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The Role of Digital Transformation in the Management of Padel Clubs: An Analysis from the Perspective of Users and Clubs

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Master in Computer Science and Business Management

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TECHNOLOGY
AND ARCHITECTURE

Department of Information Science and Technology

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To my sister,

Who, in her own way, reminds me every day that true strength is not measured by what we can do, but by the love, resilience and courage we carry within us, by the light we bring into the lives of others, and by the quiet beauty of simply being.

"Though she be but little, she is fierce."

— William Shakespeare

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This dissertation marks the closing of an important chapter of my academic journey and reflects the dedication, perseverance and commitment invested throughout these two years of my master’s degree.

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Resumo

Nos últimos anos, a transformação digital tornou-se um fator cada vez mais relevante na forma como as organizações operam, incluindo no setor do desporto. O crescimento do padel tem conduzido à expansão dos clubes e à necessidade de práticas de gestão mais eficientes, apoiadas por tecnologias digitais. Neste contexto, torna-se importante compreender de que forma a transformação digital influencia a gestão estratégica dos clubes de padel e como estas tecnologias são percecionadas pelos utilizadores.

Esta dissertação tem como objetivo analisar o papel da transformação digital na gestão estratégica dos clubes de padel, com ênfase na perceção dos utilizadores relativamente às tecnologias digitais implementadas. A investigação combina uma revisão sistemática da literatura com um estudo empírico baseado na aplicação de questionários a gestores de clubes e a praticantes da modalidade.

O estudo empírico recolheu 52 respostas de gestores e 152 de praticantes. Os resultados indicam que, embora muitos clubes reconheçam a importância estratégica da transformação digital, o nível de digitalização ainda é moderado, sugerindo que muitas organizações se encontram numa fase de transição. Do ponto de vista dos utilizadores, as plataformas digitais são percecionadas de forma positiva, sobretudo quanto à facilidade de utilização, comunicação e eficiência operacional.

De forma global, os resultados evidenciam a importância crescente das tecnologias digitais no apoio à gestão e à prestação de serviços nos clubes de padel, contribuindo para uma melhor compreensão deste fenómeno em contextos desportivos emergentes

Palavras-chave: Transformação digital; Gestão estratégica; Clubes de padel; Experiência do utilizador; Tecnologias digitais.

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Abstract

In recent years, digital transformation has become an increasingly relevant factor in the way organizations operate, including in the sports sector. The rapid growth of padel has led to the expansion of clubs and to the need for more efficient management practices supported by digital technologies. In this context, it becomes important to understand how digital transformation influences the strategic management of padel clubs and how these technologies are perceived by users.

This dissertation aims to analyze the role of digital transformation in the strategic management of padel clubs, with a particular focus on users' perceptions of the digital technologies implemented by these organizations. The research combines a systematic literature review with an empirical study based on questionnaires administered to club managers and padel players.

The empirical study collected 52 responses from club managers and 152 from players. The results indicate that, although many clubs recognize the strategic importance of digital transformation, the level of digitalization remains moderate, suggesting that many organizations are still in a transition phase. From the users' perspective, digital platforms are generally perceived positively, particularly in terms of ease of use, communication, and operational efficiency.

Overall, the findings highlight the growing importance of digital technologies in supporting management and service delivery in padel clubs, contributing to a better understanding of this phenomenon in emerging sports contexts.

Keywords: Digital transformation; Strategic management; Padel clubs; User experience; Digital technologies.

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List of Abbreviations

AI	Artificial Intelligence
ANOVA	Analysis of Variance
CRM	Customer Relationship Management
DT	Digital Transformation
FPP	Federação Portuguesa de Padel
SEM	Search Engine Marketing
SEO	Search Engine Optimization
SLR	Systematic Literature Review
SPSS	Statistical Package for the Social Sciences
VR	Virtual Reality

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CHAPTER 1

Introduction

This study is motivated by the need to better understand how digital transformation has been influencing the strategic management of padel clubs. At a time when sport is increasingly associated with health, fitness and overall well-being, particularly through the integration of digital technologies, [1], and when technological development is advancing at an increasingly rapid pace [2], it becomes important to explore how these two dynamics intersect. The growing digitalisation of management activities and the search for more efficient technological solutions make this topic particularly relevant in the current context [3].

In this regard, the present research aims to analyse how digital transformation contributes to the strategic management of padel clubs, considering both the managerial perspective of clubs and the perceptions and experiences of users regarding digital tools. This chapter introduces the rationale behind the selection of the research topic, presents the research problem addressed in this study, outlines the main objectives of the research, and describes the overall structure of the dissertation.

1.1. Motivation

The current period has brought about a surge in technological advancements, and these advancements have had an impact on how organizations communicate, operate and make decisions. This is evident in how quickly everything around us continues to evolve, and how organizations must therefore continue evolving with this ever-changing environment to stay competitive. Almost every industry has been affected by digital transformation, and sport is no exception.

Padel is a new sport that has seen rapid growth in recent years, especially in countries like Spain and Portugal. This rapid growth has led to an increased focus on various components of the sport, such as performance, training techniques and the potential for injury resultant from performing high-velocity directional changes while playing [4].

The impact of digitalization on padel clubs goes well beyond simply having an online presence, or a few digital tools; digital transformation will influence the way that clubs manage their operations, organize services, and communicate with their users [5]. With padel gaining popularity, managers need to adjust their management methods and add technology to support their work and to provide better services for players. Computer vision, machine learning and data-driven systems are also being developed as possible tools to help monitor performance, improve training and provide more accurate performance data to support better decision-making in all sports environments [6]. Researching the impact of digital adoption on padel club operations will become a more important area of study as more clubs begin implementing these technologies.

1.2. Problem

With the increasing rate of growth of padel, especially in Portugal, padel clubs are increasingly obliged to adapt to new market trends and the changing needs of their users. Despite the increasing popularity of padel as a sporting activity, many organisations are encountering difficulties in incorporating technology into their management practices. Such challenges include administrative processes and communication with users, as well as their ability to offer players an even more efficient, personalised, and engaging experience within their clubs [3].

The digital revolution has been impacting many industries, including the sports industry [5]. Nevertheless, not all sports organisations have been successful in incorporating digital technologies into their practices. In the case of padel clubs, some success is seen with the implementation of digital technologies such as the "Tie Player" application, which enables users to register for competitions, reserve courts, and view rankings. However, the full integration of such technologies into their practices is not always an easy task. Many clubs still have internal issues, such as organisational changes, staff training, and the recognition of the value that digital technologies could offer [5].

Finally, it is also relevant to understand the perception of these digital developments by users. In this regard, digitalisation has the potential to improve the experience of users, such as players, through digital technologies, as well as improve communication between clubs and users, allowing for a more efficient service delivery model. However, the contribution of these digital technologies in improving the overall experience of users in padel clubs is not sufficiently explored in the literature [5].

Therefore, this study aims to contribute to the understanding of digital transformation in padel clubs by analysing how digital technologies are adopted in club management, what challenges clubs face in their implementation, and how users perceive the digital tools and services provided by these organisations. In this way, the study connects the managerial perspective of padel clubs with the user perspective, providing a broader understanding of the role of digital transformation in this specific sports context.

1.3. Objectives

The main objective of this study is to analyse how digital transformation contributes to the strategic management of padel clubs, particularly in Portugal, considering both the internal perspective of club managers and the external perspective of users. The study therefore examines not only the adoption of digital technologies by clubs, but also their impact on management practices, operational efficiency and user experience.

In a period where padel has experienced tremendous growth in recent years, it becomes essential to examine whether the club is able to grow along with the sport by embracing the necessary technology for management [6]. Therefore, this study seeks to contribute to a deeper understanding of the challenges that digital transformation presents for the management of padel clubs, as well as the benefits and limitations that these digital technologies present from a management and user point of view.

More specifically, the objectives of this research are:

- To identify the main digital tools adopted by padel clubs and understand in which management areas they are being applied (e.g., reservations, registrations, communication, performance monitoring);
- To analyse the main difficulties encountered by clubs in the implementation of technological solutions, including organisational, human and technical challenges;
- To examine how users (members and players) perceive the presence and usability of digital technologies in the services provided by padel clubs;
- To analyse the impact of digitalisation on the operational efficiency of clubs and on the quality of the experience offered to their members;
- To provide recommendations that may help padel clubs improve their digital management practices based on the needs and expectations identified among users.

This study is developed through an empirical approach based on data collected from padel clubs and players of the sport. By combining internal perspectives (club managers) with external perspectives (users), the research seeks to provide practical insights that may support the modernization of padel clubs and contribute to improving their management and operational practices.

1.4. Structure of the dissertation

This dissertation is organised into five chapters, structured in a way that allows a logical progression from the theoretical foundations of the research topic to the empirical analysis and the main findings of the study.

Chapter 1 presents the general framework of the research, including the motivation for the study, the research problem and the objectives of the dissertation. It also outlines the structure of the document and briefly introduces the methodological approach adopted.

Chapter 2 presents the state of the art through a systematic literature review (SLR). This chapter establishes the theoretical background of the research by addressing key topics such as digital transformation, technological innovation, strategic management in sports, user experience and the context of padel. The systematic literature review follows a structured protocol that includes the identification, selection and analysis of relevant studies, providing the theoretical foundation for the empirical research.

Chapter 3 describes the research design of the empirical study. It presents the methodological approach adopted, the objectives of the empirical research, the structure of the questionnaires, the target populations and samples, as well as the procedures used for data collection and data analysis.

Chapter 4 presents the results obtained from the empirical analysis. The chapter includes the characterization of the samples, the analysis of the level of digitalisation of padel clubs from

the perspective of managers, the evaluation of the digital experience of users, and the comparison between the perceptions of managers and users. It also includes insights obtained from the qualitative responses to open-ended questions and concludes with a summary of the main findings.

Finally, Chapter 5 discusses the results of the study considering the theoretical framework and research objectives. This chapter highlights the managerial implications of the findings, identifies the limitations of the study, presents recommendations for future research, and concludes with the final considerations of the dissertation.

1.5. Methodological approach

In this research, a structured methodological approach is adopted, combining both a theoretical and an empirical phase. The objective is to support the analysis of how digital transformation contributes to the strategic management of padel clubs from both managerial and user perspectives.

The first phase consists of a systematic literature review. This stage aims to identify, analyse and synthesise existing scientific knowledge related to digital transformation, technological innovation, sports management and user experience. Through this review, it becomes possible to establish a solid conceptual framework, identify gaps in the existing literature and define the research objectives that guide the development of the study.

Based on the insights obtained from the literature review, the second phase consists of an empirical study focused on the collection of primary data through online questionnaires. Two questionnaires were developed: one addressed to club managers and decision-makers, focusing on the digitalisation processes and management practices of padel clubs, and another addressed to padel players, aiming to assess their experience and perceptions regarding the use of digital tools within these organisations.

Overall, this two-phase methodological design ensures both theoretical and empirical robustness, as the research combines insights from the existing literature with primary data collected from key stakeholders involved in the management and use of padel clubs.

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CHAPTER 2

State of the art

2.1. Theoretical Background

To develop a clear understanding of the phenomenon analysed in this dissertation, it is necessary to begin by examining the key theoretical concepts that support the research.

Digital transformation, technological innovation and strategic management represent fundamental elements in contemporary organisational environments, and their relevance has increasingly extended to the sports sector. These concepts provide the framework through which padel clubs can address current challenges and adapt to a rapidly evolving environment shaped by technological development and the changing expectations of users.

In addition, it is also important to consider the role of user experience in digital environments, particularly in relation to how digital tools and online platforms may contribute to increasing user engagement and strengthening the relationship between sports organisations and their members.

2.1.1. Digital transformation

Digital transformation does not refer only to the adoption of new technologies, but also to a broader shift in organisational mindset and culture. It involves the transformation of processes, business models and the ways in which organisations interact with their various stakeholders to create greater value and maintain competitiveness. In an environment characterised by rapid technological innovation, organisations must continuously adapt to remain relevant [6].

In the sports sector, and particularly in the context of padel clubs, digitalisation is becoming increasingly important. The way services are delivered, communication with members and the management of club facilities have all been influenced by the growing use of digital technologies. However, this transformation is not purely technological but also strategic, as padel clubs need to reconsider their objectives, management practices and operational processes in order to operate in a more digital, connected and efficient environment.

In this sense, digitalisation should not be understood as a temporary trend, but rather as a necessary process of adaptation and modernisation within the sports industry [6].

2.1.2. Technological innovation

Technological innovation refers to the introduction of new products, processes or solutions that incorporate advanced technologies to improve organisational performance, competitiveness and user experience. In the sports sector, technological innovation has played an important role in transforming the way clubs operate, the way athletes prepare and compete, and the way fans and users interact with their favourite organisations [7].

In the context of padel clubs, technological innovation can be observed in several areas, including digital tournament registration, online court reservations and performance monitoring systems. Platforms such as the TIE Player application illustrate how digital tools can simplify processes, improve operational efficiency and provide faster and more convenient services for users.

Technological innovation also influences user experience by enabling more personalised and interactive services. As a result, digital tools can contribute to strengthening user engagement and increasing member loyalty within sports organisations [7].

2.1.3. Strategic management in sports sector

Strategic management is a key factor for ensuring the growth and sustainability of organisations, including those operating in the sports sector. It involves defining clear objectives, organising resources efficiently and implementing practices and processes that are aligned with market demands. In a context characterised by rapid technological change, it becomes increasingly important for sports organisations to incorporate digital developments into their strategic management to remain responsive and adaptable to the dynamics of the sector [8].

In the case of padel clubs, strategic management must address not only operational aspects, such as facility maintenance and scheduling management, but also broader issues related to user experience, communication with the community and the positioning of the club within a competitive environment. In this context, digitalisation can play an important role in improving operational efficiency, strengthening communication and enhancing competitiveness. However, the successful integration of digital technologies depends on effective planning and a clear strategic vision regarding the objectives that organisations aim to achieve [8].

2.1.4. User experience

User experience has become one of the most important drivers of success for organisations operating in digital environments [1]. It refers to the way users interact with a platform or service, including aspects such as ease of use, personalisation and the ability of the service to respond effectively to users' needs and expectations. In the sports sector, and particularly in the

context of padel clubs, user experience plays an important role in influencing member satisfaction and loyalty [9].

As sports services become increasingly digitalised, padel players are also becoming more demanding regarding the solutions provided by clubs to support their activities. Features such as instant court reservations, match notifications and updated rankings represent examples of how digital tools can enhance the overall user experience. For this reason, padel clubs must ensure that these digital platforms are accessible, efficient and capable of providing real value to their users.

Users' perceptions of the quality of their digital experience can directly influence their level of engagement with the club and their willingness to continue using its services. Therefore, understanding how users perceive these digital tools becomes an important aspect when analysing digital transformation in padel clubs [9].

2.1.5. Padel

Padel is one of the fastest-growing sports in recent years, particularly in countries such as Spain, Argentina and, more recently, Portugal. The sport combines elements of tennis and squash and is characterised by its accessibility and dynamic nature, which has contributed to its rapid expansion and increasing popularity among players. As a result, the number of padel clubs has grown significantly in many regions [10].

With the expansion of the sport, padel clubs have increasingly begun to adopt digital technologies to improve the organisation of their activities and their interaction with members. Digital platforms such as the TIE Player application allow players to register for tournaments, book courts and access updated rankings in a faster and more convenient way. These technologies simplify processes that were previously more time-consuming and more prone to operational errors [11].

Technological innovation in padel clubs is therefore not limited to the automation of administrative tasks. Instead, it is part of a broader effort to improve the overall experience offered to members. Through digital tools, clubs are able to provide more personalised services, communicate more efficiently with players and optimise their operational processes. These developments are increasingly important for clubs seeking to remain competitive in a sport that continues to expand rapidly [6].

2.2. Methodology (SLR Systematic Literature review)

The research methodology adopted in this study combines a systematic literature review with the collection of primary data through questionnaires. The SLR aims to identify, evaluate and

synthesise existing research related to digital transformation in sports organisations, with particular attention to the context of sports clubs and padel.

This process provides an overview of the current state of knowledge on digital transformation in the sports sector and helps identify the most relevant themes and developments related to the digitalisation of sports organisations.

2.3. Planning the review

The planning phase of a systematic literature review is essential to ensure that the review process remains structured, transparent and aligned with the research objectives. During this phase, a systematic approach is adopted to define the scope of the review, formulate the research questions and establish the criteria for the selection of studies.

By clearly defining these parameters, the review process becomes more focused and consistent, allowing the analysis to address existing gaps in the literature while contributing to the development of knowledge on digital transformation in the sports sector.

2.3.1. Need for the review

The decision to conduct a SLR is motivated by the growing role of digitalisation in the management of sports clubs, particularly those operating in the context of padel. In recent years, digital technologies have increasingly influenced the way clubs organise their activities, manage their members and deliver services to users. However, despite the growing popularity of padel and the increasing presence of digital technologies in sports organisations, there are still noticeable gaps in academic research regarding a structured and comprehensive analysis of this phenomenon, particularly within the context of padel clubs [12].

The absence of a consolidated overview of how digital transformation is implemented and perceived in padel clubs highlights the need to synthesise, review and evaluate the existing body of knowledge. Conducting this review makes it possible to better understand the most common practices, the benefits observed, the challenges faced and the opportunities associated with digitalisation in the management and operation of padel clubs [12].

Furthermore, the SLR facilitates the identification of similarities and differences between existing studies, contributing to a clearer understanding of the current state of the art and helping to identify potential directions for future research. By synthesising the available knowledge, this review also provides the theoretical foundation for the development of the questionnaires used in the empirical phase of the study, ensuring that the questions addressed to clubs and users are supported by existing research [12].

Therefore, the need for this review goes beyond simply mapping the existing literature. It also reflects the intention to contribute to a better understanding of digital transformation in padel clubs and to support the development of management practices that respond to the demands of an increasingly digital environment [12].

2.3.2. Objective – Research Questions

The main objective of this systematic literature review is to collect, evaluate and synthesise existing research related to digital transformation in the strategic management of sports organisations, with particular attention to padel clubs and to users' perceptions of digital technologies. This review supports the overall objective of the dissertation by identifying the main digital tools, benefits, challenges and user-related dimensions that inform the empirical study.

By analysing the existing literature, this review aims to provide a structured and evidence-based overview of the current state of knowledge in this field. In doing so, it also contributes to identifying common practices, reported benefits, existing challenges and potential gaps in the literature related to digital transformation in padel clubs.

To guide the review and ensure a clear and consistent focus throughout the process, the following research questions were defined:

RQ1. What digital technologies are being adopted by padel clubs to support their strategic management and operational activities?

RQ2. What strategic benefits and challenges are associated with the implementation of digital transformation in padel clubs?

RQ3. How does the adoption of digital technologies influence user experience, perception and satisfaction in padel clubs?

RQ4. What best practices and recommendations identified in the literature may support padel clubs in implementing digital transformation strategies from both managerial and user perspectives?

2.4. Review Protocol

The first stage of the review protocol involves identifying the relevant keywords based on the previously defined research questions. Different combinations of these keywords are used to search for the most relevant studies. The scientific databases selected for this search include Scopus, Web of Science, IEEE Xplore, SpringerLink, ACM Digital Library and MDPI, which together provide broad coverage of the available scientific literature.

The initial search is conducted by entering the search terms into the selected databases without applying filters, in order to obtain an overview of the number and nature of the results available. Given that the topic of digital transformation in the strategic management of padel clubs represents a relatively specific research area, this step helps to understand the scope of the existing literature.

To refine the search and ensure the relevance of the selected studies, several filtering stages are applied. First, an initial screening based on the title and abstract is carried out to identify potentially relevant articles. Second, the keywords associated with the selected studies are analysed to further refine the search. Finally, a manual screening process is conducted to exclude documents that are not related to the research questions, duplicate studies, or articles that do not meet the predefined inclusion and exclusion criteria (**Table 1**).

After completing these stages, a final set of relevant studies is obtained. From these studies, the data considered most relevant are extracted and analysed to answer the research questions and achieve the objectives defined for this review.

To provide a clear overview of the review process, the protocol followed in this study is summarised graphically in (**Table 2**).

Table 1. *Description of inclusive and exclusive criteria*

Inclusive Criteria	Full text electronically available. Scientific papers in conferences or journals. Written in English. Title relevance.
Exclusive Criteria	Full text only partly electronically available. Non-scientific papers. Not written in English. No title relevance.

Table 2*. Review Protocol*

Identification of research	• Identify the keywords based on the research questions. • Create a search string utilizing the identified keywords.
Selection of studies	• Consult and utilize scientific databases. • Apply search string in all fields. • Filter studies by the search string in the abstract. • Filter studies by the keywords. • Manual filter applied applying inclusion and exclusion criteria and removing duplicates.

Extraction of data	• Extract relevant data. • Examine research studies characteristics.

2.5. Conducting the review

This section presents the stage of the SLR methodology in which the review protocol is implemented, and the relevant studies are identified and analysed. It describes the execution of the search process as well as the procedures used to select and examine the studies collected from the scientific databases.

2.5.1. Identification of research

In accordance with the research questions previously defined, a set of relevant keywords was identified and combined to construct the search string used in the literature search (**Table 3**).

Table 3. *Description of keywords and search string*

Keywords	Digital transformation; technology adoption; strategic management; sports organizations; padel; user experience
Search String	("digital transformation" OR "technology adoption") AND ("strategic management" OR strategy) AND ("sports organizations" OR sport OR padel)

2.5.2. Selection of studies

The initial search was conducted across the selected scientific databases using the defined search string. When the search terms were applied without filters, a total of 7,187 studies were identified.

In the second step, a temporal filter was applied, restricting the publication period to 2023–2025, which reduced the number of studies to 4,606.

In the third step, the titles and abstracts of the studies were analysed to identify those most relevant to the research topic. This screening stage significantly reduced the number of potentially relevant studies to 38.

To ensure consistency in the selection process, the reference management software Mendeley was used to organise the results and identify duplicate records. During this

process, five duplicate articles were detected, mainly appearing in both the Web of Science and Scopus databases.

Given the relatively limited number of studies identified, the snowballing technique was subsequently applied. This method involved examining the references of the selected articles to identify additional relevant studies that had not been retrieved through the initial database search. Through this process, seven additional articles were identified, resulting in 40 potentially relevant studies for full-text eligibility assessment.

The results obtained at each stage of the selection process are summarised in **Table 4** which presents the sequential filters applied and the number of studies retained at each step.

Table 4. *Phases of the study selection process*

Databases	**Filters**					
	1	2	3	4	5	6
	All fields	23 - 25	Abstract	Duplicates	Snowballing	Unavailable
Scopus	6659	4225	33	33	3	18
ACM Digital Library	491	362	0	0	0	0
Web Of Science	34	16	5	0	0	0
IEEE Xplore	3	3	0	0	0	0
MDPI	-	-	-	-	3	
SpringerLink	-	-	-	-	1	
Subtotal Snowballing	-	-	-	-	**7**	**7**
Total	7187	4606	38	**33**	**40**	**25**

2.5.3. Extraction and analysis of data

After completing the study selection process, a total of 40 studies were identified as potentially relevant to the research topic and were considered for full-text eligibility assessment. At this stage, full-text availability was verified in order to determine which studies could be included in the final analysis.

Following this verification, 15 studies were excluded because full-text access could not be obtained. As a result, the final corpus of the systematic literature review consisted of 25 studies. From these studies, the information considered most relevant for the analysis was extracted and organised, including the title and authors of the study, year of publication, type of publication, name of the journal or conference, and the main contributions of each study in relation to the research questions.

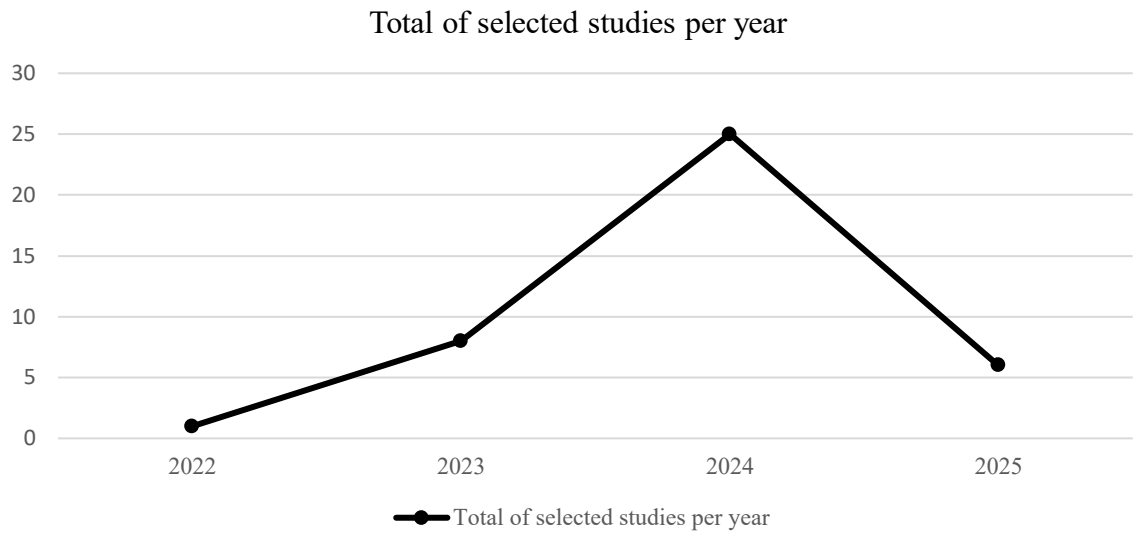


***Figure 1**. Distribution of selected studies per year*

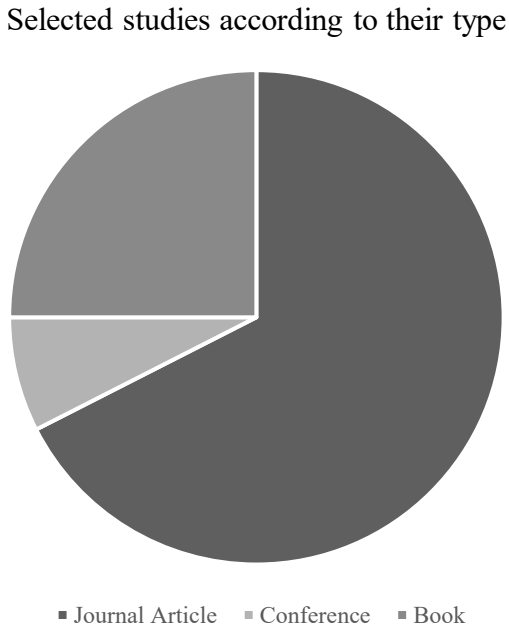


***Figure 2**. Distribution of selected studies according to their study type*

After defining the final corpus of 25 analysed studies, a descriptive analysis of the literature was conducted. **Figure 1** illustrates the distribution of the analysed studies by year of publication. The results show an increasing number of publications addressing digital transformation in sports organisations, reflecting the growing interest in the adoption of digital technologies and their impact on user experience and management practices. A noticeable increase in publications can be observed in 2024**.** Although the graph shows an apparent decline

in 2025, this is explained by the fact that the literature search for that year only covered publications up to May 2025; several studies had already been published within this partial period, suggesting that interest in this research area continues.

In addition, **Figure 2** presents the distribution of the studies according to the type of publication. The results show that 68% of the selected studies correspond to journal articles, which represent the main source of academic knowledge in this field. Journal articles are typically peer-reviewed and provide detailed methodological and empirical analyses.

Furthermore, 25% of the studies correspond to books, which often provide broader conceptual discussions and comprehensive theoretical perspectives that contribute to establishing the conceptual foundations of the research topic.

Finally, 8% of the selected studies correspond to conference papers. These publications are often associated with recent research developments and emerging ideas, contributing to the dissemination and discussion of new approaches within the academic community.

Overall, this distribution highlights the diversity of sources included in the final corpus of the literature review, with journal articles representing the main source of evidence, followed by books and conference papers.

2.6. Reporting the review

This stage represents the final step of the systematic literature review process, in which the data collected from the selected studies are synthesised and analysed to address the previously defined research questions. At this stage, the main findings identified in the literature are integrated and organised, providing a structured response to the central questions guiding the review.

2.6.1. Summarization of extracted data

The comparison of the selected studies revealed a range of relevant themes and conclusions related to the adoption of digital transformation in the strategic management of sports organisations, with relevance to padel clubs. The analysis highlighted several key areas, including the integration of digital tools into organisational processes, their influence on user experience, the alignment between technological solutions and the strategic objectives of sports clubs, and the challenges faced by organisations and stakeholders when adopting such technologies.

These findings reflect the growing academic interest in understanding how digital technologies influence not only the internal efficiency of sports organisations but also the quality of the services provided and the engagement of members and users.

The results of the systematic literature review are presented in **Table 5 and**

Table 6, which summarise the main contributions of the selected studies.

Table 5. *References for highlighted essential sections*

Section / Focus Area	References	Total
Digital Tools in Club management	[1] [2] [3] [4] [5] [6] [11]	6
User experience and satisfaction	[2] [5] [6] [7] [8] [9] [10] [12] [11] [13] [14] [15]	12
Strategic alignment of digital solutions	[1] [2] [3] [4] [6] [16] [17] [18] [19] [20] [21] [22] [23] [24]	14
Implementation challenges	[7] [9] [10] [12] [14] [18] [21] [22] [23] [24] [25]	11
Operational efficiency through technology	[4] [5] [10] [11] [13] [15] [16] [17] [19] [22]	10

Table 6. *References for overall pertinent subjects*

Subject Area	References	Total
Digital transformation in sports	[2] [3] [4] [6] [16] [17] [19] [21] [22] [23] [24]	11
Innovation and management practices	[1] [3] [4] [5] [6] [7] [10] [12] [13] [14] [15] [16] [20] [21] [22] [23] [24]	20
User-centric digital services	[2] [5] [9] [10] [11] [13]	6
Technology adoption models	[1] [2] [6] [9] [19] [23] [25]	7
Empirical approaches in digital strategy	[3] [4] [5] [7] [8] [10] [12] [11] [14] [15] [18] [22]	13

2.6.2. Report of the findings

The literature shows a growing emphasis on digital transformation in sports organisations, particularly regarding the adoption of digital tools within club management to support strategic objectives.

According to the analysis, the strategic integration of digital solutions contributes not only to improvements in operational efficiency but also to the development of new management practices. Several studies emphasise the growing relevance of user-centred digital services, identifying user satisfaction and experience as important indicators of organisational success.

Furthermore, the literature identifies several challenges associated with the implementation of digital transformation, including technological limitations, resistance to organisational change and resource constraints. Addressing these challenges is considered essential for sports organisations seeking to fully benefit from digital transformation.

Finally, many studies adopt empirical approaches grounded in digital strategy and technology adoption frameworks, providing practical recommendations and best practices that may support sports organisations, including padel clubs, in improving their strategic positioning within an increasingly digital and competitive environment.

RQ1. What digital technologies are being adopted by padel clubs to support their strategic management and operational activities?

Digital tools and their strategic role

In recent years, the strategic value of digital tools in the sports sector has increased significantly, driven by the need for organisations to adapt to a more competitive and digitalised environment. In padel clubs, the use of digital channels such as websites, social media platforms and customer relationship management (CRM) systems has become increasingly common to promote tournaments, interact with members and enhance market visibility [11].

Platforms such as Facebook, Instagram and YouTube not only support promotional activities but also contribute to strengthening emotional engagement with users, improving their experience and reinforcing the strategic positioning of clubs. However, the effectiveness of these initiatives largely depends on the existence of a well-defined digital strategy and adequately trained personnel, which remains a challenge for many local clubs [11].

Evidence from Spanish and Portuguese sports federations shows that the integration of digital tools into strategic planning contributes positively to the professionalisation and modernisation of sports organisations. National federations have led this transformation through investments in digital communication, content marketing, search engine optimisation (SEO) and search engine marketing (SEM). These initiatives may serve as valuable examples

for padel clubs facing similar challenges in their interaction with sponsors, players and other stakeholders [11].

A proactive and strategic approach to digital adoption can therefore improve competitiveness, open new market opportunities and align club operations with the evolving expectations of the sports industry. Nevertheless, the absence of clearly defined digital roles and limited investment in internal digital capabilities remains a significant barrier, highlighting the need for clubs to develop structured digital transformation strategies supported by continuous training and skills development [11].

Challenges in implementation and alignment

The integration of digital technologies in sports organisations also raises several implementation challenges that extend beyond technical infrastructure. Although digital tools can improve visibility, service delivery and user engagement, these benefits can only be fully realised when technological initiatives are aligned with the broader strategic objectives of the organisation.

One of the main obstacles identified in the literature is the misalignment between digital initiatives and organisational strategy. When digital projects are implemented without clear strategic direction, clubs may experience inefficiencies, inconsistent use of tools and difficulties in generating tangible benefits from technological investments [13].

Furthermore, successful digital transformation requires not only technological resources but also an organisational culture that encourages innovation, effective governance structures and adequate financial and human resources. Many clubs face limitations related to restricted budgets, low levels of digital literacy and the absence of clearly defined transformation strategies, which complicates the implementation process. In addition, without a structured approach adapted to the specific context and maturity of each organisation, technological initiatives may fail to deliver their intended outcomes [14].

Ensuring that digital technologies are not only adopted but also strategically integrated into organisational processes is therefore essential for achieving sustainable and long-term development.

RQ2. What strategic benefits and challenges are associated with the implementation of digital transformation in padel clubs?

Strategic advantages of technology integration

Sports organisations have increasingly recognised the adoption of digital technologies as a strategic necessity rather than merely a technological upgrade. The use of advanced tools such as artificial intelligence (AI), virtual reality (VR) and data visualisation technologies enables

organisations to process information more efficiently and transform it into actionable insights, supporting improved performance analysis and more informed decision-making processes [15].

These technologies also facilitate real-time communication among stakeholders such as players, coaches and analysts, improving coordination and information sharing within sports organisations [15].

At the same time, sports organisations are progressively adopting digital media platforms as part of their communication and marketing strategies. Platforms such as YouTube allow organisations to distribute content, test engagement strategies and collect user feedback, which can subsequently influence broader strategic decisions [16].

This shift towards digital communication channels has transformed how sports organisations interact with their stakeholders, enabling wider audience reach, improved data collection and stronger brand positioning in a competitive digital environment [16]. As a result, the intersection between technological innovation and strategic sports management has become increasingly evident.

Barriers and constraints to transformation

Despite the strategic benefits associated with digital transformation, several barriers can hinder its implementation within sports organisations. One of the main challenges relates to disparities in digital infrastructure across regions, which may limit access to high-speed internet and digital services, particularly in less developed areas [17].

Internally, limited digital skills, restricted financial resources and resistance to organisational change represent significant constraints to technology adoption. In many cases, clubs also lack institutional support or incentive mechanisms that encourage innovation and investment in sustainable digital solutions.

From the demand perspective, low levels of digital literacy among users may also reduce participation in digital initiatives and weaken the effectiveness of digital engagement strategies [17]. These findings indicate that digital transformation should not be understood solely as a technological challenge but rather as a multidimensional process involving organisational capabilities, infrastructure development and strategic alignment.

RQ3. How does the adoption of digital technologies influence user experience, perception and satisfaction in padel clubs?

Enhanced user experience and satisfaction

Digital technologies have increasingly been recognised as important tools for improving user experience in sports environments. Although some studies focus primarily on physical performance factors among padel players, they highlight how elements such as training quality,

infrastructure and service provision influence players' engagement and satisfaction with the club experience [4].

More recent research emphasises the role of digital technologies in enhancing the overall user experience in sports organisations. In the context of padel clubs, digital platforms such as booking systems, management applications and communication tools contribute to improving operational transparency, service efficiency and personalised interaction with users [9].

These systems allow players to book courts more easily, complete payments online and maintain direct communication with clubs and other players. Additionally, the automation of administrative processes reduces operational errors and frees up human resources that can be redirected towards value-adding activities such as personalised coaching or player support.

In sports such as padel, where a sense of belonging and emotional connection with the club plays a significant role in user loyalty, these digital solutions can substantially influence satisfaction and engagement levels [23].

User perception as a strategic indicator

User perception of digital services is increasingly recognised as a valuable strategic indicator for sports organisations. Rather than being viewed solely as an outcome of service quality, user perceptions can influence organisational positioning, innovation strategies and long-term competitiveness.

Studies analysing digitalisation trends in the sports industry highlight how organisations increasingly use digital platforms, social media channels and gamified environments to foster user engagement and strengthen relationships with their communities [24]. These strategies contribute to value creation and support the long-term strategic development of sports clubs.

Additional research on digital sports experiences shows that gamification elements such as personalisation features, challenges and reward systems can increase engagement, satisfaction and user retention [25]. Although these studies are not exclusively focused on padel, their findings provide relevant insights for racquet sports clubs seeking to enhance their digital services.

User perceptions of digital technologies may therefore function as strategic indicators, guiding innovation decisions, resource allocation and long-term organisational development.

RQ4. What best practices and recommendations identified in the literature may support padel clubs in implementing digital transformation strategies from both managerial and user perspectives?

Progressive and strategically aligned implementation

The literature consistently highlights that digital transformation should be approached as a strategic and long-term organisational process rather than as isolated technological initiatives. Research on digital transformation in sports organisations emphasises the importance of adopting gradual and strategically aligned implementation approaches to maximise long-term benefits [22].

One of the key recommendations identified in the literature is that sports organisations, including padel clubs, should prioritise the development of clear digital strategies. These strategies should align technological investments with organisational objectives, ensuring that digital transformation initiatives support the broader strategic positioning of the organisation [22].

Digital transformation should also be considered a continuous and evolving process rather than a one-time project. A gradual implementation approach allows organisations to progressively integrate digital tools into their operations and organisational culture while reducing resistance to change.

External stakeholders such as government institutions and sports associations can also play an important role in supporting digital transformation initiatives. Through knowledge sharing, resource integration and collaborative initiatives, these actors may help sports organisations accelerate learning processes and avoid common implementation challenges [22].

Training and change management

Digital transformation in sports organisations highlights the importance of continuous training and effective change management within clubs. As digital tools and platforms become increasingly integrated into daily operations, managers and staff must develop new digital competencies and adapt to data-driven decision-making processes. Developing internal competencies is therefore essential for the successful adoption and implementation of digital transformation strategies within sports clubs.

Research examining the relationship between digital technologies and the sports industry shows that professionals increasingly need to develop new skills in areas such as digital communication, data analysis and content management in order to remain effective in a rapidly evolving environment [19]. These findings reinforce the importance of ongoing professional development and organisational learning as key elements supporting digital transformation initiatives.

Similarly, studies in professional padel highlight the growing importance of data analysis and performance monitoring in improving training and competition strategies. For example, research shows differences in tactical behaviour between male and female players, such as longer rallies and a higher number of shots per point in women’s matches. These findings

emphasise the importance of adapting training approaches to specific performance characteristics and using data-driven insights to improve coaching strategies [20].

Integrating technological tools into training programmes and performance analysis therefore represents an important component of digital transformation in sports organisations, enabling more informed decision-making processes and supporting the development and performance of athletes.

2.7. Research gap and implications for the empirical study

The systematic literature review conducted in this chapter highlights the growing importance of digital transformation within the sports industry. Existing research demonstrates that sports organisations are increasingly adopting digital technologies to improve operational efficiency, enhance communication with stakeholders and strengthen their strategic positioning in an increasingly competitive environment. The literature also emphasises the role of digital tools in improving service delivery, user engagement and data-driven decision-making processes.

However, despite the increasing attention given to digital transformation in sports organisations, the literature still presents some important limitations. Many existing studies analyse digital transformation from a general perspective of sports management or focus on large professional organisations and federations. In contrast, there is still limited research focusing specifically on smaller sports organisations such as local clubs, particularly in emerging sports contexts such as padel. Furthermore, relatively little attention has been given to understanding digital transformation not only from the managerial perspective but also from the perspective of users and players.

In addition, few studies have explored how the perceptions of club managers and users may differ regarding the adoption and impact of digital technologies within sports clubs. Understanding these different perspectives is particularly important, as the success of digital transformation initiatives often depends not only on technological implementation but also on how these changes are perceived and experienced by users.

Considering these limitations, this dissertation seeks to contribute to the existing body of knowledge by focusing specifically on the context of padel clubs. The empirical study aims to analyse how digital technologies are currently being adopted by padel clubs and how these technologies influence both managerial practices and user experiences. By collecting data from both club managers and users, the study provides a more comprehensive understanding of digital transformation processes within this specific sporting context.

The findings of this empirical research are expected to provide relevant insights for both academic research and practical management. In particular, the results may help identify current digital practices, highlight potential challenges in the adoption of technological solutions and provide recommendations to support padel clubs in their digital transformation strategies.

To clarify the connection between the systematic literature review and the empirical phase of the research, Table 7 presents the alignment between the dissertation objectives, the research questions defined for the SLR and the corresponding empirical components of the study.

Table 7. *Alignment between dissertation objectives, SLR research questions and empirical study*

Dissertation objective	Related SLR research question	Empirical operationalisation	Main dissertation sections
O1. To identify the main digital tools adopted by padel clubs and understand the management areas in which they are applied.	RQ1. What digital technologies are being adopted by padel clubs to support their strategic management and operational activities?	Questionnaire for club managers, particularly the questions related to digital tools, management practices and digitalisation level.	Sections 3.4.1, 4.3.1 and 4.4
O2. To analyse the main difficulties encountered by clubs in the implementation of technological solutions.	RQ2. What strategic benefits and challenges are associated with the implementation of digital transformation in padel clubs?	Questionnaire for club managers, including questions on benefits, barriers, investment, organisational challenges and open-ended responses.	Sections 3.4.1, 4.3.4 and 5.1
O3. To examine how users perceive the presence and usability of digital technologies in padel club services.	RQ3. How does the adoption of digital technologies influence user experience, perception and satisfaction in padel clubs?	Questionnaire for users, focusing on ease of use, efficiency, communication, service quality, satisfaction and loyalty.	Sections 3.4.2, 4.3.2 and 4.4
O4. To analyse the impact of digitalisation on club operational efficiency and on the quality of the user experience.	RQ2 and RQ3.	Descriptive analysis of managers' and users' responses, including the comparison between internal and external perspectives.	Sections 4.3.1, 4.3.2, 4.3.3 and 5.1
O5. To provide recommendations that may help padel clubs improve their digital management practices.	RQ4. What best practices and recommendations identified in the literature may support padel clubs in implementing digital transformation strategies from both managerial and user perspectives?	Integration of the SLR findings with the empirical results, supporting the discussion, managerial implications and future recommendations	Sections 5.2, 5.4 and 5.5

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CHAPTER 3

Empirical study

3.1. Methodology of the empirical study

The empirical component of this dissertation adopts a quantitative and descriptive approach, using questionnaires as the main data collection instrument. This approach is aligned with the objectives of the study, as it enables the systematic collection of responses from a relatively large number of participants and supports the identification of patterns and perceptions related to digital transformation in padel clubs.

The study was designed to capture two complementary viewpoints. The first is the internal perspective, represented by individuals responsible for managing padel clubs (owners, managers, directors and operational supervisors). The second is the external perspective, represented by padel users/players who attend clubs and interact with the digital tools implemented in those environments. This dual perspective supports a more complete understanding of how digital transformation is implemented and experienced.

3.2. Objectives of the empirical study

To determine how digital transformation within a padel club affects the way users interact with it (user experience), the empirical study has as its objective to determine the role that digital transformation plays in strategic management.

More specifically, this empirical study aims to:

- Assess the level of digitalisation adopted by padel clubs, based on the perspectives of club managers;
- Analyse how users interact with and perceive the digital tools and platforms used by padel clubs;
- Evaluate users' perceptions regarding ease of use, efficiency, communication, service quality, satisfaction and loyalty associated with the use of digital technologies in padel clubs;
- Compare the perspectives of club managers and users regarding the role and impact of digital transformation in padel clubs;
- Analyse the perceived importance of digital technologies for the strategic development and sustainability of padel clubs.

These objectives are related to the research questions established in the respective literature review and can assist in linking the theoretical findings of the literature review with the practical experiences of users and managers.

3.3. Research design and structure

In this observational empirical study, a cross-sectional design was used. As no manipulation of the data occurred and the data collection occurred within a specific timeframe. The results of this observational study will describe how padel clubs currently operate and what their perception and experience of digital transformation are.

Due to describing trends in a quantitative manner and comparing trends between the two populations, it is appropriate to conduct this observational empirical study quantitatively. A structured questionnaire aids in the collection of data and allows for the utilisation of descriptive statistical analysis as outlined in the study.

3.4. Questionnaire design and structure

Two questionnaires were developed, one addressed to club managers and another addressed to users. Both instruments were designed based on the dimensions identified in the literature, with particular emphasis on digital transformation, strategic management practices and user experience.

3.4.1. Questionnaire for Club managers

A questionnaire for padel club managers was devised to gain insights into their perceptions of, and the implementation of, digital transformation in their organisation.

It consists of six main groups of questions:

- **Club identification** – includes questions about the club's location and affiliation with the Portuguese padel federation (FPP), the number of years the club has been in business, and the number of courts located at the club.
- **Management & strategy** – includes questions regarding whether or not the club has a formal plan for strategic management and how the club manages the various aspects of its operation.
- **Digital tools** – includes questions regarding which digital tools (software and hardware) are currently being used by the club to manage the daily operations of the club.
- **User relationship** – includes questions regarding how clubs communicate with their members and whether or not clubs have mechanisms to solicit feedback from their members. Additionally, what clubs perceive to be the impact of digital transformation on the relationship with their users.
- **Digital transformation** – includes questions about the club's willingness to invest in technology, what the club perceives to be the current benefits of digital transformation, and what the club perceives to be the challenges associated with digital transformation.

- **Future perspective** – includes questions regarding the club's expectations for the future regarding the importance of digital transformation, and what areas the club will be investing in the future.

Most of the questions are based on closed-ended questions (multiple-choice format or Likert-scale items), allowing for a quantitative analysis of the results. A copy of the full questionnaire is in **Appendix A**.

3.4.2. Questionnaire for Users

This survey seeks to determine how digital transformation impacts on padel player experience, engagement and satisfaction within clubs.

The questionnaire includes the following categories:

- **Demographic information** (age, sex, state of residence and occupation);
- **Usage patterns** (length of time playing padel, frequency of usage, type of player, number of clubs a user belongs to);
- **Use of digital platforms** (platform currently being used, purpose of platform, frequency of use);
- **Perceptions of digital transformation** (ease of use, efficiency, quality of communication, level of service and modernity);
- **Management perceptions and impacts** (perceptions of users regarding the role of technology in management and decision-making);
- **User satisfaction levels and suggestions** (how satisfied users are with digitalisation levels and feedback).

Like the manager's questionnaire, padel players survey contains primarily closed-ended questions using a likert scale and multiple-choice formats. The full version of this survey can be found in **Appendix B**.

3.5. Target population and sample

The target population of the empirical study differs according to the questionnaire administered. Specifically, two distinct target populations were defined: padel club managers and padel club users.

3.5.1. Population and sample of club managers

The target population of the questionnaire administered to club managers includes owners, managers, directors and operational supervisors of padel clubs in Portugal, particularly those with responsibilities related to strategic and operational management.

The final sample consists of 52 valid responses collected from club managers, which form the basis for the analysis of managers perceptions regarding the level of digitalisation and the use of digital tools in padel clubs.

3.5.2. Population and sample of users

The target population for the user's questionnaire consists of padel players, that is, individuals who actively practise the sport and regularly attend padel clubs.

The final sample comprises 152 valid responses collected from users. These responses form the empirical basis for the analysis of user's perceptions regarding the use of digital tools in padel clubs and for the comparison between users' external perspectives and the internal perspectives obtained from club managers.

3.6. Data collection and dissemination

Data collection was carried out between October 2025 and January 2026. The methodology used to collect the data was online questionnaires. This methodology enabled greater dissemination, ease of access to the questionnaire by the respondents, and ensured their anonymity.

The questionnaire used to collect data from users was disseminated mainly through social media platforms, as well as online means related to padel. These means included Instagram, WhatsApp groups related to padel clubs, mainly in the Leiria region, as well as Facebook groups on the topic of padel in Portugal.

Regarding the questionnaire used to collect data from club managers, it was disseminated mainly through email, in an initial phase, through the publicly available contact information of padel clubs associated with the Portuguese padel federation. However, due to the low number of responses to this methodology, the questionnaire was then disseminated through WhatsApp groups, with contact information available on the Portuguese padel federation website, related to padel clubs. Additionally, the questionnaire was sent directly to padel clubs in the Leiria region for which direct contacts were available.

Participation in the questionnaires was voluntary, anonymous, and all respondents to both questionnaires were made aware that the collected data would be used exclusively for academic purposes.

3.7. Data preparation and analysis procedures

After the data collection phase, two different databases were developed: one with the data collected from the club managers and another with the data collected from the users. In the initial stage, the data was exported and managed with the help of Microsoft excel, where the data was checked for completeness and consistency, with any incomplete or inconsistent data being discarded. The data was then coded and made ready for analysis.

After this stage, the data was imported into IBM SPSS Statistics for analysis. The data was analysed with the help of descriptive statistical tools, such as frequency distribution, percentage, and central tendency, with the aim of characterizing the data and summarizing the major patterns observed in the data. This is in keeping with the descriptive nature of the study and helps in the structured presentation of the data.

The statistical analysis conducted on the data forms the basis of the empirical data presented in the next chapter.

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CHAPTER 4

Data analysis and results

This chapter will discuss the results obtained from the analysis of the data collected through the questionnaires filled out by the padel club managers and users. The chapter is divided into four sections. Firstly, the samples are characterised. Secondly, the data analysis procedures are explained. Thirdly, the results are shown, with particular emphasis on the level of digitalisation of padel clubs and the digital experience of the users. Finally, a synthesis of the main results obtained is offered. During the chapter, references are made to the statistical results obtained through the IBM SPSS Statistics software, showing the tables and figures used for the analysis.

4.1. Sample characterization

This section presents the characterisation of the samples included in the study. The objective is to provide a contextual framework for the subsequent analysis by describing the main sociodemographic, organisational and practice-related characteristics of both padel club managers and users. Understanding the profile of the respondents is essential to correctly interpret the empirical results presented in the following sections.

4.1.1. Characterization of Club managers

The sample of club managers includes 52 respondents, each of whom represents a padel club operating in Portugal. As may be observed in

Table 8 below, the geographical distribution of padel clubs indicates that there is a higher concentration in the Central region (38.5%), followed by the Northern region (23.1%) and Lisbon and Tagus Valley (21.2%), which may be related to the current territorial distribution of padel facilities.

Table 8. *Geographical distribution of padel clubs*
Source: *Author's elaboration based on SPSS output*

Region	Frequency	Percentage (%)
North	12	23.1
Centre	20	38.5
Lisbon and Tagus Valley	11	21.2
Alentejo	2	3.8
Algarve	3	5.8
Autonomous Regions	4	7.7
Total	**52**	**100.0**

Almost all padel clubs in the sample are affiliated with the Portuguese Padel Federation (**Table 9**), which may indicate that there is a high level of integration in terms of organisational affiliation in the current context of padel in Portugal.

***Table 9**. Club affiliation with the Portuguese Padel Federation*
***Source:** Author's elaboration based on SPSS output*

Affiliated with FPP	Frequency	Percentage (%)
Yes	51	98.1
No	1	1.9
Total	**52**	**100.0**

In terms of organisational maturity, it may be observed that the majority of padel clubs in the sample have been in operation for more than three years (**Table 10**), where 38.5% have been operating for more than five years and 36.5% have been operating for three to four years.

***Table 10.** Years of operation of padel clubs*
***Source:** Author's elaboration based on SPSS output*

Years of operation	Frequency	Percentage (%)
Less than 6 months	1	1.9
1–2 years	12	23.1
3–4 years	19	36.5
More than 5 years	20	38.5
Total	**52**	**100.0**

In terms of infrastructure, padel clubs in the sample have managed to establish themselves with a moderate number of padel courts. As may be observed in

Table 11 below, the majority of padel clubs have between three and six padel courts.

***Table 11.** Number of courts per club*
***Source:** Author's elaboration based on SPSS output*

Number of courts	Frequency	Percentage (%)
1–2 courts	8	15.4
3–4 courts	17	32.7
5–6 courts	12	23.1
7–8 courts	10	19.2
9–10 courts	2	3.8
More than 10	3	5.8
Total	**52**	**100.0**

Finally, concerning the respondents' roles within the clubs, owners and managers constitute the majority of participants (

Table 12). This is a relevant characteristic of the sample, as it ensures that the data reflect the perspectives of individuals directly involved in strategic planning and operational decision-making within padel clubs.

Table 12. *Role of respondents within the club*
Source: *Author's elaboration based on SPSS output*

Role	Frequency	Percentage (%)
Owner	25	48.1
Manager / Director	21	40.4
Operational supervisor	5	9.6
Administrative staff	1	1.9
Total	**52**	**100.0**

4.1.2. Characterization of Users

The sample of users contains 152 padel players. Some sociodemographic and practice-related variables were also examined to contextualise the user profile. A general overview of the variables is described in **Table 13**.

Regarding the gender of the users, the results show a balanced distribution, with a slight predominance of female users (53.9%) in relation to male users (46.1%), as described in **Figure 3**.

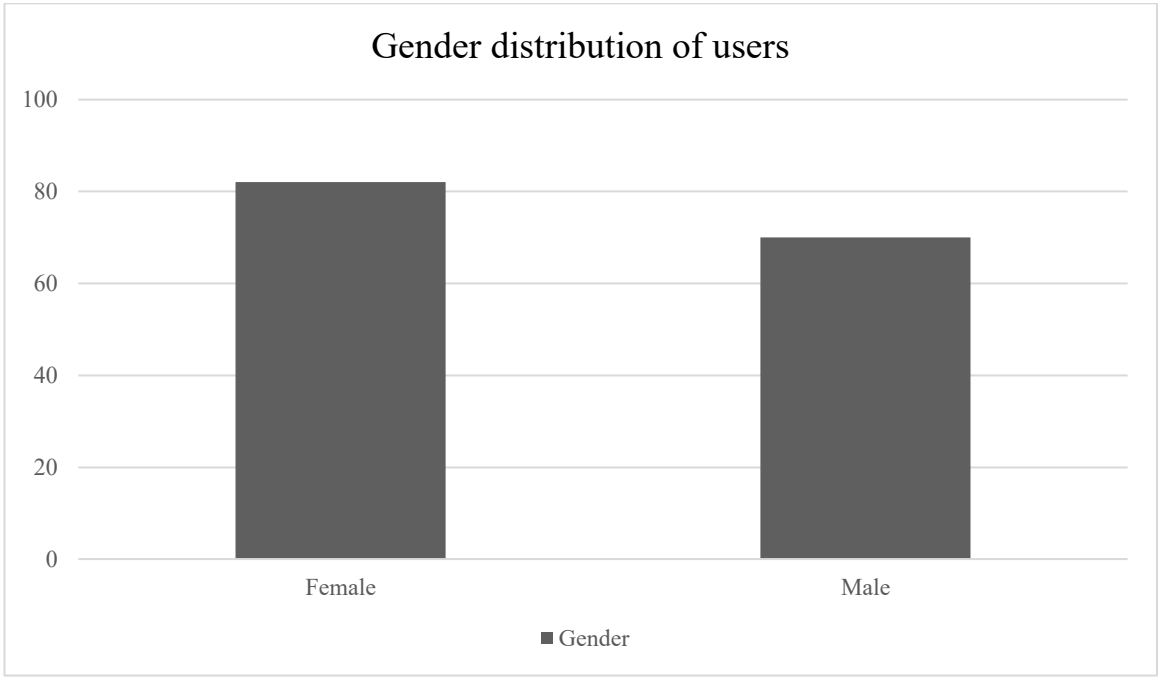


Figure 3. *Gender distribution of users*
Source: *Author's elaboration based on SPSS output*

Regarding the age of the users, the results show that the majority of the sample are distributed in the intermediate ages, as described in **Table 13**. Most of the users are between 25 and 44 years old, a common feature among padel regular practitioners, who are adults and economically active.

Regarding the frequency of practice, the results show that a significant percentage of the sample practices padel several times a week. Specifically, the results show that the majority of the sample practices padel two to three times a week, while a smaller percentage of the sample practices padel four or more times a week, as described in **Figure 4**.

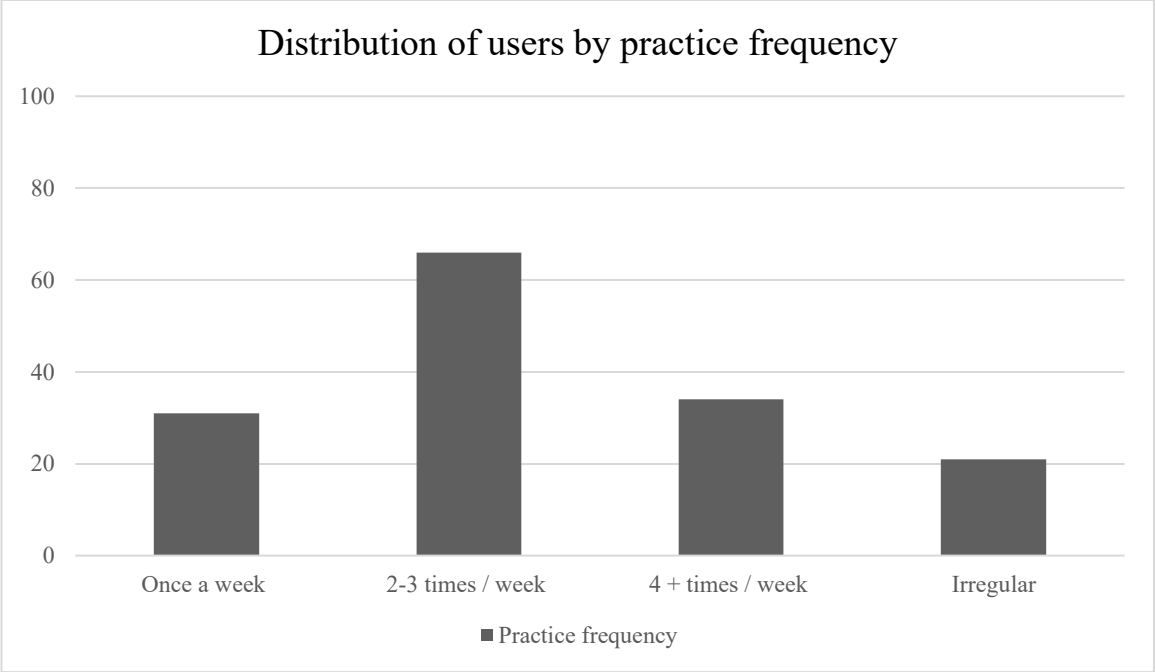


Figure 4. *Distribution of users by practise frequency*
Source: *Author's elaboration based on SPSS output*

The variable that refers to the type of player indicates that the sample is heterogeneous. In fact, as shown in **Table 13**, there are beginners, intermediate, and advanced players in the sample, in addition to a significant number of competitive or federated players. This is what makes the analysis interesting, given that the results can reflect different levels of involvement with padel.

Finally, in relation to the municipality where the users reside, it should be noted that the sample is distributed in various municipalities, especially in those where there is a higher number of padel clubs, like Leiria and Lisbon. This also indicates the suitability of the sample in relation to the objectives of the research, from an external perspective.

Table 13. *Sociodemographic and practice characteristics of users (n = 152)*
Source: *Author's elaboration based on SPSS output*

Variable	Frequency	Percentage (%)
Gender		
Female	82	53.9
Male	70	46.1
Total	***152***	***100***
Age Group		
Under 18	3	2.0
18-24 Years	25	16.4
25-34 Years	54	35.5
35-44 Years	36	23.7
45-54 Years	20	13.2
55 Years or older	14	9.2
Total	***152***	***100***
Practice Frequency		
Once a week	31	20.4
2-3 times per week	66	43.4
4 or more times per week	34	22.4
Irregular	21	13.8
Total	***152***	***100***
Player Type		
Beginner	21	13.8
Intermediate	31	20.4
Advanced	28	18.4
Competitive / Federated	56	36.8
Recreational / Social	16	10.5
Total	***152***	***100***

4.2. Data analysis procedures

Data analysis was conducted using IBM SPSS Statistics software. Considering the objectives of the study, a quantitative approach was adopted, incorporating both descriptive and inferential statistical techniques.

Descriptive statistics were initially used to characterise both groups through the calculation of absolute and relative frequencies. Subsequently, variables related to digitalisation and digital experience were analysed using measures of central tendency and variability, namely the mean and standard deviation.

Users and managers perceptions were measured using likert-type scales. Although these variables are ordinal in nature, it is generally accepted in research within the fields of management and social sciences to treat them as metric variables for the purposes of data synthesis and inferential analysis. It should be noted that the variables used to construct the composite indices were measured using likert-type scales with different ranges. To ensure comparability, all items were coded in the same direction, with higher values consistently

representing higher levels of digitalisation and digital experience. Accordingly, two composite indices were created: a club digitalisation index and a user digital experience index, enabling a global assessment of digitalisation and perceived digital experience, respectively.

The normality of the index distributions was assessed using the Shapiro–wilk test. Considering the sample sizes and the robustness of parametric tests to moderate deviations from normality, one-way analysis of variance (ANOVA) tests were conducted to analyse differences in digital experience across user groups.

4.3. Results of Data analysis

This section presents the main results obtained from the empirical analysis of the data collected. The results are organised into three subsections. First, the level of digitalisation of padel clubs is analysed from the perspective of club managers. Second, users digital experience is examined through descriptive and inferential statistical analyses. Finally, a comparative perspective between managers and users' perceptions of digitalisation is discussed. The presentation of results is supported by tables and figures adapted from the output generated using IBM SPSS Statistics.

4.3.1. Digitalization level of padel clubs

The analysis of the digitalisation level of padel clubs reveals a heterogeneous but generally moderate stage of digital maturity. As shown in **Table 14**, managers demonstrate a strong level of agreement regarding the importance of digital transformation for the long-term sustainability of their clubs, with this item presenting the highest mean value (M = 4.29). This result indicates a clear strategic awareness of the role of technology within the sector.

However, when analysing more operational dimensions, such as the perceived improvement of the relationship with users through digitalisation (M = 1.48), investment in digital transformation (M = 1.69), and the systematic collection of user feedback (M = 2.00), lower mean values are observed (**Table 14**). Although communication with users presents a relatively higher mean (M = 2.69), these results suggest that, despite recognising the strategic relevance of digitalisation, many clubs have not yet fully translated this awareness into comprehensive and structured digital practices.

Table 14. *Descriptive statistics of digitalisation-related variables*
Source: *Author's elaboration based on SPSS output*

Variable	Mean	Std.Dev	Min	Máx
Digitalisation as essential for future sustainability	4.29	0.723	2	5

Improvement of user relationship through digitalisation	1.48	0.542	1	3
Investment in digital transformation	1.69	0.805	1	3
Club communication with users	2.69	0.643	1	3
Collection of user feedback	2.00	0.524	1	3

The Club Digitalisation Index further reinforces this interpretation. As presented in **Table 15**, the index shows an overall mean of 2.43, indicative of a medium level of digitalisation across clubs, accompanied by low dispersion (SD = 0.27). It should be noted that the observed minimum (1.80) and maximum (3.20) values reflect the composite nature of the index, which was calculated as the mean of several likert-type items with different response ranges, rather than the theoretical limits of the original scales. This suggests a relatively consistent pattern among respondents, with few clubs positioned at either very high or very low levels of digital maturity.

Table 15. *Descriptive statistics of the Club Digitalisation Index*
Source: *Author's elaboration based on SPSS output*

Variable	Mean	Std.Dev	Min	Máx
Club digitalisation index	2.43	0.27	1.80	3.20

Overall, the findings indicate that padel clubs are currently in a transitional phase, combining traditional management approaches with emerging digital solutions, rather than having fully integrated and systematic digital strategies.

4.3.2. User digital experience

Results indicate a generally positive and consistent perception of padel club digitalisation among users. As shown in **Table 16**, mean values for most variables related to user digital experience are high, reflecting a strong level of agreement regarding the benefits associated with the use of digital solutions.

Table 16*. Descriptive statistics of individual user digital experience variables*
Source: *Author's elaboration based on SPSS output*

Digital Experience Variable	Mean	Std.Dev
Digital platforms are easy to use	4.47	0,77

Digital platforms make my experience more practical and eficiente	4.61	0.68
Digital technology has improved quality of the club´s services	4.56	0.73
Digital communication with the club is clear and effective	4.47	0.82
Clubs demonstrate modernity by adopting digital solutions	4.57	0.78
Digital tools facilitate court booking and payment management	4.66	0.61
Digitalisation has increased my loyalty to the club	4.19	1.13
Digital channels help me stay informed about news and events	4.59	0.67
I would like clubs to adopt even more technology	4.57	0.75
Clubs take users feedback on technology into account	3.79	1.18
Overall satisfaction with the level of digitalisation of the clubs attended	3.56	1.06

In particular, dimensions related to platform usability, practicality and efficiency of digital tools, service quality, and digital communication present high mean values, suggesting that users largely perceive digital platforms as easy to use and effective. The use of digital tools, especially for court bookings and payment management, is strongly associated with a modern image of padel clubs and with improvements in key operational processes. Digital channels are also widely recognised as playing an important role in keeping users informed about news, events and club-related information.

Overall, user digital experience across padel clubs is perceived as positive and relatively homogeneous. This interpretation is reinforced by the user digital experience index, which presents a high mean value of 4.45 on a five-point scale and a low standard deviation (SD = 0.50), indicating consistent perceptions among respondents (**Table 17**).

Table 17. *Descriptive statistics of user digital experience index*
Source: *Author's elaboration based on SPSS output*

Variable	Mean	Std.Dev	Min	Máx
User digital experience index	4.45	0.50	3.00	5.00

In contrast, although still positively evaluated, dimensions related to the integration of user feedback and the perceived impact of digitalisation on user loyalty present comparatively lower

mean values. These findings suggest potential areas for improvement in the digital strategies adopted by padel clubs, particularly regarding strengthening participatory mechanisms and fostering long-term user engagement.

Prior to conducting inferential analyses, the distribution of the user digital experience index was assessed for normality using the Shapiro–wilk test. The results indicate a significant deviation from normality ($W = 0.864$, $p < 0.001$) (**Table 18**). Nevertheless, considering the sample size ($n = 152$) and the robustness of parametric tests to moderate violations of normality, one-way analysis of variance (ANOVA) was considered appropriate for subsequent analyses.

Table 18. *Test of normality for the user digital experience index*
Source: *Author's elaboration based on SPSS output*

Test	Statistic	df	Sig
Shapiro-Wilk	0.864	152	<0.001

A one-way ANOVA was conducted to examine whether user digital experience differs according to practice frequency. The results indicate that there are no statistically significant differences in the user digital experience index across different practice frequency groups ($F(3,148) = 2.25$, $p = 0.085$) (**Table 19**).

Table 19. *One-way ANOVA results: user digital experience index by practice frequency*
Source: *Author's elaboration based on SPSS output*

Source of variation	Sum of squares	*Df*	Mean square	F	Sig
Between Groups	1.670	3	0.557	2.251	0.085
Within groups	36.610	148	0.247		
Total	38.280	151			

This finding suggests that positive perceptions of digitalisation are broadly shared among users, regardless of their level of engagement in padel. Mean index values across practice frequency groups are illustrated in **Figure 5**.

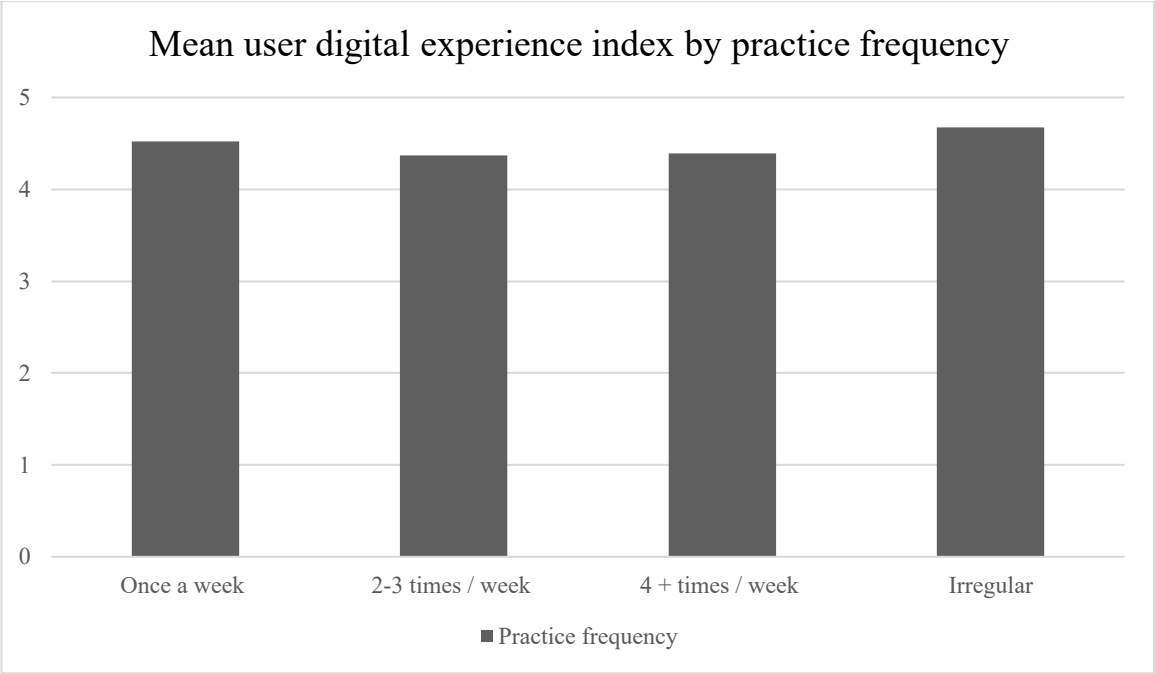


Figure 5. *Mean user digital experience index by practice frequency*
Source: *Author's elaboration based on SPSS output*

A second one-way ANOVA was performed to analyse differences in user digital experience according to player type. The results reveal statistically significant differences between groups (F(4,147) = 2.51, p = 0.044) (**Table 20**). Beginner players present the highest mean digital experience score (M = 4.74), followed by recreational players (M = 4.56), while intermediate, advanced and competitive/federated players report slightly lower mean values. Post hoc analyses indicate that the only statistically significant difference occurs between beginner players and competitive/federated players (p = 0.039). Given the limited magnitude of the differences observed, these findings should be interpreted with caution.

Table 20. *One-way ANOVA results: user digital experience index by player type*
Source: *Author's elaboration based on SPSS output*

Source of variation	Sum of squares	*Df*	Mean square	F	Sig
Between Groups	2.451	4	0.613	2.514	0.044
Within groups	35.829	147	0.244		
Total	38.280	151			

4.3.3. Comparison between managers and users' perceptions

The comparison between the perceptions of managers and users shows a significant divergence in the level of strategic awareness of digitalisation and its application in practice. Although both groups share the same level of perception concerning the importance of digital tools for padel clubs, the level of digital maturity is not the same in both cases.

From the perspective of managers, digitalisation is considered one of the key factors in the digital strategy, since, as mentioned in the analysis of the club digitalisation index, all managers strongly agree on the importance of digital transformation for the sustainability of their respective padel clubs. Nevertheless, the level of agreement on other issues, such as the investment in digital tools, the use of user feedback, or the use of digital tools for improving the relationship with users, is not as high, revealing a level of digitalisation in an intermediate stage, where digitalisation is not fully applied.

On the other hand, users show a significantly more positive evaluation of digitalisation at the club level. The user digital experience index shows that users are satisfied with digital tools, especially in terms of usability, efficiency, communication, booking, and payment. Users consider that digital platforms improve their experience and that they contribute to a modern image of padel clubs, regardless of their practice frequency. These results show that, from the users' perspective, existing digital solutions have already created value in their daily experience with clubs.

This contrast is interesting because it reflects a potential discrepancy between internal and external perceptions of digitalisation. Indeed, while managers take a more cautious approach to evaluating digitalisation by underlining structural limitations and resource constraints, users only consider the value of digitalisation through the potential of the instruments they have access to. In this way, even low levels of digitalisation can be considered sufficient to create high levels of value perception among users.

However, it is interesting to highlight that this internal and external perspective also shares a common aspect: the perception of potential improvements. While managers identify limitations in feedback instruments and digital investments, users identify lower evaluation scores concerning user feedback integration and digitalisation influence on loyalty.

4.3.4. Qualitative insights from open-ended responses

In addition to the closed-ended questions, both questionnaires included open-ended questions that allowed users and club managers to share suggestions and comments regarding the digital transformation of padel clubs. The qualitative analysis of these responses provides complementary insights that enrich and help to contextualise the quantitative findings presented in the previous sections.

4.3.4.1. Users Perspectives

From the users' perspective, the most recurrent suggestions relate to the need for greater integration, automation and usability of digital platforms. A significant number of respondents highlighted the importance of having integrated platforms that centralise reservations, payments, class management, communication and user data, rather than relying on multiple disconnected applications or informal channels such as WhatsApp groups.

Payment-related issues were among the most frequently mentioned topics. Users expressed a clear preference for fully digital and automated payment processes, including payment at the time of reservation, post-game digital payments, flexible cancellation options and self-service payment systems. These suggestions are consistent with the quantitative results, which showed high appreciation for digital booking and payment tools, but also identified user loyalty and feedback integration as areas with comparatively lower evaluations.

Another prominent theme concerns game organisation and player matching. Several users suggested the use of digital tools, and in some cases artificial intelligence, to support the creation of balanced games based on player level, availability and playing history. The need for more structured and transparent ranking systems was also mentioned, particularly in relation to tournament participation and competitive balance.

Users also emphasised the value of video recording and performance analysis. Suggestions included the installation of cameras on courts, automatic game recording, access to highlights, statistics and post-game analysis, as well as the possibility of recording training sessions for feedback purposes. These aspects were often associated with a more modern and professional image of clubs and with enhanced user engagement.

In addition, respondents highlighted the importance of clear and frequent digital communication, centralised within a single application and adapted to different user profiles and levels of digital literacy. Suggestions also included loyalty programmes, digital membership cards, integration with wearables, content creation (such as streaming of games or tournaments), and digital networking spaces for players within clubs.

Overall, although many users indicated that current digital solutions already function adequately, the qualitative responses reveal expectations for more advanced, integrated and user-centred digital ecosystems, particularly as the sport continues to grow.

4.3.4.2. Managers perspectives

The comments provided by club managers reveal a more structural and operational focus on digital transformation. Managers emphasised the difficulty in finding comprehensive and integrated digital solutions capable of supporting multiple dimensions of club management,

including operations, customer relationship management, feedback measurement, coaching support and performance monitoring.

Several managers pointed out limitations in existing platforms, particularly in terms of back-office functionality and usability, both for staff and users. Issues such as poorly designed interfaces, lack of automation, and insufficient adaptability to different organisational models were highlighted. This aligns with the quantitative findings, where managers reported lower levels of agreement regarding investment in digital tools and the systematic collection of user feedback.

Contextual constraints were also mentioned, namely differences between commercial clubs and non-profit or associative clubs, which face distinct financial, operational and technological challenges. In some cases, limited resources and organisational structure were identified as barriers to more advanced digital adoption.

4.3.4.3. Synthesis of qualitative insights

Taken together, the qualitative findings reinforce the main results of the quantitative analysis. While users generally report positive digital experiences and recognise the value of existing tools, they also express clear expectations for more integrated, automated and personalised digital solutions. Managers, on the other hand, demonstrate strategic awareness of the importance of digitalisation but highlight practical limitations related to investment, platform quality and organisational context.

These qualitative insights help to explain the gap identified between managers and users' perceptions and further highlight integration, automation, feedback mechanisms and user engagement as key areas for future digital development in padel clubs.

4.4. Summary of empirical findings

This chapter presented and discussed the main empirical findings derived from the analysis of questionnaires administered to padel club managers and users. The results provide a comprehensive overview of the current state of digitalisation in padel clubs in Portugal, combining internal managerial perspectives with external user perceptions.

Regarding club managers, the findings indicate that padel clubs exhibit a moderate level of digitalisation. Managers demonstrate a strong awareness of the strategic importance of digital transformation, particularly in relation to long-term sustainability. However, this awareness has not yet been fully translated into consistent and structured digital practices. Lower levels of investment, limited use of feedback mechanisms and partial adoption of digital tools suggest that many clubs are still in a transitional phase of digital development.

In contrast, users report a highly positive digital experience. Digital platforms are perceived as easy to use, efficient and effective in supporting key operational processes, such as bookings, payments and communication. The overall user digital experience index reflects high and consistent levels of satisfaction across the sample, regardless of practice frequency. Some differences were observed according to player type, with beginner players reporting slightly more positive experiences, although these differences are small and should be interpreted with caution.

The comparison between managers and users' perceptions reveals a gap between internal evaluations of digital maturity and external experiences of digital value. While managers tend to assess digitalisation in terms of organisational readiness and strategic implementation, users focus primarily on functional outcomes and convenience. Despite this divergence, both groups identify user feedback integration and long-term engagement as areas requiring further development.

Overall, the results suggest that padel clubs in Portugal have already achieved meaningful progress in digitalisation from the users' perspective, but that further efforts are needed at the managerial level to consolidate digital strategies, enhance participatory mechanisms and ensure sustainable digital growth. These results provide a valuable empirical basis for the discussion presented in the following chapter.

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CHAPTER 5

Discussion & Conclusions

5.1. Discussion of the results

The results of the empirical study provide important insights into the current state of digital transformation in padel clubs and how these technological developments are perceived by both managers and users. Overall, the findings suggest that digital technologies are increasingly integrated into the operational management of padel clubs, particularly in processes related to court reservations, communication with players, tournament management and information sharing. These results reinforce the growing importance of digital tools in supporting the management and organisation of sports services, as highlighted in the literature on digital transformation in sports organisations.

From the perspective of club managers, the results indicate that digital platforms play an important role in improving operational efficiency and simplifying several administrative processes. Digital tools allow clubs to automate tasks that were previously performed manually, such as scheduling matches, managing player registrations and communicating with members. This supports previous research suggesting that digital transformation can contribute to the professionalisation and modernisation of sports organisations by improving efficiency and facilitating data-driven decision-making.

From the users' perspective, the results show that digital platforms are generally perceived as useful tools that simplify the interaction with the club and improve the overall service experience. Users particularly value the ability to book courts quickly, receive notifications about matches or tournaments and access relevant information through digital platforms. These findings align with previous studies highlighting the role of digital technologies in enhancing user experience, satisfaction and engagement in sports services.

However, the comparison between managers' and users' perspectives also reveals some interesting differences. While managers tend to emphasise the operational advantages of digital tools, users place greater importance on aspects such as ease of use, accessibility and the quality of the digital experience. This suggests that successful digital transformation in sports clubs does not depend solely on the adoption of technological tools, but also on how these technologies are perceived and experienced by users.

Overall, the findings confirm that digital transformation represents an important opportunity for padel clubs to improve their management processes and strengthen their relationship with users. At the same time, they highlight the need for clubs to adopt a more user-centred approach when implementing digital solutions, ensuring that technological innovations effectively contribute to improving the experience of players and members.

5.2. Managerial implications

The findings of this study have several practical implications for the management of padel clubs. As the sport continues to grow rapidly, clubs face increasing pressure to improve their organisational practices and respond to the expectations of digitally connected users. In this context, digital transformation can represent an important strategic opportunity for clubs to enhance both operational efficiency and user experience.

First, the results highlight the importance of adopting reliable and user-friendly digital platforms that facilitate essential services such as court reservations, tournament registration and communication with players. By simplifying these processes, digital tools can help reduce administrative workload and improve the overall efficiency of club operations.

Second, the study emphasises the importance of considering the user perspective when implementing digital technologies. Clubs should ensure that digital platforms are intuitive, accessible and aligned with the needs and expectations of players. A positive digital experience can strengthen user satisfaction and loyalty, which are critical factors for the long-term sustainability of sports organisations.

Another important implication concerns the strategic role of digital technologies in supporting decision-making. By using digital systems to collect and analyse data related to bookings, participation rates or user behaviour, club managers can gain valuable insights that support more informed strategic decisions.

Finally, the results suggest that digital transformation should not be seen merely as a technological upgrade, but rather as a broader organisational process that requires adequate planning, training and adaptation. Investing in digital competencies and ensuring that staff members can use technological tools effectively can significantly increase the success of digital transformation initiatives.

5.3. Limitations of the study

Despite the contributions of this research, some limitations should be acknowledged.

First, the study is based on data collected through online questionnaires, which rely on the perceptions and self-reported experiences of respondents. Although this method allows for the collection of valuable insights from both managers and users, the results may be influenced by subjective interpretations or individual biases.

Second, the sample size and geographical focus of the study may limit the generalisation of the findings. The research primarily reflects the perceptions of respondents associated with specific padel clubs and may not fully represent the broader population of sports clubs or other geographical contexts.

Another limitation relates to the scope of the analysis, which focuses primarily on perceptions of digital technologies rather than on objective performance indicators. Future research could complement these findings by analysing operational data, financial outcomes or long-term organisational impacts associated with digital transformation.

Finally, as digital technologies evolve rapidly, the adoption and use of digital tools in sports clubs may continue to change over time. The results presented in this study therefore represent a snapshot of the current situation and may evolve as clubs adopt new technologies and management practices.

5.4. Recommendations for future research

Future research could build on the findings of this study in several ways.

One possible direction would be to extend the analysis to other sports contexts to compare how digital transformation is implemented across different types of sports organisations. Comparative studies involving multiple sports could provide a broader understanding of how digital technologies influence the management and development of sports clubs.

Another potential area for future research involves examining the long-term impact of digital transformation on the performance and sustainability of sports organisations. Longitudinal studies could help analyse how the adoption of digital technologies evolves over time and how it affects organisational efficiency, financial performance and user engagement.

Further research could also explore the role of emerging technologies such as artificial intelligence, data analytics or smart performance monitoring systems in sports clubs. These technologies may offer new opportunities for improving both operational management and athlete development.

Finally, future studies could investigate the role of digital literacy and training among both managers and users, analysing how digital competencies influence the successful implementation of technological solutions in sports organisations.

5.5. Final conclusions

This dissertation analysed the role of digital transformation in the strategic management of padel clubs, with particular attention to the perceptions of both club managers and users regarding the adoption of digital technologies.

By combining a systematic literature review with an empirical study based on questionnaires directed at managers and players, this research provided a comprehensive

overview of how digital tools are currently used in padel clubs and how they influence both management practices and user experience.

The results indicate that digital technologies already play an important role in supporting the operational management of padel clubs, particularly in areas such as court reservations, communication and event organisation. At the same time, the findings highlight the importance of ensuring that digital platforms provide a positive and accessible experience for users, as this strongly influences satisfaction and engagement.

Overall, digital transformation represents a valuable opportunity for padel clubs to improve their organisational efficiency, strengthen relationships with players and enhance their strategic positioning in an increasingly competitive sports environment. However, successful digital transformation requires not only technological adoption but also a user-centred approach, adequate planning and the development of digital competencies within sports organisations.

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Appendices

These appendices contain the questionnaires created through Google Forms and used in the empirical study. They are presented here exactly as they were exported from the original Google Forms, without any modifications.

Appendix A – questionnaire for padel club managers

Transformação Digital na Gestão Estratégica dos Clubes de Padel – Inquérito aos proprietários, gestores, diretores ou responsáveis operacionais de clubes de padel

Este questionário insere-se no âmbito de uma dissertação de mestrado e tem como objetivo compreender de que forma a transformação digital é percecionada e aplicada na gestão estratégica dos clubes de padel em Portugal.

As respostas são anónimas e destinam-se exclusivamente a fins académicos.

* Indica uma pergunta obrigatória

Grupo 1 - Caracterização do clube

1. O clube está localizado em que região do país? *

Marcar apenas uma oval.

- ◯ Norte
- ◯ Centro
- ◯ Lisboa e Vale do Tejo
- ◯ Alentejo
- ◯ Algarve
- ◯ Regiões Autónomas

2. O clube encontra-se filiado na Federação Portuguesa de Padel? *

Marcar apenas uma oval.

- Sim
- Não

3. Há quantos anos o clube está em funcionamento? *

Marcar apenas uma oval.

- Menos de 6 meses
- Entre 1 a 2 anos
- Entre 3 a 4 anos
- Mais de 5 anos

4. Quantos campos de padel possui o clube? *

Marcar apenas uma oval.

- 1 a 2 campos
- 3 a 4 campos
- 5 a 6 campos
- 7 a 8 campos
- 9 a 10 campos
- Mais de 10 campos

5. Qual a sua função no clube? *

Marcar apenas uma oval.

- [ ] Proprietário (a)
- [ ] Gestor (a) /
- [ ] Diretor (a)
- [ ] Responsável

Operacional Outra:

_____

Grupo 2 - Gestão e estratégia do clube

6. O clube possui uma estratégia formal definida (ex.: objetivos, planeamento, metas)? *

Marcar apenas uma oval.

- [ ] Sim, claramente definida
- [ ] Sim, mas de forma informal
- [ ] Não

7. Considera que os processos de gestão de clube são maioritariamente *

Marcar apenas uma oval.

- [ ] Tradicionais
- [ ] Tradicionais e Digitais
- [ ] Digitais

8. Em que áreas considera que a gestão é mais crítica para o sucesso do clube? (Pode selecionar até 3)

Marcar tudo o que for aplicável.

- [ ] Captação e fidelizarão de clientes
- [ ] Gestão de horários e reservas
- [ ] Marketing e comunicação
- [ ] Gestão financeira
- [ ] Qualidade do serviço ao cliente
- [ ] Gestão de recursos humanos

Grupo 3 - Utilização de tecnologias digitais

9. Que ferramentas digitais o clube utiliza atualmente? *

Marcar tudo o que for aplicável.

- [ ] Sistema de reservas online
- [ ] Software de gestão do clube
- [ ] Aplicação própria
- [ ] Redes sociais (Instagram, Facebook, WhatsApp, etc.)
- [ ] Pagamentos digitais
- [ ] Base de dados de clientes
- [ ] Nenhuma
- [ ] Outra: _____

10. Em que medida as tecnologias digitais apoiam a gestão diária do clube? *

Marcar apenas uma oval.

	1	2	3	4	5	
Nad	◯	◯	◯	◯	◯	Muito

11. As tecnologias utilizadas permitem recolher informação sobre os utilizadores (hábitos, frequência, preferências)?

Marcar apenas uma oval.

- Sim
- Parcialmente
- Não

Grupo 4 - Relação com utilizadores

12. De que forma o clube comunica principalmente com os utilizadores? *

Marcar apenas uma oval.

- Presencialmente
- Redes sociais
- WhatsApp
- / email
- Aplicações

digitais Outra:

_____

13. Considera que a digitalização melhorou a relação com os utilizadores do clube? *

Marcar apenas uma oval.

- Sim, significativamente
- Sim, de forma moderada
- Não teve impacto
- Piorou a relação

14. O clube recolhe feedback dos utilizadores? *

Marcar apenas uma oval.

- ◯ Sim, de forma estruturada (inquéritos, avaliações)
- ◯ Sim, de forma informal
- ◯ Não

Grupo 5 - Transformação digital

15. O clube tem vindo a investir em transformação digital nos últimos anos? *

Marcar apenas uma oval.

- ◯ Sim
- ◯ Não
- ◯ Está previsto investir

16. Quais considera serem os principais benefícios da transformação digital para o clube? *

(Pode selecionar mais do que uma opção)

Marcar tudo o que for aplicável.

- ☐ Maior eficiência operacional
- ☐ Melhor experiência do utilizador
- ☐ Aumento da competitividade
- ☐ Melhor tomada de decisão
- ☐ Redução de custos
- ☐ Ainda não identificou benefícios

17. Quais são as principais dificuldades na adoção de tecnologias digitais? *

Marcar tudo o que for aplicável.

- [ ] Custos elevados
- [ ] Falta de conhecimento técnico
- [ ] Resistência à mudança
- [ ] Falta de
- [ ] tempo
- [ ] Nenhuma
- [ ] Outra: _____

Grupo 6 - Perspetiva futura

18. Considera que a transformação digital será essencial para a sustentabilidade dos clubes de padel no futuro?

Marcar apenas uma oval.

- ◯ Discordo totalmente
- ◯ Discordo
- ◯ Nem concordo nem discordo
- ◯ Concordo
- ◯ Concordo totalmente

19. Em que áreas considera prioritário investir digitalmente no futuro? *

Marcar tudo o que for aplicável.

- [ ] Gestão e reservas
- [ ] Marketing digital
- [ ] Experiência do utilizador
- [ ] Análise de dados
- [ ] Automação de processos

20. Pretende acrescentar algum comentário ou sugestão sobre a gestão digital nos clubes de padel?

_____

Appendix B – questionnaire for padel club users

Transformação Digital na Gestão Estratégica dos Clubes de Padel – Inquérito aos Utilizadores

Este inquérito integra uma dissertação de mestrado em Informática e Gestão, com o tema *"The Role of Digital Transformation in the Strategic Management of Padel Clubs: A User Perception Analysis"*.

O objetivo é compreender como os praticantes de padel percecionam a introdução de ferramentas digitais nos clubes e como estas influenciam a sua experiência, satisfação e envolvimento.

O questionário é **anónimo**, **confidencial** e apenas para fins académicos.

Agradeço sinceramente por dedicar o seu tempo a responder a este questionário sobre a transformação digital nos clubes de padel. A sua opinião é muito importante para a minha pesquisa. Obrigado pela sua colaboração!

* Indica uma pergunta obrigatória

Dados do Inquirido

Nesta parte do questionário, são recolhidas algumas informações básicas sobre os inquiridos. Estes dados ajudam a enquadrar melhor as respostas e a análise dos resultados.

1. Idade *

Marcar apenas uma oval.

- [ ] Menor 18 anos
- [ ] Entre 18 e 24 anos
- [ ] Entre 25 e 34 anos
- [ ] Entre 35 e 44 anos
- [ ] Entre 45 e 54 anos
- [ ] Maior de 55 anos

2. Género *

Marcar apenas uma oval.

- [ ] Feminino
- [ ] Masculino
- [ ] Prefiro não
- [ ] responder

Outra:

3. Concelho de residência *

_____

4. Profissão ou área de atividade (Ex: estudante, saúde, desporto, tecnologia, administração pública, etc.)

_____

5. Há quanto tempo pratica padel *

Marcar apenas uma oval.

- [ ] Menos de 6 meses
- [ ] Entre 6 meses e 1 ano
- [ ] Entre 1 e 3 anos
- [ ] Mais de 3 anos

6. Frequência com que joga padel por semana *

Marcar apenas uma oval.

- ◯ Uma vez por semana
- ◯ 2 a 3 vezes por semana
- ◯ 4 ou mais vezes por semana
- ◯ Irregularmente (depende da disponibilidade)

7. Tipo de jogador *

Marcar apenas uma oval.

- ◯ Iniciante (Estou a começar ainda a aprender as regras e os movimentos básicos.)
- ◯ Intermédio (Já jogo com alguma regularidade e tenho noção tática do jogo.)
- ◯ Avançado (Jogo frequentemente, participo em jogos mais competitivos)
- ◯ Competitivo / Federado (Participo em torneios e ligo-me ao padel de forma mais profissional
- ◯ Recreativo / Social (Jogo sobretudo por diversão e convívio, sem foco competitivo.)

8. Frequenta quantos clubes diferentes por mês *

Marcar apenas uma oval.

- ◯ Apenas 1 clube
- ◯ 2 clubes
- ◯ 3 clubes
- ◯ 4 clubes
- ◯ 5 ou mais clubes

9. Nome dos clubes que mais frequenta *

_____

Utilização de tecnologias digitais

Esta secção pretende perceber de que forma os inquiridos utilizam as tecnologias digitais no seu dia a dia, com especial foco na sua relação com a prática do padel. As respostas vão ajudar a compreender os hábitos digitais ligados ao desporto.

10. Costuma utilizar plataformas digitais para reservar campos ou interagir com clubes? *

Marcar apenas uma oval.

- ◯ Sim
- ◯ Não *Avançar para a pergunta 15*

11. Se respondeu "Sim", quais utiliza com mais frequência? *

Marcar tudo o que for aplicável.

- ☐ TiePlayer
- ☐ Playtomic
- ☐ Racket
- ☐ ID
- ☐ AirCourts
- ☐ Redes Sociais (Whatsapp, Instagram, Facebook)
- ☐ Outra: _____

12. Para que utiliza essas plataformas? *

Marcar tudo o que for aplicável.

- [ ] Reservar campos
- [ ] Marcar jogos com parceiros ou adversários
- [ ] Efetuar pagamentos online
- [ ] Consultar resultados, rankings ou estatísticas
- [ ] Saber horarios, eventos ou promoçoes
- [ ] Comunicar com o clube
- [ ] Outra: _____

13. Com que frequência utiliza ferramentas digitais associadas ao clube? (TiePlayer, Playtomic, Aircourts, WhatsApp, etc...)

Marcar apenas uma oval.

- ◯ Nunca
- ◯ Raramente (menos de 1 vez por mês)
- ◯ Ocasionalmente (1 a 3 vezes por mês)
- ◯ Regularmente (1 a 2 vezes por semana)
- ◯ Frequentemente (3 ou mais vezes por semana)
- ◯ Sempre que preciso de interagir com o clube

14. Acha que as plataformas são fáceis de usar? (TiePlayer, Playtomic, Aircourts, WhatsApp,
etc...)

Marcar apenas uma oval.

- ◯ Discordo totalmente
- ◯ Discordo
- ◯ Nem concordo nem discordo
- ◯ Concordo
- ◯ Concordo totalmente
- ◯ Nunca utilizei plataformas digitais

Perceção sobre a transformação digital

Esta secção tem como objetivo compreender a opinião dos participantes sobre o impacto da transformação digital, tanto no quotidiano como na prática do padel. As respostas permitirão analisar o grau de adaptação e as mudanças sentidas com o uso crescente da tecnologia.

As perguntas desta secção serão respondidas utilizando uma escala de 1 a 5, onde 1 representa "discordo totalmente" e 5 "concordo totalmente".

15. As plataformas digitais tornam a minha experiência mais prática e eficiente *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

16. A tecnologia digital melhorou a qualidade do serviço prestado pelo clube *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

17. A comunicação digital com o clube é clara e eficaz. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

18. Os clubes demonstram modernidade ao adotar soluções digitais. *

Marcar apenas uma oval.

1	2	3	4	5
◯	◯	◯	◯	◯

Discordo totalmente Concordo totalmente

19. As ferramentas digitais facilitam a marcação de jogos e gestão de pagamentos. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

20. A digitalização aumentou a minha fidelização ao clube. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

21. Os canais digitais ajudam-me a manter-me informado sobre novidades e eventos. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

22. Gostaria que os clubes adotassem ainda mais tecnologia. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

23. Os clubes têm em conta o feedback dos utilizadores sobre tecnologia. *

Marcar apenas uma oval.

	1	2	3	4	5	
Discordo totalmente	◯	◯	◯	◯	◯	Concordo totalmente

Impacto estratégico e Gestão

Esta secção procura avaliar de que forma a transformação digital influência a gestão e a tomada de decisões estratégicas no contexto do padel. As respostas ajudarão a perceber o papel da tecnologia na organização, planeamento e desenvolvimento da modalidade.

24. Na sua opinião, o investimento em tecnologia pode influenciar: *

Marcar tudo o que for aplicável.

- [ ] A melhoria da experiência do utilizador
- [ ] A eficiência da gestão do clube
- [ ] A comunicação entre clube e utilizadores
- [ ] A gestão interna (logística, recursos humanos, operações)
- [ ] A fidelização dos sócios / jogadores
- [ ] A recolha e análise de dados para tomada de decisão
- [ ] A organização de torneios e
- [ ] eventos Outra: _____

25. Acredita que a perceção dos utilizadores sobre a tecnologia pode influenciar as decisões estratégicas de gestão nos clubes de padel?

Marcar apenas uma oval.

- ◯ Sim
- ◯ Não
- ◯ Talvez
- ◯ Não tenho opinião formada

26. Deveriam os clubes envolver os utilizadores na escolha de novas tecnologias? *

Marcar apenas uma oval.

- ◯ Sim, através de inquéritos ou testes
- ◯ Não, devem ser decisões
- ◯ internas Depende da tecnologia

27. É importante que os colaboradores dos clubes recebam formação digital?

Marcar apenas uma oval.

- ◯ Discordo
- ◯ Depende do tipo de clube
- ◯ Concordo

Satisfação e Sugestões

Esta secção tem como objetivo recolher a opinião dos inquiridos sobre a sua experiência geral com o tema abordado. Também é um espaço para partilhar sugestões ou ideias que possam contribuir para melhorar a utilização das tecnologias digitais no padel.

28. Qual o seu grau de satisfação com o nível de digitalização do(s) clube(s) que frequenta? *

Marcar apenas uma oval.

	1	2	3	4	5	
Muito insatisfeito	◯	◯	◯	◯	◯	Muito satisfeito

29. O que melhoraria na transformação digital dos clubes que frequenta? *

30. Deseja partilhar alguma sugestão ou comentário final sobre este tema?

Obrigado/a por Apoiar esta Investigação Académica

Muito obrigado/a pela sua participação!
A sua opinião é fundamental para compreender o papel das tecnologias digitais na experiência dos praticantes e no desenvolvimento estratégico dos clubes de padel.

Google Formulários

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