

DETERMINANTS OF EFFECTIVE MANAGEMENT IN THE SPORT WITH THE USE OF LARGE SPORT ARENAS IN SELECTED CITIES

KRZYSZTOF CIEŚLIKOWSKI,¹ ANDRIUS BRUSOKAS²

¹University of Physical Education in Katowice, POLAND
e-mail: k.cieslikowski@awf.katowice.pl

²Kauno Kolegija – University of Applied Sciences, LITHUANIA
e-mail: andrius.brusokas@go.kauko.lt

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ABSTRACT

The aim of this paper is to identify factors that influence to the effective management in the sport on the example of few cities in Poland and Lithuania with large sports facilities. To achieve this purpose, Authors in the article are used the method of observation and comparative analysis of selected cities and their major sports arenas as the entities with particularly strongly influence the development of sport in these cities.

The key determinants of sport management in the city include: the title sponsor for the largest sports facility as a strategic business partner in the development of sports in the city, multifunctional sports facility, the level of commercialization of sports, organizational structure dedicated to sport governance, many the international sport events in the great arena.

The research and conclusions are focused on the sport management, sport services in selected Polish and Lithuanian cities, where are great sport arenas. In the case of using the results of this study in sport management in other cities, it should be judiciously use the conclusions of the study, taking into account the specifics of a particular city. The paper is a kind of review, and an attempt to show some concepts of the theoretical perception of the factors influencing the sport management in the cities with the use of large sports facilities.

Introduction

In developed countries the sport is a kind of common good of satisfy various basic needs (physiological) of many people. Among another are the needs of move, recreation, but also of feel the emotions, meet other people, share experiences, etc. The sport services are some kind activities aimed at meeting of these needs. Sport today can be regarded as a social and economic phenomenon. But sport is also a kind of product (services)

specific entities (companies, non profit organizations, local governments) involved in its organization on the administrative area (e.g. the city). It should be noted that the city administrations are engaged in the process of organizing such interesting product (e.g. by preparation of adequate sports infrastructure, administrative structures for the management of the sport). The main users of the product are in different target groups, separated by different criteria (i.e. residents, visitors; players, sport clubs, businesses supporting the organization of sport events, companies supporting functioning of the sports facilities and sport infrastructure).

It seems to be a big challenges for local governments the effective management in sport with the usage of large sports facilities, especially in Central and East Europe countries (including Poland and Lithuania).

The authors in the paper try to identify key factors influenced on the sport management in cities. They try to look at a few sports arenas in selected cities, sport events in the cities and the administrative structure of the sports arenas.

Sport as a social and economic phenomenon

Sport is defined as all forms of physical activity which, through casual or organized participation, is influencing or improving on physical fitness and mental, social relationships or obtaining results in competition at all levels. Any services allowing to the sports activity of the people are sports services. These services are also linked the activities of stadiums and other sports facilities, venues, arenas. Decisions related to the functioning and development of the entities that's the management of the sport services. Authors in the article are concentrated on the managing as a decision-making of the city administration (local government).

Sport can be identified as a diverse and multi-dimensional field of human life where are realized sports services. The sport is still changes under social and economic changes in the modern world. It seems that the sport also has an increasing impact on the surrounding human reality and becomes the object of interest of many scientific disciplines.

So, we can say that modern sport is developing in different directions of our reality, and as an economic phenomenon – sport is an area of the professionalization and commercialization. (Sznajder, 2015). Such an approach will contribute to investments in sports facilities and the development of specific sports, which also leads to the transformation of the sport from fun and a form of recreation up to competing athletes, sports clubs, cities, or even countries.

The EU institutions and the literature also stresses on the socializing role of sport - e.g. volunteering (Brusokas, Šimkus, 2015), which strengthens active citizenship, is social inclusion, integration and equal opportunities of development or general improvement of physical and mental health (European Commission White Paper on Sport, 2007).

The UE told us, that the main objective of planning the development of sports in the cities should be to promote physical activity in order to increase participation in sport of all groups of local community. Public funds should be involved primarily in widely available sports infrastructure (venues), not only in sports complexes for professional sports.

Therefore, we can say that the sport is also a kind of product of companies or non-profit organizations, as well as product of local governments (Cieślowski, 2015). The positive effects of the development of sports can be seen also in the growth of demand for various goods and services related to sports (Masterman, 2009).

Sport is also an important tool for the promotion and development of cities and, indirectly, may even contribute to the development of cooperation between private entrepreneurs each other or with the authorities of local administration of the city (Cieślowski, 2014). Public administration authorities ought to create the conditions, including organizational conditions, supporting the development of sport in their area. (Ustawa o sporcie, 2010).

The analysis of the functioning of several cities with the sports arenas – large multifunctional buildings, it will be useful for the determination of the efficient and effective management of sport in the region. At the same time the effectiveness is understood as the extent to which the planned projects have been completed (reached). And the efficiency should be understood as a relationship between the achieved effects and expenditures for the implementation of the tools (Kondalkar, 2009; Pudelkiewicz, 2004; Skrzypek, 2000). The activities can be considered as a effective if, in fact, results give better measurable effects then every costs. But the results are not always measurable in indicators and parameters directly comparable, and the costs come form not only from financial investment. It ought to be remember also about the time spent on preparation of the activities, the services involved in the events, the cost of giving up other activities in the region (city). So, the results of the efficiency in sport as a part of local economy, go beyond strictly economic issues (Kotarbiński, 1970).

To identify the key determinants of effective management of the sport, there is a need to analyze the functioning and development of the sport in several different cities, which in recent years has made significant investments in the development of sport (eg. in the construction of new or modernization of existing large sports facilities).

Analysis of selected sport arenas in Poland and Lithuania

In central Europe have been a number of large international events for recent years (eg.: Euro 2012, World Cup Men's Volleyball, World Championships in Handball, etc.). It seems that media and sport successes of the completed events can provide an administrations of many cities in the greater commitment to effective management of sport with the use of existing or construction of new sports facilities.

At the same time, in the facilities they ought to organize as many events as it only possible, and this will become a priority for the city administrations.. Effective management of sport in usage of these facilities and sport infrastructure also requires the new way in commercialization of these arenas (Cieślowski, 2015) and remembering the different expectations of many different groups clients (among another institutional and individual). Due to the specific features (Getz, 2005) implemented in these facilities products (e.g. the uniqueness of organized sporting events), the customers are also very demanding (Smith, 2010; Stevens, 2005). To succeed in the increasingly competitive markets of events, the great multi-purpose sports facilities are very important for the management of sport in the cities (Cieślowski, Kantyka, 2014).

The authors in the paper try to introduce some conditions to the effective management of sport in cities in terms of social and economic use of large sport facilities. To achieve that aim they analyzed the sport management with the use of such facilities in selected cities (the capital of Poland and Lithuania – Warsaw, Vilnius; industrial centers – Katowice, Kaunas; as well as medium-sized cities in terms of population, but with high aspirations sports in which they operate modern urban sports facilities – Klaipeda, Tychy).

Warsaw is the capital of Poland, the city which is the largest in terms of number of viewers (58,500 people) sports facility in Poland – PGE National Stadium. It was completed in 2012. The owner of the building is the state treasury and the stadium is managed by the company PL.2012+ Ltd. PGE National Stadium is a multifunctional sports arena, where you can organize sports events of different disciplines, as well as cultural or business events (there are many

conference rooms under the stands). The stadium is not assigned to any dominant discipline sport or sports team. Even the Polish Football Association want to realize national team matches at the stadium, they always stays as an external partner for the company PL2012+. No less administration of the stadium try to cooperate with the administration of the city of Warsaw and also organizes a number of small events of a social nature to promote sport and physical activity among residents of Warsaw. It is important to see that in Warsaw is located 73 hotels (Turystyka, 2016), which are the base of many guest services at sporting events in the city and at the National Stadium.

Table 1. Cities and sports facilities by population

City	Population	Hotels	The name of sport arena	Capacity	Year of the beginning
Warsaw	1,744,351	73	The National Stadium PGE	58,500	2012
Vilnius	539,939	48	Simens Arena	11,000	2004
Kaunas	336,912	21	Zalgirio Arena	14,500	2011
Katowice	299,910	18	Spodek Arena	11,500	1971
Klaipeda	157,350	17	Švyturio Arena	7,450	2009
Tychy	128,444	8	The City Stadium of Tychy	15,300	2015

Source: own study based on websites of described towns and sports arenas.

The next city is Vilnius – the administrative capital of Lithuania. In the business center of the city is situated the Siemens Arena. It was opened in 2004. It belongs to the city of Vilnius, and is managed by a private company SEVEN Entertainment Group. The company manages several other sports arenas in Lithuania. The Simens Arena is multifunctional sports facility, which regularly plays its matches played hockey and basketball teams named Vėtra Vilnius and Lietuvos Rytas Vilnius. In the arena we can find many cultural events too.

Kaunas (Lithuania) is a city of 336,912 inhabitants and 22 hotels, which is fully covered multifunctional sports venue Zalgirio Arena. The building is managed by the association of Zalgirio the owner of basketball club named Zalgiris. There are many business events (mainly fairs and exhibitions) and cultural events (concerts of artists from abroad) in the arena. Successes of basketball team, as well as a great sports facility make the Kaunas as a very well recognizable city on the basketball map of Europe. The involvement of the administration building (the association of Zalgirio) in keeping sports club, it seems that it is a little difficult to actively search for a title of sponsor as the business partner for sport in the city.

Another city analyzed by the authors is Katowice. The city in an industrial area in the southern Poland with almost 300 thousand residents and 17 hotels. In the center of Katowice is sports multifunctional arena Spodek. The Spodek was Completed in 1971 and thoroughly modernized in 2011. Now is dedicated for 11,500 spectators. The owner of the building is the municipality of Katowice, and since beginning of 2016 the Spodek has been managed by private company PTWP EVENT CENTER Ltd. Municipality of Katowice is trying to support the commercialization of the Spodek by buying packages to promote the city of Katowice with usage of events inside the arena (including sports events: e.g. Tennis Tournament – Katowice Open).

There are the last two cities in the Table 1 – Klaipeda (Lithuania) and Tychy (Poland). Each of the cities has got less than 200 thousand of residents. In Klaipeda, local government city administration failed to make agreement with the local brewery (Švyturio) and since then the largest in the city sports facility has a main sponsor. Švyturio Arena has not been assigned to one sports discipline. There is the Municipal Stadium in Tychy. And this is the

main venue dedicated for local football team. While the local brewery (Tyskie beer producer) is not involved in the promotion of sports at the level of name of this stadium. There are established a facilities management company in both cities (in Klaipėda – Klaipėdos arena JSC; and in Tychy – Tychy Sport SA). However, in Tychy, the company manages the stadium and the three sections of the sport club GKS Tychy: football, basketball and ice hockey.

Conclusions

The examples of selected cities showed a few factors that have a large influence on the management models adopted in sport in these cities:

- the finding of a strategic business partner in the operation and development of the greatest sports facility (the name of sponsor in name of the arena),
- the level of the multifunctional sports facility (this involves eg. equipment in conference rooms, possibility to organization of cultural events),
- the level of commercialization of sports (e.g. renting areas inside of stadium for the purposes of handling various business activities, attracting a large number of different events, etc.),
- the level of transparency of the administrative structure (separation of functions of the owner of the building, a real estate administrator, manager sports club operator to attract events),
- the dominant type of events (considering attractiveness of the events in terms of the development of sport in the city (international events, national, regional and local events).

Table 2. Sports arenas, taking into account factors affecting the management of sport in cities

Sport arena	Sponsor	The level of multifunctional	The level of commercialization	The level of transparency of the administrative structure	The dominant type of events
PGE National Stadium	yes	high	high	high	international
Simens Arena	yes	medium	high	high	international
Zalgirio Arena	–	medium	medium	medium	international and national
Spodek Arena	–	high	high	high	international and national
Švyturio Arena	yes	medium	high	high	international and national
The city Stadium in Tychy	–	low	low	low	national and local

Source: own elaboration based on information from www of these arenas.

In large cities (Table 2 – eg. Warsaw, Vilnius), which play an important administrative functions within the region (capital of the country) in large sports venues the management model of transparent administrative structure (individual entities, or extracted in the organization of the management departments involved in the operation and development object, are responsible for various administrative functions) is accepted. And international events are the main type of sporting events at these facilities are international events.

It also should be noted the cooperation of the city administration and the administration of the arena with the title sponsor of the multifunctional facility (included at the planning stage), and a high level of commercialization (Cieślowski, 2015) of this stadium are very good for modern sport management in the region.

This situation contributes to the fact that the local government of cities adopting the model of sport management, to focus on the development of sports infrastructure and other facilities primarily intended for recreation and other forms of physical activity of residents of the city.

But there are also be note that the organizing of transparent management structures and international sport events is more difficult in smaller towns. Perhaps this is due to the structure of a specific organizational administration of the arena, where many powers and functions are implemented in the framework of the limited number of employee teams or task addressed directly to the board of the arena. It should be noted that the smaller and medium cities to management of the large sports facilities, are appointing a company with a majority share of the local municipality. It seems that to attract international events and enhance the visibility of sport in small and medium-sized cities (with no significant administrative functions of the city in the region) can promote the involvement of business partner – as a sponsor in name of arena. Probably, it would lead to a greater tendency of the city authorities to a transparent division of powers between the various management entities involved in the development of sport in the city. In the long term, it conducive to the efficient commercialization of large sports facilities (including the development of cooperation with private companies interested in using sport to promote their brand), and reducing spending on maintenance of large sports facilities.

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