Approach for the operationalization of the strategy in a medium-size sport club

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Sport managers are in the business of uncertainty (Simon Chadwick, 2009), however is required a set of assumptions for the development of the organization, which facilitates the achievement of the organization goals (Slack & Parent, 2006). The problem lies in the operationalization of the non-profit organization objectives (Thibault, Slack, & Hinings, 1993). Considering the lack of research to operationalize the organization strategy, the aim of this study is the development of an approach to support their business objectives using Business Process Management (BPM) approach to support the operationalization of the strategy in a non-profit sport club. The research follows the case study approach using a single case study (Yin, 2003). The information was retrieved applying an interview with the sport club responsible framed in the BPM approach steps: (1) Mission and vision; (2) Identification of strategic objectives; (3) Assessment of business capabilities and (4) Assessment of stakeholder concerns and objectives. We documented our progress storing the information in a spreadsheet prepared to support the retrieved information. The results allowed the identification of six financial objectives, two objectives for the customers, one for human resources, and the local community. The assessment of stakeholders recognized the relevance of Practitioners, Sponsors, Small and Medium Enterprises, Parents, Volunteers, Club Member, Spectators, and Local Community. The identified business capabilities were "Get Practitioners", "Organize Activities and Events", "Fund Raising", "Manage Sport Activities" and "Support the Sport Activity". These capabilities reflect vital areas for the sport club existence. The stakeholders concerns assessment allowed the identification of Business Objectives related to "Practitioners Retention"; "Selling Merchandising" or "Sponsorship". The adopted approach allowed the development of the sport club strategy systematically. The clarification of the organization goals properly framed in a context simplifies the definition of the improvement actions to support the achievement of the organization objectives.

References

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Early sports involvement and improvements in reaction time: a specific training program approach

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During youth occurred sensitive periods wherein the athletes are more susceptible to the training of motor skills. Reaction time can be improved different times during youth, in short periods of time. An early sport diversification could benefit players' performance in their main sport. The purpose of this study was to determine the effects of a specific training program in reaction time, taking into account the early sports involvement. Fifteen youth basketball players (age: M=13.2, SD=0.5; height: M=163.9, SD=11.1 cm; and mass: M=53.7 SD=12.9 kg) participated in this study. The intervention programme lasted five days and all players were involved in the same training regimen. For measured the improvements in reaction time two Batak-Pro tests were used. In the first test the users must strike out 25 targets at random as quickly as possible; in second test the number of targets doubles. The program effects were tested using Student's t test for pairwise comparisons. Moreover, to ascertain the magnitude of the differences the Cohen's d Effect Sizes were calculated. All statistical tests were performed according to the years of experience in basketball practice and to the type of sporting activities performed throughout participants' sport careers. The results suggest improvements in reaction time regardless the previous experience in basketball practice and the sports career ($MD_{25targets}$= -5.5; $MD_{50targets}$= -8.7). The early diversified practice participants revealed larger benefits ($MD_{25targets}$= -4.4; $MD_{50targets}$= -8.1) comparatively to players who only had basketball experience ($MD_{25targets}$= -6.3; $MD_{50targets}$= -9.2). Particularly in basketball, the participants with more years of practice showed better improvements than participants with less experience, in the 25 targets test ($MD_{25targets}$= -5.7; $MD_{25targets}$= -5.3, respectively). Nonetheless, in the 50 targets test the opposite occurred, since the less