

Further Appendix to the Sport Management Report 2006

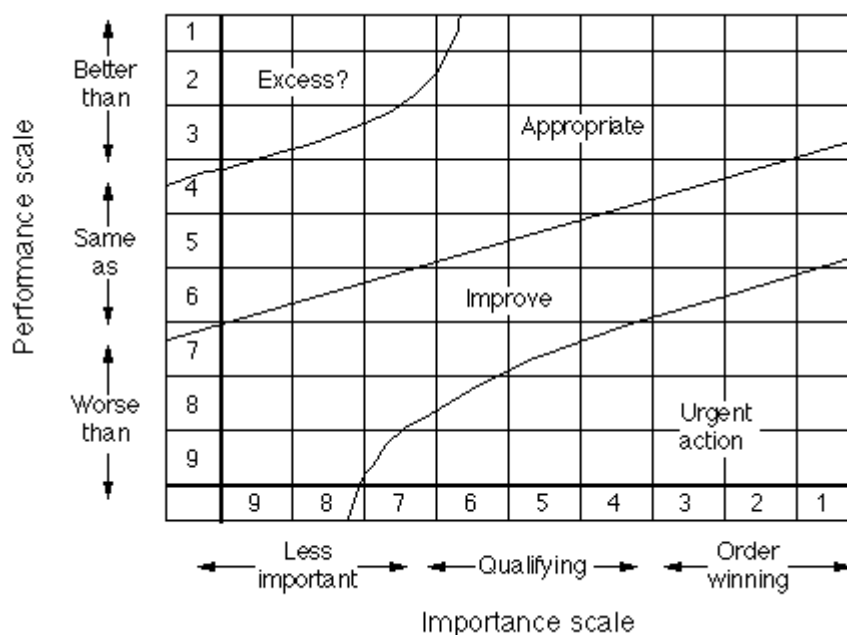
Appendix 1. Kristina Koch: Importance/Performance Matrix

<http://www.ifm.eng.cam.ac.uk/dstools/choosing/import.html>

A crucial stage in the formulation of operations strategy is the derivation of a ranked (or rated) list of competitive factors such as quality, flexibility, cost, etc. This list is used either to infer an appropriate set of strategic operations decisions or, in conjunction with an independently derived list of the organisation's performance to prioritise each of the competitive factors.

A 2x2 matrix of importance / performance can be used but may be found too crude. The matrix shown here uses the 9-point importance and performance scales reproduced below.

The exact positions of the dividing lines between the zones "Excess?", "Appropriate", "Improve" and "Urgent action" may need to be agreed by the group beforehand.



A Nine-point Importance Scale

For this product or service does each performance objective meet the following?

Order-winning objectives:

- (1) provide a crucial advantage with customers - they are the main thrust of competitiveness;
- (2) provide an important advantage with most customers - they are always considered by customers;
- (3) provide a useful advantage with most customers - they are usually considered by customers;

Qualifying objectives:

- (4) need to be at least up to good industry standard;
- (5) need to be around the median industry standard;
- (6) need to be within close range of the rest of the industry;

Less important objectives:

- (7) do not usually come into customers' consideration, but could become more important in the future;
- (8) very rarely come into customers' considerations;
- (9) never come into consideration by customers and are never likely to do so.

A Nine-point Performance Scale

In this market sector, or for this product group, is our achieved performance in each of the performance objectives:

Better than competitors:

- (1) consistently considerably better than our nearest competitor;
- (2) consistently clearly better than our nearest competitor;
- (3) marginally better than our nearest competitor;

The same as competitors:

- (4) often marginally better than most competitors;
- (5) about the same as most competitors;
- (6) often within striking distance of the main competitors;

Worse than competitors:

- (7) usually marginally worse than most competitors;
 - (8) usually worse than most competitors;
 - (9) consistently worse than most competitors?
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Higher Level Analysis by John Robertson

<http://www.johnrobertson.co.nz/higherlevelanalysis/>

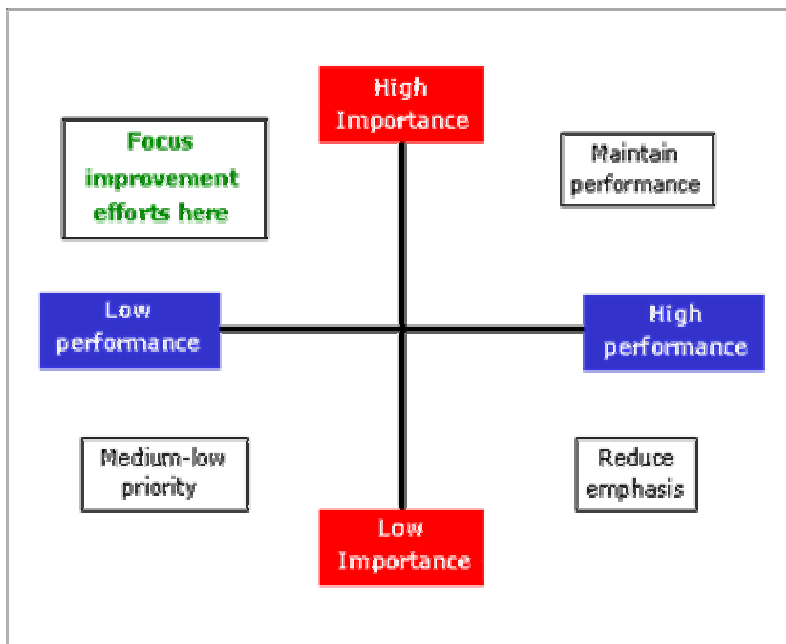
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Performance / Importance Matrix



By combined measures of **importance** with the **performance** scores for each question, we can create a 'Performance/Importance' matrix which highlights clearly those areas offering greatest leverage to performance improvement – that is, those questions having significant importance on critical outcomes whose performance scores are low. These are the areas that should be the focus of attention, the areas where the return on effort will be the greatest!

Introduction to Performance Measurement

http://www.magazine.estiem.org/2003n2/09Introduction_PM.html

Many top managers now see 'Performance Measurement' (PM) as an important factor in today's information-driven decisionmaking environment. Quoted from Rose (1995) "performance measurement is the language of progress for an organisation." PM can be seen as a way of helping show where an organisation is and where it is heading. It can also be seen as a powerful behaviour tool as it is communicating to the employee what factors are important to the organisation so they are able to understand what matters in the achievement of organisational goals: "Clearly the basis of PM is that unless a score is kept, it is difficult to know whether you are winning or losing" (Hatry, 1978).

Traditional methods of performance measurement relied heavily on financial and accounting data, and this meant from a manufacturing point of view the measures rested primarily on how many piece parts or components could be produced in a given time. Modern industrial/manufacturing measurement really began in the 1930's when Taylor and Mc Clelland developed approaches to what was then known as 'scientific management'. This early work focussed on the new and repetitive production lines of the motor industry, such as that of Henry Ford's highly repetitive production line for the Model T. A great deal of effort was put into developing 'time-study' exercises that concentrated on the time it took to produce the individual parts or components. From this early experience the concepts of process efficiency were developed. Organisations often offered incentive schemes such as 'piecework' payment system whereby the employee would get paid in relation to their volume of work. This system was used as an incentive to increase employee performance and hence, better the organisation.

While the concept of this kind of process efficiency is still a valid one, the problems of such an approach are now well recognised in terms of the way in which they can drive employee behaviour leading to the possibility of problems when faced with modern business strategies.

In 1992 Kaplan and Norton took huge steps in the use of performance measurement and developed the Balanced Scorecard Approach, this not only measured the financial and time indicators, as mentioned above, but also incorporated the measurement of other important process factors.

In order to develop an effective performance measurement system it was suggested by such authors as Oakland, (1995) that the following questions must be answered:

- **Why is measurement required?** (Purpose)
- **What should be measured?** (Finding the factors that are important)
- **How it should be measured?** (Methods)
- **When should it be measured?** (Timing and time frame)
- **Who should measure it?** (Owner of the process versus independent party)
- **How should the results be used?** (Assessment, improvement purposes)

In 1980 Motorola devised a Total Quality Management (TQM) technique to measure and improve quality, that being what we now know as Six-Sigma.

Six Sigma is a highly disciplined approach that helps organisations focus on developing and delivering near-perfect products and services. The word is a statistical term that measures how far a given process deviates from perfection. To achieve Six Sigma quality, a process must produce no more than 3.4 defects per million opportunities. The central idea behind Six Sigma is that if you can measure how many "defects" you have in a process, you can systematically figure out how to eliminate them and get as close to "zero defects" as possible. To demonstrate the importance of this approach a quote from General Electric is shown: "Six Sigma has changed the DNA of GE it is now the way we work in everything we do and in every product we design".

The Balanced Scorecard

Developed in 1992 by Kaplan and Norton, and an expansion of the concept of balanced performance set in place in 1986 by Felix and Riggs, the balanced scorecard includes performances that affect the organisations future outcome, learning and growth.

Controversy with traditional performance and control systems, often designed and managed by accounting specialists lead to the need to develop new nonfinancial approaches, i.e. that of the Balanced Scorecard Approach. Traditional performance measurement systems did not provide the important information that is required to represent the overall strategy of an organisation. Although the balanced scorecard approach does include financial performance measures, it is more centred on operational measures of customer satisfaction, internal processes, innovation and other improvement activities. In measuring these operational factors behind the financial performance it can begin to drive the organisation to financial success . It is a rather comprehensive set of measures that is used to communicate and evaluate the performance of the organisation.

With reference to Kutucuoglu et al. (2001), a balanced range of measures enables managers to address the following questions:

- **How do we look to our shareholders?**
(Financial perspective)
- **What must we excel at?**
(Internal business perspective)
- **How do our customers see us?**
(Customer perspective)
- **How can we continue to improve and create value?**
(Innovation and learning perspective)

A modern performance measurement system, which allows the basis of the balanced scorecard to be based upon, will include measures from many different levels within a company. As quoted in Manufacturing Engineer (2002), these may include:

- Detailed manufacturing process level measures, including capability, quality, cost and efficiency data.
- Group performance measures such as quality, plus conformance to plan and group based productivity measures.
- People measures such as skill attainment, individual and team performance.
- Supply chain measures such as inventory performance, work in progress control, schedule adherence, fill rates and responsiveness.
- High level Key Performance Indicators (KPIs) such as turnover per unit area, output per person, value added measures.
- Business/shareholder value measures/drivers, for example overall cost reduction performance, free cash flow and market capitalisation increase/decrease.

It must be noted that all these levels of measurement should be linked to business strategy and they should focus on creating improvements in performance for the organisation.

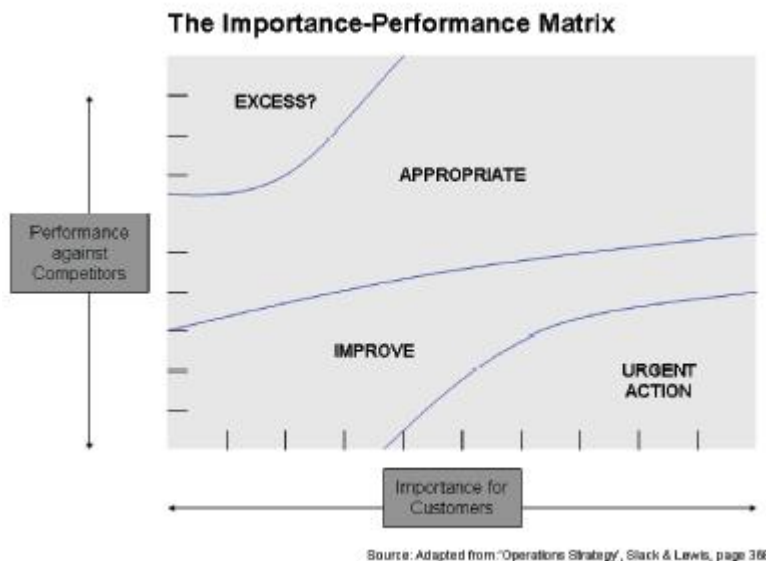
The balanced scorecard approach attempts to bring together many different elements, which reflect the organisations strategic position. These, therefore, include things such as product or service quality measures, product and service development times, customer complaints, labour productivity, etc. Due to the risk of measurement driving employee behaviour and the huge amount of measures available, this approach attempts to avoid the action of 'performance reporting' becoming unmanageable, this is done by restricting the number of measures and only focussing on those that are essential to the strategy of the organisation in question.

This approach offers several advantages over the traditional to performance measurement approaches. It is able to create an overall picture of the organisations performance in one single report and by being methodical in the performance measures it adopts, it encourages companies to make decisions in the interests of the whole organisation rather than suboptimising around narrow and incomplete measures.

Importance-Performance Mapping

Importance-performance mapping is an approach that drives the improvement of an organisation. It clearly includes both of the major influences that define market requirements. Taken from Slack & Lewis, these are stated as being:

- The needs and importance preferences of customers
- The performance and activities of competitors



The Importance-Performance Matrix

The importance performance matrix positions each factor of the operation according to its score for importance and performance. The matrix can aid in the decision of what factors are in need of improvement and those that can be left alone. It is a way of identifying the most important things within the company so they can be altered to improve customer satisfaction and company performance against competitors. The figure below gives an example of the Importance-Performance Matrix using a simple 9-point scale.

As can be seen there are four zones within the matrix. When factors are plotted they will fall into one of the four categories.

The 'appropriate' zone is the level at which the company would not wish performance to fall and would aim to improve performance for it to reach the upper limits of this zone.

The 'improve' zone indicates that there is room for improvement. Depending on the positioning within this zone will dictate the priority for improvement.

The 'urgent action' zone is a more critical position for the company to be in. The short term aim would be to at least move the factor into the improve zone before making plans to improve further.

Finally the 'excess' zone, this has the potential to indicate that the company is using too many resources to achieve an appropriate level, however this may not necessarily be the case.

In this approach performance and importance are united to allow a judgement to be made on what the priorities for improvements are. For example, just because something may be

important to customers does not mean that an operation should be given immediate priority for improvement. The operation may already be better than its competitors and hence action is not that urgent.

Importance-Performance Analysis

<http://www.ac.wvu.edu/~moorej/ImportancePerformance.htm>

- Many questionnaire evaluations ask how satisfied participants were with aspects of a recreation program
 - On a scale of 1 – 5, please indicate how satisfied you were with
 - You can then focus your efforts on improving the low scoring areas – e.g., the lowest mean scores for different program components

That's Good – As Far As It Goes

- But it really doesn't address other questions:
 - Do your customers really care equally about each aspect/component of the program?
 - Which aspects are more important to them than others?
 - Are you over-performing in some areas and underperforming in other areas?

How Do You Get At That Information?

- Importance-Performance Analysis looks at two dimensions of participant response to programs:
 - How important each aspect is
 - How well the organization performed in delivering each aspect

Getting the Data

- Collect data for both importance and performance
 - Figure a mean (average) for how important each program aspect is
 - Figure a mean for how well the organization performed in delivering each aspect
 - Plot the mean scores for each aspect on a chart/matrix

Examples

http://www.ilruralrec.uiuc.edu/research/Household_Evaluation.pdf

http://srdc.msstate.edu/04tourism/session5/lankford_grybovich_1.pdf

<http://www.multilingual-matters.net/jet/002/0196/jet0020196.pdf>

Importance-performance-matrix

http://www.fbinnovation.de/en/glossary/importance_performance_matrix.php

The importance-performance-matrix is a specific type of graphical presentation of survey results in satisfaction research studies. All criteria that need to be analysed are arranged within the matrix according to their importance for the respondent and his satisfaction with the several points. By inserting an ideal line very illustrative options for future action plans can be derived.

Appendix 2. Questionnaires

I Basic Information

Gender

- Male
- Female

Year of Birth 19____

Place of Residence _____

Level of Education (choose the highest level of education completed)

- Basic Education (ISCED II)
- Upper Secondary Education (ISCED III)
- Vocational Education (ISCED III)
- Further Vocational Education (ISCED IV)
- Institution of Higher Education / University Bachelor's Degree
- Institution of Higher Education / University Master's Degree
- Licentiate or Doctoral Degree

Field of Education

- Sports Field
- Other Field, please specify _____

Employer

- Community
- Province
- Ministry
- University / other institution of higher education
- Other public sector unit, please specify _____
- Own company
- Other private company
- Sport club / Association
- National Sport Federation
- Other sport organisation, please specify _____
- Other, please specify _____

Title of profession _____

II CHANGES IN WORKING LIFE

Please, give your answers according to the situation in your field

1. How the increasing commercialisation will effect to your work in the near future?
2. What are the effects of internationalisation in your own working area and in sport area in general?
3. How the development of information technology will change your work in the near future?
4. How can you describe the development of the amount of women compared to men in your working area in the near future?
5. What will be the number of employees in your working area in the future?
6. What are the fastest growing professions in your working area in the future?
7. What are the professions in your area, which will probably disappear in the future?
8. What are the latest new professions in your working area?
9. What will be the new professions in the near future in your area
10. Have you noticed, that people with sport education, are working also in other areas?
No (), Yes (), If yes, what are those areas? _____
11. Are the people with sport education going to work in some other areas in the future?
No (), Yes () If yes, what will be the areas? _____
12. Are people with other educational backround working in your area?
No (), Yes (), If yes, from which area? _____
13. What about in the future, are people from other educational areas going to work in your area?
No (), Yes (), If yes, from which area and why? _____
14. What are your most important partner organisations in your work? Mention 3 most important ones.
 - 1.
 - 2.
 - 3.

III The current competences of professionals in the sports field

Please evaluate the competences of professionals in the sports field in your own area of specialty on a scale from 1 to 5. (1=weak, 2=fair, 3=satisfactory, 4=good, 5=excellent)

- Capacity for analyses and synthesis	1	2	3	4	5
- Capacity for organisation	1	2	3	4	5
- Capacity for planning	1	2	3	4	5
- Basic general knowledge of sport area	1	2	3	4	5
- Grounding in basic knowledge of the profession	1	2	3	4	5
- Oral communication	1	2	3	4	5
- Written communication	1	2	3	4	5
- Knowledge of a second language	1	2	3	4	5
- Elementary computing skills	1	2	3	4	5
- Information management skills	1	2	3	4	5
- Problem solving skills	1	2	3	4	5
- Decision making skills	1	2	3	4	5
- Critical and self-critical abilities	1	2	3	4	5
- Teamwork	1	2	3	4	5
- Interpersonal skills	1	2	3	4	5
- Ability to work in an interdisciplinary team	1	2	3	4	5
- Ability to communicate with experts in other fields	1	2	3	4	5
- Ability to work in an international context	1	2	3	4	5
- Ethical commitment	1	2	3	4	5
- Capacity for applying knowledge in practice	1	2	3	4	5
- Research skills	1	2	3	4	5
- Capacity to learn	1	2	3	4	5
- Capacity to adapt to new situations	1	2	3	4	5
- Capacity for generating new ideas (creativity)	1	2	3	4	5
- Leadership	1	2	3	4	5
- Understanding of cultures and customs	1	2	3	4	5
- Ability to work autonomously	1	2	3	4	5
- Project design and management	1	2	3	4	5
- Initiative and entrepreneur spirit	1	2	3	4	5
- Concern for quality	1	2	3	4	5
- Will to succeed	1	2	3	4	5
- Service orientation	1	2	3	4	5
- Cooperation across different administration sectors	1	2	3	4	5
- Strategic planning and development	1	2	3	4	5
- Financial management	1	2	3	4	5
- Marketing	1	2	3	4	5
- Sponsoring	1	2	3	4	5
- Organisation of sport events	1	2	3	4	5
- Legislation	1	2	3	4	5
- Networking	1	2	3	4	5
- Personnel management	1	2	3	4	5
- Sport infrastructure construction	1	2	3	4	5
- Knowledge of peoples need for physical activity	1	2	3	4	5

- Physical education in schools	1	2	3	4	5
- Environmental control	1	2	3	4	5
- Community life in general	1	2	3	4	5
- The significance of sport and physical activity in the society	1	2	3	4	5
- Knowledge of the changing trends in the society	1	2	3	4	5
- Coaching methods	1	2	3	4	5
- Physical education teaching methods	1	2	3	4	5
- Personal sporting skills	1	2	3	4	5
- Interest in following the developments in the field	1	2	3	4	5
- Knowledge of health issues	1	2	3	4	5
- Knowledge of welfare policies	1	2	3	4	5
- Ability to create new products and services	1	2	3	4	5
- Sport tourism	1	2	3	4	5
- Physical activities for the disabled	1	2	3	4	5

III The competences of professionals in the sports field in the future

Evaluate the competences of professionals in the sports field concerning your own area of specialty on a scale from 1 to 5.

(1=not at all important, 2=not really important, 3=quite important, 4=important, 5=very important)

- Service orientation	1	2	3	4	5
- Cooperation across different administration sectors	1	2	3	4	5
- Strategic planning and development	1	2	3	4	5
- Financial management	1	2	3	4	5
- Marketing	1	2	3	4	5
- Sponsoring	1	2	3	4	5
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