

Sport-world United
www.easm2006.com



14th EASM Congress
(European Association for Sport Management)
> 6-9 September 2006
Nicosia, Cyprus

UNIVERSITY OF OF CASTILLA-LA MANCHA (SPAIN)
FACULTY OF SCIENCES OF THE PHYSICAL ACTIVITY AND SPORT

**CLIENTS SATISFACTION ANALYSIS: TOWARDS A NEW
MODEL OF MANAGEMENT BASED ON THE QUALITY FOR
THE PUBLIC OR PRIVATE SPORT SERVICES.**

Presents:

Dr. D. Fco. Javier Ramírez Perdiguero

Autores:

Dr. Alberto Dorado Suárez
Dra. Leonor Gallardo Guerrero
Dr. Fco. Javier Ramírez Perdiguero
Dña. Marta García Tascón

The management of sports in the public or private entities, require to know the elements that determine users' positive evaluation of the relationship that arises between the offer and the demand in the sports sector.

Identifying the most important aspects that cause these situations and that give rise to a feeling of satisfaction or dissatisfaction in the client concerning the quality offered is a key strategic element for any sports organization.

The study presented tries to determine which would be the fundamental keys so that the sports organizations offer the best possible service to those who are the basis of their management, that is to say, their clients.

This will allow sports organization to direct the offer, to correctly plan services and to manage the resources it has in an effective way.

-
- **INTRODUCTION**
 - **PROBLEM**
 - **OBJECTIVE & HYPOTHESIS**
 - **METHODOLOGY**
 - **CONCLUSIONS**

With this purpose, in this presentation we'll make a brief introduction of the situation, which problem we are facing, the main objective and hypothesis of the study, the methodology we've followed and some conclusions.



INTRODUCTION

Although this study has been carried out in public facilities, this could also be a useful tool for private entities or facilities to guarantee the efficiency in relation to their clients.

INTRODUCTION

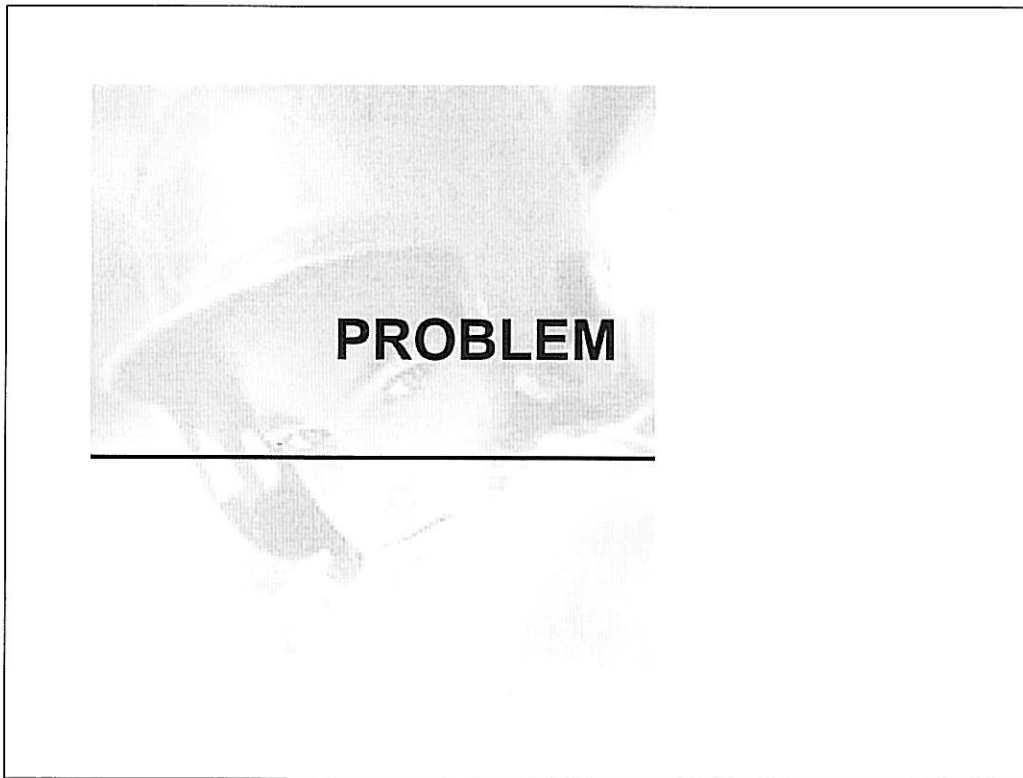
The context we are in...

- Stronger role of local public entities**
 - Closest cells to the citizens**
 - Effort: building sport facilities**
 - Increase in the sports practice**

In Spain, the origin of the local sports services (Councils/municipalities) has its legal frame in the Spanish Constitution and the Statutes of the Autonomies; these, mainly along with the Law of Bases of Local Regime, are in charge of regulating their responsibilities.

These local entities are the ones that upon assuming their responsibilities are in charge of motivating the practice of sports in a local scope with the intention of promoting it and guaranteeing its access in the best possible conditions to all the people who wish to participate without limitations due to sex, physical training conditions or socioeconomic level.

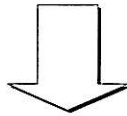
During the first years an enormous investment effort took place on behalf of the Public Administrations which provided an important number of sports facilities and a greater supply of activities. This caused an increase in the percentage of sports practice and consolidated the local areas as one of the basic pillars which sports in our society leans upon.



In this environment we encounter a problem due to the fact that the increase of sports practice has evolved and new demands arise continuously.

THE PROBLEM

The increase of sports practice has evolved and new demands arise continuously



Organizations are NOT CLIENT ORIENTED

municipalities
Traditionally towns with better intention than management criteria have tried to promote sports, using in many occasions imitation or intuition strategies to develop their growth.

Sports services have been managed for the clients without counting on them, by organizations who do not listen, without interaction and a trustworthy knowledge of their demands.

This may have been caused by what Mullin, Hardy and Sutton (1999) termed as short-sightedness - MIOPIA- in the supply of sports which can make the effectiveness of its management difficult.

PROBLEM

Previos Studies

OTHER SERVICES:

- Parasuraman, Zeithaml y Berry (1993)
- Grönroos (1990)
- Mackay y Crompton (1990)
- Gil (1995)

SPORTS SERVICES:

- Martínez-Tur y Tordera (1995)
- Kim y Kim (1995)
- Campos (1996)
- Moreno y Gutiérrez (1997)
- Rodríguez (1997)
- Luna-Arocas (1998)

Not many studies exist in the context of sports services in the local scope that allow to determine which are the dimensions that define the evaluation on the services quality which takes place during the offer of sports.

(Among the previous studies it is necessary to emphasize two tendencies that traditionally have served as reference for many studies. On one hand there is the North American tendency of Zeithaml, Parasuraman and Berry (1988) and on the other hand, the Nordic flow of Christian Grönroos (1984).)



OBJETIVE & HYPOTHESIS

Which was the main objective?

OBJECTIVE

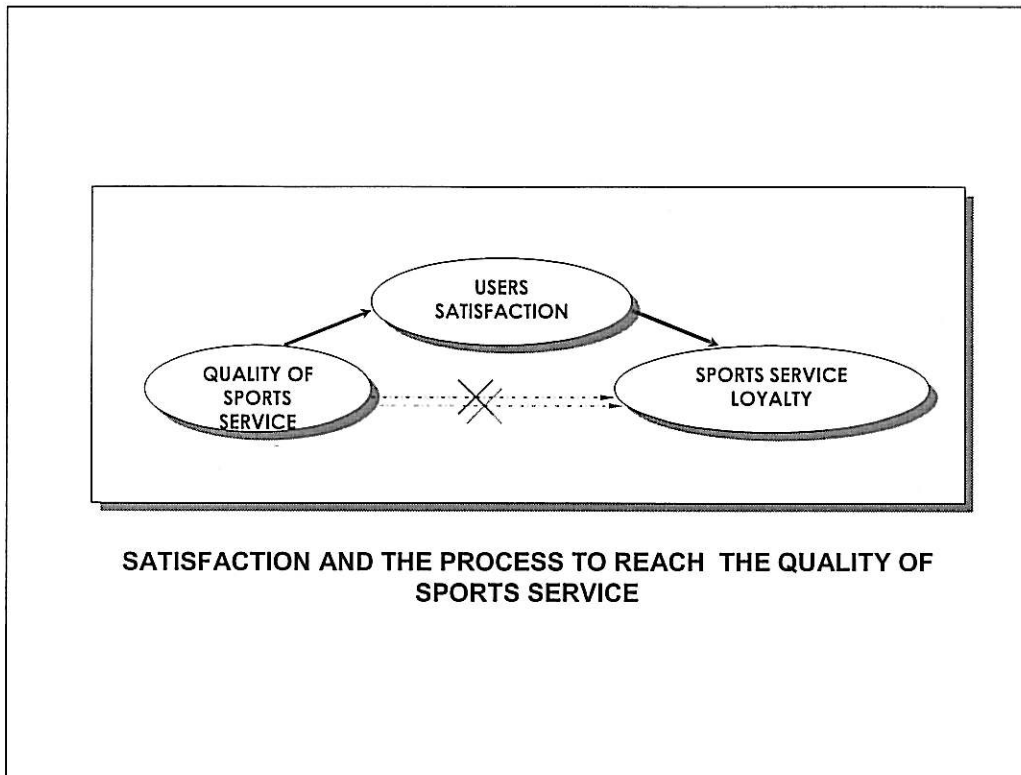
- 1. Analyzing and determining client satisfaction with the quality that the local sports public services offer**
- 2. Knowing relevant data and reliable indicators that allow us explaining the quality which is offer by the local sports services of cities with more than 5000 inhabitants in a specific location: Castilla-La Mancha**

We could summarize the objective of the study saying that the purpose of the investigation is centered on analyzing and determining client satisfaction with the quality that the local sports services of cities with more than 5000 inhabitants offer in a specific location: Castilla-La Mancha.

HYPOTHESIS

**THE QUALITY OF A LOCAL AUTHORITY
SPORTS SERVICE IS DIRECTLY RELATED
TO THE DEGREE OF SATISFACTION OF
THE PEOPLE WHO USE IT**

The following hypothesis underlies from this main objective: *"the quality of a local sports service is directly related to the degree of satisfaction of the people who use it"*, understanding that the higher the quality of a local sports service, the greater its clients' satisfaction will be.



This scheme summarizes what we try to convey. Satisfaction and quality are two terms closely related to each other.

Satisfaction is understood as the client's judgment concerning the excellence or superiority of a service based on the coincidence that the client finds when comparing what he thinks of a service with what he expected to receive. But the degree of satisfaction of that quality will not be known until the client makes use of the service and compares it to the expectations he previously had.

The argumentum line that we have followed is based on understanding quality as the basis of satisfaction and this as an intermediate variable between quality and the possible loyalty of clients or increase in the number of clients.

METHODOLOGY

As we've said, the study is based mainly on determining the satisfaction of the clients through a ~~satisfaction~~ survey in towns of more than 5000 inhabitants in Castilla-La Mancha.

METHODOLOGY

SAMPLE OF THE STUDY

UNIVERSE OF THE STUDY	INHABITANTS FROM TOWNS OF MORE THAN 5000 OF CASTILLA-LA MANCHA / ALL AGES
SAMPLE	USERS OF 21 LOCAL MUNICIPALITIES SPORTS SERVICES IN CASTILLA-LA MANCHA
LEVEL OF CONFIDENCE	95,5%
MARGIN OF ERROR	2,91%
PERIOD	MAYO Y JUNIO DE 2004
VALIDATED SURVEYS	5517

The scope of the study is referred to the inhabitants of towns of more than 5000 of Castilla-La Mancha, obtaining a sample of 21 local sports services with a total of 5517 surveys and a level of confidence of 95.5% and a margin of error of 2.91. The surveys were collected shelter between the months of May and June 2004 considering that the evaluation would cover the entire campaign, the whole season, by the clients who had used the services.

METHODOLOGY

VARIABLES OF THE STUDY

SOCIAL DEMOGRAPHIC.

**Sex
Age
Number of Inhabitants (town)**

USERS SATISFACTION

**User satisfaction degree
Sport activity
Facility
Type of user
Punctual/Regular
Subscription/card
Timetable**

QUALITY OF THE SPORTS SERVICE

**Quality-price relation
Terms of payment
Types of payment
Inscription process
Activities offered
Communication and Image
Maintenance of facilities
Cleanliness of changing
rooms/common areas
Number and variety of facilities
Personnel attention
Teacher's qualification and skills
Timetable/schedule
Client's office
Complain service**

As for the variables involved, three types of variables have been studied: the social demographic variables, the variables related to quality and those related to client satisfaction.

METHODOLOGY

INSTRUMENTS

A double perspective have been used

- NOTEBOOK FOR THE COLLECTION OF DATA
- SURVEY OF SATISFACTION FOR THE CLIENTS

Two instruments with a double perspective have been used for the analysis of these variables, one from the point of view of whom makes the offer and another one of whom uses the service. The instruments used were a notebook for the collection of data from the local sports service and a survey of satisfaction for the clients.

managerial by

the client.

METHODOLOGY

INSTRUMENTS

COLLECTING DATA NOTEBOOK

- Personal interview with the manager or person in charge of the sports service**

Regarding the notebook for the collection of data, information was gathered through a personal interview with the manager or person in charge of the sports service since we considered that person had wider and more realistic vision of the characteristics and management model of a local sports service. This allowed us to make a qualitative analysis of the context and elaborate a possible diagnosis that best fits the reality for carrying out the satisfaction study.

METHODOLOGY

INSTRUMENTS

SATISFACTION SURVEY

BIBLIOGRAPHY REVIEW

- **SERVQUAL** Zeithaml, Parasuaman y Berry (1988).
- **QUESC** Kim y Kim (1995).
- **MODE** Luna-Arocas y Mundina (1998).

Pilot study to validate the survey

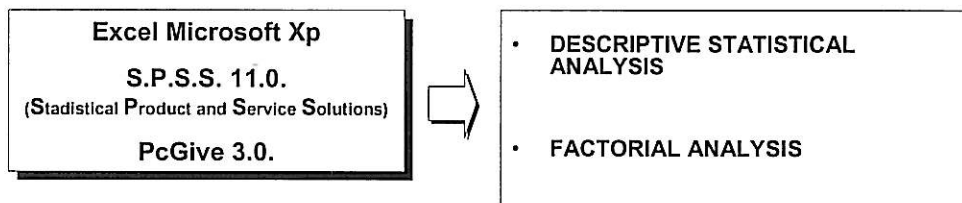
Likert Scale
21 Indicators
11 Questions

The other instrument was a satisfaction survey where after a review of the existing bibliography instruments like SERVQUAL were used and which have served as reference for other studies in different sectors, the QUESC instrument designed by Kim and Kim (1995) or the scale of sport motivations to analyze the conduct of the consumer by Luna-Arocas and Mundina (1998).

The survey was designed and validated with these contributions and a pre-test or pilot study was performed which served to make some modifications. The difficulties for its completion or the coherence and logic structure of the questions was finally defined with a Likert-type scale from 1 to 7 points, with 21 indicators and 11 questions.

METHODOLOGY

STATISTICAL TREATMENT



An Excel page was used for the statistical treatment of the data, the ~~statistical~~ package SPSS v. 11.0 and the PcGive program, performing two types of analysis of the data.

The first was used to describe the present situation, through a descriptive statistical analysis studying averages, maximums and minimums and a factorial analysis, and this was used to make an analysis, through an econometric model, with the possibilities of simulation that this procedure of analysis offers.



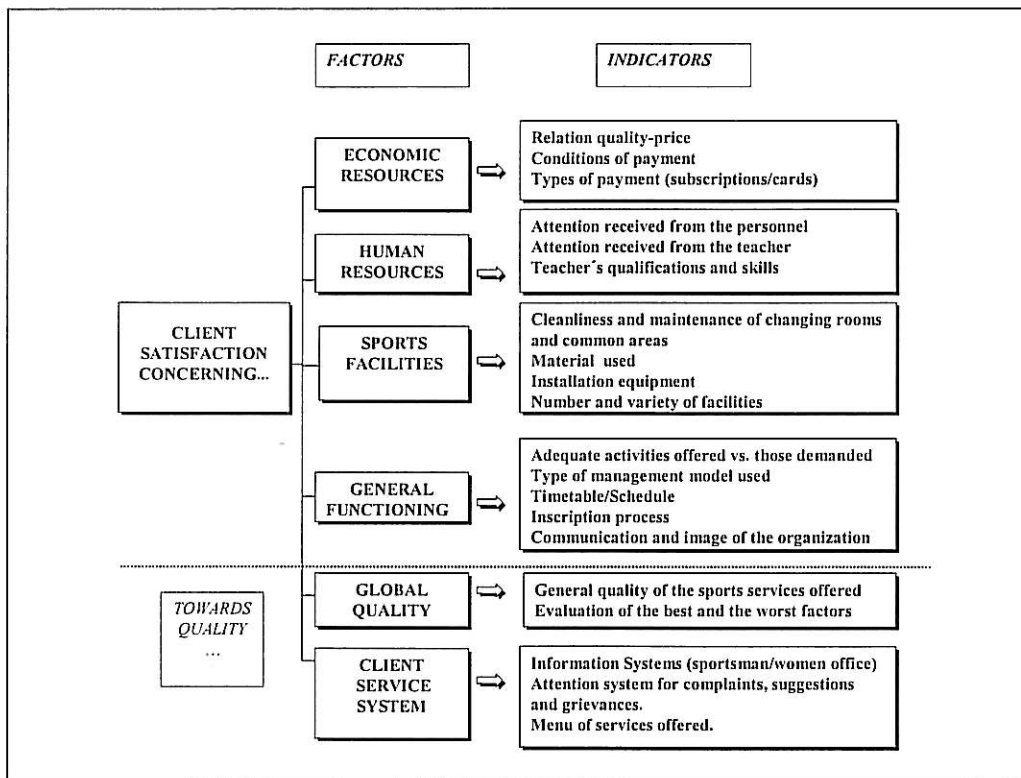
CONCLUSIONS

In first place we generally conclude stating that satisfaction is the final result of a psychological process in which multiple factors and mechanisms take part, generally described as a phenomenon subsequent to the offer and use of the service.

CONCLUSIONS (I)

- 1. • There are quality indicators which determine client's satisfaction. This indicators can be grouped in factors that are mainly identified with the effective management of the resources available for the services provided.**

It is accepted that a series of quality indicators (of the service offered) exist which are the determinants of the client's satisfaction. These indicators can be grouped in factors that are mainly identified with the effective management of the resources available for the services provided.



CONCLUSIONS (II)

- 2. The satisfaction perceived with the quality of a sports service is a complex concept, since the cliente's evaluation includes a subjective component.**

We understand that the satisfaction perceived with the quality of a sports service is a complex concept, since the client's evaluation includes a subjective component which requires the use of several tools to have a global vision of the relationships which take place. We ^{think} consider that at least two points of view should be considered: one from those who know the procedures of the organization which offers the service; and another one from the clients.

CONCLUSIONS (III)

- 3.** All factors that take part are representative and condition quality, although some seem to have greater weight than others in the perceived client satisfaction.

From the data collected, we can declare that all the factors that take part are representative and condition quality, although some seem to have greater weight than others in the satisfaction the clients perceive.



HIERARCHY OF FACTORS

CONCLUSIONS (IV)

- 4**•The global evaluation that clients of the municipality sports services of towns (more than 5000) in Castilla-La Mancha is quite positive granting a 5.19 rate on a scale from 1 to 7.
- 5**•The clients who evaluate the analyzed sports services better are women, who are more satisfied with the quality offered by the local sports services.

We can affirm that the global evaluation that clients of the municipal sports services of towns in Castilla-La Mancha with more than 5000 inhabitants is quite positive granting a 5.19 on a scale from 1 to 7.

The clients who evaluate the analyzed sports services better are women, who are more satisfied with the quality offered by the local sports services.

CONCLUSIONS (V)

- 6.** According to the age groups, the clientes who better evaluate the quality of municipality sports services are those 55 years old and over.

In terms if the size of the town, those between 15.000 and 25.000 inhabitants.

- 7.** Of all the variables studied the one with which the clients are more satisfied is the attention recieved from the teacher of the activity.

According to the age groups, the clients who better evaluate the quality of municipal sports services are those 55 years old and over in towns with 15,000 to 25,000 inhabitants.

The analysis revealed that of all the variables studied the aspect with which the clients are more satisfied is the attention received from the teacher of the activity; whereas what causes greater dissatisfaction are the aspects related to the number and variety of sports facilities and the ~~publicity~~ used to advertise the activities offered.

coach

communication

→ This is also explained by the common sense
Small towns → narrow offer
Bigger " → massive use of facilities

Sport World United
www.easm2006.com



14th EASM Congress
(European Association for Sport Management)

> 6-9 September 2006
Nicosia, Cyprus



Alberto Dorado Suárez
adorado@iccm.es
Fco. Javier Ramírez Perdiguero
irperdiguero@telefonica.net
Leonor Gallardo Guerrero
Leonor.Gallardo@uclm.es
Marta García Tascón

THANK YOU