

## Sports organizations and quality self-diagnostic tool

### Organizaciones deportivas y herramienta de autodiagnóstico en calidad

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**Abstract:** The competitive map in sports organizations are few studies conducted. This paper attempts to clarify, through the implementation of a technological tool of self structured based on universal principles of quality management introduced in ISO 9000: 2000, the competitiveness of this type of sports institutions, modeled on those who have specialized in futsal facilities synthetic pitches, which are not only sports boom, but social cultural dynamics of the current Bogota society. Thus, with reference to the product futsal, the proposal to observe economic competitiveness in the areas of strategic planning, production and operations, accounting and finance, quality assurance, environmental management, marketing, human resource starts and systems information, synthetic sports facilities that exist in the city and what

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are the contributions that these likewise have are to improve productivity and be at the forefront of sports organizations sector.

**Keywords:** Administrative management, ASTEC tool technology, Competitive map, Futsal / synthetic courts, Sports organizations.

**Resumen:** El mapa competitivo en las organizaciones deportivas son estudios pocos realizados. Este documento intenta esclarecer, a través de la implementación de una herramienta tecnológica de autodiagnóstico estructurada con base en principios universales de la gestión de calidad, presentados en la norma ISO 9000:2000, la competitividad de este tipo de instituciones deportivas, tomando como modelo aquellas que se han especializado en el Fútbol Sala con instalaciones de canchas sintéticas, las cuales son un auge no solo deportivo, sino social de la dinámica cultural de la actual sociedad bogotana.

Es así que tomando como referencia el producto Fútbol Sala, se inicia la propuesta de observar la competitividad económica en las áreas de planeamiento estratégico, producción y operaciones, contabilidad y finanzas, aseguramiento de calidad, gestión ambiental, comercialización, recurso humano, y sistemas de información, de los espacios deportivos sintéticos que existen en la ciudad y cuáles son los aportes que estos así mismo tienen, para mejorar su productividad y estar a la vanguardia del sector de las organizaciones deportivas.

**Palabras clave:** Gestión administrativa, Herramienta tecnológica ASTEC, Mapa competitivo, Fútbol sala / canchas sintéticas, Organizaciones deportivas.

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### **1. Introduction**

For studies in sports organizations has been considered important for purposes of certainty and reliability relying on a technological tool generated more ambitious studies on this subject and has been validated by the International Labour Organization - O.I.T.

If we know that productivity “allows the company to increase the value added by optimizing the combination of available resources. Its growth contributes to the prosperity of nations, it makes companies more competitive in the global market, thus contributing to the improvement quality of life” [1], we had the task of identifying organizations synthetic futsal courts as business can be a much momentum.

Identifying organizations in their administrative processes such as strategic planning, production, operations, accounting, finance, quality assurance, environmental management, information systems, marketing and human factor, determining the competitive map and how it can be your market success. Thus sport and recreation does not escape from the modern trends of expansion and competitiveness of their organizations where there is accelerated to achieve globality be in service technology in their products.

When we stop to inquire about the level of competitiveness of a sports organization from the point of structural, organizational, academic, social, infrastructure and / or scientific knowledge; we learn that little is known, but there is a detailed study of its components, which help to understand the dynamics and development of a new sport that strongly in the socio-economic and commercial context of the city.

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From the administrative field they have been developed that allow few research papers [2] present alternative solutions for the development of sport especially in the administration of sports facilities that are competitive, approached from the efficiency and effectiveness of their competitiveness.

The elements that constitute the research problem are the different parts that this presented the phenomenon or disgruntled and which they are determined. In this case we refer punctually: Strategic Planning, Production and Operations, Accounting and Finance, Quality Assurance, Environmental Management, Marketing, Human Resource and Information Systems.

### **2. Contextual Elements.**

In the process of training that is acquired it is essential to address issues related to administrative processes so that from an objective look is important to research issues to identify possible problems in sports management, in this embodiment as is futsal in Bogota, we wanted to contribute to the administrative strengthening competitiveness sport specifically presented in the fields of synthetic grass.

Birth of a sport, the case of futsal in Bogota [3], should be subject to a comprehensive and clear diagnosis, which can accurately determine the current status of its constituent elements, in order to start with evidence programs or development proposals, allowing an assertively impact on social need and commercial development as an organization.

Events and championships taking place, are given under poor technical standards (who? responsible managers) in most cases, only we can have knowledge of quality in the processes

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performed by the compensation funds, universities and any other body that sport. What we can do to develop a sport like futsal is investigating its social [4] impact and inter alia its leader part, in case the competitive map of each organization.

Whereas a sports institution functions as a system through which the parties interact as a whole integrated organization, sports facilities minimally synthetic courts must have an administrative order to achieve growth and project them as a company.

From the field of research, we can determine whether sporting organizations operating in the city of Bogota, really are competitive or not, that is the result that we show in this study.

Counting and implement a certified technological tool to diagnose and determine the level of competitiveness of enterprises futsal "synthetic courts," where you can measure the map competitive (strategic planning, production, operations, accounting, finance, quality assurance environmental management, information systems, marketing and human factor), that works for every organization and themselves look inward as they are facing the market is the objective of the study.

It is for this that the following research question is asked, What is the competitive map of sports organizations Futsal "synthetic courts" in the city of Bogota, in terms of administration, position and competitive level, compared to economic development of a new line of business, applying ASTEC, as self-diagnostic tool?; and raised among others, research targets as identified through the self-diagnostic tool ASTEC - technical assistance for quality and competitiveness, the competitive map of organizations / or sports companies Futsal "synthetic courts", as



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administrative management, and competitive position, compared to the economic development of a new line of business in Bogota.

In addition, targets specific implementation as consulting preliminary references geographic location (neighborhoods, social stratum) on the map of the city of Bogota, which show precise data on the amount of the scenarios willing to practice futsal proposed synthetic ground. Recognizing the competitive map elements present in the practice of the different approaches applied to sports organizations synthetic futsal court. As also to evaluate and competitive areas of sports organizations futsal likewise to establish the competitive level of the companies futsal scenarios synthetic courts Bogota.

### **3. Development of the Topic**

Professor Garelli, Director of Project IMD World Competitiveness refers to the concept of creating value to clarify where this originates. Garelli says that in any industrialized society, value creation begins with individuals (artisans, farmers, lawyers, etc.) and in companies where goods and services are produced. Then the state itself, not directly involved in this process, although it may participate with capital in many of these companies. However, the state is a key factor in determining the level and quality of life of a nation because it establishes the rules that define the framework for the creation of wealth actor. Consequently, says Garelli, wealth creation can be defined as "the engine that helps improve the standard of living".

A Mexican study argues that "The Competitiveness is individually generated (the microeconomic, industrial or enterprise level) and not based on aggregate or macroeconomic



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levels, as generally tend to think". According to the above, the competitive drive is the company and not the state or the nation [5]. Likewise, microeconomics texts show that competition tends to reduce corporate profits up, even to zero. The reason given to us microeconomics is that when a business is very profitable, the desire to make money are so attractive that other entrepreneurs will want to compete in this market to enjoy your winnings [6].

Moreover, and taking into account the proposed background, is reviewed in five years of soccer in Colombia, there have been seven seminars update, National character and within these three international, where there were presented quantitative data with respect to the requirements, it has only been released a research study that was the case of the Argentine professor Germán Andrin [7].

In 2006, there was published in the city of Medellin in Antioquia University, the study of biomechanics aspect of the Kick in futsal [8], apart from these two studies, which have already been published, and which is carrying out the group high Achievements of the National School of Sport in "Features futsal in Colombia" regarding research topics, it has not been more developed scientific processes and less identification of administrative approaches in managements practices futsal sports centers any kind, or on the level of competitiveness of these enterprises at the national and local levels. Le it is unprecedented, and therefore useful, necessary and innovative in the research, academic and administrative development of sport. Due to the efforts that the Colombian Football Federation has given the Futsal, to develop it, comes the commercial initiative to design and build sports facilities for companies wishing that this modality is positioned in sport is so begins a development in scenario building for the sport,

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with regulations giving the international body FIFA for the use of artificial synthetic turf fields construction starts and born organizations that administer these sports facilities. And so breakneck race begins to position itself in the middle doing activities in their areas seeking a better alternative service.

## **4. Methodological Framework**

The research by the information handled is quantitative descriptive and transversal character, where systematically and numerically define the sporting venues of synthetic pitch, its management, administrative practices, level and competitive position of sports organizations, identifying the competitive map for the development of futsal.

The research is empirical - analytical, where the competitive level organizations synthetic courts futsal in Bogota, the population of executives, managers, committees and / or charge, what will be studied based on analysis detailing the causes and possible opportunities for improvement. According to the object of study and the degree of depth it is an applied and exploratory research, since it only covers the administrative population, practices and synthetic futsal courts; with everything inherent in this in the city, where there had been studies above, however the investigation was organized according to the management and control of variables of experimental and sectional character as it was intended to study the behavior of these variables in the environment and how they interrelate in a given time.

The units of analysis are determined by the Competitive Management, where management processes, competitive position, which distinguishes the current state against the market



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requirements and the competitive level, where the horizon qualifying performance is determined is identified in the socioeconomic environment.

Here are the fundamental elements relating to the development of related research, Table 1:

**Table 1. Key elements for the development and analysis of research**

Variables	Competitive Map
Universe	Futsal as a sport
Population Size	Futsal existing fields in Bogotá
Sample Selection	Data of sports organizations synthetic futsal field, conducting specific events and sports activities will be taken
Collection Site	Sports venues where there Futsal synthetic courts
Collection Instruments	Tables collection and / or application software as a tool, competitive map, position and competitive level of the organization for administrators.

**Source: own.**

With regard to methodological procedure, it determined the Preliminary Phase, which contains:

- Recognition, training, development and / or adaptation of the instrument.
- Elaboration of List of Control.

Followed by phase and data collection procedure, where consultations, visits and interviews information about the location of sites where functions are held companies futsal synthetic pitch city, where:

- To be determined with the Chamber of Commerce data sports venues in the city, the site where they are located.

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- Define synthetic pitches sites to be visited by stage, called by telephone and should be arranged for a first approach, which will investigate the probability, relevance, permits and authorizations in terms of time and availability for application software.
- Defined strategically sports organizations, we will approach the directors of each sporting stage to officially make the announcement.
- making videos and / or pictures for file record equipment, workgroup and scenarios futsal will be made, for it will use a video camera (format miniDVD and / or v8 format) and / or digital camera and tracking table to take direct data
- Meeting room in the university system for the implementation of the instrument, with administrators or managers of sports centers to investigate and define on administrative practices, characteristics and general data.
- Application of instrument (direct survey): As a final alternative should not find the possibility of bringing together delegates is a space, gathering information directly be solved in an interview administrator.

Later stage is information processing, where it articulates:

- Review: Taking samples, all information will be reviewed to complement the missing elements and validate the amount of information collected.
- Tabulations: We will use the qualifier Competitiveness " we help systematize information for later analysis software.

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- Systematization of information: Information that will offer the software on radar graphs, charts and summary tables for analysis.

Elaboration of results and analysis of information, where it is: Finally, a new phase called projects:

- First the overall results will be analyzed in the table map competitiveness of each of the organizations surveyed.
- Second the results will be classified by stage and variable indicators of each are analyzed.
- Third, the results of each variable, for each indicator correlated with each scenario.

### **5. Results**

- The study was consolidated in a sample of 45% of organizations, selecting the highest percentage of the fields that are unique and have a private or special handling.
- Leaving aside the particular entities, increasing the level of competitiveness was evident, from 85% to 88% efficiency, that in the case of the amount of diagnostic companies.
- We found that the competitive map of sports organizations futsal in the city of Bogotá, he presented a pretty good performance in general terms, where important results are referenced in areas such as management accounting and finance these institutions and consistent fortunately with the generalized concept of context and that is very good business are synthetic courts, say, which fortunately had a hypothesis that is corroborated and that the same study serves to formally establish and why not determine

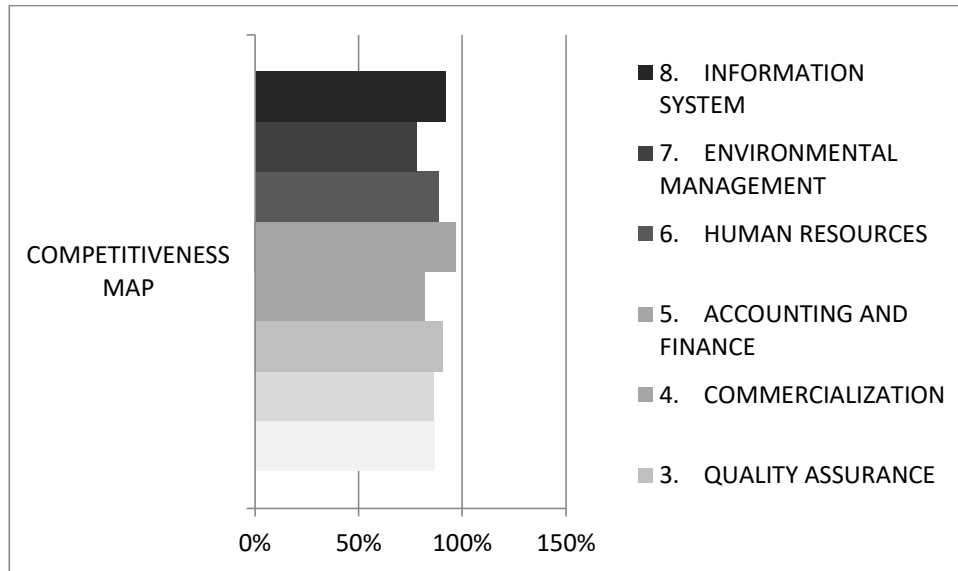
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which institutions Futsal in synthetic pitch is a great business plan and investment in the midst of this difficult economic situation.

- Studying the 16 of the 43 companies that currently exist futsal in Bogota, which visited 23 wherein 7 are not paid any collaboration.
- Entering the analysis of organizations (16), which corresponds to 53% of the population (which we consider a representative sample) considering that the particular organizations are a total of 23 and which surveyed 16 (65%), and which they lent their great collaboration to the elaboration of this study.
- It can be considered that: the competitive map of sports organizations synthetic futsal court of the city they score 85% valuation depending on the software used qualifier competitiveness of sports organizations. the area that represents better grade with a rating higher than 90% was accounting and finance, followed in a second row of three (3) areas as human resources, information systems and quality assurance with a value greater than 80%, Figure 1.

**Figure 1. Competitive Map for areas of sports organizations Futsal**

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**Source: own.**

- Leaving a secondary screed to strategic planning and operations with average values close to 80% and an important indicator of the area of environmental management and marketing with greater than 70% in its assessment, which could be considered acceptable values improvement.
- The competitive level organizations synthetic field presents some average values higher than 83% which means a good organization and competitive level of the company against the market. They are important values where most significant difference is found in the state 1 and 4, which are not formal organizations, Table 2.

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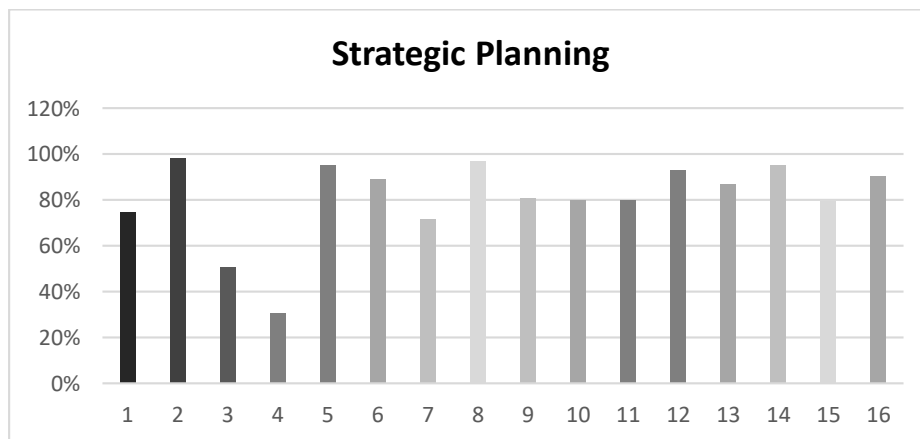
**Table 2. Level of Competitiveness of sports organizations futsal in Bogota**

CODES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Average
Level of competitiveness of the company	72 %	95 %	54 %	41 %	95 %	86 %	75 %	95 %	86 %	82 %	86 %	92 %	94 %	88 %	92 %	90 %	<b>83%</b>

**Source: own.**

- Strategic Planning: The result indicator of shows five (5) points below the average in the planning process, and only three (3) points in implementation of the strategy and where it is clearly one of the elements of the area to get better, Figure 2.

**Figure 2. Strategic Planning Area sports organizations in Bogotá**



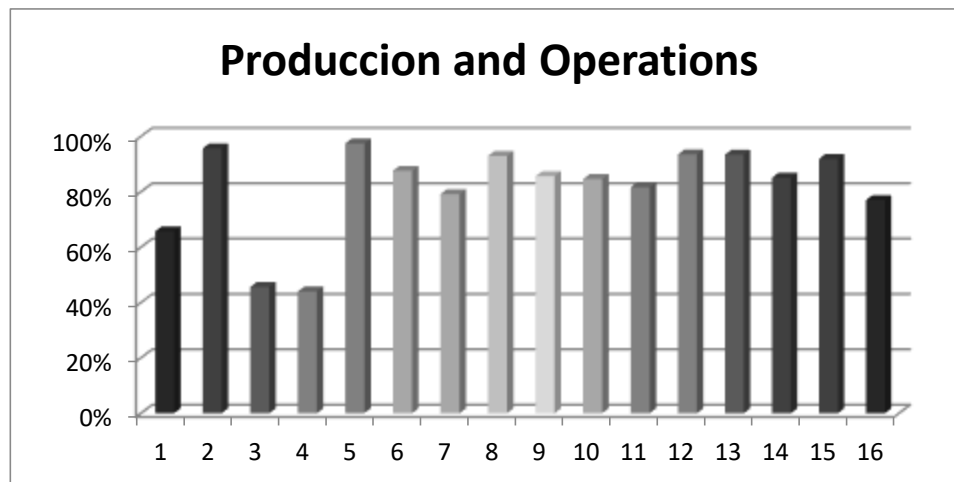
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- Production and Operations: As above Planning Area is the area of production and operations a variable to improve as it is below four (4) Average points below average,

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but remains in a line of good grade. We find that the lowest state is five (5) points and is the ability of the process, as opposed to the higher than three (3) points is above average with values above 88% and refers to the location and infrastructure. Particularly in the entities we found that the lowest value is found in the provision, which says they have stage but have not provided equally in implementation and maintenance mater. So, the same constant where public entity lose assessment (40%) and a large margin to the particular organizations (82%) is maintained, Figure 3.

**Figure 3. Production and operations**

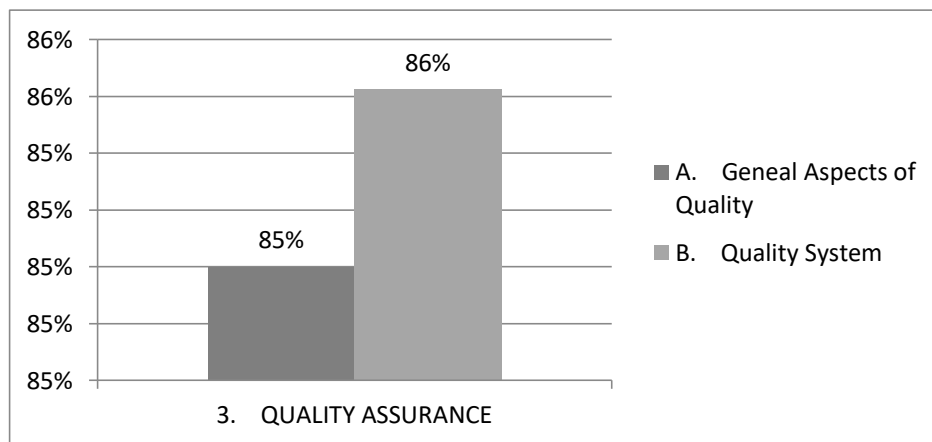


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- Quality assurance: The variables that are above average and where it reaches values up to 100%, and with a minimum of 43% public and 76% in private. They have an even behavior between the two indicators of both the overall appearance of quality, such as quality system, Figure 4.

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**Figure 4. Quality assurance of sports organizations futsal in Cali**



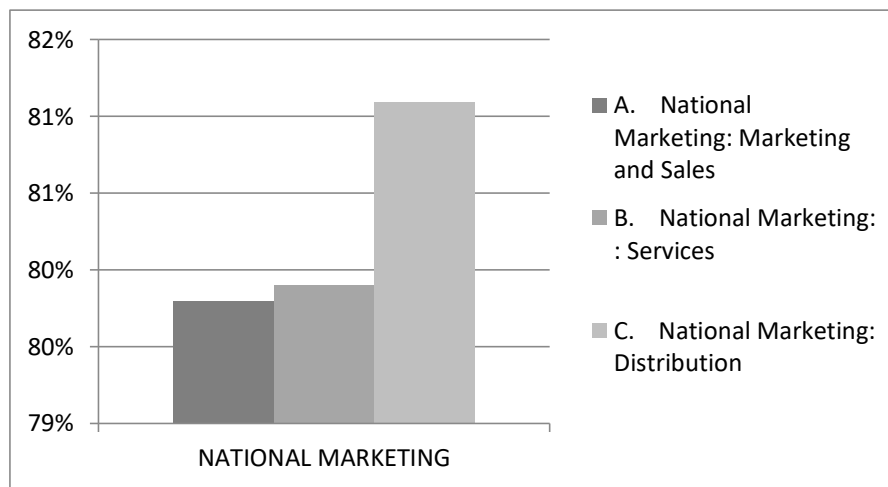
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- Marketing: These values stand up to analysis for the first part where you talk about marketing at local or national level, but not in the second where export issues and where in most cases respondents placed data on touch an average 4 for purposes not change in the final result. We found in some private entities to 100% valuation and minimal data for the particular 71% and 38% for the public. With special data analysis very similar average in the three structures marketing and sales, and distribution services. The coincidence between the two is the homogeneous behavior of the three indicators versus variable area for both cases, Figure 5.



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**Figure 5. Internal Market marketing of sports organizations futsal Bogotá**

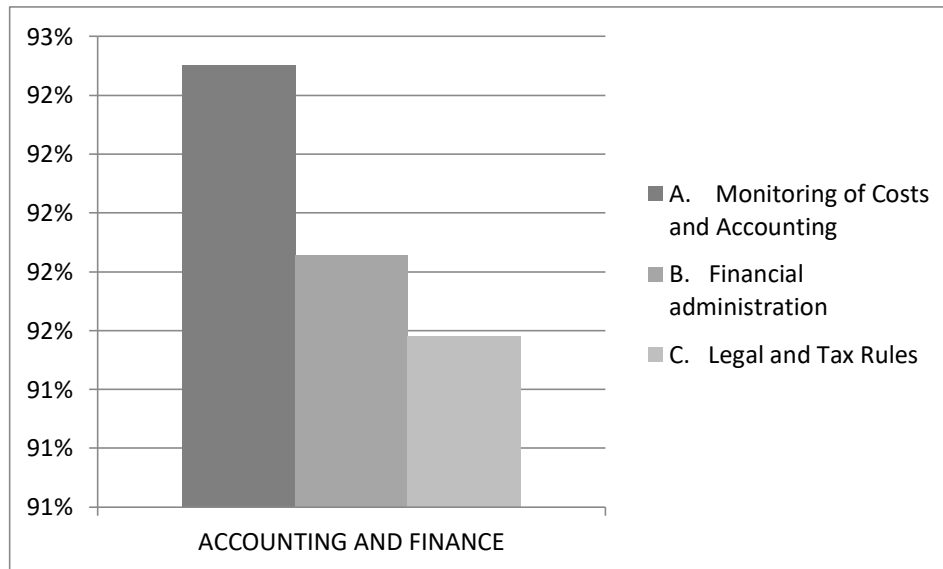


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- Values: Being the best management area observed in the 8 components referred to the study, finding values from 100% and minimum 60% in particular. Back to maintain a continuous homogeneous behavior among the three indicators to assess the area. On average are seven (7) points above average and which gives a very favorable performance against other variables, Figure 6.

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**Figure 6. Graphic accounting and finance organizations Futsal**

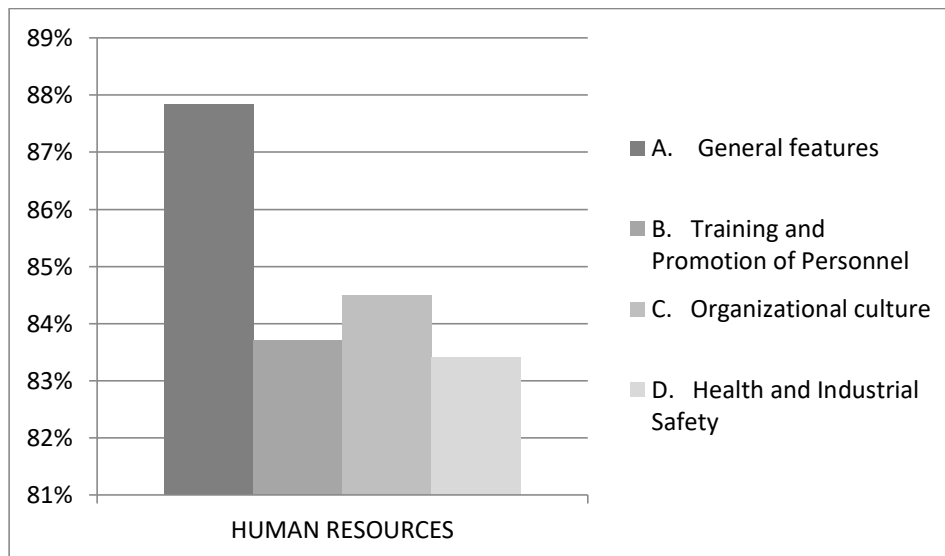


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- Human Resources: It includes four indicators remain very close to the average and expressed containing an indicator with a superlative level to 88% corresponding to the general aspects of human resource management, Figure 7.

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**Figure 7. The human resource of sports organizations**



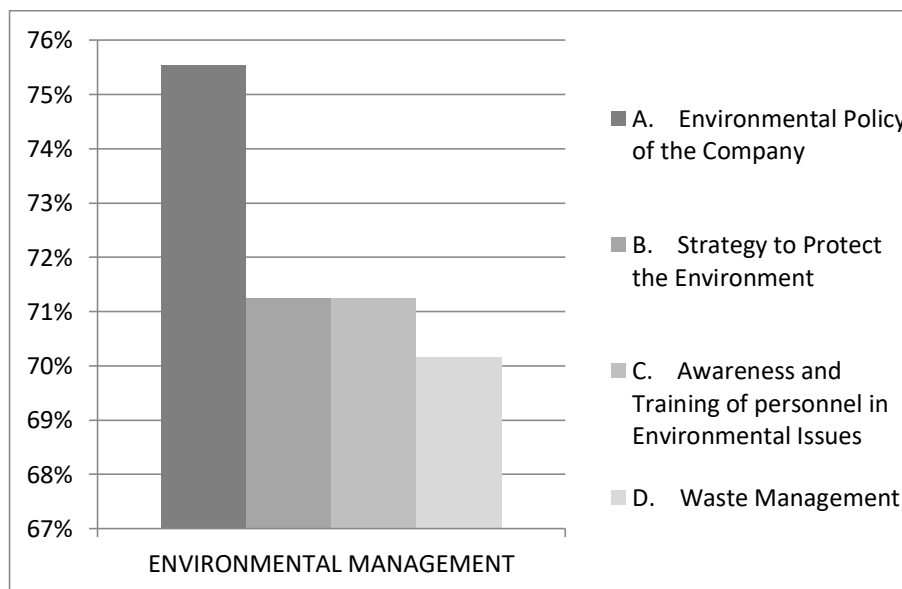
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- Environmental Management: In consideration of other variables this area represents the opportunity to more noticeable improvement with averages rates below the average of

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nearly fifteen (15) points, where with repeated public administration has few values in management, protection, strategy, awareness and environmental stewardship. Found values from 100% to a minimum of 62% (pa) in environmental policy, 100% (max.) 48% min (pa) in training, environmental strategy and waste management. In this particular area there is much. Figure 8.

**Figure 8. Area Environmental management of sports organizations futsal Bogotá**

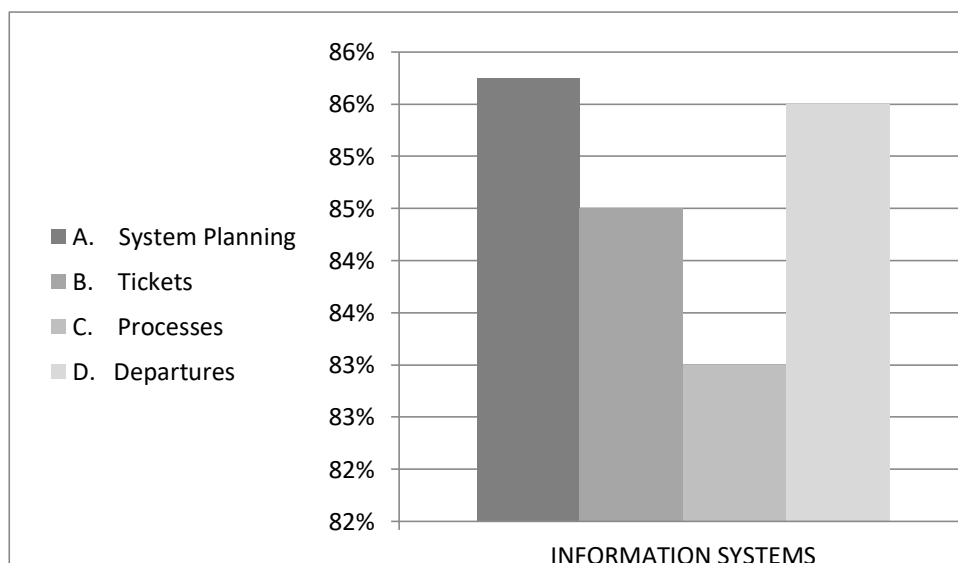


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- Procedure Information: This particular aspect represents the average behavior of rating valuation applied, behaving in an average 85% of its indicators, which demonstrate the good work they perform systematization in the monitoring and control of activities. Maximum values of 100% to a minimum of 76%, Figure 9.

**Figure 9. Information Systems sports organizations futsal**



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**Source: own**

## **6. Conclusions**

- Competitive map of sports organizations futsal Bogota, where amount to a total of 43 organizations are a good (85%) rating according to the instrument (software) applied and which is valid for the BIC (Inter-American Bank of Commerce).
- The competitiveness of sports organizations in Bogota, which have management system if the particular represent (88%) very high percentage of your score.
- We found a total of 23 tennis sites synthetic character (administration) particular.
- In areas that make up the competitive map of the organizations the area of environmental management and marketing is to find the deficiencies in grade of 70%.
- The areas of Accounting and Finance and the area of information systems have the best qualification standards where figures reach 90% positive rating.
- The areas of good grade but which are of a small monitoring are quality assurance along with human resource that despite having an average close to the average (83%) may be susceptible to improvement.

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