Project

"Cooperation platform for non-Olympic sports federations"

MANUAL

Coordinator

Polish Non-Olympic
Committee

Partners

LSFP
LATVIJAS SPORTA FEDERĀCIJU PADOME

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1. Introduction

The European Survey Report "Cooperation platform for non-Olympic sports federations" was the result of the good cooperation of the three partners (The Polish Committee for Non-Olympic Sports, the Latvijas Sporta Federaciju Padome (Latvian Sports Federations Council) and Türkiye Herkes Icin Sport Federasyonu (Turkish Sport For All Federation) project partners. The aim of this study was to research the situation of non-Olympic sports, federations and associations in all EU and partner countries. An analysis of the cooperation of non-Olympic sports federations and associations and the level of involvement in the integration and promotion of non-Olympic sports was made. The report shows the current situations of the cooperation of non-Olympic sports federations and associations in each of the investigated countries. It also describe the environment, developing potential and problems that may influence functioning of non-Olympic sports federations and associations in the examined countries.

The European Survey shows that Non-Olympic sports organizations need more cooperation in all areas to improve their situation. For these reasons , we worked out this manual which should help the Non-Olympic sports federations and associations to more competitive. As an conclusion of the non-Olympic sports we worked out the next topics:

- ✓ Differences between sport products in Olympic and non-Olympic sports.
- ✓ Management of a sport product in non-Olympic sports.
- ✓ Marketing in niche sports.
- ✓ Staff competences in non-Olympic sports.

The report found that there is a need for better cooperation between non-Olympic sports federations and associations in order to promote and develop these sports. It also found that the current level of cooperation between these organizations is limited and that there is a need for increased exchange of information and experience. The report also highlighted the importance of creating a Committee for the cooperation of Non-Olympic sports federations and associations in order to promote and facilitate the exchange of information and experience not only on national level but also on the international level. The report concluded that such a Committee could help to increase the level of cooperation and integration between Non-Olympic sports federations and associations all around Europe.

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We hope that with this materials the Non-Olympic sports organizations will have the chance to increase the ability to act in all fields and they will have the possibility to grow. We believe that with access to better information, more resources and better networking opportunities, Non-Olympic sports organizations will be better equipped to promote their sports, reach more athletes and spectators, and create more opportunities for competition and growth. We also hope that with improved access to funding and better access to research and development, Non-Olympic sports organizations will be able to make more informed decisions and develop more innovative programs. Lastly, we hope that with increased exposure and recognition, Non-Olympic sports organizations can inspire more people to take part in their sports and create a larger, more engaged and supportive community.

2. Basic definitions Basic definitions of Olympic games and non-Olympic sports

Olympic sports / Olympic games

The Olympic Games are an international sporting event that occurs every four years, once during the summer (the Summer Games) and once during the winter (the Winter Games).
The purpose of the Olympic Games is to bring together the world's finest male and female athletes in some predesignated group of summer and winter sports. Winners in each of these contests are now generally regarded as the champions in their sport for the four-year period following their triumph. In our globalized world, sport has a unique power to bring people together. The Olympic Games give us hope that a better world is possible, because they set an example of peaceful global interaction.
In Olympic sport, everyone is equal, irrespective of their background, gender, social status or beliefs. This principle of non-discrimination in sport allows the Olympic Games to promote peace and understanding among all people. Sport is one of the few areas of human activity that has achieved universal law. Regardless of where in the world we practise sport, the rules are the same. The rules are based on universal values of fair play, respect and friendship, and they are recognized worldwide.

The sports included in an Olympics event vary from games to games. Five sports have been included in every Summer Olympic Games since 1896: athletics, cycling, fencing, gymnastics, and swimming. A few sports have been included in the Olympics schedule for almost all of that period, including weightlifting and wrestling. A number of sports have made brief appearances, and then disappeared from the games, including Basque pelota (1900 only), cricket (1900), rackets (1908), rugby sevens (2006), and water motorsports (1908). Seven sports have been included in all 21 Winter Olympic Games, including cross-country skiing, figure skating, ice hockey, Nordic combined, ski jumping, and speed skating.

#	A	B
3x3 Basketball	Alpine Skiing	Badminton
	Archery	Baseball Softball
	Artistic Gymnastics	Basketball
	Artistic Swimming	Beach Handball
	Athletics	Beach Volleyball
		Biathlon
		Bobsleigh
		Boxing
		Breaking

C	D	E
Canoe Flatwater	Diving	Equestrian
Canoe Slalom		
Cross-Country Skiing		
Curling		
Cycling BMX Freestyle		
Cycling BMX Racing		
Cycling Mountain Bike		
Cycling Road		
Cycling Track		

F	G	H
Fencing	Golf	Handball
Figure Skating		Hockey
Football		
Freestyle Skiing		
Futsal		

I	J	K
Ice Hockey	Judo	Karate

L	M	N
Luge	Marathon Swimming	Nordic Combined
	Modern Pentathlon	

R	S	T
Rhythmic Gymnastics	Sailing	Table Tennis
Rowing	Shooting	Taekwondo
Rugby Sevens	Short Track Speed Skating	Tennis
	Skateboarding	Trampoline
	Skeleton	Triathlon
	Ski Jumping	
	Ski Mountaineering	
	Snowboard	
	Speed Skating	
	Sport Climbing	
	Surfing	
	Swimming	
V	**W**	
Volleyball	Water Polo	
	Weightlifting	
	Wrestling	

Source: https://olympics.com/en/sports/

Non-Olympic sports / The Non-Olympic games

The World Games - The non-Olympic Games, is an international event, set up first time in 1981, which takes place a year after the summer Olympic games, organised by the International World Games Association (IWGA). The IWGA comprises 39 International Sports Federations. Different to other sporting event, not all sports will automatically be part of the programme. Since the very first edition in 1981, the event has been staged with existing or temporary infrastructure in and around the host city. This availability is a determining factor in the selection and composition of sports, disciplines and events in the programme. The World Games sports program includes disciplines that are not represented at the Olympic Games. The World Games are designed to promote non-Olympic disciplines, which would allow them to be included in the Olympic program.

Non-Olympic Sports

Acrobatic gymnastics	Floorball
Aerobic gymnastics	Flying disc
Rhythmic gymnastics	Ju-jitsu
Trampoline and Tumbling Gymnastics (trampoline)	Karate
Parkour	Kickboxing
Artistic roller skating	Korfball
Inline hockey	Lacrosse (women's)
Roller hockey	Lifesaving
Roller speed skating	Muaythai
Air sports	Orienteering
Archery	Pool Billiards
Beach handball	Powerlifting
Billiards	Racquetball
Boules sports	Snooker
Bowling	Softball
Canoe marathon	Sport climbing
Canoe polo	Squash
Dancesport	Sumo
Finswimming	Tug of war
Fistball	Water skiing

Source: https://en.wikipedia.org/wiki/World_Games_sports

### 3. Differences between sport products in Olympic and non-Olympic sports.

In the theory of marketing there are many often diverse terms and definitions of a product. Generally speaking, the concept of a product can be said to be defined as everything that can be offered to buyers for consumption, use or further processing. In addition to physical items, products also include all kinds of services, activities, people, places, organizations, technological ideas (projects) and ideas. A product is therefore everything that is offered on the market for attention, purchase, use or consumption, and that can satisfy a need or desire. Thus, the product creates a set of features co-creating the value in use, and thus aiming at meeting the needs of final buyers and providing them with specific benefits. Therefore, a product is a set of features and benefits that can be offered to satisfy the needs or preferences of both parties to the exchange process. A product is sometimes considered to be people who, through their specific skills, activities and characteristics, meet the needs of people, e.g. athletes, politicians, singers, etc. However, their actions can be considered in the context of the services they offer or the ideas they promote.

Types of products - Beyond physical, virtual, and hybrid, products can be classified in other ways. You can start by splitting products among three major customer categories — consumer, business, and industry.

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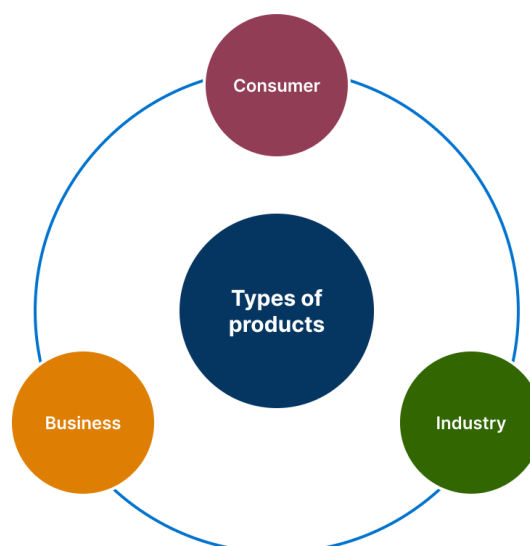
According to P. Kotler, a product is anything that can be found on the market, gain attention, be acquired, consumed or consumed, satisfying someone's desire or need. It is created by a set of features and functions used to meet the needs and solve problems of the buyer. In addition to the values of meeting needs, the product must have market and marketing values that motivate and encourage consumers to buy them. The product is therefore a composition of various values and qualities that the buyer obtains from its possession and use. For these reasons, the term "product" is used synonymously with the term "package of values" or "bundle of benefits". The product is the most important type of marketing decision of the company, it is the basis for the composition of the marketing mix and competitive strategy. The entrepreneur should treat the product as a set of features and values offered for the satisfactory satisfaction of needs and desires in the process of bringing about an exchange.
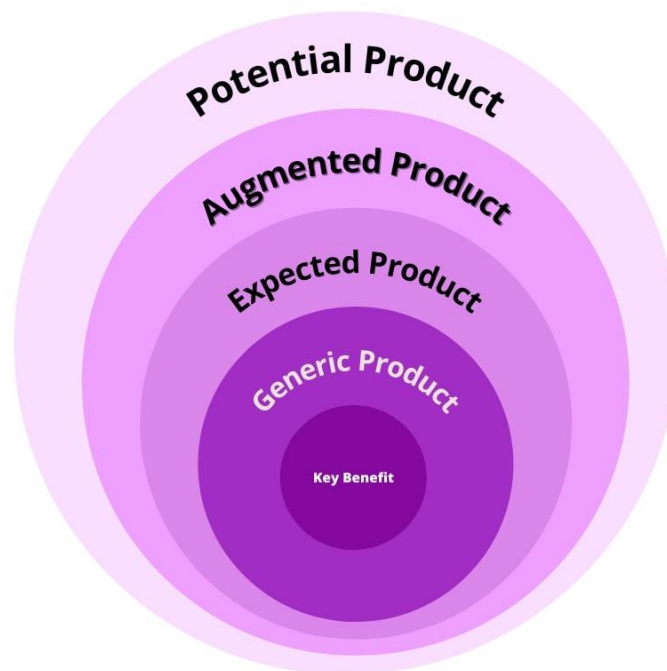
Kotler's 5 Product Level Model

Philip Kotler, devised a model recognizing that customers have five levels of need. They ranged from functional/core needs to emotional needs. He established three drivers of how customers attach value to a product:

- Need: A lack of an essential requirement.
- Want: A specific requirement of products to satisfy a need.
- Demand: A set of wants plus the desire and ability to pay for the product.

Basically, customers will buy products that best match their perceived value of the product. They are satisfied only if the measured worth matches/exceeds initial expectations.

A sports product is every good, service, person, place, or any idea that has important attributes and which product meets the needs or consumer requirements in terms of sport, fitness or recreation.

In the traditional market approach, a sports product is any offer in the field of physical culture that can stand become an object of exchange, i.e. for which buyers are willing to pay a certain amount monetary, although payment need not be a condition in every situation determining the exchange in the field of physical culture. According to modern Any concept of marketing in the system of physical culture is a product activities - profit and non-profit - conducted with the aim of satisfying human needs.

The unique aspect of sports marketing is that sports organization must take into account that consumers want to use no only from the "core" of the sports product, the forms of which are presented above, but also from "extended products", which will include additional programs, products, services and devices that better meet your needs consumers, sometimes going beyond the sphere of sport. Such elements extending the sports product can be a beverage service, an entertainment club, devices conducive to rest during the break, before and after the program, convenience parking spaces and more. The complexity of the sports product and its basics specific features cannot be ignored as they make it stand out from the crowd other products and their proper understanding determines the success of the organization sports. The correct formulation of a sports product just like any other products requires market research, changes in the structure of the product, conducting pricing policy, promotion and distribution and is closely related to the making process decision by the management of the sports organization. Considering the above, it should be emphasized that decision-making in sports management should be based on knowledge of the law, information and experience - on the one hand, and on exploring its specificity on the other hand.

Sport product structure

The basis of a sports product is the sport discipline in which the product is created. Included in the product the sports team includes the players, the team and the sports spectacle as well as the club's trademark. Ingredients of a sports product and the criteria for their evaluation are presented in table below.

Sports product ingredients	Criteria for the value of sports products
Trademark	• social reception • universal recognition
Sports spectacle	• aesthetics and functionality of sports infrastructure • form of media coverage • sports rules
Sports team	• sports level (team results) • style of play (media attractiveness)
Professional players	• sports level (individual results) • position in the game (player profile) • style of behavior (media attractiveness)
Sports discipline	• global and regional popularity • amount of capital involved •

Source: Produkty sportowe, Identyfikacja, Rozwój, Dystrybucja, - Ryszard Panfil, Wrocław 2012

Sports discipline

The type of sports game understood as a sport discipline is the basic determinant the value of the product produced by the sports club. Among the factors determining this value, the global and regional popularity of the discipline, expressed by the number of players playing a given game and fans interested in it, is distinguished. While football is a sport of similar popularity around the world, basketball, volleyball or ice hockey in different parts of the world develop with varying intensity. The second factor determining the value of the product produced by the club is the size of investments (infrastructural investments, production of sports equipment) and the value of capital turnover of sports clubs and associations operating in a particular discipline sports. Football is a discipline that has both a global and regional dimension as well investment value and capital turnover has traditionally been a higher value area sports club product with the same sports level than other games. In recent years, however, there has been an increase in the commercial position of basketball and volleyball as well tennis and golf, which attract more and more capital. In the regional dimension, professionalization covered i.a. such disciplines as baseball (USA, Japan), American football (USA), rugby (Ireland, England, Scotland, France and Australia). Due to the universality of market financing, sports disciplines are divided into global, regional and local.

- Global sports products
    - Olympic games (Summer games, Winter games)
    - Football (World Cup, UEFA European Championship, UEFA Champions League)
    - (Part of the Olympic games - summer games, World Championship, Diamond League)
    - Tennis (Grand Slams (Australian Open, French Open, Wimbledon, US Open), ATP World Tour Masters)

    - Regional products
        - Basketball (North and South America, Europe) – NBA, FIBA World Championship
        - Cycling (Europe, America) - Part of the Olympic Summer Games, Tour de France, Giro di Italia
        - Formula 1 (F1) (Europe, Asia, Australia, Canada, Brazil)
        - Boxing (USA, Central America, Europe, Asia) – Championship of WBC, IBF and IBO - Part of the Olympic Summer Games)

Skiing (Central Europe, North America, Scandinavia) (Part of the Olympic Winter Games)

- Local / National sport products
    - American Football (USA) – NFL
    - Sumo (Japan)
    - Cricket (India)

Professional players

Players - in addition to the team they create - are the basic component of the product being manufactured by a sports club. A player's market value is determined by their skills, activity and position (tasks) in the game, as well as its media attractiveness. Listed for each player criteria, to a varying degree, in an individual way, determine its sports and transfer value and advertising. Among adepts of the sports game, the main criterion of a specific transfer value player's position in the game and skills, and to a small extent his attractiveness media. As a sports career develops, the importance of individual criteria changes and often changes end of career, the transfer and contract value of a player is mainly determined by his position media. A measurable criterion for the market assessment of players' skills are individual statistics effective performance of selected actions in attack and defense during the game. An example of a wide presenting individual statistics is professional basketball. Recently, attempts have been made to use individual statistics for evaluation players' skills also in other games (hockey, tennis, football or volleyball).

The player's media value is determined by: the time of exposure in the media, the form of exposure (voice, image), the rank of the media, the scope of influence (universality).
An important criterion for assessing the market value of a player is the number of games played for the national team country. In this case, the position in the representative team is taken into account, determined by hierarchy. Starters are usually valued higher than substitutes. Player value it is also determined by the rank of the competitions in which it participates, e.g. the world or continental championships raise fundamental player value. Participation in official matches, friendlies, and training matches are important also.

When assessing the market value of players, the region's traditions in providing professional players are also taken into account, for example, hockey players from the Czech Republic or Canada are rated higher than players from other countries, the same is true for football players from England, Brazil, Spain and Argentina, table tennis players from China and Japan or basketball players from the USA.

Sports team

The sports level of the team is determined by the class of the game (Premiership, Bundesliga, La Liga Santander, etc.) and results obtained in classified competitions. In addition to the skills and activity of the players, this is it the basic criterion of the market value of the sports product produced by the club. Substantially high positions in high-level competitions are associated with high market value of the team. In practice Criterion   Fitness Type   actions however, the market value of a team is the result of the results obtained in various competitions.

These games can be characterized by the following criteria:
- results in classified competitions,
- rank of classified games,
- tournament organizer,
- media interest.

The main criterion for assessing the sports level of the team are the results obtained in individual teams games in ranked competitions. The result of the game is a win, draw or loss for the ball football or handball, and winning or losing in basketball and volleyball.

The specified result is associated with the team's points determining the place in the table games. Getting a high position in the competition ensures promotion to a higher class and a sharp increase in the team's market value. Similarly, relegation to a lower division limits or "cuts off" the inflow of funds, e.g. for broadcasting rights and from sponsors.

The rank of the competition is the main determinant of the market value of the sports level of the team. In the case of club competitions, the participating teams gain the greatest market value in continental (Champions League) and domestic (Premiership, Bundesliga or La Liga Santander) competitions. Trends are being observed to strengthen the role of continental competitions at the expense of domestic competitions. They are also taken attempts to create systematic intercontinental games (world leagues, e.g. football net). In the case of popular sports games also sports teams appearing in the 1st and 2nd league games, they reach the market

value ensuring the inflow of funds enabling them stable operation of the club. The impact of the games on the market value of the team also determines tournament organizer. Participation in competitions conducted by national sports associations and international (cups, championships and occasional tournaments) to a greater extent market value of the team than participation in competitions organized by other institutions. Ever higher tournaments sponsored by large national and transnational companies are ranked. It appears that - next to the results obtained in competitions of various ranks - an important factor increasing the value of the sports team is the widespread interest of the media in these competitions electronic.

In professional clubs, the spectacularity of the game is as important as the sports level of the team prerequisite for staying on the market of social interests. In countries with a stable gaming position cultivated professionally, in addition to the sports level, the attractiveness of the activities in the game is also deep analysis, with a view to meeting the needs of supporters and the media. Observations indicate that they are interesting actions characterized by a large number of direct duels ("one vs one") in the attack and defense, the diversity of cooperation and the interchangeability of positions in the game are also of interest, also a large number of near-goal or near-basket situations. The requirements of a spectator game implemented on high sports level cause that team activities in the game are carried out in accordance with the principle "all, in an organized way, attack and defend." Regardless of the team's set-up, this concept consists in attacking and defending with the whole team during the match. In offensive actions and defensive games, regardless of their starting position, all players, realizing depending on the distance from the ball, various complementary tasks

Sports spectacle

An interesting sports spectacle that engages numerous supporters is in a way similar to a theatrical or film performance, with the essential difference that in the case of a sports spectacle there are often situations where the behavior of players, teams and score changes are large unpredictable and therefore more interesting. Often players use surprising in the game decisions, implemented by means of spectacular ways of acting, and this makes the game sports in the edition of the champions arouses such wide social interest. The "binding" of sports games (advertising, the appearance of sports facilities, athletes' clothing) develop aesthetic sensitivity spectators and create conditions for intense emotional experiences. Among the criteria determining the market value of a sports spectacle, the following are distinguished:

- the rank of the game,
- game rules,
- the aesthetics and functionality of the physical space where the competitions are held,
- emotional atmosphere created during the match,
- a form of media communication.

Observations indicate that the rank of the competition is the main criterion of the interest of fans and the media with a sports spectacle. Other factors, i.e. rules of the game, quality of infrastructure, climate emotional or forms of media communication are factors that support or enhance quality sporting event.

A sports product during a match is not only a game, it is also creating a physical space and emotional in the form of, for example:

- musical setting,
- visual setting,
- dance shows (cheerleaders),
- catering infrastructure.

Creating a "setting" for a sports event is a marketing and -administrative, extremely important for the sale of a sports event, as it is the "packaging" the commodity of sports competition.

Among the issues related to the "binding" we can distinguish:

- activities promoting the athlete on the market, e.g. through contacts with the media, supporters, sponsors;
- creating a climate of kindness and a good atmosphere around the sports institution, e.g. through cooperation with the media, charity work;
- the aesthetics of the facilities, e.g. by choosing the right colors for sports equipment, good condition pitch surface;
- commercial facilities, e.g. by opening fast food bars, selling souvenirs;
- functionality of the facilities, e.g. comfort of seats, ease of movement around the facility, easy access to toilets, good visibility, good sound system;
- accompanying events, e.g. performances of dance and music groups, lotteries.

The attractiveness of a sports spectacle is also determined by the use of various forms of communication media, including:

- the use of several cameras for television broadcasting, showing the field of play and the audience from different angles prospects,
- presenting repetitions of situations that are interesting and important for the course of the game,
- use of virtual techniques, e.g. virtual representation of sponsors' trademarks,
- identification marks of the club, the names of the players on the field of play, as well as the representation of using virtual circles and distance lines, e.g. between the ball and the basket or goal or between players,
- presenting on-screen statistics defining the course of the game,
- showing the audience's reaction to the course of the game, e.g. "Mexican wave", and the behavior of the coaches and players on the bench
- variability of advertisements displayed around the pitch,
- during breaks in the game or after its completion, presenting the most interesting situations
- important for the outcome of the game, as well as the most spectacular situations,
- in the commentary, presenting information about sports career and non-sporting life
- participants of the show, as well as the type of transmission (direct, abbreviations, retransmissions, etc.), type station (commercial, public, etc.), transmission time (high viewership, low viewership).

Trademark

A trademark is any word, name, symbol or device, slogan, packaging design or design also a combination of those factors that serve to identify and distinguish a given product from others on the market. In some circumstances, even a sound, a combination of colors, a smell or hologram may be a trademark. A service mark is defined similarly to a mark commercial, except that it is used in the sale or advertising of services to identify and distinguish the services one company from another. A trademark identifies a product as being from a single source, even if the source is anonymous. The identification mark of a sports club in the case of professional clubs is a mark commercial property that is usually protected by law. Among the signs that define sports clubs we distinguish combinations:

- abbreviations
- numbers,
- geographical names,
- name of the sponsor,
- mythological names,
- animal names.

The sign of individual clubs is also complemented by the emblem. It is believed that a good trademark should be: short and simple, easy to read and pronounce, and easy to recognize and remember. Should be also pleasant to the ear, easy to write and pronounceable in different languages. it belongs It should also be developed in such a way that it is easy to use and suggests a high quality of the product.

Conclusion

Now after we know what the sport product included, we can try to find out the differences between sport products in Olympic and non-Olympic sports.

At the beginning it is clear that the trademark of the Olympic games is much higher valued than the Non-Olympic sports (The World Games). The Olympic Games have been around for centuries, and are recognized and respected around the world. The World Games, on the other hand, have only been around since 1981 and are not as widely known. As a result, the trademark of the Olympic Games is more valuable than that of the World Games.

The Olympics games are meant to be a celebration of global athletic achievement and participation, and sports products that do not fit within this scope are not appropriate for the Olympics. Sports that have a high profile World Cup or equivalent have already been celebrated and honored in the highest form, and team sports above four participants in number can be too chaotic to be conducive to Olympic competition. Additionally, sports where judging is more subjective than clinical (especially team sports) may not offer an accurate way to compare athletes, and professional sports would not adhere to the Olympic ideal of amateur competition. Finally, sports that exclude a great number of countries would not promote global participation and inclusion.

What sports don't belong in Olympics?
- Sports that have a high profile World Cup or equivalent.
- Team sports above four participants in number.
- Sports where judging is more subjective than clinical especially team sports.
- Professional sports. A return to amateur status has merit.
- Sports that exclude a great number of countries.

Sports or disciplines which have been part of The World Games and the Olympics include badminton, baseball and softball, karate, rugby, sport climbing, taekwondo, target archery, triathlon, beach volleyball and water polo. Target archery is currently on the programs of both, but The World Games only holds events in divisions that are not contested in the Olympics.

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The Olympic Games have been around for a long time and have a great deal of experience in managing large-scale international events. With this long history and background, the Olympic Games have been able to develop effective strategies for managing all aspects of the event, from security to logistics. The Olympics have also been able to develop strong relationships with governments and other organizations to ensure the smooth running of the Games. Furthermore, the Olympic Games have a well-developed infrastructure and a large staff of experienced professionals who are dedicated to the success of the event. All of these factors allow the Olympic Games to be managed effectively. This is also the reason why the sport products connected to the Olympic games are so successful as well.

Although non-Olympic sports federations and association do not have the same level of resources, organization and infrastructure as the Olympic sports organizations, these sports can still benefit from the Olympic Games' experience. Non-Olympic sports can learn from the best practices of the Olympic Games in terms of event management, security, logistics, and relationships with governments and other organizations. Non-Olympic sports can also benefit from the Olympic Games' marketing and promotion, as well as its access to the media to create a better sport product connected to them. Furthermore, non-Olympic sports can benefit from the Olympic Games' extensive research and information regarding the needs of athletes, spectators, and sponsors. All of these factors can help non-Olympic sports to be managed more effectively. Non-Olympic sport products are a great way to promote physical activity and healthy competition. It can also help to foster a sense of community and camaraderie among athletes and fans. Also, non-Olympic sports organizations can provide opportunities for athletes who may not have the physical attributes or other requirements to compete in Olympic sports. Non-Olympic sports can also help to support grassroots sports development, giving access to sports to those who may not have access to Olympic sports. Finally, it can help to promote a more diverse sporting environment and give recognition to a wider range of athletes.

The recipients of the sports spectacle are different, there will be those who will be interested in Olympic sports and those who will be interested in sports Non- Olympic sports. The spectators of the Olympic sports will most likely be those who follow the Olympic Games, including athletes, coaches, team managers, and fans all over the world. On the other hand, spectators of the non-Olympic sports will likely be those who follow the sports and their respective leagues or competitions, such as fans, athletes, coaches, and team managers more connected to the local/ regional area. They may also be those who appreciate the unique qualities of each sport or those who are simply curious about the spectacle.

The most important thing for the Non-Olympic organizations is to search for ways to collaborate with the Olympic Games. Non-Olympic federations and associations should strive to find ways to work with the Olympic Games in order to benefit from its wide reach and global recognition. It is possible for non-Olympic organizations to pursue their own goals while still working in partnership with the Olympic Games. Non-Olympic organizations should also make sure to promote their own activities and goals in order to gain more attention and visibility. It is important that Non-Olympic organizations would work together to achieve the goal of all units. They should collaborate to share best practices, resources, and expertise in order to maximize success. They must also work together to identify and develop innovative solutions to common challenges and develop policies that are mutually beneficial. As well, they should strive to create a positive environment in which members of different organizations can learn from each other and be part of a community working towards a common goal. Ultimately, the goal should be to create a unified and interdependent system (an international Non-Olympic Committee) in which all organizations are working towards the same goals and objectives.

4. Management of a sport product in non-Olympic sports

Sport products in Non-Olympic sports organizations can be managed in a variety of ways. One way is to create a governing body or organization that oversees the sport. This organization can be responsible for setting rules, organizing competitions, and providing resources for athletes and coaches. Additionally, the organization can work with sponsors and media outlets to promote the sport and increase its visibility. Other ways to manage non-Olympic sports include forming leagues, creating tournaments, and providing educational opportunities for athletes and coaches. Finally, Non-Olympic sports products can be managed through the use of technology, such as online streaming and social media platforms, to reach a wider audience. This can help to increase the visibility of the sport and attract more participants. Technology can also be used to track performance and provide feedback to athletes, coaches, and administrators. This can help to improve the quality of the sport and ensure that it is being managed in a professional and efficient manner.

In this part of the manual, we have prepared 10 steps for you to manage well and effectively of sport products in Non-Olympic sport federation and associations.

Step 1. Establish a clear mission and vision for the organization connected to the sport product.

A clear mission and vision for a non-Olympic sports organization should be established by first identifying the organization's purpose and goals based on the sport product they deal with. This should include a statement of the organization's core values, its desired outcomes, and the strategies it will use to achieve them. The mission and vision should also be communicated to all stakeholders, including athletes, coaches, administrators, and sponsors. Additionally, the organization should develop a plan for how it will measure success and track progress towards its goals. Finally, the organization should ensure that its mission and vision are regularly reviewed and updated to reflect changes in the sports landscape.

The Mission of non-Olympic sports federations and associations. To promote and develop sport products in Non-Olympic sports in order to provide a platform for athletes to reach their full potential and to create a more inclusive and diverse sporting environment.

Vision of non-Olympic sports organizations : To create a world where non-Olympic sports are recognized and celebrated, and where athletes of all backgrounds and abilities have the opportunity to participate and excel.

The mission and vision of the non-Olympic sports organizations should be to promote and develop the participation of non-Olympic federations and associations in the community. The vision should be to create a vibrant and diverse sporting culture that celebrates the unique and varied sports that are not part of the Olympic Games. The organization should strive to create an environment that encourages participation, education, and appreciation of non-Olympic sports. The organization should also strive to create a safe and inclusive environment for all participants.

Step 2. Develop a strategic plan to achieve the mission and vision.

A strategic plan should be developed to outline the organization's mission, vision, goals, and objectives. This plan should be reviewed and updated regularly to ensure that the organization is on track to meet its goals.

The strategic plan should include a detailed analysis of the organization's current situation, its goals and objectives, and the strategies and tactics that will be used to achieve them. The plan should also include a timeline for implementation and a budget.

The plan should also include a SWOT analysis, which is an assessment of the organization's Strengths, Weaknesses, Opportunities, and Threats. This will help the organization identify areas of potential growth and areas of potential risk. Additionally, the plan should include a risk management plan, which outlines the steps the organization will take to mitigate any risks associated with the implementation of the plan. Finally, the plan should include a communication plan, which outlines how the organization will communicate the plan to stakeholders and how it will measure success.

Step 3. Create a budget and financial plan to support the strategic plan.

The first step in creating a budget and financial plan to support the strategic plan for non-Olympic sports organizations is to establish a budget. This budget should include all expenses

related to the organization, including salaries, equipment, travel, and other operational costs. It should also include any income sources, such as sponsorships, donations, and ticket sales. Once the budget is established, the organization should analyze its current financial situation. This includes looking at the organization's assets, liabilities, and cash flow. This analysis will help the organization identify areas where it can save money and areas where it needs to invest more money. After analyzing the current financial situation, the organization should develop a financial plan. This plan should include short-term and long-term goals, as well as strategies for achieving those goals. The plan should also include a timeline for when the goals should be achieved.

In the next step after the financial plan is in place, the organization should monitor and adjust it as needed. This process should include setting up a system for tracking expenses and income, as well as setting up a system for monitoring and adjusting the budget as needed. The budgeting process should also include setting up a system for evaluating the financial plan to ensure that it is meeting the organization's goals. This evaluation should include looking at the organization's financial performance, as well as the effectiveness of the strategies outlined in the plan. Additionally, the budgeting process should include setting up a system for reporting on the budget and financial plan to ensure that the organization is meeting its goals. This reporting should include both internal and external stakeholders.

Finally, the organization should evaluate the financial plan to ensure that it is meeting the organization's goals. This evaluation should include looking at the organization's financial performance, as well as the effectiveness of the strategies outlined in the plan.

Step 4. Develop a marketing plan to promote the organization and its activities.

The first step is to develop a unique brand identity that will help differentiate the organization from other non-Olympic sports organizations. This should include a logo, tagline, and other visual elements that will be used in all marketing materials.

Prepare a website that will serve as the primary source of information about the organization and its activities. The website should include information about the organization, its mission, upcoming events, and contact information.

Use social media platforms such as Facebook, Twitter, and Instagram to promote the organization and its activities. Post regularly about upcoming events, news, and other relevant information.

Build a public relations strategy to increase awareness of the organization and its activities. This should include press releases, media interviews, and other tactics to reach a wider audience.

Create a sponsorship program to attract corporate sponsors. This should include a detailed proposal outlining the benefits of sponsoring the organization and its activities.Develop an event marketing strategy to promote upcoming events. This should include promotional materials such as flyers, posters, and other materials to be distributed in the local community.

It is also important to have a digital marketing strategy to reach a wider audience. This should include tactics such as email marketing, search engine optimization, and pay-per-click advertising.

Lastly, a networking strategy to build relationships with other non-Olympic sports organizations. This should include attending events, joining industry associations, and other tactics to build relationships.

Step 5. Identify and recruit key personnel to manage the Non-Olympic sports organization.

In the table below we have the key personnel needed to manage a Non-Olympic sports organization.

Executive Director	Responsible for the overall management and operations of the organization.
Chief Financial Officer	Responsible for the financial management of the organization, including budgeting, accounting, and financial reporting. 3. Chief Operating Officer: Responsible for the day-to-day operations of the

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	organization, including personnel management, program development, and event planning.
Marketing and Communications Manager	Responsible for developing and executing marketing and communications strategies to promote the organization and its activities.
Sponsorship and Fundraising Manager	Responsible for developing and managing relationships with sponsors and donors to generate financial support for the organization.
Event Manager	Responsible for planning and executing events, including competitions, tournaments, and other activities.
Technical Director	Responsible for developing and implementing technical standards and regulations for the organization.
Legal Counsel	Responsible for providing legal advice and guidance to the organization.
IT Manager	Responsible for managing the organization's technology infrastructure and systems.
Human Resources Manager	Responsible for managing personnel, including recruitment, training, and employee relations.

The best way to identify and recruit key personnel to manage a Non-Olympic sports organization to increase the sport product is to create a comprehensive job description that outlines the qualifications and experience needed for the position. Once the job description is created, it should be posted on job boards, social media, and other relevant websites. Additionally, it is important to reach out to industry contacts and networks to identify potential candidates. The organization should also consider attending job fairs and conferences related

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to the non-Olympic sports industry to meet potential candidates in person. Finally, the organization should consider using a recruitment agency to help identify and recruit the best candidates for the position.

After potential candidates have been identified, it is important to conduct thorough interviews and background checks to ensure the best fit for the organization. Finally, it is important to provide competitive compensation and benefits packages to attract and retain the best personnel.

Step 6. Develop a volunteer management plan to recruit and retain volunteers.

Finding and retaining talented volunteers is important to the success of most Non- Olympic sport organizations. The first step to find the best volunteers is to develop a plan to recruit volunteers that outlines the types of volunteers needed, the roles they will fill, and the recruitment process. Consider using a variety of methods to reach potential volunteers, such as online postings, word-of-mouth, and print media. Create a volunteer application form that includes questions about the volunteer's skills, interests, and availability. This will help you to match volunteers to the right roles.

Volunteers will be more engaged in your cause when they know their skills are making a significant impact, which is why assigning volunteers to roles that support their strengths is essential. Determine your volunteers' capabilities, skills, interests, and preferences during the registration process.

For instance, if you're hosting a Giving Day event, your volunteer roles may include creating direct mail materials, promoting your fundraising page on digital platforms like email, and sharing your posts on social media. Ask your volunteers which roles they prefer to provide a rewarding and meaningful experience that satisfies their needs.

Step 7. Develop a communication plan to keep stakeholders informed of the organization's activities.

Establish a clear communication strategy that outlines the goals and objectives of the organization, the target audience, and the desired outcomes. This will help ensure that all stakeholders are informed of the organization's activities and that the communication plan is tailored to meet their needs. Develop a comprehensive communication plan that outlines the methods and channels of communication to be used, the frequency of communication, and the content of the messages. This plan should include both traditional and digital communication channels, such as email, social media, and website updates. Create a schedule for communication that outlines when and how often stakeholders should be updated. This should include regular updates on the organization's activities, such as upcoming events, new initiatives, and progress reports.

Create a system for collecting feedback from stakeholders. This could include surveys, focus groups, or other methods of gathering feedback. This will help ensure that the organization is meeting the needs of its stakeholders and that any changes or improvements are made in a timely manner. Ensure that all communication is timely, accurate, and relevant. This will help ensure that stakeholders are kept informed and that the organization is seen as reliable and trustworthy. Finally, evaluate the effectiveness of the communication plan on a regular basis. This will help ensure that the plan is meeting the needs of the organization and its stakeholders.

Step 8. Develop a customer service plan to ensure the organization is providing excellent customer service.

You will need a customer feedback system to measure customer satisfaction and identify areas for improvement. This system should include surveys, focus groups, and other methods of gathering customer feedback. Define a customer service policy that outlines the organization's commitment to customer service and outlines the procedures for handling customer complaints. Create a customer service team that is responsible for responding to customer inquiries and complaints. This team should be knowledgeable and well-trained in customer service. Develop a system for tracking customer inquiries and complaints. This system should include a process for responding to customer inquiries and complaints in a timely manner.

Prepare a system for rewarding employees who provide excellent customer service. This system should include recognition, rewards, and incentives for employees who exceed customer service standards. Create a system for monitoring customer service performance. This system should include regular reviews of customer service performance and customer feedback. Establish a system for responding to customer complaints. This system should include a process for resolving customer complaints in a timely and effective manner. Implement a system for measuring customer satisfaction. This system should include surveys, focus groups, and other methods of gathering customer feedback. Build up a system for responding to customer feedback. This system should include a process for responding to customer feedback in a timely and effective manner. Set up a system for tracking customer service trends. This system should include a process for monitoring customer service trends and identifying areas for improvement.

Step 9. Develop an evaluation plan to measure the success of the organization.

Establish baseline metrics to measure the success of the organization. These metrics should include financial performance, customer satisfaction, employee engagement, and operational efficiency. Set goals for the organization to achieve in order to measure success. These goals should be measurable and achievable.

It is important to develop an M&E plan before beginning any monitoring activities so that there is a clear plan for what questions about the program need to be answered. It will help program staff decide how they are going to collect data to track indicators, how monitoring data will be analyzed, and how the results of data collection will be disseminated both to the donor and internally among staff members for program improvement. Remember, M&E data alone is not useful until someone puts it to use! An M&E plan will help make sure data is being used efficiently to make programs as effective as possible and to be able to report on results at the end of the program.

At the beginning establish clear goals and objectives for the organization that are measurable and achievable. This will provide a baseline for measuring success. Work on a plan that outlines how the organization will monitor and evaluate progress towards its goals and objectives.

Prepare a survey to measure customer satisfaction, employee engagement, operational efficiency. Analyze the data collected from the surveys and compare it to the baseline metrics. This will help to identify areas of improvement and areas of success. Work out a system to track progress towards the goals set for the organization. This system should include regular reporting and analysis of the data collected from the surveys and the baseline metrics. A system to reward employees for achieving the goals set for the organization should be created. This system should include recognition, bonuses, and other incentives. A system to communicate the results of the evaluation plan to the organization will be necessary . This system should include regular updates on progress and successes. Finally, develop a system to review the evaluation plan on a regular basis. This system should include a review of the goals set for the organization, the data collected from the surveys, and the progress made towards achieving the goals. This review should be used to make adjustments to the evaluation plan as needed.

In order to effectively manage sports products, it is important to establish a governing body that can provide resources, establish rules, and organize competitions. This governing body should to ensure proper representation and oversight of the Non- Olympic sport product. They should choose from the list above this steps that are important to their organization. Each organization has different needs and operates according to its own rules and in different environments.
They should be focused to build relationships with environments they are in, which can help to increase the revenue generated by the sport. They should invest in marketing and branding to increase the visibility of their Non-Olympic sport products. They should also focus on creating an effective customer service strategy, as this will help them to communicate with their customers and build stronger relationships with them. As well, they should focus on developing innovative sport products and services to stay ahead of the competition.

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5. Marketing in niche sports

A niche sport refers to a sport or athletic activity that has a relatively small but dedicated and enthusiastic following, compared to more popular and mainstream sports. Niche sports often have unique features and benefits that differentiate them from mainstream sports and attract a specific, targeted audience.

Examples of niche sports include ultimate frisbee, parkour, and competitive rock climbing. Niche sports may not receive as much attention or recognition as mainstream sports, but they often have passionate and dedicated communities of athletes and fans. Niche sports can be defined by their relatively small participant and spectator base, their limited media coverage and sponsorship opportunities, and their lack of broad-based popularity. They often attract a specific, dedicated group of enthusiasts who are passionate about the sport and its unique features. These enthusiasts may be drawn to the sport's physical or mental challenges, its sense of community, or its focus on personal achievement.

Both Olympic and non-Olympic sports can be considered niche sports. Olympic sports are those that are recognized by the International Olympic Committee (IOC) and included in the Olympic program. Some Olympic sports, such as gymnastics or swimming, have a large following and are considered mainstream. However, there are also Olympic sports that have a smaller, more targeted audience and can be considered niche sports, such as modern pentathlon or trampoline gymnastics.

Non-Olympic sports, on the other hand, are those that are not recognized by the IOC and are not included in the Olympic program. Many of these sports are considered niche sports, as they may have a smaller, more dedicated following and may not receive as much attention or recognition as Olympic or mainstream sports. Examples of non-Olympic niche sports include darts, pole dancing, boccia, etc.

Overall, both Olympic and non-Olympic sports can be considered niche sports, depending on their level of popularity and recognition, and the size and dedication of their following.
To develop and execute marketing strategies organizations and businesses use the 4 P's of marketing, which is a valuable tool that helps organizations to understand and address the key components of their marketing strategy, ensuring that their products or services meet the needs

of their target audience and are effectively promoted to them. By understanding and addressing each of these four elements, businesses can ensure that they are effectively promoting their products or services to their target audience and gaining a competitive advantage in the marketplace. The 4 P's of marketing in sport, also known as the marketing mix are:

1. **Product:** In sports marketing, the product refers to the sporting event, team, or athlete that is being promoted. The product can also include merchandise, such as jerseys, hats, or other fan gear. It is important for sports marketers to understand what the consumer wants and needs from the product and to ensure that the product is of high quality and meets those expectations.

2. **Price:** Price refers to the amount of money that consumers are willing to pay for the product. In sports marketing, the price can include the cost of tickets to a game or event, as well as the cost of the merchandise. Sports marketers must consider factors such as the perceived value of the product, the price of competing products, and the target market when setting prices.

3. **Promotion:** Promotion refers to the methods used to communicate and promote the product to the target market. This can include advertising, public relations, personal selling, and sales promotions. Sports marketers must create compelling marketing campaigns that reach the target audience and effectively communicate the value of the product.

4. **Place:** Place, also known as distribution, refers to the channels through which the product is made available to consumers. In sports marketing, this can include ticket sales through online and offline channels, as well as the distribution of merchandise through retail stores or e-commerce platforms. Sports marketers must ensure that the product is available to consumers through convenient and accessible channels that meet their needs.

Marketing in niche sports refers to the strategies and tactics used to promote and grow a sport that has a relatively small following compared to more mainstream sports. These sports often have a dedicated and passionate fan base but lack the broad appeal and resources of major sports leagues. As a result, marketers need to be creative and strategic to reach and engage their target audience. Due to the small size of the fan base, niche sports organizations often have limited resources and face unique challenges in terms of marketing and promoting their sport. These organizations may struggle to attract sponsors, gain media coverage, and attract new fans. However, the dedicated and passionate fan base of niche sports can be a valuable asset, as these fans are often highly engaged and willing to support the sport through purchasing merchandise and attending events.

Key challenges

One of the unique challenges of marketing in niche sports is the need to reach a smaller, more targeted audience. Unlike mainstream sports, which have a broad-based appeal and can reach millions of people through mass media, niche sports often require more targeted and personalized marketing efforts. This can include utilizing social media and online communities to connect with fans, leveraging influencer marketing to reach specific audiences, and using targeted advertising to reach potential fans.

Another challenge is the need to effectively communicate the unique features and benefits of the sport to potential fans. Niche sports often have unique characteristics that set them apart from mainstream sports, such as a focus on personal achievement, a strong sense of community, or unique physical or mental challenges. Marketers need to effectively communicate these unique aspects of the sport to potential fans and showcase why it is worth their time and attention.

Additionally, many niche sports organizations are faced with limited financial resources and sponsorship opportunities. This can make it challenging to promote events and competitions, as well as to attract and retain talented athletes. To overcome these challenges, niche sports organizations may need to be creative in finding alternative sources of funding, such as crowdfunding or grants, and leveraging partnerships and collaborations to gain access to new resources and audiences.

Therefore marketing for niche sports can be challenging due to several factors, including:

- **Smaller audience**: Niche sports often have a smaller, more targeted audience compared to mainstream sports, which can make it more difficult to reach potential fans and build brand awareness.

- **Limited financial resources**: Many niche sports organizations have limited financial resources, which can make it challenging to invest in marketing and promotions. This can also limit the ability to host events and competitions, and to attract and retain talented athletes.

- **Competition for attention**: With so many sports and entertainment options available, it can be challenging to stand out and capture the attention of potential fans.

- **Lack of media coverage**: Niche sports may receive limited media coverage, which can make it more difficult to reach and engage potential fans.

- **Difficulty communicating the unique features and benefits of the sport**: Niche sports often have unique features and benefits that set them apart from mainstream sports, but it can be difficult to effectively communicate these aspects to potential fans.

- **Limited sponsorship and advertising opportunities**: Sponsorship and advertising can provide valuable financial support for niche sports organizations, but these opportunities may be limited compared to mainstream sports.

- **Difficulty building and maintaining a dedicated fan base**: Niche sports may have passionate and dedicated fans, but it can be challenging to build and maintain a strong and engaged fan base over time.

Overall, these are some of the key challenges that niche sports organizations face in their marketing efforts. By understanding these challenges and developing effective marketing strategies, niche sports organizations can overcome these challenges and achieve success.

Recommendations and strategies

One effective strategy for marketing niche sports is to leverage the sport's unique characteristics and appeal to fans' passion and loyalty. For example, niche sports such as rock climbing and ultimate frisbee have a strong sense of community and a focus on personal achievement, which can be highlighted in marketing campaigns.

Another key strategy is to use digital and social media platforms to reach and engage fans. Niche sports often have a strong online presence, and social media platforms can be used to connect with fans, share news and updates, and promote events and merchandise. Additionally, by using targeted advertising and influencer marketing, niche sports organizations can reach specific audiences and build brand awareness.

Additionally, sponsorships, partnerships and events are other ways to market niche sports. Sponsorships can help to provide financial support for teams and events, while partnerships can provide access to new audiences and resources. Events such as competitions, festivals, and conferences can be used to showcase the sport and attract new fans.

Finally, it's important to note that marketing in niche sports can be a challenging task and require a lot of creativity and experimentation. The key is to understand the target audience and what drives their passion for the sport and develop strategies that resonate with that audience.

Marketing tips and strategies for niche sports to overcome the challenges:

- **Know your target audience**: Understanding the demographics, interests, and behaviours of your target audience is crucial in developing effective marketing strategies. This information can be gathered through market research, surveys, and analytics. By knowing your target audience, you can tailor your marketing messages and promotions to their specific needs and preferences.

- **Leverage social media**: Social media platforms can be valuable for reaching and engaging fans of niche sports. Utilize platforms like Twitter, Facebook, Instagram, and YouTube to share news, updates, and highlights from events and competitions, and to

connect with fans. Consider utilizing influencer marketing to reach specific audiences and build brand awareness.

Example: The World Surf League (WSL) has successfully marketed surfing as a mainstream sport by showcasing its athletes, events, and lifestyle through various media channels. The WSL has produced documentaries, web series, and social media content that highlight the personalities and stories of the surfers, as well as the beauty and power of the waves.
https://www.hashtagsports.com/read/wsl-content-social

- **Utilize partnerships and collaborations**: Partnerships and collaborations with other organizations and businesses can help niche sports organisations to reach new audiences, access new resources, and generate revenue. Consider partnering with local businesses, media outlets, and other sports organizations to expand your reach and impact.

- **Host events and competitions**: Events and competitions can be a great way to showcase the sport and attract new fans. Consider hosting local, regional, and national competitions, clinics, and workshops to provide opportunities for athletes to improve their skills and for fans to engage with the sport.

Example: World's Strongest Man is an annual competition that features some of the strongest athletes in the world competing in a variety of strength-based events. The competition's marketing strategy emphasizes the awe-inspiring feats of strength performed by the athletes and the intense physical and mental demands of the sport. World's Strongest Man has developed a loyal fan base over the years, and its competitions are broadcast in over 100 countries around the world. Their cooperation with partners such as Hefty has brought significant interest in sport by creating the 1st sustainability-focused campaign.
https://www.marketingdive.com/news/hefty-taps-worlds-strongest-man-for-1st-sustainability-focused-campaign/573369/

- **Create high-quality content**: High-quality content, such as videos, articles, and photos, can help to showcase the sport and its unique features, and can also be used to attract

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new fans and engage existing fans. Consider investing in professional photographers and videographers, and consider utilizing video platforms like YouTube and Vimeo to reach a wider audience.

- **Focus on community building**: Building a strong sense of community around the sport is crucial for its success. Consider utilizing online forums, social media groups, and local events to bring fans together and foster a sense of community and belonging.

  Example: CrossFit has successfully marketed functional fitness, a type of exercise that emphasizes functional movements and high-intensity workouts, through its community-driven approach and its use of social media. CrossFit has built a strong community of enthusiasts through its affiliate gym model and its CrossFit Games, an annual competition that attracts top athletes from around the world. CrossFit has also leveraged social media platforms such as Instagram and YouTube to showcase the workouts, the athletes, and the culture of the sport.
  https://journal.crossfit.com/article/what-is-crossfit-2

Overall, these are some of the key strategies that niche sports organizations can use to grow and succeed. By understanding the target audience, leveraging technology and partnerships, and focusing on community building, niche sports organizations can gain recognition, reach new audiences, and drive growth and success.

Overall, marketing in niche sports is a complex and challenging task that requires a deep understanding of the sport and its target audience. Marketers must be creative, strategic, and patient to reach and engage potential fans and promote and grow the sport. However, the passionate and dedicated fan base of niche sports can be a valuable asset, and with the right marketing efforts, these sports can gain greater recognition and success.

By implementing these recommendations, niche sports organizations can overcome the challenges in marketing and achieve success. The key is to understand the target audience, utilize technology and partnerships, and focus on community building to reach new audiences and drive growth and success.

5. STAFF COMPETENCES IN NON-OLYMPCI SPORTS

As a social institution, it is seen that sports have an ever-growing structure within economic and cultural organizations. When this social phenomenon is evaluated by considering the changing economic and social conditions of the world, it has become important to determine the competencies and employment areas of human resources in the field of sports.

Sports organization and delivery of services to the public is generally carried out as a public service in many countries. Undoubtedly, the duties such as education, health and security that the state had to fulfill in the historical process have been in constant change. This change, which manifests itself in sports organizations as in many organizations, can take place depending on the political and economic systems adopted by the countries, and it is also shaped in parallel with the new needs brought by the age.

The place of sports and physical activity in life has gradually reached great dimensions. Sport, which is an important part of people's lives, provides physical, mental, emotional and social development of individuals. Societies who want to reach the benefits of sports are looking for ways to reach these benefits. And it is accepted by all societies that this way will pass through qualitative and quantitative quality sports education. And a good sports education can be provided by the qualified sports staff in the sports business, sports club, sports federation and sports public service provider institutions that offer sports services.

In some studies, qualified personnel is defined as a person who has training and experience in a certain field of work.
Some of the qualifications of qualified personnel are as follows;
- Doing his/her job well,
- More productive,
- Interested in innovation and developments,
- Contributing to the economic and administrative development of the institution they work for,
- Efficient use of existing resources, economical, in order to achieve the goals of the institution

Achieving the targets set in the sports sector, as in every sector, and increasing the quality and quantity of the service provided depend on many factors. At the forefront of these elements is qualified personnel. Sports federations operating in non-Olympic sports branches, which are among the leading institutions of sports service providers, should also give due importance to this qualified personnel element and keep their institutional structures strong in this direction.

Some specific issues to be attend on topic

1. Lack of Qualitative and Quantitative Personnel

It is known that sports federations play a major role in the sports branches they are responsible and authorized for or in the dissemination of sports to wider masses. It is seen that the cooperation and harmony of such institutions with the relevant public institutions, non-governmental organizations and target audience groups while fulfilling their duties increases the efficiency of the work done. However, the quantitative and qualitative personnel qualifications needed in these studies are also very important. The lackness of qualified personnel stands out as an obstacle to the achievement of the purpose of the studies to be carried out .

As seen in the analysis of the data collected within the scope of the project, it was stated that more than half of the non-Olympic sports federations participating in the study did not have sufficient number of qualified personnel. It emerges as a problem that innovative studies cannot be carried out with personnel who lack professional qualifications and that the fields of work and service cannot be diversified. However, it has been observed that the lack of full-time personnel is a negative situation in terms of the continuity of the corporate culture. It is important that all the work of an institution from the past to the future is transferred to the employees and that the employees own these works. Therefore, it is clear that it is important when full-time employees are considered as corporate memory. For this reason, full-time employees who have a high corporate sense of belonging and embrace the work they do and the institution they work for are important in achieving corporate goals.

Recommendations and Conclusions

As in many sectors, the need for qualified personnel in the sports sector is quite high. In a competitive environment, institutions need a strong personnel policy for their success and survival. The sports sector also needs the employment of many experts within itself. These can be from fields such as law, health, marketing, advertising, public relations/media, accounting, trainer, statistics, IT. In order to increase lack of qualitative and quantitative personnel in Non-Olympic Sport Federation:

a) It is important that the financial structure of the Federation is strong. For the efficient management of financial aids and own revenues made by the state to non-profit independent sports federations, it is important to determine those who will take charge in the accounting unit from experts in the business.

b) In the independent sports federations, where there are few paid employees, it has been determined that the number of volunteers or part-time employees is almost negligible. Personnel expenses can be reduced by increasing the number of job and task-oriented part-time employees, which can also prevent inefficient work. In addition, measures can be taken to increase the number of volunteers.

c) In order to increase the number of volunteers, it is possible to contribute to the training of experienced personnel by offering practical internship opportunities to students in the field of sports sciences within the scope of protocols to be made with Universities.

d) It can be ensured that experts in this field are appointed to various boards of federations (health, law, education, etc.). The appointment of those who are already professional in these fields to the boards and the expertise of these people will support the work of the federations. In this way, the decisions to be taken and the work to be done by the relevant committees can be evaluated scientifically by experts.

e) Pre-applications for open job positions can be received on the official website and information can be provided to those concerned. At the same time, an application system like "volunteers are looking for teammates", which is constantly updated, can be prepared for

volunteers in the activities of federations and in areas where personnel are needed. Since social media will be very useful in this field, it is recommended to be used up-to-date and actively (8).

f) It is very important to work with personnel who have a high corporate culture and sense of belonging. Employees can be supported with promotions that will increase their performance and increase their motivation. These promotions may include overcharges, shopping tickets, gift cards and special gifts, extra paid leave.

g) When investing in the future of employees with relevant training and growth opportunities, every development and training opportunity offered to employees can be seen as an investment in the future of your Institution and these opportunities can be offered to employees.

2. Lack of Quality and Well Designed Office Opportunities

The human being at the center of working life is the most important part of businesses. The person, who is also defined as an internal customer in the literature, has many duties and responsibilities in business life. Many factors are necessary for the employees in the enterprises to fulfill their duties efficiently. Since offices are the service areas of institutions or organizations and the places where the employee spends most of his time, the working environments and conditions should be arranged in a way that is suitable for the employees and they can do their jobs easily.Besides, in order to fulfill the duties undertaken by the employees in the desired way in business life; It depends on being motivated, working in a comfortable environment and working efficiency. The physical layout of the working environments; It is very important because of its effect on employee health, psychology and work efficiency. In addition, the office tools and office design used have important effects on the performance and productivity of the employees .

As can be seen in the analysis of the data collected within the scope of the project, it has been observed that 66% of the non-Olympic sports federations participating in the research do not have their own offices and these offices are used for rent. According to sports, while some of the employees work in the field, most of them spend most of their working time in the office.This process, which sometimes increases with long shifts, makes the office environment a place where an employee spends most of his active life and maintains social relations apart from professional relationships. For this reason, quality offices are important in achieving the

goals of non-Olympic sports federations and increasing the productivity of employees. Attention should be paid to this issue in order to make the effects of offices on employee performance, motivation, job satisfaction, organizational commitment and organizational identification positive.

Recommendations and Conclusions

The structure of a person cannot be changed, but by arranging the workplace according to the structure of the person, you can make him/her work comfortably. It should not be forgotten that even minor changes in ergonomic (hence anthropometric) sizing of workstations in work environments are of great importance in terms of employee productivity and health and safety. Increasing the harmony of people with the working environment increases productivity, working quality and motivation. In this way, increased work quality and motivation carry labor productivity to higher levels, and increased productivity increases the competitiveness of the enterprise.

The performance levels of their employees have a great impact on the success of organizations in a competitive environment. Businesses with qualified personnel will have the opportunity to obtain the highest efficiency from them when they can create a suitable working environment where their employees can show their talents.

In order for employees to be happy, peaceful and productive in business life, their views on business life should be positive. No matter how high the qualifications of the employees are, it would be unfair to expect them to be productive in the absence of a working environment where they can demonstrate these qualities. In order to increase Quality and Well Designed Office in Non-Olympic Sport Federation:

a) It has been determined that employees can work more efficiently in work conditions where they feel comfortable. For this reason, it should be ensured that the office environment is efficient in terms of lighting, ventilation, heating and cleaning.

b) Working hours should be determined precisely; Employees must be notified in advance of shifts, overtime or flexible working hours.

c) Meal service should be provided for employees during lunch breaks, and if this service cannot be provided in the office, opportunities should be provided for employees to access food service during lunch breaks.

d) Breaks should be of sufficient frequency and duration. Since these breaks are the times when employees communicate with each other and share their ideas, it should be considered that they will contribute to corporate success.

e) It is important to equip offices as social areas. It should be given importance to have common areas where employees' special days (birthdays, etc.) will be celebrated.

f) In the data obtained in the study, it was determined that many non-Olympic sports federations participating in the study did not have a permanent office. In order to increase the productivity of the employees and to strengthen the corporate structure, it is considered important to have their own offices or to rent the offices with long-term contracts.

3. Corporate Culture And Internal Communication

Institutions, like societies, have goals, perspectives on business life, values, principles, in other words, they have their own characteristics. The set of beliefs, understanding and rules shared by all employees of an enterprise constitutes the corporate culture, such as:

- Identifies what is important to the organization,
- Determines the way people interact with each other,
- Tells what to strive for,
- Gives employees a sense of corporate belonging,
- Creates corporate identity,
- Creates commitment to beliefs and values,
- It guides the daily work and determines the behavior of the employees.

Besides, when corporate culture is considered as a concept that covers many issues from its internal structure to its relations with the corporate environment, from management style to traditions, beliefs and values, it can be considered as 'everything' about the institution when examining the corporate structure.

Corporate culture defines the way employees complete tasks and interact with each other in an organization. The cultural paradigm includes the various beliefs, values, rituals and symbols that govern the way people work within a company. Corporate culture connects the workforce and provides direction for the company.

It is seen that institutions with strong corporate culture achieve their goals more easily. A strong corporate culture is a concept that keeps hardworking and productive employees together and gathers them around a common goal. With the impact of corporate cultures on employee performance and motivation levels, employees often see themselves as part of the corporate environment and work harder to achieve corporate goals. It is considered important for non-Olympic sports federations to intensify their efforts to create and develop corporate culture in achieving their goals.

An institution is a group of people, made up of experts working together for a common purpose. The existence of institutions is only possible with the "internal communication" created. The basis of joint activity is communication. Every organization relies on a communication system. Communication is a basic form of influencing and being influenced and a human experience. It is not an imposition in which one is active and the other passive, but a bundle of relations in which both sides play different but complementary roles.

Communication in institutions (Organizational Communication) is a process that allows the continuous exchange of information and ideas with the various units that make up the institution and the environment of the institution in order to ensure the operation of the institution for its purposes, and is one of the most important tools of institution / business management.

As can be seen in the analysis of the data collected within the scope of the project, it has been observed that the non-Olympic sports federations participating in the study attach importance to both internal communication and communication with stakeholders.

It is considered that a strong and accurate communication between the stakeholders will contribute to the institutional capacity and efficiency of the non-Olympic sports federations.

Recommendations and Conclusions

It is very important to make the internal communication process functional before institutions can reach their quality targets. The concept of communication is of vital importance when it is considered in terms of institutions formed by people working in cooperation to achieve a common goal. Internal communication not only creates a better employer-employee relationship, but also has a significant impact on how employees will behave, how they will perform, and, accordingly, how the business will perform. In order to increase internal communication in Non-Olympic Sport Federation;

a) In addition to meetings, briefings and motivation programs, in-house communication organizations such as bowling tournaments, nature walks, barbecue parties, company dinners can be organized where employees can feel more free and social.

b) To increase and sustain the internal communication, should have been had a professional support on internal communication from a expert company/person in necessity.

c) It should update its internal communication channels (letters, brochures, announcements, seminar etc.) by integrating them with technological developments.

d) Taking the opinions of the employees in decisions to be taken within the organization and ensuring their participation in the decision process will contribute to increasing communication.

e) Informing the employees about all positive or negative developments in the organization and the planning, goals, marketing and advertising goals of the organization will contribute to increasing the corporate culture and increasing the organizational commitment of the employees.

f) It is important to foster a culture of communication in the organization. It should be made a priority for employees to share information and develop relationships between departments. Departments should always share timelines and study objectives with other departments. This is expected not only to increase the efficiency of the institution, but also to increase the healthy communication between the departments in the office.

g) A collaborative culture and strong communication are formed and developed by more than just working. Set aside time each week for departments to interact and bond with one another, not just about work, but about building a community across and collaboratively across departments.

4. Communication Between Employee and Leader

Today, there are many businesses operating in various sectors. The sports industry is one of these industries. It is a sector that has developed in recent years and its economic and social impact area is increasing day by day. Institutions in these sectors also need visionary leaders who will differentiate themselves from their competitors. The reason for this is to increase competitiveness by increasing employee performance.

In its most basic definition, leadership; It is accepted as the ability to direct and influence people in a regular and conscious way in achieving goals and objectives. One of the characteristics of a good leader is; In addition to guiding the members of the organization in achieving professional success, it is to instill confidence in them, to use the ability of persuasion and to be a person who often motivates them(6). In addition, leadership is a concept that has never lost its importance, especially in the fields of management and organization and organizational behavior. The leader, who is voluntarily followed by group members to achieve common goals, is expected to manage the effort necessary to achieve the goal, choose the right goal, set priorities and standards, and find effective ways.

The achievement of the goals of the organization depends on the productivity of the employees. The positive effect of internal communication on the productivity is seen as very important. For this reason, the manager appointed as the leader of the employees is expected to be competent in the management and administration of the personnel.

Communication is a product of human survival and a human-specific phenomenon that undergoes changes according to developments in human survival. Communication plays an important role in the formation of human relations between employees in organizations and in the healthy direction of work. Thanks to communication, managers and employees reach consensus and common understanding and cooperate to achieve the determined goals. The fact that the employees act in an organized manner shows that they are structured to reveal their

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strengths. Modern business life has been created with effective communication networks of people organized as groups and individuals. From an organizational point of view, it is seen that communication is the factor in the background of all activities carried out within the organization. For this reason, it is accepted that leader communication is "the social glue that holds the organization together".

The above mentioned 4 main issues regarding the staff qualifications of non-Olympic sports federations are discussed. As a result of the study, it was evaluated that it would be beneficial to conduct studies on these four subjects, which are thought to be important, and to develop the subjects that are thought to be incomplete.

Recommendations and Conclusions

The importance of motivation practices in institutions is increasing day by day. Employees who are satisfied with their work, working environment and internal communication are undoubtedly one step ahead of other employees in terms of productivity. This being the case, it would be beneficial for leaders who want to make the success of their institutions sustainable, to adopt a communication approach centered on employee happiness. In this context, it is of great importance for the leaders who shape the working life to reconsider their communication strategies in order to increase the motivation of the teams. In order to increase communication between employee and leader in Non-Olympic Sport Federation;

a) It is essential that a leader listens with great attention when employees share their ideas. Some studies show that employees who do not feel listened to do not offer ideas after a while and their working efficiency is greatly reduced. It will be effective for the leaders to establish a healthy communication by listening to the needs and expectations of the employees in order for the employees to use their creativity and expertise for the corporate goals due to the loss of motivation.

b) For a leader to be successful in motivating his employees, it is important to know them well. While some employees are quite successful in practice, some employees may come to the fore in solving problems or in human relations. Therefore, a leader who communicates correctly in order to direct his employees and to share the work can provide a productive work environment as well as motivating them.

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c) Faults are a reality that can happen in every workplace and that we cannot avoid from time to time. A good leader is expected to tolerate faults up to a certain level. The leader, who analyzes the faults made with the employees and cooperates so that the same fault is not repeated again, greatly increases the motivation of the employees.

d) The penal system in institutions is a deterrent. It is a system that should be used when necessary. However, establishing a reward system is one of the most effective ways to motivate employees. Therefore, a successful leader rewarding employees by choosing an appropriate and balanced employee reward system will make them excited about their work and work more willingly. These rewards can be paid leave, various gifts, severance, etc.

e) It is very important for managers and employees to communicate with each other correctly in increasing work efficiency. It has also been determined as a result of researches that employees who think that they are valued have more confidence in their managers. For an effective employee communication plan, it will be useful to consider the following suggestions;
- Asking the Needs of the Employees,
- Admitting the mistakes of the employees,
- Including employee opinions in corporate decisions,
- Regular meetings,
- Enabling two-way communication,
- Conducting honest and transparent negotiations with employees,
- Paying attention to personal communication

6. Into the Future – Conclusion

The future of non-Olympic sports is bright and full of potential. With the rise of technology and the internet, non-Olympic sports are becoming more accessible and easier to follow. As more people around the world gain access to the internet, they are able to discover lesser-known sports and play them in their own homes or join clubs. Moreover, non-Olympic sports are getting more media coverage which gives them a platform to showcase their talents and attract audiences.

The growth of international and domestic leagues for non-Olympic sports is also helping to increase the popularity and recognition of these sports. This is evident in the case of esports, which has grown to become a highly lucrative industry with millions of fans around the world. The establishment of professional leagues for sports such as pickleball, ultimate Frisbee, and extreme sports is also helping to give these sports more visibility.

As technology advances, Non-Olympic sports will continue to benefit from the new opportunities that come with it. Wearable technology and virtual reality can be used to improve coaching, training, and analysis for athletes and teams. Furthermore, streaming services and social media will continue to help these sports reach a wider audience. Ultimately, the future looks bright for non-Olympic sports and they are sure to continue to grow and thrive.

Conclusion

Overall, there are numerous ways to manage Non-Olympic sports products. It is important to create a governing body such as national non-Olympic committees that can provide resources, set rules, and organize competitions. The non-Olympic committee should serve as a platform for all non-Olympic sport federations and associations to work together, coordinate and collaborate on local, regional, and global initiatives. It should provide a unified voice for non-Olympic sports, advocating for their interests, and provide support and resources for their development. The committee should also serve as a liaison between the non-Olympic and Olympic sports federations, helping to facilitate collaboration and cooperation. Furthermore, the committee should strive to promote the growth of non-Olympic sports products, including developing and implementing outreach programs to increase participation and visibility of these sports. The committee should also consider ways to increase the visibility of non-Olympic

sports and the athletes who participate in them. This could include developing marketing campaigns to attract more viewers and sponsors to non-Olympic sports, creating partnerships with media outlets to increase coverage of non-Olympic sports, and organizing events that bring together athletes and fans from different sports. Additionally, the committee should look into ways to increase the financial support of non-Olympic sports, such as providing grants or subsidies to help cover the costs of training, equipment, and travel. Finally, the committee should ensure that the voices of non-Olympic athletes are heard, including providing a platform for athletes to express their opinions and taking steps to ensure that their concerns are addressed.

We the Polish Committee for Non-Olympic Sports, the Latvijas Sporta Federaciju Padome (Latvian Sports Federations Council) and Türkiye Herkes Icin Sport Federasyonu (Turkish Sport For All Federation) think that these materials will help Non-Olympic sports organizations gain more resources, access to funding, networking opportunities, research and development, and exposure. With these, they will be better equipped to promote their sports, reach more athletes and spectators, and create more opportunities for competition and growth. Ultimately, this will inspire more people to take part in their sports and create a larger, more engaged and supportive community around them. We are confident that our materials will help to empower Non-Olympic sports organizations and help them to reach their goals. We look forward to hearing the positive stories that will come out of this initiative and the impact it will have on both the organizations and the athletes.