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Christoph Breuer · Svenja Feiler

# Sports clubs in Germany: Organisations and internal stakeholders

Sport Development Report for Germany 2017/2018 - Part 1



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# 1 Introduction





With this seventh wave, the Sport Development Report for Germany enters a new phase. The “Sport Development Report 3.0 (SDR 3.0)” covers the implementation of the seventh to ninth waves of Sport Development Reports. The methodical core concept of the Sport Development Reports is still the development of a panel design. From the seventh wave onwards, the same sports clubs will now be surveyed online about their situation every three years, instead of every two years as before. In addition to surveying the organisations themselves, new elements of the “SDR 3.0” are the so-called internal stakeholder surveys, i.e. surveys of different groups of people. In this context, the seventh wave of the survey also surveyed individuals, namely coaches and trainers, as well as board members<sup>1</sup> in addition to the clubs.

The present report, therefore, contains both evaluations of the organisational survey, i.e., of the sports clubs (Chapter 2), as well as a selection of evaluations of the internal stakeholder surveys (Chapter 3). Detailed evaluations of the internal stakeholder surveys will take place in separate reports.

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1 Detailed information on the internal stakeholder surveys can be found in the methods section (chapter 4).

## 2 Organisations



## 2.1 The importance of sports clubs for Germany

### 2.1.1 Self-conception

The sports clubs were first asked about their self-conception. A five-point scale was used to assess the self-conception of different items (from 1="do not agree at all" to 5="strongly agree"). It can be seen that the sports clubs attach particular importance to community ( $M=4.58$ ) and democratic participation in the club ( $M=4.39$ ). According to the self-statements, great importance is also attached to the democratic participation of young people ( $M=4.17$ ). In addition, it is important for sports clubs to improve what they have done so far ( $M=4.34$ ) and to develop new things ( $M=4.01$ ). In addition, the sports clubs attach great importance to the qualification of their trainers and coaches ( $M=4.20$ ) and the further qualification and advanced training of volunteers ( $M=3.96$ ) also plays an important role for the clubs (see Fig. 1).

Sports clubs continue to be particularly involved in children's and youth sport ( $M=4.15$ ), while specific involvement in sports for senior citizens ( $M=3.58$ ) and girls' and women's sports ( $M=3.42$ ) is on average somewhat less pronounced. This also applies to the areas of health sport ( $M=3.12$ ) and competitive sport ( $M=2.93$ ). The commitment of sports clubs to people with disabilities ( $M=2.70$ ) and to refugees ( $M=2.60$ ) is somewhat lower.

The commitment of sports clubs in the areas of doping prevention ( $M=2.51$ ) and prevention of match or competition collusion ( $M=2.62$ ) tends to be rather low. In the area of prevention of sexualised violence and child protection, the average involvement of clubs is moderate ( $M=3.13$ ; see Fig. 2).

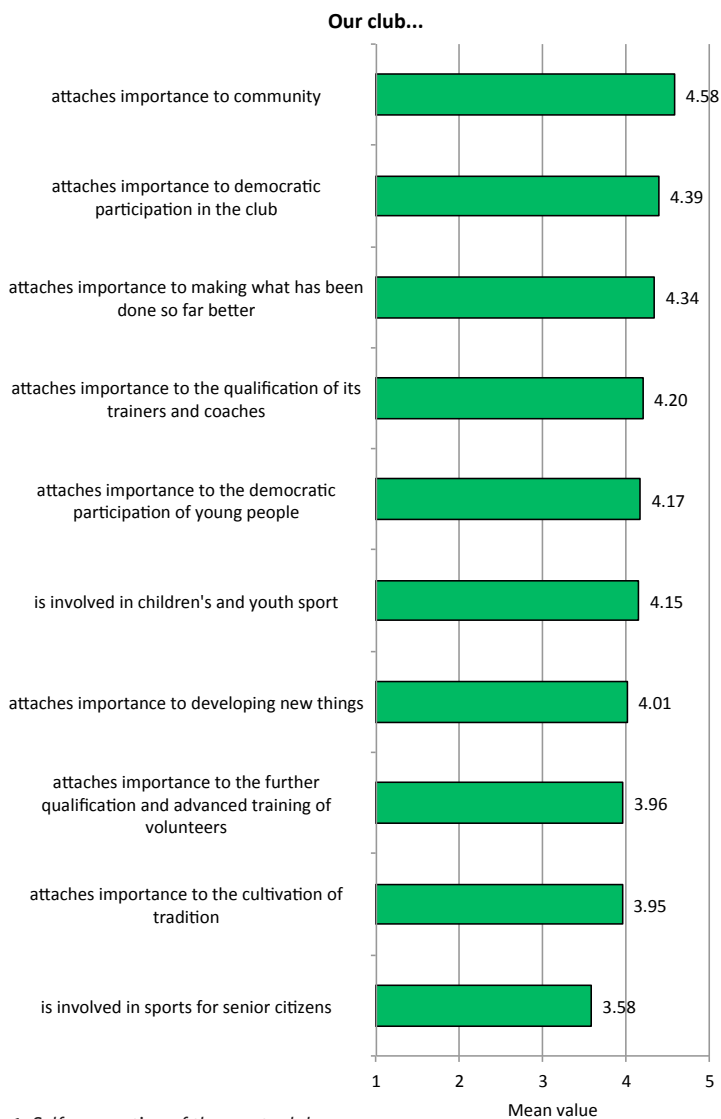


Fig. 1: Self-conception of the sports clubs  
(Part 1; 1="do not agree at all" to 5="strongly agree").

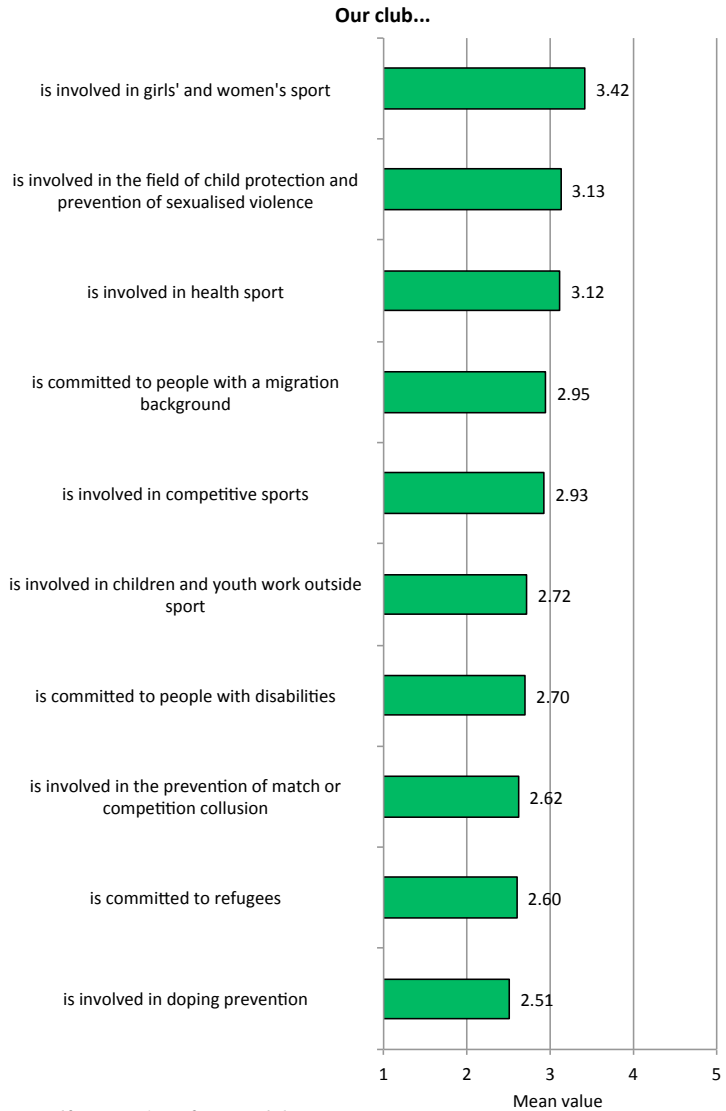


Fig. 2: Self-conception of sports clubs (part 2; 1="do not agree at all" to 5="strongly agree").

If, in addition to the mean value, one also looks at the distribution of agreement with the given categories of the clubs' self-conception, the following picture emerges (see Fig. 3 and Fig. 4):

Most sports clubs (65 %) fully agree with the statement that they value community and are involved in children's and youth sport (62 %). At least half of the clubs also fully agree with the statements that they attach importance to democratic participation in the club (54 %), that they attach importance to the qualification of the trainers and coaches (51 %) and that they attach importance to improving what they have done so far (50 %; see Fig. 3).

It is also interesting to look at the rejections. The strongest level of disagreement among the clubs' self-conception is regarding their involvement in doping prevention (36 % "do not agree at all") and in the prevention of match or competition collusion<sup>2</sup> (30 %; cf. Fig. 4).

Attention should also be paid to the following findings: 23 % of the clubs do not agree at all with the statement that they are committed to child protection and the prevention of sexualised violence. Furthermore, 24 % of the clubs do not agree with the statement that they are involved in work with children and young people outside sport<sup>3</sup>. Moreover, 17 % of sports clubs in Germany do not agree at all that they are committed to people with a migration background, and 25 % do not agree at all that they are involved with refugees (cf. Fig. 4).

In addition, almost a quarter of the clubs do not agree or tend not to agree at all that they are involved in sports for senior citizens<sup>4</sup>,

---

2 One explanation for the non-agreement in the two areas mentioned above could be that the respective clubs are not or hardly ever involved in high-performance and competitive sports and therefore see no or hardly any need for a commitment to doping prevention and the prevention of match and competition collusion.

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3 One explanation for the non-agreement in the two areas mentioned above could be that the respective clubs focus primarily on adults and, thus, the relevance of child protection, the prevention of sexualised violence and involvement in youth work outside sport is less strong. Factors specific to the sport type can also play a role here.

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4 Here, too, it should be noted that there are likely to be sport-specific differences with regard to involvement in senior citizens' sport in particular, although these have not been evaluated in a differentiated manner here.



Fig. 3: Distribution of the agreement on the self-conception (part 1).

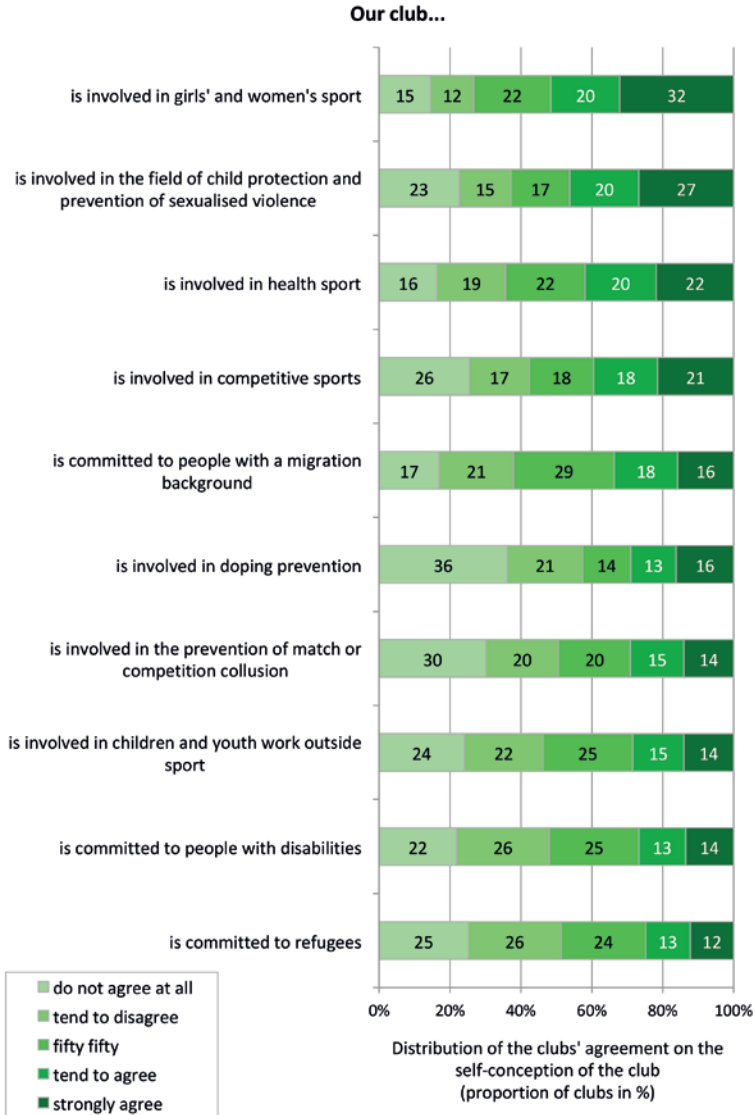


Fig. 4: Distribution of the agreement on the self-conception (part 2).



which should be critically examined, especially against the backdrop of demographic development and the steady increase in the proportion of older people among the population (Federal Statistical Office, 2015).

### 2.1.2 General structural features

Half of all sports clubs require a monthly membership fee for children of up to € 3, for adolescents of maximum € 4 and for adults of maximum € 8 (see Table 1).

**Table 1: Monthly membership fees in sports clubs.**

Monthly membership fee for	Median <sup>5</sup> (in €)	Median (in €) System Perspective
Children	3.00	5.00
Adolescents	4.00	6.00
Adults	8.00	9.30

If, in addition, the membership fees are considered from the member-weighted system perspective (cf. section 4.3.2.2), so that the results are representative for the members of sports clubs in Germany rather than for the sports clubs, the median for all three groups is higher (cf. Table 1). This shows that the members of the clubs pay on average higher membership fees than the analysis of the club perspective suggests<sup>6</sup>.

<sup>5</sup> The median refers to the value below and above which 50 % of the distribution lies. It is less „susceptible to distortions“ upwards and downwards than the mean value (average).

<sup>6</sup> In addition, there are likely to be differences specific to each sport, although these have not been further investigated here.

Pursuant to § 75 of the Eighth Social Code (SGB VIII), legal persons and associations of persons can be recognised as providers of independent youth welfare if they are active in the field of youth welfare, pursue charitable goals, are expected to be able to make a not inconsiderable contribution to the fulfilment of the tasks of youth welfare on the basis of the professional and personnel requirements, and provide the guarantee of work conducive to the objectives of the German Basic Law (Grundgesetz). In Germany, at least 9.6 %, i.e. a total of more than 8,600 sports clubs, are recognised as providers of independent youth welfare services. Compared to the previous survey, this proportion has increased significantly, while the proportion of clubs that are not recognised as providers of independent youth welfare services has decreased. However, the high proportion of clubs that were unable to answer this question (around 58 %) is still striking. This proportion has also increased significantly compared to 2015 (see Table 2).

**Table 2: Club is recognised as a provider of independent youth welfare services in accordance with § 75 SGB VIII.**

Club recognised as independent youth welfare provider	Proportion of Clubs (in %)	Clubs Total	Index (2015=0)
yes	9.6	8,600	+12.3*
no	32.0	28,700	-7.6***
don't know	58.4	52,300	+3.1*

Competitive sport in Germany would hardly be conceivable without sports clubs. 15.3 % or around 13,700 clubs have squad athletes<sup>7</sup> at D, D/C, C, B or A squad level in their ranks. Thus, they form

7 Federal and state squads.

an important basis for competitive/high-performance sport in the federal states as well as at the national level. Compared to 2015, significantly more clubs claim to have squad athletes. The increase corresponds to around 12 % (see Table 3).

**Table 3: Sports clubs with squad athletes and their development.**

	Proportion of Clubs (in %)	Clubs Total	Index (2015=0)
Squad athletes	15.3	13,700	+12.3***

In addition to clubs with squad athletes, an even higher proportion of clubs indicate that in 2016, athletes from their club were called into a selection at local, regional, or federal level. This applies to 28.6 % or around 25,600 clubs (see Table 4).

**Table 4: Sports clubs with athletes who were called into a local, regional, or federal selection in 2016.**

	Proportion of Clubs (in %)	Clubs Total
Athletes called into a selection at local, regional, or federal level	28.6	25,600

### 2.1.3 Healthcare for the population

In the area of healthcare for the population, almost one in three sports clubs or around 28,000 sports clubs in Germany offer health-related programmes. Viewed in a differentiated way, most of the clubs that have sports programmes in the health sector offer them

in the area of general health sports (around 29 %). A good 5 % of sports clubs offer rehabilitation and tertiary prevention, i.e. in particular therapeutic services. Slightly fewer clubs, just under 5 %, offer sports for disabled and chronically ill people. Overall, as well as in the areas of general health sports and services for the disabled and chronically ill, proportionally, significantly more clubs offer services than in 2015 (see Table 5).

**Table 5: Clubs with health-related sports programmes and their development.**

	Proportion of Clubs (in %)	Clubs Total	Index (2015=0)
Health sports in general	29.3	26,300	+10.9****
Rehabilitation/tertiary prevention	5.2	4,700	
Disability/chronic illness	4.8	4,300	+14.5*
Total of health-related categories	31.2	28,000	+9.3****

If we look at the health-related programmes in relation to the overall sports programmes of the clubs, it is apparent that, on average, 11.6 % of the sports programmes are health-related (cf. Table 6).

The greatest proportion of all sports activities, a good 9 % of all sports activities, is in the area of general health sports, whereas a smaller proportion (1 %) of all sports activities is in the area of activities for the disabled and chronically ill. Rehabilitation and tertiary prevention services account for 1.3 % of all sports activities. Overall, as well as in the area of general health sports, there are significant increases compared to 2015 (see Table 6).

**Table 6: Proportion of health sports offers in all sports offers of sports clubs and their development.**

	Percentage of offers (mean value in %)	Index (2015=0)
Health sports in general	9.2	+13.8***
Rehabilitation/tertiary prevention	1.3	
Disability/chronic illness	1.0	
Total of health-related categories	11.6	+9.8***

In addition to the health-related sports programmes described above, which also include, for example, gymnastics and Nordic walking, there are also special health sports courses offered by the clubs. Around 17 % of the clubs state that they offer such health sports courses. Compared to 2015, this means a slightly lower number of sports clubs (-6.5 %). Certified health sports courses with the quality seal SPORT PRO GESUNDHEIT (SPORT FOR HEALTH) are offered by almost 6 % of the sports clubs (a total of around 5,200 clubs). No significant changes are apparent here (see Table 7).

**Table 7: Offer of health sports courses.**

	Proportion of Clubs (in %)	Clubs Total	Index (2015=0)
Offering health sports courses	17.0	15,200	-6.5*
Offering certified courses with the „SPORT PRO GESUNDHEIT“ quality seal	5.8	5,200	

A rather small proportion of clubs (3.3 %) have their own gym. In total, this applies to around 3,000 clubs. However, only about 180

of these club-owned gyms have been awarded the SPORT PRO FITNESS (SPORT FOR FITNESS) quality seal<sup>8</sup>. No significant changes are apparent here compared with 2015 (see Table 8).

**Table 8: Club-owned gym and SPORT PRO FITNESS.**

	Proportion of Clubs (in %)	Clubs Total
Club-owned gym available	3.3	3,000
Club-owned gym has been awarded the quality seal „SPORT PRO FITNESS“	0.2	180

### 2.1.4 Festivities and social events

In addition to the actual sports activities, sports clubs in Germany also hold official festivities and social events. In 2016<sup>9</sup>, about 93 % of them (ca. 83,600 clubs) offered non-sporting events (see Table 9).

**Table 9: Clubs that organised official festivities or social events in 2016.**

	Proportion of Clubs (in %)	Clubs Total
Festivities and social events	93.3	83,600

### 2.1.5 Voluntary commitment

In total, members of Germany's sports clubs are involved in almost 1.7 million voluntary positions. Around 1.1 million positions are filled by

<sup>8</sup> According to DOSB records (DOSB, 2018), about 70 club gyms are registered as certified.

<sup>9</sup> Reference year of the survey.

men and more than 0.5 million positions by women. In the case of volunteer work in sports clubs, a distinction must be made between the executive and implementation levels. In sports clubs, the implementation level combines the functions below the board. These functions are designed to be long-term, have more than a minor scope and are of great importance for guaranteeing the club's services and competition operations. These include, in particular, coaches and trainers as well as referees and officials. There are a total of around 753,000 positions at the executive level, while there are almost 780,000 positions at the implementation level. In addition, there are more than 152,000 cash auditors in total. Compared to 2015, there is a slight decrease in the total number of volunteer positions at the implementation level and in the number of male volunteers. The number of cash auditors, however, has increased significantly (see Table 10).

**Table 10: Volunteer positions and their development.**

Number of volunteers	Mean value	Total	Index (2015=0)
at executive level	8.4	752,600	
at implementation level	8.7	779,500	-7.0**
cash auditors	1.7	152,300	+6.5***
total	18.8	1,684,400	-4.0*
of which male	12.7	1,137,900	-6.2*
of which female	6.1	546,500	

### 2.1.6 Paid staff

In addition to volunteers, there are also paid employees in some clubs. For example, a manageable number of clubs have at least one paid executive position (e.g. a paid manager). A total of around 5,700 clubs in Germany employ at least one paid employee in a manage-

ment position. This management position is mainly filled on a part-time basis. Compared to 2015, the values are stable (see Table 11).

**Table 11: Paid management position in the club.**

	Proportion of Clubs (in %)	Clubs Total
Paid management position	6.4	5,700
Full time	2.1	1,900
Part time	4.3	3,900

### 2.1.7 Communication media

To communicate, sports clubs in Germany use various communication media. This involves both new and social media as well as traditional forms of communication (see Fig. 5).

Almost four out of five clubs use a website for communication, a good 60 % use WhatsApp for communication, and almost half also use their own Facebook page. However, around 47 % of the clubs also use the local newspaper and display cases, while slightly less than 30 % of the clubs use notices in shops and the weekly newspapers to communicate news. Newsletters, a club newspaper and poster advertising are used by around 15 % of clubs in Germany. However, a club app, Instagram, a team management app and Twitter have been used less frequently to date. Around 17 % of the clubs also stated that they use other media for communication purposes (see Fig. 5). Here, above all, email, flyers or handouts, as well as the municipal or official gazette, were mentioned.



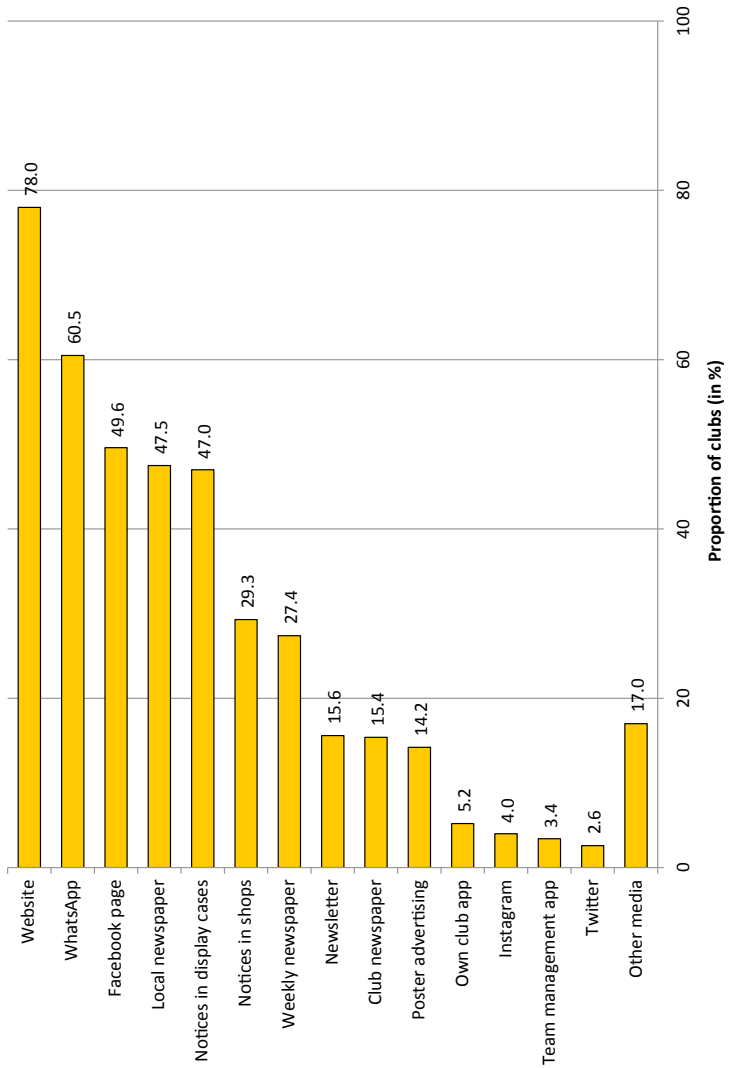


Fig. 5: Communication media used by the clubs.

## 2.2 Support possibilities and needs

### 2.2.1 General and existential problems

The sports clubs in Germany are confronted with various challenges. Personnel problems continue to be the central issue. On average, the retention and recruitment of volunteer functionaries, young competitive athletes, as well as trainers and coaches, are the biggest problems for clubs. In addition, clubs are increasingly struggling to retain and recruit members, and the retention and recruitment of referees and officials is also posing problems for clubs. Furthermore, the clubs see themselves increasingly restricted by bureaucratic hurdles such as the number of laws, ordinances and regulations, with a simultaneous perceived lack of support from politics and administration. Around 30 % of the clubs perceive both of these problems as major or very major. As far as cooperation is concerned, about a quarter of the clubs see a major or very major problem in collaboration with schools and kindergartens (see Fig. 7). On average, collaboration with schools is considered somewhat more difficult than with kindergartens (see Fig. 6).

On the other hand, in comparison to the problems already mentioned, challenges due to the financial situation of the club or also with regard to availability and the condition of sports facilities are smaller. With regard to the availability of the sports facilities used, the perceived pressure of the problem has even decreased significantly over the last two years (cf. Fig. 6). Here, half of the clubs state that they do not have a problem and 20 % of the clubs consider the problem to be small (see Fig. 7). One reason could be the gradual return of sports facilities used for refugees to the clubs. In contrast to the time availability, however, the perceived condition of the sports facilities has tended to deteriorate since 2015, even if the overall problem is on average rather minor. In addition, the perceived pressure of the problem in the area of retaining and re-

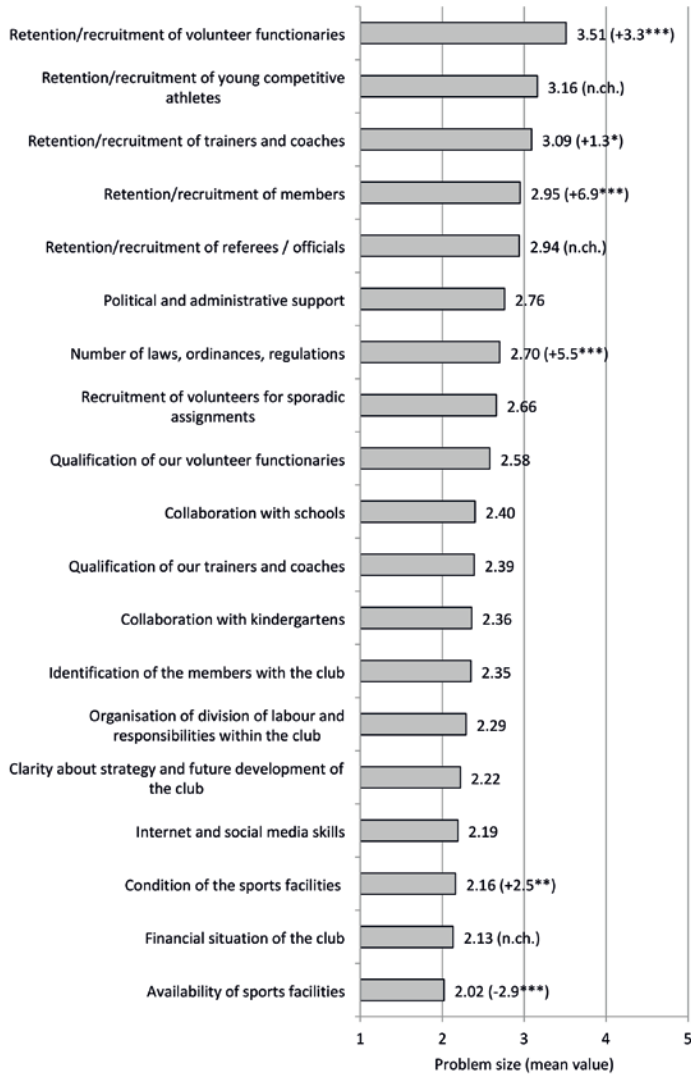


Fig. 6: Problems of the clubs, sorted by size, and their development (1= "no problem"; 5="very big problem"; in brackets index: 2015=0; n.ch.= no change; no brackets: not covered 2015/2016).

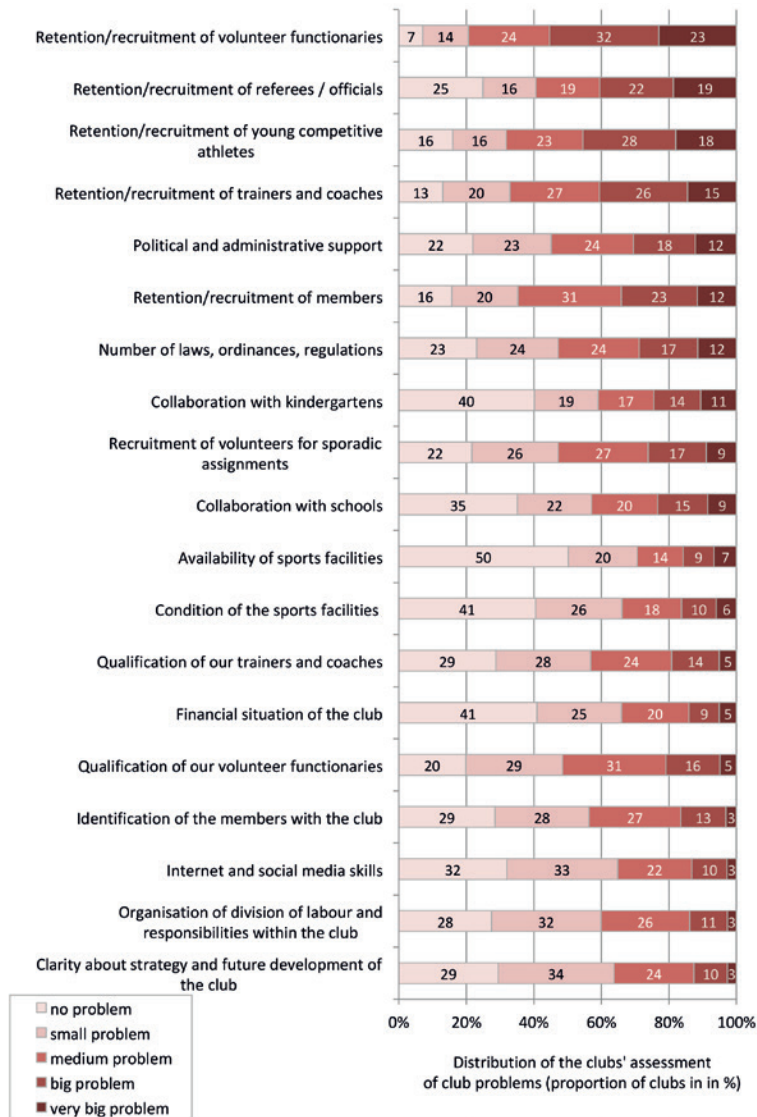


Fig. 7: Distribution of the clubs' assessment of the club problems.

cruiting members, volunteer functionaries, trainers and coaches, as well as due to the number of laws, ordinances and regulations, has continued to increase (see Fig. 6). On the other hand, more than 60 % of the clubs have no or only a very small problem in the areas of sports facilities, financial situation, internet and social media skills, the organisation of the division of labour and responsibilities within the club and clarity about a strategy and the future development of the club (cf. Fig. 7).

If one divides the various problems into summarising subject areas, an exploratory factor analysis results in a division into five areas: 1) Members 2) Personnel, 3) Collaboration, 4) Sports policy and sports facilities and 5) Organisation.

The assignment of the individual problems to these areas is shown in Table 12.

**Table 12: Problems by summarising area.**

Area	Mean value	Cronbach's alpha
<b>Members</b>		
Retention/recruitment of members	3.06	0.595
Retention/recruitment of young competitive athletes		
<b>Personnel</b>		
Qualification of our trainers and coaches	2.88	0.811
Retention/recruitment of trainers and coaches		
Qualification of our volunteer functionaries		
Retention/recruitment of referees / officials		
Retention/recruitment of volunteer functionaries		
Recruitment of volunteers for sporadic assignments		

Area	Mean value	Cronbach's alpha
<b>Collaboration</b>		
Collaboration with kindergartens	2.38	0.868
Collaboration with schools		
<b>Sports policy and sports facilities</b>		
Condition of the sports facilities		
Availability of sports facilities	2.35	0.675
Political and administrative support		
Number of laws, ordinances, regulations		
Financial situation of the club		
<b>Organisation</b>		
Clarity about strategy and future development of the club		
Organisation of division of labour and responsibilities within the club	2.27	0.730
Internet and social media skills		
Identification of the members with the club		

It can be seen that on average, the clubs experience the greatest problems in the area of members ( $M=3.06$ ), closely followed by the area of personnel ( $M=2.88$ ). In contrast, internal organisational problems are the lowest ( $M=2.27$ ). If, however, instead of looking at the mean values, we look at the clubs that have at least one very big problem in the five different areas, a somewhat different picture emerges (cf. Fig. 8).

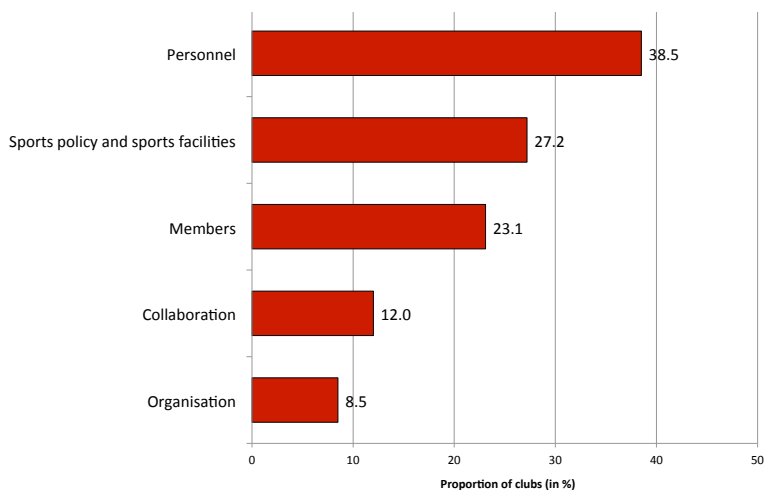


Fig. 8: Clubs with at least one very major problem in the different areas.

Just under 40 % of sports clubs have at least one very major problem in the area of personnel, while more than one in four clubs complain about at least one very major problem in the area of sports policy and sports facilities, i.e. related to bureaucracy. A good 23 % of the clubs have at least one very big problem in the area of members. Proportionally fewer clubs have very serious internal organisational problems or problems due to collaboration (see Fig. 8).

The average moderate problem values should not hide the fact that there is a not negligible number of clubs that have at least one existential problem. This applies to 37.8 % of all sports clubs nationwide or a total of about 33,900 clubs in Germany. By far, the greatest existential problem is still retaining or recruiting volunteer functionaries: 14.5 % of the clubs feel that this problem threatens their existence. Furthermore, retaining and recruiting members is a

problem threatening the existence of around 9 % of the clubs, which has increased significantly over the past two years. Also significant is the issue of retaining and recruiting coaches and trainers, which threatens the existence of 7.5 % of clubs. In addition, 7 % of the clubs state that the lack of support from politics and administration would threaten the existence of the club. This is matched by the fact that a good 6 % of the clubs also feel threatened by the number of laws, ordinances and regulations (see Fig. 9).

In addition, the “member-weighted system perspective” introduced in the sixth wave is considered. This perspective shows the extent to which sports club members are affected by existential problems. For this purpose, the clubs were weighted according to their membership size in relation to the average of all clubs so that the results are representative for the members of sports clubs in Germany rather than for the sports clubs (cf. section 4.3.2.2).

The findings for the member-weighted system perspective predominantly deviate only slightly from the findings presented above. However, some existential problems affect club members more frequently than the classic club evaluation results suggest.

For example, problems of availability and condition of sports facilities continue to be more prominent. According to the member-weighted system perspective, 6.6 % of all club members are organised in clubs that have problems threatening their existence due to the availability of sports facilities (cf. Fig. 10), but only 4.1 % of the clubs have such problems (cf. Fig. 9). Furthermore, 5.1 % of all club members are organised in clubs that have problems threatening their existence due to the condition of the sports facilities (cf. Fig. 10), but only 3.9 % of the clubs have such problems (cf. Fig. 9). This is probably due to the fact that larger sports clubs are more affected by sports facility problems and have a disproportionately large number of members. Existential problems caused by the number of laws, ordinances and regulations are also somewhat more pronounced (6.8 vs. 6.2 %).



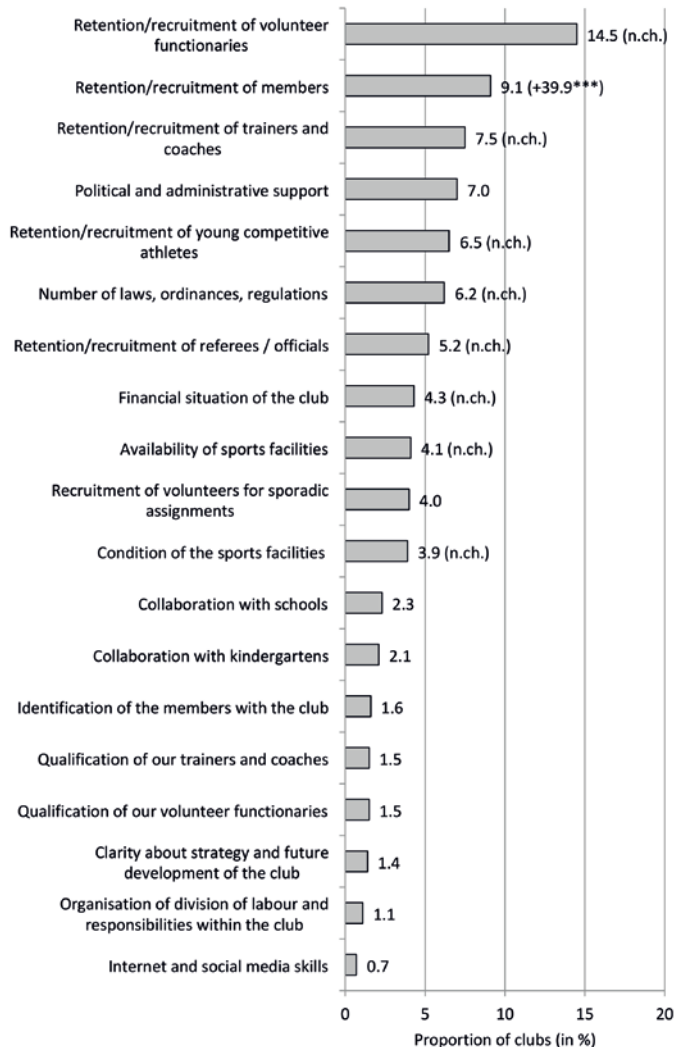


Fig. 9: Proportion of sports clubs with problems threatening their existence and their development (in %; in brackets index: 2015=0; n.ch.= no change; no brackets: not covered 2015/2016).

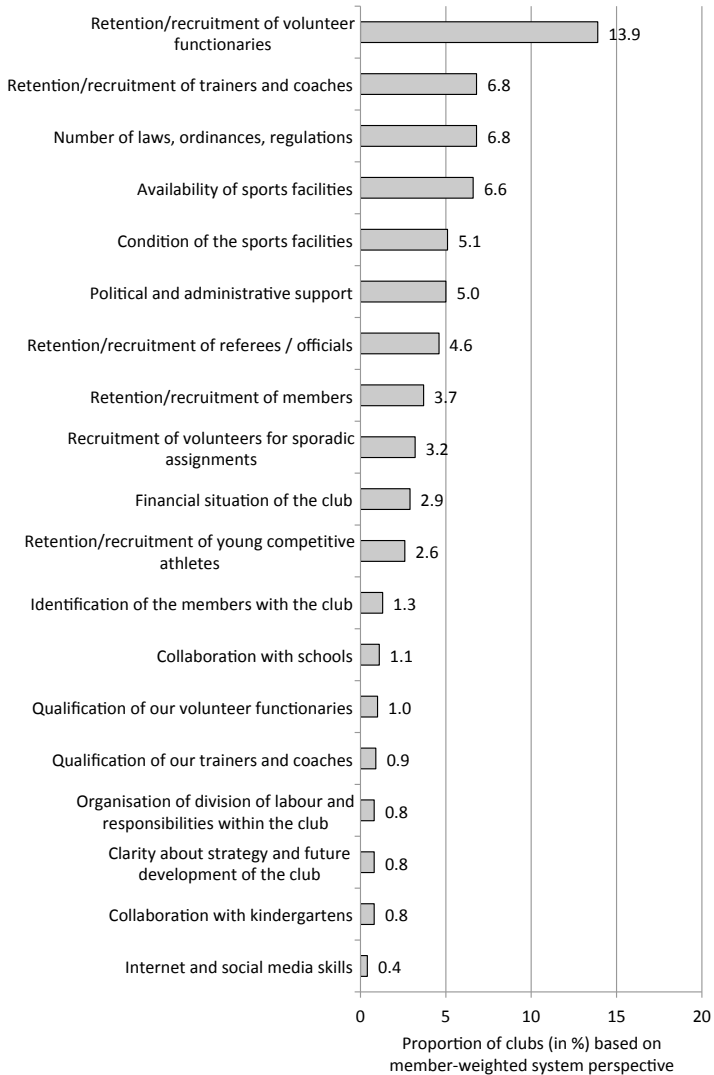


Fig. 10: Existential problems based on the member-weighted system perspective.

Other problems threatening the existence of the club affect its members to a lesser extent than the classic evaluation of the club would suggest. For example, fewer members are organised in clubs that have existential problems caused by the financial situation of the respective club (2.9 %) than clubs on average face existential problems due to their financial situation (4.3 %). Also, fewer members are organised in clubs that have existential problems due to a lack of support from politics and administration (5.0 %) than is the case for clubs on average (7.0 %). Problems with school collaboration (1.1 % vs. 2.3 %) and kindergartens (0.8 % vs. 2.1 %) also affect fewer members than the club perspective would suggest (see Fig. 9 and Fig. 10).

Likewise, fewer members are organised in clubs that are existentially affected by problems of retaining and recruiting members (3.7 %) than clubs on average indicate this problem as threatening their existence (9.1 %). A similar picture emerges in the recruitment of volunteers for sporadic assignments (3.2 % vs. 4.0 %), the retention and recruitment of young competitive athletes (2.6 % vs. 6.5 %), the retention and recruitment of volunteer functionaries (13.9 % vs. 14.5 %), the retention and recruitment of trainers and coaches (6.8 % vs. 7.5 %) and the retention and recruitment of referees and officials (4.6 % vs. 5.2 %; cf. Fig. 9 and Fig. 10).

## 2.2.2 Support benefits

To support the volunteers in the clubs, the sports clubs in Germany offer various measures to help them. This applies to the coaches and trainers working on a voluntary basis as well as to the volunteer board members. Looking at how strongly the clubs rely on the different support benefit (SB) (on a scale of 1="not at all" to 5="very strongly"), it becomes clear that on average, measures for coaches and trainers are used slightly more than measures for volunteer board members (see Fig. 11).

On average, the clubs rely most heavily on the takeover of costs for further and advanced training in order to relieve their volunteers and at the same time provide appropriate incentives. Here, the average strength of support for the coaches and trainers is higher ( $M=3.74$ ) than for the board members ( $M=3.29$ ). The coaches and trainers also receive much more support in the areas of expense allowances ( $M=2.87$  vs.  $M=2.11$ ), travel allowances ( $M=2.68$  vs.  $M=2.19$ ) and the provision of sports clothing and sports shoes ( $M=2.28$  vs.  $M=1.78$ ). In contrast, there are hardly any differences in the support of new ideas by the volunteers and in the area of honours and awards (see Fig. 11).

If we also look at the distribution of the strength of the support benefits (cf. Fig. 12 and Fig. 13), it is noticeable that a good two-thirds of the clubs rely (very) heavily on the takeover of costs for further and advanced training of volunteer coaches and trainers, while this proportion for board members amounts to a good half of the clubs. Furthermore, it is noticeable that reductions in membership fees for volunteer coaches and trainers as well as for volunteer board members are not applied at all in almost two-thirds and a good three-quarters of the clubs. Travel allowances and expense allowances are also not paid to honorary board members by more than half of the clubs. The volunteer coaches and trainers have to get by in 31 % of the clubs without any expense allowance, and in 36 % of the clubs, they do not receive any travel allowances.

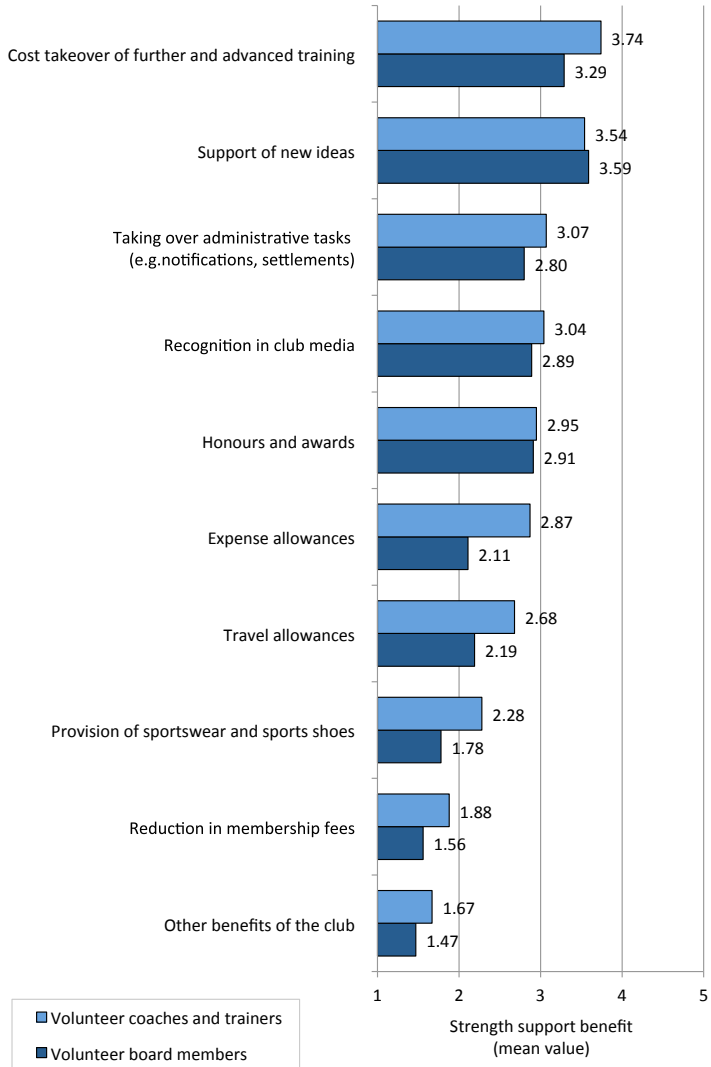


Fig. 11: Support benefits (SB) of sports clubs for volunteers, according to the strength of support (1="not at all", 5="very strongly").

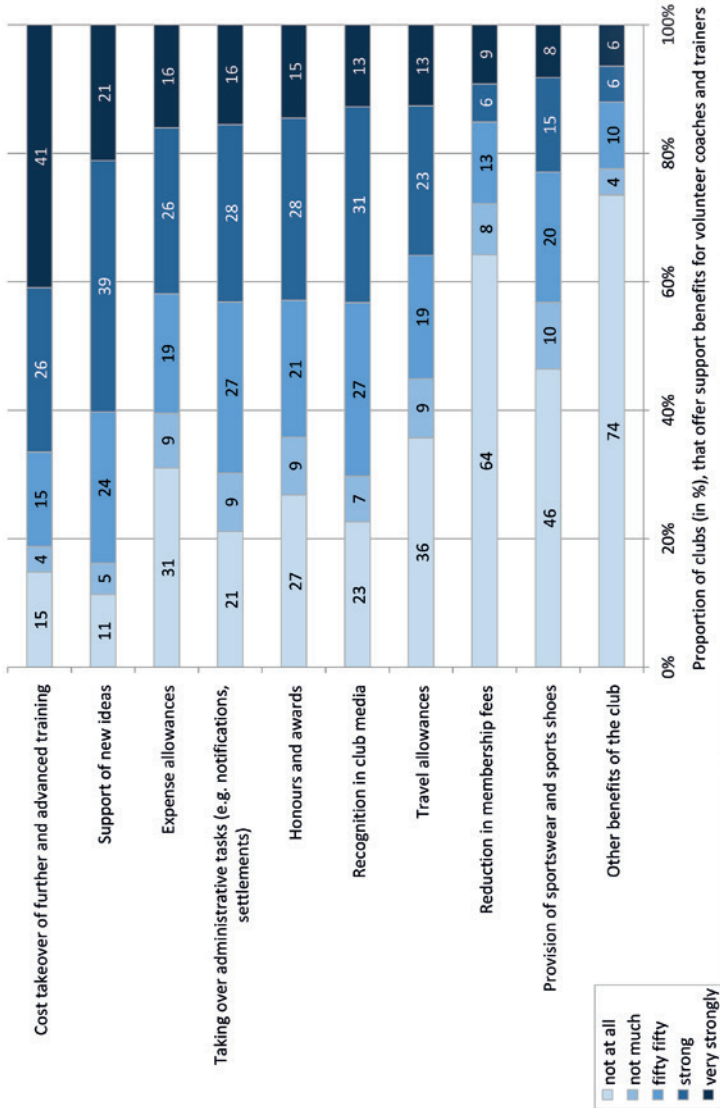


Fig. 12: Distribution of SB strength for volunteer coaches and trainers.

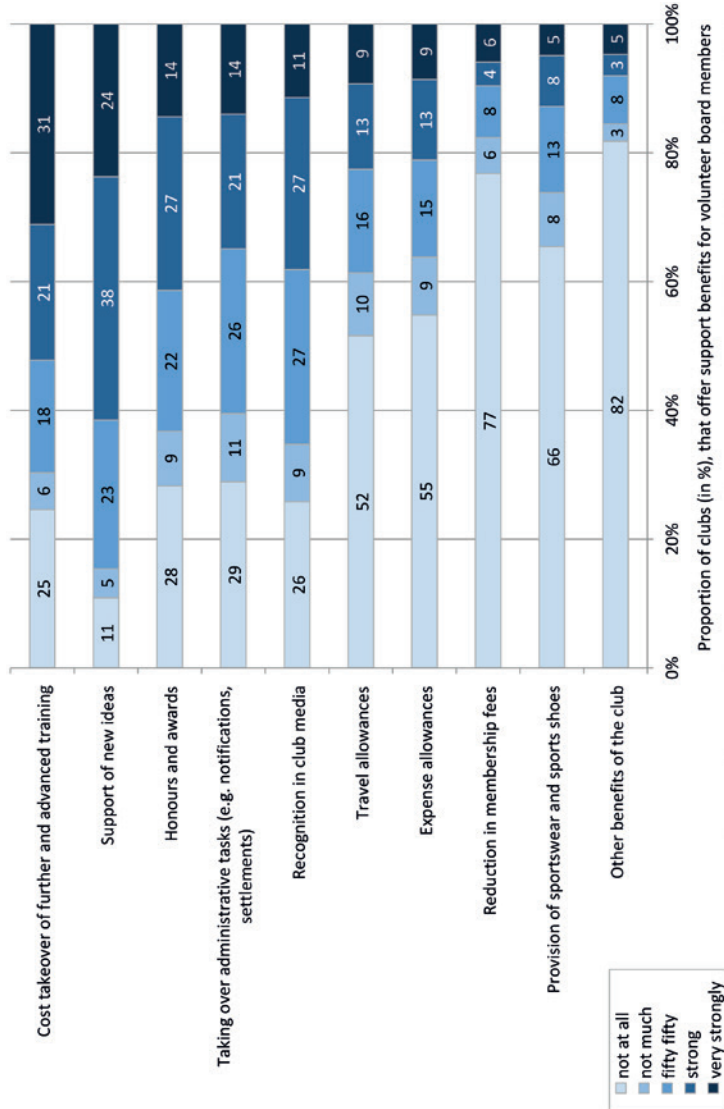


Fig. 13: Distribution of SB strength for volunteer board members.

### 2.2.3 Sports facilities

Almost 41 % of sports clubs in Germany own their own sports facilities (including clubhouse). This proportion has fallen significantly compared with 2015 (see Table 13).

**Table 13: Use of club and public sports facilities and their development.**

	Proportion of Clubs (in %)	Clubs Total	Index (2015=0)
Use of club-owned sports facilities	40.9	36,600	-8.7***
Use of public sports facilities	63.5	56,900	
Thereof payment of user fees for public facilities	50.5	28,700	

In addition to owning their own facilities, 63.5 % or a total of almost 57,000 clubs also use public sports facilities (including school sports facilities). Overall, almost one-third of all clubs have to pay fees for the use of public sports facilities. In relation to the clubs using public facilities, this is a good half of these clubs, namely a total of around 28,700 clubs (see Table 13).

### 2.2.4 Finances

The overall financial situation of sports clubs in Germany is reflected in the revenue-expenditure account, which is obtained by subtracting total expenditure from total revenue. It turns out that in 2016<sup>10</sup>

<sup>10</sup> Financial year before the survey.



just under 73 % of all sports clubs had at least a balanced revenue-expenditure account, which means that expenditure was covered by revenue or revenue was higher than expenditure. Compared to 2014<sup>11</sup>, however, this proportion is slightly lower (see Table 14).

**Table 14: Revenue-expenditure account of sports clubs in 2016 and its development.**

	Proportion of Clubs (in %)	Clubs Total	Index (2015=0)
At least balanced revenue and expenditure account	72.5	65,000	-4.3*

A look at the expenditure of sports clubs in 2016, broken down by individual expenditure categories, shows that on average, clubs in Germany spend the most on (1) coaches, trainers and sports teachers, followed by (2) expenditure on the maintenance and operation of their own facilities, (3) expenditure on sports equipment and clothing, (4) rent and reimbursement of costs for the use of sports facilities not owned by the club and (5) administrative staff (see Table 15). As in previous years, it can be seen that the core sports operations continue to incur the highest average expenditure for the clubs.

Compared to 2014, there are significant increases in personnel costs: Expenditure for coaches, trainers and sports teachers as well as for administrative staff has risen<sup>12</sup>, while expenditure for the organisation of own sports events and for contributions to sports organisations, in this case confederations at regional and local level, has fallen (see Table 15).

11 Financial year before the last survey.

12 The proportion of clubs that have expenditure in the two categories of staff costs has not changed significantly over time.

**Table 15: Expenditure of sports clubs in 2016 and its development (n.c.=not covered 2015/2016).**

Expenditure for	Mean value (in €)	Index Mean value (2015=0)	Proportion of clubs that have expenditure (in %)
Coaches, trainers, sports teachers	7,681	+11.3***	59.4
Maintenance and operation of own facilities	4,460		44.8
Sports equipment and sportswear	2,442		61.8
Rent and reimbursement of costs for the use of sports facilities not belonging to the club	2,023		45.6
Administrative staff	1,653	+20.5*	10.4
Purchase of goods	1,634	n.c.	45.9
Organisation of own sports events	1,303	-24.3***	45.3
Maintenance personnel, grounds-keeper etc.	1,204		17.1
Travel expenses for training and competitions	1,189		34.3
Interest payments (interest, repayments)	1,023		12.7
General and administrative expenses	1,018		56.9
Membership fees to sports organisations: federations	1,008		72.5
Insurance	977		72.5
Membership fees to sports organisations: confederations at regional and local level	940	-11.6*	74.4

Expenditure for	Mean value (in €)	Index Mean value (2015=0)	Proportion of clubs that have expenditure (in %)
Non-sporting events (e.g. festivals)	788		49.1
Accruals	642		15.0
Entry fees/registration fees	628	n.c.	55.3
All kinds of taxes	619		26.8
Payments to athletes	565		5.3
Referees/officials expenses	480	n.c.	29.2
Honours/gifts/anniversaries (e.g. certificates, trophies, pins of honour)	341	n.c.	63.0
Tax consultant, auditor, notary public; Entries in the register of clubs	303		30.0
Game permissions/passess/licenses	280	n.c.	41.6
Advertising/advertising measures	221	n.c.	23.4
Fines/penalties	75	n.c.	20.8
Gema fees	70		26.7
Tombolas (e.g. lottery tickets, prizes)	29	n.c.	7.8
Miscellaneous <sup>13</sup>	1,435		11.3

13 Among other things, expenses for material procurement, training, operating costs, maintenance, construction costs, repayments and costs for the website were mentioned here.

In 2016, sports clubs in Germany continued to generate the highest revenues from (1) membership fees, (2) donations, (3) sporting events, (4) subsidies from the district, city or municipality, and (5) self-operated restaurants. Sports clubs also generate an average of around € 1,200 from the sale of food and beverages, e.g. at sports festivals or Christmas Markets (see Table 16). This source of income has not been recorded separately so far, but it seems to contribute essentially to the total revenue of the clubs and thus to a stable financial situation.

Compared to the previous survey period, there are some changes in the area of club income. For example, income from membership fees, donations and perimeter board advertising contracts has risen significantly, while income from social events has declined. The decline amounts to 18.5 %, while the largest increase (+18.2 %) is in board advertising (see Table 16).

**Table 16: Revenue of sports clubs in 2016 and its development (n.c.=not covered 2015/2016).**

Revenue from	Mean value (in €)	Index Mean value (2015=0)	Proportion of clubs that have revenue (in %)
Membership fees	17,518	+7.3***	100.0
Donations	3,705	+12.9**	75.6
Sports events (entrance fees etc.)	1,597		40.3
Subsidies from the district/city/municipality	1,552		49.7
Self-managed restaurant	1,257		13.1
Subsidies from sports organisations: confederations at regional or local level	1,187		49.3

Revenue from	Mean value (in €)	Index Mean value (2015=0)	Proportion of clubs that have revenue (in %)
Sale of food and beverages (e.g. at sports festivals, Christmas markets)	1,174	n.c.	40.3
Course fees	1,167		17.8
Services for members for payment (rental of pitch, hall or similar)	1,115		12.1
Advertising contracts for perimeter boards	815	+18.2**	20.3
Social events (e.g. club ball, carnival event)	776	-18.5*	28.3
Services from leasing/ rental of club-owned facilities	695		14.0
Services for non-members for payment (rental of pitch, hall or similar)	541		11.8
Reimbursements/subsidies from health insurance companies	521	n.c.	4.8
Advertising contracts for jersey, equipment	450		12.4
Credits	366		1.8
Subsidies from the federal state	339		19.0
Subsidies from the friends' association	339		5.7
Advertising contracts for displays/ads	327		12.1
Subsidies from sports organisations: federations	321		17.8
Asset management (e.g. interest income)	300		18.8

Revenue from	Mean value (in €)	Index Mean value (2015=0)	Proportion of clubs that have revenue (in %)
Admission fees	295		28.3
Business operations	271		2.8
Services for cooperation partners for remuneration	198		4.2
Subsidies from other support programmes (e.g. employment office)	116		3.3
Sale of sportswear and sports or fan articles (e.g. merchandising)	99	n.c.	6.7
Tombolas (e.g. lottery ticket sales)	46	n.c.	6.8
Waste material collections (e.g. waste paper)	45	n.c.	3.3
Subsidies from the European Union (e.g. EU Structural Funds, Erasmus+ for education, youth and sport)	14		0.4
Advertising contracts for broadcasting rights	7		0.2
Other <sup>14</sup>	1,767		10.9

14 These included revenue from performances, sales, events, reimbursements for work assignments not performed and photovoltaics (electricity generation).



# 3 Individuals





## 3.1 Coaches and trainers

### 3.1.1 Training / Qualification

The coaches and trainers acting in the sports clubs have different training and qualifications. Around 57 % say they have a valid licence from a federation or state sports confederation, and a further 5.5 % have a licence that is no longer valid. In addition, 4 % have completed a training course at a federation or state sports confederation without a licence and just under 6 % state that they have completed a degree in sports science. A small proportion of coaches and trainers, 2.6 %, claim to have received training from a commercial provider, and one in ten of them has completed other training for working in sports. It is noticeable that around one fifth (20.6 %) of the trainers and coaches surveyed stated that they had not yet received training for work in sport (cf. Table 17).

**Table 17: Training/qualification of coaches and trainers (multiple answers possible).**

	Proportion (in %)
I have a currently valid licence from a federation or state sports confederation as a coach or trainer (e.g. DOSB licence)	57.1
I have a no longer valid licence from a federation or state sports confederation as a coach or trainer (e.g. DOSB licence)	5.5
I have completed a training course from a federation or state sports confederation without a licence	4.0
I have a degree in sports science	5.8

	Proportion (in %)
I have completed a training course from a commercial provider	2.6
I have completed another training course for my activity in sport	10.1
I do not have any training for my job in sports	20.6

With regard to the licences acquired from a federation or state sports confederation (currently valid and no longer valid), it can be seen that of all coaches and trainers working in sports clubs, around 26 % are qualified as coaches for sport-specific mass sports, and a good 20 % are coaches for sport-specific competitive sports<sup>15</sup>. Furthermore, almost 23 % of the participants stated that they were qualified as trainers for cross-sport mass sports. There is a tendency for fewer respondents (3.6 %) to have a youth leader card, the so-called “Juleica” (cf. Table 18).

**Table 18: Qualifications (licences) of coaches and trainers.**

	Proportion (in %)
Coach for sport-specific mass sports (qualification via a federation)	26.2
Coach for sport-specific competitive sports (qualification via a federation)	20.3
Trainer for cross-sport mass sports	22.6
Juleica	3.6
none of the above qualifications	3.0

<sup>15</sup> The proportion refers to all coaches and trainers in the sample.

### 3.1.2 Future commitment

The majority of the coaches and trainers intend to continue their activities (see Table 19). Thus, on a scale from 1 (no agreement) to 5 (very high agreement), the average agreement is  $M=4.66$ , concerning the continuation of activity in the current season or year. Slightly lower, but still very high ( $M=4.37$ ), is the agreement with the intention to continue working for the club in the next season or next year, while the 3-year value is slightly lower on average ( $M=3.84$ ).

On the other hand, the intention to do a training course for their activities next year is much less pronounced. Here, the average agreement of the coaches and trainers is  $M=3.62$ . Questions about a possible cessation of the activity, if a replacement were to be found, or the possible start of an activity in another club find on average only low agreement ratings ( $M=1.86$  and  $M=1.29$ ). The same applies to a possible withdrawal from the club within the next year ( $M=1.17$ ; see Table 19).

**Table 19: Agreement of the coaches and trainers regarding the future commitment for their activity (1="strongly disagree", 5="strongly agree").**

	Mean value
I plan to continue working at this club until the end of this season / the whole year	4.66
I plan to continue working at this club next season / next year	4.37
I am likely to be working at this club three years from now	3.84
I plan to do a training course for my coaching activity in the coming year	3.62
I plan to give up my activity for this club as soon as a replacement for me is found	1.86

	Mean value
I plan to work for another club within the next 12 months	1.29
I plan to resign from the club within the next 12 months	1.17

### 3.1.3 Satisfaction

The results regarding the future commitment of the coaches and trainers have already shown that the surveyed coaches and trainers do not generally intend to end their work in the near future (see section 3.1.2). The results of the general satisfaction fit this. It can be seen that the average satisfaction of the surveyed coaches and trainers with their work is generally very high. On an eleven-point scale (from 0="not satisfied at all" to 10="extremely satisfied"), the coaches and trainers give an average value of  $M=8.00$ . The probability of recommending the activity ( $M=7.74$ ) and the club ( $M=8.64$ ) is also very high on average. These positive results are underpinned by the fact, that on average, only a small number of coaches and trainers ( $M=3.46$ ) have so far considered terminating<sup>16</sup> their current activities.

**Table 20: Satisfaction of the coaches and trainers with their activity.**

Item	Scale	Mean value
General satisfaction with the activity	0=not satisfied at all 10=extremely satisfied	8.00
Likelihood of recommending the activity	0=unlikely 10=most likely	7.74

<sup>16</sup> However, it should be noted that the results can be considered as not representative for the overall population of coaches and trainers in Germany. It could be that the coaches and trainers who were more committed and therefore possibly more satisfied tended to take part in the survey (cf. method, section 4.4.3.3).

Item	Scale	Mean value
Consideration of terminating the activity	0=never 10=very often	3.46
Likelihood of recommending the club	0=unlikely 10=most likely	8.64

If, in addition to the general satisfaction, the satisfaction of the coaches and trainers surveyed regarding individual aspects of the activity is also considered (cf. Fig. 14 and Fig. 15), the highest satisfaction values can be seen for their own performance as coaches and trainers ( $M=7.68$ ), the cooperation within the club ( $M=7.55$ ), the sporting success of the training group ( $M=7.47$ ), the appreciation of their activity by the members of their own club ( $M=7.43$ ), and concerning the motivation of the participants ( $M=7.38$ ). Expandable, and thus interesting for the clubs, is the satisfaction with the recognition of the activity in the form of honours ( $M=6.21$ ) as well as in the form of certificates, passes or similar ( $M=5.78$ ).

What is striking is that aspects related to the club, such as cooperation within the club, appreciation of the activity by members of the club, openness to criticism and suggestions for change within the club ( $M=6.93$ ) and technical support for the activity by the club ( $M=6.86$ ), show higher satisfaction values on average than is the case for the associations. On average, the coaches and trainers are less satisfied with the professional support of the activity by the association ( $M=6.05$ ), with the association's reporting system ( $M=5.55$ ) and with the openness to criticism and suggestions for change within the association ( $M=5.46$ ). On average, satisfaction with tax benefits is the lowest ( $M=5.03$ ).

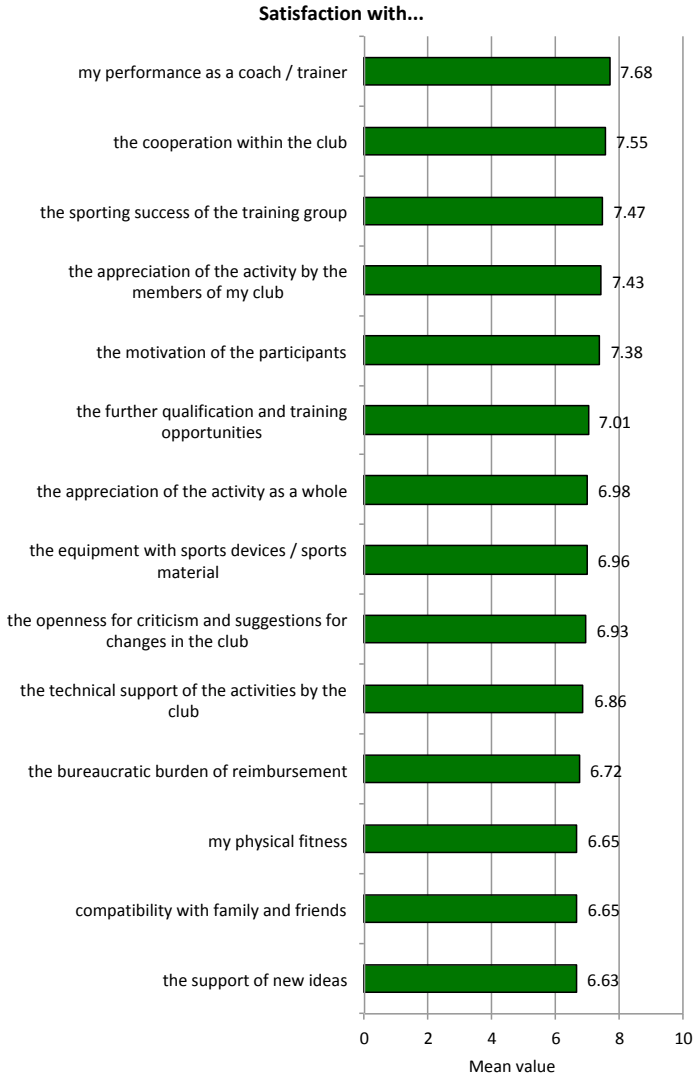


Fig. 14: Satisfaction of coaches and trainers with individual aspects of the activity (0="not satisfied at all" to 10="extremely satisfied"; part 1).

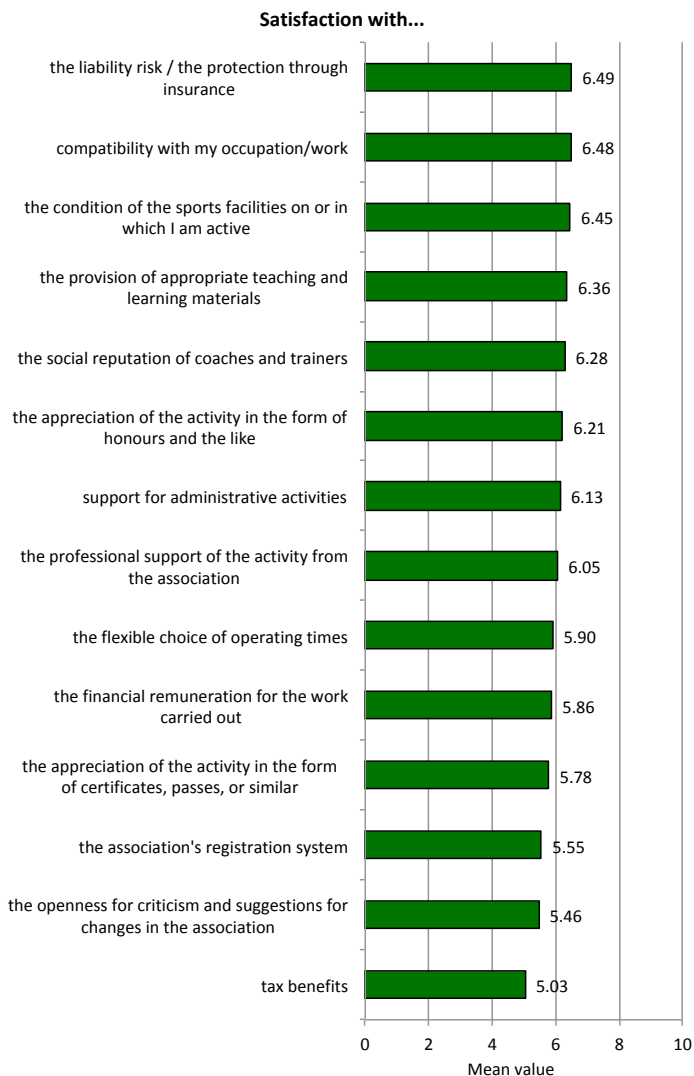


Fig. 15: Satisfaction of coaches and trainers with individual aspects of the activity (0="not satisfied at all" to 10="extremely satisfied"; part 2).

### 3.1.4 Motivation

When the coaches and trainers are asked about the reasons for their commitment, a variety of motives emerge. On a seven-point scale (from 1="strongly disagree" to 7="strongly agree"), on average most coaches and trainers agree to do the activity because it is fun, i.e. they enjoy it ( $M=6.51$ ). Other frequently cited reasons for working are a good feeling when carrying out the activity ( $M=6.27$ ), the pleasure of helping other people ( $M=6.23$ ), the attachment to and solidarity with the sport ( $M=6.21$ ), and a meaningful involvement in leisure activities ( $M=6.15$ ). The motives for doing something good for the community ( $M=5.76$ ) and thus making an important contribution to community ( $M=5.65$ ) are also rated rather highly on average. In addition, personal development ( $M=5.49$ ) and the gathering of experience ( $M=5.45$ ) are mentioned more frequently as reasons for taking up the activity (see Fig. 16).

The following results show that the club itself also plays a decisive role in motivating coaches and trainers to carry out their work: Both the attachment to the club and the feeling of being part of the club have a high agreement level on the part of the coaches and trainers ( $M=5.41$ ). In addition, a large proportion of the coaches and trainers indicate that they want to get involved in club life through their engagement ( $M=5.34$ ). In contrast, the personal environment is slightly less relevant for motivation, i.e. family and friends, and aspects of appreciation ( $M=4.03$ ) and social standing ( $M=3.74$ ) are also less pronounced. Coaches and trainers are the least likely to give material aspects (money, reduced membership fees, provision of sportswear) as reasons for engaging in their activity (see Fig. 17).



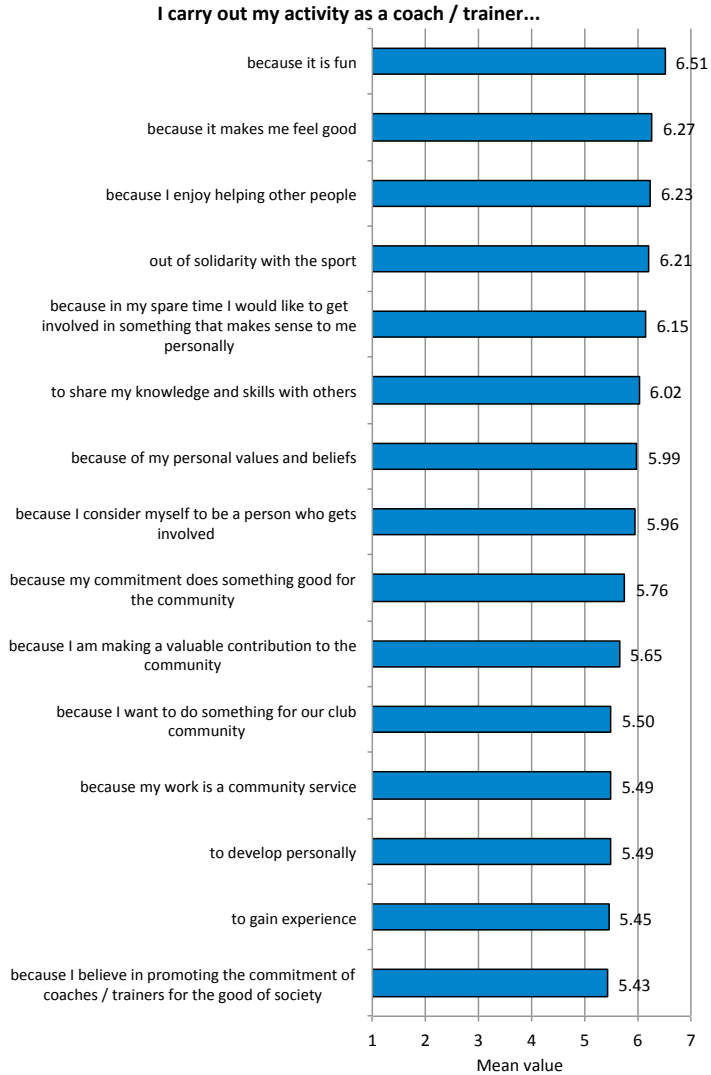


Fig. 16: Motives of the coaches and trainers  
(1="strongly disagree" to 7="strongly agree"; part 1).

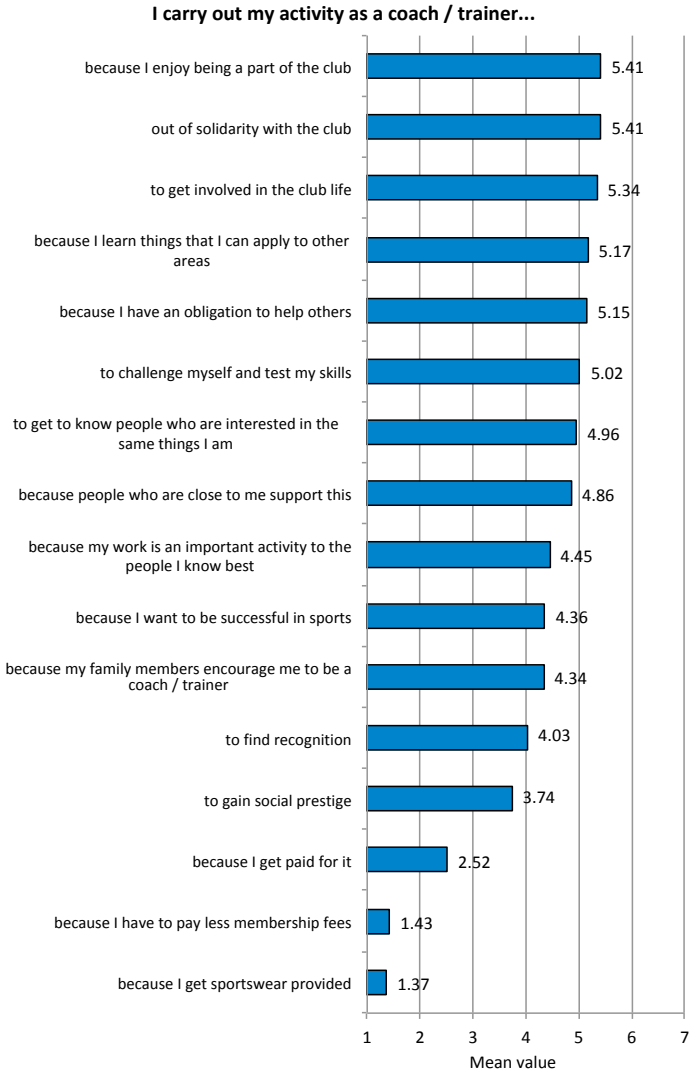


Fig. 17: Motives of the coaches and trainers (1="strongly disagree" to 7="strongly agree"; part 2).

## 3.2 Board members

### 3.2.1 Training / Qualification

The surveyed board members have various training and qualifications. In general, it should be noted that one person may have several qualifications. A good 5 % of the board members surveyed said they had a club manager's C licence, and just under 2 % had a corresponding B licence. 3.2 % of the board members interviewed hold a DOSB youth leader licence, and 1.7 % state that they have a DOSB pre-stage qualification. Significantly more board members, namely a good quarter of those surveyed, have completed a commercial apprenticeship, and 14 % have completed a degree in business administration (BWL), management or law. However, 41 % of the board members surveyed have no special training for the job (see Table 21).

**Table 21: Training of the board members (multiple answers possible).**

	Proportion (in %)
I have a club manager licence C from the DOSB	5.2
I have a club manager licence B from the DOSB	1.9
I have a youth leader licence from the DOSB	3.2
I have a DOSB pre-stage qualification, e.g. youth leader assistant, group helper	1.7
I have completed a commercial apprenticeship	26.1
I have a degree with a focus on business administration, management or law	14.0
Other training	18.6
I have no special training yet	41.0

### 3.2.2 Future commitment

Like the coaches and trainers, the board members of sports clubs in Germany were also asked about their future plans for their activities (see Table 22). Here, too, agreement with the intention to continue activities in the current and coming year is very high on average. On a scale from 1 (no agreement) to 5 (very high agreement), the mean value is  $M=4.80$ , as far as the continuation of the activity in the current year is concerned. This figure is even slightly higher than the corresponding figure for coaches and trainers (see Table 19). The average agreement of the board members with the intention to continue working for the club next year is also high ( $M=4.46$ ), while the 3-year value is slightly lower on average ( $M=3.68$ ; see Table 22).

**Table 22: Agreement of the board members regarding the future planning for their activities (1="strongly disagree", 5="strongly agree").**

	Mean value
I plan to continue volunteering for this club as a member of the board for the whole year	4.80
I plan to continue volunteering at this club as a member of the board next year as well	4.46
I am likely to be volunteering as a member of the board at this club in three years' time	3.68
I plan to do a training course for my activity as a member of the board in the coming year	2.55
I plan to give up my activity as a board member for this club as soon as a replacement for me as a board member is found	2.56
I plan to become a board member of another club within the next 12 months	1.15
I plan to resign from the club within the next 12 months	1.09

In addition, the board members were also asked whether they were planning to do a training/qualification course for their board commitment next year. Here, the average agreement rate is  $M=2.55$  and thus quite clearly below the coaches' and trainers' intentions for further training and qualification ( $M=3.62$ ). However, the question about plans to give up the activity as a member of the board if a replacement was found shows a similarly high level of agreement ( $M=2.56$ ) as the question about the intention to pursue further training. This value was significantly lower for the coaches and trainers ( $M=1.86$ ). The commitment to a coaching position therefore seems to be higher than to a board position. On the other hand, only very few board members plan to work for another club as a board member in the coming twelve months ( $M=1.15$ ) or even to leave the club ( $M=1.09$ ; see Table 22).

### 3.2.3 Satisfaction

If one looks at the general satisfaction of the board members surveyed with their board activities, it becomes apparent that the satisfaction is also quite high ( $M=7.51$ ), but is somewhat below the average satisfaction of the coaches and trainers with their activities. A similar picture emerges for the probability of recommending the activity ( $M=6.87$ ), which is slightly lower than for the coaches and trainers interviewed, while the probability of recommending the club is higher among the board members ( $M=8.86$ ). The surveyed board members are, therefore very satisfied with their club. Nevertheless, quite a few (around 40 %;  $M=4.59$ ) of the board members surveyed have already considered terminating their activities as board members (see Table 23)<sup>17</sup>.

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<sup>17</sup> Here, too, it should be noted that the results can be regarded as not representative of the population of board members in Germany (cf. method, section 4.4.3.3).

**Table 23: Satisfaction of the board members with their activity.**

	Scale	Mean value
General satisfaction with the board activities	0=not satisfied at all 10=extremely satisfied	7.51
Likelihood of recommending the board activities	0=unlikely 10=most likely	6.87
Consideration of terminating the board activities	0=never 10=very often	4.59
Likelihood of recommending the club	0=unlikely 10=most likely	8.86

If, in addition to the general satisfaction, the satisfaction of the surveyed board members with individual aspects of the activity is also considered here (cf. Fig. 18 and Fig. 19), an eleven-point scale shows the highest satisfaction values for their own performance as board members ( $M=7.65$ ), cooperation within the club ( $M=7.33$ ), the flexible choice of operating times ( $M=7.27$ ), the equipment of the groups with sports equipment and materials ( $M=7.13$ ) and the club's sporting successes ( $M=7.11$ ). Likewise, the openness to criticism and suggestions for change in the club ( $M=6.75$ ) and the professional support of the activities by the club ( $M=6.63$ ) also achieve, on average rather higher satisfaction values. In contrast, the average level of satisfaction with the associations is lower, as is already the case with coaches and trainers, for example, with regard to openness to criticism and suggestions for change ( $M=5.16$ ), professional support for the activity ( $M=5.75$ ) and the association's reporting system ( $M=4.73$ ). On average, the surveyed board members are rather dissatisfied with the financial remuneration for work performed ( $M=4.63$ ) and tax benefits ( $M=3.86$ ).

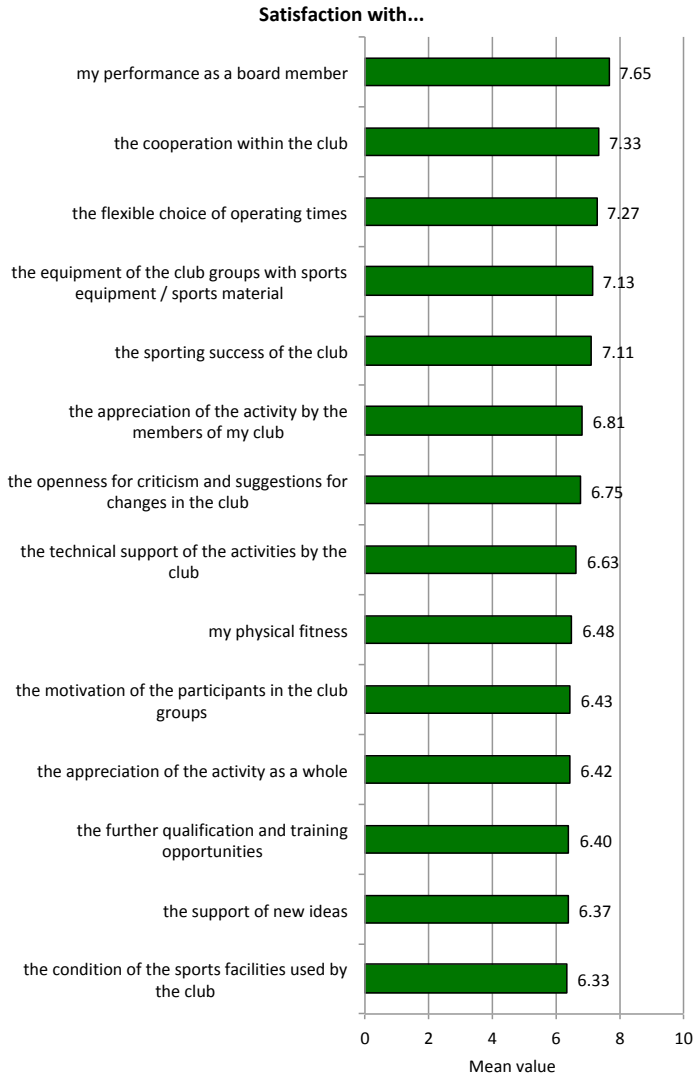


Fig. 18: Satisfaction of the board members with individual aspects of the activity (0="not satisfied at all" to 10="extremely satisfied"; part 1).

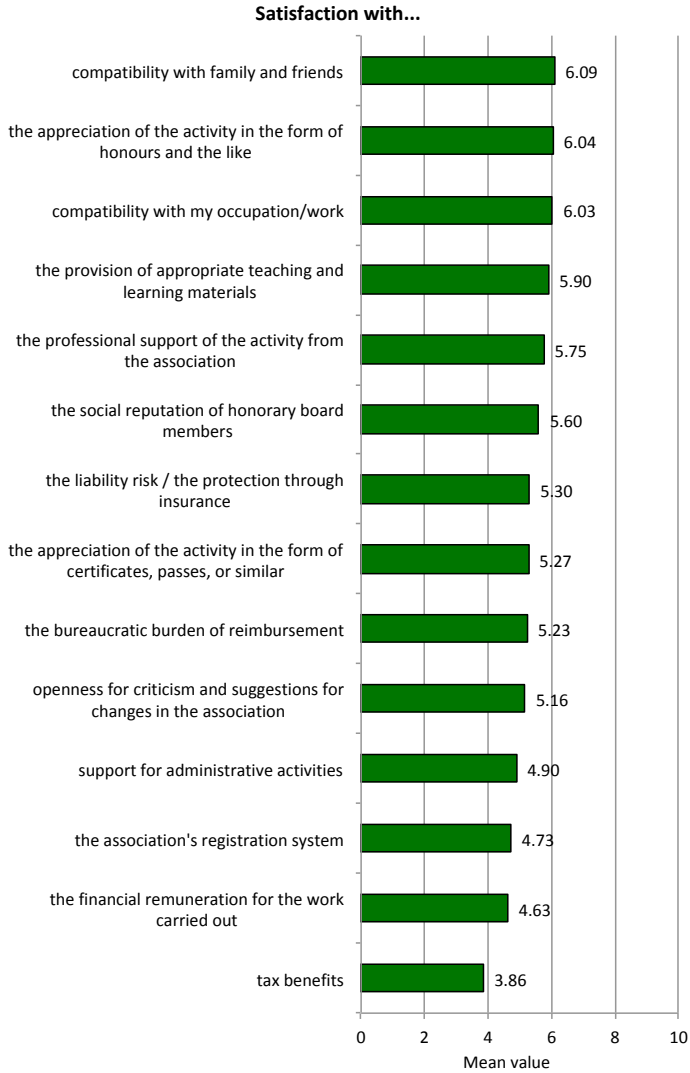


Fig. 19: Satisfaction of the board members with individual aspects of the activity (0="not satisfied at all" to 10="extremely satisfied"; part 2).



### 3.2.4 Motivation

The board members were also asked about their motives or reasons for exercising their function on the board (see Fig. 20 and Fig. 21). It can be seen that on a seven-point scale (from 1="strongly disagree" to 7="strongly agree") the following four motives receive the highest agreement: (1) because I want to do something for our club community ( $M=6.05$ ), (2) because of my personal values and beliefs ( $M=6.03$ ), (3) because I want to dedicate myself in my spare time to something that seems to make sense to me personally ( $M=6.02$ ), and (4) out of solidarity with the club ( $M=6.02$ ). Furthermore, the enjoyment and fun of the activity ( $M=5.96$ ) and helping others ( $M=5.91$ ) also plays an important role here. In addition, the motive for the activity is often cited as being that the commitment associated with the activity is good for the community ( $M=5.87$ ), thus making an important contribution to community ( $M=5.79$ ) and the work of the board members is a service to the community ( $M=5.75$ ; see Fig. 20).

On the other hand, the gathering of experience ( $M=4.75$ ) plays a less important role. Personal career motives such as personal development ( $M=4.56$ ), learning about things that can be applied in other areas ( $M=4.55$ ), and challenging oneself and testing one's own abilities ( $M=4.35$ ) are also less frequently cited as reasons for being a board member. This also applies to motives of recognition ( $M=3.68$ ) or social prestige ( $M=3.52$ ). Here, too, material aspects such as money ( $M=1.28$ ), the provision of sportswear ( $M=1.20$ ) or a reduction in membership fees ( $M=1.19$ ; see Fig. 21) hardly play a role as motives among the board members surveyed.

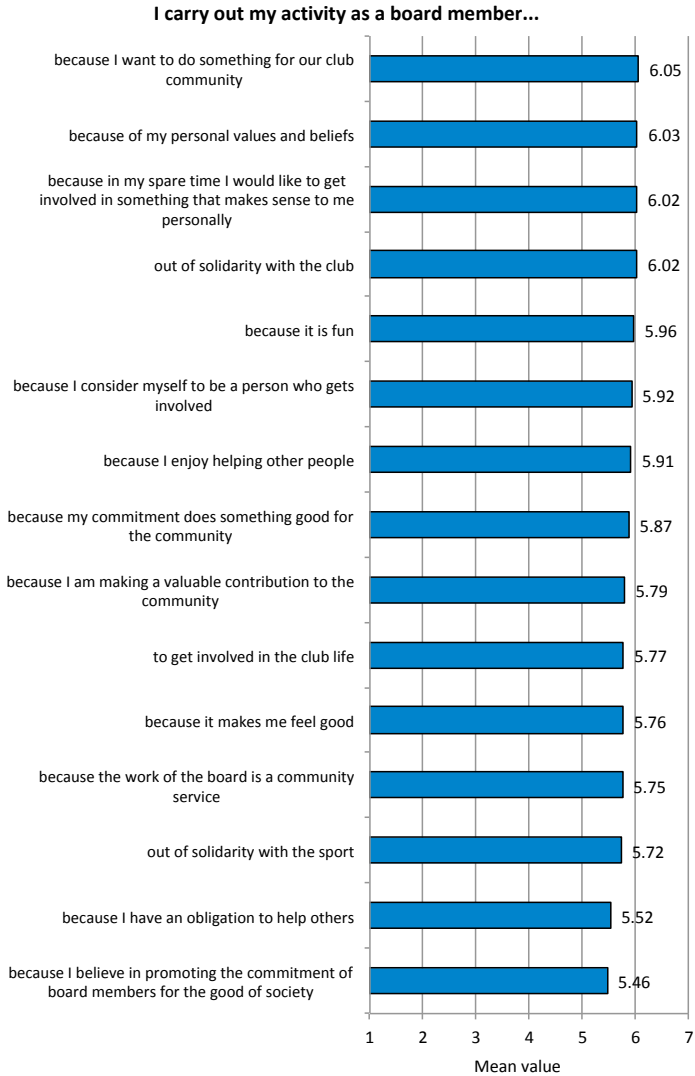


Fig. 20: Motives of the board members (1="strongly disagree" to 7="strongly agree"; part 1).

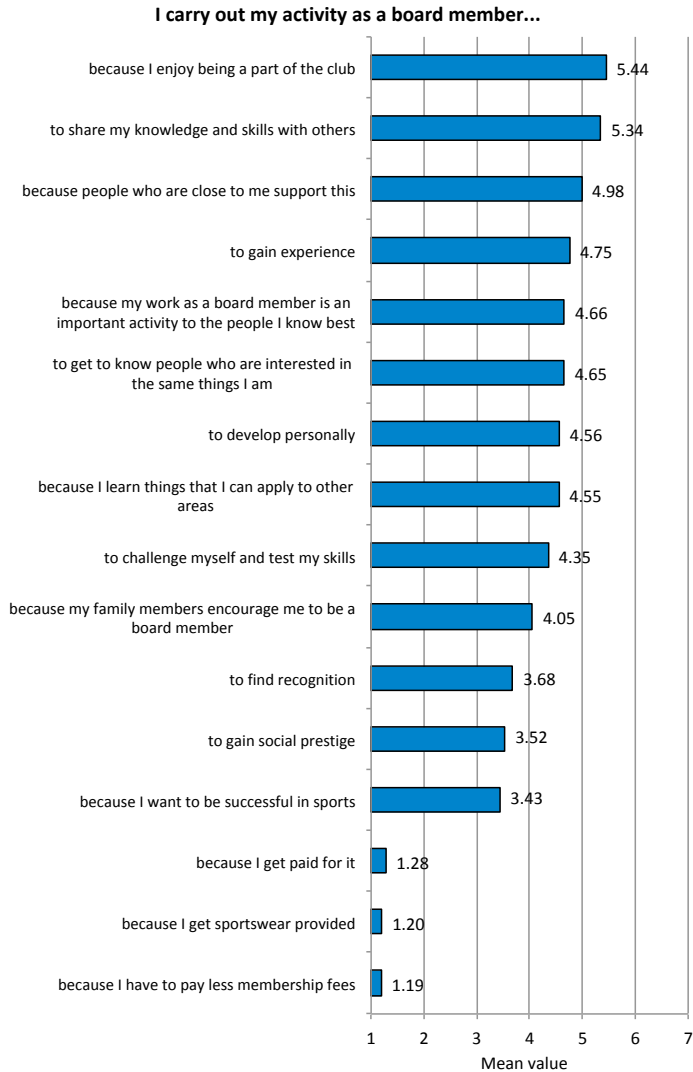


Fig. 21: Motives of the board members  
(1="strongly disagree" to 7="strongly agree"; part 2).

# 4 Method



## 4.1 Background

The Sport Development Reports – “Analyses of the Situation of Sports Clubs in Germany” represent a further development of the Financial and Structural Analyses of German Sport (FISAS) with the aim of providing decision-makers in organised sport as well as in public sports policy and administration with timely information relevant to policy fields and management (argumentation and know-how). This support is intended to strengthen the competitiveness of organised sport in times of dynamic social change. The project is financed by the 16 federal state sports confederations, the German Olympic Sports Confederation (DOSB) and the Federal Institute for Sports Science (BISp)<sup>1</sup>.

In mid-2017, Univ.-Prof. Dr. Christoph Breuer from the Institute of Sport Economics and Sport Management at the German Sport University Cologne was commissioned to carry out the seventh to ninth wave of the Sport Development Report (“SDR 3.0”). The methodical core concept of the Sport Development Report is still the development of a panel design. Therefore, starting with the seventh wave, the same sports clubs will be surveyed online about their situation every three years. Furthermore, new elements of the “SDR 3.0” are the so-called stakeholder surveys, i.e. surveys of different groups of people. In this context, the seventh wave of the survey also surveys coaches and trainers as well as board members in addition to the clubs. In the following eighth wave, another two groups of people will be surveyed, namely members and referees or officials. The individual stakeholder surveys will be carried out in waves seven to nine after the respective surveys of the clubs.

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1 Reference number ZMVI4-081802/17-26.

## 4.2 Quality assurance

To further improve the quality of the survey instrument, systematic changes were made to the questionnaire. This was based on the concept of the Total Survey Errors (cf. Arbeitsgruppe Qualitätsstandards, 2014), which initially distinguishes between the dimensions measurement and representation.

## 4.3 Organisation survey

With regard to a quality-assured measurement, it is necessary (a) to specify the constructs to be investigated, (b) to operationalise the construct of interest as accurately as possible or “appropriately in terms of content” (Arbeitsgruppe Qualitätsstandards, 2014, p. 12), and (c) to avoid errors in response behaviour.

### 4.3.1 Measurement

The constructs to be investigated in the organisational survey (meso level) are the public good character as well as the performance and survival of sports clubs in Germany and their determinants and correlates. In comparison to the first waves of the Sport Development Report, which aimed in particular at comparability with previous club studies (especially Heinemann & Schubert, 1994; Baur & Braun, 2001, 2003; Emrich, Pitsch & Papathanassiou, 2001), the revision of the measurement instrument for the meso-level in wave 7 gave top priority to validity. Since there is a trade-off between maximising validity and maximising comparability with previous studies, this was done at the expense of comparability with previous studies. The validity on the meso level, the organisational survey of the clubs, was increased in particular by the following measures: The complete coverage of the construct of the common good was

advanced by, among other things, systematising the item battery on the association's self-conception with regard to fields of action and target groups and by adding aspects of social compatibility and the prevention of negative common good functions. This means that the construct of the public good has been operationalised much more comprehensively and systematically than before. A theoretical orientation was provided by Rittner and Breuer (2004). The same applies to the functions of social integration or sociability and the provision of other sports activities. In addition, the entire questionnaire for the organisations was increasingly designed on the basis of theoretical foundations, in particular, the "organisational capacity" approach (cf. Hall et al., 2003). Thus, the three dimensions of organisational capacity (human resources capacities, financial capacities and structural capacities) are covered in the updated questionnaire of the organisation survey of the seventh wave of the Sport Development Report. The approach of organisational capacity has meanwhile become established in organisational sports research (e.g. Doherty, Misener & Cuskelly, 2014; Millar & Doherty, 2016; Misener & Doherty, 2013; Svensson & Hambrick, 2016) and serves, among other things, to explain organisational problems (cf. Wicker & Breuer, 2013; 2014).

An attempt was made to reduce possible errors in the answering process by formulating questions more clearly and comprehensibly (cf. e.g. also the item battery on the association's self-conception) or by providing further explanations and examples. In addition, as in the previous waves, it was possible to contact the project team by telephone or email if participants had questions or if clarifications were needed. In addition, a complete overview of the questionnaire was sent to the participants on request as a pdf file or as a paper version.

Furthermore, an attempt was made to exclude systematic response errors from the analysis. Thus, the quality of the financial information always shows up problems in part of the sample. In some

cases, financial information was provided on an incomprehensible scale. This concerns both the revenue and expenditure side. For this reason, a financial filter was used for the analysis of the club finances, as in the six previous waves of the Sport Development Report. In order to obtain the most reliable financial values possible, the following quality criteria were subsequently assumed:

- (1) Income from membership fees > (number of members \* € 0.50),
- (2)  $4 > \text{Revenue/expenditure} > 0.25$ .

In addition, in the seventh wave,  $n=13$  outliers were denied the quality of the data on club finances. This quality filter made it possible to clearly limit the dispersion of financial data in the seventh wave. Overall, 94.9 % of the clubs that provided information on club finances in the seventh wave meet these quality criteria. All evaluations of club finances (section 2.2.4) refer only to those clubs that meet these quality criteria.

## 4.3.2 Representation

### 4.3.2.1 Sampling and response

As in the first six waves, the survey method used was an online survey. The survey of this seventh wave was conducted from 23.10.2017 to 20.12.2017. The email addresses of the clubs provided by the federal state sports confederations served as the basis for the sample. Of the total of 89,594 sports clubs in Germany (DOSB, 2017), a good 80,400 email addresses were forwarded. A total of 80,421 sports clubs were invited by email to take part in the survey. The sample was adjusted for those clubs that, for various reasons, could not participate in the survey. The majority of these sample failures (3,073) were due to incorrect email addresses and refusals. A total of  $n=19,889$  interviews were carried out, which corresponds to a response rate of 25.7 % (see Table 24).



**Table 24: Field overview of the club survey of the 2017/2018 Sport Development Report for Germany.**

Sport Development Report 2017/2018	N	Proportion of Sample I (in %)	Proportion of Sample II (in %)
Population	89,594		
Sample I	80,421	100.0	
Incorrect email addresses, person no longer active in the club, club no longer exists / disbanding, refusals	3,073		
Adjusted sample II	77,348		100.0
Interviews taken place	19,889		
Participation (in %)	22.2	24.7	25.7

#### 4.3.2.2 Weights

The evaluation of the data was carried out with weighted values in order to depict the population of German sports clubs as representatively as possible. For this purpose, size categories were formed on the basis of membership figures both in the data of the population of clubs and in the sample of clubs surveyed. In total, the clubs were divided into five size categories (up to 100 members; 101 to 300 members; 301 to 1,000 members; 1,001 to 2,500 members and over 2,500 members). Following this, in both data sets (population and sample), the distribution of the clubs according to size categories was determined. During this procedure, a distinction was made according to federal sports confederations. For each individual case, a weighting factor was then determined on the basis of the distribution of the size categories in the population of the respective federal state and the sample, with which the sample was then weighted for the final

evaluation. This procedure was carried out both in the cross-sectional data set and in the longitudinal data set (see section 4.3.3.1).

For the “member-weighted system perspective” introduced in the sixth wave, which shows the extent to which sports club members are affected by existential problem situations, the clubs were additionally weighted according to their membership size in relation to the average of all clubs, so that the data set is representative for the sports club members in Germany rather than for the sports clubs. In a first step, a quotient of the membership size of the club and the average membership size in the data set was calculated. In a second step, the original weighting factor described above was multiplied by this quotient. The product was then used as a weighting factor for member-weighted system perspective analyses. In the seventh wave, this system perspective was applied to the evaluation of membership fees in addition to the existential problems.

### 4.3.3 Data analysis

#### 4.3.3.1 Longitudinal data set

For the construction of a longitudinal data set and to avoid that clubs are written to twice, all clubs were assigned an unchangeable club number (ID). With the help of this club number it is possible to identify those clubs that participated in the individual survey waves. A total of  $n=8,652$  clubs nationwide took part in the 2015 and 2017 surveys (wave 6 and wave 7), which corresponds to a participation rate of the same clubs in these two waves of 42.1 %.

#### 4.3.3.2 Index formation

Since the second wave of the Sport Development Report, it has thus been possible to measure the changes in the production of public goods, but also the problems of sports clubs in Germany, based on a longitudinal analysis. In this seventh wave, changes between 2015 and 2017 are measured.

The extent of the changes is illustrated with the help of indices that reflect the percentage change. The basis for the calculation of the indices is the value determined in the longitudinal data set for the respective base year. For example, an index of +12 means that (in the longitudinal data set) the value in question has increased by 12 %. In the tables and figures, the starting year (survey year) is illustrated with the identification “Index (2015=0)”, which refers to the Sport Development Report 2015/2016 (6th wave). With regard to the level of the indices, it should be noted that the indices can be high even with small changes (e.g. in the event of an increase from 0.5 % to 1.5 %, the index would be +200).

In addition, the indices were examined to determine whether there were statistically significant changes (significance test: t-test). In this report, only the significant index changes are presented. The level of error probability, which is decisive for the determination of significance, is illustrated by the usual identification (see Table 25).

**Table 25: Overview of error probabilities in statistical calculations and their identification.**

Symbol	Meaning
*	significant, i.e. probability of error of the calculation is equal to/less than 5 %
**	very significant, i.e. probability of error of the calculation is equal to/less than 1 %
***	highly significant, i.e. probability of error of the calculation is equal to or less than 0.1 %

## 4.4 Individual stakeholder surveys

### 4.4.1 Procedure

For the first time in the history of the Sport Development Report, in addition to the sports clubs themselves, i.e. the meso level, various groups of people from the clubs were surveyed, i.e. the micro level was integrated. In the seventh wave, coaches and trainers as well as board members were surveyed in addition to the clubs. This extension has made it possible to expand the previous pure organisation surveys to an extended system analysis.

In order to contact the two groups of people mentioned, the clubs were asked at the end of the club survey whether they would be willing to participate in the survey of their coaches and trainers as well as the board members. If approval was granted, the clubs were asked to provide a contact email address at which the clubs could be contacted for the two individual surveys.

The sports clubs that had agreed to take part in the individual surveys were contacted by the project team before the start of each survey. In the initial contact, the planned implementation of the personal surveys was explained and support was offered with regard to the text for the invitation of the coaches, trainers and board members. The clubs were asked to forward an individual link to their coaches, trainers and board members. Via this specific club link, which contained the ID of the club in each case, it was then possible to assign the persons to the various clubs.

### 4.4.2 Measurement

The analysis of the groups of people, which should be understood here as internal stakeholder groups of the clubs, concerns the production of know-how. The Sport Development Reports show that the problem of recruiting and retaining volunteer functionaries has

risen since the first survey wave. The recruitment and retention of coaches and trainers is also one of the disproportionately large problems of sports clubs. Thus, the internal stakeholder surveys raise the question of the conditions and determinants of recruiting and retaining these groups. In particular, constructs of the volunteers' satisfaction with their activities, motivation and future plans (willingness to continue their activities) are used. In order to operationalise these constructs, recourse was made to tested scales such as the "short questionnaire for recording general and facet-specific job satisfaction" (KAFA; Haarhaus, 2016), the "motivation scale for sports volunteerism", i.e. a scale for measuring the motives of volunteers (cf. Hoye et al., 2008; Wang, 2004) and scales for measuring the "intention to continue", i.e. the intention to continue the activity (Clary et al., 1998; Hoye et al., 2008).

Beyond that, however, the question of the social significance as well as the contribution of the internal stakeholder groups' actions to the common good also arises, which is of central importance for the perspective of the argumentation knowledge. This perspective is operationalised on the basis of various questions regarding the nature, scope or time required for the activity, the target groups and socio-demographic data.

### 4.4.3 Representation

#### 4.4.3.1 Sampling and response from coaches and trainers

Of the 19,889 clubs that took part in the club survey, 4,201 clubs agreed to participate in the survey of coaches and trainers. These clubs received the individual club link on 07.03.2018 to forward and invite their coaches and trainers to take part in the survey. During the field time, two reminders were sent out, provided that the respective club link had not been clicked at all (1. reminder on 22.03.2018; 2. reminder on 12.04.2018). Both reminders led to an increased response rate. The survey of the coaches and trainers was completed

on 02.05.2018. A total of 6,752 coaches and trainers from 2,352 clubs took part in the survey.

#### **4.4.3.2 Sampling and response from the board members**

Of the 19,889 clubs that took part in the club survey, 5,129 clubs agreed to participate in the survey of board members. These clubs received the individual club link on 08.05.2018 to forward and invite their board members to take part in the survey. During the field time, two reminders were sent out, provided that the respective club link had not been clicked at all (1. reminder on 11.06.2018; 2. reminder on 26.06.2018). Both reminders led to an increased response rate. The survey of the board members was completed on 09.07.2018. A total of 4,655 board members from 2,686 clubs took part in the survey.

#### **4.4.3.3 Limitations of the individual stakeholder surveys**

The procedure described above for contacting and questioning the groups of persons had to be chosen because another way of contacting the coaches and trainers as well as the board members was not possible due to data protection restrictions and a lack of data. In addition, with regard to the planned multi-level analyses, it had to be ensured that the persons could be assigned to their respective clubs.

Since not all clubs participated in the individual surveys, but only some of those clubs that had also taken part in the club survey, and since participation in the individual surveys by the persons contacted was also voluntary, a problem of sample distortion cannot be ruled out with the two samples of the coaches and trainers as well as the board members. We refrained from weighting the personal data (e.g. on the basis of demographic factors such as gender, age, migration background), as comparable information on these factors was available on the basis of the weighted club data set, but no information on the population of the surveyed groups of persons was available. However, a comparison with characteristics of the

weighted club sample (e.g. gender of the honorary functionaries) at least showed that there were no significant differences between the weighted club data set and the two micro-level data sets with regard to the above-mentioned characteristics of the persons.

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