed to take a codified form that is independent of people - it is inseparable from thought and activity. Where the objectivist perspective believes that knowledge can take an objective form, a practice-based perspective believes that no such thing as objective knowledge exists. Knowledge will always be contained within interpretations of language, which can differ from sender to receiver. Additionally, it will to some extent be inseparable from the values of the producers of this knowledge (Hislop, 2013).

Knowledge is not something that only resides in the mind of people. It is also connected to the body and occurs through the routine activities people undertake and the experience they gain. Hence knowledge cannot be fully transferred from sender to receiver.

All knowledge is personal and it is impossible to make it fully explicit. Hence in order to share knowledge the Practice-Based perspective demands human interaction.

As knowledge cannot be sent explicitly, it is not regarded as something that can be managed directly. Instead management has a role of shaping knowledge processes so they facilitate knowledge sharing and collaboration between people through interactions. Knowledge sharing is embedded in common practice and social interaction, where people are able to share their knowledge, values and assumptions with one another (Hislop, 2013).

The Objectivist Perspective and the Practice-Based Perspective on Knowledge give two different

views on how to fundamentally understand knowledge. Fundamentally, the Practice-Based Perspective has a lot of valid points. Though as it is, it creates the underlying assumption of knowledge, and it is important to understand that reality is not as simple. The fundamental beliefs of the Practice-Based perspective on knowledge provide an applicable foundation for understanding knowledge, though there are elements of the Objectivist Perspective that should not be overlooked. Hence these assumptions will be discussed in relation to each other, creating a better understanding of how knowledge is perceived within this thesis.

As it will be explained in the methodology section, this thesis takes an interpretivist approach to research philosophy. Hence the world is socially constructed and subjective. This correlates with the practice-based perspective that argues that knowledge is always subjective and is shared through social interactions.

Furthermore the perspective believes that it is not possible to verify that the recipient interprets knowledge as the sender expects him to. Interpretations are always subject to debate and even the simplest messages can be misunderstood or misinterpreted, furthermore different interpretations of language can be included here. Hence no objective knowledge will be able to exist. Though no objective knowledge exists, I believe that codified knowledge can increase the understanding of the receiver, and even though it might be interpreted slightly different, it can be beneficial. As no human interaction is needed, the organization will limit the resources spent, furthermore it will make sure that the employee will not have to start from scratch, as they will have a framework on which they are able to build.

The Practice-Based perspective prescribes that knowledge should be created through rich social interaction and with immersion in practice. There is no doubt that this is the most effective way to create and share knowledge, but it is also quite expensive and might not be the best alternative for all organizational sectors. Some sectors might benefit from a database with knowledge stored, though as just discussed, the knowledge might not be perceived as it was intended. In practice both can be argued to have benefits for an organization and their employees. Hence because of limited time and resources, the optimal solution might not be the best solution for an organization.

Hecker's (2012) "The three types of collective knowledge", can help us to understand the different kinds of knowledge within an organization (Hislop, 2013). Though this framework views knowledge from an objectivist perspective, it will be beneficial, as the three types can visualize types of knowledge that exist within an organization, relate them to practice and facilitate an analy-

sis of different ways knowledge can be used.

One could also see the types of knowledge as steps of knowledge sharing. Without the three types of knowledge, we just have individual knowledge, where individuals have their own knowledge and manage this separately. Though knowledge resides collectively, individuals can possess knowledge about organization processes that are not shared. For an organization, this is inconvenient. If all work is done singularly and no knowledge is shared, all organizational members must work alone to create similar knowledge, hence there will be a lot of overlapping work and it is highly likely that activities, messages etc. from the organization will be inconsistent and potentially create noise for consumers (Hislop, 2013).

A shared knowledge is critical for an organization, in order to create a consistent image and ease workflow. If all employees have a different perception of what is important and what the organization strives for in order to be successful, the internal processes as well as the external image would be expected to be very divergent and perhaps chaotic. This is related to the benefits of a mission and vision of the organization as mentioned earlier.

For an organization with limited resources, it is critical to make a division of labor, in order to maximize the use of resources at hand. In order to divide labor in an organization, it is important to have complementary knowledge. With complementary knowledge the organization is able to benefit increasingly from labor resources, as employees are able to focus on their specific tasks. Furthermore with complementary knowledge it can contact those who possess the knowledge needed to proceed with the work at hand. This type of collective knowledge involves a potential risk of loss of knowledge. With complementary knowledge, knowledge important to the organization will reside in the minds of few people. Some knowledge might even be embodied within one person's mind. Hence this knowledge can easily be lost, if this employee leaves the organization (Hislop, 2013). In order to overcome this risk, important knowledge can be codified. With a database of codified knowledge, internal stakeholders will be able to search for knowledge, hence utilizing existing knowledge and limiting the risk of loss of knowledge. Though a database has large benefits, it is also has some downsides. In order to store knowledge, the employees will have to codify the knowledge they possess. This will take time and use scarce resources on coding knowledge, which might not be fully understood, as was argued with the practice-based perspective on knowledge. Furthermore procedures change and knowledge can become obsolete, so the database will need continuous updates in order to keep the stored knowledge valid (Hislop, 2013).

Though this might seem a large workload, it can limit the potential loss of knowledge when an em-

employee decides to withdraw their favors. Furthermore it can act as a tool for employees in order to retrieve knowledge about the work they have to do. This is beneficial because it limits time consumed in order to retrieve the required knowledge and they will work consistently with the organization's usual procedures, creating consistency in the operations of the organization, even when the responsible employee is replaced. Of course it is perceived as impossible to codify artifact embedded knowledge, as the knowledge resides in the specific artifact (Hislop, 2013).

Large organizations might be able to create processes that enable knowledge creation and sharing through rich social interactions, which will limit loss of knowledge and increase the knowledge that employees possess.

To conclude it would be optimal to have rich social interactions embedded in practice, where all stakeholders would share and create knowledge collaboratively, but because organizations have limited resources and in particular because badminton clubs have stakeholders that might not be able to meet each other, this kind of knowledge sharing will not always be possible. Hence it can be beneficial for both to have knowledge stored in a database.

Next Nonaka's fundamental framework to knowledge management "The SECI Model of Knowledge Creation" (Hislop, 2013) will be explained and evaluated (Hislop, 2013).

The name SECI is a mnemonic for each of the four knowledge conversion processes: Socialization, Externalization, Combination and Internalization. To create an understanding of the model, each stage will be explained.

The first stage Socialization converts tacit knowledge into new tacit knowledge between two individuals. This could be a new employee, who acquires tacit knowledge possessed by an experienced employee, through observation, dialogue and working cooperatively.

The second stage is called Externalization. This involves a conversion of tacit knowledge to explicit knowledge. In this mode the conversion occurs between from an individual and a group. The individual is able to make tacit knowledge explicit through communication and dialogue with others.

The third stage – Combination - is a conversion of explicit knowledge into explicit knowledge. This involves a transfer from a group to an organizational level. Here separate bodies of knowledge are linked together in order to create a more complex body of knowledge.

The fourth and last mode of knowledge conversion happens from the organizational level to an individual. The individual converts explicit knowledge from the organization into tacit knowledge, by applying it to work tasks.

It is important to note that the model describes movement between the modes as a spiral. The modes involve conversion of knowledge, but they also involve a move between individual, group and organizational levels.

At an organizational level, knowledge creation contributes to an expansion of the organizations knowledge. Not only through knowledge systems of explicit knowledge codified into a database, but also through a body of tacit knowledge that exists within an organizations value system and its culture.

In addition to the modes of knowledge conversion, Nonaka argues for a term called Ba that is Japanese, translated into English it means shared space. This shared space is an enabling condition for knowledge creation.

*"Nonaka argues that the key reason why an appropriate ba is necessary to support knowledge creation is that knowledge creation is a typically fragile social process in which people articulate and justify their knowledge to others in a group-based context"* (Hislop, 2013, p. 112).

There are four types of ba, each type relates to a knowledge conversion type previously introduced. The four types of ba are called: Originating ba, Interacting ba, Cyber ba and Exercising ba.

Originating ba relates to Socialization. This kind of ba is characterized by a shared space for people to develop shared knowledge, ideas and practices through communicating and working collaboratively (Hislop, 2013).

The second kind of ba relates to externalization and is interacting ba. This is a shared space where groups of people can articulate experiences to each other through metaphors, concepts etc. This space does not necessarily have to be physical. The third ba is Cyber ba and relates to combination. This is a virtual space where explicit knowledge can be stored. This could be a document or an IT system.

The fourth and last type of ba is Exercising ba and is related to Internalization. This involves creating a context that allow people to develop and familiarize themselves with and utilize explicit knowledge. This includes training opportunities and the ability to repeatedly apply and utilize explicit knowledge.

It is the role of the leaders and managers to enable and facilitate knowledge creation with the appropriate environment and culture, rather than to control and direct it. Knowledge is fundamentally created through collaborating workers carrying out their job. The leaders and managers should facilitate these efforts.

Nonaka's Knowledge Creation Theory has been the subject of a number of criticisms, though it is widely cited and influential. The main criticisms relate to supporting evidence, definition of knowledge and that it is culturally embedded (Hislop, 2013).

Critics argue that there is a lack of evidence supporting the theory and that the extent to which the theory has been tested and evaluated by others is limited.

The definition of knowledge is argued to be radically subjective, furthermore the assumption that tacit knowledge can be converted into fully explicit knowledge has been criticized, on the grounds that there is always a tacit element to all knowledge and tacit knowledge cannot be made fully explicit.

The last part of the criticism relates to the theory being culturally embedded within the Japanese culture, as the conversion types relates to the labor system in Japan. Because Nonaka's theory reflects the values and culture of Japanese business, Glisby and Holden (2003) argue that the theory is universally limited.

Nonaka's theory can be used to provide an overview of the stages knowledge can take within an organization and it be used to map these stages as well as to introduce a framework that can be used to engage the organization in the managing of knowledge. The theory may not have been sufficiently supported by documentary evidence, but theoretically it creates an appropriate framework. It is beyond the scope of this thesis to test the theory, but it will be considered usable within organizations. We have previously established that no objective knowledge exists, hence a database with tacit knowledge that has been explicit will be utopia. Though 100 % objective knowledge cannot be made, tacit knowledge can to some extent be made explicit and usable, so the establishment of a database with knowledge will be considered beneficial for an organization. The last criticism, arguing that the theory is embedded in Japanese culture might be true. But looking at the theory, looking beyond the chronological order of the knowledge conversion types, the knowledge conversion types could take place within European organizations.

Looking at the theory and the criticism it has received, it is still considered usable in relation to analyzing and discussing knowledge management strategies within organizations.

For an organization, management will have to enable employees to transfer and create knowledge at the different conversion stages, as well as securing the necessary ba.

The model gives an appropriate tool to see how knowledge can be created and on which circumstances and how it can be changed on organizational level. If an organization succeeds in managing



the knowledge within their organization they will be able to make sure that knowledge is shared, developed and stored within the organizational levels, making sure that knowledge will not be lost when employees leave. Furthermore these stages make sure that new employees draw on knowledge from existing ones.

For a badminton club these stages are very beneficial, because they secure the establishment of a database with knowledge needed to do routine activities. Furthermore the socialization and externalization stage will be suitable for improving the skills of trainers.

The stage of Combination and Internalization is used to store knowledge of routine activities, making sure that this knowledge will not be lost if stakeholders leave the organization, and to embed organizational knowledge in culture and practice.

But what stage is most relevant for a badminton club? How do they start? How should these knowledge processes be managed?

Socialization and Externalization are most appropriate in order to develop, learn and shape knowledge, as these involve interactions between people. Combination and Internalization are most appropriate in order to develop a shared understanding in an organization.

Socialization and Externalization involve sharing experiences through dialogue, observation, working cooperatively and communicating. This is as discussed earlier the most beneficial way to develop knowledge. Combination and Internalization is as previously discussed important in order to secure that organizational knowledge is stored and embedded in organizational culture.

Though all modes are important, I will argue that new organizations will benefit from combination and internalization because it is critical in order to establish a culturally embedded knowledge as well as to embed it in practice. For older organizations, Socialization and especially Externalization will be important, as this is where we learn from each other and develop new knowledge. Therefore these are critical to all organizations and should be prioritized. Management should support all stages and try to embed it culturally in the organization as well as in the environment.

In the analysis I will analyze and discuss how it can be useful for the clubs to use knowledge management and how this can be done in practice, taken departure in Nonaka's framework to knowledge management. Next knowledge sharing will be considered.

## Knowledge Sharing

This section will look at how organizations can assist each other through sharing and development of knowledge in order to collaboratively create increased value in the marketplace.

In the business world, an example of how competitors can use each other in order to create a symbiotic advantage could be retail stores. They usually cluster close to each other, though wanting to attract all customers to their own store and not to their competitors. These organizations use each other to collectively attract more customers than would have been possible without clustering. This phenomenon can be seen at shopping streets and shopping malls all around the world.

Badminton clubs can be seen as a sort of franchise, supplying the market with the sport of badminton. Usually franchises help each other by sharing knowledge, procedures and experiences in their specific market, though they seek profit for their specific store. Furthermore working collaboratively as a franchise can help develop an image for the firm, benefiting all franchise owners.

As is the case with regular franchises, badminton clubs can benefit from each other's knowledge and experiences. When practicing knowledge sharing within and between organizations, there can be varying attitudes and behavior towards particular initiatives.

The attitude towards knowledge sharing will affect the participation in these initiatives. If an organization has a negative attitude towards knowledge sharing, it will refuse to participate. (Hislop, "Knowledge Management in Organizations", 2013).

Hislop present: *"Level of commitment to the organization, and the goals it is pursuing"* (Hislop, 2013, p. 221).

To fit the theory to collaboration of organizations rather than employees within an organization, it will be changed to consider the 'level of loyalty' and 'level of commitment to the goal they are pursuing' (Hislop, "Knowledge Management in Organizations", 2013). To share the experiences, both good and bad, takes loyalty and commitment, as one's experiences and one's successes will be shared freely. Level of loyalty is important, because the organizations will need to trust each other as colleagues. Commitment is important because organizations need to work collectively towards a common goal. Instead of seeing each other as rivals, they should work collaboratively as a franchise.

As seen under the section Knowledge Management, knowledge is found to be created and developed through rich social interactions. Interactions between organizations develop knowledge, and as the organizations have different backgrounds, they might be able to provide each other with new inputs, developing new knowledge, that can benefit all organizations.

In the analysis, it will be investigated how knowledge sharing can benefit the sport of badminton and what problems might rise when utilizing knowledge sharing.

Next the third element of entrepreneurship Entrepreneurs ‘to put resources together in a unique way’ will be considered in the section *the common understanding of branding as a collaborative effort*.

## **BRANDING AS A COLLABORATIVE EFFORT**

This section will look at how the VCI model can be used as a collaborative effort to brand the sport on a macro level and henceforth put resources together in a unique way.

### **The VCI model**

This section will look at the VCI model, taking Badminton Denmark and DGI Badminton as the organization and the sport badminton as the service they provide.

For an organization to manage their brand effectively, they need to address four questions. ‘Who are we?’ Culture, ‘What is their image of us?’ Image and ‘Who do we want to be?’ and ‘How will we be known?’ Vision. Vision, Culture and Image are the three components of the VCI model and together they create and affect the corporate brand and identity of an organization (Hatch & Schultz, 2008). Hence it is important to a consistent brand identity that there is an alignment between the vision, culture and image of the organization. If this is not the case, the results will be gaps that create noise for customers, affecting and potentially hindering their purchase of the service (Hatch & Schultz, 2008). The model takes account for three gaps. The gap can open between vision-culture, vision-image and image-culture.

Culture is usually considered in regard to the employees within the organization. But because this thesis considers badminton as a sport and a collaborative brand, the culture will consist of the badminton clubs in Denmark instead of the employees within Badminton Denmark and DGI Badminton.

A gap between the strategic vision and organizational culture is created when a company does not deliver as it has promised. Hence the organizational culture and the strategic vision set for the company does not align and employees will not understand nor undertake the assignments of the organizational vision. This can either be because the organization has not been successful in sharing the organizational beliefs and the strategic vision or because the wrong employees have been employed. If an alignment had been present, the employees would understand and undertake the strategic vi-

sion of the organization. In order to close this gap, the organization will have to share the beliefs of the organization with the employees and potentially replace the employees.

A gap between strategic vision and stakeholder images is created when outsiders' images of the organization conflict with the strategic vision of the company. Hence the way the organization is perceived does not correlate with the way they want to be perceived. To close this gap the organization should focus on its marketing and the promises it makes to customers. Customers have an expectation and the organization should acknowledge this expectation and try to understand why this exact expectation has been created. In order to close the gap, the service should live up to the expectations of the customer, either by bettering the service, or by altering the expectations of the customers through for example a marketing campaign.

The third and final gap is the gap between stakeholder images and organizational culture. This is created when employees do not keep the promises of the organization. Hence the customers will not have the experience they expect when they interact with the employees of the organization, and the customers' expectations will therefore not be met. This can be hindered by making sure that employees deliver a service that lives up to the standards of the company, for example by imposing rules and regulations.

It is critical for the organization brand and identity that vision, image and culture are aligned. The organization should work on this alignment repeatedly and if gaps appear, they must be closed. An organization with an alignment of the three factors will have a healthy organizational identity and a successful consistent corporate brand (Hatch & Schultz, 2008).

Later it will be analyzed how the sport of badminton can be branded on a national scale and how this can create opportunities and strengths for branding of the local clubs.

## **OPPORTUNITY-SEEKING RESOURCES**

In order to encourage opportunity-driven behavior, an organization needs to grab the opportunities that arise. Both badminton clubs and the sport in general rely on volunteers as a resource. Hence this section will be looking at volunteer management.

### **Volunteer management**

This section will look into and discuss current literature's usage of the terms "volunteer" and "volunteerism", as there is much debate about their definitions. Furthermore a specific definition for this paper will be presented. Next the scope of volunteerism in Denmark will be elaborated. Then volunteerism will be narrowed down and the focus will be on sports organizations. Thereafter the importance of volunteers to the sports clubs will be explained.

There has been and continues to be much debate about the definitions of volunteers, voluntary work and volunteerism. To make it even more complex, the terms might be interpreted differently in daily conversation as opposed to literature. In daily conversation, the term volunteer is often applied to someone working without financial gain. But even with this simple definition, distinctive perceptions can arise. There might be different interpretations of what is categorized as work, compared to leisure and of how financial gain is understood (Musick & Wilson, 2007).

A study concluded that what constitutes being a volunteer is associated with the perceived costs and benefits to the volunteer. From the point of view of the general public, a volunteer experiencing high expenses will increasingly be considered as a volunteer. Furthermore, an individual receiving private benefits will be considered of less of a volunteer than an individual without private benefits (Cuskelly, Hoye, & Auld, 2006). Miejs et al. support this, showing that the higher net outlay that an individual incurs, the more confidently people will assign their position with the label volunteer (Musick & Wilson, 2007). Hence looking at the public perception, volunteering is related to expenses incurred and benefits received. But even the consensus of the public perception of the word is contested, as other scholars argue that volunteer work is not simply unpaid labor, but unpaid labor performed for the appropriate reasons (Musick & Wilson, 2007). These scholars look into the public perception of the underlying motives of the volunteers.

Looking at the appropriate reasons for volunteering, one is only a volunteer if one does it for a noble reason (Musick & Wilson, 2007). This might be the case in some cultures. In Denmark voluntary organizations have a long history and the tradition goes back to the 18th century

(Danmarkskanon, 2017). The voluntary system and voluntary traditions is something that Danes regard as unique and as something that we as a nation excel in, as a part of the Danish DNA (DIF, 2016); (Danmarkskanon, 2017). The chairman of DIF says: *"In Denmark, we are world champions in communal sports clubs and volunteerism. Looking at sports alone, we have more than 2.5 million members and half a million volunteers. Almost nine out of ten of Danish children are members of a sports organization. It is completely unique and it is admired around the world."* (DIF, 2016). Furthermore 42 % of the Danish population has done voluntary work, and within the last five years 70 % have been working voluntarily at some point. (Center for Frivilligt Social Arbejde, 2014); (Center for frivilligt social arbejde, 2017). Hence volunteerism in Denmark is a strong and long tradition which includes most of the Danish population. The probability of 70 % of the Danish population working voluntarily for a noble reason is fairly low, and yet these are still considered volunteers. This is of course a question of defining the term, but the definition that volunteers should be working for a noble reason I would argue depends on the country and its culture. I would argue that that definition is not suitable within Denmark, because of the long tradition, culture and pride of the voluntary system - the voluntary work undertaken will be appreciated rather than their motives for volunteering. All kinds of volunteers are important and valued within the Danish system. The long culture and history have made people less judgmental and more thankful for the passionate work, irrespective of their intrinsic motivation. What is important is their passion for the voluntary job they are to engage in.

(Cnaan et. Al., 1996) have identified four key dimensions when defining volunteers: free choice, remuneration, structure and the beneficiaries. These key dimensions will then define whether the volunteer is a 'pure' or a 'broadly defined' volunteer. A volunteer that works for the sake of the task, gets no remuneration and works within a formal structure to help others/strangers will be the most pure form of volunteer. This approach to defining volunteers creates a spectrum that shows that multiple scales of volunteering exist (Cuskelly, Hoyer, & Auld, 2006).

Another and more simple approach to defining volunteers is the net-cost approach, which assumes that volunteers provide a service for which they do not get material rewards or, if they do, their costs exceed these rewards (Musick & Wilson, 2007). This definition is very simple. Each way of defining the volunteers has its benefits and its flaws. With the simple definition almost any favor can be considered voluntary work, as the material reward is lower than the cost - this is not ideal, as helping friends or family is normally not considered as voluntary work. Though having some flaws,

the benefits of a simplistic definition are that nothing is left out and the voluntary work is not rated on a scale that justifies its pureness. Cnaan et al.'s four dimensions that define volunteers give a great overview, as these dimensions are highly relevant for distinguishing between favors and voluntary work. I would argue that the broadest definition of a volunteer within their dimension, can no longer be considered voluntary work, as there is no formal structure and it can be for the person's family and friends, it might as well be a favor. In this view the same flaw accounts for both theories. Both can be used to define voluntary work, though Cnaan et al. seem most appropriate because they distinguish between the situational aspects of helping others. Looking at the above definitions, factors from both have been used to establish a specific definition of a volunteer used within this paper. This paper will focus on volunteers within sports organizations, hence a formal structure. Though this paper will not use the definition of 'pure' and 'broadly defined' volunteers, Cnaan et al.'s dimensions will be integrated in the definition.

Within this paper a volunteer is defined as a person that works by choice, within a formal structure, while the net-cost of volunteering exceeds the rewards. Motives are not included within the definition, as these are not important for defining someone as volunteer in Denmark, as argued previously. On the contrary this does not mean that motives for volunteering are not important. Motives for volunteering will later be discussed, as these are considered important in order to understand, attract and retain volunteers within sports clubs.

With this definition, the boundaries for defining a volunteer have been established.

In order to investigate how to manage volunteers, it is relevant to define what constitutes voluntary work. The definition of a volunteer considered a formal structure. Within this paper sports clubs are considered. Ibsen (1992) has created seven characteristics of an ideal-typical voluntary sports organization: 'Membership is voluntary', 'the organization is target-specific and goal-oriented', 'the organization has an obligation to serve members' interests', decision-making structures are democratic', 'the organization is independent from the state and the market', 'activities within the organization are primarily oriented towards members' and 'voluntary work is the primary resource of the organization' (Østerlund, 2013). These characteristics can be argued to comply with most Danish badminton clubs.

Voluntary work is the primary resource for a badminton club (Ibsen, 1992), but why is that? Why are the clubs relying on the work of people who have no formal attachments?

Ibsen, 2012 has found that many organizations found it hard to recruit and retain volunteers. 49 % of the organizations responded that it was 'relatively difficult' and 19 % answer 'very difficult' (Ibsen, 2012, p. 24).

*"Voluntary work is the most vital resource for voluntary sports organizations in Denmark and the other Nordic countries. In fact, most sports organizations are run exclusively or primarily on a voluntary basis. The recruitment and retention of volunteers is, therefore, essential to their survival and success"* (Østerlund, 2013, p. 143).

Hence voluntary work is a critical factor to badminton clubs presence and strength in the market of recreational offers. Without volunteers, the clubs would simply not be able to exist. As Østerlund concludes, recruitment and retention of volunteers is essential to their survival and success. Therefore it is critical that badminton clubs are aware of and have knowledge about how to manage and recruit voluntary efforts within the club.

Later it will be analyzed how a badminton club can acquire more voluntary resources in order to be increasingly able to utilize opportunity-driven behavior.

## **Methodology**

This section will look at this thesis' underlying methodological choices. It will begin with a contextualization of the researcher and background for the project, as this gives an indication of the project and will additionally be used as primary data. Next the research philosophy of the paper will be elaborated following the layers of the framework 'Research Onion'. Henceforth the order will be as follows: 'Philosophies', 'Approaches', 'Strategies', 'Choices', 'Time horizon' and lastly 'Techniques and procedures'. (Saunders, Lewis, & Thornhill, 2009).

### **Contextualizing the researcher**

This section will contextualize the researcher's relationship to the sport, as this deepens the perception of the foundation of this thesis. Furthermore it will also be used as primary data.

This section will explain how I have developed an attachment to a badminton club and why I give large amounts of my time to voluntary work. This will develop an understanding of why people might do voluntary work. The limitations of this primary data will later be presented in the section 'Limitations'.



I have been a member of my club, for as long as I can remember. Yes, my club. I have established hopefully life-long friendships within the boundaries of my club and had countless good experiences. These have been a part of shaping me as a person and the club has been a part of my life for as long as I can remember.

The club has, as a facilitator, given me so much joy. As I have grown older, it has increasingly been time to give back. I decided, that it was time to pass on these joyful experiences I have had to the next generation of young players. It is my time to return the favor. But it is not because I feel a sense of obligation or a potential sense of guilt, if I did not do it. I want to be a part of the young players' experience with the culture of the club and shape their experience of badminton. I want to make their experience as fantastic and joyful as mine has been, and hopefully will continue to be. I work as a trainer in the club, and I also work voluntarily to plan events and the complementary experiences that enhance the original service.

The feeling that I personally experience when giving back motivates me to put in extra hours of voluntary work. I want to make the experience and service provided even better, searching for optimization. The workload has over the years developed and grown bigger, but the satisfaction from doing it has stayed the same. It is so rewarding to be able to give children joy and amazing experiences that they hopefully will remember for a long time. That is the core motivational factor for me. In addition it is important to mention through the years, I have been given more responsibility and the possibility to shape and develop offers and events etc. This has developed me as a person, as well as developing the skills I possess.

To conclude I know that we are doing something right, when I see the smiles on the faces of the children during for example a social event or training. The feeling of giving something back is only as strong as the recipients' embracement.

My experience of being a volunteer is an example of how the rewards of a work effort can be something other than financial gain. Others may express their experience in different ways, but still in terms of social, emotional and physical gains. Expanding the market of badminton involves widening the range of social experiences in addition to enjoyment of the sport.

Next the research philosophy of the thesis will be presented.

## **Research philosophy**

*“The research philosophy you adopt contains important assumptions about the way in which you view the world. These assumptions will underpin your research strategy and the methods you choose as part of that strategy”* (Saunders, Lewis, & Thornhill, 2009, p. 108).

Hence the research philosophy is the base of the paper and the foundation of all choices and thoughts made throughout the paper.

When a research philosophy is adopted, it gives a foundation of assumptions of how the researcher sees: the nature of reality (ontology), constitution of acceptable knowledge (epistemology) and value of research (axiology) (Saunders, Lewis, & Thornhill, 2009).

Interpretivism will be the research philosophy undertaken throughout the paper. The ontology of this philosophy explains that the world is socially constructed and hence subjective. It can change and there are multiple realities. The epistemology revolves around subjective meanings and social phenomena. There is a focus on the details of the situation and it is believed that there is a reality behind the details. Motivation resides in subjective meanings. The axiology indicates that the researcher is included in the researched subject and cannot be split from it. Research is bound to value and research is hence subjective (Saunders, Lewis, & Thornhill, 2009).

The phenomena studied will thus be a fusion of the researcher and the social context at that specific time. The results might have been different if another researcher had tried to do same research or if the research was conducted at another time.

## **Research approach**

The research approach is the order in which one undertake one's work. The research can be undertaken deductively, inductively or a mix of these two (Saunders, Lewis, & Thornhill, 2009).

This research will use an inductive research approach. Each theoretical section has led to a subject of research that will assist in answering the research question. These questions will later be analysed and discussed based on information and data gathered and the answer to these questions will answer the research question. As interpretivism is used as research philosophy a theory will not be produced, as it would be subjective and depend on the social context. Instead what clubs and organizations can do, as well as possible initiatives will be discussed, leading to ideas of how a badminton club best attracts new members and how existing members are most effectively retained, looking for a better position for the sport (Saunders, Lewis, & Thornhill, 2009).

## **Research strategy**

A research strategy is the kind of strategy one employs in research. Therefore the research depends on the nature of the research and the way it is undertaken by the researcher (Saunders, Lewis, & Thornhill, 2009).

This research is action research, as it seeks solutions for a general problem through research. The purpose of this research is to analyse and develop a new way to perceive the sport as a service provider, in order to solve the problem at hand. The general problem is the decline in active badminton players in Denmark. The partial solution is to investigate how to better attract and retain children within the sport, as this would be a step towards solving the general problem of declining members (Saunders, Lewis, & Thornhill, 2009).

## **Methodological choice**

The methodological choice lies in whether the primary data used in the research is qualitative or quantitative. Furthermore it also explains whether a mono method, multi method or a mixed method will be used when gathering data (Saunders, Lewis, & Thornhill, 2009).

The primary data of this research has been gathered using a mix of qualitative and quantitative methodological foundations and data has been gathered using more than one method of data gathering. Hence it is a mixed-method study (Saunders, Lewis, & Thornhill, 2009). Data has been gathered through interviews with two employees and three club-representatives and a questionnaire survey. The first employee is a consultant employed by both Badminton Denmark & DGI Badminton and the second one is a consultant employed in the project Badminton - Bevæg Dig For Livet. The three interviewees are all a part of or have been part of the management board in a badminton club. Furthermore data has been gathered through participant observations at multiple meetings, including network meetings, volunteer gatherings and employee seminars. Additionally the section contextualizing the researcher will be used as primary data.

## **Time horizons**

The time horizon explains the period of the research. If the research reflects one point in time, the research will have a cross-sectional time horizon. If the research takes place over a longer period of time and takes developments into account, it will have a longitudinal time horizon (Saunders, Lewis, & Thornhill, 2009).

This research will investigate how to attract and retain children in the sport at one point in time.

Therefore the time horizon of the research is cross-sectional.

Next the collection and analysis of data will be illuminated.

## **Data collection and data analysis**

The analysis and discussion will be based on both primary and secondary data. Next the kinds of primary and secondary used data will be explained. Furthermore the credibility, ethics and conduction of the primary data will be considered.

### **Primary data**

The primary data was collected through five qualitative interviews, participant observations, a questionnaire and personal experience as previously introduced in the section ‘contextualizing the researcher’. The qualitative interviews and the participant observations will in turn be elaborated.

### ***Qualitative Interview***

Five qualitative interviews have been conducted. The first two interviewees were: Mathias Haulund Jensen, badminton consultant in Greater Copenhagen employed by Badminton Denmark & DGI Badminton (appendix 5). The other one is Tommy Kristoffersen, development consultant employed in Bevæg Dig For Livet – Badminton (appendix 6). The last three interviews have been conducted anonymously. Two of the interviewees were active in the board of their club and the last one had previously been active (appendix 7-9).

To protect the interviewees, ethics related to the conduction of the interviews will now be considered. The consideration will be divided in two, as two of the interviews were conducted in person and the other three were conducted via email.

The interviews conducted in person will now be explained.

Before the interview, the interviewees were introduced to the way in which it would be structured, recorded and that the answers would be used as primary data in this project.

Before the interview took place, the questions were sent to the interviewees to make sure they felt comfortable with the questions, as well as to give them time to prepare, so their answers were thoughtful and well-prepared. Furthermore the questions acted as a guide they could follow throughout the interview, so they were not taken by surprise.

They were aware that follow-up questions could occur to clear interpretations and to go in-depth with their answers, as the interview was semi-structured.

The interviews were electronically recorded to successfully store and remember the findings.

The interviews conducted through email will now be explained.

The interviewees were beforehand asked if they preferred the interview through email or if I could do it person. Furthermore it was explained that the answers would be used in this project and that their responses would be anonymous.

When doubt or need for additional explanation, follow-up questions were used.

The qualitative interviews will be used as empirical evidence for the analysis and well as a foundation and contribution to the themes in the discussion. The benefits and constraints of the qualitative interviews will be considered in the section limitations.

### ***Participant observations***

The participant observations were made through participations in multiple project meetings, a seminar, club trainings, tournaments, team tournaments, social event and network meetings (appendix 21). The participation within the network meetings, club trainings, social events, tournaments and network meetings have been as an actual representative for a club, hence participating as an actual representative at the meeting, not only as a researcher. At the seminar, the participant observation was only made solely for the purpose of the research.

To participate in the conduction of observations affects both observations and the behavior of the observed, this has some benefits and some constraints, and these will later be explained and discussed.

### ***Quantitative questionnaire***

The quantitative questionnaire consists of ten questions regarding the children's experiences of badminton and how they got introduced to the sport (appendix 10). The 91 respondents all live in Copenhagen and consist of 46 % female and 54 % male respondents (appendix 12). The age distribution lies from 7 – 18 with an average of 12 years old (11.91) (appendix 11). The questionnaires were distributed in their badminton club and the children filled them out by hand.

The validity and reliability will be discussed in the section limitations.

Next the secondary data will be considered.

### **Secondary data**

Research projects, data findings, books, interviews, articles, magazines and websites were used as secondary data.

The secondary data was used as foundational knowledge for all parts of the paper. Furthermore secondary data has established the foundation of the research question. Additionally the secondary data

has given an overview of what initiatives have been taken on national level in order to change the decline of members.

The validity and limitations concerning both the primary - and secondary data used within this project will be presented under the section limitations.

## **Limitations**

In this section all considerations about limitations will be presented. The limitations will be presented firstly with considerations about the scope of the project, secondly considerations about the research and finally about the empirical data, both primary and secondary.

### **Scope of the project**

There will only be looked into badminton in Denmark and Danish badminton clubs. Other badminton nations will not be taken into consideration. Even though the whole of Denmark is a part of the analysis, this project will not take into account geographical differences that may exist.

A badminton club that is located as the only club in a small city, might not experience the same issues and possibilities as a badminton club in a large city where multiple other sports are offering their competing services.

The project will merely focus on how to attract and retain youth players within the sport, even though much effort should be and are being put into developing training offers for especially recreational adult players, as this is a large market that is definitely not used to full potential within the sport. Many offers have been created specifically to adult recreational players in recent years, and these offers and the efforts made to attract this group of player, will not be analysed nor discussed in depth, as it is beyond the scope of this project. Only badminton for children will be analysed. Furthermore a youth player is defined as a player that before the 1<sup>st</sup> of January has not turned 19 (Badminton Danmark & DGI Badminton, 2016).

Only Danish badminton clubs that are members of the national federations - Badminton Denmark and DGI Badminton – will be considered.

### **Research limitations**

The research does not seek to find a specific guideline with ‘the right’ way to attract and retain members within the badminton sport. The goal is to contribute to existing knowledge on the subject in order to create a better future for the sport. The findings will hence act as actions that can assist

the federations and the badminton clubs in their future work. Give them a sense of direction with regard to functional activities to pursue, and a sense of what is worth spending resources on. As this research has an interpretivist research philosophy the research is socially constructed, hence it depends on the social context. Furthermore the findings might be subject to chance (Saunders, Lewis, & Thornhill, 2009). The findings will become out-dated at some point in time. It is beyond the scope of the project to keep the findings up to date and it is beyond the scope to take the varying social contexts into account. Henceforth this is why the conclusion is not a truth about retainment and attraction, merely a guide and inspiration.

The findings might present some suggestions that can aid the sport of badminton to retain and attract members without taking regional differences into account.

We will now move forth to the limitations of the empirical data.

## **Empirical data**

Next considerations about the limitations of primary and secondary data will be presented. The primary data will be considered first.

### **Primary data**

This research has used mixed-methods to gather data. The advantage of the qualitative data is that the answers are in depth and can give a good understanding of the significance of specific questions. The quantitative questionnaire can give an indication of what is significant, but it will not tell us why it is significant. Furthermore the answers will be a subject of social construction and might differ according to the situation in which they were provided. Hence the conclusion will only give an indication.

For this thesis quantitative and qualitative methods were considered beneficial for different purposes.

Considerations about credibility and ethics of the primary data will now be presented.

### ***Qualitative interviews***

The setup of the qualitative interviews allowed the interviewees to prepare for the interview, increasing the interviewee's sense of security, and allowing them to structure their thoughts. The process of structuring can lead to some parts of the answer being left out, because they might not be found relevant. This can give a potential loss of information that might have been relevant for the project. Well thought-out and structured were valued higher than information that was potentially lost.

The fact that three interviews were conducted via email can potentially create a loss of information as well as misunderstandings and misinterpretations. The follow up questions were used in order to limit the effect of these factors. The email interviews were chosen due to time constraints and geographical constraints. Furthermore they were considered most convenient by the interviewee. The findings from the qualitative interviews will be considered credible, as the two interviewees who were employed are key informants in their field. They work with attracting and retaining children within sports every day. Furthermore the three interviewees of the board will give an indication of their perception of the sport and what is important.

### ***Participant observation***

Most of the observations were conducted as an active participant, but some were conducted as a facilitator. This has some constraints that have to be taken into consideration. Firstly as an active participator the researcher has an active stake in the observed phenomena, hence it becomes subjective. Furthermore the researcher will actively affect the observed subjects. Furthermore the observer will be a part of the social dynamic and during observations this should be taken into account. Another researcher might interpret the social dynamics differently. Hence another researcher might reach another result (Kawulich, 2015).

Though they lead to subjective answers and potentially different interpretations, these participant observations give data that would be hard to gather otherwise. Furthermore, the role of participant gives the researcher the possibility to increasingly go into depth with the data.

Looking at both benefits and constraints, the qualitative participant observations have been chosen. This is because the benefits of the knowledge received out-weigh the subjectivity and potential bias. In order to limit potential bias and subjectivity of the participant observations, the qualitative interviews are used to back up findings from the participant observation. The qualitative interviews will add to the credibility of the observations if they seem to point in the same direction.

### ***Quantitative questionnaire***

Several aspects should be considered when looking at the validity and reliability of quantitative data. Validity looks at the quality of the data and if the researcher measures what he/she is trying to investigate. When asking children to fill out a questionnaire, there is a risk that they will not understand the questions. To limit misunderstandings and to make sure that the children understood the questions, the young children either had a parent assisting them or another adult to read the ques-



tions and possible answers and explain it for them. For the older children an adult was present to answer potential questions and heighten the validity.

That all respondents live in Copenhagen will affect the validity, as it will not take account for geographical differences. As the questionnaire is quantitative, there will be no in-depth answer and there will therefore be no explanation of why the children answered as they did. The answers will hence not be used as absolute answers, instead they will be used as pointers towards what children find important in the service, and who influences their purchase decision.

Reliability considers the consistency of the research and if it is repeatable. Having another researcher retest the questionnaire to see if they reach same result can increase reliability considerably.

Though this would be beneficial, it has been beyond the scope of this thesis.

## **Analysis**

In this section questions and hypotheses developed in the theoretical perspective will now be the foundation of an analysis of 'Consumer influencers', 'The moment of truth', 'Organizational direction', 'Consistent organizational image', 'Knowledge Management', 'Knowledge sharing', and 'Federation collaboration'.

### **Consumer influencers**

Based on the theory of children as consumers and influencers of their pattern of consumption (Buckingham, 2016), this section will look into how these influencers can affect a child's choice of sport. In particular, it will consider how badminton clubs should take influencers into consideration when trying to attract children. This section will look into multiple influencers: parents, peers, trainers & media. These influencers are the most influential with regard to a child's choice according to the primary data. The questionnaire showed parents and peers to be the most important influencers, as parents made 57 % of the respondents try badminton and 44 % of the respondents were affected by their peers (appendix 14). Rask & Pilgaard found the statement '*that my trainer is talented*' to be important for children's consumption of sport (Pilgaard & Rask, 2016), furthermore in the questionnaire 23 % found the trainer as the best thing about their club (appendix 17). With regard to the media as consumer influences, all three interviewees saw the effect of media coverage of international results as an influencer of children's choices (appendix 5-9). The influence and importance of these influencers will in turn be analysed.

## **Parents**

We will first take a look at the parents and their influence. Parents are particular about most children's choice of sports activity in the case of both for younger and older children. Parents will usually provide funding to purchase the service (Buckingham, 2016). Furthermore they can, especially for young children, affect their child's choice of sport, and they were the influencer of 57 % of the respondents' choice to give badminton a try (appendix 14). Hence the parents are important influencers for the child's consumption and must therefore be brought into the equation, when the focus is on attracting children to and retaining them within the sport. It is critical that the club establishes a strong and healthy relationship with the parents. A strong bond with the parents will strengthen the child's bond to the sport. Furthermore it will make it easier to make the parents interested in doing voluntary work in the club. This is an important aspect to consider, as parents are critical to the voluntary work of most badminton clubs. As the child becomes older, the parents will have less influence on their purchase decision. Instead peers are seen to take over as an increasingly important influencer (Buckingham, 2016).

The peers as influencers will now be analysed.

## **Peers**

A child's peers affect his purchase decision, and as they become tweens and teenagers their purchase decision is increasingly affected by their peers. Furthermore many decisions are based on the child's social network and their effort to meet the norms of the network they want to be a part of (Buckingham, 2016). This is also the case in regards to sport.

44 % of respondents tried badminton because of their peers (appendix 14). 43 % started in their particular club because of their peers (appendix 15). For a badminton club, this means that the more children know about the sport, the more they will participate and encourage their peers to give it a try. Clubs would benefit from creating a positive image of the sport within the social network that the children are a part of. In training sessions, I have observed, that children affect each other in a purchase decision, as they bring their friends to training, spreading the word and creating a positive image of the sport within their social network. This can result in several children from the same class becoming active members of the club (appendix 21 #1; appendix 21 #4)

A club can try to create a positive image of the sport by collaborating with schools and youth clubs to introduce children to badminton. Mathias Haulund Jensen explains the effect of these collaborations:

*“It varies: if the clubs are experiencing a direct effect (...) where children show up almost immediately. Other places they experience a more indirect affect, where they do not experience this immediate attraction. Instead they experience a larger flow of new members, because there are more children who have tried badminton in the local community”* (appendix 5).

Last but not least and in correlation with consumer influencers is the fact that the club is able to spread knowledge and create a positive image of the sport within the social network of the child.

Mathias Haulund Jensen says:

*“There is no doubt that school collaborations are a good way to introduce children to the sport. They will get knowledge of the sport at the local club. (...) This surely strengthen local knowledge about the club and is an effective way to show what badminton is“* (appendix 5).

The knowledge above can be beneficial for the club in order to attract children. Young people are more inclined to hear what others of the same age are saying/suggesting (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014). Bring-a-friend flyers, trainings or events are all great initiatives in order to use peers as influencers and try to attract and, with the positive reputation of the sport, retain children within the sport. This has been observed at trainings and bring-a-friend events (appendix 21 #1; appendix 21 #4). 31 % of the respondents believe that one of the best things about badminton is to be with their friends (appendix 16). Furthermore 25 % say that the best thing about their club is that they have good friends. Hence peers are of large importance (appendix 17).

Next trainers will be analyzed as an influencer.

## **Trainer**

The trainer has an influence on the choice of consumption, both with regard to new children trying the sport, but most definitely also with regard to keeping them in the club. The trainer as an influencer on new children trying the sport and the service encounter is closely connected. Hence this part of the trainers influence will be analyzed within the section ‘Service Encounter’. In this section focus will lie on the trainers’ role as and influencers for children who have already purchased the service. Tommy Kristoffersen confirms that: *“the trainers have an important role.”* (appendix 6). He adds, that it is important, that trainer has social contact with the children before and after training. (appendix 6). In the questionnaire several children gave the trainer as the reason why they might lose interest. Their biggest concern regarding the trainer was that he/she was angry or that they had to get a new one or a bad trainer (appendix 20).

It is commonly known that children are best retained if they have fun, see development and feel wanted & seen (Pilgaard & Rask, 2016). This is confirmed by Tommy Kristoffersen who says:

*“Children need a good training environment and this starts with a trainer who can create joy, a sense of community on the team, facilitate development and create experiences. (...) The trainer is critical.”* (appendix 6).

The trainer has a key role as influencer, as he/she is the main character of the child's badminton experience, furthermore he/she creates the positive atmosphere and the training session. From a club perspective, it is critical that they hire/develop trainers that can handle this job and can create the environment that the club wants to build. They have to be in line with the strategic vision the organization wants to pursue. Furthermore it is important that the club makes sure that their trainers are doing their job with high quality and that they keep developing their trainers. It is important that the club is aware of and takes the trainer's role as an influencer important, as this is alpha omega in retaining members and having repeat purchases. (appendix 21 #1; appendix 21 #2).

Internal knowledge sharing can benefit trainers as influencers – for example by watching each other's trainings and exchanging ideas and thoughts (appendix 21 #2).

Furthermore if the children perceive the training as fun, see themselves develop and feel seen and wanted by both trainer and peers, the likelihood of repeat purchase must be considered very high (appendix 21 #1; appendix 21 #2).

It has been established that an important influencer of a child purchase decision are their parents. Hence it can be beneficial for the club if the trainer establishes bonds with the player's parents when they are present in the hall. This will increase both the likelihood of repeat purchase and purchase of complementary services.

As Tommy Kristoffersen puts it: *“The more skilled trainers we can find, recruit and develop, the better we can create a good service offer for children.”* (appendix 6)

Now the media as an influencer both national - and local media will be analyzed.

## **Media**

It is a common fact that media can act as an influencer, but how this affects sports is yet to be proven. In this section media will be analyzed, as having an influence on children's choice of sport. This section will look into media divided into two separate sections: 'national media' and 'local media'. Their influences will in turn be analyzed.

### ***National media***

When there is large media coverage of the sport, more people will see it. Hence the awareness of the sport will be increased. When the sport is successful at a professional level, there is a higher

chance of larger and better media coverage. 2016 was a great year for Danish badminton, with a lot of great results and large media coverage of the sport (Boye, 2017). In 2016 Denmark won: the world championships for men, medals at the Olympic Games, medals at the European championships and three premier Super Series titles (Asferg, 2016). Furthermore the Danish players keep confirming their place at the top of the world elite, as multiple players are present at BWF's World Rankings in their category (BWF, 2017). Jim Laugesen, badminton expert at TV2 Sport spoke about Viktor Axelsen's victory at a season finals:

*"The victory at the season finals in Dubai was not only a triumph for Viktor Axelsen. It was a triumph for Danish badminton – and a beautiful finish of the best year ever."* (Asferg, 2016)

Furthermore Jens Meibom who is head of Badminton Denmark's sports manager and elite department, does not hesitate to mention 2016 as one of the best years in the history of Danish badminton (Boye, 2017).

One interviewee mentions this as a potential reason for an increase in active members in 2016.

Talking about the effect of great Danish results on the clubs memberships he says: *"It does! When Denmark won Thomas Cup (Team World Championships), there was an increase in membership of 8,000 members (...)"* (appendix 9). Furthermore all respondents believe that the Danish international results can be used to some degree (appendix 5-9). One interviewee says: *"It is an obvious marketing material when there have been good results."* (appendix 8) another mentions that they saw an increase in adult membership when Viktor Axelsen won a bronze medal at the Olympics (appendix 7).

Awareness and knowledge of the success of Danish badminton players might attract the interest of potential new players if they are presented with an opportunity to be introduced to the sport.

### ***Local media***

In order for local clubs to attract new players, they will have to create awareness about the sport and the initiatives they make as club. As mentioned previously, the success of Danish badminton on an elite level will create increased awareness of the sport. Hence the local clubs will be able to focus on attracting players to their trainings and initiatives, rather than spreading awareness of the sport. Local sports clubs can use their local media to spread success stories of their clubs' initiatives. Social media can also function in this way. Furthermore social media can be used to target specific groups of people to the club training sessions.

Mathias Haulund Jensen talks about the use of social media:

*“The social media is an effective and easy tool the clubs can use to increase visibility of their offers both internally for own players, parents and trainers (...). Additionally it is a great tool to create visibility in the local community. You create visibility and create knowledge of the club in the local community and this can contribute to strengthen the club’s brand.”* (appendix 5).

Local media can be used to increase the general knowledge of the local clubs existence and enhance their reputation. Furthermore the local clubs can use social media to target a specific audience in order to sell their service, within one badminton club boosting social media posts have attracted the consumers (appendix 21 #2; appendix 21 #3).

Next the service encounter and the moment of truth will be analyzed in relation to badminton as a service.

### **Influencers’ importance**

In this section the analysis on influencers on a child’s purchase decision will be taken up for discussion.

The top four answer children gave when asked:

*“How important is following factors when participating in recreational sport”* are: *‘to have fun’*, *‘to be with friends’*, *‘to become better’* and *‘that my trainer is talented’* (Pilgaard & Rask, 2016).

All factors that have a remarkable effect on children’s purchase decision should be taken into consideration. If a club is aware of the influencers, they will have an advantage, as they know who to target and whom their service marketing should relate to.

An example is if we want to attract children in the age 3-5 for a microton team, then the correct strategy would not be to go in to kindergarten and start talking about badminton. Here an appropriate strategy would be to target the main influencer of their purchase decision, their parents.

Another reason for strengthening the clubs bond to parents is the need for complementary services. There are multiple complementary services to badminton. Some demand a fee, but most complementary services demand time, often both from player and parent. For the child, the complementary service can enhance the quality of the original service.

Mathias Haulund Jensen says following about complementary services:

*“When we talk about complementary activities, then it is important that the players are a part of other activities than just training. (...) Thus they have some activities that their usual trainings lead to. (...) It is important that there are also some social activities, either independently or as a part of other sporting activities. It is at least the experience we hear from the clubs, is something that*

*works and for a large part of the players the social aspect is actually really important.”* (appendix 5).

As Mathias says, the complementary services give something to train for. Hence it gives the child a sense of direction and a goal with the training. This increases quality. Furthermore the complementary services can boost motivation, making the children increasingly happy and focused when participating in their regular training (appendix 21 #1; appendix 21 #4; appendix 21 #5).

As Mathias says, the complementary services can be social activities. These are complementary because they still enhance the service of badminton. This correlates with the successful badminton club who as this club facilitates multiple social initiatives in order to complement and increase the quality of their service (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014). As well as enhancing the quality of service by direction and motivation, the service will be enhanced by increasing the perceived quality of the social context. This means that there should be a link between “having fun” and “becoming better”.

The role of peers as influencers of the purchase decision has earlier been analysed. Now their importance with regard to keeping children in the sport will be discussed.

*“Children in the age 7-15 years old, is in a phase of life, where sport and recreational activities are selected and rejected with a high frequency.”* (Laub, 2013, p. 30) Tommy Kristoffersen elaborates on this when talking about children switching activities: *“We zap around, we see what our friends are doing, what is happening? What do I want to do? This means some children never find a place to be.”* (appendix 6).

One important aspect for children when participating in the sport was to be with friends. The clubs can use this information. This can indicate that it might be beneficial for the clubs to look at their players in a social perspective, instead of looking at the players as individuals. The club can use social media to make sure that all children can be part of a social network based in the club. The social network can retain existing members, but it is also important for a club that children in the local community have badminton in their mind when they stop participating in another activity. We want badminton to be the next sport they want to try. Mathias Haulund says:

*“School collaboration is a great way to introduce children to the sport. They will get know what badminton is and get knowledge of the locale club. A relation has been created. (...) It definitely strengthens the local knowledge about the club and is an effective way to show what badminton is, because the club reaches many children who will get a great experience with badminton and who will hopefully contact the club afterwards. (...) Some places they do not experience a direct flow of*

*contact. Instead the regular flow of contact will increase because there are many more in the local community have tried badminton. (...) Then some day it might be nice weather and then some might have played badminton in their garden. Then they might remember, oh yeah there were this local club where they could play badminton.” (appendix 5)*

These school collaborations will increase the knowledge of the badminton clubs and what it is to play badminton. It is possible to create a trend within the children’s network of peers. When a sport is presented for a school class and they have a positive experience with badminton, an image will be created of the sport within their social network. This image can work as an attractor of members from that specific class, as they will go together and stretch their social network into the atmosphere of the badminton club (appendix 21 #1). The last influencer that will be discussed is the trainer, who plans, executes and evaluates the service experience. Tommy Kristoffersen says following about the importance of the trainer.

*“Children must experience a good training environment. A good training environment starts with a trainer who can create joy, create a community on the training and make sure that the children see a progress. Apart from that some experiences should be created. This can be on the training (...). The experience can also be something that happens outside the court. (...) Hence the trainer is really essential.” (appendix 6).*

The role of peers and the role of the trainer are thereby linked, because the trainer has to create community as well as a sporting development, and the peers have to feel accepted and included as a group, so that they keep each other as members of the club.

The influencer’s importance have now been discussed and we found that parents had an important influence, as they were in particular more positively minded towards purchase of complementary services if they had a relationship to the environment of the club themselves. Furthermore they will then be easier to attract as volunteers. The dual goals of making sure that children have fun and improve their game ensure that complementary services become attractive for parents. Then we found that it was important to see the children in a social network, as it is important that they are a part of the social network in the club in order to retain them within the sport. Lastly the trainer was found of great importance as an influencer and that the club should keep this in mind by developing talented trainers, who understand that improving badminton techniques and participating in social networks go hand in hand.



## **The moment of truth**

The service encounter is both the child's and the parents' first experience of the badminton club. It is important that this step is optimized, so that new members feel welcome. Potential members should not be kept waiting and information should be easily accessible (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014). For children's purchase decision, there are two critical service encounters. The first is usually the parents who contact the badminton club to arrange a trial visit for their child. This is often done through e-mail or using the club's website. It is important that the parent receives the information needed and that they receive a fast reply, as their perception of the club will rely on the answer of the e-mail or the information received on their website.

A fast and precise response will display the club as professional and aware and a welcome strategy will make sure that the customer remains interested in the service.

The other part of the service encounter is if not more, at least as critical for the purchase decision. The encounter to be analysed is the first encounter of the child – Its first training. The trainer also has an important role as influencer here. This will be the first experience of the club and maybe even the sport. It is critical for the purchase decision that this encounter is successful and that the child has a positive experience. This first experience will shape their image of the club and the service this club provides. It can even shape their perception of the sport in general. A good first service experience will tend to make the child sign up as a member and purchase the service, if the parents approve the decision (appendix 21 #1).

When the child has chosen to purchase the service, it is critical to repeat purchase that the quality of the service encounter is kept at a high level. The child will have an expectation of the service and it is important that this expectation is either met or exceeded. As mentioned earlier it is also important that the relationship between parents and club is maintained, as they, though they do not actively participate in the organized training, have a large stake in the choice of consumption.

The image of the club and how to create a consistent image in the eyes of the local community will be analysed next.

## **Organizational direction**

In this section it will be analyzed how a corporate mission and a strategic vision can guide badminton in a collective and more unified direction in order to create a better and stronger organizational background for providing the sport as a service.

Badminton clubs in Denmark are voluntarily driven. This means that their management might not necessarily have a business background. Furthermore many clubs seem to lack a corporate mission and strategic direction to work as guiding principles for the club.

Clubs that lack these guiding principles can have a tendency to work in multiple and possibly conflicting directions, creating conflict both with the service offered, but also between internal stakeholders in the club.

The clubs have limited time and resources. They need to choose what they want to focus on all the time. They do not have the resources or the time to work in multiple directions or provide services that compete with each other. A badminton club is a voluntary organization that offers a service that customers want to purchase. Furthermore there are complementary services that can enhance this service. There are stakeholders that have a stake in the organization who attempt to develop their club as an organization in a competitive environment competing with other recreational and exercise offers. Hence it can be seen as a framework similar to a normal profit-seeking company. Hence the direction given by a mission and a vision must be as beneficial for a badminton club as for the company.

When asked if a badminton club could benefit from a strategy, Tommy Kristoffersen said:

*“It typically means that it will be easier to reach the goal. (...) It makes it easier to motivate trainers and volunteers because they know what they should do. In that way it becomes a method to see the goals of the organization more clearly and thereby what we need to do to get there”* (appendix 6)

The direction given by a vision and a strategy will guide the employees and volunteers in a desired direction, making the organization focus on what is important.

Mathias Haulund Jensen talks about what a strategy can mean for a badminton club:

*“It gives a clue about the state the club finds itself in. (...). Some clubs see some things they have to do and then it is about finding some necessities and out how we should use our time and resources to do it”* (appendix 5)

The strategy does not only give direction, it also gives an overview. It will also show the club exactly what it is doing and help it to focus on its goals. Vision and strategy affect all activities and strengthen the image of the organization.

Within a company top management and maybe some key employees with critical knowledge establish the corporate mission and strategic vision. The corporate mission acts as a guideline for the company's activities and what it strives for. The strategic vision should be embedded within the

culture in order for it to be useful. Employees and internal stakeholders should acknowledge and take the strategic vision of the company into their daily activities. The strategic vision works as a kind of soul of the company, visualizing its ambitions about business and image.

Corporate mission and strategic vision can be transferred to the context of badminton in Denmark by correlating them with Badminton Denmark/DGI Badminton and its member clubs. The idea is that the clubs adopt a shared goal of promoting the sport (a corporate mission presented by Badminton Denmark and DGI Badminton) and combine it with a local plan of action (strategic vision which is aligned with the corporate mission).

Most if not all badminton clubs have rules and regulations that contextualize the purpose and rules of the organization. These can only be changed at a general assembly.

An example of an organizational purpose could be:

*“The purpose of the club is to promote badminton in Copenhagen”* (KBK, 2017).

In order to see the badminton clubs as a business, the corporate mission should be backed up by purpose, beliefs and values (De Wit & Meyer, 2014).

The factors of a corporate mission can correlate in a number of ways. They must ensure that the organizational members are committed to them, by creating a sense of mission.

For the sport of badminton, the corporate mission gives a sense of direction, making sure all organizational members know which activities are beneficial to the sport of badminton.

In order to promote the sport of badminton, each badminton club should reflect the corporate mission within their own strategy.

A strong corporate mission will benefit the badminton club by giving a line of direction, strengthening the ties within the organization, and making sure all organizational members are in line with what is best for the clubs and the future of the sport.

Assisting the corporate mission, badminton clubs need a strategic vision. When a club creates a vision, it needs to take its socio-cultural environment into account, looking at how factors here can affect its future. For example children are getting increasingly involved in the purchase decision and this has an impact. Another example could be the increased use of social media. This affects both badminton club and their contextual environment.

When creating the strategic vision, the club should set a desired future organizational position that includes a concrete goal. This could for example be to have the largest youth section in the city. In order to reach this desired position, it is important that long-term objectives, which will help the club reach this goal, are concretized. These will act as a guideline towards their desired future posi-

tion. They can furthermore act as a guideline that the club can strive after. Mathias Haulund Jensen talks about the effect a strategy can have for a club:

*"To have a vision, a common understanding of what we are working on in the club, is very good because it adds to the community. Why is it we are in the organization and where is it going. It creates direction. It often hinders conflict because many things have been discussed. It creates an overview and one can better prioritize and delegate duties."* (appendix 5).

If a club succeeds in creating a strategic vision that is embodied by the internal stakeholders, they will give the club direction, legitimization and motivation. These are valuable feelings to awake. A sense of direction will guide the organization towards a particular set direction through defined boundaries that limits the scope of strategic option.

When looking at a badminton club, there are multiple stakeholders wanting to know what is happening within the club. Some good example could be sponsors and parents. A corporate mission and strategic vision will legitimize the work of the badminton club. Because it show exactly what the organization sees as worthwhile activities to pursue, and what they as an organization strive to achieve. This will increasingly create trust and support to the organization.

At last the direction created can add motivation to the organization. This motivation can be beneficial, as the more motivated people are, the more hours they are willing to put into the work. When looking at volunteers they will be more inclined to put in extra hours. Looking at the trainers, motivated trainers must be expected to put more thought into their training, hence hopefully creating a better training. Another factor is that a motivated trainer can be expected to be happier at the service encounter, which will be reflected by the members he/she trains.

Tommy Kristoffersen says the following about the importance of the clubs having a strategy:

*"It is really important. Everyone has limited time and resources. This means the time we use has to be as efficient as possible. If we have a strategy, a vision, a plan for what we want. (...) Then it will typically be easier to reach ones goal"* (appendix 6).

In order for a badminton club to execute a strategic vision collaboratively, knowledge will have to be shared within the organization through dialogue and discussions. When knowledge is developed through collaborative work and discussions, the internal stakeholders participating will have a better understanding of each other's perspective, working towards a collaborative understanding of what are worthwhile activities. Because most badminton clubs represent multiple internal stakeholders, it is critical that all stakeholders are a part of the establishment of a strategic vision, otherwise it will create rivalry within the organization.

The corporate mission should be nationally coordinated, in order for all clubs to have the same mission and act accordingly. In order to change the decline in badminton, clubs need to work together as a franchise and work towards the common goal of a more popular sport with more active members. All clubs are in similar positions and they need to work together against other service providers, such as soccer and handball. The mission for the sport has to be a collaborative effort and the clubs need to commit themselves to it. The positive effect of this collaborative effort are branding, sharing of knowledge and experiences and combining resources. These positive effects will be analyzed throughout the paper. Furthermore this cooperation changes the market, as clubs can send potential players on to the next club, if they are not able to satisfy a specific segment in their club. The corporate mission should be to spread badminton to all would-be players, without regard to skill, race or social class.

With that corporate mission in mind, the individual badminton clubs should each create a strategic vision that targets their local environment, in order to penetrate the market most effectively.

When creating a strategic vision, the first thing a club should do is to create a dialogue between the members of the club to make sure that everyone understands the need for the club to be committed to the sport's corporate mission. In order to create a consistent view of the organization, it can be beneficial to start with a brief discussion about the desired future organizational position, so different sections will understand each other's ideas of what should be goals for the organization. Then the club can follow the model going through contextual environment, industry environment (in the context of the shared corporate mission for badminton in Denmark), future organization position (again) and time horizon.

When a strategic vision has been established, it is important that this is spread throughout the organization for all internal stakeholders to know the strategic vision of the organization.

As observed at network meetings and as one interviewee mentions a source of mistrust and rivalry between local clubs is the fear of losing players to the other clubs (appendix 21 #2; appendix 7).

The smaller clubs often fear that their best players will switch club seeking new opportunities. With this switch, the small club will lose their best players and potential resources.

Firstly badminton clubs benefit from having good players, because they raise the level of the training sessions and the general level in the club. Secondly these can also have potential for becoming trainers for other players. One could ask why it would not be most beneficial to have one big club, which supplies the best training to all players? This is not optimal for several reasons. Firstly there

will be no local clubs to compete with in the tournaments, limiting competition. Furthermore we need many small clubs in order to attract players and be supplying locally. In the questionnaire 40 % of the respondents chose their club because of its geographical situation. (appendix 15). Secondly the best players function as role models, showing what it takes to become better and raising the level of skill at the club.

In order to overcome this general concern, badminton clubs can make local contracts, in order to create a plan of action if a player wants to switch club for some reason. Another long-term collaborative solution is for local clubs to have a close collaboration where the individual clubs specify their service in order to attract a specific level of skill. This would create talent hubs, where some clubs were specialized in serving players of high skill level and other clubs were specialized in attracting and developing new players. In this way the clubs could provide the best service possible service to their specific target groups instead of trying to provide a service that covers multiple skill-groups. In this setup the service provided would be highly specialized, and this could increase the possibility of a successful service encounter. Furthermore the clubs would collaborate more intensely benefiting the sport and the clubs, as resources would be shared and the training would be focused on the specific need of the players in that skill group. Furthermore there would continue to be clubs present in the local community in order to attract as many children as possible to the clubs. This is a future vision that can be worked towards. This will demand an even bigger collaborative effort and will demand much time and resources to start up. If created, the estimate is that it would benefit the sport on a national level. To sum up, the sport of badminton would benefit from a national cooperation, where all clubs have the same mission working collaboratively towards this, putting their efforts together and working as colleagues instead of rivals. The clubs are in this together. Furthermore each club should then create a strategic vision in order to most efficiently penetrate their local market. The biggest risk of collaborating with other local clubs is the loss of players to other clubs, but for the sport in general, it is better that the individual players switch to other clubs instead of finding a new sport.

In the future, the sport could work towards an even more collaborative effort, where clubs differentiate their services, making some clubs talent hubs focused on players with a high skill level. This would create an specialized service, benefiting the customer. Furthermore it would allow the clubs to share their resources, thus benefitting all stakeholders.

## Knowledge Management

In the analysis we will discuss how it can be useful for the clubs to use knowledge management and how this can be done in practice with regard to Nonaka's framework to knowledge management.

Stakeholders in a badminton club are not employed fulltime, so it can be difficult to engage in time-consuming knowledge sharing activities. The limited possibility of rich social interactions means that a badminton club will benefit from having a database with processes, procedures and deadlines. It will be easier for all stakeholders, to be able to retrieve knowledge individually. Furthermore the club will be less vulnerable to loss of knowledgeable stakeholders. Though this knowledge might not be interpreted in exactly the same way as was intended, it will create a starting-point.

Until knowledge is stored as data, it is critical that all stakeholders know who possesses the fundamental knowledge they might lack and need in order to proceed with their responsibilities and make use of complementary knowledge. Shared knowledge should be created through dialogue and social interaction in all clubs with the goal of sharing and developing knowledge within the organization. For badminton clubs knowledge management is important to ensure that internal stakeholders work in the same direction and use each other to develop knowledge.

For a badminton club, it is important to always have the future in mind, making sure to develop new internal stakeholders, such as trainers. As one interviewee says: *"It is important to make sure always to develop for example new trainers, and that they learn for example how to host a tournament"* (Appendix #7). The job of a trainer is embedded within tacit knowledge and artifact embedded knowledge, this takes time to learn through practice and education. Hence this is a job that is hard to learn through Internalization. It is highly recommended to develop trainers through Socialization and Externalization. It is critical for the service provided that the badminton clubs have knowledgeable and skilled trainers, who know what they are doing. Hence a club should recognize which jobs include a large amount of tacit knowledge and ensure that there is a system for transferring skills to multiple people in order to secure the next generation of knowledgeable stakeholders. For trainers knowledge could be shared through assistant trainers helping, learning and developing knowledge about being a trainer (socialization). Later they can lead their own training sessions. To develop knowledge within the organization, trainers can see each other's training sessions and give each other advice (socialization), or they can organize group meetings to discuss training and technique (externalization). These stages can be beneficial for all tasks in a badminton club, as they develop internal skills and knowledge, increasing the quality of the service provided.

There are multiple jobs where Combination can be beneficial as one interviewee describes: *"To*

*make sure knowledge will not be lost, we have created a Dropbox, in which we save everything that is made. The intention is that there should be guidance plans for events in the club"* (appendix 7).

This club uses Combination to store knowledge through Dropbox, making sure that knowledge will not be lost.

For all stakeholders to embed the shared beliefs of the organization Internalization should be a part of the processes within the club, as this will make the shared beliefs a part of the culture embedded within the core of the services provided.

Badminton clubs have tacit knowledge that should be passed on and developed through socialization and externalization and the organization can benefit from these types of knowledge conversion as they create and expand existing knowledge. Though these types are beneficial it is wise for a club to store knowledge through combination, in order for the club not to experience a loss of knowledge. A database can prevent this loss of knowledge, making sure that the club is better situated if an internal stakeholder leaves the organization. Internalization is important for the individual club and for the national organization, as shared beliefs create a strong culture.

This analysis shows that Nonaka's framework of knowledge management can create and develop knowledge within a badminton club. An awareness of the components of SECI can ensure that clubs develop all aspects of their service and develop their culture as a part of an organization. Socialization, Externalization, Combination and Internalization can be used to make knowledge management part of the culture of the sport.

## **Knowledge Sharing**

In this section it will be investigated how knowledge sharing can benefit the sport of badminton and what problems might rise when utilizing knowledge sharing.

To share knowledge between badminton clubs will make badminton stand stronger as a sport, competing in the market against other recreational service providers. This is because knowledge is used to increase the quality of the sport collaboratively as a franchise, rather than competing with the other local badminton club. The badminton federations, Badminton Denmark & DGI Badminton, facilitate external sharing of knowledge through network meetings. These network meetings help limit competition and rivalry between the badminton clubs (appendix 21, #2).

It is critical that the federations work on the clubs' 'attitude towards knowledge sharing' and their 'level of commitment to the goal they are pursuing'. The local clubs need a positive attitude towards knowledge sharing, otherwise the network meetings, that rely on knowledge sharing, will seem like a failure. Furthermore it is critical that the clubs' level of loyalty and commitment to the



common goal (attracting more members to the sport of badminton) is maximized. The clubs will have to see the bigger picture and trust each other in order to limit rivalry. If federations can successfully achieve this, external knowledge sharing will be possible.

The successful badminton club participates in networking (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014). This means participating in knowledge sharing activities. Talking about the network meetings Tommy Kristoffersen says: *"Often it is the same type of challenges the clubs face. The clubs can meet with other and discuss how to solve and work with the problem"* (appendix 6). In his experience some clubs think the following about network meetings: *"Here I can get some inspiration and in the long run get someone to collaborate with."* (appendix 6).

The clubs can learn from each other and should share their knowledge and experiences rather than guarding them as a competitive advantage. The badminton clubs should as Mathias Haulund Jensen states it: *"do something about seeing each other as colleagues."* (appendix 5)

The clubs should work collaboratively in order to reach the common goal – more active badminton players. Network meetings facilitate important knowledge sharing between clubs, making them better by increasing the quality of their services and giving ideas for innovation (appendix 21, #2). Furthermore besides the benefit of knowledge sharing, contact between clubs is created.

It is important that the federations keep guiding the clubs, as if they were franchise owners, making sure to encourage knowledge sharing and collaborations. Positive experiences with knowledge sharing and continuous encouragement from the federations will create strong communication and bonds between the clubs.

The three interviewees from different clubs have all had some collaborations with other clubs, giving benefits for their own club, such as enabling new possibilities of collaboratively collecting groups of players that would otherwise have been hard to retain. Furthermore knowledge such as ideas and experiences have been shared and resources have been used collaboratively, with for example one club using trainers from the other. After many good experiences with knowledge sharing one interviewee says: *"(...) as it is an older club, they have players at a higher level, and we can now see, that when we can no longer satisfy our players skills, there is a risk that they will be lost to this club"* (appendix 7). The fear of losing players to another local club is widely acknowledged and this is the usual fear connected to knowledge sharing. This should be fought through dialogue and mutual agreements of not 'stealing' players. The clubs will a previously mentioned have to see each other as partners, and see the bigger picture. This can be either by a contract or a mutual understanding of how players wanting to switch club should be handled. Furthermore the clubs should

utilize each other's strong sides, sending players that will be better served in the other club on. As there are multiple benefits in seeing badminton as a franchise and working collaboratively, this should be encouraged. It is important that clubs that lie close to each other open a dialogue about the possibility of players wanting to change club and how this should be managed. Furthermore there should be a mutual agreement that the clubs do not try to steal players from each other, as they are not rivals, but colleagues.

Knowledge sharing will, through interactions and communication, share and develop existing knowledge, innovating new concepts and better ways to manage a club. It can target the consumer and increase the quality of the existing service. Furthermore it will enable badminton to become an increasingly innovative sport, creating value in a unique way in the market, thus reaching a stronger position for all clubs within their local community.

### **Consistent organizational image**

In this section it will be analyzed why national branding efforts are critical to the new position of the sport and what benefits it can provide.

All badminton clubs have an image, whether they want it or not. In order to maximize the potential of the sport, all badminton clubs should collaboratively be working actively with their own image. In order to work on their image, they need to follow the guidelines for what badminton, as a sport, wants to achieve – why they are in business, their vision. This vision needs to be in correlation with the organizational culture (the individual badminton clubs), as these are defined by the members that should strive towards this vision (Hatch & Schultz, 2008).

As seen in the section 'Theoretical perspective', the VCI model works towards creating a consistent brand identity for an organization through an alignment of their vision, culture and image (Hatch & Schultz, 2008). In order to create a consistent brand, all badminton clubs need to understand what the collaborative vision is and how to achieve it. In order to create a consistent image of the sport, all badminton clubs need to work collaboratively towards a common goal and vision of the sport. If this is not the case, gaps will appear, creating disturbance in the relationship between vision, culture and image of the organization. This would disturb customers, which could potentially hinder their purchase of the service (Hatch & Schultz, 2008).

If Badminton Denmark and DGI Badminton succeed in creating a collaborative vision, which is backed up by all the local badminton clubs and is enhanced by an image that correlates with both culture and vision, the sport will create a consistent image, which should make sense to all custom-

ers targeted (Hatch & Schultz, 2008). A united sport is stronger than a sport where clubs fight each other locally for customers.

If Badminton Denmark and DGI Badminton succeed in working to organize a collective image of badminton, then it will be easier to brand and market the sport in order to create an interest in the local communities of the clubs in Denmark. This can potentially attract members, especially through positive word of mouth and branding of professional results of Danish players.

The VCI model explains that an organization can experience three different gaps (Hatch & Schultz, 2008). These gaps will in turn be analyzed and put in relation to the world of badminton, as these can hinder the purchase decision and create a conflicted image of the sport.

The first gap is when the badminton club does not deliver as promised – a gap between strategic vision and organizational culture. In this gap, the badminton clubs do not work towards the vision of the organization. Examples could be if a badminton club tries to promote local rivalry with other clubs or creates a badminton club that is socially exclusive. This means that the culture within the organization does not work with and reflect the organizational vision. This creates a disturbance for both badminton clubs and customers. For customers this can mean that the services they receive does not correlate with their knowledge about and their expectations of the organization. This will resolve in a confused image, as the encounter with the organizational culture does not align with the vision of the organization.

To bridge this gap, it is important that all badminton clubs embody the vision of the organization, as it is critical that all clubs work in a collaborative direction, and follow a consistent plan of execution. Furthermore clubs will have to commit to the strategic vision of the organization in order to be a part of the community.

The second gap is a gap between strategic vision and stakeholder images. This is created if the organization's image of itself does not correlate with the image external stakeholders have of it. This resolves in a conflicting image. To change a conflicting image, the organization needs to work consistently towards changing stakeholders' perception to make sure that the gap between strategic vision and organizational culture does not appear, as this gap also creates a disturbance in the image of the organization. Furthermore the organization should work with marketing and other ways to reach external stakeholders and change their perception. The most critical way for badminton to show its image is through word of mouth. Hence it is important that every service encounter and all plans reflect the desired vision of the organization. If the organization does this successfully and remembers to market it, the probability that it is able to close the gap will be higher.

The last gap is a gap between stakeholders' image and the organizational culture. This gap appears when the employees do not reach the expectations of the customer. Hence a disappointing service is delivered. In order to make sure that a gap between stakeholder image and organizational culture does not appear, the organization should have well-qualified and experienced trainers who are equal to the challenge. If the organization keeps educating their trainers and other internal stakeholders and makes sure the clubs understand that it is important that they always deliver on the promises of the organization, then this gap will most likely not be created. The organization can limit these gaps by supplying trainer qualifications and encouraging the clubs to send their trainers to participate, Furthermore meetings organized by the organization, such as network meetings, will help embed the vision in the badminton clubs, creating a consistent image of the sport.

To create a consistent organizational image, it is of great importance that the organization limits the above-mentioned gaps. If the badminton clubs understand and work collaboratively with the strategic vision, they can keep excelling at the encounter with organizational stakeholders and hence deliver on their promises. If an organization excels in limiting these gaps, it will have a consistent organizational image, helping it to attract and retain the customers that they need to purchase their services.

The overall image of badminton as a sport is something that affects all badminton clubs. The overall image has an effect, because this is how society looks at the sport in general.

The current image of badminton as a sport, has been negatively marked by being a less attractive sport than it was previously and having an increased amount of elderly players over 60 years old. The current image has led to a decreased flow of young players towards the clubs, as new generations have not been seeking the sport as much as they used to. (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014).

As noted earlier the collaborative project between DGI Badminton & Badminton Denmark is intended to work towards a new and improved image in the eyes of the population, which will hopefully increase the flow of new badminton players. Even though this overall image is national, the local clubs produce the culture that should work consistently with school collaborations, marketing, branding and positive word of mouth.

Furthermore working collaboratively will give the badminton clubs the possibility of cooperating on marketing campaigns and events in their local community, sharing the costs and benefits of these and giving a larger force of penetration in the market and a larger geographical scope to the effort.

In this section we have looked at how it can be beneficial for the badminton sport to be managed collaboratively as one organization and how it will shape the image of the sport.

A consistent image was created from aligning the clubs efforts in the direction of one's strategy, limiting gaps between vision-culture-image. Lastly the image of the sport was found to hinder the badminton club at the moment, this should be changed by the clubs embedding the vision within their culture and cooperating in their local community by working consistently with school collaborations, marketing, branding and positive word of mouth.

## **Volunteers**

It is common that badminton clubs in Denmark are voluntarily driven. Volunteers undertake to do the required jobs on the board of directors, and to be involved in more or less the rest of the organization's activities. A club's volunteers will do this to help the club and for the sake of being involved in the club's social context. Clubs have been established based on voluntary efforts and these are still the foundation for their existence and survival in the market. It is highly beneficial for a club if it knows exactly how to manage its volunteers. As Mathias Haulund says:

*"The volunteers are the whole fundament for the life of the organizations. They are the ones who do the work, which make decisions, engage themselves in the club and arrange and plan activities and the training in the club. It is also the volunteers who make other people engage themselves in the club."* (appendix 5).

Hence the volunteers are of great importance. But most often they do not come by themselves. In order to make sure to have enough volunteers and secure a high dedication, it is important to work consistently on the issue. The clubs will hence benefit from a strategy directly targeting the issue of volunteers. Mathias Haulund Jensen can be said to talk about the content of a volunteer strategy:

*"It is important that every organization has thought about how to work with volunteers and how to secure continuously getting new volunteers. So initiatives are taken all the time in order to get people involved in the club. (...) The club has to secure motivation for volunteers to participate through showing the social culture that revolves around being a volunteer and the rewards of volunteering. But of course there should also be an expectation that someone will participate in the voluntary work that resides in the club."* (appendix 5).

The club should consider how to attract volunteers. How do they make it attractive to be a volunteer? Should they be persuaded? There are many reasons why people volunteer, but most people want to help the club when a relationship is established to it (appendix 21, #4). As seen in the section 'contextualizing the researcher', I personally volunteer in order to create good experiences for

other's as they were once and continue to be, created for me. To establish a feeling of giving back, a feeling of doing what is good for the club - the club feeling. If a club can create this feeling in their members and their parents, they will be highly inclined to help the club (appendix 21, #4). Beyond that, in order to attract other volunteers it is important to make the job accessible. This can be done in two ways. One way is that the job is conceptualized, so that everyone will know exactly what to do and how much time it will involve. Another way is to ask people to do it in a group. They will be increasingly inclined to help, as they will not stand alone with the responsibilities.

As Mathias points out a strategy on how to manage and attract volunteers is critical to the efficiency of the badminton club. It is important that the club understands that there are multiple kinds of volunteers needed in a club. First of all there are different kinds of work that need to be done. Some have to do with leadership and direction, others with socializing, managing a team or organizing an event. Volunteers are important resource. Tommy Kristoffersen elaborates on voluntary work:

*"There lies an enormous strength in voluntary work (...) To be voluntarily driven of course also has a flipside. When some people do not have time to invest the sufficient resources that the other volunteers want to put in it. Then it can be demotivating and the fewer that contribute, the more the burden will be on the shoulders of the ones who are left. Then it can become a very challenging situation for some clubs. But I want to say that it is fundamentally a strength that the clubs are driven voluntarily. ."* (appendix 6)

As Tommy says, it is important for a club that all the work does not rely on a few volunteers.

If a club has a large network of volunteers, they will be able to create complementary services that can enhance the quality of the service. Furthermore they will have the resources to develop their service and pursue the innovations they think could benefit their market.

Volunteers are the entrepreneurs of the sport of badminton. They be able to evolve their knowledge and skills, because this is the reward that volunteers strive for, a reward that is weighted higher monetary rewards. The market that badminton clubs find themselves in is in constant development. In order to keep up with the development and keep the interest of consumers, it is important to keep developing ones resources and one's service. Mathias Haulund Jensen talks about securing a continual growth to the sport:

*"In order to keep growing and secure a positive development as a sport in the long run. Then there are some organizational aspects in the clubs, there is a question about strategy for voluntary workers and there is a question about marketing (...). The clubs need to keep focusing on these factors as well as keep developing them."* (appendix 5)

## Discussion

In 2016 the sport of badminton had a long waited increase in the number of active members. Badminton – Bevæg Dig For Livet had an increase of active members from 116,169 active members to 118,149. This is an increase of 1,980 active members (+1.70 %) (Fester & Peter, 2017). The goal for 2016 was an increase of 2,000 active members. This has almost been reached. The goal for 2017 is to have a further increase of 3,000 active members (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014). How can the increase in active members, that has been started, be continued? What should the federations and clubs do in order to keep up the good work?

We have seen an increase, but this does not mean that we can relax. 2016 was said to be the best year ever for Danish badminton on a professional level. This has also resulted in larger exposure in for example the daily news. Could this be the reason why there has been an increase in active members?

In addition the collaboration between DGI Badminton and Badminton Denmark has had an important role for the work in the clubs. Furthermore the federations' collaboration has created a goal towards making the sport better, showing the clubs the way, by making their collaboration towards a common goal.

All badminton clubs should be collaborating in order to increase the number of active members. To merely encourage collaboration is inadequate. The sport is in a stage of crisis, there is a need for radical measures in order to keep changing the decline and to develop the sport of badminton in a positive direction visualising the glorious days of 1988 where badminton were the second largest sport in Denmark (appendix 2).

When talking about running a club Tommy Kristoffersen says:

*"It has become more complex to run a club today than it was earlier. When I was a child I remember many of the good clubs. Primarily it was about having one or two good trainers and beyond that have someone who had time to be present. Today there is a larger demand that a club leader knows how to get money (...), how to market ourselves and how to visualize ourselves. There have come so many offers, sports offers and other types of offers compete for our time. You have to be really skilled at marketing yourself as a club. The service one has in the hall needs to be great as well. Children do not just show up and play if there is not an environment where they can evolve. So there is a lot of demands on what it will say to run a club. (...) Many sports have a hard time because beyond the many sport offers there are also many other offers and especially in large cities."* (appendix 6).

The demands on the clubs keep rising, as well as the fierce competition in the market of children's leisure time. In order for the sport to be strong, a change in perception is needed. Hence there is a need for corporate entrepreneurship. The organization Badminton Denmark and DGI Badminton need a renewal in order to embrace and demand cooperation from the clubs. Together we are stronger. As analysed a common organizational mission will create a strong corporate mission and the organizational members (badminton clubs) will be energized and inclined to work according to the corporate mission. Furthermore it will strengthen their emotional bond to the organization. Hence the organization will benefit largely from a strong corporate mission (De Wit & Meyer, 2014).

The badminton clubs should work towards this mission, seeing each other as partners, working towards a common goal. This will increase knowledge sharing between the clubs, increasing knowledge sharing and development.

The sport of badminton needs to collaborate on a more organizational level in order to maximize and utilize its resources and potential. The badminton clubs need to see the bigger picture and assist each other in their common goal, to get more active members within the sport. A common agreement like a corporate mission that the clubs sign up for will create this cooperation and sense of mission.

To be collectively engaged in the market will increase badminton's position in the market, as it will increase innovation through development and sharing of knowledge. Furthermore it will make the clubs stand stronger as they can to a larger degree utilize each other's resources and incur mutual benefits. This can be done through collective marketing in the local community or national marketing campaigns to attract new consumers and develop the image of the sport. Furthermore that all clubs and the federations collaboratively work on a consistent image of the sport, creating a correlation between vision, culture and image will possibly renew or better the old image of the sport, creating a consistent organizational image aiding the sport in attracting youth members to the badminton clubs. The clubs will have the potential of utilizing each other's resources, as one interviewee explains how they collaborate with their local clubs:

*"We can help each other, and utilize each others experience and ideas (...) The collaboration with our neighbour club has given us some good trainers to the club, and we have been able to offer our player some training at their location in periods where we have lacked hours in the hall (...)"* (appendix 7).



Collaborations like these utilize resources across clubs, benefiting both clubs, as well as the consumers within the clubs. A common goal will make collaborations like these more feasible, as the clubs have a common mission.

In order to create a unified sport, a common understanding of the consumer has been critical. The clubs need to understand what influences children and how to target different groups. The image of the sport has led to a decrease automatic attraction of children (Kirkegaard, Gottlieb, Fester, & Gøtzsche, 2014). Henceforth the clubs will have to work on attracting them. This can be done through targeting influencers as well as giving the children good experiences with badminton. Furthermore it is critical that the children have friendships within the club, as 31 % mention this as the best thing about badminton (appendix 16). Furthermore multiple respondents answered that if their friends stopped, it would make them lose their interest in badminton (appendix 20). If the club can give the child a large network of peers, it should keep more children within the sport. This can be done as a collaborative effort, as collaborations with other clubs through collaborative training sessions, events and tournaments can create friendships across the boundaries of the club, increasing the value of the complementary services.

To keep the sport competitive in the market, it is important to keep developing the processes, procedures and service offers that badminton provides. In order to actively seek opportunity-driven behaviour, there is a need for volunteers to execute it. To have enough volunteers, it is critical that the club works strategically in order to develop its internal resources, attract new volunteers and retain existing volunteers. The work of volunteers can be enhanced through cooperation across clubs. As one interviewee mentions, while talking about collaborating across clubs: *“We can help each other, and utilize each other’s experiences and ideas. When you meet others who are engaged in the same thing as yourself, you get a motivational boost to keep going, and you do more* (appendix 7). Hence it can aid the retainment of volunteers to meet others doing the same kind of work, for example in other clubs. Furthermore the importance of volunteers is established as all three interviewees from badminton clubs mention volunteers as an important factor for a successful club (appendix 7-9). The clubs should internally work strategically with knowledge management, volunteer strategy and a strategic vision to penetrate the local market. These will optimize the resources of the club and utilize them most efficiently in the market. Furthermore all internal work can benefit from collaborating with other badminton clubs in the local community. The badminton clubs should use each other’s strengths to provide a strong service to consumers. Volunteers can benefit from networking, as new knowledge will be developed and existing knowledge shared. Furthermore volun-

teers will get a motivational boost from meeting other volunteers. Cooperation between clubs will enable multiple benefits that will make the sport of badminton stand stronger on a national level. The badminton clubs can complement each other's services, providing the best service possible to their consumers. Furthermore they can create complementary services and events in order to retain or attract members.

Branding is an effort that clubs make together in order to penetrate the market most efficiently. A common understanding of the consumer will make the clubs work consistently and increasingly efficiently to attract and retain consumers within the sport. Furthermore the clubs can utilize each other's strengths and limit their weaknesses. For example a club could send a potential player to another local club, if they have a more appropriate service for this specific consumer.

Furthermore the collaboration can be developed to a larger scale. The clubs could divide their focus in order to provide a specialized service that targets the consumer in the best possible way. Some players are new, playing to have fun and make progress, others have played for a long time and are completely focussed on improving. These segments of players could be divided into different hubs, consisting of consumers with similar expectations to the service. This could result in the service encounter meeting and exceeding the expectations of the consumer to a greater degree. Hence talent hubs where the best and most serious player could cluster could benefit the sport, as the service would be optimized to the expectations of the consumer. Of course multiple clubs should be focusing on attracting new players, as 40 % of children chose their club because of its geographical situation (appendix 15). The sport of badminton has to be present in the local community of the children it is trying to attract. This is done through multiple local clubs assisting each other, utilizing their resources and developing their offers collaboratively working collaboratively towards a common mission.

## Conclusion

Since the glory days of 1988, where badminton was the second-most played sport in Denmark, badminton has seen a rapid decrease in the amount of members. In 2015 the amount of members in Danish badminton clubs had halved.

Badminton Denmark and DGI Badminton have made a mutual agreement to cooperate in order to reverse the decline. The federations have shown the way towards a collaborative effort to change the sport, but they cannot do it alone. The badminton clubs in Denmark need to be on board and invest in the collaboration that is required in order to stand stronger in the marketplace. Hence the sport of badminton needs a renewal, which will be processed through corporate entrepreneurship. Looking at corporate entrepreneurship, four elements were found to be of importance, as well as a collective understanding of the consumer.

The four elements are:

- Entrepreneurship involves a process. This process is that all clubs need to cooperate towards a common mission dedicating their effort to this collaboration.
- Entrepreneurs create value within organizations and in the market place. Volunteers must be seen as entrepreneurs and colleagues within the sport of badminton.
- Entrepreneurs put resources together in a unique way. Clubs need to encourage volunteers to share knowledge and create new possibilities.
- Entrepreneurship involves opportunity-driven behavior. Clubs need to work together to utilize possibilities.

It was established that the sport of badminton should have a common mission that all clubs should strive toward, furthermore a strategic vision should be created locally to penetrate the local market most efficiently. This was found to be a strong tool in order to guide the badminton clubs in a collaborative direction, limiting internal rivalry and guiding all organizations towards a common goal, encouraging cooperation.

Entrepreneurs create value within organizations and in the market place. This value is created in the organizations and in the market through the creation, development and sharing of knowledge. Using Nonaka's framework, organizations can create and develop knowledge as well as embed it in the organization and in its culture. Regarding knowledge sharing, the level of commitment to the goal the clubs are pursuing and the level of loyalty was found crucial for the sharing of knowledge.

Knowledge management and knowledge sharing were found to aid the process of developing skills within the organizations and sharing ideas and know-how as well as developing the knowledge that

exists across badminton clubs. The development of knowledge and sharing of positive experiences were found to develop innovations within the supply of services, creating value in the marketplace. That entrepreneurs put resources together in a unique way, was exemplified through the collective branding of the sport creating a correlation between the vision of the organization (Badminton Denmark & DGI Badminton), the culture (badminton clubs) and the image (stakeholders perception of the sport). Furthermore through analysis, a collaborative branding was found beneficial, as the clubs could utilize each other's resources, branding collaboratively in the local community. Furthermore the national cooperation on branding was expected to create a correlating image of the sport, aiding the image that exists at the moment, hopefully attracting younger generations in the future.

That entrepreneurship involves opportunity-driven behavior resides in the sport's ability to create and utilize opportunities. Volunteers were found to be the key resources of badminton clubs, and in order for the sport to engage in opportunity-driven behavior, it needs clubs with resources to innovate and utilize possibilities that they encounter and create. In order to have enough volunteers, it is important to recruit and retain volunteers through an organized and strategic effort. Furthermore the attraction of volunteers was found to be increasingly successful if it involved concrete tasks and volunteers taking the jobs as a group.

In the cross thematic analysis all entrepreneurial elements as well as the understanding of the market were put together. In this section the themes were discussed and it was found beneficial for the sport to engage as a collaborative organization, sharing experiences and benefitting from each other resources. Furthermore the clubs should keep developing their internal knowledge and work strategically on management and attraction of volunteers in order to stand strong in the market. The corporate entrepreneurship of the sport, will allow the sport of badminton to unify its resources in a competitive market, and it will benefit all clubs to utilize each other's resources work collaboratively on events, training sessions and branding. Furthermore the clubs will stand stronger and be more knowledgeable and increasingly prepared to grasp opportunities that might rise in the market. United in working on the corporate mission, the sport of badminton will have a stronger position in the market, and possess a larger ability to attract and retain children as members.

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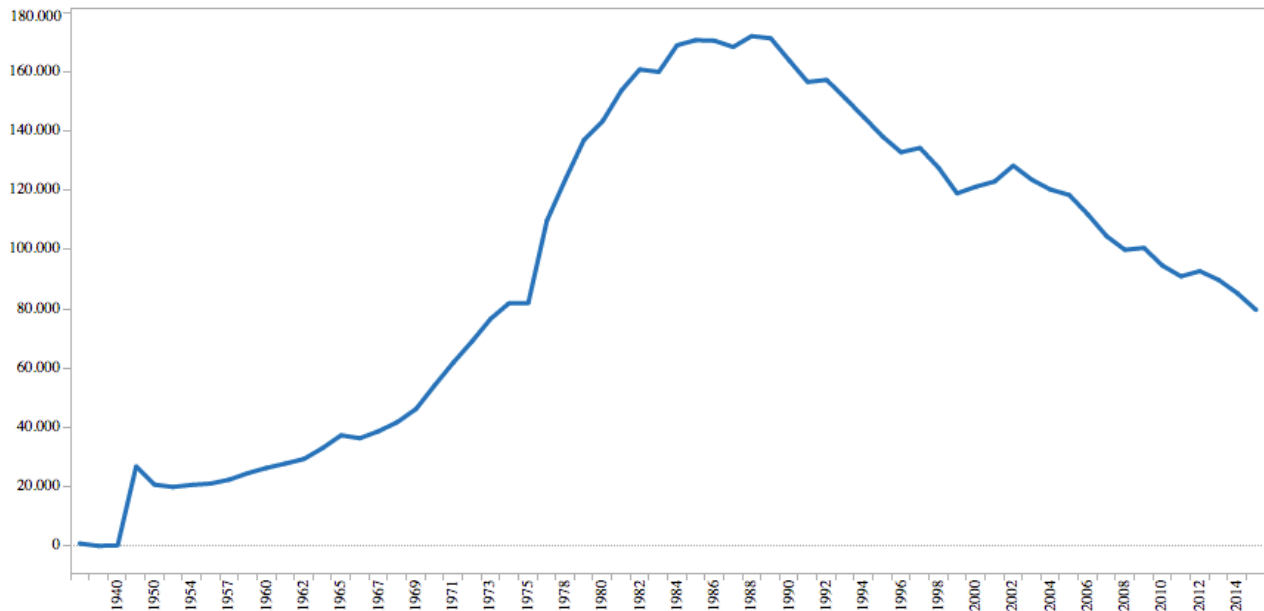
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## Appendices

### Appendix 1: The development of active members in a badminton union



Source: (DIF, 2017).

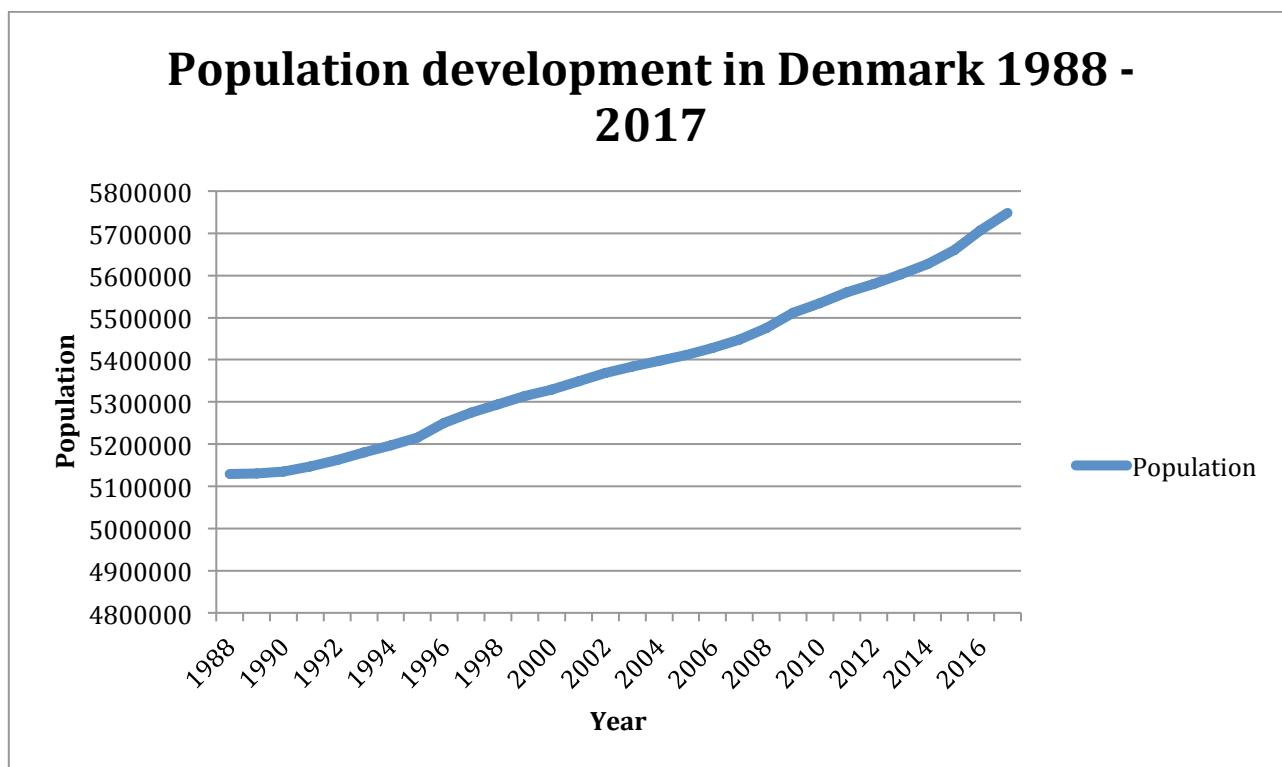
### Appendix 2: Top 5 of active members in a sports union in 1988.

Specialforbund	1988	
	Medlemstal	Foreningstal
Dansk Boldspil-Union	275.863	1.510
Badminton Danmark	172.067	629
Dansk Håndbold Forbund	159.824	1.198
Dansk Svømmeunion	114.462	233
Dansk Tennis Forbund	107.065	371

Source: (DIF, 2017).



### Appendix 3: Population development in Denmark 1988-2017.



Source: (Danmarks Statistik, 2017).

#### **Appendix 4: The successful badminton club.**



*Source: Own creation, 2017 (Kirkegaard, Gottlieb, Fester, & Gøtzsche, "Badminton sportens medlemspotentialer: Profilen på den succesfulde badmintonklub. Flere Fjer, Delanalyse 2", 2014).*

#### **Appendix 5: Interview #1, Mathias Haugaard.**

See attached file/USB.

#### **Appendix 6: Interview #2, Tommy Kristoffersen.**

See attached file/USB.

#### **Appendix 7: Interview #3, anonymous.**

**Hvordan er og har din rolle været i din badmintonklub?**

*Jeg har startet klubben op for 5 år siden, og har været formand lige siden.*

**Hvad har den største udfordring været i din klub?**

*Den største udfordring har i starten været at få medlemmer til klubben, dvs. at der skal arbejdes benhårdt med markedsføring af klubben, og badmintonsporten, for at få potentielle medlemmer til at syntes at det lige netop er badminton de skal vælge frem for en anden sportsgren. Det har også været en kamp, at blive anerkendt i lokalmiljøet, som tidligere kun havde en fodboldklub. Vi skulle ligesom bevise, at vi var noget, at vi var seriøse, og at vi ikke bare forsvandt igen, efter et forsøg på at få noget op at stå.*

*Men efter at vi har fået os bidt fast, har den største udfordring været, at få flere ildsjæle til at være med til at udvikle klubben, og i det hele taget stå for driften. Det er ikke nok med "almindelige" frivillige der kan bage en kage osv. der skal gerne være nogle stykker som virkelig brænder for klubben, og kan støtte hinanden når der er ting der går på.*

*Hvis der er noget der kan tage pusten fra ens engagement, så er det når man bliver modarbejdet fra kommunens/politikernes side. Når de roser de frivillige til skyerne, og siger at vi skal have rigtig gode fritidsfaciliteter, og man så får stillet en skolehal til rådighed, hvor man ikke må få adgang til hverken cafe eller mødelokaler, og hvor skolen kan afbooke klubbens faste haltider som det passer dem.*

### **Hvordan har I arbejdet for at løse den?**

- 1. Vi har været synlige ved de lejligheder hvor der blev afholdt arrangementer i lokalmiljøet, vi har sågar været rundt og samle penge ind til Diabetesforeningen et år ☺  
Vi har fået lavet flyers, plakater og foldere til at dele ud i lokalmiljøet.*
- 2. Ildsjæle er svære at finde, men det er lykkedes at finde et par stykker, og det har hjulpet på arbejdspresset, men jeg vil ikke sige at det er nok.*
- 3. Vi brokker os da hver gang der er bøvl med kommunen, og over vores faciliteter, men det virker som at slå i en dyne. Vi må ligesom tage til takke med det vi nu har fået stillet til rådighed. Det bliver også for surt hele tiden at tænke på det negative.*

### **Hvad har I, i din klub gjort, for at tiltrække nye medlemmer gennem årene?**

*Vi har fra starten haft et medlem som var god til at lave plakater, flyers osv. for klubben, og han fik også den første hjemmeside op at stå.*

*Vi er også meget aktive på facebook.*

*Vi er synlige ved lokale arrangementer, hvor vi kan markedsføre os selv.*

*Vi har af og til åbne begivenheder, hvor ikke-medlemmer kan deltage, f.eks. åben hal og yoga for alle.*

*Vi har fået mange nye ungdomsspillere ved at afholde skolebadminton, dvs. at vores træner kommer ud og underviser i skolens idrætstimer.*

*Vi giver som regel 3 gratis prøvetræninger, det lokker en del til at komme.*

### **Hvad har virket?**

*Jeg syntes faktisk at alle de ting jeg har nævnt har virket.*

### **Hvad har ikke virket?**

*Vi har prøvet at holde åbent hus et par gange, det var en fiasko. Til vores åbne begivenheder kommer der for det meste næsten kun medlemmer.*

### **Kan du se et mønster, hvis du sammenligner perioder med fremgang og perioder med tilbagegang i forhold til samfundsudviklingen?**

#### **Fx hvis man tænker på perioder med skattelettelser eller i forhold til finanskrisen?**

*Nej det syntes jeg ikke at jeg kan, men vores klub er også kun 5 år gammel, så måske er det derfor...*

### **Tror du store danske resultater har haft en effekt på klubbens medlemstal?**

*Ja! Vi fik rigtigt mange voksne medlemmer sidste år, da Victor Axelsen vandt en medalje ved OL.*

### **Kan klubben bruge eventuelle danske resultater til deres fordel?**

*Ja, det ville være godt at lave rekrutteringsindsats i forbindelse med at de gode resultater viser sig.*

### **Hvad har I gjort for at sikre at jeres frivillige ikke brænder ud og at deres viden ikke går tabt?**

*Vi forsøger at dele opgaverne mellem os, men der er helt klart potentiale for udbrændthed, hvis man ikke passer på. Der er slet ikke frivillige nok, så det er få hænder der bærer læsset. Det ideelle ville være, at de få der virkelig brænder for det, fik sig frikøbt nogle timer fra deres arbejde, så de ikke skulle sidde og bruge så meget fritid på det. Det ville sikkert også gavne kvaliteten af klubarbejdet, da det jo tit ikke er noget man har tid til at sidde og "nurse om".*

*For at viden ikke går tabt, har vi oprettet en dropbox, hvor vi gemmer alt det der bliver lavet. Meningen er også, at der skal ligge køreplaner for diverse arrangementer i klubben.*

*Det er også vigtigt hele tiden at sørge for at der f.eks. er nye trænere under oplæring, og at de f.eks. lærer hvordan det er man afvikler en turnering.*

**Du skriver: ”Det er også vigtigt hele tiden at sørge for at der f.eks er nye trænere under oplæring, og at de f.eks lærer hvordan det er man afvikler en turnering”.**

**Kan du uddybe hvorfor dette er vigtigt for jer?**

*Det er jo fordi, at ellers kommer man til at stå og mangle trænere, når der er nogle af de gamle trænere der stopper. Og det er ikke lige så let at finde gode trænere i de andre klubber, de har jo som regel også selv brug for de trænere de uddanner. Derudover giver det også de ældre/dygtige spillere mere selvtillid/glæde, hvis de oplever at der er brug for dem i klubben, og det giver dem et ansvar, at de skal lære noget videre til de næste spillere efter dem. Det med bare at have nogle forældre eller andre frivillige til at undervise, det giver bare ikke den kvalitet som der er brug for, og så tror jeg at børnene hurtigt stopper i klubben.*

**Har I samarbejdet med andre badmintonklubber?**

*Ja, vi er med i et badmintonprojekt under DGI, hvor der indgår 4 andre klubber.*

*Vi har derudover en del samarbejde med vores naboklub.*

**Hvilken effekt har dette haft?**

*DGI-projektet har gjort at vi samlet kan få lavet noget meget bedre materiale til PR af badminton i det hele taget, og det kan så bruges mere bredt, ikke kun på klubplan.*

*Vi kan lave arrangementer som samler grupper af spillere fra klubberne.*

*Vi kan sparre med hinanden, og høste af hinandens erfaringer og ideer.*

*Når man møder andre der brænder for det samme som en selv, så får man mere gejst til at blive ved, og gøre mere.*

*Samarbejdet med vores naboklub, har gjort at vi har fået nogle gode trænere til klubben, og at vi har kunne tilbyde vores spillere lidt træning hos dem, i perioder hvor vi ikke selv har haft haltid. Vi har haft nogle fine venskabsturneringer med deres motionister.*

*Men eftersom det er en ældre klub, har de også spillere på højt niveau, og vi mærker nu, at når vi ikke længere kan dække vores spilleres behov niveaumæssigt, så er der risiko for at vi mister dem til denne klub.*

### **Hvad er det vigtigste for at få en succesfuld badmintonklub?**

*At der er en håndfuld af ildsjæle til at lave benarbejdet i klubben, og at de sørger for at klubben hele tiden udvikler sig, og har føling med hvad der er medlemmernes behov.*

*At der er en god stemning i klubben, så det er rart at være frivillig.*

*At man kan få facilitet stillet til rådighed, og at samarbejdet med evt. kommunen er godt.*

*At man har gode trænere der gider involvere sig i klubben og dens medlemmer.*

### **Appendix 8: Interview #4, anonymous.**

#### **Hvordan er og har din rolle været i din badmintonklub?**

*Jeg har været bestyrelsesmedlem i ca. 16 år heraf ca. halvdelen som ungdomsudvalgsformand og seniorudvalgsformand. Jeg har også deltaget i eksterne netværk og bestyrelser såsom Badminton Danmark og DGI.*

#### **Hvad har den største udfordring været i din klub?**

*Den største udfordring er tiltrækning og fastholdelse af yngre medlemmer og ændringerne i udbud og efterspørgsel på fritidstilbud. Dette gælder både gruppen af ungdomsspillere, men også fra slut teenagerperiode og op i 20'erne, hvor mange falder fra. Der er mange tilbud at vælge imellem fra foreninger og kommercielle spillere og der efterspørges kvalitet, fleksibilitet og lave priser. Derudover er også de økonomiske forhold som forening, som selv lejer lokaler og afholder udgifter til vedligeholdelse og drift af foreningens lokaler, som kun delvist dækkes af kommunale tilskud.*

#### **Hvordan har I arbejdet for at løse den?**

*Stort fokus på ungdomsafdelingen og "det lange seje træk". Der findes ikke nogen hurtige og lette løsninger, hvis du spørger mig. Det er vigtigt med stabilitet men også løbende fornyelse og masser af tilbud. Den økonomiske del er en udfordring, som er svær at løse i en konkurrencesituation med andre foreninger, som økonomisk er stillet bedre. Den del har vi kun formået at stabilisere ved at have fokus på en balancerende økonomi, hvor der ikke er taget store risici på udgiftssiden.*

*Hvad har I, i din klub gjort, for at tiltrække nye medlemmer gennem årene?*

*Vi har haft mange forskellige initiativer med uddeling af materiale i nabolaget samt medlemmernes klasser etc., god reklame i lokale medier og sociale medier, deltagelse i stande, åben hus dage, forsøg på kontakt til skoler og fritidsordninger, sommerlejre mv.*

### **Hvad har virket?**

*God omtale, netværk og information om tilbud. Udnyttelse af hovedorganisationers tilbud som f.eks. DGI og Badminton Danmark. Ofte har gode oplevelser i skoleklasser gjort at flere klassekammerater har meldt sig ind. På samme måde i forhold til motionister og seniorspillere. Igen – det lange seje træk. Og netværk.*

### **Hvad har ikke virket?**

*Forsøg på etablering af kontakt til skoler, institutioner og fritidsordninger har været meget svært. Forud for implementeringen af skolereformen blev der taget initiativer til kontakt til skoleleder og institutionsleder uden at dette resultere i noget væsentligt. I de fleste tilfælde var der ingen respons eller interesse. Ærgerligt, da der er en god mulighed for at få synergier ud af samarbejdet og generere flere medlemmer og økonomi til foreningerne set fra foreningens synspunkt.*

### **Kan du se et mønster, hvis du sammenligner perioder med fremgang og perioder med tilbagegang i forhold til samfundsudviklingen?**

#### **Fx hvis man tænker på perioder med skattelettelser eller i forhold til finanskrisen?**

*Der er ikke et mønster som jeg genkender, hvis man ser isoleret på det økonomiske. Kommunale tilskud har været nogenlunde stabile. Denne tendens kan dog være under opbrud, men en ændring af tilskudsmuligheder. Jeg opfatter dog medlemmer som noget mindre loyale grundet samfundsudviklingen. Fokus på fleksibilitet og pris gør at man ikke føler sig forpligtet af fællesskabet i en forening. Det gælder i hvert fald en stor gruppe af medlemmerne.*

### **Tror du store danske resultater har haft en effekt på klubbens medlemstal?**

*Det har nok givet en effekt. Men tv-dækningen indskrænker sig desværre til en nishedækning. Men ingen tvivl om profiler som Viktor Axelsen på sigt vil gavne sporten. Men der skal gøres mere for at få en løbende dækning om at f.eks. den nationale liga, hvis der skal skabes mere interesse – også for publikum/fans.*

### **Kan klubben bruge eventuelle danske resultater til deres fordel?**

*Der er ingen tvivl om. Er oplagt som kampagnefremstød, når der har været gode resultater.*

### **Hvad har I gjort for at sikre at jeres frivillige ikke brænder ud og at deres viden ikke går tabt?**

*Nok for lidt. En del viden er dog blevet samlet og struktureret (arbejdsgange og ikke mindst viden på hjemmeside). Men ideer om visioner og seminarer uden fokus på "daglig drift" er blevet sat til side, da en del af de frivillige bestyrelsesmedlemmer ikke ønskede at bruge yderligere tid på det frivillige arbejde og dermed rive flere dage ud af kalenderen. Uanset, at det måske have frigivet ressourcer på anden måde.*

### **Har I samarbejdet med andre badmintonklubber?**

*I begrænset omfang. Men på ungdomssiden har der været samarbejder i de større aldersklasser med sammenlægning af hold i holdturnering for at give mulighed for aktiviteter selvom spillergruppens størrelse var begrænset.*

### **Hvilken effekt har dette haft?**

*Det har forhåbentlig fastholdt nogle af de spillere, som ellers var i risiko for at blive tabt som medlemmer i aldersgruppen 18-25 år.*

### **Hvad er det vigtigste for at få en succesfuld badmintonklub?**

*Engagerede ledere, effektivt lederskab og vilje og evnen til at gøre op med måden af tænke forening og aktiviteter på, så der kan præsenteres et alsidigt aktivitetsprogram. Det er vigtigt med at meget varieret tilbudskatalog fra "vugge til grav", hvor der både er plads til dem, der vil leje en bane 8 gange om året og dem, der vil mødes hvad tirsdag og torsdag og spille to timer med træner og fokuserer på det sociale.*

## **Appendix 9: Interview #5, anonymous.**

### **Hvordan er og har din rolle været i din badmintonklub?**

*Jeg startede som spiller, hvor det senere har udviklet sig til at være træner, bestyrelsesmedlem og meget aktiv i klubben.*



**Hvad har den største udfordring været i din klub?**

*Vores økonomiske situation mht. huslejen. Det har begrænset os meget mht. budgetter til arrangementer, og vi skal tænke meget over tingene, hvis vi gerne vil afholde et arrangement.*

**Hvordan har I arbejdet for at løse den?**

*Ved at skære ned økonomisk. Vi har ikke nogen på kontoret længere, og vi er godt i gang med at søge sponsorater fra diverse virksomheder.*

**Hvad har I, i din klub gjort, for at tiltrække nye medlemmer gennem årene?**

*Vi har lavet mange samarbejder med skoler, altså et 4-ugers skolesamarbejde med et forløb, hvor børnene får øjne op for klubben og sporten. Derudover har vi også pigetræninger, specificeret til piger.*

*Og en U15/U17 træning, altså træning til de store begyndere. Vi har derudover også afholdt et åbent hus arrangement.*

**Hvad har virket?**

*Alle de overnævnte handlinger har virket, og det har tiltrukket mange medlemmer.*

**Hvad har ikke virket?**

*N/A.*

**Kan du se et mønster, hvis du sammenligner perioder med fremgang og perioder med tilbagegang i forhold til samfundsudviklingen?**

*Fx hvis man tænker på perioder med skattelettelser eller i forhold til finanskrisen?*

*Desværre kan jeg ikke se noget mønster.*

**Tror du store danske resultater har haft en effekt på klubbens medlemstal?****Kan klubben bruge eventuelle danske resultater til deres fordel?**

*Det gør det! Da Danmark vandt Thomas Cup (VM for hold), kom der en fremgang i medlemstallene på 8.000 flere medlemmer, hvis man kigger på DIF's statistikker og medlemstal*

*[http://www.dif.dk/da/om\\_dif/medlemstal](http://www.dif.dk/da/om_dif/medlemstal)*

*Det kan komme til klubbernes fordel, da resultaterne tiltrækker fremtidige medlemmer, som gerne vil prøve badminton af, og måske fremudvikle et nyt talent*

**Hvad har I gjort for at sikre at jeres frivillige ikke brænder ud og at deres viden ikke går tabt?**

*Mange af de frivillige som stopper, har altid fortalt, at de står til rådighed, og gerne vil hjælpe med at guide en igennem, hvis der skulle opstå et problem, som de tidligere havde godt styr på.*

*Derudover har vi oprettet en manual, som kan bruges af alle medlemmer, som vil være frivillig, men ikke kender til opgaverne. Her kan manualen guide dem igennem problemet.*

**Har I samarbejdet med andre badmintonklubber?**

*Det har vi!*

**Hvilken effekt har dette haft?**

*Det har resulteret i, at vi i sæsonen for 17/18 har oprettet et fælles hold for nogle ungdomsspillere, som nu kan spille holdkampe sammen. Effekten har været et bedre netværk på tværs af klubberne, samt gode venskaber på tværs af spillerne*

**Hvad er det vigtigste for at få en succesfuld badmintonklub?**

*En stærk økonomi, frivillige og en masse medlemmer som kan udvikles til talenter*

## **Appendix 10: Questionnaire.**

**Alder**

\_\_\_\_\_

**Køn**

(1) ☐ Dreng

(2) ☐ Pige

**Kan du huske, hvor du først hørte om badminton?**

\_\_\_\_\_

\_\_\_\_\_

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**Hvem gav dig lyst til at prøve at spille badminton?**

- (1) ☐ Venner
- (2) ☐ Familie
- (3) ☐ Træneren
- (4) ☐ Skolen
- (5) ☐ Flyers/opslag
- (6) ☐ Andet

**Hvorfor begyndte du at spille i denne klub?**

- (1) ☐ Spændende sport
- (2) ☐ Træneren
- (3) ☐ Vennerne
- (4) ☐ God stemning
- (5) ☐ Klubbens placering
- (6) ☐ Andet

**Hvad er det bedste ved badminton?**

- (1) ☐ Teknisk træning
- (3) ☐ Fysisk træning
- (2) ☐ Samvær med vennerne
- (4) ☐ Træneren
- (5) ☐ Andet

**Hvad er det bedste ved din klub?**

- (1) ☐ Gode trænere
- (2) ☐ Gode venner
- (3) ☐ God stemning
- (4) ☐ God træning
- (5) ☐ Andet

**Går du til andre sportsgrene? Hvis ja, hvilke?**

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Hvad kunne gøre badminton endnu sjovere?

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**Hvad kunne få mig til at miste interessen for badminton?**

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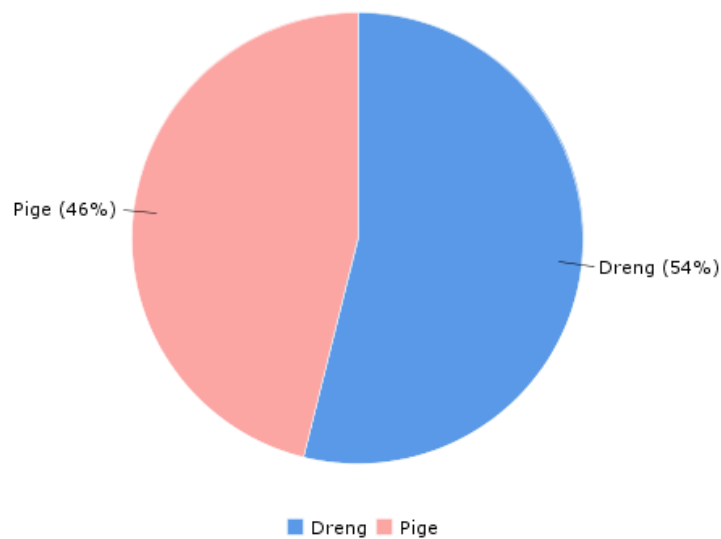
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## **Appendix 11: Questionnaire - age.**

	Observed minimum	Observed maximum	Average	Respondents
Age	7.00	18.00	11.91	91

## Appendix 12: Questionnaire - gender.

Køn



## Appendix 13: Questionnaire – Do you remember where you first heard about badminton?

Kan du huske, hvor du først hørte om badminton?

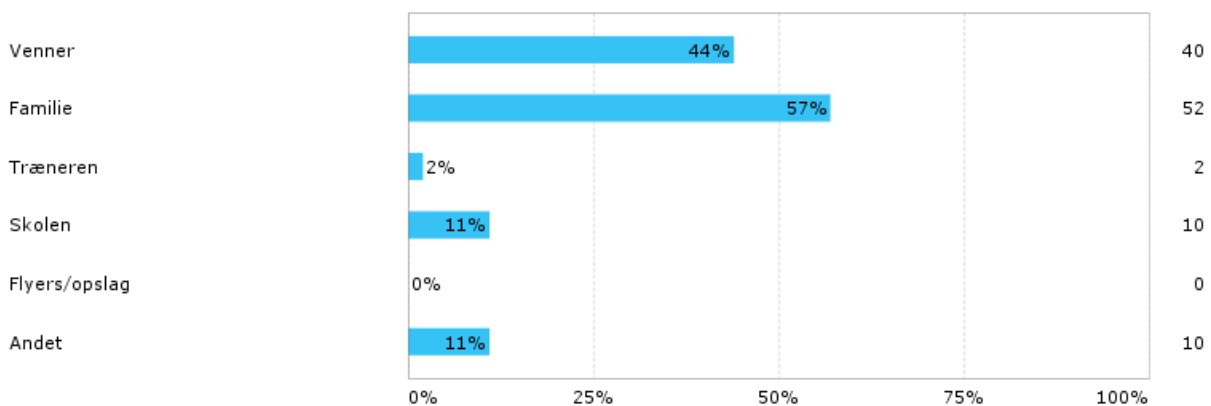
- |   |  |
|---|--|
| • Min far   | • Fra min ven                                  |
| • Ikke helt, men for langt tid siden, og det var sjovt. | • Min mor som sagde klubben manglede medlemmer |
| • Min far   | • Min mormor går til det                       |
| • Da jeg var 6 år.                                      | • Skole  |
| • Nej   | • Fra min ven                                  |
| • Min storesøster                                       | • Nej  |
| • Nej   | • Næh  |
| • Der hjemme  | • Liva fra klassen                             |
| • I skolen  | • I min lejlighed                              |
| • Da jeg gik i børnehave                                | • I mit sommerhus                              |
| • Næh.  | • Nej  |
| • Liva fra klassen                                      | • Nej  |
| • Nej   | • Min bror                                     |

- Mormor
- Fætter
- Vi plejede at spille det for sjov i ferien, og så fik jeg at vide at man kunne gå til det.
- Ja, jeg var i Grønland
- Nej
- Nej
- Nej
- Næh
- Nej, kan dsv ik' huske
- Det kan jeg ikke huske
- Det kan jeg ikke huske...
- Skolen
- I min skole
- Til gymnastik
- Nej
- I en badmintonhal
- 2. klasse
- ?
- Hjemme
- Mine venner
- Jeg boede tæt på ABC, så jeg prøvede en træning da jeg var helt lille
- Nej
- Nej. Ikke rigtigt
- Fra en ven
- En af mine venner var startet til det
- Nej
- Nej
- Nej
- Skole
- Kan ikke huske
- Nej
- Ol 2012 London i TV
- Jeg hørte første gang om badminton der hjemme da mine forældre spillede badminton
- I skolen
- Det er fedt
- Nej
- Nej
- Nej
- Min storebror spillede og nogle fra min klasse
- Mine forældre tog mig med i en klub i alderen 3
- I skolen, da en af mine venner startede
- Da min bror startede med at spille
- I Frankrig på en sommerferie.
- Der hjemme, da mine forældre skulle spille badminton i Grøndalscentret
- Min far har spillet og en af mine venner spurgte om jeg ville starte
- En af mine venter
- Ja fra mine forældre
- Jeg har altid vidst hvad badminton var, det startede med at jeg spillede det med min far og så syntes jeg at det var sjovt :)
- ?
- I min klub fra skolen
- Fra min søster

- Kan ikke huske :)
- Mig & Mia spillede meget badminton da jeg var lille & Det synes jeg er sjovt
- Morfar og skolen
- fra venner
- Frederik
- Skolen
- Skolen
- Skolen
- Nej
- Da mine forældre sagde min storesøster gik til det
- Min far
- Da jeg lærte at gå
- Lalandia
- Skolen
- Jeg så nogen der spillede det
- Mine forældre fortalte mig om det

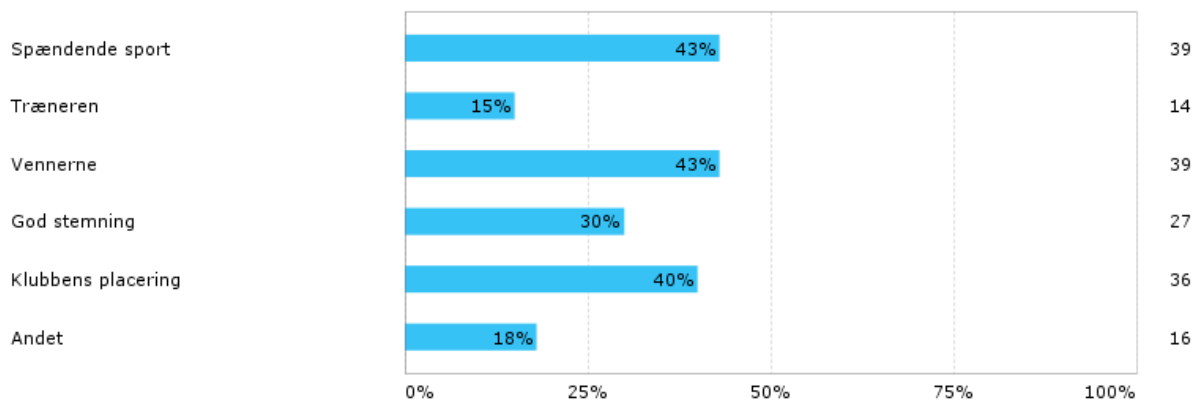
## Appendix 14: Who made you want to try badminton?

Hvem gav dig lyst til at prøve at spille badminton?



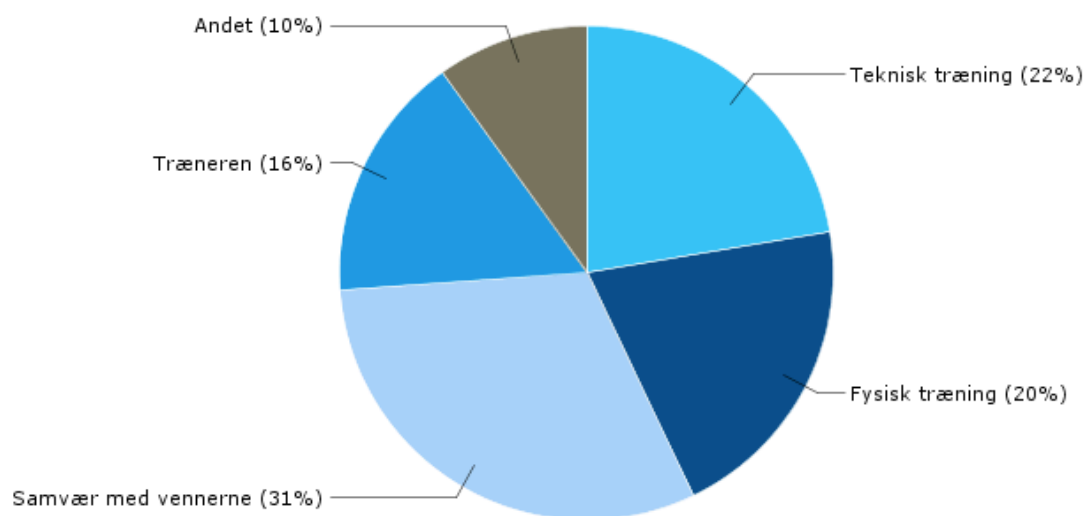
## Appendix 15: Why did you start in this club?

Hvorfor begyndte du at spille i denne klub?



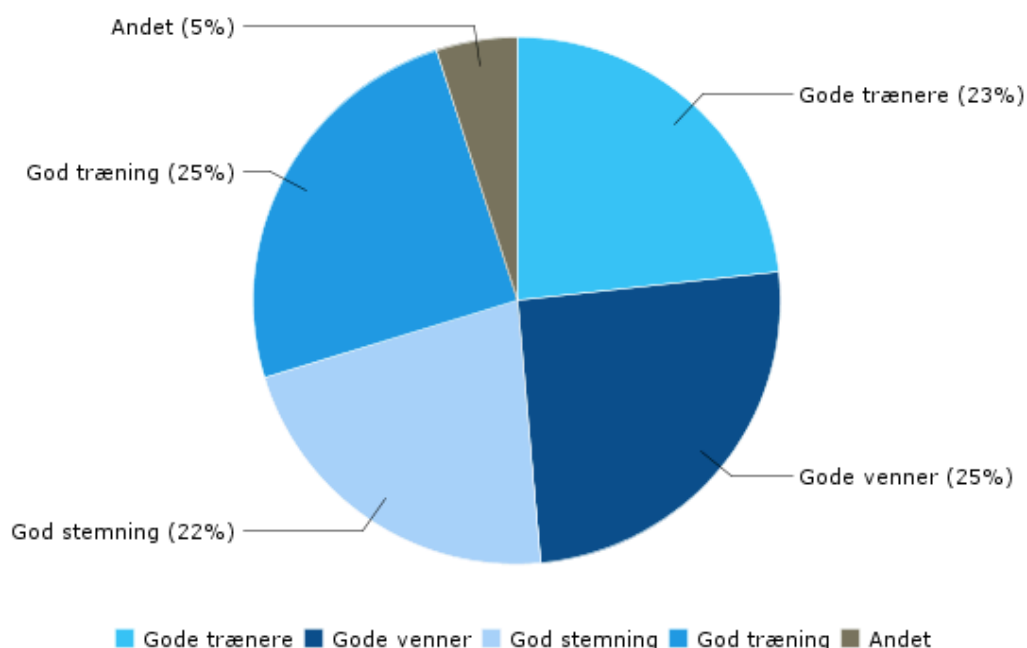
## Appendix 16: What is the best thing about badminton?

Hvad er det bedste ved badminton?



## Appendix 17: What is the best thing about your club?

Hvad er det bedste ved din klub?



## Appendix 18: Do you participate in other sport? Which?

Går du til andre sportsgrene? Hvis ja, hvilke?

- Nej



- |   |            |
|---|------------|
| • Ja, spejder, skak, parkour, musik, war- | • Nej      |
| hammer                                    | • Nej      |
| • Nej                                     | • Nej      |
| • Ja, jeg går til fodbold.                | • Nej      |
| • Ja, taekwondo                           | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Søspejder                               | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Svømning                                | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nah                                     | • Nej      |
| • Fodbold + parquore + svømning           | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Fodbold  |
| • Ja, fodbold                             | • Svømning |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nej      |
| • Nej                                     | • Nope     |

- Nej
- Crossfit
- Nej
- Nej
- Nej
- Nej
- Svømmer
- Nej
- Svømning
- Ja - fodbold
- Nej
- Nej
- Nej
- Nej
- Nej

- Nej
- Nej
- Fodbold
- Ballet
- Nej
- Nej
- Nej
- Nej
- Ja, gymnastik
- Nej
- Nej
- Nej
- Nej
- Svømning

## Appendix 19: What could make badminton even funnier?

### Hvad kunne gøre badminton endnu sjovere?

- |  |   |
|--|---|
| • Kampe  | • Det er rigtig sjovt i forvejen            |
| • Flere kampe  | • Længere træning                           |
| • Selv bestemme efter træning                                      | • Ikke sikker                               |
| • Flere kampe.   | • Flere venner                              |
| • Jeg ved det ik   | • Mere træning                              |
| • Flere kampe  | • At spille kamp                            |
| • Ved ikke   | • At spille mere liga                       |
| • ?  | • -   |
| • Ved det ikke   | • Ikke noget motorisk opvarmning            |
| • Mindre opvarmning og mere liga og andre badmintonlege med ketjer | • Ingenting sporten og træneren er perfekte |
| • -  | • Ved det ikke                              |

- Spille lidt mer
- Øhh... Pas
- Flere kampe (træning)
- -
- Mere variation, lege el. lign.
- Lidt hårdt
- Ved ikke.
- Lære at smashe bolden
- Længere træning
- Længere træning
- Hvis der en gang i mellem lave fri "kamp", bare en gang imellem.
- Noget mere fri træning hvor man selv styre det
- Jeg ved det ikke...  
Hvis jeg var lidt bedre til det
- At jeg blev bedere
- At jeg blev bederer
- Ved det ikke
- Ved det ikke
- Ikke noget
- Længere træning
- ?
- Flere mærkelige spil
- Ved det ikke
- Har ikke rigtig en ting, er generelt glad for at gå i ABC.
- Ved ikke
- Ved ikke
- Ved det ikke
- Jeg synes det er meget sjovt

- Pass
- ?
- -
- Pass
- Hved det ikke helt, det er bare rigtig sjovt at spille badminton
- -
- Spillere kan tage del i træningens indhold
- At dem på efterskole kom hjem
- Hvis man selv bestemte opvarmning
- Ingenting
- Det ved jeg ikke
- Det ved jeg ikke
- -
- Det kan ikke blive sjovere
- Økonomisk overskud -> Penge til flere arrangementer
- -
- Hvis der kom flere i de lidt ældre ungdomsrækker på træningen
- Når jeg bliver en bedre spiller
- Fællesture rundt om i verden
- Aner det ikke det er mega sjovt
- Der er ikke noget der kan gøre badminton bedre
- Længere træning  
Fysisk hårdere
- Ved ik' helt?
- ?
- ?

- Hvis vi lavet nogen flere badminton spil
- Det ved jeg ikke
- Det ved jeg ik'?
- -
- Ikke noget
- -
- Flere opvarmningslege og flere timer
- Flere opvarmningslege og flere timer
- -

- -
- Badmintonlege er sjove og god fysisk træning
- -
- IDK
- Ikke nogen ide
- Starte med en leg og slutte med en leg
- Flere lege
- Mindre opvarmning

## **Appendix 20: What could make me lose interest in badminton?**

### **Hvad kunne få mig til at miste interessen for badminton?**

- Det ved jeg ikke
- Dårlig stemning og dårlig behandling og dårligt fællesskab
- Intet
- Hvis man altid laver det samme til træning.
- Træneren er irriterende de andre er
- ?
- Jeg finder en sjovere sport
- Hvis man lod vær med at spille kamp
- Ved det ikke
- Vis jeg skal træne mere end 4 dage om ugen
- Hvis træneren skældte ud.
- Hvis alle mine venner stopper og her ikke er rart at være
- Det ved jeg ik

- Ikke noget lige nu
- Mine venner stoppede
- At vi ikke spiller badminton
- At mine venner ikke var der mere
- At alle gik ud af klubben
- -
- Hvis mine venner stoppede eller der kom en dårlig træner
- Hvis der kom en dårlig træner
- Ved det ikke
- Mine venner stoppede
- Hvis mine venner stoppede
- Ingen venner
- Dårlig træner
- -
- Ens træning, dårlig træner
- Det ved ikke

- Ved ikke.
- Venner dropper sporten
- Ingen venner, dårlig træning
- Dårlig træning
- Hvis der blev trænet bare for at man skulle være den BEDSTE (konkurrence drevet)
- Konkurrencer og at der var mange krav
- Hvis jeg får lyst til noget andet, eller hvis jeg ikke har tid længere
- At trænerne bliver sure og at holdet bliver sure
- At trænerene blev sure og at holdet snakkede da træneren snakkede.
- At træningen begynder senere
- Ved det ikke
- Ikke noget
- Ikke noget
- ?
- Hvis mine storebrødre stopper
- Hvis trænerne ikke hjalp
- Ikke noget, på nuværende tidspunkt
- Intet tror jeg
- En shitty klub
- Dårlig/kedelig træning
- Jeg ved det ikke
- Pass
- Hvis mine venner beslutter sig for at stoppe
- -
- Miste arme og ben. for nemt
- Ikke noget. Jeg elsker at spille badminton
- Mine venner ikke ville spille badminton mere
- Skade
- Hvis min træner og venner stoppede.
- Hvis jeg blev flyttet til en anden klub
- Mindre aktiviteter og uden fra træning og sur træner
- At klubben lukkede
- Ingen ide
- -
- Det kan jeg ikke
- Klubbens konkurs, personlige problemer eller hvis venner stoppede
- Hvis jeg blev så god at ingen gad at spille med mig
- Hvis jeg blev nødt til at skifte klub pga. lukningen af ABC
- Manglende vedholdenhed. Travlt med andre ting - skole, arbejde, venner!
- Hvis mine venner/veninder stoppede
- Hvis det blev kedeligt og mine venner stoppede
- Det ved jeg ikke
- Venner der stopper  
Sure trænere
- Hvis min partner stopper
- ?
- At det bliver for ens, man ikke lærer noget nyt

- ?
- Måske hvis trænerne stoppede
- Hvis ens træner stopper & man få en dårlig træner i stedet for
- -
- -
- -
- Intet
- At miste mine træner
- -
- -
- Hvis vi fik nye trænere eller hvis mine venner stoppede
- -
- indet
- Ikke noget
- Intet? Intet
- At jeg aldrig rykkede op
- At det blev kedeligt

## Appendix 21: Observation log.

Observation log			
#	Type	Role	Description
#1	Club training	Facilitator	As trainer for various teams in my club
#2	Network meeting	Club representative	Networks meetings with other local clubs
#3	Project meeting	Club representative	Project meetings developing projects in collaboration with local clubs
#4	Social event	Facilitator	Social events for children in my club
#5	Tournament	Coach	Coach for the children I train

Source: (Own creation, 2017).