

The 5th International Congress of Exercise and Sport Sciences

Developing a Global Excellence Model and a Global Excellence Award for sport organizations

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What is Business Excellence ?

According to EFQM Excellence Model (2013), “excellent organizations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders” (p.1).

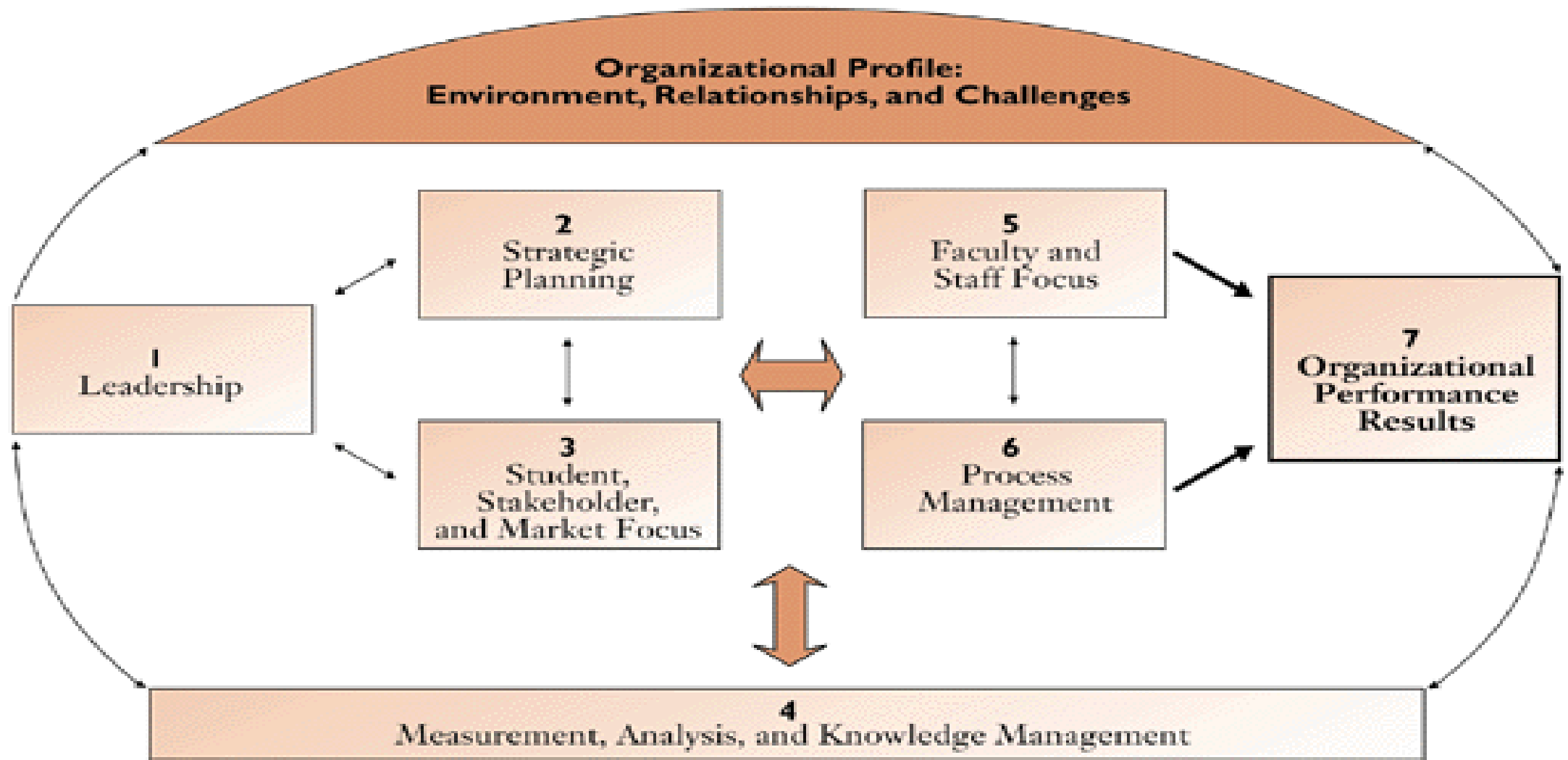
In Europe, the EFQM Excellence Model constitutes the management framework needed while in the USA, the Baldrige Excellence Model has been created to provide American organizations and enterprises with the management framework to achieve sustainable excellence (Baldrige Excellence Builder, 2017).

PURPOSE OF THIS PAPER

The purpose of this paper is twofold:

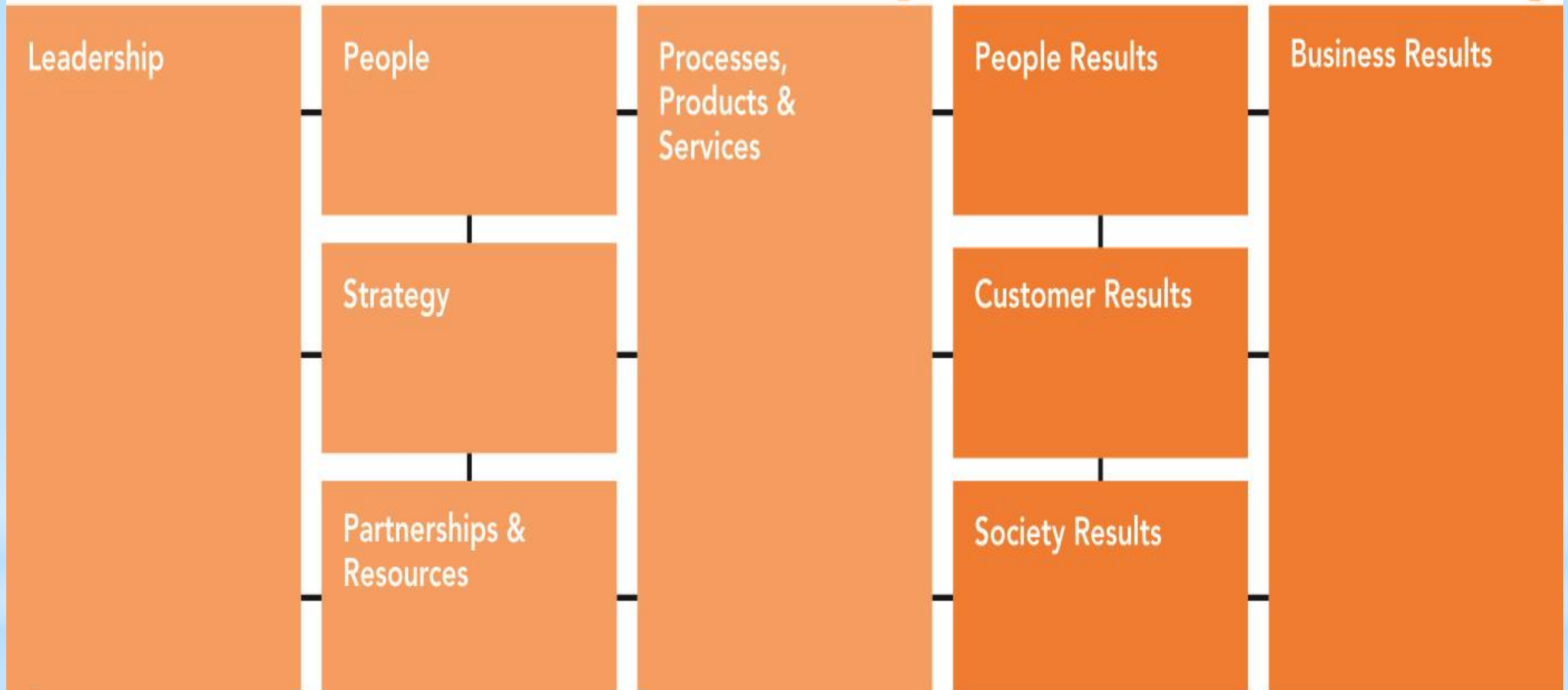
- (a) to provide an overview of the three international Excellence Awards and examine their relationship with organizational effectiveness (including financial indicators), and to propose a simplified Global Excellence Model accompanied by a Global Excellence Certificate and Award scheme for sport organizations, and*
- (b) to propose the development of a Knowledge Management System which is necessary for the effective deployment of the Global Excellence Model.*

Baldrige Education Criteria for Performance Excellence Framework: A Systems Perspective



Enablers

Results



DEMING PRIZE

EMPHASIZES:

- **Policy**
- **Organization and Operations**
- **Collection and use of Information**
 - **Analysis**
 - **Education and Training**
 - **Quality Assurance**
 - **Standardization**
 - **Control**
- **Planning for the future**

CONTEMPORARY VALUES OF THE EXCELLENCE MODELS

- *Systems perspective*
- *Visionary leadership*
- *Customer focused excellence*
- *Valuing people*
- *Organizational learning and agility*
- *Focus on success*
- *Managing for innovation*
- *Management by fact*
- *Societal responsibility*
- *Ethics and transparency*
- *Delivery value and results*

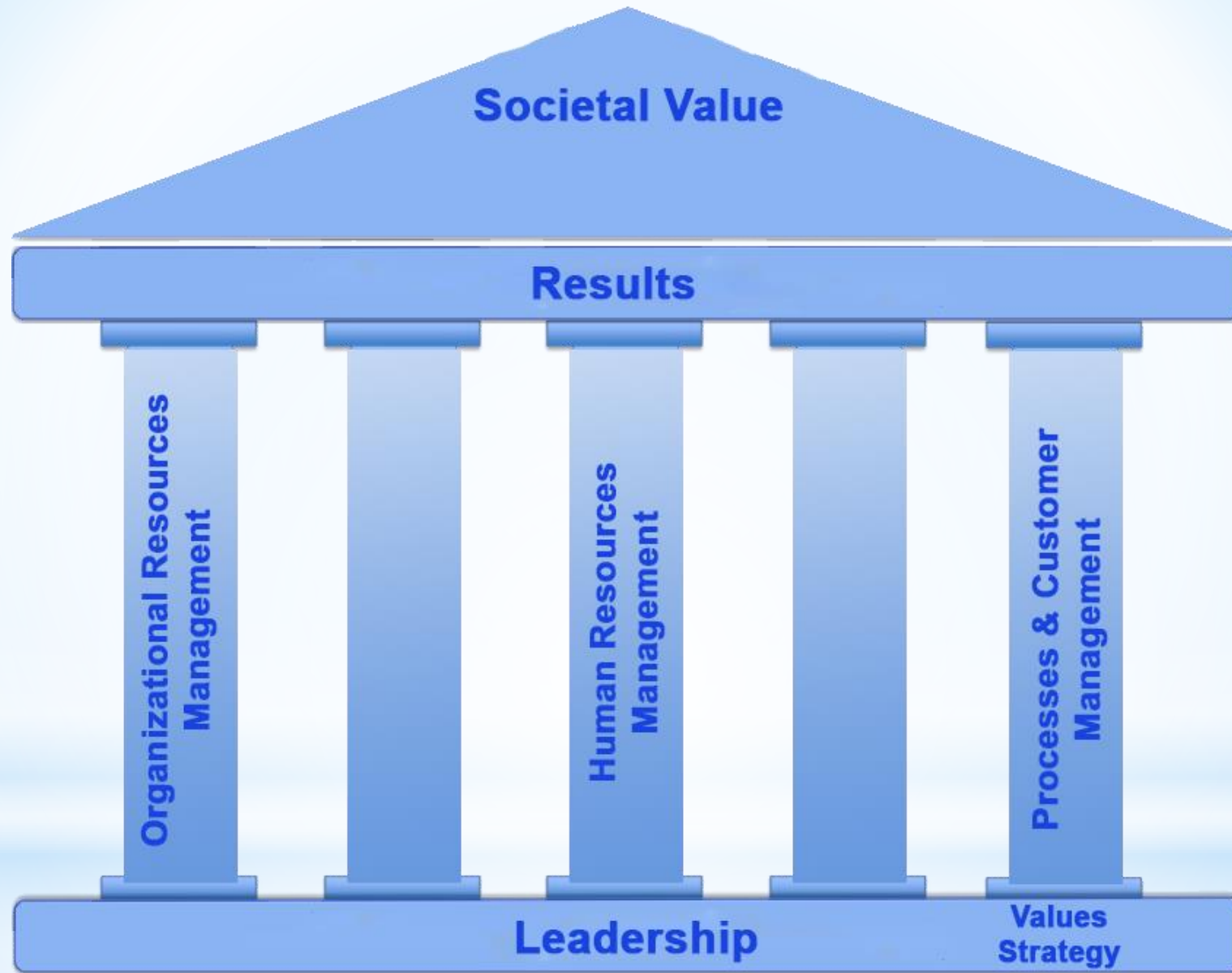
RELATIONSHIP BETWEEN EXCELLENCE AND ORGANIZATIONAL PERFORMANCE

The General Accounting Office (GAO) of the United States (1991) found that companies that adopted Excellence practices experienced an overall improvement in corporate performance (higher productivity, better employee relations, greater customer satisfaction, increased market share, and improved profitability).

- Employees in the companies GAO reviewed experienced increased job satisfaction and improved attendance; employee turnover also decreased.
- Improved quality and lower cost were attained. Companies increased the reliability and on-time delivery of their product or service and reduced errors, and their cost of quality.
- Greater customer satisfaction was accomplished. The data on customer satisfaction was based on the results of the customers' overall perception about a product or service, the number of complaints received, and customer retention rates.
- Improved market share and profitability were attained as measured by several ratios widely used in financial analysis.

The need for the development of a Global Excellence Model / Award for Sport Organizations

- According to the Excellence Models values and management criteria, sport organizations should focus on improving the way the sport system is delivered if they wish to achieve success.
- Sport organizations use these Excellence Models not only as a means for their self-assessment process and continuous improvement but as their management framework as well.
- The existing Excellence Models are **business oriented, not adequately simplified** and do not take into consideration all the important **sport related factors**, such as: (a) Talent identification structures, (b) Athlete development pathways, (c) Sport science support, (d) Coach education system, (e) Access to facilities and equipment, (f) Anti-drug framework, (g) Athlete lifestyle support and dual-career of athletes, (h) Competition structures, and (i) Volunteers management, and (j) sponsorships management.



**Societal
Value**



Results

The Scoring System

For the four factors (except Results) :

- Process based
- Supports strategy
- Has a clear rationale
- Implemented in relevant areas
- Measured
- Improved

For the Results:

- Presentation (segmentation)
- Address all relevant outcomes
- Reliable and accurate
- Positive trends or sustained good performance
- Achieve the targets
- Comparisons (Benchmarking)

LEVELS OF EXCELLENCE AWARDS

- ***EXCELLENCE AWARD (First winner)***
- ***EXCELLENCE PRIZE (Second and Third winner)***
- ***RECOGNITION FOR SUPERIOR PERFORMANCE IN DIFFERENT FUNCTIONS (Marketing, Financial outcomes, Employee Empowerment, Corporate Social Responsibility, Innovation, Teamwork, Organizational Culture, etc.)***
- ***RECOGNITION FOR IMPROVEMENT in the above mentioned functions.***

BENEFITS OF APPLYING

- **Implementing an outstanding Excellence Model for managing your operations and services**
- **Becoming customer oriented and close to your market**
- **Becoming more efficient through the continuous improvement activities**
- **Mobilising employees by setting superordinate goals**
- **Implementing a values driven management system (Make decisions based on values)**
- **Setting measurable and realistic objectives**
- **Setting Key Performance Indicators in order to monitor the progress of your organization**
- **Aligning your resources with your strategic goals**

Necessary Step: The Development of a Knowledge Management System

Sport administration is entering into an era where the future will be essentially determined by its ability to wisely use knowledge, a precious global resource that is the embodiment of human intellectual capital and technology.

KM is a systematic approach which includes knowledge creation, identification and capture, storage, dissemination and use, and knowledge refinement. It is a key strategic resource and aims at improving the handling of knowledge at the individual, team, and organization level in order to improve innovation, quality, and cost-effectiveness.

In a **knowledge-based economy** the aim of organizations modernization should be to transform them into knowledge organizations. Therefore, the ability to create new knowledge, to share and most importantly to **transform knowledge into innovative products / services / processes** is the core capability for **organizational success and high performance**.

PURPOSE OF THE PROJECT

The purpose of this project is to develop a practical innovative knowledge management system that is going to link Universities, Research Institutes and Laboratories specialized in sport administration research and the professional sport administration sector worldwide.

More specifically, this particular project will identify sport administration knowledge stemming from the research activity of the Universities, Research Institutes and Laboratories, which has been published in the International Scientific Business Journals, scientific blogs and specialized websites (as basic or applied research), will collect, analyze, process and store this knowledge and finally, will disseminate this knowledge to sport administration worldwide, using an interactive information system.

Sport administrators and staff do not have the time to read research-oriented articles from International Journals, scientific blogs and specialized websites or do not have access to research databases or do not comprehend (at least to some extent) academic research processes, statistical analysis and findings. Our project will make knowledge easy to them, easy to comprehend and easy to implement in day-to-day operations.

Benefits and Value of this Project

The challenge of this particular project is to provide the decision-makers at all levels of sport administration with the necessary intellectual capital to be competent performers and proactive opportunity creators in the evolution of the global knowledge-based economy of the 21st century.

The partners-Universities and Research Institutes involved in this project will become the knowledge depositories which will contribute to the transformation and continuous improvement of sport administration worldwide.

Conclusions !!!!!

Development of a Global Excellence Model and Award as well as a Knowledge Management System.....

and become World Leaders in educating and helping Sport Administrators to achieve Excellence !!!!!

THANK YOU FOR YOUR ATTENTION