

Table 1: Overview of cases studied, their volunteer needs, and successful recruitments

Club	Members	Volunteers	Needed volunteers	Volunteers recruited/approached by applying the method	Interview participants
Club 1	600	37	5	-	President (P1)
Club 2	650	50	57	-	President (P1)
Club 3	150	70	5	-	President (P1)
Club 4	300	40	20	5/17	President (P1), Secretary (P2)
Club 5	500	100	30	15/15	Head of Youth Division (P1), Person in Charge of "Sportverein-t" (P2)
Club 6	423	60	30	53/108	Head of Sponsoring (P1), Head of Youth Division (P2)
Club 7	180	35	15	48/108	Treasurer (P1), Project Member (P2)
Club 8	200	45	15	15/115	President (P1), Webmaster (P2)
Club 9	300	40	30	53/80	Secretary (P1), Project Member (P2)
Club 10	450	20	65	31/33	Head of Veterans Division (P1), Project Member (P2)

Table 2: Allocation of sport clubs according to degree of implementation

Group number (degree of implementation)	Club	Phase 1 Initiation & Analysis	Phase 2 Communication & Information		Phase 3 Recruitment & Retention		
		Analysis of volunteer work	Information in the club	Volunteering campaign carried out	Recruitment of promotional team	Potential volunteers systematically approached in person	Allocating and retaining new volunteers
1	Club 1	x	x	-	-	-	-
1	Club 2	x	x	-	-	-	-
1	Club 3	x	x	-	-	(x)	-
2	Club 4	x	x	x	-	-	-
2	Club 5	x	x	x	-	-	-
3	Club 6	x	x	x	x	x	x
3	Club 7	x	x	x	x	x	x
3	Club 8	x	x	x	x	x	-
3	Club 9	x	x	x	x	(x)	-
3	Club 10	x	x	x	x	x	x

Table 3: Decision-making processes in the three representative clubs: Phase 1

	Group 1 (Club 1)	Group 2 (Club 4)	Group 3 (Club 6)
<b>Problems</b>			
<i>Comprehension</i>		Information overload	
<i>Conceptualization</i>		Analysis of volunteer work cannot be done alone	
	No project plans drawn up No written records of measures taken		
<i>Implementation</i>		No involvement of entire board	
<i>Temporal and scheduling problems</i>		Already committed volunteers take on new duties Dual burden as a problem (day-to-day operations)	
<i>Constellation</i>		Project does not have top priority Project planning not thought through because participation decided at last minute	
<b>Actors</b>			
<i>Persons</i>		Project team recruited from board	
<i>Hierarchy</i>		Project team decides on procedure by itself Tasks divided up among project team	
			Tasks delegated to board/outside project team
<i>Interconstellations</i>		Information of board	
		Information provided to officials	
<i>Personnel problems</i>		Overburdening of project teams Lack of support from board	
	Not enough people on project team		
<b>Decision-making opportunities</b>			
<i>Informal</i>		Informal discussions	
<i>Formal</i>		Formal, board meeting	
<b>Solutions</b>			
<i>Procedure</i>		Analysis of volunteer work	
		Information for analysis obtained from database/other persons	
		Dual mandates are reduced	
		Heads of department support analysis of volunteer work	
<i>Information/Know-how</i>		Incorporating and adapting external input	
	Rejection of external input		
<i>Framework conditions</i>		Greater sense of responsibility due to taking part in project Break between championships used as working time	
		Extended time frame	
	Proven practices continued		
<i>Alternatives</i>		Decision to pursue new paths in volunteer management Schedule and aims determined (deadlines) Tasks allocated according to competencies of project members	

Table 4: Decision-making processes in the three representative clubs: Phase 2

	Group 1 (Club 1)	Group 2 (Club 4)	Group 3 (Club 6)
<b>Problems</b>			
<i>Conceptualization</i>	Drawing up campaign documents difficult and time-consuming (Lack of) Know-how for implementing the campaign		
<i>Implementation</i>	No/Unsuitable established communication channels		
	Changes are rejected		
<i>Temporal and scheduling problems</i>	Heavy workload caused by implementation		
	Schedule was not appropriate		
	Change in volunteer management is not crucial for survival		
<i>Constellation</i>			
<b>Actors</b>			
<i>Persons</i>	Member/External expert designed the communication tools		
<i>Hierarchy</i>	Allotting tasks in line with competencies		Collating/Discussing results in the project team
<i>Interconstellations</i>	All members informed using specific communication tools		
	Communication coordinated in project team		
	Communication approved by board		
<i>Personnel problems</i>	Success of project depends on project team		
	Project team overburdened		
	Project team lacks adequate competencies to cope with tasks/challenges		
<b>Decision-making opportunities</b>			
<i>Informal</i>	Informal discussions		
<i>Formal</i>	Formal, board meeting		
<b>Solutions</b>			
<i>Procedure</i>	Official and informal communication with members		
	Printed media as guiding tool		
	Introduction of new communication tools		
<i>Information/know-how</i>	Rejection of external input		
	Adoption and adaptation of external inputs		
<i>Alternatives</i>	Workshops used as reminders/deadlines		Target groups of communication campaign defined

Table 5: Decision-making processes in the three representative clubs: Phase 3

	Group 2 (Club 4)	Group 3 (Club 6)
<b>Problems</b>		
<i>Conceptualization</i>	No systematic procedure	Difficulties recruiting and instructing promotional teams
<i>Implementation</i>	Difficult to reach/Rejected by members Difficulties with team for approaching candidates	Target group shows no interest in volunteer work at events
<i>Temporal and scheduling problems</i>	Intense time pressure during project	
	Lack of capacity and excessive time burden prevent continuation of the method	Too time-consuming to approach personally
<i>Constellation</i>	Day-to-day operations und break in tournaments limit opportunities for approaching candidates	
<b>Actors</b>		
<i>Persons</i>		Promotional team assembled from people with strong connection to target groups Recruitment of promotional team from board
<i>Interconstellations</i>		Promotional campaign coordinated within board
<i>Personnel problems</i>	Excessive burden imposed on project team Concentration on board	
	Day-to-day operations use up all resources Project team is unsuitable for approaching candidates Lack of support from board	
<b>Decision-making opportunities</b>		
<i>Informal</i>	Informal discussions	
<i>Formal</i>		Formal, board meeting Formal, AGM
<b>Solutions</b>		
<i>Procedure</i>	Volunteer work becomes an ongoing issue	
	Proven practices continued	Coordinated personal approach for recruiting volunteers External advisory inputs adapted to fit specifics of club Comprehensive training of promotional teams Volunteer recruitment formalized Communication of results to entire club
<i>Information/know-how</i>		Sharing experiences in club