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### **The Non Economical Critical Factors that influence the success of a sport event**

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#### **Background**

The need for better organization, for better quality services in an environment without borders which is or must be based on knowledge, has driven this study for the investigation and analysis of particular characteristics like the non economical critical success factors (NECSFs) (Rockhart 1981) that influence the success of a sport event. The huge importance that society pays in the economical factors has lead to the perception that figures are more essential. According to Kaplan et al (1992) the financial factors used for analysis show limitations as a measure and non economical factors are considered as better indicators to measure future performance because the economical measures do not reflect the value of long-term oriented managerial actions. Taken into account that every Major Sport Event is based on a system of protocols and guidelines which indicate specific procedures and actions it is very important to discern how the Non Economical Critical Success Factors are being implemented, upgraded, modified and finally adjusted for the needs of a specific sport event.

#### **Objectives**

Sport event successful organization involves more than economical parameters. As Ittner et al (1998) and Hemmer (1996) suggest non-financial measures of performance are useful to help refocus managers on the long-term aspects of their actions. The different stages in the organization of a Major Sport Event, the diverse requirements in each of these phases and the different people involved, make the event unique. The investigation of the NECSFs and their role in the success of a unique event is the subject of the current study.

#### **Method**

Semi-structured interviews (Yin 2009) with key personnel at each sport organization 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 organization 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**

Non-financial measures could provide more penetrating control, going beyond the limits of aggregated financial measures (Hayes et al 1980, Merchant 1990). The research analysis showed that all interviewees believe that NECSFs influence the success of the sport event. Some of them recognize that economical factors and non economical are inter-reliant while others believe that non economical factors are essential for the existence of sport itself because sport means game rather than business. Others consider that the economical factors are most significant for success. An interesting finding was that although most of the interviewees had a clear opinion about economical factors and their impact, however they have not identified and implemented officially in their event an explicit framework for the NECSFs.

## **Conclusion / Application to Practice**

This study shows that the NECSFs in sport event organization are important and help to develop a broad and deep perception of the event. Most of the respondents believe that the NECSFs play an essential and complementary role which is very critical and vital for the qualitative success of the event and at the same time it constitutes a point of reference for its future growth. Further research and investigation is needed within the sport organizations before being able to include in the initial organizational plan a model which identifies and consequently includes effectively NECSFs.

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