THE INFLUENCE OF MANAGERIAL COMPETENCIES ON DECISION-MAKING IN A SPORTS CLUB: A QUALITATIVE STUDY

Jurgita Kasnauskė[1], Algirdas Giedraitis[2]

SMK College of Applied Sciences, Klaipėda University (Lithuania)

ABSTRACT
The paper examines managerial competencies that support data-driven decision-making in a community football club. The study addresses the problem of which specific managerial competencies enable club leaders to use diverse data sources effectively when making strategic, operational and sport-related decisions in a non-profit, community-based context, focusing on the case of the Neptūnas Football Club in Klaipėda, Lithuania. The research object consists of managerial competencies related to data-driven decision-making, while the aim is to justify and present a coherent set of competencies relevant to similar sports organisations. The study applies literature and document analysis, content analysis of public club reports, and semi-structured interviews with six key stakeholders, followed by qualitative content analysis to identify decision-making domains, data use practices and competency requirements. The findings reveal three main decision-making areas, a wide range of data types and analytical tools used in practice, and a multidimensional set of strategic, analytical, leadership, interpersonal, personal-ethical and digital competencies linked to data-driven decision-making. The proposed competency set can serve as a practical reference for community and non-profit sports clubs seeking to strengthen data-driven decision-making and to align technological, organisational and human factors.
KEY WORDS: *managerial competencies, decision-making, influence of managerial competencies, sports club.*

JEL CODES: L83, M12, M54, O33.
DOI: https://doi.org/10.15181/rfds.v50i3.2840

Introduction

Recent studies show (Chivu, 2025) that the competitive advantage of sports clubs is increasingly linked to their members' ability to systematically collect, integrate and interpret various data sources, and link them to strategic goals. In contemporary research, it is not enough to simply list characteristics; they must be organised into competency frameworks, as only then can they be measured, analysed and theoretically grounded. For sports clubs seeking higher levels of professionalism, managerial competencies that enable the effective use of analytics and data in decision-making are becoming increasingly important (Verle at al., 2014). However, existing studies tend to examine either managerial competencies in elite sport organisations, or the technological aspects of data-driven decision-making, while the connection between these perspectives remains underexplored in non-profit and community-based football clubs. This gap is especially relevant in regional clubs that combine competitive ambitions with social responsibilities and limited resources.

The scientific contribution of this study lies in integrating research on managerial competencies and data-driven decision-making in the context of a non-profit, community-based football club. The case of the Neptūnas Football Club public institution in Klaipėda is analytically relevant, because the club has undergone

[1] Jurgita Kasnauskė – lecturer, SMK College of Applied Sciences
Scientific field: sports management, startups and their ecosystem, innovation management
E-mail: kasnauske@gmail.com

[2] Algirdas Giedraitis – associate professor, Department of Management and Economics, Faculty of Social Sciences and Humanities, Klaipėda University
Scientific field: production management, personnel management, human resources management
E-mail: Giedraitis.algirdas@gmail.com

rapid professionalisation and organisational expansion, creating a context in which managers must increasingly combine sporting, financial, organisational and social considerations with data-informed decisions.

The problem: Although prior research has examined managerial competencies in sports organisations and the use of data analytics in professional clubs, there is still a lack of empirical studies revealing which specific managerial competencies are critical for data-driven decision-making in non-profit and community-based football clubs (Evans, McKenna, 2023). This limits our understanding of how data-driven management can be effectively implemented in regional sports organisations that combine competitive goals with a social mission. Therefore, the scientific problem addressed in this article is: which managerial competencies enable sports club managers to effectively make data-driven decisions in non-profit and community-based football clubs.

Subject of the study: managerial competencies related to data-driven decision-making in non-profit and community-based football clubs.

Research aim: to identify and substantiate a set of managerial competencies that enable data-driven decision-making in non-profit and community-based football clubs, based on the case of the Neptūnas Football Club public institution.

Research objectives: To conduct a theoretical analysis of managerial competencies and data-driven decision-making in sports clubs.

1. To identify groups of managerial competencies associated with decision-making in sports management, with particular attention to data use.
2. To develop a set of managerial competencies tailored to the context of a non-profit, community-based football club, designed to support data-driven decision-making, based on the case of the Neptūnas Football Club public institution.

Research methods: Comparative analysis of scientific literature, synthesis, content analysis of the public reports of the Neptūnas Football Club public institution, qualitative research.

Theoretical framework: Scientific literature reveals a trend towards analysing the impact of big data and artificial intelligence on decision quality and risk management, emphasising the role of machine learning models in predicting athletic and commercial outcomes (Buhiraja, 2025). Modern sports analytics is based on three main pillars in elite sports environments: data engineering, analytical modelling and decision-making (Mănescu, 2025; Herold, 2019; Stein, at al., 2018). Technologies such as biometric athlete monitoring, wearable and embedded technologies, fan behaviour analytics and performance modelling enable sports clubs to optimise training loads, reduce the risk of injury, and make more accurate tactical decisions based on concrete data (Wemmer, Koenigstorfer, 2026). In this context, leadership is needed in areas such as the application of new data analysis methods, the implementation of player performance monitoring systems, and the management of fan relationships using digital media (Evans, McKenna, 2023). However, advanced analytics alone do not guarantee better decisions: the competence of managers to understand the limitations of data, evaluate model assumptions and align analytical insights with sports intuition and the context of the sports club's operations becomes crucial (Macia-Andreu et al., 2024). Table 1 presents the characteristics of programmable and non-programmable solutions in sports management.

Table 1. Characteristics of programmable and non-programmable solutions in the field of sports management

Characteristics for Decision	Custom Solutions	Non-Programmable Solutions
Type of issue	Structured	Unstructured
Objectives	Clear	Complex
Information	Accessible	Unavailable
Deadline for decision	Long	Short
Person in charge	Tactical guide	Operational Guide

Source: The authors, based on Wemmer, Koenigstorfer, 2026 and Macia-Andreu et al., 2024)

Based on the characteristics presented in Table 1, different types of decision in sports management can be distinguished by their level of structuring, clarity of objectives, availability of information, and decision-making deadlines. Programmable decisions are usually based on clearly defined procedures and standardised data, and can therefore be made by tactical-level managers, whereas non-routine decisions require a greater tolerance of uncertainty, a broader search for information, and the involvement of operational-level leaders.

Recent research in sports management shows that manager effectiveness depends on coherent competency frameworks, rather than on isolated traits. Contemporary studies describe a multi-dimensional structure that integrates cognitive and practical skills, knowledge, motivation, values and ethics, attitudes, emotions and social-behavioural components into context-specific action. Individual competencies, such as self-management, accountability, initiative and decision-making under uncertainty (Doblinger, 2021), interpersonal competencies related to communication, conflict management, networking and trust-building (Salcinovic et al., 2022), and technical competencies in finance, marketing, project management and analytical tools (Guidotti et al., 2023), are complemented by 'intangible' competencies, including values, emotional intelligence, ethics, creativity and reflexivity (Carranza-Bautista et al., 2024). Recent reviews underline that especially conjoined competencies, the integration of personal traits, relationship-building, technical knowledge and values, are associated with greater decision quality and more sustainable team performance in sports organisations (Cotterill, 2022).

Research findings also highlight a new set of competencies: data literacy, analytical thinking, and the ability to work with interdisciplinary teams (analysts, IT specialists, coaches) (Alvare, Perez, Fonseca, Velasquez, 2024; Haffner, Oshri, Kotlarsky, 2025). Data literacy in sports management is defined as the ability to understand, collect, critically evaluate and apply data in decision-making, ranging from interpreting simple statistical indicators to assessing the results of more complex analytical models (Christodimitropoulou, Choustoulakis, Antonopoulou, 2025). Analytical thinking is associated with the ability to structure problems, formulate hypotheses, and select appropriate indicators and decision-making criteria, while working with interdisciplinary teams requires the ability to communicate with data analysts, IT specialists, coaches and medical staff, translating technical information into understandable management insights.

Studies highlight several essential managerial competencies in sports clubs: strategic planning, sports infrastructure and event management, marketing and finance, human resources, and research and innovation management (Du, Mamo, Baker, 2023). Strategic planning relates to setting clear goals, aligning sporting and commercial priorities, and managing risk, while infrastructure and event competencies focus on facilities, safety, logistics, and the spectator experience (Budhiraja, 2025). Marketing and finance competencies support sponsorship, pricing, budgeting, and financial sustainability; human resources competencies cover staff selection, training, evaluation and motivation; and research and innovation competencies involve implementing new technologies, using sports analytics, and driving organisational innovation (Guidotti et al., 2023).

Sports club managers must balance traditional leadership, motivation and team management skills with the ability to make decisions in a data-driven environment (Hazim, 2025). Many administrators still lack systematic approaches to assessing and developing these competencies, despite their importance (Purnomo et al., 2024). Analytical decision-making also demands critical thinking, ethical sensitivity, change management and active shaping of the organisational culture, which is particularly challenging in non-profit and community clubs that have to reconcile sporting goals, social missions and limited resources (Chivu, 2025; Cacho-Elizondo, Alvarez, 2020).

Decision-making processes in a sports team can be organised in various ways, ranging from group discussions to autocratic leadership in crisis situations (Figure 1).

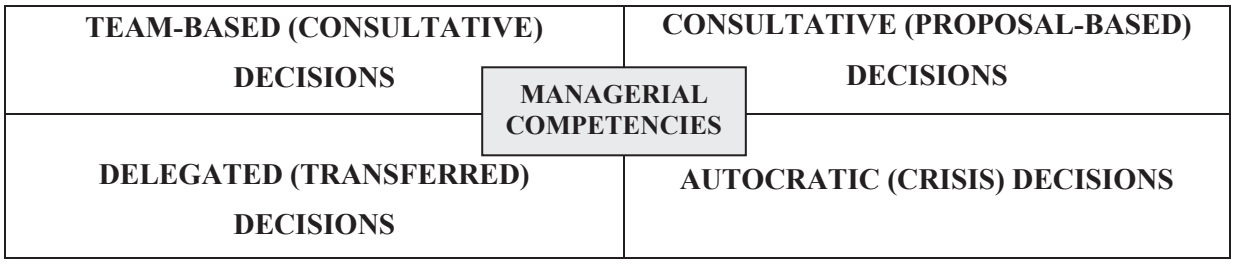


Figure 1. Types of decision-making in a sports team based on the level of participation

Source: The authors, based on Kittel et al., 2025; Richards et al., 2025 and Richards, Robbins and Collins, 2025.

There are four types of decision-making (Figure 1) that reflect different levels of involvement by players and employees: collaborative (through consultation), consultative (where the manager solicits suggestions), delegative (where decision-making authority is transferred to others), and autocratic (usually used during crises). This framework shows that data-driven decisions are not necessarily always made collaboratively: what matters is how a leader manages to combine analytical insights with the chosen decision-making style in a specific situation. Teams make better decisions when they share tactical insights, teammates' expectations, interpretations of situations, and more.

Research methodology. This study employed a qualitative single-case study design to explore managerial competencies that enable data-driven decision-making in a non-profit and community-based football club. The Neptūnas Football Club public institution was selected as an analytically relevant case, because it represents a regional football organisation undergoing professionalisation, structural expansion, and increasing use of data in managerial practice.

The empirical material was collected through semi-structured interviews with six purposely selected informants, representing top management, sports management, administration, coaching staff, and project management. All the participants were directly involved in strategic, operational or sports-related decision-making, and the interviews were conducted in March 2026, lasting from 45 to 75 minutes.

The data were analysed using qualitative content analysis. Interview transcripts and public club documents were coded, compared, and grouped into broader categories related to decision-making areas, data use, managerial competencies and organisational culture, following the logic of constant comparison and triangulation. In total, six key club employees participated in the qualitative study, representing different segments of the club's ecosystem: club shareholders, senior administrators, sports directors and members of the coaching staff (Table 2).

The study was conducted in accordance with the principles of voluntary participation, informed consent, confidentiality, and anonymity.

Table 2. Characteristics of the informants who participated in the study

Code of Informant	Age Group, in Years	Position	Work Experience, in Years
P1	31–40	Top management	More than 10
P2	31–40	Sports management	More than 10
P3	41–50	Coaching	More than 10
P4	31–40	Administration	5–10 years
P5	31–40	Coaching staff	5–10 years
P6	31–40	Project management	More than 10

Research results

The information obtained through interviews showed that the managers and key decision-makers of the Neptūnas Football Club operate in several interrelated areas of decision-making (Table 3).

Table 3. Areas of decision-making at the Neptūnas Football Club public institution

Category	Sub-category	Statements
STRATEGIC AND STRUCTURAL DECISIONS	Club development and structure	P4; P5: '...over the course of several years, the club has grown into an ecosystem; ... the academy is in operation: a women's team, a youth division, a reserve team, and the first team; ... responsibilities and operational tasks are distributed; ...striving for the best results; ... the coach delegates tasks to the captain; ... the task of attracting sponsors; ... developing competencies for those best suited to specific tasks; ... clear division of responsibilities'
	Licensing and compliance	P2; P3: '...strategy development; ... the most complex process – obtaining licenses; ... we must meet sporting, infrastructural, legal, and financial criteria; ... participate in competitions at the selected level...'
OPERATIONAL AND ORGANISATIONAL DECISIONS	Match organisation and logistics	P2; P5: 'pre-match planning; ... team formation and organisational management; ... working with specific players; ... the coach alone decides who plays in the starting lineup; only the coach sets the game tactics; the coach gives instructions; ... in the event of poor results, the coach takes responsibility'
	Project management and relations with the municipality	P3; P6: '...a large portion of decisions relate to projects; ... cooperation with the municipality; ... preparing applications and reporting results to the community; ... aiming to foster team spirit; cooperating with the media'
SPORTS SOLUTIONS	Player contracts and transfers	P5; P6: '...strict rules are introduced; ... we make decisions regarding player contracts; ... negotiations; ... transition between different levels of the club; ... from the academy to the main team; resolving conflicts among athletes; ... scouting players; evaluating potential candidates; ... preparing talent for the team; immediate penalties are imposed'
	Medical care and injury management	P2; P6: '...an initial physical assessment is required; ... every decision is coordinated with medical staff and players; ... safety rules for sports; ... injuries and unexpected incidents occur; ... professional supervision; ... guaranteeing athletes' optimal physical and psychological condition'

The study revealed three main areas of decision-making in the club: strategic and structural, operational and organisational, and sports-related. Strategic and structural decisions concern expansion, organisational development and licensing, and reflect the idea of the club as an ecosystem that must meet formal requirements. Operational decisions cover day-to-day organisational work, such as match organisation, logistics, project management, and relations with the municipality, which, although less visible externally, are vital for smooth functioning. Sports-related decisions include player selection, contracts, transfers and medical care, and involve great responsibility for players' careers and health, requiring the integration of sporting, medical and organisational insights.

In summary, the effectiveness of decisions depends on the situation, context, timing, and the chosen decision-making style. Autocratic decisions dominate match organisation and in-game management, where quick responses to injuries and unforeseen events are required, whereas team-based decisions are preferred for strategy development, club structure and team formation. Delegative decisions are used when managers assign responsibility for implementation while focusing on broader strategic issues, and consultative decisions are applied in medical care and injury management, where coordination with specialists is essential. Overall, the club flexibly combines different decision-making styles according to the nature of the issue.

The second area of findings concerns the types of data and analytical tools that Neptūnas Football Club executives use in decision-making, as well as how they perceive the benefits of this data. The interviews

revealed that the most widely used data types are sports, physical fitness, medical, organisational and financial data, obtained from internal stakeholders and digital systems (Table 4). Surveys and community feedback were also mentioned.

Table 4. Areas of decision-making at the Neptūnas Football Club public institution

Category	Sub-category	Statements
TYPES OF DATA USED	Sports and physical fitness data	P2; P3; P5: '...when making decisions, we rely on athletic, physical fitness, and medical data; ... this helps us assess players' progress and risks more objectively'
	Organisational and financial data	P1; P4; P6: '...organisational and financial indicators are also important – budget execution, cost structure and project results' (P4)
DATA SOURCES	Internal stakeholders and digital systems	P1; P3; P4: '...we receive information from coaches; ... we utilise medical staff, administration and digital systems; ... daily communication with stakeholders: parents, players and sponsors'
	Surveys and community feedback	P5; P6: '...we conduct surveys; we seek to better understand the community's expectations; ... we make decisions regarding changes to services, events, or communication'
ANALYTICAL TOOLS	Player tracking and video analysis systems	P2; P3: '...player tracking software; ... video analysis system; ... this allows us to rely on more than just subjective opinion; ... see a clearer picture of the situation after each match'
	Management and accounting software	P1; P4; P6: '...accounting and management software helps with systematisation; ... we obtain financial and organisational data; ... therefore, planning decisions become more accurate'
UNDERSTANDING THE BENEFITS	More informed and transparent decisions	P2; P3; P5: 'data helps in discussions; instead of emotions, we have numbers; ... video clips, reports; ... decisions can be justified and explained to the team'
	Long-term planning and risk mitigation	P3; P6: '...analyses allow us to identify risks earlier; ... the likelihood of injuries; ... financial obligations; ... decisions must be made before a problem arises'

The data presented in Table 4 show that the club has developed a relatively extensive information base covering both sporting and organisational aspects. The use of analytical tools, from player tracking and video analysis systems to accounting software, supports a shift from intuition-based decisions towards empirically grounded discussions and risk prevention. At the same time, participants stress that data are most valuable when they function not only as information, but also as clear arguments in decision-making situations.

The third area of findings involves the analysis of managerial competencies and organisational culture related to decision-making (Table 5). Interview participants consistently emphasised the importance of strategic thinking, data literacy, leadership, communication, collaboration, stress resilience, ethics and empathy. The shift in organisational culture was also highlighted, from a hierarchical, experience-based decision-making model to one based more on data and collaborative discussions.

Table 5. Managerial competencies for decision-making at the Neptūnas Football Club

Category	Sub-category	Statements
STRATEGIC AND ANALYTICAL COMPETENCIES	Strategic thinking and operational efficiency	P2; P3; P4; P6: '...a manager here needs strategic thinking; ... decisions must focus not only on the next round of matches, but also on where the club will be in five years; solve problems as a team'
	Data literacy and critical thinking	P1; P2; P3; P4; P6: '...intuition alone is not enough today; ... you need to understand the data; ... data must be interpreted and applied in practice; decisions need to be more accurate and effective'
LEADERSHIP AND INTERPERSONAL COMPETENCIES	Leadership and accountability	P2; P3; P5; P6: '...a leader must take responsibility for long-term decisions: ... be able to explain to the team why a particular decision was made'
	Communication and collaboration	P1; P2; P3; P4; P5; P6: 'daily communication with coaches, medical staff, and sponsors; dealing with the municipality requires more mediation; ... collaboration and negotiation skills are particularly important'
PERSONAL AND ETHICAL COMPETENCIES	Resilience and flexibility	P2; P3; P5; P6: '...changes in soccer happen quickly; ... flexibility, stress resilience, and the ability to adapt are needed; ... without compromising core values'
	Ethics and empathy	P5; P6: '...working with young players; empathy and clear ethics are required when dealing with parents; ... decisions cannot be based solely on the standings'
ORGANISATIONAL CULTURE	Integrating experience and data	P1; P2; P3; P5: '...decisions are made by combining experience and professional judgment; ... increasingly active use of data; ... this is not merely a hierarchical model'
	The need to strengthen an analytical culture	P1; P4; P6: '...the greatest benefit would come from further strengthening analytical competencies; ... more systematic integration of data across different club departments'

The survey results presented in Table 3 show that they directly reflect the multi-dimensional nature of managerial competencies discussed in the literature, and the importance of data literacy as a new group of competencies. Accordingly, Table 6 presents the key managerial competencies for decision-making, ranked by importance, as indicated by the informants during the interviews (based on data in Tables 3 to 6).

Table 6. Managerial competencies for decision-making, ranked by importance

Set of managerial competencies	Informants					
	P1	P2	P3	P4	P5	P6
Strategic thinking and operational efficiency						
Data literacy and critical thinking						
Leadership and accountability						
Communication and collaboration						
Resilience and flexibility						
Ethics and empathy						
Aligning results and data						
The need to strengthen an analytical culture (values)						

The data in Table 6 show that informants primarily emphasised strategic thinking, data literacy and leadership, while P1, P4 and P6 also strongly highlighted ethics and the need to strengthen an analytical culture. Strategic thinking, operational effectiveness and data literacy are viewed as key for linking everyday decisions with the club's long-term goals, whereas leadership, accountability, communication and collaboration help ensure that analytical insights are actually implemented. Personal and ethical competencies (resilience, flexibility, ethics and empathy) support balancing sporting performance with the club's social mission, especially in work with young players and the community. Overall, managerial competencies are seen not only as individual skills, but also as part of a broader organisational orientation that combines rational, data-driven and experience-based, intuitive decision-making.

Based on the research data, a set of questions was formulated to help structure the decision-making process, and assess whether the competencies possessed by the club's leaders meet the requirements of data-driven management (see Table 7). The questions cover the alignment of strategic goals and actual results, the level of data literacy, the division of leadership and responsibility, the importance of communication and collaboration within the organisation, and the impact of values on decision-making.

Table 7. Questions to assess managerial competencies in making data-driven decisions

Questions to assess managerial competencies
How can strategic goals be aligned with actual performance results?
What level of data literacy is required?
How do leadership and a sense of responsibility among employees determine organisational effectiveness?
How will communication and collaboration influence future results?
How do you ensure alignment between leadership and accountability in the team?
How do you link individual work to organisational goals?
What data are most important for results-based decision-making?
What organisational values drive decision-making effectively?

The questions in Table 7 form a practical diagnostic tool that helps club executives and team leaders assess which areas of their decision-making are already grounded in data and clear values, and where gaps remain. The responses indicate whether strategic goals realistically reflect results, whether data literacy is sufficient, how leadership and responsibility are shared, and how far everyday communication and collaboration are aligned with shared values. This reflection can then be used to plan competency development, decide on investments in analytical systems, and support cultural changes aimed at more consistent data-driven decision-making in the Neptūnas Football Club and similar organisations. In practice, the questions can be embedded in regular management meetings or strategic planning sessions, and used as a basis for targeted training and for strengthening the club's overall data culture.

The analysis of collected data, artificial intelligence and digital strategies are utilised effectively in decision-making processes in sports organisations. A structured set of questions links identified managerial competencies to specific decision-making situations, and provides a basis for their consistent evaluation and improvement.

Discussion of the research results and limitations. The findings confirm that managerial competencies in sports organisations should be understood as a multi-dimensional and integrated set, rather than as isolated traits. The case of the Neptūnas Football Club public institution supports previous research showing that strategic, analytical, leadership, interpersonal, ethical and digital competencies jointly shape the quality of decision-making, while data literacy and analytical thinking are becoming increasingly important in contemporary sports management.

The study also extends existing literature by showing that data-driven decision-making is relevant not only in elite or highly professionalised sport organisations, but also in regional, non-profit and community-

based football clubs. In this context, managers rely not only on performance-related information, but also on financial, organisational, project-related and community-based data, which broadens the understanding of evidence-based decision-making in sports organisations operating with limited resources and social responsibility.

Another important contribution of the study is that it links managerial competencies to concrete areas of decision-making: strategic and structural, operational and organisational, and sports-related. The findings indicate that strategic thinking and data literacy are especially important in connecting daily decisions with long-term goals, whereas leadership, communication, collaboration, ethics and empathy become particularly significant when decisions involve multiple stakeholders, and must balance sporting performance with community expectations.

The findings should be interpreted in light of several limitations. The study is based on a single-case design and six semi-structured interviews; therefore, the results should be treated as analytically transferable rather than statistically generalisable, and future comparative and quantitative research could test the broader applicability of the proposed competency set across different types of sports organisations.

Conclusion

The theoretical analysis showed that managerial competencies relevant to decision-making in sports clubs should be understood as a multi-dimensional and integrated construct. The scientific literature indicates that effective decision-making in contemporary sports organisations depends not only on strategic, financial, organisational and leadership-related competencies, but also on data literacy, analytical thinking, ethical judgement and the ability to combine technological, organisational and human factors in one coherent managerial process.

The empirical case study of the Neptūnas Football Club public institution confirmed that data-driven decision-making in a community-based and non-profit football club takes place across three interrelated domains: strategic and structural decisions, operational and organisational decisions, and sports-related decisions. The findings showed that managers rely not only on sports and physical performance data, but also on financial, organisational, project-related and community-based information, which broadens the understanding of evidence-based decision-making in sports organisations beyond elite and professional contexts.

The study developed a coherent set of managerial competencies for data-driven decision-making in sports clubs, covering strategic and analytical competencies (strategic thinking, data literacy, critical thinking), leadership and interpersonal competencies (leadership, communication, collaboration, negotiation), personal and ethical competencies (responsibility, resilience, flexibility, ethics, empathy), and digital competencies related to the use and interpretation of analytical systems. These competencies should be understood as an interrelated framework, enabling managers to transform diverse data into justified and implementable decisions, rather than as isolated skills. The findings show that in community-based and non-profit football clubs, data-driven decision-making is primarily a managerial competency issue, not only a technical question of data or tools, thus providing scientific value by demonstrating how strategic, analytical, interpersonal, ethical and digital competencies jointly determine effectiveness. Practical value is created by offering a structured competency framework, and a diagnostic tool that can be applied in similar sports organisations.

Acknowledgements

The authors would like to thank the management and staff of the Neptūnas Football Club public institution for their openness and for the time they devoted to the interviews, as well as Klaipėda University and SMK Aukštoji Mokykla for their methodological support during the study. Special thanks are extended to the study participants (P1–P6) for sharing their experiences and insights on data-driven decision-making in a community soccer club.

References

Alarcon, A., de Ramon, J., Ginieis, M., Andraszak, J. (2026). Data literacy in the labor market: a systematic review. *Humanities and social Sciences Communications*, *2*, Article 506. DOI: https://doi.org/10.1057/s41599-026-06824-w

Alvarez, T. Y. M., Perez, L. A. S., Fonseca, J. S. S., Velasquez, J. S. F. (2024). Deductive model of managerial competencies in Cuban grassroots sports managers. *Ciencia y Deporte*, *9*, e302. https://cienciaydeporte.reduc.edu.cu/index.php/cienciaydeporte/en/article/view/302/666#info

Budhiraja, A. (2025). The Winning Edge: Leveraging Data-Driven Decision Making in Modern Sports Management. *International Journal for Multidisciplinary Research*, *4* (7), 1–9. https://www.ijfmr.com/papers/2025/4/43883.pdf

Cacho-Elizondo, S., Alvarez, J. D. L. (2020). Big Data in the Decision-Making Processes of Football Teams Integrating a Theoretical Framework, Applications and Reach. *Journal of Strategic Innovation and sustainability*, *2* (15), 21–44. DOI: https://doi.org/10.33423/jsis.v15i2.2887

Carranza-Bautista, D., Valcarce-Torrente, M., Amaya-Sanchez, B. E., Rojas-Nunes, C. F. (2024). Key competencies and role profiles for sports managers: a multi-dimensional analysis. European *Journal of Government and Economics*, *2* (13), 225–239. DOI: https://doi.org/https://doi.org/10.17979/ejge.2024.13.2.10584

Chivu, I. D. (2025). Management in Sports – Contemporary coordinates of Organizational Performance. *Annals of the "constantin Brancusi" University of Targu Jiu*, *Economy Series*, *6*, 644–648. https://www.utgjiu.ro/revista/ec/pdf/2025-06/65_Chivu.pdf

Choustoulakis, E., Strati, A., Baralis, G., Nikoloudakis, D. (2025). Adoption of data analytics in sport management: a conceptual investigation into the determinants and implications for evidence-based decision-making. *ICERI Proceedings*, *12*, 3142–3151. DOI: https://doi.org/10.21125/iceri.2025.1000

Christodimitropoulou, M., Choustoulakis, E., Antonopoulou, P. (2025). Digital Transformation in sports Management: Technologie, Trends and Strategic Implications. *European Journal of Management and Marketing Studies*, *2* (10), 135–152. DOI: http://dx.doi.org/10.46827/ejmms.v10i2.2031

Claudino, J. G., Cardoso Filho, C. A., Bittencourt, N. F. N. ir kt. (2019). Integrated approaches to athlete monitoring and injury prevention: Lessons from the field. *Sports Med.*, *49*, 1245–1259.

Cotterill, S. T., Loughhead, T. M., Fransen, K. (2022). Athlete Leadership Development Within Teams: Current Understanding and Future Directions. *Frontiers in Psychology*, *2*, Article 820745. DOI: https://doi.org/10.3389/fpsyg.2022.820745

Doblinger, M. (2021). Individual Competencies for Self-Managing Team Performance: A Systematic Literature Review. *Small Group Research*, *1* (53). DOI: https://doi.org/10.1177/10464964211041114

Du, J., Mamo, Y., Baker, B. J. (2023). Machine learning: The cornerstone of data-driven decision making for sport organizations. *Human Kinetics*. https://us.humankinetics.com/blogs/excerpt/machine-learning-the-cornerstone-of-data-driven-decision-making-for-sport-organizations

Evans, D., McKenna, L. (2023). Innovation and digital transformation in football management: A global perspective. *Sport Management Review*, *18* (1), 22–40.

Guidotti, F., Demarie, S., Ciaccioni, S., Capranica, L. (2023). Relevant Sport Management Knowledge, Competencies, and Skills: An Umbrella Review. *Sustainability*, *15*, Article 9515. DOI: https://doi.org/10.3390/su15129515

Haffner, L., Oshri, I., Kotlarsky, J. (2025). Directions for future IS research on sports digitalisation: A stakeholder perspective. *The Journal of strategic Information systems*, *2* (34), Article 101905. DOI: https://doi.org/10.1016/j.jsis.2025.101905

Herold, M., Goes, F., Nopp, S., Bauer, P., Thompson, C., Meyer, T. (2019). Machine learning in men's professional football: current applications and future directions for improving attacking play. *Int J Sports Sci Coach*, *14* (6), 798–817. DOI: https://doi.org/10.1177/1747954119879350.

Hazim, O. S. (2025). The role of Leadership Skills in the Success of Sports Clubs from the Perspective of Club Administrators in the Northern Governorates of Iraq. *Jornal Olahraga ReKart*, *2* (4), 162–177. https://journal.unj.ac.id/unj/index.php/jor

Kumar, S. (2023). Development of desirable sport management competencies. *Journal of Sports Science and Nutrition*, *4* (2), 161–166. DOI: https://doi.org/10.33545/27077012.2023.v4.i2c.207

Lund, B., Hovious, A., Jeonghyun, K. (2026). Discourses of data literacy: A critical literature review. An Annual Review of Information Science and Technology (ARIST) paper. *Journal of the Association for Information Science and Technology*, *1*, 1–19. DOI: https://doi.org/10.1002/asi.70054

Macia-Andreu, M. J. ir kt. (2024). European approach to the importance of sports management competencies in women's semi-professional teams. *Apunts Education Fisica Y Deportes*, *1* (158), 44–51. DOI: https://doi.org/10.5672/apunts.2014-0983.es.(2024/4).158.05

Mănescu, D. C. (2025). Big data analytics framework for decision-making in sports performance optimization. *Data*, *10* (7), 116. DOI: https://doi.org/10.3390/data10070116

Purnomo, E., Ma'mun, A., Winarno, M. E., Mardesia, P., Jermaina, N., Zainal Abidin, N. E. (2024). Reliability and Interrater Agreement: Development and Validation of a Universal Values in Sport Instrument. *Rare*, *57*, 664–683. DOI: https://doi.org/10.47197/retos.v57.107449

Salcinovic, B., Drew, M., Dijkstra, P., Waddington, G., Serpell, B. G. (2022). Factors Influencing Team Performance: What Can Support Teams in High-Performance Sport Learn from Other Industries? A Systematic Scoping Review. *Sports Medicine-Open*, *8* (25). DOI: https://doi.org/10.1186/s40798-021-00406-7

Stein, M., Janetzko, H., Lamprecht, A., Breitkreutz, T., Zimmermann, P., Goldlucke, B., Schreck, T., Andrienko, G., Grossniklaus, M., Keim, D. A. (2018). Bring it to the pitch: Combining video and movement data to enhance team sport analysis. *IEEE Trans. Everything Comput. Graph*, *24*, 13–22. DOI: https://doi.org/10.1109/TVCG.2017.2745181

Tataru, I. T. (2020). Sports center management: competence structure model for sport managers. *Sport Si Societate*, *2* (20). DOI: https://doi.org/10.36836/2020/2/6

Wemmer, F., Koenigstorfer, J. (2026). Open Innovation in Nonprofit Sports Clubs. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, *4* (27), 1923–1949. DOI: https://doi.org/10.1007/s11266-015-9571-5

Verle, K., Markič, M., Kodrič, B. (2014). Competences of Slovenian Managers and Organizational Structure. *Industrial Management & Data Systems*, *114* (6), 922–935. DOI: https://doi.org/10.1108/IMDS-01-2014-0019

Zamiri, M., Esmaeili, A. (2024). Strategies, Methods, and Supports for Developing Skills within Learning Communities: A Systematic Review of the Literature. *Administrative Sciences*, *14* (9). DOI: https://doi.org/10.3390/admsci14090231

VADOVAVIMO KOMPETENCIJŲ ĮTAKA SPRENDIMŲ PRIĖMIMUI SPORTO KLUBE: KOKYBINIS TYRIMAS

Jurgita Kasnauskė, Algirdas Giedraitis
SMK aukštoji mokykla, Klaipėdos universitetas (Lietuva)

Santrauka

Straipsnyje nagrinėjamos vadybinės kompetencijos, padedančios priimti duomenimis grįstus sprendimus bendruomeniniame futbolo klube. Tyrimo dėmesio centre – viešosios įstaigos „Neptūnas Football Club" Klaipėdoje atvejis. Tyrimu siekiama atsakyti į klausimą, kokios konkrečios vadybinės kompetencijos leidžia sporto klubo vadovams veiksmingai naudoti įvairius duomenų šaltinius priimant strateginius, operacinius ir su sporto veikla susijusius sprendimus ne pelno siekiančioje organizacijoje. Tyrimo objektas – vadybinės kompetencijos, susijusios su duomenimis grįstu sprendimų priėmimu bendruomeniniuose futbolo klubuose. Tikslas – nustatyti ir pagrįsti būtinas kompetencijas, kurios aktualios tokio tipo sporto organizacijoms.

Tyrime taikyta mokslinės literatūros analizė, klubo viešųjų dokumentų ir ataskaitų turinio analizė bei kokybinis empirinis tyrimas, paremtas pusiau struktūruotais interviu su šešiais pagrindiniais klubo ekosistemos dalyviais. Į tyrimą įtraukti skirtingoms veiklos sritims atstovaujantys informantai: aukščiausio lygmens vadovai, sporto vadybos atstovai, treneriai, administracijos ir projektų valdymo darbuotojai. Surinkti duomenys analizuoti taikant kokybinę turinio analizę, siekiant nustatyti pagrindines sprendimų priėmimo sritis, naudojamų duomenų pobūdį, taikomas analitines priemones ir svarbiausias vadybines kompetencijas.

Tyrimo rezultatai atskleidė, kad duomenimis grįstą klubo sprendimų priėmimą sudaro trys tarpusavyje susijusios grupės: strateginiai ir struktūriniai, operaciniai ir organizaciniai bei su sporto veikla susiję sprendimai. Nustatyta, kad klubo vadovai priimdami sprendimus naudoja ne tik sporto ir fizinio pasirengimo duomenis, bet ir medicininę, finansinę, organizacinę, projektinę bei bendruomenės grįžtamojo ryšio informaciją. Be to, išryškėjo, kad duomenų vertė atsiskleidžia ne savaime, o tada, kai vadovai geba juos interpretuoti,

susieti su ilgalaikiais tikslais, argumentuotai pristatyti komandai ir pritaikyti konkrečiose vadybinėse situacijose.

Kaip svarbiausias kompetencijas informantai minėjo strateginį ir kritinį mąstymą, operacinį efektyvumą, duomenų raštingumą, lyderystę, atsakomybę, komunikaciją ir bendradarbiavimą. Reikšmingomis laikytos ir atsparumo, lankstumo, etikos bei empatijos kompetencijos, ypač tais atvejais, kai sprendimai susiję su jaunais sportininkais, jų tėvais, bendruomene ar savivaldos institucijomis. Tyrimas atskleidė ir organizacinės kultūros svarbą: duomenimis grįsti sprendimai tampa veiksmingi tada, kai organizacijoje stiprinamas analitinis mąstymas, kartu išlaikant patirties, pasitikėjimo ir vertybinių nuostatų reikšmę.

Straipsnio mokslinė vertė – jame susietos dvi dažnai atskirai nagrinėjamos sritys – vadybinės kompetencijos ir duomenimis grįstas sprendimų priėmimas sporto organizacijose. Praktinė vertė siejama su pasiūlytomis būtinomis kompetencijomis ir diagnostinių klausimų struktūra, kuri gali būti taikoma vertinant bei tobulinant vadybines kompetencijas bendruomeniniuose ir ne pelno siekiančiuose sporto klubuose. Tyrimo rezultatai gali būti naudingi tiek sporto vadybos praktikams, tiek tyrėjams, analizuojantiems sporto organizacijų skaitmeninę transformaciją ir vadybos profesionalizaciją.

RAKTINIAI ŽODŽIAI: *vadybinės kompetencijos, sprendimų priėmimas, vadybinių kompetencijų įtaka, sporto klubas*.

JEL KLASIFIKACIJA: L83, M12, M54, O33.

Received: 2026.04.10

Revised: 2026.07.23

Accepted: 2026.08.03