

STRATEGIC MANAGEMENT IN SPORTS ORGANIZATIONS

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Abstract

Strategic management is one of the areas of greatest impact on the functioning and development of an organization. Organizations that develop a realistic strategy are likely to bring concrete benefits and will pay major attention to selecting and promoting strategic managers.

Strategic managers are involved in all phases which entails developing and implementing the organization's strategy.

They are in fact, most often, developers and users of this important management tool, with a major impact on the evolution of the organization.

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1. The relationship between strategic management and organizational strategy

Strategic management is one of the areas of greatest impact on the functioning and development of an organization. Organizations that develop a realistic strategy are likely to bring concrete benefits and will pay major attention to selecting and promoting strategic managers.

These managers will lead the organization on their strategy based vision and will make decisions to adjust the strategic elements based on information from both internal and external environment, so the strategy will permanently reflect the valorization of new conditions.

A particularly important attribute of the strategic manager is the strategic thinking, the ability to perceive the organization as a whole and the complex relationships between the various subsystems that manifests composing and interactions with other external systems.

The strategic manager is able to exercise his strategic thinking through large horizons of time, despite numerous uncertainties associated with the business environment of today. In his decisions and actions he is guided by a constant reference to market realities, what happens outside referral opportunities and dangers that may face the organization or team that it directs (Nastase, 2007).

The results obtained by these managers might consider to be due to a set of unique qualities, which are found in them. It is an attractive theory, which would have provided a possible solution to amplify the number of managers of the economy and society in various fields that desperately needs them.

Research has shown, however, that we can't speak of three or four qualities that, if we have means that we have secured the status of manager and the performance will appear immediately. Rather, we can speak of a fairly wide range of different qualities that contribute to the success of a manager and is closely related to the characteristics of the evolving context and specific collaborators.

Management requires a specific approach that meets the needs of an organization. It has a strategic component (Nicolescu, Verboncu, 2008), which materializes in the vision and in the strategy and an operational component, aimed at applying vision (Berl, 2010).

Strategic management is characterized by the fact that those who practice it have a global vision, pay attention to the organization as a whole and not to a reduced in size and in impact component within it (Jarillo, 1993).

Strategic managers are involved in all phases of intense manner which entails developing and implementing the organization's strategy. They are in fact, most often, developers and users of this important management tool, with a major impact on the evolution of the organization.

It is an approach that requires a substantial effort from managers, given that there are many pressures on them to focus their strict problems of others and expects their high involvement.

In performing organizations, most often, strategic managers benefit from formal positions occupying high positions that can go from the general manager, director of development, director of knowledge etc. In such a case, managers benefit from the advantages it brings a formalized structure, with a number of mechanisms known and accepted by most of the employees.

Strategic management is based on the specific vision which he built with his collaborators (Camarinha-Matos, Afsharmanesh 2004). It is necessary that it be harmonized with others managers view from all hierarchical levels so as to ensure a common understanding of the aim pursued and the role that each plays in organizational mechanism (Pyka, Scharnhorst 2009).

For the manifestation of strategic management, staff creativity is one of the distinctive features we encounter in this type of management practitioners. The need for anticipation of future directions and for contouring action under a very dynamic environment continuously calls the imagination of the managers (Hawamdeh, 2007) (Breschi, Malerba, 2007).

No doubt that this imagination is supported by a consistent informational support, which will lead to a better assessment of the actual conditions in which it operates the staff of the organization and of internal and external environment influences that can significantly shape this development.

Strategic thinking is materialized in a plan that includes major pieces of strategic vision and are known by everyone involved or affected by the implementation.

In implementing the strategic vision the manager relies on the skills of people around him and whom create the possibility to show their level, to develop themselves as managers.

Because the environment is unpredictable, strategic managers exhibit a high flexibility regarding the ways in which they pursue their goals.

The management heavily depends on the context in which the manager is and it considers a wide range of factors. But the strategic manager can't allow that his attention to be diverted from the major purpose of the organization, from strategic objectives, despite the pressures of a different nature.

In the operationalization of strategic thinking, the strategic manager operates with different scenarios that can reveal a particular situation, depending on the evolution of internal and external factors of the organization. One of the important qualities of strategic managers is precisely this flexibility to work with various intra and extra organizational variables, under high uncertainty.

Developing and implementing organizational strategies is one of the greatest responsibilities and challenges facing strategic managers. The steps involved in the strategy of an organization are: the substantiation of the strategy, strategy development, the implementation of the strategy, the assessment of the strategy.

The strategy is one of the main instruments with which the managers operate to harmonize the environment around them with the organization's internal resources and skills. On this basis it seeks to develop competition, so the products / services to satisfy well-defined recipients.

The role of strategic managers is particularly important as they are a symbol for other staff of the company, are primarily responsible for the results achieved in implementing the strategy. In most cases, they generate a certain mood, a commitment on the way forward.

The staff, although it trusts in the competence of senior managers want to know their views on the future evolution of the organization and to what extent, the application of the new provisions will represent a quantum leap and / or quality to it. Also, enthusiasm and confidence (or lack thereof) expressed by strategic managers are factors likely to potentiate or contrary to create new barriers to effective implementation of the strategy.

2. Background strategy

For an organization to be successful, the strategy must be consistent with its internal and external environment. Getting appreciable performance is the result of a match between strategy and environment. To achieve such harmonization, managers need to understand the forces that determine and shape the behavior of customers, suppliers, competitors and their employees, in the context they evolve.

In the decisions of managers it can be seen that they put great emphasis on cause-effect relationships. They try to better understand a particular context and how they can extract maximum benefit from the situation.

But their actions are directed not only towards the near time horizon, but they always have in mind the major aim which they serve. They realize that what is happening now is just a phase or a course of action to achieve strategic objectives.

This understanding allows them to identify trends manifesting in internal and external environment and to capitalize by developing and implementing appropriate strategies. Thus, they take strategic decisions, taking into account the environment development and the internal capabilities in such a way as to maximize the performance of the organization.

2.1 Analysis of the direct

Through "industry" or field it can be understood a group of organizations that offer products or services that can be easily substituted for one another. These are products / services that address the same categories of customer needs.

Managers are responsible for strategic analysis of the direct competitive environment forces to identify and understand opportunities and threats facing the organization. To perform this analysis we will rely on a model developed by an American specialist (Porter, 1993), entitled Five Forces model. It focuses on five forces that determine competition:

- the risk of new competitors;
- the degree of rivalry between existing organizations;
- bargaining power of customers;
- bargaining power of suppliers;
- the threat of product / service substitution.

The author argues the following model: the each of these forces is stronger, the organizations are restricted in how they structure their activities and the results they obtain. In this framework, a strong competitive force can be perceived as a threat because it greatly limits the freedom of action. Conversely, a weak competitive force may be seen as an opportunity because it allows it to capitalize better in their own way the resources and capabilities held.

The intensity with which these forces manifest may vary over time due to factors that are not covered by the organization. Strategic managers must be careful to correctly perceive and understand the opportunities and threats that arise and formulate appropriate policy responses.

Potential competitors

Potential competitors are organizations that could enter and activate in this field. One such example is for public education, the emergence of private organizations.

Organizations that already exist and function try to dissuade potential competitors, because the more organizations in an area, the more difficult for existing organizations to maintain market share and influence in the field. Therefore a high risk of occurrence of new competitors is a major threat to any organization. On the other hand, if the risk is small, it will allow the organization to operate without excessive restrictions and obtain results.

Rivalry among existing organizations

This force can generate competitive opportunities or threats depending on the intensity with which it manifests itself. A great rivalry means strong restrictions for the organization, while a small rivalry means greater freedom and opportunity to structure their business without too many constraints.

Competition, in this case, depends on how it is structured field (industry) respectively, demand conditions, the difficulty of change in this area. An industry or field of activity can be fragmented or consolidated.

Bargaining power of customers

Customers can be perceived as a threat when exercising strong pressure on the organization to ensure their products / services at the lowest costs, forcing the organization to strive higher and consume considerable resources to meet their requirements.

A low power of the customers may represent the possibility for the organization to work in their own way, taking into account the requirements of customers in a lesser extent. The power of the clients (beneficiaries) is mainly due to the following:

Bargaining power of suppliers

Suppliers may be perceived as a threat when they can exert important pressure on the price that an organization must pay for its inputs, the quality elements that fuels the organization or the way in which its activities are developed. Power suppliers may be higher or lower, depending on their number and the number, size, importance and specificity of beneficiary organizations.

Replacement Products

These are products / services that serve generally the same customer needs. We observe that lately there have been developed several alternatives to traditional products and services and has other facets of use, in accordance with their customers' desire for personalization.

2.2 Environment indirectly

Indirect environment consists of a set of factors outside the organization that exercises significant influence over it, without, however, this relationship is mutual. These factors are: political, economic, social, technological and demographic. They are likely to provide a diverse range of opportunities and threats for the organization, without this in turn can exercise significant influence over them.

Legal and political factors

They have a strong impact on both the organization and the other factors in the external environment. Stability, clarity and the political factors direction are important elements to consider the strategic managers. Political factors define the legal parameters and ensures democratic institutions and mechanisms that cooperate or where the organization operates.

Legal constraints determine a way of organizing and running through regulatory activities, such as the establishment of participatory management bodies, the timing of labor legal provisions on the system for payroll taxes for various activities, etc .

Economic factors

Economic factors are reflected in health, functionality and performance of the national economy. They aim the nature and the direction in which it evolves. Among the major economic factors include: market, banking, household income, investments, inflation, exchange rates, growth etc. and especially their impact on the school.

Economic growth has a direct impact on the opportunities and threats that an organization must face. It enables it to expand, to grow and diversify sources of income, along with a reduction of competitive pressure. In case of economic recession, funding sources are poorer, prices rise and competition is increasing as organizations have access to resources are more limited.

Management factors

They mainly regard the strategy and policies developed by central and local governments, likely to contribute to the development of an enabling environment development organizations (in our case).

Within these factors there are established the sectors and areas which are considered to be priority by governments and items that will focus on the future, which enables organizations to evaluate their current position and place that it is possible to gain in the future. On this basis the organization prepares a series of strategies and tactics to help nature to survive and even flourish.

Socio-cultural and demographic factors

Similar to other factors and these are likely to provide opportunities and threats for various organizations. Socio-cultural factors involving beliefs, values, attitudes and behaviors of the organization's external environment, elements that have emerged and developed as a result of religious conditions, demographic and organizational they gave context.

The activity of an organization is influenced by changes in attitudes, preferences and behaviors of different social groups in society. This can cause changes in preferences for a particular school, how confinement, access to information, relations with certain components of social organization.

These issues apply in most cases for businesses are found largely in all areas. By choosing an organization to meet expectations, individuals and businesses show the strength they have, as beneficiaries of existing products and services.

2.3 Analysis of the internal environment of the organization

For the strategy to be properly grounded, it must take into account the developments in the external environment and the internal capacity of the organization to be able to respond to opportunities and threats offered by the environment.

Diagnostic analysis of the organization

Detailed diagnostic analysis that reflects the strengths and weaknesses of this, it is necessary to outline the organizational profile, to be considered by the managers of the organization in the conception and implementation of the strategy.

The internal analysis will attempt to identify the elements of strategic importance held by the organization, emphasizing the key skills available to it.

Key competencies or distinctive refers to an organization's strengths that competitors can not easily copy or imitate. Building competitive advantage, which is the focus in developing and implementing the strategy and policies of an organization is based on the discovery and exploitation of key competencies of the organization.

Process orientation vs. structure orientation

Often when an organization wants to be changed, the focus is on structures rather than on the nature and quality processes developed within it.

One of the fashionable concepts in international management is the one of "reengineering". The concept was promoted in 1993 by Hammer and Champy and subsequently synthesized in their book "The Reengineering Revolution: A Handbook" (1995).

Reengineering is the fundamental rethinking and radical redesign understand new organization's activities to achieve major improvements in terms of quality, cost and speed of its response to internal or external stimuli.

Applying this concept involves consideration of reintegration processes, on new, the activities of the organization from its location in the spotlight of the beneficiary of products / services.

Organizational culture

Another element which is recommended to be given attention in the process of the strategy is the organizational culture.

Organizational culture (which will be discussed in detail in a separate module) can determine the choice of persons to be involved in the foundation, development and implementation of the strategy, what steps will be emphasized and how they will be achieved. Also, organizational culture influences the climate in which the activities related to the substantiation of the strategy and their nature run.

Organizational culture helps to substantiate the strategic elements formally or informally, explicitly or implicitly, a small team or a more participatory etc. The cultural elements may influence the degree to which the strategy will be formalized and what people are considered to make a significant contribution to shaping the strategy such as top managers, specialists and other people in your organization or persons outside the organization (eg consultants).

3. The development of the strategy

The development of the strategy is a particularly important part of the organizational life because at this stage the actual content of strategy components is determined; their realism will make the commitment of managers and other employees for the implementation of the strategy elements. If managers do not consider the provisions of the strategy are consistent with the organization's potential

and perspectives that offers its environment, the whole strategy will not only be an exercise carried out by several managers and without any chance of being applied in practice.

Building the mission is a very important task in developing the strategy, because the mission is one of the components that last the longest. The mission of the organization changes only in exceptional cases where the organization wants to rebuild fundamental basis other than those that were the foundation of its operation in the past.

What is characteristic of the mission is that it's not a statement made on quantifiable elements, but orientation, perspectives and attitudes.

The mission must be communicated and internalized by managers. This can be achieved by explicit declaration by senior management as well as organizational culture and value system promoted by the organization.

The mission is the fundamental purpose for which it highlights the legitimacy of the objectives and actions pursued. The organization's mission is a realization of the vision of strategic managers, creed and their fundamental values.

The philosophy included in the organization's mission does not reflect only the beliefs and values of the founders or strategic managers, but also a wide range of values and expectations from the majority stakeholder organization. The mission is presented as a document manifest, as an organization's commitment to provide value to all those with whom it interacts.

Once the mission is accepted and recognized within the organization it becomes the framework for setting priorities and important decisions about its future evolution.

If staff internalize the issues covered in the mission, then in all activities, both individually and collectively, it will relate to the core values that the organization wishes to strengthen in it.

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