

IKGym[©]: Innovation through Co-operation in Quality Management

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Aims of the IKGym[©] project:

- to introduce and implement the principals of TQM systematically in Flemish gymnastics;
- to inform all stakeholders about the quality determining factors (CSF) of the sports concepts in question and the corresponding service systems and processes;
- to provide the (volunteer) board members of clubs with professional advice and support;
- to optimise the management of these sports systems in order to enhance the output and outcome.

Functions of the (multi)functional Quality System IKGym[©]:

- *monitoring function of a marketing decision support system*: the monitoring tool is providing (marketing) decision makers of the co-ordinating federations with accurate data about their clubs;
- *function of assessment and benchmarking*: beside the function of certification (licensing and labelling), the management tool is at the disposal of the clubs to optimise their systems with regard to well-functioning processes and attractive customer outcomes;
- *function of a registration and information system*: an on-line catalogue is providing (would-be) clients with relevant information (objective cues) to find the most appropriate service (provider).

The underlying TQM model of IKGym[©] includes appropriate targets of quality (dimensions) regarding the specific management and sport service systems of a traditionally organised gymnastics club. The related standards and measures are (automatically) driven by structural variables.

In the last three years (2000-2003), 132 clubs (33,3%) have been evaluated by an independent auditor. The overall result of the management audit is presented in figure 1. With an average of 62,8%, in general, the management system of a similar sport club can be considered as adequate. On the other hand, strategic decision making (STRA) and organisational structure (STRU) are the main weaknesses.

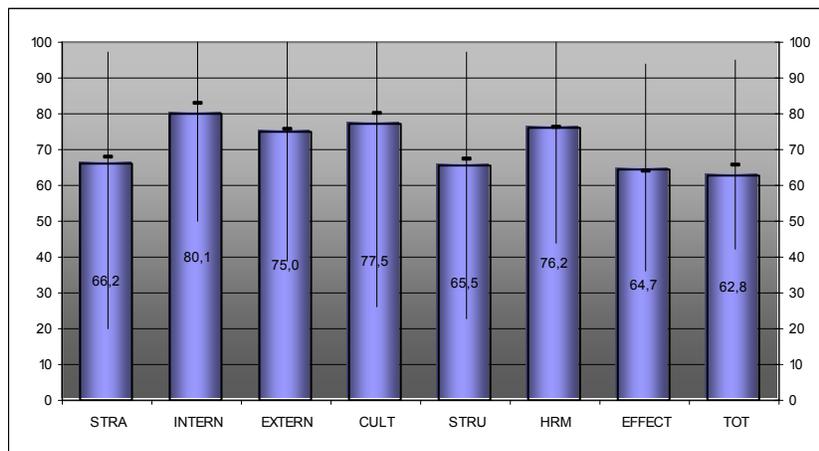


Fig. 1: descriptives for the subscales of the IKGym[©] management audit (N=132)

With the discriminatory norm of 50%, at present, 78% of the visited clubs is awarded with the IKGym[©] label. This is a satisfactory result and will probably stimulate the (other) clubs to invest (more) in quality. One-way ANOVA shows significant differences in scores ($p < .05$) between certified and other clubs for all subscales. Consequently, the management audit of IKGym[©] can be considered as a consistent multidimensional scale for objective certification of these specific, non-for-profit organisations.

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