

Preface

Sport, at present, is the raw material of a large and complex international business that is becoming one of the largest industries in the world with an enormous potential and influence on the economy of countries (Foster et al. 2006), becoming an important consumer product. In this regard, some studies such as the one carried out by a global management consulting firm “Winning in the Business of Sports” (A.T. Kearney 2014) and experts, among them Gavin Llewellyn, chairman of the Intellectual Property Commission of the International Union of Lawyers (IUL), estimate that the global sport industry generates 700 billion dollars (632 billion euros) each year, which represents 1% of the world’s gross domestic product (GDP) in 2015 (Sport 2015).

According to Trenberth (2012:4), the sport industry “is the market in which the businesses and products offered to its buyers are sport related and may be goods, services, people, places, or ideas.” In this market coexist people, activities, businesses, and organizations involved in the production, facilitation, promotion, or organization of any activity or experience focused on sports (Trenberth 2012). The sport industry segment model presented by Pitts et al. (1994:18) identifies three segments by product and buyer type and the different categories of products belonging to different economic sectors in each of them: sport performance segment (sport performance as offered to the consumer as a participation or spectatorial product), sport production segment (those products beaded or desired to produce or to influence the quality of sport performance), and sport promotion segment (those products offered as tools to promote the sport product). In this same line, Trenberth (2012:4) considers the following as segments of the sport business industry: sports tourism, sporting goods, sports apparel, amateur participant sports, professional sports, recreation, high school and college athletics, outdoor sports, sport marketing firms, sports sponsorship industry, and sport-governing bodies. Both types of segmentation of the sport industry allow to observe that the sports activity generates and offers numerous business opportunities, taking into account its two dimensions: industrial and economic.

All these businesses that are part of the different segments of the sport industry, either public or private sports entities that provide sports services, as well as

companies related to sport (Retar et al. 2016), and all related management, financial, marketing, and other administration and business goods and services (Fielding et al. 1991), must be managed efficiently in order to be successful. In this context, the concept of sports management arises, which refers to a field of knowledge that focuses on the management, planning, and organization of organizations whose main objective is sport. Thus, professionals dedicated to sports management arise, who are responsible for activities such as finance, marketing, leadership, management of public and private facilities, and event management, among other activities, professionals prepared for the changing and emerging demands of sport business and related industries.

In this sense, the human resources that work in the sport sector are reaching a high degree of professionalization, emerging specialized managers in certain areas of the sport industry such as sport marketers in charge of the process of buying or selling athletes, teams, sponsors, or brands. In the sports field, sport scouts are responsible for assessing both amateur and professional athletes, sports facilities managers manage the daily operations and organize maintenance and other activities needed for effective function, sports managers direct the overall organization and scheduling for sports organizations and individual athletes, and athletic directors provide leadership in all types of sports organizations from high school to professional college sports teams (Masteralexis et al. 2011). To this respect, Marcu and Buhas (2014:679) consider that “Sports management is a separate branch in the science of sports, because it meets the basic requirement, which is to have an own research field and uses scientific methods in organizing its object of activity.”

Under this approach, “Sport management is the study and practice of all people, activities, businesses, or organizations involved in producing, facilitating, promoting, or organizing any sport-related business or product” (Trenberth 2012:3). In this book, the topics covered are sports management, sports economics, financing of sports organizations, financial sustainability, the profile of the client in sports organizations, perceived quality in the sport service, sport and illegal behavior, sustainability in sports, sustainability performance, reliability of game systems, and sports tourism, among others.

The book is divided into 17 chapters containing original contributions related to sports management. In the first contribution (Chap. 1), the objective has been to perform an analysis of the scientific production related to sports management through the development of a bibliometric study and a longitudinal statistical analysis of the articles published in journals indexed in the multidisciplinary database Scopus (Elsevier) until 2015. This revision of the literature allows us to know and summarize the situation of research within this specific area of knowledge. Chapter 19 is to provide a current picture of the scientific literature relating to quality management in the sports field in order to know who, what, where, how, and how much has been researched and the main lines of research followed in this field.

Following are several chapters that approach the subject from an economic-financial approach. Chapter 2 provides an analysis of the link between economic resources and sporting performance, applied to the case of sports in Turkey. The authors try to answer the question: has the amount of available financial resources

become the predominant factor in sporting clubs' successes and that of a country's national team? And they see that the hypothesis of a direct explanatory influence is not always valid and that other factors should be taken into consideration. In Chap. 9, the authors study the financial sustainability (strategies) of local associations for youth and amateur sports in Portuguese amateur soccer teams, and in Chap. 10, the authors aim to show a different point of view on one of the most famous sports in the world: football. The approach that we want to show is the financial and economic state of each team, and the results show that majority of the clubs cannot control their financial status, sometimes due to unrealistic goals and other times due to lack of management and financial control. It leads to an economic downturn which is also supported by the wrong distribution of TV rights. Finally, Chap. 11 discusses whether investing in shares of European football clubs is an alternative investment. The analysis shows that these alternative assets could be included in an investment portfolio with the aim of diversifying them, thereby reducing their overall risk.

On the other hand, there are several chapters included in the book that follow an approach related to the management of sports facilities. In this regard, the authors carry out a more global analysis of all the participants of the organization (The Customer 360° Method (C360-M) guides). This systematization of the evaluation allows the manager to close the management cycle and the organization to progress in future planning and execution. Chapter 5 presents a case study which evaluates the perceived quality of service and analyzes the satisfaction they experience with the service received, using the sports organization perceptual scale (EPOD) as a measuring instrument. The results show that there is a high correlation between perceived quality and satisfaction. In Chap. 6, under the framework of institutional theory, the role of legitimacy on the soccer clubs' activity is studied. The results of this study suggest that cognitive and emotional legitimacy are essential for the institutionalization of soccer clubs, even more than other types of legitimacy such as pragmatic or regulative legitimacy, and also suggest a relationship between economic performance and club legitimacy. In the last three chapters that follow this approach, sustainability performance in sports facilities management (Chap. 8) in organizations like FIFA and UEFA is analyzed, as well as in what way to assess and apply presently a specific approach designated as dynamic management system for sustainability in sports facilities (DM3S). Identifying what role the sports facilities have in recognizing sustainability and beginning to search for a broader view and more efficient approach can be multidimensional and must consider life cycle. And in Chap. 17, the authors examined the subjective and objective measures of loyalty toward a private fitness center by sociodemographic and behavior variables. This study suggests a difference in the subjective perception of the clients and their behavior with regard to the purchase of service. Chapter 18 analyzes the various sports management types applied by town/city councils and presents the practical case of the city of Valencia.

Another of the approaches addressed by the researchers is that of sports tourism of recent interest. Thus, Chap. 3 addresses the issue of sports tourism, and the authors examine the relationship between residents' posture toward tourism and the

degree of acceptance of sports tourism in comparison to sun and beach tourism, maritime tourism (sailing and cruises), and nature tourism in the case of Punta del Este (Uruguay). The main conclusion is that there is an important relationship between general posture and the acceptance of sports tourism, and this implies that by improving residents' general posture, the enthusiasm for developing sports tourism also increases. And in Chap. 15, the authors analyze by profiling the typologies of nature sports organizations in Portugal, and five typologies were identified, based on their supply, the type of organization, and the organization of the activities.

Finally, there are several chapters dealing with different topics of great interest today. Chapter 7 explores and identifies the dynamics of doping within sports disciplines and the mechanisms that cause its growth with the intent to understand whether there are substantial differences in the demand for doping among various sports disciplines. Chapter 12 investigates the structure of game schemes, including their composition and the relationship among the athletes that compose them, and in Chap. 14, the authors provide a measure of the differences in sports activities among Italian regions. Chapter 16 provides an observational methodology for soccer match analysis based on PageRank centrality. The authors state that their research is to be a first approach in generalizing the PageRank algorithm to a soccer team's management, which could be extrapolated to other disciplines. In Chap. 13, the paper describes a computer technology aiming to automate the preparation, storage, and use of information, knowledge-related diagnosis, choice of treatment, and recovery rehabilitation to the development of decision support systems in sports traumatology. Finally, in Chap. 20, the concepts of leadership and personal branding relating to the sports field were analyzed, specifically the implications on coaches and managers. The research concludes that these coaches are unrivaled in relation to their leadership and personal branding style: Jose Mourinho, as a tactician and motivator of players, prioritizes short-term results; Pep Guardiola strategic dimensions, ongoing learning, and emphasis on the importance of aesthetic soccer; and Vicente del Bosque the creation of a team with a good working environment and interpersonal skills, highlighting the unity and loyalty of the team above and beyond the short-term results.

This book aims to be an essential reference and discussion manual, complementing existing ones, for the academic and business context of the sport industry and sports management. Also, it is essential reading for all students of sports management and sport business. You can also find a set of ideas for reflection in the area of sports management that can lead to further studies.

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Valencia, Spain
Caceres, Spain
Ourense, Spain

Marta Peris-Ortiz, Ph.D.
José Álvarez-García, Ph.D.
María de la Cruz Del Río-Rama, Ph.D.

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