

THE UNIVERSITY OF ALABAMA

CHES Sport Management www.sportmanagement.ua.edu/ches

HES 552: Trends & Issues in Sport Management

Course Description: This course is designed for sport professionals desiring to increase their knowledge and understanding of contemporary trends and issues in national and international sport industry programs. Listed below are examples of CSOTC Research Project in Sport Management

Team Concept

Pyeongchang 2018
Rio de Janeiro 2016
Sochi 2014
London 2012
Vancouver 2010
Beijing 2008

Key Questions

What is Offered vs. What is Delivered
Are We Disconnected as a Team within each Unit/Department?
Divisional Critique of CSOTC Services

OTC Assessment Tool

Process/Services Operations, Human Resources, and Facilities

Outcome

Group Interaction, Data Collection, Discussion and Executive Summary (6-10 pages)
TEAM Presentation to USOC Administration

2008 Comparison of Olympic Training Centers: Colorado Springs, CO vs. Lake Placid, NY

2012 - "What is Offered" vs. "What is Delivered"

Three Areas: Facilities (Physical Asset); Logistics (Service) & Delivery (Staff, Culture, and Atmosphere);
Trends in Sports 2020 (Global Research)
Demographic Survey/Input: 30+ athletes, coaches, personnel/employees, etc.

2011 & 2010 - All USOC/CSOTC components - Event Management, Sport Logistics & Operations, Facilities & Venues, Hospitality, Services (housing, dining, etc.), Marketing and Sponsorship, Media Relations & Community Outreach, Personnel, Equipment, Leadership & Administration, Legal, Financial

2009 - Evaluation of CSOTC Process/Service Operations, Human Resources, and Facilities

Divisional Critiques Colorado Springs Olympic Training Center (CSOTC) Services
Focus: Leadership in Sports, Legal and Financial Aspects of Sport, Marketing and the Media, Administration, International Games, Sport Logistics, Venue and Facilities
OTC Assessment Tool: Process/Services Operations, Human Resources, and Facilities

2008 & 2007 - Evaluation of Process/Service Operations, Human Resources, and Facilities

Divisional Critiques OTC Services with a focus on Leadership in Sports, Legal and Financial Aspects of Sport, Marketing and the Media, Administration, International Games, Sport Logistics, Venue and Facilities

OTC ASSESSMENT TOOL

Excellent = 5; Very Good = 4; Good = 3; Fair = 2; Poor = 1

Process/Service Operations

1. Service Standards are defined.
2. Operating Standards are defined.
3. Quick start up on new projects without confusion regarding purpose, scope, or approach.
4. Finish on time or earlier than expected without delays, excessive iterations, and re-work.
5. Effective communication of inputs and elements, including data sources, assumptions, constraints, and model structures
6. Effective documentation of the analysis performed so that those not directly involved can see and explain the work.
7. Management chooses from multiple scenarios, each of which is a cost effective course of action.
8. Ready acceptance of new implementations by operations without disbelief, objections, or challenges of results.
9. Actual results are close to original goals.
10. Visualization of the facility being modeled with clear and explicit guidelines.
11. There is adequate space to handle the flow and routine tasks associated with office space and record keeping.
12. Adequate funding is allocated for repairs and maintenance
13. Adequate funding is allocated for expendable supplies
14. Adequate funding is allocated for capital improvements
15. Emergency first aid supplies and equipment are readily available to all Olympic Training Center invited athletes, teams and visitors.
16. Required USOC paperwork (visitor information) is available in a database and accessible via technology.
17. Environmental conditions are monitored and an effective warning can be provided.
18. A comprehensive risk management program is documented and implemented.
19. A regular systematic evaluation is used to review the effectiveness of the total program.
20. Effective process for scheduling and disseminating that set schedule to all applicable staff.

Human Resources (people)

1. Written job descriptions outlining duties and responsibilities for each member of the sports medicine staff are available.
2. Formal evaluation of intangible factors in addition to cost, including ease of implementation, risk, and flexibility.
3. Involvement of operations personnel, especially in defining and evaluating scenarios and plans.
4. Adequate funding is allocated for continuing education.
5. Development activities and continuing education for USOC staff are encouraged and funded.
6. All USOC personnel are knowledgeable of emergency protocol
7. All designated personnel (medical, sports science, coaches, selected staff) are trained in CPR, emergency management of life-threatening injuries, and universal precaution techniques.
8. Highly skilled personal appropriate trained in their position

Facilities

1. The facility areas are surveyed before each event to identify and correct hazards.
2. There is a written plan for the transportation of injured athletes in practice and in contests: emergency situation and non-emergency situation
3. There is an adequate and readily available communication system between the athletic participation areas and medical or paramedical assistance.
4. There is an adequate supply of emergency equipment (AED, emergency phone system, etc.) readily available?
5. An adequate supply of first aid supplies is readily available.
6. The electrical supply in selected areas is controlled by ground fault interrupters at the outlet or control panel.
7. The sport facilities are readily available for use by designated individuals (athletes, coaches, assigned personnel).
8. The sport facilities have restricted access to unapproved visitors.
9. Adequate security lighting and call boxes through facility.
10. Adequate storage in all facilities.
11. All facilities are ADA compliant and friendly to paralympic athletes.

General Comments

- Be good at something or get out of it! (outsource!)
- Standardize processes, facilities and people across all three training centers
- Determine if sponsorship funds are being used appropriately
- Create online survey to get feedback from athletes to be completed prior to checkout
- Identify strategic functions of the Olympic Committee (develop visual model).
- Study best practices of similar training facilities, services and management programs.
- Develop evaluation tool for assessing the problems and issues related to the training centers and operations.

Process/Service Operations

- Define Service Standards and Operating Standards
- Introduce an On-line registration system (avoid excessive paper work)
- Create a packet to answer athlete FAQ's
- G.O.L.D. card - available at check-in (replace hand-scan access)
- Increase the number of staff at peak dining times
- Introduce a To-Go option at the dining hall
- Provide better variety of food choices
- Continue to improve quality and variety of food
- Make dining hall accessible for athletes with disabilities
- Ask for identification and properly show credentials
- Check-in and Check-out, development more effective system
- Incorporate Scheduling Software into organization (SharePoint)
- Orientation Handbook
- Welcome written in multiple languages
- More effective management of sponsor funds
- Increase effectiveness of dining experiences for competitive athletes
- Metric list consistent with supply chain management format

Human Resources (people)

- Multi-skill staff to handle task and crisis management issues
- Update personnel evaluation system
- Better management of funds, employees and facilities
- Multi-skill staff to handle task and crisis management issues
- Metric list consistent with supply chain management format

FACILITIES

- Facility decor should embrace Olympic history and spirit
- Make facility aesthetically pleasing
- Provide more security lighting
- Adapt a central scheduling program
- Provide security call boxes around facility
- Replace hand-scan access with G.O.L.D. card access of the short-term dormitories
- Replace room keys with the G.O.L.D. card
- Provide central air in dorms
- Dorm room improvements (shelving on walls, non-slip bathroom floors, more pillows, toilet paper, better mattresses, towel rack next to shower, changing area in shower)
- Build new apartment style housing
- Increase parking space on OTC grounds
- Make travel more convenient for athletes
- Lengthen facility hours to increase availability of facilities
- Increase equipment storage space
- Cost containment of HVAC of sports venues
- Increase security (personnel, parking, and residential housing)
- Increase security for facilities
- Remodel living and dining facilities
- Provide gondola/lift system for athlete's to access dorms and dining halls in areas where elevation is an issue
- Metric list consistent with supply chain management format

USOC – CSOTC Unit Fact Sheet

Utilizing the team approach (3-5 graduate students and sport management professionals), draft a CSOTC Fact Sheet outlining these items: mission, vision, organizational structure, professional issues and concerns, futuristic trends, professional organizations, other? Potential USOC areas to investigate include:

Athletic/Sport Facilities

Athlete Services

International Games Preparation

Food & Nutrition Services

Partnership Marketing

Media & Public Relations

Sport Science

Key Terminology

Cycle of Service – the “moments of truth” experienced by the customer during a service encounter which form a positive or negative impression in the mind of the customer (Takes 12 positives to make up for 1 negative experience)

Documentation – completing detailed records that describe the event.

Hospitality - The cordial reception of guests

In-house – Services provided by the facility staff

Leadership - influencing, guiding in direction, course, action, opinion. (MICKEY: Model the Way, Inspire a Shared Vision, Challenge the Process, Kindle the Heart, Enable Others to Act, You - Believe in yourself)

Moments of Truth - critical moments when customers and staff members interact offering opportunities for the staff to make a favorable impression, correct mistakes, and win repeat customer

Risk Management - The control of financial and personal injury loss from sudden, unforeseen, unusual accidents and intentional torts (KEYS: Safety and Staff)

Service – meeting customers' needs in the way that they want and expect them to be met

Service Standards - quality standards for services provided to customers, which are designed to meet and/or exceed their expectations. What must be done by staff for the customer to meet and/or exceed their expectation, known as *Quality Service Indicators*.

Unit Operating Standards – designed to ensure operational policies achieve the operation's vision, goals and objectives.

Mission Statement - key elements

- Specification of key elements in the company philosophy
- Identification of the company's self-concept
- Identification of the company desired public image
- Specification of target customers and market
- Identification of principal products/services
- Specification of geographic domain
- Identification of core technologies
- Expression of commitment to survival/growth/profitability
- *Example: We are committed to providing the finest programs, services, facilities, and equipment to enrich the University learning experience. We also want to foster a lifetime appreciation of wellness and recreational sports and activities among our students, faculty, and staff.* (Department of Recreational Sports, The Ohio State University)