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The Importance of Total Quality Management and Business Excellence in Sports Organizations – A Case Study in Olympic Athletic Center "Spiros Louis"

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Abstract

The significance of the contribution of the Quality Management to the improvement of the competitiveness has been acknowledged since the beginning of the 1955. The aim of this paper is to list the venues of the Olympic Athletic Center of Athens "Spiros Louis". We are going to list the administrative management of the Olympic Center, the administrative structure and the departments. Subsequently we are going to analyze the importance of Total Quality Management and business excellence and how important these are for such complex organization as Olympic Center. Furthermore, in this research we will refer to the method that have been used to provide a better understanding of the importance of the Quality Management and business excellence in a sport organization. Finally, the questionnaire that has been used will be analyzed with certain steps, to have better and accurate results. Regarding the methodology and the means used for the fulfillment of the purpose above Greek and foreign bibliography has been used. Useful information from of-

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ficial websites and published essays as well as databases and international organizations were also used.

Introduction

Financial and sports organizations have to survive in a very competitive and quickly developing environment. Thus, lead the organizations to adapt quality as the most important factor for creating competitive services and products, in addition with the rapid development of the technology (Fisher, Dauterive and Barf, 2001). The most important condition for the success of financial and sports organizations is the embodiment of the principles of total quality management, in philosophy, identity and culture of each organization.

The capability of development for new technologies in productive processes and products, combined with quality, continuous improvement and productivity, with emphasis to the consumers and specifically to the human factor, considered the most effective solution for the survival of organizations.

The meaning of quality is multifaceted and complicated. Hence, there is more than one definition for quality. The complexity of definition is made due to the differentiation of the way of interpretation that the term of quality accordingly has (Evans and Lindsay, 2014). Quality offers a satisfaction to customers, profitability, low cost and maximization of the competition between organizations. Therefore, quality is one of the most important conditions for success through improvement and upgrade of the administrations (Cronin and Taylor, 1992). Eventually, the meaning of quality is based on eight different dimensions, which are autonomous and independent. A new product that is located at design phase, has already determine the 90% of the product cost. Administration has the obligation to systematically examine the market section, in which the product is addressed and has to determine the needs of the customers (Garvin, 1988).

In this paper an analysis of the Olympic Athletic Center of Athens “Spiros Louis” and the administrative management was held in order to emphasize in the importance of business excellence and quality management with the now days conditions. In addition, a thorough analysis of the method has been made to create a reliable questionnaire for the members of the board of administration.

The Complex

Olympic Athletic Center of Athens “Spiros Louis”, took its name from the winner of marathon race of 1896, Spiros Louis and has an area of 1,000 square meters in

the area of municipality of Marousi. The construction started in 1980 by a German manufacturing company called Weidleplan with H. Stalhout, Fr. Herre and Dim. Adrikopoulos, as head of architecture department. The purpose of the athletic center was to create a sport complex in order to host the Olympic games in Greece. The past years they created more athletic venues. In 1991 Olympic Velodrome and Olympic Aquatic Center have been constructed. Also, in 1995 Olympic Indoor Sports Center has been structured. Finally, before the Olympics 2004, they added to complex the Olympic Tennis Center and the Supplementary Sports Facilities.

- The Main Olympic Stadium has a capacity of approximately 70,000 spectators, and hosted the opening and closing ceremony of Olympic Games 2004, as well as held track and field and the final football game. It is a modern stadium, which provides all the latest amenities for the athletes. Also, includes areas and staff for the organization of major athletic and cultural events. For the Olympic Games 2004, the architect Santiago Calatrava added the famous roof.
- The Olympic Indoor Sports Center is a modern European basketball court. It can be evacuated in 10 minutes and has six levels, which contains 18,000 spectators. The main court is 40X70m and also has medical center, doping control room and press center. Except from basketball events the center can host concerts, conferences and other sports like gymnastics.
- The Olympic Aquatic Center was constructed in an area of 70 acres. It has two modern complexes, one indoor and one outdoor, which both can host major events like swimming, diving, water polo and synchronized swimming.
- The Olympic Tennis Center contains 16 courts with hard surface (Decotuff II), like the surface of the US Open. The main court has a capacity of 8,000 spectators, 2 courts have 4,300 capacity and 13 courts with 200 seats.
- The Olympic Velodrome has a capacity of 5,000 seats, with 3,100 spectators, 400 officials and 1,500 journalists; it is only Velodrome with these specifications in the country. Until 2003 it was an open Velodrome and Santiago Calatrava renovated it in 2004 (http://www.oaka.com.gr, 2018).

The management of Olympic Center

The board of administration is responsible for the management of the Olympic Center. The members of the board appointed for two years by the vice minister of culture and sports who is responsible for sports matters. The Olympic Center has administrative structures as shown below.

- Administrative management:
  a) Personnel Department, b) Training Department, c) Employment Department, d) Department of Administrative services, which includes the Department of Safety and cleaning, e) Office of social service

- Administrative of finance:
  a) Department of accounting, b) Department of financial management, c) Purchasing Department, d) Statistics Department, e) Bureau of payroll, f) Office for financial management

- Administrative of technological services:
  a) Projects Department, b) Department of maintenance and construction, c) Department of maintenance of engineering equipment, d) Department of maintenance of machines, e) Department of outdoors maintenance and green space

Methods and materials

A sports center and especially an Olympic Center, like the one that we researched, is a very complex organization. Administration management has to consider many parameters inside and outside the organization. To provide a better understanding of how the quality management and the business excellence can affect the Olympic Center as an organization, a questionnaire has been made.

The research has been conducted with the process of research interview. According to Cannell and Kahn (1968), a research interview is defined as a discussion between two persons, which has as a purpose the acquisition of information in relation with the research. The interview has been made based on targeted questions that were drawn up by the author (Cannell and Kahn, 1968).

The orientation and the structure of the questionnaire have been conducted driven by the criteria of European model of business excellence. For the whole research of the results a targeted group has been selected in order to have more accurate results. Hence, we made the interviews in high-ranking employs of the sports organization. In detail, there were 20 interviews, which have been conducted to members of the board of administration, the president, the vice president, the general manager-coordinator and deputy manager of the Olympic Center. During certain interviews the questions have been changed accordingly with the answers. In conclusion, the procedure of the interviews was flexible and the author proceeded in some cases to ask more questions in case of misunderstanding.

The questions of the interview and the characteristics are presented below.

Also, the answers have been depicted according to a series of specific directions in order to analyze them (Hycner, 1985). In order to analyze the result we did the following steps:

- Transcriptions of interviews
- Hearing of the interviews to obtain a total knowledge
- Delineation of general meanings
- Elimination of redundancies
- Clustering of units with similar meaning
- Determination of issues from the clusters.

The questionnaire has approximately 14 questions. The content of the questions range from the quality control to business excellence and the know how of strategy and management.

Conclusion

After the completion of empirical study we concluded that the adoption of a model of business excellence in a sport organization, constitutes a very important strategy. Business excellence can introduce new ways of operation inside the sports organizations. This new operation can lead to the completion of the original plan and thus result in multiple benefits. A model of business excellence can be a tool that leads to a successful path for a sport organization and adds a significant help that can be resulted in various fields of the organization.

The adaption of quality tools, will give a motivation to sports organizations to be in a position to having a competitive advantage in relation to other sports organizations. Also, a sport organization with quality management will always have satisfied clients and loyal customers/athletes. It will have flexibility, successful management of internal and external changes, as well as a better internal management. Furthermore, sports organization is in a position to provide new services with simpler and more efficient procedures due to the innovation and creativity that will own. Moreover, sports organizations with quality management will have the ability to apply constant amelioration for the critical business results. Thus leads to the conclusion that all business excellence models have a core midpoint, which is the constant amelioration and the satisfaction of customers/athletes, where in time depth will have better results, better work development, better competiveness as well as more reliable administration services.

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