

MODERN MANAGEMENT METHODS AND TECHNIQUES IN SPORTS

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Abstract

Modern management is an essential approach that is based on the efficient management of resources, both human and material, as well as on their guidance and organization in accordance with dynamic structures. The aim is to achieve the established objectives, while ensuring the satisfaction of beneficiaries and the well-being of staff, which translates into happiness, satisfaction and competence.

This form of management focuses on a series of fundamental processes, considered an integral part of its action plan: planning, organizing, employment, leadership, coordination, documentation and, finally, financial management.

In terms of sports management, it involves a combination of essential skills related to planning, organizing, leading, controlling, budgeting and evaluation, all carried out within an organization or department that offers products or services focused on sports or physical activity.

Sports managers practice these skills in a variety of organizational settings, for example: college sports; professional sports; amateur sports, including the Olympics; sports marketing and management firms; sports communications and news media firms; corporate sponsorship and advertising firms; sporting goods firms; arenas, stadiums, and civic centers; etc. The wide range of organizational strategies in which sports are conducted means that individuals can select and pursue careers in their desired field. In addition to traditional sports, the industry now involves new alternative, action, and extreme sports (skateboarding, boogie boarding, ice climbing, snow kayaking, etc.) and new professional sports, especially for women.

Keywords: *management, sports, sports organization, club*

1. Introduction and context of the study

Globalization has transformed the way sports are produced and consumed. In addition to attending events in stadiums, fans now have the opportunity to watch these competitions on television, both free and on a subscription basis. They can also listen to matches on the radio and watch them online. In addition, they can read analysis about their favorite games, players and teams in newspapers and magazines, available in both print and digital formats. Fans can access commentary and information on their mobile phones or tablets via websites and social media platforms such as Facebook, Instagram, Twitter, Tik-Tok, YouTube or Snapchat.

Sports managers apply management techniques and theories similar to those used by managers in other fields, such as hospitals, government agencies, banks, mining companies, automobile manufacturers, and financial institutions. However, there are certain aspects of management, such as organizational structure, human resource management, leadership, organizational culture, financial management, and marketing, that are specific to sports organizations.

Management involves assessing an organization's position in the context of competition, establishing its direction and objectives, selecting an appropriate strategy, and capitalizing on its unique assets. The success of any sports organization depends, to a large extent, on the quality of the strategic decisions it makes.

Nonprofit sports organizations have not fully adapted to the changes in management, because sports are, by their nature, a turbulent field, where on-field performance and game tactics can distract managers from the decisions needed in the office and in the boardroom. In a competitive market, sports managers must shape their own future by conducting relevant market

analysis, setting a clear direction, and developing strategies that align with emerging opportunities. A deep understanding of management principles and how they apply to the specific context of the sports industry is essential for future managers in this field.

Identifying the structure of a sports organization involves finding a balance between formalizing management procedures and stimulating innovation and creativity. It is essential to ensure adequate control over employees and volunteer activities, without unduly affecting their motivation and attitudes towards work.

In the complex world of sport, it is essential to clarify the lines of reporting and communication between the various stakeholder groups, both internal and external. This aims to reduce unnecessary and costly layers of management, a crucial aspect in the effective running of an organisation. Also, the distinct mix of paid and volunteer staff in the sports industry complicates the management structure of many sports organisations.

Over the past three decades, sports organizations have undergone numerous transformations, improving their structure and management. The distinctive nature of sport, together with the diversity of missions and objectives, has led to the creation of a diverse range of criteria for evaluating the performance of these organizations.

One of the biggest challenges in sports strategy is finding a balance between two conflicting obligations. On the one hand, sports organizations aim to attract successful elites and improve standards of participation. However, from a managerial perspective, implementing these two objectives is not always possible, as they are not necessarily compatible. International success in a particular sport can stimulate people's interest in participating. However, youth retention in the sports industry is often low in the medium term and almost non-existent in the long term. To further complicate the situation, choices in sports can distract from the need to develop players and increase participation, while putting pressure on them to generate more money or win at all costs.

Effective management in the sports industry reflects contemporary culture and people's expectations regarding how they are treated. One constant aspect remains that managers must be familiar with and comfortable with the sports management techniques they choose to apply.

Depending on the available human skills, available resources and targeted results, contemporary sports management methods fall into three categories.

Participatory methods: This approach is based on the involvement of employees in the performance of tasks. When difficulties arise, the participatory method becomes essential for completing the work, since it cannot be applied individually. By facilitating the division of tasks, this method allows everyone to contribute to the project, giving them the opportunity to understand the role and mission they are fulfilling. Thus, staff develop a sense of value, optimism and ownership of the project.

Guidance methods: These are used as modern sports management techniques in some organizations, especially when projects are of limited duration, i.e. subject to strict deadlines or involve a large number of employees. In this approach, sports managers must answer five essential questions (what, where, how, why and when) to ensure that the employees of the sports club or organization are fully informed about these aspects.

Team method: This is the most efficient way to collaborate, being ideal for completing projects to high standards and with superior quality. The approach promotes the exchange of knowledge and results between members, with realistic expectations that teams will solve problems faster than each individual would succeed. It is important to emphasize that the success of a team depends on coordinated effort and communication skills. Thus, within the evaluations, we can identify the people who have significantly contributed to maintaining team spirit, especially in stressful situations. The modern manager is the greatest consumer of information, because, through traditional methods, he aims to be up to date with everything related to the future of the sports organization and how it manages its activity as a whole.

Modern management is often characterized by an extremely well-controlled sports organization, based on complex monitoring systems, measurements and tools, including integrated management information platforms.

Sports managers are aware that, through business intelligence solutions, they can gain more effective control over business practices and processes. However, it is essential to improve the performance of efficiency indicators. In this sense, business intelligence uses a set of concepts, methods and techniques aimed at optimizing the process of transforming data into information, information into decisions and decisions into actions. These tools can help sports organizations increase revenues and reduce costs, providing managers with relevant, useful information and increasing the speed and efficiency of the decision-making process.

2.Modern management methods

The webinar is designed to support sports businesses. After a brief introduction to the evolution of the Internet and technology, the importance of using modern communication tools, such as webinars, is highlighted. Among the advantages of implementing these sessions are facilitating access to training and information for employees of geographically dispersed sports organizations, as well as using more commonly encountered traditional methods. The Internet is a network of interconnected computers that provides data communication and information access services, including email, file transfer, remote connections, discussion groups, web services, and more. The term "webinar" comes from the combination of the words "web" and "seminar", referring to a live video conference that uses the Internet to connect the host with the audience, consisting of viewers and listeners from around the world.

Compared to traditional meetings, online meetings have distinct characteristics that highlight both their advantages and disadvantages. In online discussions, certain steps specific to organizing classic meetings are eliminated, which allows for faster transmission of information and greater availability of data. This facilitates more detailed preparation by participants.

The conference manager plays a key role, being responsible for sending electronic announcements, either manually or automatically. He maintains contact with participants and collects feedback from them, who share their experiences and questions. The use of webinars has proven to be an extremely effective communication tool, and the advantages they offer are essential for successful implementation in various fields, including the sports industry.

3.Modern knowledge-based strategic management tools

According to Michel Porter, maintaining a competitive advantage cannot be achieved solely through operational efficiency. Many of the recent innovations in management, such as Total Quality Management, Just-in-Time, Benchmarking, Lean Management, Six Sigma, Balanced Scorecard and Reengineering, contribute to increasing operational efficiency. However, these initiatives can be replicated by competitors, which limits their long-term impact.

The Six Sigma approach is often perceived as a trendy “new solution”. However, it is not a business principle tied to a single strategy, but a flexible system designed to improve management and performance within sports companies. Customer knowledge and effective assessment methods are the engine that propels the Six Sigma system. This engine is composed of three fundamental elements, all centered on the processes of the organization. One of the most important, but less well-known, innovative aspects brought by Six Sigma is the connection of these methods, which includes:

- process improvement: identifying immediate solutions;
- process design/redesign: creating a more efficient business;
- process management: the specific Six Sigma management infrastructure.

Lean Management aims to implement effective strategies to meet all customer expectations while maintaining very low costs and high quality standards.

This collaborative approach integrates best practices to improve programs and increase customer satisfaction. Lean Management combines the Six Sigma DMAIC concept, which is carried out in five stages, with Lean-specific cost reduction methods. Thus, Lean Management and Six Sigma demonstrate that it is possible to significantly improve costs, quality and delivery times by focusing on process performance in sports organizations.

Benchmarking is a management method designed to improve performance by analyzing the environment and establishing standards of excellence. This process involves identifying and adopting the best management practices within an organization, with the aim of increasing performance. Thus, benchmarking is not only a technique for improving performance, but also a mechanism through which relevant information about it can be gathered.

Kotler emphasized that benchmarking remains one of the most effective tools for improving the quality and performance of sports organizations. This process emerged and developed in countries with market economies, which offer similar conditions, so the search for best practices from abroad did not generate significant adaptation difficulties. In this context, based on the key success factors, potential partners for benchmarking were initially identified. Also known as calibration, benchmarking involves comparing a company's strategic capabilities with various reference practices, both internal and external, in its industry. It is a continuous process of evaluating the strategy of a product or process of a company in relation to those of other sports organizations, being considered the most effective.

4. Conclusions

In conclusion, effective management is characterized by leaders who are able to collaborate with other organizations, run a professional league, interact with sports authorities, and coordinate the efforts of government agencies, international sports, national organizations, and other groups to organize large-scale sporting events. These sports leaders aspire to leadership roles and understand how to develop leadership skills and apply management principles. Next, we will explore the main modern methods of management in sports. Modern sports management consists of implementing policies designed to manage endpoints in a coherent and unified manner, while ensuring their security.

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