

THE PERCEPTION OF SPORT ORGANISATIONS ABOUT NON ECONOMICAL CRITICAL SUCCESS FACTORS THAT INFLUENCE THE SUCCESS OF THE SPORT EVENT

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Abstract

Aim and objectives of the research

Traditional management systems that evaluate and measure performance entirely on financial measures, are insufficient in modern performance measurement systems, where one has to evaluate more specific tangible and intangible factors that influence the success of an organisation (Kaplan and Norton 2001). Through this study we try to investigate how the different sport organisations perceive the importance of the Non Economical Critical Success Factors (NECSFs). The objective is to identify how NECSFs are implemented in the various organisations' sport events and also to recognise the similarities and differences in characteristics and dimensions according to how they perceive and implement the NECSFs.

Literature Review

The non economical factors give a different approach in relation with the economical ones, which are too aggregated, too late, and too backward-looking to help managers understand the root causes of performance problems, initiate timely corrective actions, encourage cross-functional decision making, and focus on strategic issues (Kaplan and Norton 2001). Allen et al. (2005) address the positive and negative aspects of events via measurable outcomes that assign a high importance on financial impacts. In contradiction they provide little exploration of impacts -that are less clearly measurable- and the non economical factors. However, the need to assess the contribution that events make in this less tangible area is recognised (Hall, 1997; Allen et al., 2005) but to develop such an analysis requires a narrative as

opposed to a statistical approach (Allen et al., 2005). It is accepted that sport event successful organisation involves more than economical parameters. As Ittner et al (1998) and Hemmer (1996) also suggest, non-financial measures of performance are useful to help refocus managers on the long-term aspects of their actions.

Methodology (Research Design and Data analysis)

Semi-structured interviews (Yin 2009) with key personnel at each sport organisation were conducted as a fundamental part of data collection. The research took place in 2009 in the six sport organizations: FIBA, FINA, UEFA, Lausanne Triathlon, Vardinoyannia International Track Field Meeting, and Cyprus Aphrodite Semi Marathon. Five members from each organisation committee have participated in the study. The interviews were recorded, transcribed and then imported into the software NVivo 8 which was then used to structure and manage the data. Taking into account the responses, a guide of key indicators was developed. With the help of the NVivo 8, these indicators were encoded, transcribed and analysed.

Results

The research analysis showed that all sport organisations that participated in the study have a different approach as to how they perceive and implement the NECSFs that influence the success of the sport event. Moreover, across the sport organisations there are common but also different points of reference as regards their perception of NECSFs. Another interesting finding is that the organisations have not identified and implemented officially an explicit framework for the NECSFs in their event. Also, the results show that despite the fact that all sport organisations recognise in general the importance of NECSFs, each sport organisation rates the importance of these factors differently. Equally important is the fact that the sport organisations neither follow any method for evaluating, monitoring and measuring what they perceive as non-economical factors nor use any measurable indicators either.

Conclusion

In order to support the sport organisations to shift towards including also the non economical critical success factors in their organisational plans, a clear and coherent framework is needed which will support the identification, monitoring and the evaluation of their promoting learning and performance assessment. The non economical organisational approach may be supplements the economical factors in a new managerial environment because of the tendency up to now that the economical reports measure things that are easy to measure without to reflecting the value of long-term oriented managerial actions.

The framework of the non economical critical success factors must be simple and sufficiently user friendly for a sport event. However, because it is very difficult to organise and plan a universal framework for action and an instrument for evaluation for all types of sport events and all stakeholders, it might be useful to organise a general framework. This framework could follow a personalized process based on the characteristics and dimensions of each sport event so as to use it in a flexible way that ultimately enhances the development effectiveness of the sport event organisation as a whole.

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