

# Sport Facility Management

**Track Chair: Hippolyt Kempf, Swiss Federal Institute of Sports Magglingen SFISM**

## **Testing The Frontiers — Economic, Social And Stakeholder-Related Decisions In Sport Facility Management In Selected Case Studies**

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The importance of resource management has grown in recent years. Challenged by economic and societal changes, universities have to think about new ways to gain the needed resources. Previous studies have shown the significance of the right usage of available facility and human capabilities. The main purpose of this study is to explore the kinds of business strategies that the University of Jyväskylä is planning to use in the near future. The research also aims to find out if it is possible to use the sport facilities as a potential kind of revenue stream. This research is placed in the field of social sciences of sport, in particular in sport management with multidisciplinary influences such as stakeholder management and entrepreneurship. The theoretical framework is based on studies of entrepreneurship and stakeholder management, namely effectuation, knowledge intensive organisations (KIO) and knowledge intensive business services (KIBS), which were executed by Sarasvathy (2008), Ylärinta (2006) and Mukkala (2011).

To obtain comparable information, data was gathered from the German Sport University Cologne, Germany and the University of Umeå, Sweden. The data was gathered in 24 qualitative semi-structured interviews designed in biannual sessions between 2010 and 2012. The received data was examined through discourse analysis (Viehöver, 2001), making it a narrative approach. The results showed that there are various money problems, lack of strategic management and a potential specialisation of the universities upcoming within the next decade. Other potential revenue streams besides sport facilities include the implementation of tuition fees, the sponsoring of universities through naming rights, emergent orientation towards entrepreneurship by the universities and the merging of campuses, using joint venture strategies.

### **References**

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