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**Jana Nová***Masaryk University, Faculty of Sport Studies (Brno, Czech Republic)*

## **THE MANAGERIAL CONCEPTS OF THE QUALITY AND PERFORMANCE AND THEIR INTEGRATION IN THE SPORTS ORGANIZATIONS**

### **Introduction**

The sports organizations are nowadays more than ever confronted with the requirements to deliver the outcomes of the best value for the price and be able to confirm the best possible spending of the public and sponsorship funds. The variety of the consumers and customers in sport expect to be provided or to be a part of the sports products and services that offer the excitement, fun and worthy and pleasurable experience. The customers in sport are not only the participants in sport or the spectators of sport but also members, employees, and volunteers who work in sport governing organizations, in special interests clubs, in commercial sport clubs, in professional sport franchises, and in political sport organizations (Mawson,1993). Managing such a variety of different customers and requirements requires the complex approach toward the quality and performance. To develop the both, the quality management system and performance management system must be implemented. This enables a sport organisation to achieve the goals and objectives in compliance with the external and internal expectations stemming from the complex sport environment.

Hypothesis 0: Upon the similar features of the quality and performance systems it is possible to design the integrated yet flexible framework which could enable the managers of the non - for- profit sports organizations identify and select the proper indicators of quality and performance in order to capture the specific features of sport.

### **Methods**

The aims of this paper is to design the concept of integrated quality and performance management system for non – for – profit sports organizations. To accomplish the aims of the paper the desk research and formal and thematic content analysis were used as a research methods. For the identification of the different approaches to the quality and performance management in sport, the literature review from the international sources has been conducted. The formal content analysis of a systematic sample of texts related to the quality and performance in sport was used in order to identify the approaches to the topic. The desk research was then followed by a construction of a conceptual framework that can be used by sport managers when managing the quality and performance in their areas of responsibility.

### **Results**

Based on the analysis of the literature related to the quality in sport we can distinguish two generic approaches when defining the quality in sport: the organizational perspective of quality in sport and quality of the services in sport (Nova, 2013).

With regard to the main goal of our paper we will further focus on the organizational perspective of quality in sport which is based on the concepts which are rooted in the management philosophy that addresses the improvement of the whole organization to satisfy the customer needs or requirements. For managing quality standards in sports organizations Mawson (1993) suggested the implementation of the Total Quality Management (TQM) in sport which stresses the consumer – focused management system stemming from full involvement of the entire organizational workforce in improving quality. The TQM underlines the need to capture all parts of institution and its processes within the quality assurance framework and therefore the quality of the service is not isolated from the long – term improvement of the all processes in an organization. The organizational approach for quality improvement in sports has been used in the Flemish policy aimed on the introduction of TQM via IKSport computer information system so to establish a quality (evaluation) system in sports clubs (DeKnop et.al, 2004). The evaluation of the quality management is made by using the clusters of items into seven dimensions: strategic planning and marketing management, internal procedures and systems, external communication and image building, organizational culture and atmosphere, management and structure, human resources management and organizational effectiveness. Moreover the drivers as club’s main orientation (achievement – oriented, participation - oriented or multipurpose); primary target group (children/youth, adults or both) type of sport (individual sport or team sport) number of members/size, are also audited. The same philosophy is behind the UK Quality scheme for Sport and Leisure called Quest (Quest, 2013) which is deemed as a first attempt to adjust Excellence Model of the European Foundation for Quality Management (EFQM) in sport and leisure sector. The EFQM is based on the premise that sustainable and excellent results in organizational performance are achieved through the leadership driving strategy and planning, people, partnership, resources and processes. In tune with the TQM and EFQM the Quest offers the framework for continuous improvement which is based on a planned approach, staff development and ownership which are reflected in the Quality/Integrated Management system. The Quest also offers the external assessment and benchmarking of services for sport organizations. The sport and its delivery cannot be separated from the public sector and therefore we also have to mention the holistic tool - Common Assessment Framework (CAF) which has been developed in 2000 by European Public Administration Network so to assist public administrations in their quest for continuous improvement in the all public sector organizations across Europe. The latest revision of the CAF (EIPA, 2013) strongly supports concepts such as users' orientation, public performance, innovation, ethics, effective partnerships with other organization(s) and social responsibility which are the concepts’ that all sport organizations which are operating in the public and state sector pursue as well. CAF as a total quality management tool was inspired by the EFQM and therefore follows the idea of the organizational performance which is achieved through enablers and results.

The logic of the organizational performance management is quite simple - setting targets and working to achieve them in various fundamental areas of particular

organization and check the progress or fulfilment of the expected standards at the regular basis. The same is valid for sports organizations but the situation is more complicated than in “purely business like” organizations. Sport and recreation opportunities are delivered by a mixed economy of providers across the public, non-for-profit and commercial sectors. Most of the sport organizations are non-for-profit in their nature and therefore the implementation of the classical performance management tools such as Balance Scorecard (Kaplan & Norton, 1992) is to some extent limited or should be customized (Hoye et al., 2012). When defining the limits of the utilization of the Balance Scorecard in sport organization the specific features of the sport as defined and revisited by Smith and Stewart (1999, 2010) have to be taken into consideration. In their revision they stated that sport is a heterogeneous and ephemeral experience mired in the irrational passions of fans, commanding high levels of product and brand loyalty, optimism and vicarious identification; sport favours on-field winning over profit; sport is subject to variable quality, which in turn has implications for the management of competitive balance and anti-competitive behaviour; sport has to manage a fixed supply schedule. As Smith and Stewart (2010) pointed out a failure to recognise sport as a business will produce poor performance, and management strategies that gives no recognition to its special features, will fail to deliver optimal outcomes. Considering the logic of the Balance Scorecard (BS) and its utilization in sport the following obstacles which prevent its perfect implementation within the sport context can be identified. Firstly, the primary goal of the BS is the attainment of the financial goals which reflect the business success, whereas in sport the winning and sport experience are valued the most. Secondly the logic of the BS is based on the “top down” principle which is not manageable within the sport hierarchy, where the sport organization at the lowest levels have to have the flexibility in order to be able to react to and also satisfy the local needs. Thirdly, the external factors, which are of the utmost importance in sport, are in the BS considered just indirectly. And lastly the BS requires that the strategies and goals are set precisely, which is not the case in sport. In the quest to find the most suitable performance management framework for variety of sports organizations there is a growing number of studies. They are reflecting the hierarchical structure of the sport and referring to the different levels of sports organizations. Bayle and Madella (2002) proposed a new performance measurement techniques in a taxonomic perspective that associates qualitative and quantitative indicators to determine performance profiles for national (French) sport federations. They suggested not only dimensions of performance (institutional, social internal, social external, economic and financial, promotional, organizational) but also the tools for their measurement. Chappelet and Bayle (2005) have proposed six performance dimension of a voluntary sport organisation at the national level: sport, internal/ social, societal, financial, promotional, organizational. Bayle and Robinson (2007) studied strategy and management practices of 11 French National governing bodies (NGB) of sport in relation to their organizational performance and proposed a framework through which NGB performance in the field of sport could be explained. The framework is composed of the factors affecting the performance of NGBs which are divided into strategic and operational performance

mix. To the strategic mix factors' belong the system of governance, quality of the operating network and position in the industry and to the operational performance mix factors' belong the forms and levels of professionalization, the presence of a participatory organizational culture and partnership approach. Winand et.al, 2010 proposed a model to measure organizational performance of governing bodies in Olympic sport by considering objectives distributed among five main dimensions: sport, customer, communication and image, finance and organization, which are measured by quantitative performance indicators. Performance measurement for the development of sport – A good practice guide for local authorities (2001) issued by Sport England provides a valuable tool for local authorities involved with the provision of sports services to measure the impact of their service on the communities they serve, to demonstrate that service is valued and to show that it is being delivered efficiently and cost – effectively. Local indicators for sport are suggested that should be consistent with the strategic focus of the sport authorities and the responsibilities that are important for local sport organizations and the community they serve.

In order to prove the complementary nature of Quality Management System (QMS) and Performance Management System (PMS) two frameworks have been chosen - Common Assessment Framework (CAF, EIPA 2013) and the Evaluation Framework for Sport (Sport England, 2001).

*Tab. 1. Comparison of the QMS – CAF and PMS – Sport Evaluation Framework*

CAF dimensions 2013	Sport Evaluation Framework (2001)
<b>ENABLERS</b>	<b>RESOURCES COMMITMENT</b>
Leadership; Strategy and planning; People; Partnership and Resources; Processes	Service inputs (capital and revenue on direct and indirect provision, staff resources)
<b>RESULTS</b>	<b>IMPACT AND EFFECTIVENESS AND EFFICIENCY</b>
Citizen/ Customer – oriented Results; People; Social responsibility; Key performance results	Sporting outcomes; Process outcomes; Service outputs; Process outputs; Equity measures; Social, economic and environmental outcomes

Source: Elaborated based on CAF (2013) and Sport Evaluation Framework (2001)

On base of the comparison of the dimensions as indicated in Tab. 1 the new integrated framework (see Fig .1) can be developed



*Fig. 1. Integrated Quality and Performance Management System for Non- for –Profit Sports Organizations*

### **Discussion - rationality of the proposed integrated framework**

The main reason for developing of the integrated framework for quality and performance management system for non-for profit sports organizations is, that both QMS and PMS have the common goals, principles, collection and sharing of common data. They both concentrate on the actions which result in improved public services, accountability and service impact. They demonstrate to internal and external partners or stakeholders that the sports organization is achieving continuous improvement and that the targets have being met and also collect the evidence to demonstrate how sport and recreation contribute to the sporting, social and economic outcomes in society.. Within the QMS and PMS there are common indicators for measurement of the strategy planning, service delivery, cost and efficiency, people, activities, programmes and facilities. These indicators provide information to different users and levels of reporting how the sport service and sport experience is perceived by customers and stakeholders, and whether the stated aims and objectives have been accomplished. Moreover they indicate how efficient and effective the sport serviceswere, and they also can serve as the tool for comparison with other providers. For both QMS and PMS the common principles can be identified such as: focus on the priorities of the sports organization, internal alignment and linkage of performance and quality indicators,

regular data collections on different levels of the sports organization and the need for regular update of the indicators in changing circumstances. Both QMS and PMS strive to provide a balanced picture in relation to the sports organization performance and quality and this means that the participation, leadership, partnerships, facilities, sporting outcomes, as well as efficiency and effectiveness should be measured. The consideration of Smith and Steward (2010) in relation to the specifics of performance measurement in sport justifies our proposed integrative approach to the implementation of QMS and PMS in sport organizations. The flexibility of the new integrated conceptual framework which combines the QMS and PMS allows overcoming the specifics related to the performance management in sport arising from the specific features of sport. Moreover the suggested integrated framework could overcome the weaknesses related to the performance management sustainability and efficiency in sport organizations as discussed by Sanderson (1998) and explained by Robinson (2012). The main concerns are related to the inability to capture the environmental complexity in performance indicators and lack of managerial control over the number of environmental features. Another concern is based on the impossibility to measure all aspects of a sport organization. With regard to these concerns our integrated concept provides a logical framework for capturing of all elements of the performance no matter whether or not they are measurable. The integration of the enablers into integrated framework could increase the dynamics of the performance management and to overcome its “dark sides” such as performance paradox (van Dooren, et al., 2010) also known as the law of decreasing effectiveness (De Bruijn, 2006).

Based on the presented arguments we can say that Hypothesis 0 has been proved and that upon the similar features of the quality and performance systems it is possible to design the integrated yet flexible framework which could enable the managers of the non - for- profit sport organizations identify and select the proper indicators of quality and performance in order to capture the specific features of sport. Further research is bound to testing the proposed integrated model in the practice of the sports organizations where a crucial role of sport managers will be selection of the indicators for the joint evaluation of the quality and performance. The indicators shall be determined in accordance with the need to assess the effectiveness and efficiency of the entire organization and all of its outputs and outcomes.

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*THE MANAGERIAL CONCEPTS OF THE QUALITY AND PERFORMANCE AND THEIR INTEGRATION IN THE SPORT ORGANIZATIONS.*

*Introduction: This paper explores the possibilities of interconnection between the concepts of quality management systems and the concepts of the performance in sports organizations so to achieve the greater effectiveness and efficiency in terms of their operations. Therefore the paper provides an overview of the quality management systems and principles which are applicable in sports organizations and special attention is also paid to*

the analysis of the Balanced Scorecard principles in the sport context. Via the chosen methodology the author analyses the potential of this performance measurement tool for the integration into quality management system in sports organizations. Methods: In the paper the author used different methods of scientific research namely systematic observation, desk research, descriptive and causal method as well as the inductive and deductive method. The methods of analysis and synthesis of the existing perspectives were exploited in order to analyse and describe the interrelatedness between the different concepts. Results: The profound analysis and synthesis of the existing theoretical and practical tools applied in the quality of sport and performance of sport has proved the rightfulness of the assumptions that these two concepts can be based on their logic integrated in the managerial practice in one framework. Discussion: Implementing the integrated concept of the quality management and performance management in the sport organizations can be very efficient, considering the characteristics of the quality management systems and performance measurement. This approach can improve the realisation and results of the core processes in sport organizations and enhance their accountability towards the stakeholders' requirements and expectations. References: Hoye R at al. (2012). Sport Management - principles and applications. Third edition. Routledge NY. Kaplan RE, Norton DP (1992). Harvard Business Review, 71-9. Nová J (2013). Current Concepts of the Quality in Sport and Their Possible Utilization in the Czech Republic. In: Conference Proceedings Prague, November 2013. Economics, Management and Marketing of Sport 2013, International Conference.

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CRNOGORSKA SPORTSKA AKADEMIJA

## Konferencija u Podgorici novi iskorak

Fakultet za sport i fizičku kulturu uvijek je išao korak dalje - kazao je rektor Univerziteta Crne Gore Predrag Miranović. Ovogodišnja konferencija organizovana je po uzoru na onu iz Barselone - ističe predsjednik CSA Duško Bjelica



Sa jučerašnje konferencije za novinare

Foto: B. PEJKOVIĆ

**J**ubilarni, 10. kongres Crnogorske sportske akademije (CSA), te 11. međunarodna konferencija o transformacionim procesima u sportu "Sportska dostignuća", biće održani u Podgorici od 3. do 6. aprila. Tim povodom juče je u Rektoratu Univerziteta Crne Gore održana konferencija za novinare, kojoj su prisustvovali rektor UCG Predrag Miranović, predsjednik crnogorske sportske akademije i dekan fakulteta za sport i fizičku kulturu Duško Bjelica, šef naučnog komiteta Stevo Popović, te članovi organizacionog komiteta Do-

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RADA IZ 25 DRŽAVA BIĆE PREZENTOVANO NA 11. MEĐUNARODNOJ KONFERENCIJI O TRANSFORMACIONIM PROCESIMA U SPORTU "SPORTSKA DOSTIGNUĆA" I 10. KONGRESU CRNOGORSKE SPORTSKE AKADEMIJE (CSA). PREKO 30 RADOVA JE ODBIJENO, JER JE "FILTER" ZA UČEŠĆE BIO RIGOROZAN - SAOPŠTENJE JE IZ CSA

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AUTORA IMAJU ZEMLJE KOJE DAJU NAJVIŠE RADOVA, A TO SU TURSKA I IRAN. ALTORA IMA SA SVIH KONTINENATA, POČEV OD JAPANA, TAJVANA, TAJLANDA, PA DO ŠPANJE, FRANCKUSKE, TURSKE. ORGANIZATORI ISTIČU DA JE OVE GODINE INKVALITETNO NA KVALITETU UMJESTO KVANTITETA, TE DA JE U TOM POGLEDU DOSTIGNUTA STEPENICA VIŠE

brislav Vujić, Miroslav Kezunović i Jovica Petković.

- Prethodnih godina na Univerzitetu smo se trudili ne samo da prenesimo znanje, već da stimulisemo naučno istraživačke projekte. Negdje smo imali manje, negdje više otpora, ali Fakultet za sport i fizičku kulturu, na čelu sa dekanom Duškom Bjelicom ne samo da je sve zahtjeve ispunio, već je uvijek išao korak dalje. Okupljali su stručnjake iz svoje oblasti, osnovali međunarodni naučni časopis i jako su pozitivan primjer koji je prepoznat u međunarodnim okvirima -

kazao je rektor Univerziteta Crne Gore Predrag Miranović, a onda se o međunarodnoj konferenciji izrazio "sportskim riječnikom".

- Ja sam laik za sport, ali ako pogledate odakle sve dolaze učesnici međunarodne konferencije, jasno vam je da je ona izuzetno važna za nauku, sport i državu.

Konferencija počinje 3. aprila, dan kasnije je zvanično otvaranje, a zatvaranje je 6. aprila u podne. Uz zahvalnost rektoru Miranoviću na podršci, predsjednik CSA Bjelica govorio je o važnosti izdavanja časopisa "Montene-

grin Journal of Sports Science and Medicine", te približio stav organizatora da se ove godine dodatno povede računa o kvalitetu učesnika.

- Ove godine postupili smo po ugledu na konferenciju koja je održana u Barseloni. Mnogo radova morali smo da odbijemo. Znali smo da će po tim kriterijumima, koji su najrigorozniji do sada, biti manje radova iz bivše Jugoslavije, ali da će biti više autora iz drugih zemalja, što je kvalitet konferencije popelo bar za stepenicu više u odnosu na prethodne godine - istakao je Bjelica. A. V.