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STRATEGIC PLANNING PROCESS APPLIED TO THE
GREEK PROFESSIONAL SPORT CLUBS

by
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Απαγορεύεται η αντιγραφή, αποθήκευση και διανομή της παρούσας εργασίας, εξ ολοκλήρου ή τμήματος αυτής, για εμπορικό σκοπό. Επιτρέπεται η ανατύπωση, αποθήκευση και διανομή για σκοπό μη κερδοσκοπικό, εκπαιδευτικής ή ερευνητικής φύσης, υπό την προϋπόθεση να αναφέρεται η πηγή προέλευσης και να διατηρείται το παρόν μήνυμα. Ερωτήματα που αφορούν τη χρήση της εργασίας για κερδοσκοπικό σκοπό πρέπει να απευθύνονται προς τον συγγραφέα.

Οι απόψεις και τα συμπεράσματα που περιέχονται σε αυτό το έγγραφο εκφράζουν τον συγγραφέα και δεν πρέπει να ερμηνευθεί ότι αντιπροσωπεύουν τις επίσημες θέσεις του Πανεπιστημίου Πελοποννήσου του Τμήματος Οργάνωσης και Διαχείρισης Αθλητισμού.

ΠΕΡΙΛΗΨΗ

Έλενα Γ. Θεάκου: Στρατηγικός Σχεδιασμός στον Ελληνικό Επαγγελματικό Αθλητισμό
(Με την επίβλεψη του κ. Αθανάσιου Κριεμάδη, Καθηγητή)

Οι πρωταρχικοί σκοποί της έρευνας ήταν: (1) να εξεταστεί ο βαθμός στον οποίο η διαδικασία του στρατηγικού σχεδιασμού εφαρμόζεται στον ελληνικό επαγγελματικό αθλητισμό και πιο συγκεκριμένα στις επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης (ΠΑΕ και ΚΑΕ), (2) να προσδιοριστούν οι κύριοι παράγοντες που αποθαρρύνουν τις Ελληνικές Αθλητικές Ανώνυμες Εταιρίες από την εφαρμογή της διαδικασίας του στρατηγικού σχεδιασμού, (3) να εξευρεθούν οι κύριες ομοιότητες και οι βασικές διαφορές στην εφαρμογή της διαδικασίας του στρατηγικού σχεδιασμού ανάμεσα στις ΠΑΕ και ΚΑΕ και (4) να εξεταστεί η σχέση ανάμεσα στα επίπεδα στρατηγικού σχεδιασμού και στις ακόλουθες μεταβλητές: (α) τύπος της αθλητικής ανώνυμης εταιρίας (ΠΑΕ ή ΚΑΕ), (β) μορφωτικό επίπεδο των διοικητικών στελεχών και (γ) εργασιακή εμπειρία των διοικητικών στελεχών. Το όργανο μέτρησης του στρατηγικού σχεδιασμού διαμορφώθηκε από τον ερευνητή και βασίστηκε στην βιβλιογραφική ανασκόπηση καθώς επίσης στις προτάσεις/ παρατηρήσεις/ υποδείξεις ειδικών (ακαδημαϊκών και επαγγελματιών) στους τομείς της διοίκησης, του στρατηγικού σχεδιασμού και της οργάνωσης αθλητισμού. Τριάντα επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης, οι οποίες είχαν διαρκή παρουσία στην πρώτη κατηγορία του Ελληνικού πρωταθλήματος (Super League και Α1 αντίστοιχα) κατά την διάρκεια τριών συναπτόν ετών (από το 2011 μέχρι το 2013), ερευνήθηκαν. Στην έρευνα ανταποκρίθηκαν όλες οι επαγγελματικές ομάδες με βαθμό ανταπόκρισης 82,2%. Τα αποτελέσματα της έρευνας έδειξαν ότι ο στρατηγικός σχεδιασμός εφαρμόζεται σε μικρό βαθμό από τις επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης, καθώς μόνο το 26,4% του συνολικού δείγματος εφαρμόζει το στρατηγικό σχεδιασμό ως ολοκληρωμένη διαδικασία. Επιπλέον, οι επαγγελματικές ομάδες πρέπει να επενδύσουν περισσότερο σε στρατηγικές που διαδραματίζουν σπουδαίο ρόλο στην επιτυχία του οργανισμού.

Λέξεις κλειδιά: στρατηγικός σχεδιασμός, επαγγελματικός αθλητισμός

ABSTRACT

Elena G. Theakou: Strategic Planning Process applied to the Greek professional sport clubs

(with the supervision of Dr. Athanasios Kriemadis, Professor)

The primary purposes of this study were: (1) to determine the extent to which the strategic planning process is being used in the Greek professional sport sector (football and basketball clubs), (2) to identify the key factors that discourage the Greek professional sport clubs from engaging in strategic planning activities, (3) to identify the main similarities and key differences between the two samples and (4) to examine the relationship between the levels of planning and selected variables: (a) type of sport club (football versus basketball), (b) managers' educational background and (c) managers' work experience. The questionnaire instrument was developed by the researcher based on the reviewed literature on strategic planning as well as on input and suggestions from reviews offered by a selected panel of experts. Thirty professional sport clubs (football and basketball clubs), which had continuous attendance in the first division of Greek Championships (Super league and A1, respectively) during three consecutive years (from 2011 to 2013), were surveyed. Responses were received from all of the professional sport clubs with a response rate of 82,2%. The findings of the study revealed that the strategic planning process is applied to a little extent, as only the 26,4% of the Greek professional sport clubs were identified as strategic planners. Moreover, professional sport clubs need to invest more on strategies that play an important role on organization's success.

Keywords: Strategic planning, professional sport clubs

Prologue

Dedication

To my family and beloved ones

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CHAPTER I
INTRODUCTION

INTRODUCTION

As business environment becomes even more complicated, business companies and organisations should carefully consider the way they examine and accomplish strategic planning. The value of strategic planning is well accepted in the literature. Bryson (1995) stated that strategic planning is a means to an end, a method used to position an organisation, through prioritizing its use of resources according to identified goals, in an effort to guide its direction and development over a period of time. Thompson, Strickland and Gamble (2007) acknowledged that a company's strategic vision, objectives, and strategy constitute a strategic plan for coping with industry and competitive conditions, outcompeting rivals, and addressing the challenges and issues that stand as obstacles to the company's success.

According to Carter (1999) strategic planning has been around for centuries – particularly in the form of military strategy. Though, in terms of strategic planning for business, it can probably be traced back to the 1920s when Harvard Business School developed the Harvard Policy Model, one of the first strategic planning methodologies for commercial businesses. This model defines “strategy” as a pattern of purposes and policies defining the company and its business. A strategy is the common thread or underlying logic that holds a business together. Strategies determine the structure of the organisation, the activities employed – and the economic performance.

In the 1950s the focus of strategic planning moved from organisational policy and structure toward the management of risk, the promotion of growth, and the gaining of market share. This led to the inexorable rise of the mega-organisation, the international conglomerate. In the 1960s virtually every large organisation had its strategic planning department and, of course, its strategic plan. However, in the 1980s, strategic planning fell out of favor as a mainstream, dominant methodology though, of course, most successful organisations still carry out (some) strategic planning. It seems as though the whole quality movement had determined that all organisations needed a quality strategy (and a customer-focused approach) and only that. In-depth strategic planning that considered a wider range of options was temporarily redundant.

Now however, either organisations have determined that they have met their quality and customer-focus goals or they have decided that such a single focus is no

longer appropriate, for strategic planning is very much on the agenda once more. Much of the planning literature currently being published addresses the necessity of planning in the profit and nonprofit sectors (Casey et al, 2012; Kriemadis, 1997). Planning and formulation of strategy is necessary to every organisation (Liedtka, 2000). Particularly in the highly dynamic environment where businesses are operating and constantly experiencing change, it is becoming essential for companies to set objectives and construct plans to attain them (White, 1984). Strategic planning is an important management tool for profit and non-profit making organizations in competitive and turbulent environments (Liu, Siguaw, & Enz, 2008).

The business sector of society has long recognized the contribution of planning in company's success. Multinational and industrial organisations, which operate in a highly competitive environment, have mainly employed the methods, techniques and procedures of strategic planning in order to successfully adapt to the rapidly changing environment. Much of the empirical research demonstrates the positive relationship between the adoption of strategic planning and company performance (Delmar & Shane, 2003; Miller & Cardinal, 1994; Dibrell, Craig, & Neubaum, 2013; Brews & Hunt, 1999; Schwenk & Shrader, 1993; Rudd et al, 2008). In fact, companies that develop plans and apply the various strategic planning aids were found to report better financial and market results than companies that do not plan systematically. However, as environmental changes evolve and competition intensifies, managers need to consider the perspective that organisation's strategic objectives are increasingly difficult to predict, due to the rapidity of external change, and that being responsive to these changes is a necessity (Read et al.,2009; Titus et al., 2011; Wiltbank et al., 2006).

Strategic planning, which has developed and implemented mainly in the business sector, can also help companies from other sectors to anticipate and respond effectively to their changing environments. Interestingly, strategic planning seems to improve the entire process of management and results in the superior performance of an organisation, which is applicable to small and medium sized enterprises (White, 1984; O'Regan & Ghobadian, 2002, Greenley, 1994; Kraus, Harms & Schwarz, 2006), to the educational sector (Dooris, Kelley & Trainer, 2004; Lerner, 1999), the tourism and leisure industry (Kennelly & Toohey, 2014; Aldehayyat, 2011; Benckendorff and Pearce, 2003; Veal, 2011) and the public and non profit sectors (Bryson, 1988, Hendrick, 2003, Steiner et al., 1994). All these studies showed that

strategic planning help managers to effectively adapt to the environmental uncertainty and consequently to deliver organisational and financial benefits. However, managers need to be aware of the particular circumstances facing each industry, in order to effectively apply strategic plans to the particular societal and economic conditions.

The broad sport sector has also begun to recognize the usefulness of strategic planning. Many researchers have argued that strategic planning is needed to keep sport organizations focused on their mission and goals, and that strategic planning is critical to sport club development (Bayle & Madella, 2002; Madella et al., 2005, Taylor, 2004). Nowadays, the sport sector faces many challenges and has to deal with increasing competition, tough financial conditions and periods of decline. Sport managers and directors are challenged to anticipate changes and respond effectively to their dramatically changing environments, as this will enhance the processes used in sport organisations (Bill & Rhoden, 2011). Now, sport managers and directors need to incorporate management skills, professionalism and knowledge of the management principles and practices, in order to confront all these challenges. Also, emphasis must be placed on the fundamental principles of management, strategy, accounting and finance and other aspects of the management theory. Strategic planning may help sport clubs and organizations anticipate and respond effectively to their new situations and develop strategies necessary to achieve their organisation's mission and objectives.

Purpose of the study

The primary purposes of this study were: (1) to determine the extent to which the strategic planning process is being used in the Greek professional sport sector (football and basketball clubs), (2) to identify the key factors that discourage the Greek professional sport clubs from engaging in strategic planning activities, (3) to identify the main similarities and key differences between the two samples (football and basketball clubs) in relation to the application of the strategic planning approach and (4) to examine the relationship between the levels of strategic planning and the selected variables: (a) type of sport club (football versus basketball) , (b) managers' educational background and (c) managers' work experience.

Research questions

The research questions to be examined for the descriptive part of the particular study were the following: (a) What is the extent to which the strategic planning process is being used in the Greek professional sport clubs (football and basketball clubs)?, (b) What are the key factors that discourage Greek professional sport clubs from engaging in the strategic planning process? and (c) What are the main similarities and key differences between the two types of professional sport clubs (football and basketball clubs) in relation to the application of the strategic planning approach?

Hypotheses tested

The hypotheses to be tested were the following: (a) The levels of strategic planning are independent of the professional club type, (b) The levels of strategic planning are independent of the sport directors' educational background and (c) The levels of strategic planning are independent of the sport directors' work experience.

Delimitations

The study was delimited to the most successful Greek professional football and basketball clubs participated in the first division of the Greek football and basketball Championships (Super league and A1, respectively). The term "most successful" includes those clubs that constantly participate in the first division of the Greek football and basketball Championships (Super league and A1, respectively) in three consecutive years (from 2011 until 2013). Data for this research were only collected from professional sport clubs that participated in the first divisions of Greek football and basketball Championships and there was no attempt to generalize this information to the remaining professional divisions of football and basketball (Football League, Football League 2 and A2 Basketball championship).

Furthermore, the study was delimited to a questionnaire designed to collect data regarding strategic planning activities. More specifically, the questionnaire was appropriate to identify the following: (a) mission, vision, values and objectives of the sport club, (b) internal and external environmental analysis, (c) short-range and long-range planning, (d) strategic planning implementation, and (e) evaluation of the strategic planning process.

Limitations

The limitations of the particular research were acknowledged as the following: (a) the honesty, accuracy and objectivity of the respondents when completing the questionnaire and (b) the respondent's level of understanding of the planning vocabulary.

Assumptions

The assumptions of the research were the following: (a) strategic planning is an essential function of every sport club and (b) the questionnaire developed by the researcher was appropriate for identifying the functions of the strategic planning process in the Greek professional sport sector.

Definition of Terms

Strategic planning: According to Stonehouse and Pemberton (2002) strategic planning centers on the setting of long-term business objectives and the development and implementation of plans designed to achieve the business objectives. The long-term orientation, level, detail and degree of flexibility involved in the process are vital elements. They define strategic planning as the devising and formulating of plans at business level which set the broad and flexible objectives, strategies and policies of a business, driving it towards its vision of the future.

Strategic mission: A long-term vision of what an organization seeks to do and what kind of organization it intends to become. It provides an answer to the question, "What is our business now and what will it be in the future?" It indicates what the organization does and where it is headed (Thompson and Strickland, 1999).

Strategic objectives: According to McDonald (2002), objectives describe the company's desired destination or results. They refer to the broad aim that the organization wants to achieve. Strategic objectives relate to target outcomes that indicate a company is strengthening its market standing, competitive vitality, and future business prospects (Thompson, Strickland, Gamble, 2007).

Strategy: Strategy refers to management's action plan for achieving the chosen objectives. It specifies how the organization will be operated and run, and what entrepreneurial, competitive, and functional area approaches and actions will be taken to put the organization into the desired position (Thompson and Strickland, 1999).

Strategic Plan: A comprehensive statement of an organization's strategic

mission, objectives, and strategy; a detailed road map of the direction and course the organization presently intends to follow in conducting its activities (Thompson and Strickland, 1999).

Strategy Formulation: According to David (2010), strategy formulation is the process of establishing an organizational mission, conducting research to determine key internal and external factors, performing analyses to match internal with external factors, establishing long-term objectives, and choosing among alternative strategies.

Strategy Implementation: This is the action stage of strategic planning. Implementing means mobilizing employees and managers to put formulated strategies into action. Three basic strategy implementation activities are establishing annual objectives, devising policies, and allocating resources (David, 2010).

Strategy Evaluation: All strategies are subject to future modification because internal and external factors are constantly changing. Three fundamental strategy-evaluation activities are: (a) reviewing internal and external factors that are the bases for current strategies, (b) measuring performance, and (c) taking corrective actions (David, 2010).

Significance of the study

Nowadays, sport managers and directors face several challenges. They are confronted with: (a) the transition from amateurism to sport professionalism; (b) the highly complex and continually changing sport environment with an even increasing number of stakeholders and supporters; (c) volatile economy; and (d) the intensified competition of the broad entertainment industry, as people in recent days have many choices for amusement and recreation (Slack, 1997). This turbulent situation become even worse by globalization, as changes anywhere typically result in changes elsewhere (Luke, 1988). The future of sport organisations will depend on the ability of sport managers to foresee all these challenges and to create proactive responses that will enhance the effectiveness of their sporting organisations.

Many authors in the recent literature suggested that strategic planning can improve the ability of organizations to handle the complicated business environment. More specifically, many researchers supported that strategic planning can help organizations in this turbulent environment to: (a) think strategically and develop effective strategies; (b) clarify future direction; (c) establish priorities; (d) develop a coherent and defensible basis for decision making; (e) improve organizational

performance; (f) deal effectively with rapidly changing circumstances; (g) anticipate future problems and opportunities; (h) build teamwork and expertise; and (i) provide employees with clear objectives and directions for the future of the organization and increase their motivation and satisfaction (Barry, 1997; Bryson, Freeman, and Roering, 1986; Bryson, Van de Ven, and Roering, 1987; and Steiner, 1979).

The strategic planning concept has been widely examined by the recent literature. In today's conditions, the importance of strategic planning that serves as a mechanism for adapting to an ever-changing environment cannot be more overemphasized. Much research has proved that strategic planning should be applied to organisations (Frost, 2003; Goodstein, et al., 1992; Newman, & Wallender, 1987; Miller & Cardinal, 1994;). These studies however, have been mainly implemented in the general business sector and have been widely applied to organizations with different size, operating in different markets and across different types of industries.

While there is extensive literature in the field of strategic planning in the general business sector and its various aspects including case studies, within the sport sector little previous empirical research has been undertaken (Bayle & Madella, 2002; Madella et al., 2005, Kriemadis, 1997; Veal, 2011; Kennelly & Toohey, 2014). The present study was designed to contribute to filling this gap in the literature, as it is trying to extend the concept of strategic planning in the Greek professional sport sector. This study will be useful in helping sport managers adopt a strategic planning approach, which is considered crucial in current changing environments, and, as the literature review revealed, little is known relative to the extent of strategic planning process in the sport sector. Based also on our literature review, there is no previous study that has been undertaken relative to the Greek professional sport sector.

More specifically, this study will be useful in helping sport managers to further their understanding of the strategic planning process in their respective sport organization. Furthermore, the present study of strategic planning in Greek professional sport clubs provided information about the extent of the strategic planning process currently being used in these sport clubs, and the relationship between strategic planning used by sport clubs and the following variables: (a) sport managers' educational background and (b) sport managers' work experience. Moreover, the research provided insight into those organisational factors that discourage the use of the strategic planning process. Finally, this study yields information which may serve as the basis for further research in the area of

professional sport clubs.

Organization of the Study

The statement of the problem, research questions and hypotheses, delimitations, limitations, basic assumptions, definition of terms, significance of the study and organization of the study are defined in Chapter I. Chapter II presents a review of literature in the area of strategic planning. Chapter III describes the methods and procedures utilized in the collection and treatment of data collected. Chapter IV presents an analysis of data collected and finally Chapter V summarizes the study and presents the discussion and recommendations based on the findings of the research.

CHAPTER II
LITERATURE REVIEW

Literature Review

The Strategic Planning Process

This chapter presents a review of the literature related to the field of strategic planning. The first section presents an overview of the nature of strategic planning / evolution of strategic planning. An analysis of the strategic planning process is the focus of the second section. Sections three and four focus on the strategic planning process in the Business, the Educational, and the Sport sector.

Keller (1983) stated that:

“strategic planning looks outward and is focused on keeping the organisation in step with the changing environment” (p. 145). Further he stated “strategic planning is a Darwinian one of linking the forward direction of your organisation with the movement of historical forces in the environment” (p. 152).

Even though the concept of strategy is ancient, coming from the Greek word “strategia” that means the art and science of being a general (Kriemadis, 1992, p. 15), in the recent literature several terms are used ambiguously and interchangeably relating to strategy, resulting in a failure to distinguish between the concepts of strategic management, strategic thinking, strategic learning and strategic planning (Stonehouse & Pemberton, 2002; Hannon & Atherton, 1998) According to Stonehouse and Pemberton (2002), these concepts are clarified as follows:

Strategic management can be conceptualized as a set of theories and frameworks designed to assist managers of businesses in thinking, planning and acting strategically. It concerns the long-term success of the whole business and is a vehicle through which managers can plan for the future.

Strategic thinking relates to a vision of the future developed by business leaders, requiring managers to think ahead to develop long-term “strategic intent” for the business.

Strategic learning is concerned with the processes by which businesses learn about themselves and the environment, thereby devising demanding, but achievable long-term goals together with the appropriate strategies intended to realize them. Strategic learning is vital to the development of the strategic knowledge upon which competitive advantage is based and involves the gathering and analysis of information to support the development of vision and strategy.

Strategic planning centers on the setting of long-term business objectives and the development and implementation of plans designed to achieve the business objectives. The long-term orientation, level, detail and degree of flexibility involved in the process are vital elements. Stonehouse and Pemberton (2002) define strategic planning as the devising and formulating of plans at business level which set the broad and flexible objectives, strategies and policies of a business, driving it towards its vision of the future.

Chen (2005) and Stonehouse and Pemberton (2002) indicate four well-established frameworks for strategic management / planning:

- The planned approach (prescriptive)
- Emergent learning / logical incrementalism (Quinn, 1980)
- Competitive positioning (outside-in analysis, Porter, 1985)
- Core competence resource / knowledge based (inside-out analysis)

Strategic planning and thinking involve two distinct thought processes. Planning involves analysis and then establishing and formalizing systems and procedures. Thinking involves synthesis, encouraging intuitive, innovative and creative thinking at all levels of the business (Graetz, 2002).

Stonehouse and Pemberton (2002) point out that confusion over the terminology used for *strategy* is compounded by the different approaches devised to try to understand competitive advantage. O'Regan and Ghobadian (2002) concur that the term *strategic planning* has a multitude of meanings. No school represents a complete or definitive explanation of strategic management / planning within a business (Stonehouse and Pemberton, 2002). In addition there is the suggestion by Mintzberg (1990) that *strategy* is a combination of deliberate plans and emergent adjustments over time and Quinn's (1980) logical incrementalism.

Characteristics of strategic planning systems, adopted from Karger and Parnell (1996), form the basis of this construct. This is presented below as Table 1.

Table 1 Characteristics of strategic planning systems

Characteristics	Description	Supporting literature
Internal orientation	The extent of attention devoted to a business's recent history and	Camillus & Venkatraman (1984) Grant & King (1982)

	current situation, past performance and analysis of strengths and weaknesses	King & Cleveland (1978) Lorange & Vancil (1977) Steiner (1979) Stevenson (1976)
External orientation	Ability to obtain reliable and timely research information in order to learn about external environmental opportunities and threats	Andrews (1971) McDaniel & Kolari (1987) Ramanujam et al. (1986) Snow & Hrebiniak (1980) Veliyati & Shortell (1993)
Functional integration	The extent of coverage given to different functional areas with a view to integrating different functional requirements into a general management perspective	Hitt, Ireland & Palia (1982) Hitt, Ireland & Stadler (1982) Lorange (1980) Snow & Hrebiniak (1980) Ramanujam et al. (1986) Ramanujam & Venkatraman (1987)
Key personnel involvement	The degree of involvement of top management, board members, line and staff managers in the planning process	Govindrajan (1986) Modway et al. (1982) Ramanujan & Venkatraman (1987) Steers (1977) Veliyath & Shortell (1993)
Use of analytical techniques	The extent of reliance on appropriate planning techniques in order to solve ill-structured strategic problems	Fredickson (1984) Grant & King (1982) Hax & Majluf (1984) Ramanujam & Venkatraman (1987)
Creativity in planning	The degree to which planning efforts emphasize new	Cartwright (1987) Greenley (1986)

	modes of thinking	Ramanujan et al. (1986) Roach & Allen (1983) Shank, Niblock & Sandal (1973)
Focus on control	The degree of emphasis placed on planning as a means of business control	Andrews (1971) Camillus (1975) King & Cleveland (1978) Langley (1988)

Much of what strategic planning is about is limiting the amount of time you spend on low value-adding activities so that you will be able to concentrate your time and effort on those that will return the greatest profit (Lake, 2004)

Strategic planning follows a series of steps, including mission, objectives, external analysis, internal analysis, development of alternatives, strategy selection, implementation, and control of the strategy (Bryson, Freeman, & Roering, 1986). Though, it is particularly emphasizing on specific steps that can be taken immediately to produce desirable outcomes (Boyne, Gould- Williams, Law, & Walker, 2004).

Strategic planning is described as generating the future mission and vision of the institution in a dynamic environment and changing surroundings, determining strategic objectives and measurable targets, measuring the performances by predetermined indicators and monitoring and evaluating this process. It is a participative approach which enables the budget of an institution to be in accordance with the aims and targets in the strategic plan from a forward looking point of view and gives priority to resource allocations (Arslankaya and KorkusuzPolat, 2010).

In literature there are several definitions on strategic planning. Strategic planning is management of the decisions and activities which define a -run performance (Wheelen and Hunger, 2003). McNamara (2006) defines strategic planning as determining where the company will be next year or the following years, how they will go there and whether it will go there or not.

Strategic planning has a number of attributes that set it apart from other types of planning and illustrate its unique characteristics. Strategic planning is a well-established activity in most industries and, to many, and in many ways it represents

the epitome of contemporary business planning (Montuori, 2010). As business corporations adopt more of the characteristics of the learning organisation, strategic planning initiatives can come from any part of the organisation. A survey of 90 U.S. global corporations revealed that, in 90% of the firms, strategies were first proposed in the subsidiaries and sent to headquarters for approval (Wheelen and Hunger, 2003). However, unless top management encourages and supports the planning process, strategic management is not likely to result. In most corporations, top management must initiate and manage the strategic planning process. It may do so by first asking business units and functional areas to propose strategic plans for themselves, or it may begin by drafting an overall corporate plan within which the units can then build their own plans. Research suggests that bottom-up strategic planning may be most appropriate in multidivisional corporations operating in relatively stable environments but that top-down strategic planning may be most appropriate for firms operating in turbulent environments. Other organisations engage in concurrent strategic planning in which all the organisation's units draft plans for themselves after they have been provided with the organisation's overall mission and objectives.

Regardless of the approach taken, the typical board of directors expects top management to manage the overall strategic planning process so that the plans of all units and functional areas fit together into an overall corporate plan (Wheelen and Hunger, 2003).

Like a general, sport managers must first make an assessment of the "battle" conditions. They do this by studying the capacities and deficiencies of their own organisation, competing organisations, stakeholder groups and the business environment – the battlefield (Hoye et al., 2006).

As planning may cover a long-run or short-run time period, in sport management, planning can cover one year (such as a sport's season) or it can cover many years (such as the planning of major facilities construction or the span of time required for funding an endowment program (Bridges and Roquemore, 1996). In sport management, plans are made for fundraising campaigns, for expansion of facilities or landscaping fields, for recruiting, for scheduling competition, for cooperative use of multi-use facilities, for adding new sports and joining leagues, for ticket sales growth, and much more. All of these planning activities relate to the future. Planning is not the only factor that directly affects the success or failure of an organisation, but planning

does represent the first and most important step in achieving future organisational goals, objectives and ultimate success (Bryson & Crosby, 2007).

Strategic Planning Process

There appears to be general agreement among strategic planning researchers that the process consists of three major components: formulation (including setting objectives and assessing the external and internal environments); evaluating and selecting strategic alternatives; implementation and control (Hopkins and Hopkins, 1997).

Within its use as a resource allocation process the strategic planning process can serve a number of organizational roles. Enabling organization-wide response to environmental change. Protecting core technologies through helping to recognize and address uncertainties. Providing an integrative device to address potential synergies and acting as a basis for divisional and business control (Grant, 2003, Lorange and Vancil, 1995). The development of strategy is an ongoing and often dispersed process. The strategic planning process forms a part of the administrative context established by corporate management, the formal planning and control system acting to bound, encourage and shape the emergent aspects of strategy development (Chakravarthy and White, 2002; Finkelstein and Hambrick, 1996). The effective use of planning review also helps to develop and share intelligence, challenge and develop assumptions and hence inform the strategy process (Kaplan and Beinhocker, 2003).

Strategic planning processes should not be perceived as static descriptions of problems, challenges and visions, rather they must realize and represent the dynamic nature of development, structural constraints, and changing challenges and contexts (Prof. Albrechts & Prof. Balducci, 2013).

The planning process is differentiated from other pre-decision activities, in that it is systematic, deliberate and continuous (Glaister and Falshaw, 1999). All strategic planning deals with at least one of three key questions (Bradford and Duncan, 2000): 1. What we do? 2. For whom do we do it? 3. How do we excel?

Pearce and Robinson (2000) suggested that strategic planning itself consists of a set of steps:

1. Determining the culture, policies, values, vision, mission and long-term objectives of the organisation.

2. Performing external environmental assessment to identify key strengths and weaknesses.
3. Performing internal environmental assessment to identify key strengths and weaknesses.
4. Developing long-range strategies to achieve the organisation's mission and objectives (from step 1 to step 4 is called strategy formulation).
5. Establishing short-range objectives and strategies to achieve organisation's long-range objectives and strategies (strategy implementation).
6. Periodical measure and evaluate performance (strategy evaluation).

Before an organisation undertakes a strategic planning program, initial agreement must be developed concerning the purpose of the strategic planning effort, the role, functions, and membership of the strategic planning coordinating committee and the commitment of necessary resources to proceed with the effort (Albrechts & Balducci, 2014 ; Bryson, 1988).

The real benefit of the strategic planning process is the process, not the plan document. There is no "perfect" plan. There's doing your best at strategic thinking and implementation, and learning from what you're doing to enhance what you're doing the next time around. It's a series of small moves, that together keep the organization doing things right, as it heads in the right direction (Bryson and Einsweiler, 1988).

Phase 1: Strategy Formulation. As early as the fourth century, general Sun Tzu, a Chinese military theorist, emphasized the need for strategy formulation (Sun Tzu, 1971): 'What is of supreme importance in war is to attack the enemy's strategy.' During the 1950s and 1960s, strategy formulation was primarily based on master budget and long-term planning methodologies. The 1970s saw a shift in the way strategists perceived strategy formulation – the focus shifted to strategy crafting, analysing and predicting the future through predictive models, for example. The turmoil of the 1980s caught organizations by surprise. Organizations were unable to adapt to an ever-changing business environment and started placing more emphasis on learning methodologies. Learning models emphasized the need for knowledge of previous experiences and mistakes. Fierce and ruthless competition of the 1990s forced organizations to rethink the strategy formulation process. It became clear that strategy formulation should top be an ongoing process of reinventing the organization to create the future (Kruger, 2002).

Initial Planning Activities

Establishing the culture, values, policies, vision, mission, and long-term objectives of the organisation are essential steps in the strategic planning process because they govern most of the activities that follow.

Organisation's culture

An organisation's culture consists of many factors such as the product or services the organisation offers, its customers, its size and location, its financial and human resources, its formal structure and the way of operating as well as the beliefs, values, norms and rules often unwritten and the vision of the leader of the organisation. This culture influences how employees and managers approach and solve problems, deal with suppliers, react to competitors, serve customers, and conduct activities now and in the future (Thompson & Strickland, 1999).

An organisation's culture has a considerable influence on strategy selection. New strategies almost always require changes in organisational culture if the new strategy is to be implemented successfully. This may require changes in the organisational structure, reward systems, attitudes, work procedures, knowledge and skills (Rowe et al., 1989).

Policies

Policies may be viewed as general guides for managers and employees for the achievement of objectives. For example, an objective of quality service may have a policy of recruiting only the very top-rated management personnel and extensively monitoring service activities. Paine and Naumes (1974) noted that the policies stem from fulfilling objectives.

Oakland (2001) points out that every organisation, in order to achieve performance excellence should define its policy on quality and enable continuing improvement. A set of requirements furthered by the top management has been identified (Oakland, 2001):

- a) Establish an "organisation"
- b) Identify the customer
- c) Identify the customer's needs and perception of needs
- d) Assess the ability of the organisation to meet these needs economically
- e) Ensure that acquired materials and services reliably meet the required standards of performance and efficiency

- f) Concentrate on an philosophy of prevention rather than detection of problems
- g) Educate and train for improvement
- h) Review the management systems to maintain progress (pp.7)

Values

Values are the general abstract ideas that guide thinking and play an important role in planning and decision making. By values, Thompson, Strickland, & Gamble (2007) mean the beliefs, traits and ways of doing things that management has determined should guide the pursuit of its vision and strategy, the conduct of company's operations, and the behavior of company personnel. Kaplan and Norton (2008) assert that values stipulate the attitude, behavior, and character of an organisation; and can be viewed as the path that will guide organisation's actions. Oakland (2001) asserts that core values and beliefs should be regarded as guiding forces, which focus on employees, suppliers, customers, society as a whole, safety, shareholders and stakeholders in general.

Vision

According to Bryson (1988), the organisation needs to develop a vision of success that is an "ideal" image of itself in the future as it successfully implements its strategies to fulfil its purpose. Rowe, Mason, Dickel and Snyder (1989) described the vision as: "the concept for a new and desirable future reality that can be communicated throughout the organisation" (p. 58).

Plant (2009) identifies vision to be the first step in the holistic strategic framework that the author proposes. The organisation's vision should be associated with the strategic goals and initiatives constituted to implement the vision and should take into account all relevant stakeholders (Plant, 2009).

A strategic vision delineates management's aspirations for the business, providing a panoramic view of "where we are going" and a convincing rationale for why this makes good business sense for the company. A strategic vision thus points an organisation in a particular direction, charts a strategic path, and molds organisational integrity. Strategic visions become real only when imprinted in the minds of organisation members and then translated into hard objectives and strategies (Thompson, Strickland, & Gamble, 2007).

Mission statement

A mission statement identifies the underlying purpose of an organisation. According to Thompson, Strickland, & Gamble (2007), a company mission statement

is descriptive to identify the company's products/services and specify the buyer needs it seeks to specify, the customer groups or markets it is endeavoring to serve, and its approach to pleasing customers. The mission statement indicates "who we are, what we do, and why we are here".

According to Oakland (2001), a mission statement may include the following characteristics:

- The role or contribution of the business or unit (i.e. profit generator, service department, opportunity seeker);
- The definition of the business (i.e. the needs the organisation satisfy or the benefits it provides). Not being too specific or too general;
- The organisation's distinctive competence (this should be a brief statement that applies to the organisation the specific unit). A statement which could apply equally to any organisation is unsatisfactory; and
- Indicators for future direction; a brief statement of the principal things the organisation would give serious consideration to (Oakland, 2001, pp. 25).

Objectives

The managerial purpose of setting objectives is to convert the strategic vision into specific performance targets – results and outcomes the company's management wants to achieve. Objectives represent a managerial commitment to achieving particular results and outcomes. As a rule, a company's set of objectives ought to include both near-term and longer-term objectives (Thompson, Strickland, & Gamble, 2007). Long-term objectives should be quantifiable, measurable, realistic, challenging, time-limited, and achievable. Clearly established objectives will establish priorities and aid in evaluation of the performance (Harvey, 1982).

External Environmental Assessment

An organisation's capability to cope with a changing environment may be the most important determinant of its success or failure (Kriemadis, 1992). Kaplan and Norton (2008) state that an organisation may analyze its external environment using frameworks such as Porter's five forces (bargaining power of buyers; bargaining power of suppliers; availability of substitutes; threat of new entrants; and industry rivalry); it may also assess the macroeconomic environment of growth, interest rates,

currency movements, input prices, regulations, and general expectations of the corporation's role in society. This analysis is also known as PESTEL, meaning political, economic, social, technological, environmental, and legal factors.

An environmental analysis in strategic management plays a crucial role in businesses by pinpointing current and potential opportunities or threats outside the company in its external environment. The external environment includes political, environmental, technological and sociological events or trends that can affect the business directly or indirectly. An environmental analysis is generally conducted as part of an analysis of strengths, weaknesses, opportunities, and threats (SWOT) when a strategic plan is being developed. A SWOT analysis is done as part of a business's strategic planning process. The internal analysis reviews the business's strengths and weaknesses, while the external environmental analysis takes a look at the opportunities and threats.

Research in the field of Strategic Planning

Strategic planning is widely used by organisations at international level, as it is an integral part of strategy. The area of strategic planning has received considerable attention in the last three decades both in the strategy literature and in business world. Many researchers in the field, using various methodologies, attempted to study different aspects of the strategic planning concept. Some of them investigated the extent and operation of the strategic planning process; others examined the prerequisites and barriers to the effective preparation and implementation of the strategic planning, while many others tested the relation of strategic planning with selected variables, such as organisational structure, environmental uncertainty, business performance, etc. The above research has been conducted in all spectrums of economic activity and across different types of industries and sectors.

Strategic Planning in the Business Sector

The general business sector has mainly attracted the empirical research in the field of strategic planning. All these studies vary across different types of industries (services, consumer goods, manufacturing, retailing, etc.) and different sociocultural contexts (Western countries, developing/transition world, Asian context, etc).

Strategic planning is a commonly used management process, employed by managers in both the private and public sector to determine the allocation of resources

in order to develop financial and strategic performance (Jennings and Disney, 2006). A survey of USA and European companies by Bain and Co. (2003) finding that strategic planning was used by eighty nine per cent of the sampled companies.

Strategic Planning in the Public and Non-Profit Sector

The major part of literature concerning strategic planning is focused on profit organizations, but according to Johnson and Scholes (1997) as well as Bryson (1988) the planning is equally important for non-profit organizations and the public sector. During the last decades the public sector has become interested in applying such thinking into their organizations that earlier only has been associated with the private sector. The motive behind is to try to make the activities more efficient, that is, to increase value for money. (Vargo & Seville, 2011; Curry 1999; McHugh 1997)

For example, Stenback (2002) investigated the strategic planning made in the Finnish municipality Korsnäs which decided to bring in strategic thinking into the municipal activities. His research is an example of how a strategic plan could be made in a municipality and what aspects it could contain. The strategic plan contained overall vision and goals for the municipality Korsnäs as well as visions, goals and strategies for every specific field of activity such as education, health and medical care and elderly care. The survey the author conducted (questionnaires to 340 inhabitants) was used as a tool to evaluate the strategic plan and examine if the municipality's plans were in accordance with the inhabitants' opinions. Based on the research findings, Korsnäs in its strategic plan was relatively far in the right direction, that is they had succeeded in identifying the aspects that could and should be improved. The view of strategic planning within municipalities was very positive in this paper. There are, however, some characteristics of municipalities that influence strategic planning. Long-term plans are e.g. difficult to make and municipalities are to a large extent subordinated to external factors like laws and regulations.

Hendrick (2003) researched fourteen departments within the city of Milwaukee regarding features of strategic planning performance, strategic planning process and environmental context in the selected public agencies. The survey was implemented using focused interviews of key strategic planning personnel in all departments. With respect to organizational performance the findings showed that strategic planning is more difficult in departments that had a more decentralized planning process and greater commitment to planning within the organization. Most

organizations claimed to have very comprehensive planning processes. Hence, the departments with more comprehensive planning tended to have clearer and more measurable objectives and greater commitment toward planning. These departments also monitored their environments more. The findings indicated that Milwaukee's departments were paying more attention to their internal environments than their external environments during planning.

Additionally, Bolton and Leach (2002) examined strategic planning at the local level, providing evidence from a case study of Cardiff City Council and exploring how strategic planning has been introduced to achieve organisational change in a large public bureaucracy. The authors analysed the strategic effectiveness of three corporate strategies involving economic development, environment and the city centre respectively, undertaking a research which took the form of 21 semi-structured interviews with a cross section of politicians and a selection of officers directly involved in the strategies and/or budgetary processes of the council. Based on the findings of this study, each of the three strategies did succeed in attracting resources and the economic development strategy was significantly more successful in doing so than either of the other two. The authors suggested that there were two relevant tests in assessing strategic planning in local government, namely the extent to which the introduction of corporation strategies altered the pattern of resource distribution and the extent to which they influence the activities and behaviour of departments. The case study material clearly demonstrated the unique position of local government as a democratic institution which set it apart from other public organisations. The foregoing analysis highlighted the need to develop an understanding of corporate strategy at the intra-organisational level.

Furthermore, Berry and Frances (2007) surveyed primary definitions and models of strategic planning used in state and local government. Two models of strategic planning were discussed in length: (a) an eight step agency model, with attention to how managers can use each step to manage change in the organization, and (b) an alternative approach for community-based strategic planning. Based on the findings of a survey conducted by Berry and Wechsler (1995), the steps in model (a) were commonly adopted by the fifty states of America and were also used by the Southern Consortium of University Public Service Organizations in their curriculum on Results-Oriented Government. According to that survey, managers believed strategic planning had been useful to their organization's effectiveness. Regarding

model (b), a 1997 survey (Berman et al., 1997) found that 52% of cities of more than 50,000 had used community-based strategic planning in the past year. One study of strategic planning in the Florida Department of Corrections (Huang and Berry, 1995) found nearly all the managers (94%) expressed commitment to the strategic planning process and made positive assessments of its organizational impacts. Huang (1997) in his study of Florida state agencies found that managers in agencies with effective strategic planning systems felt that strategic planning made their agency more flexible in dealing with external and internal changes than did managers in agencies without solid strategic planning systems.

As mentioned earlier strategic planning has foremost been associated with the private sector and thus the theories have been developed from organizations with a strong profit motive and organizations that have the possibility to determine the direction of the organization. Advocators for strategic planning within non-profit organizations and the public sector can, however, also be found (Dennis et al, 2015; Curry 1999; Johnson & Scholes 1997; Bryson 1988).

Bryson (1988) presented a pragmatic approach to strategic planning for use by public and non-profit organizations, outlining the strategic planning process application within two case studies - one involving a city government and the other a public health nursing service. Requirements for strategic planning success were discussed based on the two case studies and several conclusions were drawn, namely that: (1) strategic planning is likely to become part of the repertoire of public and non-profit planners; (2) planners must be very careful how they apply strategic planning to specific situations; (3) it makes sense to think of decision makers as strategic planners and strategic planners as facilitators of decision making across levels and functions; and (4) there are a number of theoretical and practical issues that still need to be explored. The process outlined in his study represents a generic guide to strategic thought and action for public and non-profit organizations.

Finally, Bayle (1998) researched strategic planning in eighteen federal agencies and focused on what difficulties planners and managers in federal organizations experience when they undertake strategic planning and what techniques they employ to overcome these difficulties. Data about these three variables was obtained by interviews and questionnaires from planners and managers who were participants in the strategic planning process in their organization. The results indicated that the organization's leaders need to understand the dynamics of strategy

in order to establish a viable plan and steer the organization to a future state. The majority of the techniques suggested that to be successful, agencies must build into their planning processes linkages and access points to allow information to flow between the agency and groups in its external and internal environments. Based on the findings, many of the difficulties encountered by agencies relate to meeting their normative and legal mandates, and agencies should emphasize negotiations, cooperation, and collaboration as key factors to their successful resolution. The author finally concluded that public sector strategic planning is much less systematic because what the organization undertakes for activities and programs that deliver products and services is a result of complex interactions with myriad players who have varying degrees of influence.

Strategic Planning in the Education Sector

The literature is rich in papers on strategic planning as applied to education institutions. A number of writers such as Fidler (1996), Byars (1991) and Hanson and Henry (1992) believe that strategic planning is as applicable in the field of education as in any other organization. Lumby (1999) concludes from her research that strategic planning had brought benefits to the colleges that were engaged in it. Educational institutions, according to Fiedler (1996), can use the strategic planning process if they have a specific problem to solve, or if they want to improve an already successful performance. Generally, we could say that strategic planning can be effectively implemented in education to a great extent. In the school level, strategic planning is defined as the systematic analysis of the school and its environment and the formulation of a set of key strategic objectives to enable the school to realise its vision, within the context of its values and its resource potential (Davies & Ellison, 1997).

Green and Monical (1985) indicated in their study a number of preconditions for strategic planning to be successful within a higher education environment as follows: (a) Political problems will emerge in the implementation of strategic planning unless there is an acceptance of planning techniques by the people involved in the planning process. (b) Participants' cooperation in the planning process is essential to its success. (c) There needs to be firm commitment by all who are involved in the planning process to devote the extra time and energies needed to plan successfully. (d) The Chief Executive Officer must be convinced that planning will

improve the institution's performance and create a more competitive edge for the academic areas in the institution. (e) The Chief Executive Officer must be directly involved in the strategic planning process.

Research in universities has indicated the significance of strategic management and planning in times of crises. However, universities have been slow to adopt the concepts and techniques of strategic management and planning to their own endeavors. For several reasons, academic planning and strategic planning seem to be strange bedfellows or even strangers in the night (Peach, Millett & Mason, 2005). Cameron and Smart (1998) undertook a study of higher education institutions in the United States, looking at ways that these institutions could maintain their effectiveness in times of financial stress and declining resources. They found that those colleges and universities that responded poorly to such crises displayed a consistent set of characteristics, including a neglect of strategic planning, a decline in innovation and the centralization of decision making.

Peach, Millett and Mason (2005) explored those elements of strategic planning in the Faculty of Business at the University of Southern Queensland in Australia, which are unique to university settings and, in so doing, put forward a methodology for integrating the needs of faculty and academic with that of enterprise and institution. This exploration revealed the centrality of program management and portfolio analysis in relation to academic offerings. The authors proposed that generic portfolio management techniques are able to be applied to enhance faculty strategic planning, as universities in Australia and abroad seek to simultaneously increase the market appeal and academic rigour of their courses and programs.

Tsiakkios and Pashiardis (2002) researched the main elements of strategic planning process: strategic analysis, strategic choice and strategy implementation in the Cyprus educational system. They analysed the system's internal and external environment through the PEST and SWOT analyses and the cultural web technique, they identified the strategic choice the system can pursue and provided ideas and directions to be followed through the implementation phase. The authors examined the extent to which this process can be effectively used in educational institutions and concluded by providing a strategic plan for an efficient and effective educational system in Cyprus at the primary school level.

Grigg and Sharma (1991) analysed as a case study a multifaceted process used by Swinburne Institute of Technology to link strategic planning with resource

planning and allocation in order to ensure that strategic goals are pursued and implemented and that, accordingly, qualitative improvements in higher education are being achieved. The case indicated that there has been a further extension of the strategic planning and resource allocation processes into three other key areas, staff development, research management and teaching profile planning, which helped Swinburne achieve its strategic goals. This research demonstrated that, even though only limited financial and human resources may be available to undertake new initiatives or to enable strategic goals to be pursued effectively, targeted resource planning and allocation methods can be used which produce cultural change and desired outcomes and improvements.

Moreover, Pidcock (2001) investigated strategic planning as carried out in a new university (NU) in response to requirements brought in by the Higher Education Funding Council for England (HEFCE) in 1998. The author focused especially on how NU managed the introduction of a new planning process and mission statement, and on how that introduction and planning process are perceived by members of the institution, by conducting semi-structured interviews in order to seek the views of academic staff. This study considered the following elements of strategic planning process: the mission, staff involvement, evaluation, and the link between strategic planning and the core purpose of the institution. Based on the findings, awareness of institutional mission was found to be low, as was perceived staff involvement in strategic planning; evaluation mechanisms had not been developed in the first year of operation after the announcement of HEFCE's new requirements. The author concluded that there is no link between strategic planning and the university's core business of teaching, learning, scholarly activity and research and proposed ways to raise awareness of the strategic planning process, to generate a sense of ownership of the process, and to demonstrate the value of the process in terms NU's core academic activities.

Conway, Mackay and Yorke (1994) undertook an exploratory research to assess the degree to which institutions in the new university and college sector of higher education in the UK were applying a market orientation to their strategic planning process. The research set out to assess whether institutions display an awareness of the variety of publics that need to be taken into consideration when formulating long-term corporate strategy. The authors conducted content analysis of the mission statements of 83 institutions. Of particular interest was the degree to

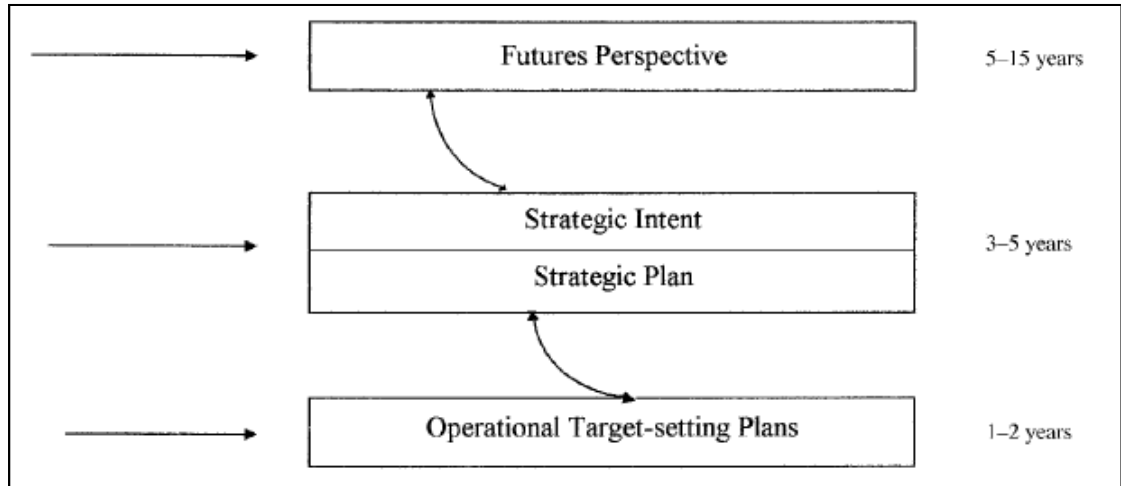
which institutions displayed an awareness of the conflicting role of the student in that he/she can be both customer and product contemporaneously. The results indicated also that nearly half the institutions only implied a customer orientation in their planning. Of the rest, many merely paid lip service to the variety of publics they serve. A number of specialist institutions saw their role as producing a trained specialist and thus considered the student as a product of the education process and only one institution clearly identified the dual role of the student.

While several models of planning exist, strategic planning is advocated as most appropriate for the future of the community college (Kotler & Murphy, 1981). More specifically, Riggs and Akor (1992) surveyed department chairs of the public two-year colleges of Tennessee, in order to determine (a) the degree to which these administrators understand strategic planning, (b) the degree to which they understand their institutions to be practicing strategic planning, and (c) the implications resulting from any observed discrepancies between the perceived and actual practice of strategic planning in their institutions. Data were gathered by administering the “Strategic Planning Questionnaire” to academic department chairs of Tennessee public two-year institutions of higher education. Sixty-four completed sets of responses were received from thirteen colleges. The study data support the idea that administrators do understand the nature of strategic planning. There appears, however, to be scepticism as to what degree they understand their institutions' practice of strategic planning. These findings suggest that institutions may wish to undertake a program of communication among its stakeholders—the governing board, the president and his key staff, and other members of the faculty and administrative staff. The authors suggested that the purpose of such communication would be to update the various constituents of the institutions on progress with implementation of the strategic plan and to seek advice on areas where enhancement of practice is indicated.

Finally, Davies and Ellison (1998) examined aspects of strategic planning and other approaches to strategy development in schools. They developed a new model of strategic planning for schools which suggests that they should operate three interactive planning strands, as showed in the following figure. As a result, they saw their three strand model as one which provides a framework for the complexities of planning that schools have to meet and overcome. Results indicated that schools need to be shielded from demands to extend their operational plans by a year or two and the operational plans need to be refocused to concentrate on explicit learning outcomes

for pupils. The authors concluded that strategic intent can be utilised as a means of increasing organisational capability to cope successfully with managing in times of great turbulence.

Figure 1: Model of strategic planning in schools (Davies & Ellison, 1998)



Strategic Planning in the Tourism and Sport Sector

Several authors have noted the lack of coordination between sport and tourism organisations and the resultant market failure (Chalip, 2001; Chalip & McGuirly, 2004; Deery & Jago, 2005; Devine et al., 2011; Gibson, 1998; Harrison-Hill & Chalip, 2005; Weed, 2003, 2006). However, views diverge as to exactly which organisations should rectify the failure and how rectification should be accomplished. For example, Deery and Jago (2005) proposed that governments have an important role to play in the success of sport tourism in Australia, particularly in strategic planning at the national level. They emphasized that government-driven coordination is necessary because of the diverse array of smaller businesses involved in sport tourism. (Kennelly & Toohey, 2014)

Many organizations plan strategically without going through a formal strategic planning process (Holway & Spriet, 2011). For example an ice hockey team starts its season with a basic strategy of how their organization will win as many games as possible and they do this without going through a formal strategic planning process. The team management considers the competitive environment and what the personnel’s strengths and weaknesses are and then decide on a strategy for how they think they can maximize the team’s chances for success (Linn 2008).

Formal strategic planning has been advocated by several hospitality researchers (Reid and Olsen, 1981; Reichel, 1983; Schaffer, 1986) and there are several pieces of research that have looked at strategic planning in the context of tourism management (Athiyaman & Robertson, 1992 & 1995; Philips, 1996; Philips, Davies & Moutinho 1999; Rovelstad & Blazer, 1983). Glyptis (1991) asserts that sport and tourism tend to be viewed by as separate spheres of activity yet they are inextricably linked. Sport can be depicted as an attraction category within the broader tourism industry. Delpy (1996) asserts that sport tourism is one of the fastest growing segments of the tourism industry. Hence, in this chapter we will review studies that have been conducted in the field of tourism and sport organizations.

Athiyaman and Robertson (1992) hypothesised that strategic planning procedures adopted by large tourism firms were equal to those adopted by manufacturing firms in Australia. Their results found that tourism firms were employing sophisticated planning techniques which were of equal planning sophistication to the manufacturing firms to which they were being compared. This result was contrary to an early piece of work by Rovelstad and Blazer (1983) that concluded that tourism firms lag behind in the level of sophistication of their planning techniques. Athiyaman and Robertson (1995) provided no possible reasons for the contradictory results of the two studies. They go on to conclude that tourism firms have similar planning characteristics as manufacturing firms in most areas except that they place a lower importance on "portfolio techniques", such as the use of tools like the BCG matrix. They also concluded that strategic planning may be a major source of sustainable competitive advantage for tourism firms.

Phillips (1996) sought to investigate the planning performance relationship in the hotel sector. The primary objective of his study was to explore and answer the following primary research questions in the setting of the UK hotel sector: (1) Is there a relationship between strategic planning (independent variable) and business performance (dependent variable)? (2) If so, what is the direction of the relationship; and (3) What is the effect on business performance? The statistical measure of the Pearson product-moment correlation coefficient was used to answer the three basic questions posed by the study. The results for the first question indicated that there was a relationship between strategic planning and business performance. The results for the second research highlighted the fact that the planning-performance relationship was positive. As the identification of a positive association between planning and

performance, was the central pillar of Phillips' study, it was most encouraging that the effect on business performance was positive. More importantly many statistically significant relationships were found.

Phillips, Davies and Moutinho (1999) researched 100 top hotels in UK in order to examine the interactive effects of strategic planning with performance, by identifying the contribution of input variables to the manager's assessment of overall performance over the past year. Data of this research was gathered from 100 top hotel general managers by questionnaires which sought information on organisational strategy, strategic planning systems characteristics, and business performance at the SBU level. The findings in this study showed that successful strategic plans had little impact from the finance and marketing function. The authors suggested that due to the competitive nature of the UK hotel sector, it is preferable that financial staff, that currently drives the long-range planning process, have a much deeper appreciation of marketing concepts. Moreover, the results indicated that the constructs of planning sophistication and planning thoroughness have direct positive effect on overall performance. Conversely, the degree of planning formality and rigidity (even if it is following a market-led orientation) can hamper overall performance.

Furthermore, Whittle (2000) examined the strategic planning practices in New Zealand tourism sector. More specifically, the objective of his study was to determine the level of strategic planning among New Zealand tourism SMEs and to examine the attitudes towards strategic planning that these businesses have. The data was collected through a written questionnaire that was sent to 543 tourism businesses in the central North Island of New Zealand. The results of this study found that 47% of tourism SMEs reported that they had a current strategic plan and 64% said that they had at some stage put together a business plan for their business, although evidence seems to point to about only half these SMEs having a complete strategic plan. This research also discovered that tourism SMEs have positive perceptions of the strategic planning process and recognise the benefits that strategic planning could bring to their businesses. It appeared to the author that the reason that SMEs don't plan strategically is that strategic planning has a lower priority than operational planning and therefore SMEs see more value in spending time on operational planning than strategic planning.

The strategic planning process has not been widely applied to the sport context. Consequently, there are only few studies that examine the concept of

strategic planning in the sport industry. For example, Kriemadis (1997) investigated the strategic planning activities of all 106 National Collegiate Athletic Association (NCAA) Division I-A athletic departments. Based on the findings of this research, more than 80% of the athletic departments indicated that they were involved in strategic planning activities such as developing vision, mission, goals and objectives, long-term and short-term strategies, and evaluation procedures. However, only 43.4% of the athletic departments may be classified as strategic planners since only that percentage met the criteria of: having formalized written, long-range plans; having assessed the external and internal environments; and having established strategies based on departmental mission and objectives. A majority of athletic departments (56.6%) were identified as non-strategic planners even though they took into consideration some of the strategic planning process components. The study also provided evidence that the extent of strategic planning used by NCAA Division I-A athletic departments does not seem to be related to the type of university, university size, and background of athletic directors.

Heij, Vermeulen and Teunter (2006) studied and analysed the strategic behaviour of the European soccer industry. More specifically, they analysed the relation between strategic activities and performance in eight established European soccer clubs in the UK and the Netherlands during the period 1995-2002. The authors wanted to discover (if and) what kind of strategic actions European football clubs conduct and whether these actions affect their financial performance and therefore their competitive position and developed 3 hypotheses. Results indicated that regarding the context dimension of strategic actions, external actions have a significant positive influence on financial performance. External actions lead to higher financial performance than internal actions (hypothesis 1 was accepted). Regarding the content dimension, exploration outperforms exploitation (hypothesis 2 was accepted). Expanding a club's repertoire of activities turns out to be more beneficial than extending current activities. Intensity does not have a significant positive effect on financial performance (hypothesis 3 was not accepted). It was expected that firms that display the highest intensity of actions would perform better. An additional regression analysis showed that clubs with higher intensities of actions are also the larger clubs. The results from this study showed that established European clubs do indeed conduct strategic actions. The majority of these are related to player

trade, yet there is still a significant number of actions that are not related to on-field activities.

Finally, Swart (2005) investigated the bidding of international sport events in South Africa and argued that strategic planning can assist key stakeholders in deciding which cities should bid for particular events as part of an overall strategy to develop the sport tourism segment in South Africa. She reviewed strategic planning for hallmark events as well as current tourism and sport policies in South Africa in relation to its affect on sport tourism and outlined a strategic plan for the bidding of international events in the selected area. The author concluded that for genuine collaboration to succeed between the sport and tourism industries, it requires a shared understanding of objectives and clear and regular communication. At last the author proposed that a strategic plan can assist South Africa in becoming a centre for staging major international sport events.

CHAPTER III

RESEARCH METHODS AND PROCEDURES

Research methods and procedures

This chapter presents information related to the methods and procedures that were used in the particular research. More specifically, this chapter describes the population of the study, the development of the instrument, instrument validity and reliability, data collection and data analysis.

Population of the study

The population of the particular research was the professional sport clubs (football and basketball clubs), which constantly participate in the first division of Greek Championship (Super league and basketball A1, respectively) in three consecutive years (2011-2012-2013). This admission was formulated because it should be ensured that the sport clubs participated in the research, appear duration in the first division and consequently are considered successful both in administrative and competitive level. Under this admission, the final population of research was 30 professional sport clubs (16 football clubs and 14 basketball clubs). The information related to the final classifications of the clubs in the last three championships (football and basketball) was drawn from the official websites of the Greek Championships' organizing authorities (ESAKE and Super league, respectively). Moreover, as the particular research was looking for perceptions and opinions of the strategic planning process of the professional sport clubs, it was appraised that the respondents of the questionnaire should be the managing directors and administrative staff of these clubs.

The final participation in the particular research was 30 professional sport clubs. More analytically, in the research 16 professional football clubs (response rate 100%) and 14 professional basketball clubs (response rate 100%) participated. Moreover, 74 managing directors and administrative staff corresponded and answered the questionnaire (mean per sport club: 2.5 persons) with total response rate of 82,2%.

Instrument development

The questionnaire was developed by the researcher based on the reviewed literature on strategic planning as well as on input and suggestions from reviews offered by a selected panel of experts, including academics and professionals in the

fields of sport management, business management and strategic planning. The questionnaire provided specific information concerning the strategic planning process in the Greek sport professional sector, and demographic characteristics of the respondents. More specifically, the instrument construct comprised two key parts (see appendix A).

Strategic planning process: The first part of the questionnaire contained items related to the process of strategic planning, factors of internal and external analysis, the level of planning and the existence of organized planning committee. More specifically, the questionnaire contained the following items:

Questionnaire item A: The first item comprised 9 closed questions (yes – no), which referred to the nine components of the strategic planning process (Dibb & Simkin, 1996; McDonald, 2002; Shilbury, et.al., 1998).

Questionnaire item B: The second item included 12 questions, which referred to the evaluation of the external environment of the sport club (Dibb & Simkin, 1996; McDonald, 2002). Managers were asked to evaluate the degree of the given importance in the 12 factors of the external environment. A five-point Likert scale was used to evaluate these factors, where the 1 corresponds to very little, 2=little, 3=some, 4=great and finally 5=very great.

Questionnaire item C: The third unit included 18 questions which referred to the factors of the internal environment of the sports club (Kotler, 1996; Lancaster & Massingham, 1996). At the same way, the evaluation was accomplished through the five-point Likert scale (1=very little, 2=little, 3=some, 4=great and finally 5=very great).

Questionnaire item D: This unit analyzes 10 factors that discourage strategic planning in the professional sport clubs (Harris, 1996; Leppard & McDonald, 1991; McDonald, 1996; Simkin, 1996a). The five-point Likert scale was used to evaluate the importance of the above factors (1=very little, 2=little, 3=some, 4=great and finally 5=very great).

Questionnaire item E: This unit comprised questions that referred to the level of planning of each professional sport club. More specifically, the questions relative

to the level of strategic planning were closed and sport clubs were classified in four categories (strategic planners, operational planners, intuitive planners and no planners). The remaining questions of this unit investigated the existence of organized planning committee in the sport club (*Questionnaire items H, I, J*).

Questionnaire item F: This unit comprised questions that referred to the extent of 7 planning items incorporated by the professional sport club. Similarly, the items were evaluated through the five-point Likert scale.

Demographic Characteristics: *Questionnaire Item J, K, L* comprised three closed questions related to the demographic characteristics of the respondents. The questions referred to: (a) job title in the sport club, (b) educational background and (c) work experience.

Instrument validity and reliability

Instrument Validity: The face and content validity of the questionnaire, as it is mentioned above, was determined by a panel of experts including academics and professionals in the fields of business and sport management, and strategic planning. Panel participants received a letter describing the purpose of the study accompanied by an assessment form (see Appendix B) and a copy of the original unrefined questionnaire. The assessment form identified each survey question by number and asked the evaluator to answer the following two questions: (a) is this question clear? and (b) is this question appropriate to the practices of strategic planning?

Provision was also made for the evaluators to write any suggested changes for each of the questions. Questions with means of 3 or above on clarity and appropriateness were included in the questionnaire. At the end of the assessment form, the panel was asked to suggest the inclusion of any strategic planning activities, which did not contain in the questionnaire. The questionnaire was refined and revised as a result of the suggestions made by the members of the panel of experts (see Appendix A).

Instrument Reliability: The reliability of the survey instrument was assessed through Cronbach's coefficient alpha (α). There is no lower limit to the coefficient, however the closer the Cronbach's coefficient is to 1, the greater the internal

consistency of the items of the scale. Guary & Gronhaug (2005) suggested that coefficient between 0.6 and 1 are considered acceptable. This study's questionnaire had an acceptable Cronbach's alpha coefficient of 0.96 (see table below).

Table 2

Cronbach's coefficient alpha (a) of the survey instrument

Questionnaire items	Alpha
Factors related to the analysis of external environment	.87
Factors related to the analysis of internal environment	.92
Factors related to strategy	.96
Factors related to the discouragement of the strategic planning process	.76
All questionnaire items	.96

Data collection

Telephone contacts with sport managers and directors of each sport club were made, explaining the purpose of the research and asking to answer the questionnaire. Names and contact information were obtained through the official web sites of each sport club. After that, a packet of materials was sent to the sport directors containing (a) a cover letter explaining the purpose and the importance of the study, instructions and contact details (see Appendix C) and (b) the refined questionnaire in three copies. Sport manager were asked to return the questionnaire within four weeks. Telephone

calls were made to those managers who failed to respond on time. A total of 74 responses were collected.

Data analysis

After the questionnaires were collected, the data from each questionnaire were entered into the statistical Package for the Social Sciences (SPSS - version 15.0), in order to be analyzed. The first research question (what is the extent to which the strategic planning process is being used in the Greek professional sport clubs?) and the second research question (what are the key factors that discourage Greek professional sport clubs from engaging in the strategic planning process?) were answered through standard descriptive statistics such as means, percentages and standard deviations.

Research question three (what are the main similarities and key differences between the two types of professional sport clubs in relation to the application of the strategic planning approach?) was answered through: (a) Pearson chi-square statistics (χ^2) in the case of analysis of the categorical variables, where type of sport clubs (F.C and B.C) was the independent variable and strategic planning process was the dependent variable. In this analysis, Fisher's Exact Test was used, due to the fact that many cells had expected frequencies less than five per cell (Howitt & Cramer, 2003) and (b) independent sample t-test in the case of the analysis of the continuous variables, where the type of sport clubs (F.C and B.C) was the independent variable and the mean scores of the separate activities of strategic planning was the dependent variable.

Hypothesis 1 (The levels of strategic planning are independent of the professional club type), hypothesis 2 (the levels of strategic planning are independent of the managers' educational background) and hypothesis 3 (the levels of strategic planning are independent of the managers' work experience) were examined through Pearson chi-square (χ^2) statistics. The level of significance for all analyses was set at 0.05 ($p < .05$).

CHAPTER IV
PRESENTATION AND ANALYSIS OF DATA

PRESENTATION AND ANALYSIS OF DATA

This chapter reports the findings of the research along with the analysis of these findings. It has been organized to systematically present the information compiled from the survey instrument and the statistical analysis used to answer the research questions and hypotheses. A total of 30 (100 percent) of the Greek professional sport clubs responded to the survey.

Research Questions

1. What is the extent to which the strategic planning process is being used in the Greek professional sport clubs (football and basketball clubs)?
2. What are the key factors that discourage Greek professional sport clubs from engaging in strategic planning process activities?
3. What are the main similarities and key differences between the two types of professional sport clubs (football and basketball clubs) in relation to the application of the strategic planning approach?

Hypotheses tested

- The levels of strategic planning are independent of the professional club type.
- The levels of strategic planning are independent of the sport directors' educational background.
- The levels of strategic planning are independent of the sport directors' work experience.

Demographic characteristics

The sample of the particular research, as it is mentioned in the previous chapter, was the thirty Greek professional sport clubs, which participated in the First Division of Greek Championship (Super league and basketball A1 Division) in 2011-2012-2013. At each club, three questionnaires were sent. As a result, 90 questionnaires were sent in total, and 74 questionnaires were gathered. Both types of clubs are represented satisfactorily, and the total response rate was 82,2%. The final participation in the research, as it is also mentioned above, was thirty (30)

professional sport clubs. More analytically, in the research sixteen (16) professional football clubs (51,4%) – (response rate 100%) participated and fourteen (14) professional basketball clubs (48,6%) – (response rate 100%), as presented in the following figure (figure 2). The total response rate was 100%.

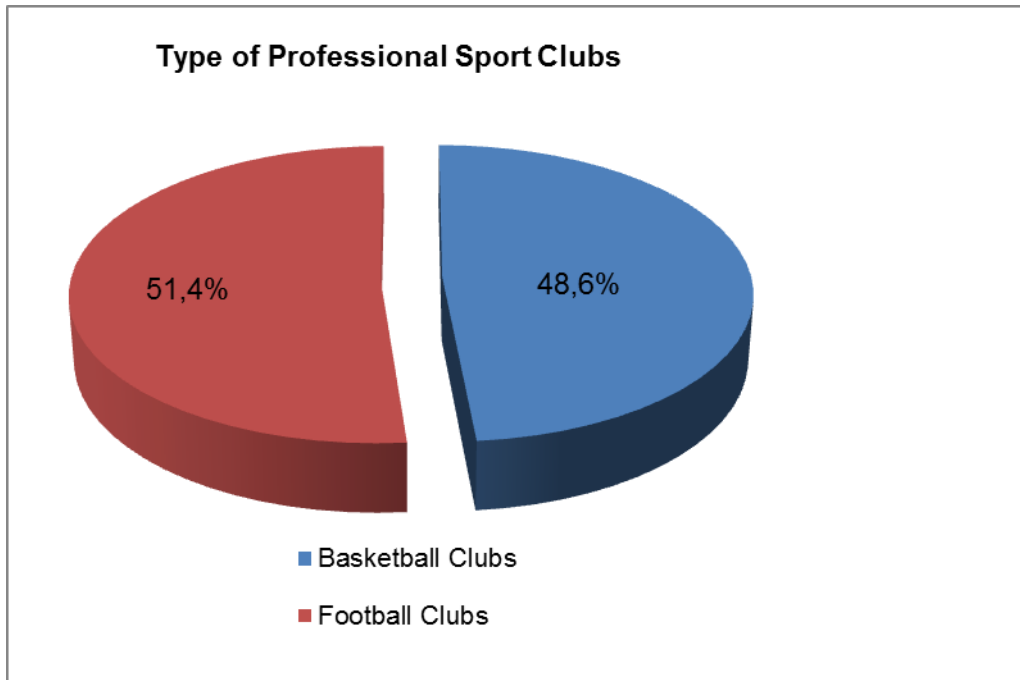


Figure 2: Type of Professional Sport Clubs that participated in the research

Moreover, seventy-four (74) managing directors and administrative staff from the professional sport clubs corresponded and answered the research instrument of the strategic planning process (mean per professional sport club: 2,5 respondents). The professional sport clubs and the managerial staff that participated in the particular research, are analytically presented in the following table (Table 3).

Table 3: Professional Sport Clubs and managerial staff that participated in the research

Professional Sport Club	Percent
Ilisiakos B.C.	2,7

Ikaros Kallitheas B.C.	2,7
Iraklis B.C.	2,7
Panathinaikos B.C.	5,4
Kavala B.C.	5,4
Panellinios B.C.	2,7
Marousi B.C.	8,1
ARIS B.C.	2,7
Olympiakos B.C.	2,7
Panionios B.C.	2,7
PAOK B.C.	2,7
AEK B.C.	2,7
Kolossos Rodou B.C.	2,7
Peristeri B.C.	2,7
Panathinaikos F.C.	5,4
Olympiakos F.C.	5,4
AEK F.C.	2,7
PAOK F.C.	2,7
Kavala F.C.	5,4
Iraklis F.C.	2,7
Panionios F.C.	2,7
ARIS F.C.	2,7
Panserraikos F.C.	2,7
Atromitos F.C.	2,7
Olympiakos Volou F.C.	2,7
Ergotelis F.C.	2,7
Kerkira F.C.	2,7
Ksanthi F.C.	2,7
Asteras Tripolis F.C.	2,7
Larissa F.C.	2,7
Total	100,0

The above 74 managing directors and administrative staff appear the following key demographic characteristics:

1. Job title (Questionnaire item J)

In relation to the position of responsibility that managing directors and administrative staff of the sport clubs occupied, the 31,1% of the total sample held upper managerial positions (Chief Executive Officers and General Managers), and the 29,7% were

Marketing Managers. In addition, the 14,9% were Technical Managers, and the 9,4% were Financial Managers, while the rest participants were holding other positions in the sport clubs or were administrative staff. The table below describes in details the percentages and frequencies of the position of responsibility held by research participants.

Table 4: Percentages of the research respondents relative to the position of responsibility that occupy in the Professional Sport Club.

Job Title	Percent
Chief Executive Officer (CEO)	6,8
General Manager	24,3
Marketing Manager	29,7
Financial Manager	9,4
Human Resources Manager	4,1
Technical Manager	14,9
Other	10,8

2. Educational level (Questionnaire item K)

In relation to the educational level of the research participants, the majority (47,3%) held a postgraduate academic title (postgraduate education), while the 43,2% of the total sample held a graduate degree (university education). Only 6,8% of the total sample had basic educational level (high-school education). Most of the participants (13,5%) have studied sports management.

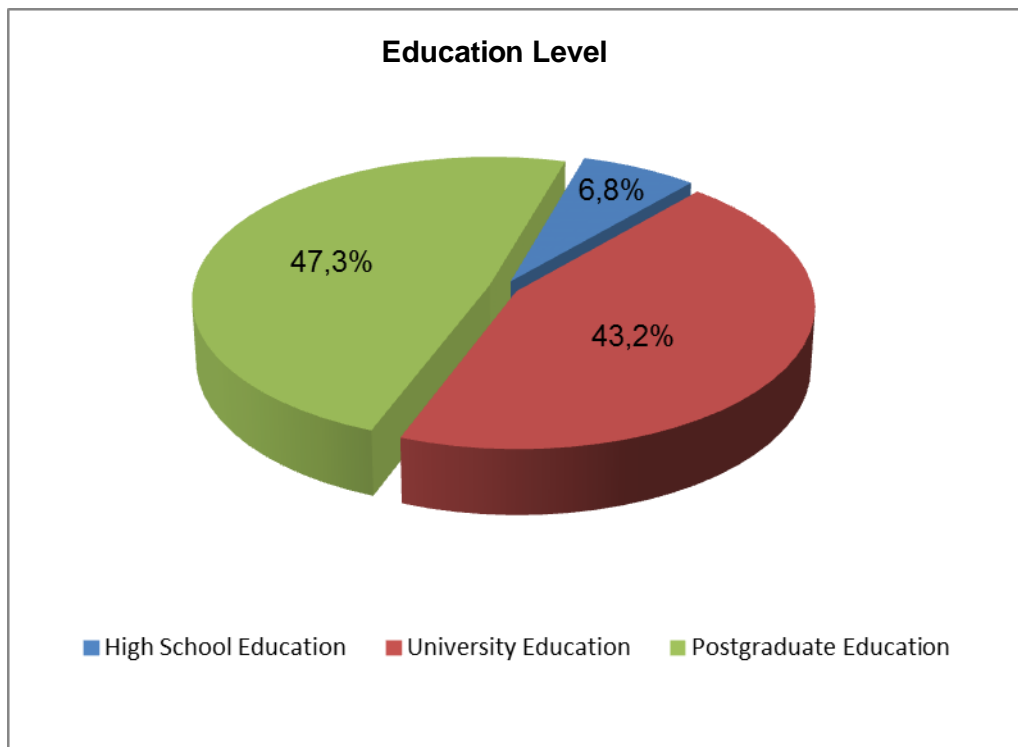


Figure 3: Educational level of the research respondents.

3. Work experience (Questionnaire item L)

By reference to the work experience of the research participants, the distribution between the four categories was appeared (figure 5), with the category of the longest work experience (over 10 years) representing the 35,1% of the total research respondents. 33,8% of them have an experience of 5 to 10 years, 21,6% have an experience of 3 to 5 years, and 9,5% have less than 3 years of experience.

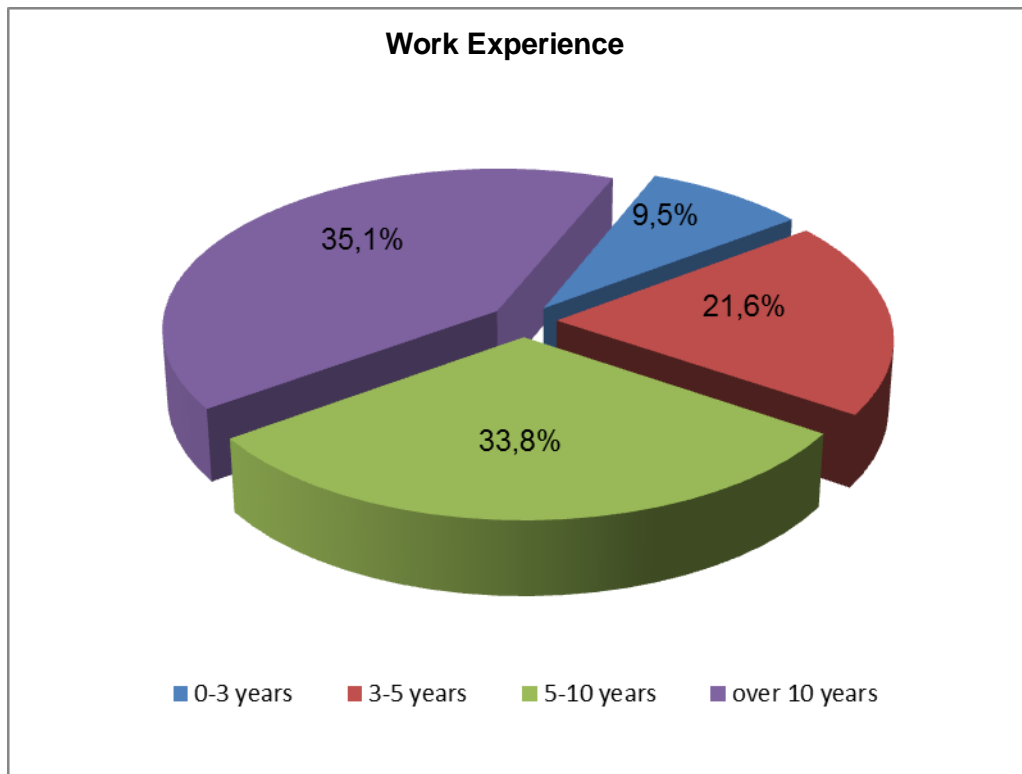


Figure 4: Work experience of the research respondents

Research Question 1

What is the extent to which the strategic planning process is being used in the Greek professional sport clubs?

Questionnaire item A: Extent of strategic planning components in professional sport clubs

According to survey responses, the vast majority of the professional sport clubs develop all the individual components of the strategic planning process. More specifically, 65 respondents (87,8 %) of the professional sport clubs have developed a vision for future direction, and aspirations. Sixty-eight (91,9%) of the professional sport clubs have also developed a mission statement that describes the club's purpose and philosophy. The data in Table 5 show that 66 (89,2%) of the professional sport clubs assess their strengths and weaknesses, while 61 (82,4%) assess the opportunities and threats in their external environments. Sixty-nine (93,2%) of the professional sport clubs indicated that they develop goals and objectives, and 50 (67,6%) develop long-range plans to achieve their stated goals and objectives. Table 5 also indicates that 64 (86,5%) of the professional sport clubs develop short-range plans to achieve

short-range objectives. When it comes to evaluation only 48 (64,9%) of the professional sport clubs periodically evaluate the performance of their planning process, while 57 (77%) evaluate the performance of the club relative to goals and objectives.

Table 5: Strategic planning activities implemented by Greek professional sport clubs

ACTIVITIES INCLUDED IN STRATEGIC PLANNING PROCESS		Frequency	Percentage (%)
1. Developing the sport club's vision for future direction, and aspirations	YES	65	87,8
	NO	9	12,2
2. Developing the sport club's mission, purpose, and philosophy	YES	68	91,9
	NO	6	8,1
3. Assessing the sport club's strengths and weaknesses	YES	66	89,2
	NO	8	10,8
4. Assessing the opportunities and threats that emanate from the external environment	YES	61	82,4
	NO	13	17,6
5. Developing the sport club's goals and objectives	YES	69	93,2
	NO	5	6,8
6. Developing long - range plans (or strategies) to achieve sport club's objectives	YES	50	67,6
	NO	24	32,4
7. Developing short - range plans (or strategies) to achieve sport club's objectives	YES	64	86,5
	NO	10	13,5
8. Periodically evaluating the performance of the sport club's planning process	YES	48	64,9
	NO	26	35,1
9. Periodically evaluating the performance the sport club's goals and objectives	YES	57	77,0
	NO	17	23,0

Questionnaire Item E: Level of planning in professional sport clubs

Table 6 reveals that only 19 survey responses (26,4%) from the professional sport clubs develop strategic planning process. This means that these clubs have: (a) formalized written, long-range plans; (b) assessed the external and internal environments; and (c) established strategies based on club's mission and objectives. Consequently, 26,4% of the professional sport clubs may be identified as strategic planners. The data in Table 6 also reveal that the 51,4% of the professional sport clubs utilize written short-range operational plans of action and budgets for the

current fiscal period. These professional sport clubs may be identified as operational planners. Moreover, according to survey responses, the 20,8% have no written plans, but instead have developed short-range informal, unwritten plans based on the intuition and experience of the sport managers of the clubs. These clubs are characterized as intuitive planners. Finally, a very low percentage of the professional sport clubs (1,4%) indicated that they had no measurable structured planning and are characterized as no planners.

Table 6: Level of planning in Greek professional sport clubs

Plans	Frequency	Valid Percentage (%)
Structured long-range plans	19	26,4
Operational plans	37	51,4
Intuitive plans	15	20,8
Unstructured plans	1	1,4

In order to examine the relationship between the level of planning in the two types of professional sport clubs (hypothesis one), it was decided the regrouping of the above four categories into three. Thus, the first category included sport clubs that had been characterized as strategic planners (8 professional sport clubs). In the second category participated all sport clubs that had been characterized as operational planners (15 professional sport clubs), while in the third category participated the sport clubs that had been characterized as intuitive planners and no planners (totally 7 professional sport clubs). The figure below shows the regrouping of the sport clubs in the three new categories of strategic planning.



Figure 5: Level of strategic planning in Greek professional sport clubs

Questionnaire item B: Evaluation of external environment

The factors of external environment analyzed by the managers of the Greek professional sport clubs during the application of the strategic planning process are presented in the table below (Table 7). The five-point Likert scale was used to evaluate these factors, where the 1 corresponded to very little, 2=little, 3=some, 4=great, and finally 5=very great. The results (means) indicated that external factors that are considered to a “very great” or “great” extent by professional sport clubs were: (a) sponsors (mean: 4,51), (b) financial / economic trends (mean: 4,36), (c) media (mean: 4,18), and (d) competition (mean: 4,03). External factors that are considered to “some” extent by professional sport clubs when formulating their plans were: (a) political trends (mean: 3,94), (b) social trends (mean: 3,81), and (c) market (size, growth, trends, segmentation) – (mean: 3,80). There were no factors considered to a “very little” or “little” extent, and the below table describes in details the degree of importance in the factors of external analysis given by professional sport clubs.

Table 7: Extent to which external factors are considered in the planning process

	Degree of importance (Mean)			Std.Deviation
	Considered to a little extent (1 – 3)	Considered to some extent (3)	Considered to a great extent (4 – 5)	
Factors of external environment				
Political trends (legislation, regulatory constraints, etc.)		3,94		1,523
Financial/economic trends (economic growth, income levels, etc.)			4,36	,725
Social trends (trends, values, attitudes, etc.)		3,81		,746
Technological trends (new technology, equipment, etc.)		3,55		,839
Market (size, growth, trends, segmentation, etc.)		3,80		,777
Competition			4,03	,753
International environment		3,11		,820
Suppliers		3,73		,816
Local companies		3,72		,923
Media			4,18	,718
Sponsors			4,51	,527

Questionnaire item C: Evaluation of internal environment

According to survey responses, some of the factors of internal analysis are considered important by professional sport clubs and consequently are taken into serious consideration during the application of strategic planning process (see Table 8). The results (means) indicated that internal factors that are considered to a “very great” or “great” extent by professional sport clubs were: (a) club’s financial performance (mean: 4,53), (b) management performance (mean: 4,26), (c) adequacy of sport equipment and efficiency of technical team (both mean: 4,25), (d) quality of sport facilities and financial resources (both mean: 4,16), (e) quality of sport equipment (4,14), (f) fans (opinion, satisfaction, etc) – (mean: 4,06), and (g) efficiency of management team (managers, directors, staff, etc) – (mean: 4,03). The rest of the

internal factors examined, are appreciated to “some” extent since their means varied between 3,26 – 3,95, and there were no factors considered to a “very little” or “little” extent. The table below describes in details the degree of importance in the factors of internal analysis given by professional sport clubs.

Table 8: Extent to which internal factors are considered in the planning process

Factors of internal environment	Degree of importance (Mean)			Std.Deviation
	Considered to a little extent (1 – 3)	Considered to some extent (3)	Considered to a great extent (4 – 5)	
Club's financial performance			4,53	,658
Management performance			4,26	,671
Advisory committees		3,26		,812
Fans (opinion, satisfaction, etc)			4,06	,930
Service quality		3,95		,712
Adequacy of sport facilities			4,23	,748
Quality of sport facilities			4,16	,878
Adequacy of management facilities		3,60		,884
Quality of management facilities		3,59		,884
Adequacy of sport equipment			4,25	,621
Quality of sport equipment			4,14	,740
Efficiency of management team (managers, directors, staff, etc)			4,03	,642
Efficiency of technical team (trainers, coaches, etc.)			4,25	,640
Employee training		3,70		,945
Financial resources			4,16	,983
Technological resources		3,69		,825
Know-how		3,78		,671

Questionnaire item F: Extent to which professional sport clubs incorporate planning items

The data displayed in Table 9 reveal that the items incorporated to a "very great" or "great" extent according to survey responses was the financial plan. The rest of the items examined (marketing plan, facilities plan, human resources plan, alternative plan, and quality management plan) were incorporated to “some” extent, and there were no items incorporated to a "very little" or "little" extent by professional sport

clubs. The table below describes in details the degree of importance in planning items incorporated by professional sport clubs.

Table 9: Extent to which following items are incorporated by Greek professional sport clubs

Items	Degree of importance (Mean)			Std.Deviation
	Considered to a little extent (1 – 3)	Considered to some extent (3)	Considered to a great extent (4 – 5)	
Marketing Plan		3,85		,860
Facilities Plan		3,57		,890
Financial Plan			4,13	,779
Human Resources Plan		3,32		,924
Alternative Plan		3,18		,877
Quality Management Plan		3,18		,928

Questionnaire item G: Number of years short and long-range plans cover

The Greek professional sport clubs utilize short-range plans which cover approximately one year, and long-range plans which cover approximately three years (see Table 10).

Table 10: Number of years short and long-range plans cover

Plans	Mean
Short-range Plans	1,107
Long-range Plans	3,103

Questionnaire Item H: Existence of formal planning committee in professional sport clubs

Figure 6 shows that 40,5% of the total sample stated that they have already established a formal planning committee.

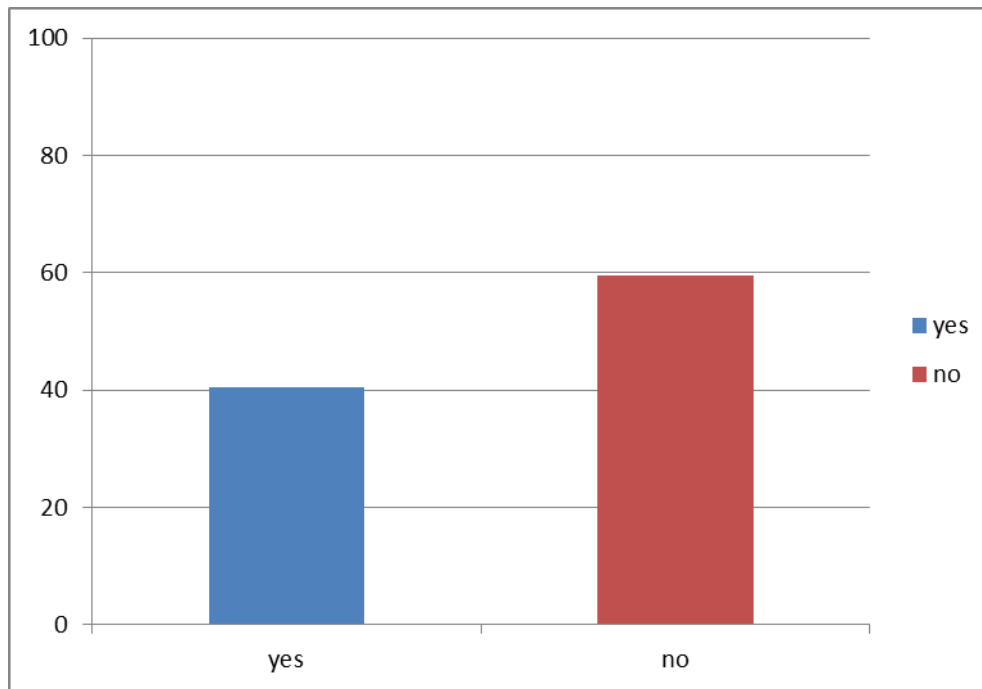


Figure 6: Existence of formal planning committee in Greek professional sport clubs

Questionnaire Item I: Plan to establish a planning committee in professional sport clubs within next two years

In relation to professional sport clubs, which stated that they do not have a formal planning committee (59,5%), the 40,9% of them plan to establish such a committee within the next two years (figure 7).

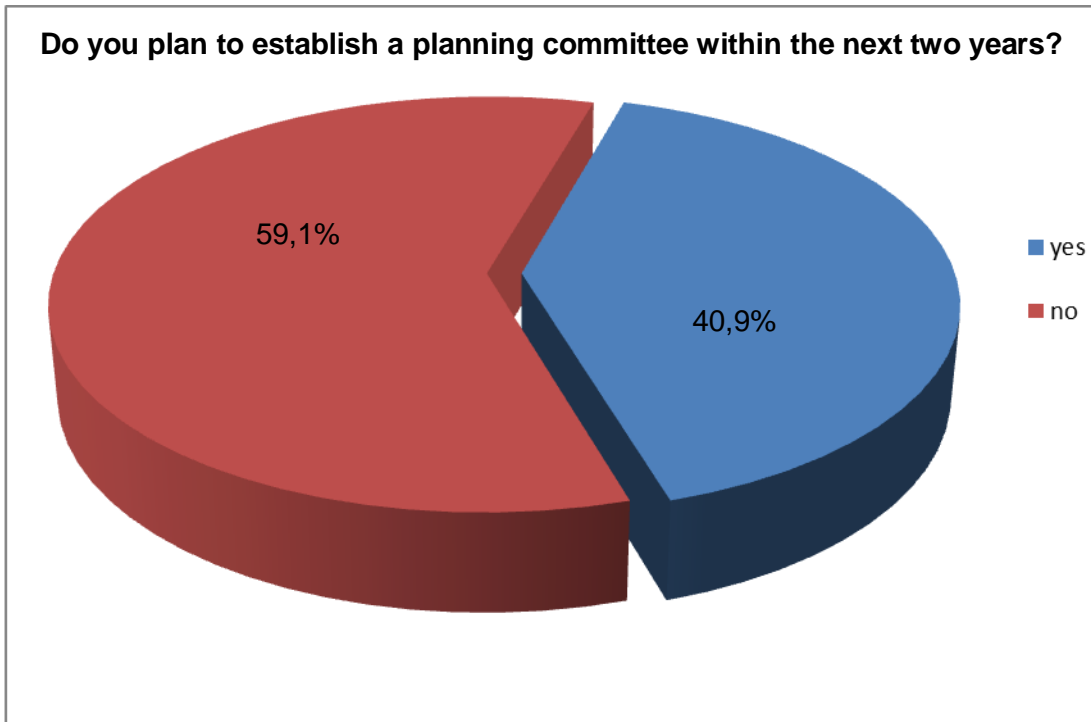


Figure 7: Establish a planning committee in the next two years

Research Question 2

What are the key factors that discourage Greek professional sport clubs from engaging in strategic planning activities?

Questionnaire item D: Factors that discourage strategic planning

As mentioned above, 26,4% of the professional sport clubs were identified as strategic planners, 51,4% were identified as operational planners, while 22,2% were not identified as strategic planners. The data displayed in Table 11 reveal which factors discourage the professional sport clubs from engaging in strategic planning activities. Table 11 indicates that insufficient financial resources in the sport club is the most important factor that discourages the sport managers to a “very great” or “great” extent from engaging in strategic planning activities. Insufficient time, the lack of knowledge, insufficient training, and the lack of planning policy within the sport club were factors that discourage sport managers to "some" extent from engaging in strategic planning activities. There were no factors considered to a “very little” or

“little” extent, and the table below presents analytically all factors that discourage the strategic planning approach in the professional sport clubs.

Table 11: Factors that discourage strategic planning in Greek professional sport clubs

Factors that discourage strategic planning	Degree of importance (Mean)			Std.Deviation
	Considered to a little extent (1 – 3)	Considered to some extent (3)	Considered to a great extent (4 – 5)	
Insufficient training in planning procedures		3,85		,827
Lack of knowledge in planning procedures		3,86		,755
Lack of adequate communication within the sport club		3,67		,983
Lack of adequate collaboration within the sport club		3,70		,938
Resistance to planning by sport club’s personnel		3,45		,826
Insufficient time		3,87		,800
Insufficient financial resources in the sport club			4,44	,616
Lack of planning policy within the sport club		3,85		,779
Lack of recognition in planning value importance		3,73		,845

Research Question 3

What are the main similarities and key differences between the two types of professional sport clubs (football and basketball clubs) in relation to the application of the strategic planning approach?

A. Examination of the relationship between types of professional sport clubs and the components of the strategic planning process

Chi-square statistics (x^2) were used to investigate the differences in the implementation of the nine steps of strategic planning process between the two

different types of professional sport clubs (basketball and football clubs). Due to the fact that many cells had frequencies less than 5 per cell, the chi-square analysis was conducted through the Fisher's Exact Test. The results suggested that there is no statistically significant difference in the implementation of the strategic planning process between basketball and football clubs (Table 12), but only in relation to the "development of the sport club's vision for future direction, and aspirations". More specifically:

- There was statistically significant difference between the two types of professional sport clubs in the first statement "Developing the sport club's vision for future direction, and aspirations" (Fisher's Exact Test $p=,013$).
- There was no statistically significant difference between the two types of professional sport clubs in the second statement "Developing the sport club's mission, purpose, and philosophy" (Fisher's Exact Test $p=,103$).
- There was no statistically significant difference between the two types of professional sport clubs in the third statement "Assessing the sport club's strengths and weaknesses" (Fisher's Exact Test $p=,056$).
- There was no statistically significant difference between the two types of professional sport clubs in the fourth statement "Assessing the opportunities and threats that emanate from the external environment" (Fisher's Exact Test $p=,155$).
- There was no statistically significant difference between the two types of professional sport clubs in the fifth statement "Developing the sport club's goals and objectives" (Fisher's Exact Test $p=,358$).
- There was no statistically significant difference between the two types of professional sport clubs in the sixth statement "Developing long - range plans (or strategies) to achieve sport club's objectives" (Fisher's Exact Test $p=,099$).
- There was no statistically significant difference between the two types of professional sport clubs in the seventh statement "Developing short - range plans (or strategies) to achieve sport club's objectives" (Fisher's Exact Test $p=,927$).
- There was no statistically significant difference between the two types of professional sport clubs in the eighth statement "Periodically evaluating the

performance of the sport club's planning process" (Fisher's Exact Test $p=,252$).

- There was no statistically significant difference between the two types of professional sport clubs in the ninth statement "Periodically evaluating the performance the sport club's goals and objectives" (Fisher's Exact Test $p=,131$).

Table 12: Chi square (χ^2) analysis between steps of strategic planning process and the two types of professional sport clubs (BC and FC).

STRATEGIC PLANNING PROCESS	FC	BC	Exact Sig. (2-sided)
1. Developing the sport club's vision for future direction, and aspirations	97,4%	77,8%	$p=,013$
2. Developing the sport club's mission, purpose, and philosophy	97,4%	86,1%	$p=,103$
3. Assessing the sport club's strengths and weaknesses	81,6%	97,2%	$p=,056$
4. Assessing the opportunities and threats that emanate from the external environment	76,3%	88,9%	$p=,155$
5. Developing the sport club's goals and objectives	89,5%	97,2%	$p=,358$
6. Developing long - range plans (or strategies) to achieve sport club's objectives	76,3%	58,3%	$p=,099$
7. Developing short - range plans (or strategies) to achieve sport club's objectives	86,8%	86,1%	$p=,927$
8. Periodically evaluating the performance of the sport club's planning process	71,1%	58,3%	$p=,252$
9. Periodically evaluating the performance the sport club's goals and objectives	84,2%	69,4%	$p=,131$

B. Examination of the relationship between types of professional sport clubs and factors of external environment.

An independent samples t-test was conducted to compare the degree of importance that the two types of professional sport clubs (basketball and football clubs) place, in the factors of external environment. The results suggested that there were no significant differences in scores for basketball and football clubs in all factors of the analysis of external environment (Table 13), but only in “suppliers” factor. More specifically, the analysis has shown the following results:

- The mean of the score in the factor “political trends” in basketball clubs ($M = 3,78$, $SD = 0,791$) was not significantly different ($t = -0,545$, $df = 28$, 2-tailed $p = ,590$) from the mean in football clubs ($M = 4,09$, $SD = 1,974$).
- The mean of the score in the factor “financial/ economic trends” in basketball clubs ($M = 4,33$, $SD = 0,669$) was not significantly different ($t = -0,231$, $df = 28$, 2-tailed $p = ,819$) from the mean in football clubs ($M = 4,39$, $SD = 0,792$).
- The mean of the score in the factor “Social trends” in basketball clubs ($M = 3,87$, $SD = 0,668$) was not significantly different ($t = 0,403$, $df = 28$, 2-tailed $p = ,690$) from the mean in football clubs ($M = 3,76$, $SD = 0,827$).
- The mean of the score in the factor “Technological trends” in basketball clubs ($M = 3,51$, $SD = 0,769$) was not significantly different ($t = -0,259$, $df = 28$, 2-tailed $p = ,797$) from the mean in football clubs ($M = 3,59$, $SD = 0,919$).
- The mean of the score in the factor “Market” in basketball clubs ($M = 3,73$, $SD = 0,925$) was not significantly different ($t = -0,419$, $df = 28$, 2-tailed $p = ,678$) from the mean in football clubs ($M = 3,85$, $SD = 0,647$).
- The mean of the score in the factor “Competition” in basketball clubs ($M =$

4,00, $SD = 0,644$) was not significantly different ($t = 0,205$, $df = 28$, 2-tailed $p = ,839$) from the mean in football clubs ($M = 4,06$, $SD = 0,857$).

- The mean of the score in the factor “International Environment” in basketball clubs ($M = 3,15$, $SD = 0,824$) was not significantly different ($t = 0,254$, $df = 28$, 2-tailed $p = ,801$) from the mean in football clubs ($M = 3,07$, $SD = 0,841$).
- The mean of the score in the factor “Suppliers” in basketball clubs ($M = 4,11$, $SD = 0,592$) was significantly different ($t = 2,553$, $df = 28$, 2-tailed $p = ,016$) from the mean in football clubs ($M = 3,41$, $SD = 0,861$).
- The mean of the score in the factor “Local Companies” in basketball clubs ($M = 3,82$, $SD = 1,020$) was not significantly different ($t = 0,551$, $df = 28$, 2-tailed $p = ,586$) from the mean in football clubs ($M = 3,63$, $SD = 0,854$).
- The mean of the score in the factor “Media” in basketball clubs ($M = 4,22$, $SD = 0,627$) was not significantly different ($t = 0,251$, $df = 28$, 2-tailed $p = ,803$) from the mean in football clubs ($M = 34,15$, $SD = 0,808$).
- The mean of the score in the factor “Sponsors” in basketball clubs ($M = 4,54$, $SD = 0,447$) was not significantly different ($t = 0,266$, $df = 28$, 2-tailed $p = ,792$) from the mean in football clubs ($M = 4,49$, $SD = 0,603$).

Table 13: Independent samples t-test analysis of the degree of importance of the factors of external analysis and type of professional sport clubs (BC and FC).

Factors of external analysis	Type of Club	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Political trends	BC	3,78	,791	-,545	28	,590
	FC	4,09	1,974			
Financial/economic trends	BC	4,33	,669	-,231	28	,819
	FC	4,39	,792			
Social trends	BC	3,87	,668	,403	28	,690
	FC	3,76	,827			

Technological trends	BC	3,51	,769	-,259	28	,797
	FC	3,59	,919			
Market	BC	3,73	,925	-,419	28	,678
	FC	3,85	,647			
Competition	BC	4,00	,644	-,205	28	,839
	FC	4,06	,857			
International Environment	BC	3,15	,824	,254	28	,801
	FC	3,07	,841			
Suppliers	BC	4,11	,592	2,553	28	,016
	FC	3,41	,861			
Local companies	BC	3,82	1,020	,551	28	,586
	FC	3,63	,854			
Media	BC	4,22	,627	,251	28	,803
	FC	4,15	,808			
Sponsors	BC	4,54	,447	,266	28	,792
	FC	4,49	,603			

C. Examination of the relationship between types of professional sport clubs and factors of internal environment.

An independent samples t-test was conducted to compare the degree of importance that the two types of professional sport clubs (basketball and football clubs) place, in the factors of internal environment. The results suggested that there were no significant differences in scores for basketball and football clubs in all factors of the analysis of internal environment (Table 14), but only in “service quality” and “adequacy of sport facilities” factors. More specifically, the analysis has shown the following results:

- The mean of the score in the factor “Club’s Financial Performance” in basketball clubs ($M = 4,60$, $SD = 0,451$) was not significantly different ($t = 0,564$, $df = 28$, 2-tailed $p = ,837$) from the mean in football clubs ($M = 4,47$, $SD = 0,807$).

- The mean of the score in the factor “Management Performance” in basketball clubs ($M = 4,28$, $SD = 0,763$) was not significantly different ($t = 0,100$, $df = 28$, 2-tailed $p = ,921$) from the mean in football clubs ($M = 4,25$, $SD = 0,606$).
- The mean of the score in the factor “Advisory committees” in basketball clubs ($M = 3,24$, $SD = 0,864$) was not significantly different ($t = -0,099$, $df = 28$, 2-tailed $p = ,922$) from the mean in football clubs ($M = 3,27$, $SD = 0,792$).
- The mean of the score in the factor “Fans (opinion, satisfaction, etc)” in basketball clubs ($M = 4,04$, $SD = 0,861$) was not significantly different ($t = -0,093$, $df = 28$, 2-tailed $p = ,437$) from the mean in football clubs ($M = 4,08$, $SD = 1,015$).
- The mean of the score in the factor “Service quality” in basketball clubs ($M = 3,68$, $SD = 0,623$) was significantly different ($t = -2,027$, $df = 28$, 2-tailed $p = ,052$) from the mean in football clubs ($M = 4,18$, $SD = 0,721$).
- The mean of the score in the factor “Adequacy of sport facilities” in basketball clubs ($M = 3,90$, $SD = 0,738$) was significantly different ($t = -2,456$, $df = 28$, 2-tailed $p = ,021$) from the mean in football clubs ($M = 4,52$, $SD = 0,647$).
- The mean of the score in the factor “Quality of sport facilities” in basketball clubs ($M = 3,85$, $SD = 0,848$) was not significantly different ($t = -1,903$, $df = 28$, 2-tailed $p = ,067$) from the mean in football clubs ($M = 4,44$, $SD = 0,834$).
- The mean of the score in the factor “Adequacy of management facilities” in basketball clubs ($M = 3,49$, $SD = 0,861$) was not significantly different ($t = -0,666$, $df = 28$, 2-tailed $p = ,511$) from the mean in football clubs ($M = 3,70$, $SD = 0,918$).
- The mean of the score in the factor “Quality of management facilities” in basketball clubs ($M = 3,50$, $SD = 0,941$) was not significantly different ($t = -$

0,486, $df = 28$, 2-tailed $p = ,631$) from the mean in football clubs ($M = 3,66$, $SD = 0,856$).

- The mean of the score in the factor “Adequacy of sport equipment” in basketball clubs ($M = 4,12$, $SD = 0,715$) was not significantly different ($t = -1,082$, $df = 28$, 2-tailed $p = ,288$) from the mean in football clubs ($M = 4,36$, $SD = 0,521$).
- The mean of the score in the factor “Quality of sport equipment” in basketball clubs ($M = 4,08$, $SD = 0,811$) was not significantly different ($t = -0,427$, $df = 28$, 2-tailed $p = ,672$) from the mean in football clubs ($M = 4,20$, $SD = 0,694$).
- The mean of the score in the factor “Efficiency of management team (managers, directors, staff, etc)” in basketball clubs ($M = 3,98$, $SD = 0,639$) was not significantly different ($t = -0,450$, $df = 28$, 2-tailed $p = ,656$) from the mean in football clubs ($M = 4,08$, $SD = 0,661$).
- The mean of the score in the factor “Efficiency of technical team (trainers, coaches, etc.)” in basketball clubs ($M = 4,08$, $SD = 0,692$) was not significantly different ($t = -1,375$, $df = 28$, 2-tailed $p = ,180$) from the mean in football clubs ($M = 4,39$, $SD = 0,572$).
- The mean of the score in the factor “Employee training” in basketball clubs ($M = 3,59$, $SD = 1,128$) was not significantly different ($t = -0,587$, $df = 28$, 2-tailed $p = ,562$) from the mean in football clubs ($M = 3,80$, $SD = 0,777$).
- The mean of the score in the factor “Financial resources” in basketball clubs ($M = 4,33$, $SD = 0,716$) was not significantly different ($t = -0,899$, $df = 28$, 2-tailed $p = ,376$) from the mean in football clubs ($M = 4,01$, $SD = 1,172$).
- The mean of the score in the factor “Technological resources” in basketball clubs ($M = 3,43$, $SD = 0,772$) was not significantly different ($t = -1,662$, $df =$

28, 2-tailed $p = ,108$) from the mean in football clubs ($M = 3,91$, $SD = 0,825$).

- The mean of the score in the factor “Know-how” in basketball clubs ($M = 3,91$, $SD = 0,624$) was not significantly different ($t = 0,987$, $df = 18$, 2-tailed $p = ,332$) from the mean in football clubs ($M = 3,66$, $SD = 0,710$).

Table 14: Independent samples t-test analysis of the degree of importance of the factors of internal analysis and type of professional sport clubs (BC and FC).

Factors of internal analysis	Type of Club	Mean	Std. Deviation	t	df	Sig. (2-tailed)																																																																																																																											
Club's Financial performance	BC	4,60	,451	,564	28	,577																																																																																																																											
	FC	4,47	,807				Management performance	BC	4,28	,763	,100	28	,921	FC	4,25	,606	Advisory committees	BC	3,24	,864	-,099	28	,922	FC	3,27	,792	Fans (opinion, satisfaction, etc)	BC	4,04	,861	-,093	28	,927	FC	4,08	1,015	Service quality	BC	3,68	,623	-2,027	28	,052	FC	4,18	,721	Adequacy of sport facilities	BC	3,90	,738	-2,456	28	,021	FC	4,52	,647	Quality of sport facilities	BC	3,85	,848	-1,903	28	,067	FC	4,44	,834	Adequacy of management facilities	BC	3,49	,861	-,666	28	,511	FC	3,70	,918	Quality of management facilities	BC	3,50	,941	-,486	28	,631	FC	3,66	,856	Adequacy of sport equipment	BC	4,12	,715	-1,082	28	,288	FC	4,36	,521	Quality of sport equipment	BC	4,08	,811	-,427	28	,672	FC	4,20	,694	Efficiency of management team (managers, directors, staff, etc)	BC	3,98	,639	-,450	28	,656	FC	4,08	,661	Efficiency of technical team (trainers, coaches, etc.)	BC	4,08	,692	-1,375	28	,180	FC	4,39	,572	Employee training	BC	3,59
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	FC	3,27	,792				Fans (opinion, satisfaction, etc)	BC	4,04	,861	-,093	28	,927	FC	4,08	1,015	Service quality	BC	3,68	,623	-2,027	28	,052	FC	4,18	,721	Adequacy of sport facilities	BC	3,90	,738	-2,456	28	,021	FC	4,52	,647	Quality of sport facilities	BC	3,85	,848	-1,903	28	,067	FC	4,44	,834	Adequacy of management facilities	BC	3,49	,861	-,666	28	,511	FC	3,70	,918	Quality of management facilities	BC	3,50	,941	-,486	28	,631	FC	3,66	,856	Adequacy of sport equipment	BC	4,12	,715	-1,082	28	,288	FC	4,36	,521	Quality of sport equipment	BC	4,08	,811	-,427	28	,672	FC	4,20	,694	Efficiency of management team (managers, directors, staff, etc)	BC	3,98	,639	-,450	28	,656	FC	4,08	,661	Efficiency of technical team (trainers, coaches, etc.)	BC	4,08	,692	-1,375	28	,180	FC	4,39	,572	Employee training	BC	3,59	1,128	-,587	28	,562																
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	FC	4,18	,721				Adequacy of sport facilities	BC	3,90	,738	-2,456	28	,021	FC	4,52	,647	Quality of sport facilities	BC	3,85	,848	-1,903	28	,067	FC	4,44	,834	Adequacy of management facilities	BC	3,49	,861	-,666	28	,511	FC	3,70	,918	Quality of management facilities	BC	3,50	,941	-,486	28	,631	FC	3,66	,856	Adequacy of sport equipment	BC	4,12	,715	-1,082	28	,288	FC	4,36	,521	Quality of sport equipment	BC	4,08	,811	-,427	28	,672	FC	4,20	,694	Efficiency of management team (managers, directors, staff, etc)	BC	3,98	,639	-,450	28	,656	FC	4,08	,661	Efficiency of technical team (trainers, coaches, etc.)	BC	4,08	,692	-1,375	28	,180	FC	4,39	,572	Employee training	BC	3,59	1,128	-,587	28	,562																																				
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	FC	3,66	,856				Adequacy of sport equipment	BC	4,12	,715	-1,082	28	,288	FC	4,36	,521	Quality of sport equipment	BC	4,08	,811	-,427	28	,672	FC	4,20	,694	Efficiency of management team (managers, directors, staff, etc)	BC	3,98	,639	-,450	28	,656	FC	4,08	,661	Efficiency of technical team (trainers, coaches, etc.)	BC	4,08	,692	-1,375	28	,180	FC	4,39	,572	Employee training	BC	3,59	1,128	-,587	28	,562																																																																												
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	FC	3,80	,777			
Financial resources	BC	4,33	,716	,899	28	,376
	FC	4,01	1,172			
Technological resources	BC	3,43	,772	-1,662	28	,108
	FC	3,91	,825			
Know-how	BC	3,91	,624	,987	28	,332
	FC	3,66	,710			

D. Examination of the relationship between types of professional sport clubs and items incorporated in strategic planning

An independent samples t-test was conducted to compare the degree of importance that the two types of professional sport clubs (basketball and football clubs) place, in the items incorporated in strategic planning. The results suggested that there were no significant differences in scores for basketball and football clubs in all items examined (table 15), apart from “financial plan”. More specifically, the analysis has shown the following results:

- The mean of the score in the factor “Marketing Plan” in basketball clubs ($M = 3,88$, $SD = 0,878$) was not significantly different ($t = 0,209$, $df = 28$, 2-tailed $p = ,836$) from the mean in football clubs ($M = 3,82$, $SD = 0,871$).
- The mean of the score in the factor “Facilities Plan” in basketball clubs ($M = 3,30$, $SD = 0,981$) was not significantly different ($t = -1,633$, $df = 28$, 2-tailed $p = ,114$) from the mean in football clubs ($M = 3,81$, $SD = 0,752$).
- The mean of the score in the factor “Financial Plan” in basketball clubs ($M = 3,79$, $SD = 0,752$) was significantly different ($t = -2,488$, $df = 19$, 2-tailed $p = ,019$) from the mean in football clubs ($M = 4,44$, $SD = 0,685$).
- The mean of the score in the factor “Human Resources Plan” in basketball clubs ($M = 3,15$, $SD = 0,805$) was not significantly different ($t = -0,943$, $df =$

28, 2-tailed $p = ,354$) from the mean in football clubs ($M = 3,47, SD = 1,020$).

- The mean of the score in the factor “Alternative Plan” in basketball clubs ($M = 3,03, SD = 0,908$) was not significantly different ($t = -0,877, df = 28, 2-tailed p = ,388$) from the mean in football clubs ($M = 3,32, SD = 0,855$).
- The mean of the score in the factor “Quality Management Plan” in basketball clubs ($M = 3,06, SD = 0,807$) was not significantly different ($t = -0,680, df = 28, 2-tailed p = ,502$) from the mean in football clubs ($M = 3,29, SD = 1,036$).

Table 15: Independent samples t-test analysis of the degree of importance of items incorporated in planning and type of professional sport clubs (BC and FC).

Items	Type of Club	Mean	Std. Deviation	t	df	Sig. (2-tailed)																																														
Marketing Plan	BC	3,88	,878	,209	28	,836																																														
	FC	3,82	,871				Facilities Plan	BC	3,30	,981	-1,633	28	,114	FC	3,81	,752	Financial Plan	BC	3,79	,752	-2,488	28	,019	FC	4,44	,685	Human Resources Plan	BC	3,15	,805	-,943	28	,354	FC	3,47	1,020	Alternative Plan	BC	3,03	,908	-,877	28	,388	FC	3,32	,855	Quality Management Plan	BC	3,06	,807	-,680	28
Facilities Plan	BC	3,30	,981	-1,633	28	,114																																														
	FC	3,81	,752				Financial Plan	BC	3,79	,752	-2,488	28	,019	FC	4,44	,685	Human Resources Plan	BC	3,15	,805	-,943	28	,354	FC	3,47	1,020	Alternative Plan	BC	3,03	,908	-,877	28	,388	FC	3,32	,855	Quality Management Plan	BC	3,06	,807	-,680	28	,502	FC	3,29	1,036						
Financial Plan	BC	3,79	,752	-2,488	28	,019																																														
	FC	4,44	,685				Human Resources Plan	BC	3,15	,805	-,943	28	,354	FC	3,47	1,020	Alternative Plan	BC	3,03	,908	-,877	28	,388	FC	3,32	,855	Quality Management Plan	BC	3,06	,807	-,680	28	,502	FC	3,29	1,036																
Human Resources Plan	BC	3,15	,805	-,943	28	,354																																														
	FC	3,47	1,020				Alternative Plan	BC	3,03	,908	-,877	28	,388	FC	3,32	,855	Quality Management Plan	BC	3,06	,807	-,680	28	,502	FC	3,29	1,036																										
Alternative Plan	BC	3,03	,908	-,877	28	,388																																														
	FC	3,32	,855				Quality Management Plan	BC	3,06	,807	-,680	28	,502	FC	3,29	1,036																																				
Quality Management Plan	BC	3,06	,807	-,680	28	,502																																														
	FC	3,29	1,036																																																	

E. Examination of the relationship between types of professional sport clubs and factors that discourage strategic planning implementation.

Similarly, an independent samples t-test was conducted to compare the degree of

importance that the two types of professional sport clubs (basketball and football clubs) place, in factors that discourage strategic planning. The results suggested that there were no significant differences in scores for the factors that discourage strategic planning between basketball and football clubs (Table 16). More specifically, the analysis has shown the following results:

- The mean of the score in the factor “Insufficient training in planning procedures” in basketball clubs ($M = 4,15$, $SD = 0,782$) was not significantly different ($t = 1,964$, $df = 28$, 2-tailed $p = ,059$) from the mean in football clubs ($M = 3,58$, $SD = 0,795$).
- The mean of the score in the factor “Lack of knowledge in planning procedures” in basketball clubs ($M = 3,81$, $SD = 0,774$) was not significantly different ($t = -0,334$, $df = 28$, 2-tailed $p = ,741$) from the mean in football clubs ($M = 3,90$, $SD = 0,762$).
- The mean of the score in the factor “Lack of adequate communication within the sport club” in basketball clubs ($M = 3,50$, $SD = 1,104$) was not significantly different ($t = -0,870$, $df = 28$, 2-tailed $p = ,392$) from the mean in football clubs ($M = 3,82$, $SD = 0,872$).
- The mean of the score in the factor “Lack of adequate collaboration within the sport club” in basketball clubs ($M = 3,60$, $SD = 1,079$) was not significantly different ($t = -0,510$, $df = 28$, 2-tailed $p = ,614$) from the mean in football clubs ($M = 3,78$, $SD = 0,822$).
- The mean of the score in the factor “Resistance to planning by sport club’s personnel” in basketball clubs ($M = 3,28$, $SD = 0,731$) was not significantly different ($t = -1,018$, $df = 28$, 2-tailed $p = ,317$) from the mean in football

clubs ($M = 3,59, SD = 0,900$).

- The mean of the score in the factor “Insufficient time” in basketball clubs ($M = 4,06, SD = 0,643$) was not significantly different ($t = 1,243, df = 28, 2-tailed p = ,224$) from the mean in football clubs ($M = 3,70, SD = 0,903$).
- The mean of the score in the factor “Insufficient financial resources in the sport club” in basketball clubs ($M = 4,55, SD = 0,622$) was not significantly different ($t = 0,971, df = 28, 2-tailed p = ,340$) from the mean in football clubs ($M = 4,33, SD = 0,613$).
- The mean of the score in the factor “Lack of planning policy within the sport club” in basketball clubs ($M = 3,57, SD = 0,703$) was not significantly different ($t = -1,903, df = 28, 2-tailed p = ,067$) from the mean in football clubs ($M = 4,09, SD = 0,782$).
- The mean of the score in the factor “Lack of recognition in planning value importance” in basketball clubs ($M = 3,67, SD = 0,672$) was not significantly different ($t = -0,329, df = 28, 2-tailed p = ,745$) from the mean in football clubs ($M = 3,78, SD = 0,991$).

Table 16: Independent samples t-test analysis of the degree of importance of factors of planning implementation and type of professional sport clubs (BC and FC).

Factors that discourage strategic planning	Type of Club	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Insufficient training in planning procedures	BC	4,15	,782	1,964	28	,059
	FC	3,58	,795			
Lack of knowledge in planning procedures	BC	3,81	,774	-,334	28	,741
	FC	3,90	,762			
Lack of adequate communication within the sport club	BC	3,50	1,104	-870	28	,392

	FC	3,82	,872			
Lack of adequate collaboration within the sport club	BC	3,60	1,079	-,510	28	,614
	FC	3,78	,822			
Resistance to planning by sport club's personnel	BC	3,28	,731	-1,018	28	,317
	FC	3,59	,900			
Insufficient time	BC	4,06	,643	1,243	28	,224
	FC	3,70	,903			
Insufficient financial resources in the sport club	BC	4,55	,622	,971	28	,340
	FC	4,33	,613			
Lack of planning policy within the sport club	BC	3,57	,703	-1,903	28	,067
	FC	4,09	,782			
Lack of recognition in planning value importance	BC	3,67	,672	-,329	28	,745
	FC	3,78	,991			

Research Hypothesis 1

The levels of strategic planning are independent of the type of the professional club

Chi-square statistics (χ^2) were performed to determine whether there was a relationship between the levels of strategic planning (strategic planners, operational planners, and intuitive and no planners) and the type of professional sport clubs (basketball vs. football). The data displayed in Table 17 revealed no statistically significant relationship between the two variables ($\chi^2 = 0,408$, $df = 1$, $p = ,523$).

Table 17: Chi-square analysis (χ^2) between the levels of strategic planning and the type of the professional club

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,408(a)	1	,523

Research Hypothesis 2

The levels of strategic planning are independent of the sport directors' educational background.

Chi-square statistics (χ^2) were performed to determine whether there was a relationship between the levels of strategic planning (strategic planners, operational planners, and intuitive and no planners) in the Greek professional sport clubs and directors' educational background. The data displayed in Table 18, revealed no statistically significant relationship between the two variables ($\chi^2 = 0,869$, $df = 1$, $p = ,351$).

Table 18: Chi-square analysis (χ^2) between the levels of strategic planning and the educational background of sport directors

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,869(a)	1	,351

Research Hypothesis 3

The levels of strategic planning are independent of the sport directors' work experience.

Chi-square statistics (χ^2) were performed to determine whether there was a relationship between the three levels of planning (strategic planners, operational planners, intuitive and no planners) in the Greek professional sport clubs and

directors' work experience. The results demonstrated that there was no statistically significant relationship between the two variables ($\chi^2 = 0,463$, $df = 2$, $p = ,793$) – (see Table 19).

Table 19: Chi-square analysis (χ^2) between the levels of strategic planning and the work experience of sport directors

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,463(a)	2	,793

CHAPTER V

SUMMARY, DISCUSSION, IMPLICATIONS AND RECOMMENDATIONS FOR FURTHER STUDY

SUMMARY, DISCUSSION, IMPLICATIONS AND RECOMMENDATIONS

FOR FURTHER STUDY

This study is an attempt to assist the management of professional sport clubs by identifying strategic planning activities utilized by the Greek professional sport clubs (football and basketball clubs). The strategic planning process may help Greek sport managers and directors to think strategically, to clarify future direction, deal effectively with rapidly changing environments, and anticipate and initiate change that will enhance the effectiveness of their sporting organizations.

More specifically, the primary purposes of this study were: 1) to determine the extent to which the strategic planning process is being used in the Greek professional sport sector (football and basketball clubs), (2) to identify the key factors that discourage the Greek professional sport clubs from engaging in strategic planning activities, (3) to identify the main similarities and key differences between the two samples (football and basketball clubs) in relation to the application of the strategic planning approach.

The following hypotheses were tested by this study:

1. The levels of strategic planning are independent of the professional club type
2. The levels of strategic planning are independent of the sport directors' educational background.
3. The levels of strategic planning are independent of the sport directors' work experience.

A validated survey instrument was developed to measure strategic planning activities by the researcher based upon questionnaire designed by Kriemadis (1992), the reviewed literature on strategic planning, as well as on recommendations from the reviews offered by a selected panel of experts.

All 30 professional sport clubs (16 football clubs and 14 basketball clubs) constantly participate in the first division of Greek Championship (Super league and basketball A1, respectively) in 2011-2012-2013 were surveyed. In total 90

questionnaires were sent, responses were obtained from 74 managing directors and administrative staff, and the total response rate was 82,2%.

The findings of this study were as follows:

1. 26.4% of the Greek professional sport clubs identified as strategic planners since only this percentage of the professional sport clubs met the criteria of: (a) developing formalized, written, long-term plans, (b) assessing the factors of external and internal environment, (c) developing plans (or strategies) to achieve sport club's objectives. The majority of the Greek professional sport clubs (73.6%) were identified as non-strategic planners, as they have failed to consider some of components of the strategic planning process. They were excluded from the above category (strategic planners) as their planning efforts fell into one of the following categories: (a) they utilized written, short-range operational plans, which are mainly based on actions and budgets for the fiscal year (operational planners), (b) they used short-term, informal, unwritten plans, which are mainly based on the intuition and experience of the administrative staff and management team of the sport club. These plans are not written but rather stored in the memories of the sport managers (intuitive planners), or (c) they did not develop any measurable structure planning (no planners).

2. Insufficient financial resources were the factor that highly discourages professional sport clubs from engaging in strategic planning activities. The particular research indicated that factors such as insufficient time, lack of knowledge, insufficient training and lack of planning policy by club's personnel, comprise other important factors that discourage Greek professional sport clubs from engaging in strategic planning. Since the above factors are the most significant factors that discourage the planning process, they might also be significant in professional sport clubs for not implementing the strategic plan.

3. The extent of strategic planning used by Greek professional sport clubs was not related to the type of the professional club, the educational background and work experience of the sport directors. Thus, even though theory suggests that the good level of education, the knowledge, and the skills of directors can lead to better implementation of the strategic planning process (Leppard and McDonald, 1991), and it would be logical to find a positive association between the variables, it is suggested

that further research should be conducted .

Discussion

More than 87 percent of the Greek professional sport clubs indicated that they were involved in strategic planning activities such as developing vision, mission, goals and objectives, long-range and short-range plans, and evaluation procedures. However, only 26.4% of the Greek professional sport clubs may be classified as strategic planners, since only this percentage of the professional sport clubs met the criteria of: (a) developing formalized, written, long-term plans, (b) assessing the factors of external and internal environment, (c) developing plans (or strategies) to achieve sport club's objectives. The majority of the Greek professional sport clubs (73.6%) were identified as non-strategic planners, even though they took into consideration some of the strategic planning process components. They were excluded because their planning endeavors fell into one of the following categories: (a) they utilized written, short-range operational plans of action and budgets for the current fiscal period (operational planners), (b) they utilized short-range, unwritten plans that are stored in the memories of the sport managers of the clubs (intuitive planners); or (c) they did not use any measurable planning procedures (no planners).

The above results consist a unique and original finding since there is no related supporting sport literature. However, the above results are consistent with previous studies in the general strategy literature, which used analogous typologies for the distinction of strategic planning sophistication (Rue & Ibrahim, 1998, Sevier, 2003, Lauermann, 2016), which showed that only a small proportion of the total sample was identified as sophisticated planners (they formulate plans with objectives, specific plans and budgets, they identify factors in the external and internal environment and procedures for anticipating differences between plans and actual performance). According to Harvey (1982) and Dooris (2002), the purpose of the development of a strategic plan is to maintain or gain a position of advantage in relation to competitors. Once the strategic plan is made, the implementation stage of the plan is the critical step. Furthermore, according to Aloï (2005) assessment and planning should be linked. Even though the purpose of the particular research was not to examine strategic planning implementation, it may consequently be questioned

whether the Greek professional sport clubs that had been identified as strategic planners, actually implement the strategic plan when making decisions concerning the commitment of club's resources toward the desired objectives. This position is supported to some degree by the following findings surfacing in this study:

1. A small percentage of the Greek professional sport clubs (40.5%) have established a formal planning committee. In addition, long-range planning experience is only about three years old. Given the lack of experience and a formal planning committee, it does not seem likely that many Greek professional sport clubs systematically adhere in the entire strategic planning process, i.e., formulation, implementation, and evaluation.

2. The results also indicated that the 33,8% of the respondents have a working experience of 5 to 10 years, coming from various working activities in various companies and only a few percentage of the respondents had specialized experience in the strategic planning, which results in a lack of experience in this process; based on this fact, it does not seem likely that many Greek professional sport clubs systematically formulate the entire strategic planning process, i.e. vision and mission development, goals and objectives setting, situation analysis, plan's determination, implementation and evaluation.

3. Finally, the particular research indicated that factors such as insufficient financial resources, insufficient training and time, the lack of knowledge, the lack of planning policy, and the resistance to planning by sport club's personnel comprise the most important factors that discourage Greek professional sport clubs from engaging in strategic planning activities. Since time and expertise are two significant factors that influence sport clubs not to plan, these two factors might also be significant in professional sport clubs for not implementing the strategic plan. Much of the planning research attributed the ineffectiveness of the planning process to the lack of attention given to both cultural and cognitive issues (Sullivan & Richardson, 2011; Harris & Jenkins, 2001). As sport management is an established field of study, generic management principles alone are insufficient and the need to develop sport-specific practices and theories is clear (Sotiriadou, 2013).

Regarding the importance of developing contingency plans, Pearce and

Robinson (1985) stated that in order for organizations to improve their ability to cope with change, they must adopt a contingency approach to strategic planning and must develop contingency plans. The success of the strategy chosen is contingent to varying degrees upon future conditions (Huang & O'Brein, 2015). With regard to these conditions, Abraham (2005) stated that faced with such uncertainty, strategists should undertake scenario planning to develop flexible strategies that can be implemented in a variety of futures. Based on this important observation, sport managers should identify scenarios, develop alternatives, and formulate contingency strategies for the sport club. In this way, they will always anticipate and respond to changes effectively (Chew et al, 2017). Strategic planning is a powerful tool that can positively change the culture of a sport organisation and can help the organisation become comfortable with change (Yow et al, 2000). After all, according to Marshall (2004) in strategic planning process, one size does not fit all.

In relation to the planning items incorporated by the professional sport clubs the results indicated many important issues to be discussed.

Firstly, besides financial plan which was to a great extent incorporated by the professional sport clubs, little importance was given, as examined, to human resources, and sport managers have not seen the value of utilizing scarce resources for engaging in strategic planning activities. The way that people are selected, trained, motivated and managed influence the reliability of the planning items of a sport club. By adding value in the way people perform and by maximizing the impact of their activities, human resources have the ability to give the company a competitive advantage (McDonald & Payne, 1996). However, professional sport clubs place little emphasis on strategies related to the human resources of the club. As the results indicated, sport managers do not take into serious consideration human resource aspects such as selection, training, motivation, empowerment, etc. As theory suggests, people play an important role in the planning process (Earle, 2009). Strong leadership that is committed to strategic planning is considered important for successful implementation of the strategic plan. If leaders, managers and directors make strategic planning a priority, it follows then that the organization is more likely to make strategic planning a priority (Cooper & Sheate, 2012).

The study provided evidence that the extent of strategic planning used by professional sport clubs does not seem to be related to the type of the club, educational background, and work experience of sport directors.

According to Steiss (1985), the concept of strategic planning first found application in the private sector. The strategic planning process was designed to provide direction to the organization and guide all its operational activities (Lorgnier & Su, 2014). Due to the fact that sports represents a complex process which involves planning, organization, leading and assessments, a managerial approach becomes the key of the clubs' successful performance (Teodorescu, 2013). Though, most of the fundamental approaches, methods, and procedures of strategic planning are directly applicable to the public or nonprofit sector (Russell et al, 2014). Based on this observation, the author is wondering why Greek professional sport clubs have not taken greater advantage of this planning process when compared with foreign professional clubs.

While some sport directors had work experiences from the private sector, it would seem that they either did not transfer their knowledge and experiences in strategic planning or had not acquired the necessary skills in strategic planning to be able to transfer them to the professional sport clubs' environment. This may be attributed to the fact that the club's decision makers may lack the necessary human and financial resources to undertake strategic planning activities. Another possible reason could be that sport club administration does not encourage the formulation and implementation of the strategic planning process in club decision making.

The present research, as it was mentioned above, was trying to test the relationship between the level of strategic planning and the type of Greek professional sport clubs (hypothesis 1: The levels of strategic planning are independent of the professional club type). The particular research investigated if there were differences in the implementation of the strategic planning process between the two different types of professional sport clubs (basketball and football clubs). The results suggested that there was no statistically significant difference in the implementation of the strategic planning process between basketball and football clubs. This fact shows that the formulation of the strategic planning process is not depending on the nature of the

sport (basketball or football). It is mainly depending on the fact that all sport clubs are businesses, which operate in an extremely competitive environment, trying to shape conditions of viability and profit, as confirmed by theory (Theakou & Kriemadis, 2006).

The results in hypothesis 2 (The levels of strategic planning are independent of the sport directors' educational background) showed that there was no statistically significant difference between the levels of strategic planning and the educational background of sport directors. However theory suggests that the good level of education, the knowledge, and the skills of directors can lead to better implementation of the strategic planning process (Berry, 2007; Leppard & McDonald, 1991), the results provided little evidence that the level of strategic planning is positively related to the educational background of the directors in professional sport clubs.

The results in hypothesis 3 (The levels of strategic planning are independent of the sport directors' work experience) revealed that that there was no statistically relationship between the levels of strategic planning and the work experience of sport directors. However based on the theory the long working experience can lead to better strategic planning execution (Wicker et al, 2016), this finding makes sense, as based on the research results regarding the work experience of the research participants, the category of the longest work experience (over 10 years) represented the 35,1% of the total research respondents. This fact probably happens because the experience of many respondents comes from various working activities in various companies and only a few percentage of the respondents had specialized experience in the strategic planning process. Consequently, many respondents declared that they had many years of working experience, while in fact most had little experience in strategic planning.

Implications

The findings presented and discussed above have implications for the development and use of the strategic planning process in Greek professional sport clubs.

Considering that strategic planning plays a vital role in ensuring that sport organizations will survive and prosper, managers and directors of professional sport

clubs need to be aware of the procedures, techniques and processes of strategic planning, in order for them to think and act strategically. By analyzing and recognizing key variables in the strategic planning model, sport directors will be better able to: (a) develop formalized, written, long-term plans, (b) establish and periodically review mission and objective statements, (c) assess the internal and external environment of the sport club and (d) formulate, implement and assess their strategies. The identification of this process will contribute to the development of realistic decisions that will enhance the effectiveness of the sport organization.

It is essential to remember that strategic planning is a process, not a product. It is ongoing and permanent (Kriemadis & Theakou, 2007). A strategic plan should not be a well-produced document that, once published, sits on a shelf. The plan may be articulated in a document – as a snapshot – but that is for communication, not history. By the nature of the activity, as soon as a plan is published, it is out of date (Williams, 2010; Carter, 1999). Piercy (1992, p.224) believes that “implementation is strategy” and therefore any strategic plan should come with a realistic and actionable implementation strategy, which should analytically describe what and when should be performed, with what way, with what actions and resources and who will be responsible for these actions. Hussey (1997) provided some practical guidelines to the managers for the successful implementation of the planning process. More specifically, sport managers should provide the following:

- Envisioning: developing a coherent view of the future.
- Activating: ensuring others understand, support and share the vision
- Supporting: helping others to play a key part in the implementation process given their capabilities and potential.
- Installing: a detailed written plan.
- Ensuring: monitoring and control of both qualitative employee satisfaction and quantitative results.
- Recognizing: positive and negative results to reinforce change.

Since the two most significant constraints to strategic planning were insufficient financial resources and time, Greek professional sport clubs need to recognize these constraints and be willing to commit the financial resources and time, if they are to support the implementation of the strategic plan.

If strategic planning is to be considered as an important administrative responsibility (as suggested by the literature), and if another significant constraint to strategic planning is insufficient training and experience in planning procedures, then Greek professional sport clubs should provide necessary planning skills through educational programs. In this way, decision makers will begin to consider strategic planning as one of their primary responsibilities rather than an additional task. Sport directors should provide better education through workshops, seminars and consulting, emphasizing the skills and knowledge of tools and planning procedures and enforcing the link between analysis, strategy and implementation programs (Stevens et al, 2008; Simkin, 1996; Dibb & Simkin, 1996). Educational programs emphasizing such skills as human relations, analytical thinking, time management, and participatory decision making can greatly assist Greek professional sport clubs in carrying out the strategic planning process.

In developing the strategic planning process model, those who were identified as strategic planners indicated that they relied heavily on the expertise of consultants. It would, therefore, seem advisable that outside consultation and facilitation can help sport directors in the application of the strategic planning process for their respective sport club.

Recommendations for Further Study

The review of literature in the area of strategic planning in professional sport clubs is very limited. There appears to be an ever increasing interest in this area, and further studies could prove to be beneficial. Based on the findings of this study, the following recommendations are offered for future research:

1. Follow-up studies should be done to the same sample in three to five years to investigate possible changes in the utilization of the strategic planning process.

2. Research needs to be done to the same population (Greek professional sport clubs, which participate in the First Division of Greek Championship, i.e. Super league and basketball A1 Division) to assess qualitatively the extent of strategic planning.

Qualitative case studies rely upon data obtained from interviews, observations, and the study of official documents. Some of the interview and observation issues would address membership of the planning committee, the type of data used in planning, the methods used to obtain the data, the type of leadership behavior which appears to be needed to ensure the success of the planning effort, and the resistance that is encountered in gaining commitment to strategic planning. The study of official documents would reveal the extent to which these documents address themselves to strategic issues such as the external or internal environmental assessment. A nonprobabilistic sampling strategy is used in conducting qualitative research.

3. A comparative study of strategic planning should be conducted among the Greek professional sport clubs (Super league and basketball A1 Division).

4. A useful investigation might also be undertaken to assess the relationship between the extent of strategic planning activities used by professional sport clubs and the financial performance or productivity of these clubs. It would be necessary to establish which measures of financial performance or productivity would be appropriate. A suggestion concerning a measure of financial performance for sport clubs might be the percentage of revenue generated from ticket sales, concessions, sponsorships, TV and radio, etc. or an objective way of measuring business performance, which is based on the comparison of the absolute measures of performance (balance sheets, sales revenue, pre tax profit, etc.)

5. Finally, future research should be designed to establish the validity and reliability of a strategic planning survey instrument which could be used in any Greek professional sport club to evaluate the quantity and quality of strategic planning activities which are occurring, and the effectiveness of the implementation of those strategic plans that have been developed.

6. Comparative studies should be conducted among Greek and European

professional sport clubs. These comparisons would be useful in order to find out similarities and differences in strategic planning practices of these clubs.

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APPENDICES

APPENDIX A
STRATEGIC PLANNING QUESTIONNAIRE

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΣΤΡΑΤΗΓΙΚΟΥ ΣΧΕΔΙΑΣΜΟΥ ΑΘΛΗΤΙΚΩΝ ΑΝΩΝΥΜΩΝ ΕΤΑΙΡΙΩΝ (ΑΑΕ)

(Α) Αξιολόγηση του σχεδιασμού της ΑΑΕ.

Παρακαλούμε επιλέξτε, σημειώνοντας Χ στην αντίστοιχη απάντηση, ποιες από τις παρακάτω δραστηριότητες έχετε αναπτύξει αυτή τη στιγμή στην ΑΑΕ σας:

- | | | |
|--|---------|---------|
| 1. Ο προσδιορισμός του οράματος για την μελλοντική κατεύθυνση και τις φιλοδοξίες της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 2. Η ανάπτυξη του σκοπού - αποστολής και της φιλοσοφίας της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 3. Η αξιολόγηση των δυνατών σημείων της ΑΑΕ και των αδυναμιών της. | ΝΑΙ () | ΟΧΙ () |
| 4. Η αξιολόγηση των ευκαιριών και των απειλών που προέρχονται από το εξωτερικό περιβάλλον. | ΝΑΙ () | ΟΧΙ () |
| 5. Ο προσδιορισμός των στόχων της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 6. Η ανάπτυξη μακροπρόθεσμων στρατηγικών που οδηγούν στην επίτευξη των μακροπρόθεσμων στόχων της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 7. Η ανάπτυξη βραχυπρόθεσμων στρατηγικών που οδηγούν στην επίτευξη των μακροπρόθεσμων στόχων της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 8. Η περιοδική αξιολόγηση της επίδοσης της ΑΑΕ όσον αφορά την διαδικασία σχεδιασμού (στοιχεία 1-7 παραπάνω). | ΝΑΙ () | ΟΧΙ () |
| 9. Η περιοδική αξιολόγηση της επίδοσης της ΑΑΕ όσον αφορά τον σκοπό και τους στόχους της. | ΝΑΙ () | ΟΧΙ () |

(Β) Παρακαλούμε αξιολογήστε το βαθμό στον οποίο λαμβάνετε υπόψη τους παρακάτω παράγοντες που σχετίζονται με το εξωτερικό περιβάλλον της ΑΑΕ σας, κατά τη διαδικασία σχεδιασμού, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

- | | καθόλου | λίγο | μέτρια | πολύ | πάρα πολύ |
|---|---------|------|--------|------|-----------|
| 1. Πολιτικές τάσεις (νομοθεσία, θεσμικοί περιορισμοί, κλπ.) | 1 | 2 | 3 | 4 | 5 |

2. Οικονομικές / φορολογικές εκτιμήσεις	1	2	3	4	5
3. Κοινωνικές τάσεις (δημογραφικά δεδομένα, αξίες, στάσεις, αντιλήψεις, κλπ.)	1	2	3	4	5
4. Τεχνολογικές τάσεις (νέες τεχνολογίες, εξοπλισμοί, κλπ.)	1	2	3	4	5
5. Αγορά (μέγεθος, ανάπτυξη, τάσεις, τμηματοποίηση)	1	2	3	4	5
6. Ανταγωνισμός	1	2	3	4	5
7. Διεθνές περιβάλλον	1	2	3	4	5
8. Προμηθευτές	1	2	3	4	5
9. Τοπικές επιχειρήσεις	1	2	3	4	5
10. Μέσα Μαζικής Ενημέρωσης	1	2	3	4	5
11. Χορηγοί	1	2	3	4	5
12. Άλλοι παράγοντες (ποιος/ποιοί;)					
_____	1	2	3	4	5
_____	1	2	3	4	5

(Γ) Παρακαλούμε αξιολογήστε το βαθμό στον οποίο λαμβάνετε υπόψη τους παρακάτω παράγοντες που σχετίζονται με το εσωτερικό περιβάλλον της ΑΑΕ σας, κατά τη διαδικασία σχεδιασμού, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
1. Οικονομική επίδοση της ΑΑΕ	1	2	3	4	5
2. Διοικητική επίδοση	1	2	3	4	5

3. Συμβουλευτικές επιτροπές	1	2	3	4	5
4. Φίλαθλοι (γνώμη, ικανοποίηση, κλπ.)	1	2	3	4	5
5. Ποιότητα προσφερόμενων υπηρεσιών	1	2	3	4	5
6. Επάρκεια αθλητικών εγκαταστάσεων	1	2	3	4	5
7. Ποιότητα αθλητικών εγκαταστάσεων	1	2	3	4	5
8. Επάρκεια χώρων διοίκησης	1	2	3	4	5
9. Ποιότητα χώρων διοίκησης	1	2	3	4	5
10. Επάρκεια αθλητικού εξοπλισμού	1	2	3	4	5
11. Ποιότητα αθλητικού εξοπλισμού	1	2	3	4	5
12. Επίδοση των διοικητικών στελεχών της ΑΑΕ	1	2	3	4	5
13. Επίδοση των προπονητών	1	2	3	4	5
14. Εκπαίδευση και κατάρτιση προσωπικού	1	2	3	4	5
15. Οικονομικοί πόροι	1	2	3	4	5
16. Τεχνολογικοί Πόροι	1	2	3	4	5
17. Τεχνογνωσία	1	2	3	4	5
18. Άλλοι παράγοντες(ποιος/ποιοί;)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(Δ) Παρακαλούμε αξιολογήστε το βαθμό στον οποίο οι παρακάτω παράγοντες αποθαρρύνουν τον σχεδιασμό στρατηγικής της ΑΑΕ, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
1. Ανεπαρκής εκπαίδευση σε διαδικασίες σχεδιασμού	1	2	3	4	5
2. Ανεπαρκής εμπειρία σε διαδικασίες σχεδιασμού	1	2	3	4	5

3. Έλλειψη επικοινωνίας στην ΑΑΕ	1	2	3	4	5
4. Έλλειψη συνεργασίας στην ΑΑΕ	1	2	3	4	5
5. Αντίδραση του προσωπικού στον σχεδιασμό	1	2	3	4	5
6. Ανεπαρκής χρόνος	1	2	3	4	5
7. Ανεπαρκείς οικονομικοί πόροι	1	2	3	4	5
8. Έλλειψη ανάλογης πολιτικής στην ΑΑΕ	1	2	3	4	5
9. Έλλειψη αναγνώρισης της αξίας του σχεδιασμού στην ΑΑΕ	1	2	3	4	5
10. Άλλοι παράγοντες (ποιος/ποιοί;)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(Ε) Παρακαλούμε επιλέξτε, σημειώνοντας Χ, ποιο από τα παρακάτω περιγράφει καλύτερα το επίπεδο σχεδιασμού στην ΑΑΕ σας.

1. _____ **Δομημένος μακροπρόθεσμος στρατηγικός σχεδιασμός:** Αυτό σημαίνει, τεκμηριωμένα, γραπτά, μακροπρόθεσμα σχέδια, που περιλαμβάνουν τον γενικότερο σκοπό της ΑΑΕ, τους μακροπρόθεσμους στόχους, τις στρατηγικές, βασισμένα στα δυνατά σημεία και στις αδυναμίες της ΑΑΕ και την ανάλυση των ευκαιριών και των απειλών του εξωτερικού περιβάλλοντος.
2. _____ **Δομημένος βραχυπρόθεσμος σχεδιασμός (Δομημένα λειτουργικά / επιχειρησιακά σχέδια):** Αυτό σημαίνει, γραπτά, βραχυπρόθεσμα σχέδια (ετήσια) που περιλαμβάνουν λειτουργικούς προϋπολογισμούς, χρονοδιαγράμματα και προγράμματα δράσης για το τρέχον έτος.
3. _____ **Σχέδια βασισμένα στην διαίσθηση:** Αυτό σημαίνει, άτυπα, σχέδια τα οποία έχουν αναπτυχθεί βασισμένα στην διαίσθηση και την εμπειρία των διοικητικών στελεχών της ΑΑΕ. Δεν είναι γραπτά αλλά είναι «αποθηκευμένα» στην μνήμη των διοικητικών στελεχών. Είναι επίσης μικρής διάρκειας.
4. _____ **Μη ύπαρξη σχεδίων:** Αυτό σημαίνει, ότι δεν υπάρχουν καθόλου σχέδια στην ΑΑΕ.

(Ζ) Παρακαλούμε αξιολογήστε το βαθμό που η ΑΑΕ ενσωματώνει στον σχεδιασμό τους ακόλουθους παράγοντες, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
1. Σχέδιο Μάρκετινγκ	1	2	3	4	5
2. Σχέδιο διοίκησης Αθλητικών εγκαταστάσεων	1	2	3	4	5
3. Οικονομικό Σχέδιο	1	2	3	4	5
4. Σχέδιο ανθρώπινου δυναμικού	1	2	3	4	5
5. Εναλλακτικά σχέδια	1	2	3	4	5
6. Σχέδιο διαχείρισης ποιότητας	1	2	3	4	5
7. Άλλοι παράγοντες (ποιός/ποιοί;)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(Η) Πόσα χρόνια καλύπτει ο μακροπρόθεσμος και βραχυπρόθεσμος σχεδιασμός σας;

Μακροπρόθεσμος Σχεδιασμός _____ χρόνια

Βραχυπρόθεσμος Σχεδιασμός _____ χρόνια

(Θ) Υπάρχει επιτροπή σχεδιασμού στην ΑΑΕ; (σημειώστε με Χ το αντίστοιχο τετράγωνο)

ΝΑΙ

ΟΧΙ

(I) Εάν δεν υπάρχει επιτροπή σχεδιασμού στον ΑΑΕ, προβλέπεται να συσταθεί στα επόμενα δύο χρόνια; (σημειώστε με Χ το αντίστοιχο τετράγωνο)

ΝΑΙ

ΟΧΙ

(Κ) Ποια είναι η θέση σας στην ΑΑΕ; (σημειώστε με Χ το αντίστοιχο τετράγωνο)

Διευθύνων Σύμβουλος

Γενικός Διευθυντής

Διευθυντής Μάρκετινγκ

Οικονομικός Διευθυντής

Διευθυντής Ανθρώπινου Δυναμικού

Τεχνικός Διευθυντής

Άλλο: _____

(Λ) Ποιο είναι το επίπεδο εκπαίδευσής σας; (σημειώστε με X το αντίστοιχο τετράγωνο)

Δευτεροβάθμια εκπαίδευση

Πανεπιστημιακός τίτλος

Μεταπτυχιακός τίτλος

Διδακτορικός τίτλος

Διευκρινίστε το αντικείμενο των σπουδών σας

.....

.....

.....

(Μ) Ποια είναι η εργασιακή εμπειρία σας;

0 – 36 μήνες

37 – 60 μήνες

61 – 120 μήνες

121 μήνες και περισσότερο

ASSESSMENT OF STRATEGIC PLANNING PROCESS IN GREEK PROFESSIONAL SPORT CLUBS

(A) Assessment of the components of planning process in the Professional Sport Club

Please check which of the following activities are included in your sport club's current planning process:

- | | | |
|---|---------|--------|
| 1. Developing the sport club's vision for future direction, and aspirations | YES () | NO () |
| 2. Developing the sport club's mission, purpose, and philosophy | YES () | NO () |
| 3. Assessing the sport club's strengths and weaknesses | YES () | NO () |
| 4. Assessing the opportunities and threats that emanate from the external environment | YES () | NO () |
| 5. Developing the sport club's goals and objectives | YES () | NO () |
| 6. Developing long - range plans (or strategies) to achieve sport club's objectives | YES () | NO () |
| 7. Developing short - range plans (or strategies) to achieve sport club's objectives | YES () | NO () |
| 8. Periodically evaluating the performance of the sport club's planning process | YES () | NO () |
| 9. Periodically evaluating the performance the sport club's goals and objectives | YES () | NO () |

(B) The following factors are externally related to the sport club. Please indicate, by circling, to what extent they are considered when formulating your plans (1=very little extent and 5=very great extent).

- | | Very little | little | some | great | very great |
|---|-------------|--------|------|-------|------------|
| 1. Political trends (legislation, regulatory constraints, etc.) | 1 | 2 | 3 | 4 | 5 |
| 2. Financial/economic trends (economic growth, income levels, etc.) | 1 | 2 | 3 | 4 | 5 |
| 3. Social trends (trends, values, attitudes, etc.) | 1 | 2 | 3 | 4 | 5 |
| 4. Technological trends (new technology, equipment, etc.) | 1 | 2 | 3 | 4 | 5 |
| 5. Market (size, growth, trends, segmentation, etc.) | 1 | 2 | 3 | 4 | 5 |

	Very little	little	some	great	very great
6. Competition	1	2	3	4	5
7. International environment	1	2	3	4	5
8. Suppliers	1	2	3	4	5
9. Local Companies	1	2	3	4	5
10. Media	1	2	3	4	5
11. Sponsors	1	2	3	4	5
12. Other (please specify)					
_____	1	2	3	4	5
_____	1	2	3	4	5

(C) The following factors are internally related to the sport club. Please indicate, by circling, to what extent they are considered when formulating your plans (1=very little extent and 5=very great extent).

	Very little	little	some	great	very great
1. Club's financial performance	1	2	3	4	5
2. Management performance	1	2	3	4	5
3. Advisory committees	1	2	3	4	5
4. Fans (opinion, satisfaction, etc)	1	2	3	4	5
5. Service Quality	1	2	3	4	5
6. Adequacy of sport facilities	1	2	3	4	5
7. Quality of sport facilities	1	2	3	4	5
8. Adequacy of management facilities	1	2	3	4	5

9. Quality of management facilities	1	2	3	4	5
10. Adequacy of sport equipment	1	2	3	4	5
11. Quality of sport equipment	1	2	3	4	5
12. Efficiency of management team (managers, directors, staff, etc)	1	2	3	4	5
13. Efficiency of technical team (trainers, coaches, etc.)	1	2	3	4	5
14. Employee training	1	2	3	4	5
15. Financial Resources	1	2	3	4	5
16. Technological Resources	1	2	3	4	5
17. Know-how	1	2	3	4	5
18. Other (please specify)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(D) Please indicate, by circling, the extent to which the following factors discourage strategic planning in the sport club (1=very little extent and 5=very great extent).

	Very little	little	some	great	very great
1. Insufficient training in planning procedures	1	2	3	4	5
2. Lack of knowledge in planning procedures	1	2	3	4	5
3. Lack of adequate communication within the sport club	1	2	3	4	5
4. Lack of adequate collaboration within the sport club	1	2	3	4	5
5. Resistance to planning by sport club's personnel	1	2	3	4	5
6. Insufficient time	1	2	3	4	5
7. Insufficient financial resources in the sport club	1	2	3	4	5
8. Lack of planning policy within the sport club	1	2	3	4	5
9. Lack of recognition in planning value importance	1	2	3	4	5
10. Other (please specify)	1	2	3	4	5
_____	1	2	3	4	5

(E) Please check which of the following best describes the level of planning in your sport club (Please check only one)

1. _____ **Structured plans:** that is, formalized, written, long – range plans, involving sport club’s mission, objectives and strategies, based on the analysis of the sport club’s strengths and weaknesses, as well as on the opportunities and threats that emanate from the external environment.
2. _____ **Structured operational plans:** That is, written, short – range operational budgets and plans of action for the current fiscal year.
3. _____ **Intuitive plans:** That is, informal plans developed and implemented based on the intuition and experience of the sport club’s management team. They are not written but rather stored in the memories of the sport managers. They are also of short duration.
4. _____ **Unstructured plans (no plans):** That means that no measurable structured planning exist in the sport clubs.

(F) Please indicate, by circling, the extent to which your sport club’s plan incorporate the following items (1=very little extent and 5=very great extent).

	Very little	little	some	great	very great
1. Marketing plan	1	2	3	4	5
2. Facilities plan	1	2	3	4	5
3. Financial plan	1	2	3	4	5
4. Human Resources plan	1	2	3	4	5
5. Alternative plan	1	2	3	4	5
6. Quality Management Plan	1	2	3	4	5
7. Other (please specify) _____	1	2	3	4	5

(G) Please indicate the number of years your long and short -range plan covers

Long-range Plan _____ years
Short-range Plan _____ years

(H) Is there a formal planning committee in your sport club?

YES
NO

(I) If you do not have a formal planning committee in your sport club, do you plan to establish one within the next two years?

YES
NO

(J) Please indicate your title in sport club

Chief Executive Officer
General Manager

- Marketing Manager
- Financial Manager
- Human Resource Manager
- Other (specify): _____

(K) Please indicate your educational level.

- High school education
- University education
- Postgraduate education

(L) Please indicate your working experience;

- No experience
- 1-3 years
- 3-7 years
- More than 7 years

APPENDIX B
COVER LETTER TO THE PANEL OF EXPERTS



ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΛΟΠΟΝΝΗΣΟΥ

**ΣΧΟΛΗ ΕΠΙΣΤΗΜΩΝ ΑΝΘΡΩΠΙΝΗΣ
ΚΙΝΗΣΗΣ & ΠΟΙΟΤΗΤΑΣ ΖΩΗΣ
ΤΜΗΜΑ ΟΡΓΑΝΩΣΗΣ ΚΑΙ ΔΙΑΧΕΙΡΙΣΗΣ ΑΘΛΗΤΙΣΜΟΥ**

Λυσσάνδρου 3-5, 231 00 Σπάρτη

Τηλ. 27310 -89658

Fax. 27310-89657

E-mail: thanosk@uop.gr

Επιστολή προς τους ειδήμονες κριτές (panel of experts)

Αξιότιμε κύριε.....

Εκπονώ την διδακτορική μου διατριβή με θέμα «Στρατηγικός Σχεδιασμός στον Ελληνικό Επαγγελματικό Αθλητισμό».

Ο αθλητικός τομέας αντιμετωπίζει στις μέρες μας μια σειρά σημαντικών αλλαγών και προκλήσεων. Τα διοικητικά στελέχη του αθλητισμού θα πρέπει να λειτουργούν με τρόπο επαγγελματικό και πάνω από όλα ενσωματώνοντας στις διοικητικές τους προσπάθειες, τις αρχές και πρακτικές του μάνατζμεντ. Ο στρατηγικός σχεδιασμός μπορεί να βοηθήσει τους αθλητικούς οργανισμούς να ανταποκριθούν αποτελεσματικά στις σύγχρονες προκλήσεις που αντιμετωπίζει ο τομέας του αθλητισμού, διαμορφώνοντας στρατηγικές ικανές να επιτύχουν την αποστολή και τους στόχους που έχουν τεθεί.

Οι πρωταρχικοί σκοποί της έρευνας μου είναι οι ακόλουθοι: (1) να καθοριστεί ο βαθμός στον οποίο ο στρατηγικός σχεδιασμός εφαρμόζεται στον ελληνικό επαγγελματικό αθλητισμό και συγκεκριμένα στις ΠΑΕ και στις ΚΑΕ, (2) να αναγνωριστούν οι κύριοι παράγοντες που αποθαρρύνουν την εφαρμογή του στρατηγικού σχεδιασμού στις ΠΑΕ και ΚΑΕ, (3) να αναγνωριστούν οι διαφορές στην

εφαρμογή του στρατηγικού σχεδιασμού ανάμεσα στα δύο δείγματα και (4) να εξεταστεί η σχέση ανάμεσα στα επίπεδα στρατηγικού σχεδιασμού και στις ακόλουθες μεταβλητές (α) τύπος της αθλητικής ανώνυμης εταιρίας, (β) μορφωτικό επίπεδο των διοικητικών στελεχών και (γ) εργασιακή εμπειρία των διοικητικών στελεχών.

Παρακάτω θα βρείτε την φόρμα αξιολόγησης του ερωτηματολογίου. Η βοήθεια σας, η κριτική και οι υποδείξεις σας είναι απαραίτητες για την εγκυρότητα του περιεχομένου του ερωτηματολογίου. Θα εκτιμούσα ιδιαίτερα εάν αφιερώνετε λίγο από τον πολύτιμο χρόνο σας για τον σκοπό αυτό.

Ευχαριστώ εκ των προτέρων για τη βοήθεια και τη συνεργασία σας

Με εκτίμηση

Έλενα Θεάκου

Υποψήφια Διδάκτωρ, Τμήμα Οργάνωσης και Διαχείρισης Αθλητισμού,

Πανεπιστήμιο Πελοποννήσου

ΦΟΡΜΑ ΑΞΙΟΛΟΓΗΣΗΣ

Οι παρατηρήσεις σας είναι σημαντικές για την επιτυχία της έρευνας. Παρακαλώ, αξιολογήστε εάν οι παρακάτω ερωτήσεις είναι σαφείς και κατάλληλες, και υποδείξτε διορθώσεις όπως κρίνετε απαραίτητο. Ευχαριστώ θερμά για το χρόνο σας.

Ερώτηση	Πολύ σαφής					Πολύ ακατάλληλη					Προτάσεις – Υποδείξεις	
	1	2	3	4	5	1	2	3	4	5		
A	1	1	2	3	4	5	1	2	3	4	5	
	2	1	2	3	4	5	1	2	3	4	5	
	3	1	2	3	4	5	1	2	3	4	5	
	4	1	2	3	4	5	1	2	3	4	5	
	5	1	2	3	4	5	1	2	3	4	5	
	6	1	2	3	4	5	1	2	3	4	5	
	7	1	2	3	4	5	1	2	3	4	5	
	8	1	2	3	4	5	1	2	3	4	5	
	9	1	2	3	4	5	1	2	3	4	5	
B	1	1	2	3	4	5	1	2	3	4	5	
	2	1	2	3	4	5	1	2	3	4	5	
	3	1	2	3	4	5	1	2	3	4	5	
	4	1	2	3	4	5	1	2	3	4	5	
	5	1	2	3	4	5	1	2	3	4	5	
	6	1	2	3	4	5	1	2	3	4	5	
	7	1	2	3	4	5	1	2	3	4	5	
	8	1	2	3	4	5	1	2	3	4	5	
	9	1	2	3	4	5	1	2	3	4	5	
	10	1	2	3	4	5	1	2	3	4	5	
	11	1	2	3	4	5	1	2	3	4	5	
	12	1	2	3	4	5	1	2	3	4	5	
Γ	1	1	2	3	4	5	1	2	3	4	5	
	2	1	2	3	4	5	1	2	3	4	5	
	3	1	2	3	4	5	1	2	3	4	5	
	4	1	2	3	4	5	1	2	3	4	5	
	5	1	2	3	4	5	1	2	3	4	5	
	6	1	2	3	4	5	1	2	3	4	5	
	7	1	2	3	4	5	1	2	3	4	5	
	8	1	2	3	4	5	1	2	3	4	5	
	9	1	2	3	4	5	1	2	3	4	5	
	10	1	2	3	4	5	1	2	3	4	5	
	11	1	2	3	4	5	1	2	3	4	5	
	12	1	2	3	4	5	1	2	3	4	5	
	13	1	2	3	4	5	1	2	3	4	5	

	14	1	2	3	4	5		1	2	3	4	5	
	15	1	2	3	4	5		1	2	3	4	5	
	16	1	2	3	4	5		1	2	3	4	5	
	17	1	2	3	4	5		1	2	3	4	5	
	18	1	2	3	4	5		1	2	3	4	5	
Δ	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
	9	1	2	3	4	5		1	2	3	4	5	
	10	1	2	3	4	5		1	2	3	4	5	
Ε	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
Ζ	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
Η	1	1	2	3	4	5		1	2	3	4	5	
Θ	1	1	2	3	4	5		1	2	3	4	5	
Ι	1	1	2	3	4	5		1	2	3	4	5	
Κ	1	1	2	3	4	5		1	2	3	4	5	
Λ	1	1	2	3	4	5		1	2	3	4	5	
Μ	1	1	2	3	4	5		1	2	3	4	5	

Παρακαλώ αναφέρετε ποιες από τις δραστηριότητες και παράγοντες του στρατηγικού σχεδιασμού δεν συμπεριλήφθηκαν στο παρόν ερωτηματολόγιο

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ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ



ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΛΟΠΟΝΝΗΣΟΥ

**ΣΧΟΛΗ ΕΠΙΣΤΗΜΩΝ ΑΝΘΡΩΠΙΝΗΣ
ΚΙΝΗΣΗΣ & ΠΟΙΟΤΗΤΑΣ ΖΩΗΣ
ΤΜΗΜΑ ΟΡΓΑΝΩΣΗΣ ΚΑΙ ΔΙΑΧΕΙΡΙΣΗΣ ΑΘΛΗΤΙΣΜΟΥ**

Λυσσάνδρου 3-5, 231 00 Σπάρτη

Τηλ. 27310 -89658

Fax. 27310-89657

E-mail: thanosk@uop.gr

Cover letter to the Panel of Experts

Dear Mr.....

I am conducting a dissertation study titled “Strategic Planning applied to the Greek professional sport clubs”.

Nowadays, the sport sector is confronted with a great number of challenges. Sport managers and directors need to incorporate management skills, professionalism and knowledge of the management principles and practices. Strategic planning may help sport clubs and organizations anticipate and respond effectively to these challenges and develop strategies necessary to achieve their mission and business objectives.

The primary purposes of the study are: (1) to determine the extent to which the strategic planning process is being used in the Greek professional sport sector (football and basketball clubs), (2) to identify the key factors that discourage the Greek professional sport clubs from engaging in strategic planning activities, (3) to identify the main similarities and key differences between the two samples and (4) to examine the relationship between the levels of strategic planners and the selected

variables: (a) professional club type, (b) managers' educational background and (c) managers' work experience.

I am soliciting your help in finalizing the questionnaire. Because of your position, it was felt that you are familiar with the field of strategic planning and sport strategy. Therefore, your response is critical in regard to the content validity of the questionnaire. I would appreciate your taking a few minutes to review the enclosed questionnaire and critique the questions' validity using the assessment form (answer the question: Is the question clear? Is the question appropriate to the practices of strategic marketing planning?).

Thank you for sharing your expertise.

Yours sincerely

Elena Theakou

PhD Candidate, Department of Sport Management,

University of Peloponnese

ASSESSMENT FORM

Your comments are very important to the success of this study. Please check whether or not each question is clear and appropriate and make suggestions if needed. Thank you very much for your time

Questions		Very unclear				Very clear		Very inappropriate				Very appropriate	Suggestions
A	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
	9	1	2	3	4	5		1	2	3	4	5	
B	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
	9	1	2	3	4	5		1	2	3	4	5	
	10	1	2	3	4	5		1	2	3	4	5	
	11	1	2	3	4	5		1	2	3	4	5	
	12	1	2	3	4	5		1	2	3	4	5	
C	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
	9	1	2	3	4	5		1	2	3	4	5	
	10	1	2	3	4	5		1	2	3	4	5	
	11	1	2	3	4	5		1	2	3	4	5	
	12	1	2	3	4	5		1	2	3	4	5	
	13	1	2	3	4	5		1	2	3	4	5	
	14	1	2	3	4	5		1	2	3	4	5	

	15	1	2	3	4	5		1	2	3	4	5	
	16	1	2	3	4	5		1	2	3	4	5	
	17	1	2	3	4	5		1	2	3	4	5	
	18	1	2	3	4	5		1	2	3	4	5	
D	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
	9	1	2	3	4	5		1	2	3	4	5	
	10	1	2	3	4	5		1	2	3	4	5	
E	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
F	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
G	1	1	2	3	4	5		1	2	3	4	5	
H	1	1	2	3	4	5		1	2	3	4	5	
I	1	1	2	3	4	5		1	2	3	4	5	
J	1	1	2	3	4	5		1	2	3	4	5	
K	1	1	2	3	4	5		1	2	3	4	5	
L	1	1	2	3	4	5		1	2	3	4	5	

Please suggest the inclusion of any strategic planning activities not currently contained in the questionnaire.

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APPENDIX C
COVER LETTER TO THE RESPONDENTS



ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΛΟΠΟΝΝΗΣΟΥ

**ΣΧΟΛΗ ΕΠΙΣΤΗΜΩΝ ΑΝΘΡΩΠΙΝΗΣ
ΚΙΝΗΣΗΣ & ΠΟΙΟΤΗΤΑΣ ΖΩΗΣ
ΤΜΗΜΑ ΟΡΓΑΝΩΣΗΣ ΚΑΙ ΔΙΑΧΕΙΡΙΣΗΣ ΑΘΛΗΤΙΣΜΟΥ**

Λυσσάνδρου 3-5, 231 00 Σπάρτη
Τηλ. 273 10 -89658
Fax. 27310-89657
E-mail: thanosk@uop.gr

Συνοδευτική Επιστολή (cover letter)

Αξιότιμε κύριε

Σε συνέχεια της τηλεφωνικής μας επικοινωνίας, σας αποστέλλω το ερωτηματολόγιο της έρευνας που πραγματοποιώ στο Πανεπιστήμιο Πελοποννήσου, με θέμα «Στρατηγικός Σχεδιασμός στον Ελληνικό Επαγγελματικό Αθλητισμό» για την απόκτηση διδακτορικού τίτλου στην αθλητική διοίκηση. Ο σκοπός της έρευνας είναι να αναζητηθούν οι πρακτικές του στρατηγικού σχεδιασμού που εφαρμόζουν οι Αθλητικές Ανώνυμες Εταιρίες ποδοσφαίρου και καλαθοσφαίρισης (ΠΑΕ και ΚΑΕ). Το όνομα σας και τα στοιχεία επικοινωνίας αντλήθηκαν από το επίσημο web site της ομάδας.

Δεδομένου ότι ο στρατηγικός σχεδιασμός αποτελεί ένα σημαντικό εργαλείο το οποίο μπορεί να ενισχύσει την αποτελεσματικότητα των οργανισμών και επιχειρήσεων, η γνώση και η περαιτέρω διερεύνηση των πρακτικών σχεδιασμού που εφαρμόζουν οι ελληνικές επαγγελματικές ομάδες θα μπορούσε να αναδείξει πετυχημένες πρακτικές, λάθη, παραλείψεις και υποδείξεις βελτίωσης, προκειμένου οι επαγγελματικές ομάδες να ανταποκριθούν αποτελεσματικά στις σύγχρονες προκλήσεις και να εφαρμόσουν στρατηγικές οι οποίες θα βοηθήσουν στην επίτευξη της αποστολής και των στόχων που έχουν τεθεί.

Η συμμετοχή σας στην έρευνα που διεξάγουμε είναι πολύ σημαντική. Θα το εκτιμούσαμε ιδιαίτερα εάν αφιερώνατε δέκα λεπτά από τον πολύτιμο χρόνο σας για να συμπληρώσετε το συνημμένο ερωτηματολόγιο.

Το ερωτηματολόγιο του στρατηγικού σχεδιασμού περιλαμβάνει 12 ερωτήσεις κλειστού τύπου και αναφέρεται στη διαδικασία του στρατηγικού σχεδιασμού που εφαρμόζουν οι αθλητικές ανώνυμες εταιρίες, σε κάποια δημογραφικά στοιχεία και σε εκτιμήσεις / αντιλήψεις σχετικά με την απόδοση του οργανισμού. Το ερωτηματολόγιο θα πρέπει να συμπληρωθεί από τους υπεύθυνους, διευθυντές ή προϊσταμένους διοικητικών τμημάτων που εργάζονται στην αθλητική ανώνυμη εταιρία (π.χ. υπεύθυνος, προϊστάμενος ή διευθυντής διοικητικού, λογιστηρίου/ οικονομικών, μάρκετινγκ, δημοσίων σχέσεων, κ.τ.λ.) και πρέπει **να συμπληρωθεί από τουλάχιστον 3 διοικητικά στελέχη.**

Οι απαντήσεις θα κωδικοποιηθούν αριθμητικά για να εξασφαλιστεί η ανωνυμία και η εμπιστευτικότητα. Τα ευρήματα της έρευνας θα χρησιμοποιηθούν για ακαδημαϊκούς σκοπούς. Όλα τα ερωτηματολόγια θα καταστραφούν μετά την ολοκλήρωση της έρευνας.

Εάν έχετε οποιαδήποτε ερώτηση σχετικά με το ερωτηματολόγιο ή την έρευνα, παρακαλώ μην διστάσετε να επικοινωνήσετε:

Έλενα Θεάκου, MBA

Υπ. Διδάκτωρ

6932524244, etheakou@gmail.com

Επιβλέπων Καθηγητής: Dr Αθανάσιος Κριεμάδης

Αναπλ. Καθηγητής

6977234055, thanosk@uop.gr

ΕΥΧΑΡΙΣΤΩ ΘΕΡΜΑ ΓΙΑ ΤΗΝ ΣΥΝΕΡΓΑΣΙΑ ΚΑΙ ΤΗ ΒΟΗΘΕΙΑ ΣΑΣ

Έλενα Θεάκου, MBA

Υποψ. Διδάκτωρ, Τμήμα Οργάνωσης και Διαχείρισης Αθλητισμού,

Πανεπιστήμιο Πελοποννήσου

APPENDIX D
DATA ANALYSIS

Research question 1:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Political tendencies	30	2	10	3,94	1,523
Economical assumptions	30	3	5	4,36	,725
Social tendencies	30	2	5	3,81	,746
Technological tendencies	30	2	5	3,55	,839
The market	30	2	5	3,80	,777
Competition	30	3	5	4,03	,753
International environment	30	1	4	3,11	,820
Suppliers	30	2	5	3,73	,816
Local companies	30	2	5	3,72	,923
Means of mass information	30	3	5	4,18	,718
Providers	30	3	5	4,51	,527
Valid N (listwise)	30				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Financial efficiency	30	3	5	4,53	,658
Managing efficiency	30	3	5	4,26	,671
Consulting committees	30	2	5	3,26	,812
Supporters	30	2	5	4,06	,930
Quality of offered services	30	3	5	3,95	,712
Adequacy of sport facilities	30	3	5	4,23	,748
Quality of sport facilities	30	2	5	4,16	,878
Adequacy of management facilities	30	2	5	3,60	,884
Quality of management facilities	30	2	5	3,59	,884
Adequacy of sport equipment	30	3	5	4,25	,621
Quality of sport equipment	30	3	5	4,14	,740
Performance of management employees	30	3	5	4,03	,642
Performance of coach	30	3	5	4,25	,640
Education of employees	30	2	5	3,70	,945
Financial sources	30	1	5	4,16	,983
Technological sources	30	2	5	3,69	,825
Technological knowledge	30	2	5	3,78	,671
Valid N (listwise)	30				

research question 2:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Inadequate education regarding planning processes	30	2	5	3,85	,827
Inadequate experience regarding planning processes	30	2	5	3,86	,755
Lack of communication	30	2	5	3,67	,983
Lack of cooperation	30	2	5	3,70	,938
Staff reacting to planning	30	2	5	3,45	,826
Lack of time	30	2	5	3,87	,800
Lack of financial sources	30	3	5	4,44	,616
Lack of similar polity from the club	30	3	5	3,85	,779
Lack of recognizing the importance of planning	30	1	5	3,73	,845
Valid N (listwise)	30				

Research question 3:

Club type - Defining vision for the club's future

		Defining vision for the club's future		Total
		Yes	No	
Club type	BC	77,8%	22,2%	100,0%
	FC	97,4%	2,6%	100,0%
Total		87,8%	12,2%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test ,013

Club type - Forming a purpose and target of the club

		Forming a purpose and target of the club		Total
		Yes	No	
Club type	BC	86,1%	13,9%	100,0%
	FC	97,4%	2,6%	100,0%
Total		91,9%	8,1%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test ,103

Club type - Defining strengths and weaknesses of the club

		Defining strengths and weaknesses of the club		Total
		Yes	No	
Club type	BC	97,2%	2,8%	100,0%
	FC	81,6%	18,4%	100,0%
Total		89,2%	10,8%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test ,056

Club type - Defining opportunities and threats from the environment

		Defining opportunities and threats from the environment		Total
		Yes	No	
Club type	BC	88,9%	11,1%	100,0%
	FC	76,3%	23,7%	100,0%
Total		82,4%	17,6%	100,0%

Value df Asymp. Sig. (2-
sided)

Pearson Chi-Square 2,018^a 1 ,155

Club type - Identifying targets

		Identifying targets		Total
		Yes	No	
Club type	BC	97,2%	2,8%	100,0%
	FC	89,5%	10,5%	100,0%
Total		93,2%	6,8%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test ,358

Club type - Implementing long - term strategies to fulfil long - term targets

		Implementing long - term strategies to fulfil long - term targets		Total
		Yes	No	
Club type	BC	58,3%	41,7%	100,0%
	FC	76,3%	23,7%	100,0%
Total		67,6%	32,4%	100,0%

Value df Asymp. Sig. (2-

				sided)
Pearson Chi-Square	2,728 ^a	1		,099

Club type - Implementing short - term strategies to fulfil long - term targets

		Implementing short - term strategies to fulfil long - term targets		Total
		Yes	No	
Club type	BC	86,1%	13,9%	100,0%
	FC	86,8%	13,2%	100,0%
Total		86,5%	13,5%	100,0%

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	,008 ^a	1	,927

Club type - Periodically evaluate the club's performance regarding the planning process

		Periodically evaluate the club's performance regarding the planning process		Total
		Yes	No	
Club type	BC	58,3%	41,7%	100,0%
	FC	71,1%	28,9%	100,0%
Total		64,9%	35,1%	100,0%

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	1,312 ^a	1	,252

Club type - Periodically evaluate the club's performance regarding the scope and targets

		Periodically evaluate the club's performance regarding the scope and targets		Total
		Yes	No	
Club type	BC	69,4%	30,6%	100,0%
	FC	84,2%	15,8%	100,0%
Total		77,0%	23,0%	100,0%

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	2,278 ^a	1	,131

	Club type	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Political tendencies	BC	14	3,78	,791	-,545	28	,590
	FC	16	4,09	1,974			
Economical assumptions	BC	14	4,33	,669	-,231	28	,819
	FC	16	4,39	,792			
Social tendencies	BC	14	3,87	,668	,403	28	,690
	FC	16	3,76	,827			
Technological tendencies	BC	14	3,51	,769	-,259	28	,797
	FC	16	3,59	,919			
The market	BC	14	3,73	,925	-,419	28	,678
	FC	16	3,85	,647			
Competition	BC	14	4,00	,644	-,205	28	,839
	FC	16	4,06	,857			
International environment	BC	14	3,15	,824	,254	28	,801
	FC	16	3,07	,841			
Suppliers	BC	14	4,11	,592	2,553	28	,016
	FC	16	3,41	,861			
Local companies	BC	14	3,82	1,020	,551	28	,586
	FC	16	3,63	,854			
Means of mass information	BC	14	4,22	,627	,251	28	,803
	FC	16	4,15	,808			
Providers	BC	14	4,54	,447	,266	28	,792
	FC	16	4,49	,603			

	Club type	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Financial efficiency	BC	14	4,60	,451	,564	28	,577
	FC	16	4,47	,807			
Managing efficiency	BC	14	4,28	,763	,100	28	,921
	FC	16	4,25	,606			
Consulting committees	BC	14	3,24	,864	-,099	28	,922
	FC	16	3,27	,792			
Supporters	BC	14	4,04	,861	-,093	28	,927
	FC	16	4,08	1,015			
Quality of offered services	BC	14	3,68	,623	-2,027	28	,052
	FC	16	4,18	,721			

Adequacy of sport facilities	--	BC	14	3,90	,738	- 2,456	28	,021
		FC	16	4,52	,647			
Quality of sport facilities	--	BC	14	3,85	,848	- 1,903	28	,067
		FC	16	4,44	,834			
Adequacy of management facilities	--	BC	14	3,49	,861	-,666	28	,511
		FC	16	3,70	,918			
Quality of management facilities	--	BC	14	3,50	,941	-,486	28	,631
		FC	16	3,66	,856			
Adequacy of sport equipment	--	BC	14	4,12	,715	- 1,082	28	,288
		FC	16	4,36	,521			
Quality of sport equipment	--	BC	14	4,08	,811	-,427	28	,672
		FC	16	4,20	,694			
Performance of management employees	--	BC	14	3,98	,639	-,450	28	,656
		FC	16	4,08	,661			
Performance of coach	--	BC	14	4,08	,692	- 1,375	28	,180
		FC	16	4,39	,572			
Education of employees	--	BC	14	3,59	1,128	-,587	28	,562
		FC	16	3,80	,777			
Financial sources	--	BC	14	4,33	,716	,899	28	,376
		FC	16	4,01	1,172			
Technological sources	--	BC	14	3,43	,772	- 1,662	28	,108
		FC	16	3,91	,825			
Technological knowledge	--	BC	14	3,91	,624	,987	28	,332
		FC	16	3,66	,710	,178		

	Club type	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Inadequate education regarding planning processes	BC	14	4,15	,782	1,964	28	,059
	FC	16	3,58	,795			
Inadequate experience regarding planning processes	BC	14	3,81	,774	-,334	28	,741
	FC	16	3,90	,762			
Lack of communication	BC	14	3,50	1,104	-,870	28	,392

		FC	16	3,82	,872			
Lack of cooperation	---	BC	14	3,60	1,079	-,510	28	,614
		FC	16	3,78	,822			
Staff reacting to planning	---	BC	14	3,28	,731	-1,018	28	,317
		FC	16	3,59	,900			
Lack of time	---	BC	14	4,06	,643	1,243	28	,224
		FC	16	3,70	,903			
Lack of financial sources	---	BC	14	4,55	,622	,971	28	,340
		FC	16	4,33	,613			
Lack of similar politycy from the club	---	BC	14	3,57	,703	-1,903	28	,067
		FC	16	4,09	,782			
Lack of recognizing the importance of planning	---	BC	14	3,67	,672	-,329	28	,745
		FC	16	3,78	,991			

Correlation of additional variables with the club type:

	Club type	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Total score: Outside environment	BC	14	3,9150	,42184	,294	28	,771
	FC	16	3,8650	,49788			
Total score: Inside environment	BC	14	3,8957	,52422	-1,097	28	,282
	FC	16	4,1050	,51865			
Total score of discouraging factors	BC	14	3,8021	,50966	,008	28	,994
	FC	16	3,8006	,52301			

		Planning level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Structed long - term strategic planning	19	25,7	26,4	26,4
	Structed short - term strategic planning	37	50,0	51,4	77,8
	Planning based on feeling	15	20,3	20,8	98,6
	No planning	1	1,4	1,4	100,0
	Total	72	97,3	100,0	
Missing	System	2	2,7		
Total		74	100,0		

		Planning level - grouped			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Practical implementation	21	70,0	70,0	70,0
	No implementation	9	30,0	30,0	100,0
	Total	30	100,0	100,0	

Research question 1:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Marketing plan	30	2	5	3,85	,860
Management plan for sport facilities	30	2	5	3,57	,890
Financial plan	30	3	5	4,13	,779
Human resource plan	30	1	5	3,32	,924
Alternative plans	30	2	5	3,18	,877
Quality management plan	30	2	5	3,18	,928
Valid N (listwise)	30				

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Long – term planning	30	1,0	6,5	3,103	1,0713
Short – term planning	30	,5	3,0	1,107	,4127
Valid N (listwise)	30				

Is there a planning committee?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	40,5	40,5	40,5
	No	44	59,5	59,5	100,0
	Total	74	100,0	100,0	

If not, is it about to be organized the next two years?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	24,3	40,9	40,9
	No	26	35,1	59,1	100,0
	Total	44	59,5	100,0	
Missing	System	30	40,5		
Total		74	100,0		

Hypothesis 1:

Club type – level of planning				
Crosstabulation				
% within club type		level of planning		Total
		Practical Implementation	No Implementation	
Club type	BC	64,3%	35,7%	100,0%
	FC	75,0%	25,0%	100,0%
Total		70,0%	30,0%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,408 ^a	1	,523

	Club type	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Marketing plan	BC	14	3,88	,878	,209	28	,836
	FC	16	3,82	,871			
Management plan for sport facilities	BC	14	3,30	,981	-1,633	28	,114
	FC	16	3,81	,752			
Financial plan	BC	14	3,79	,752	-2,488	28	,019
	FC	16	4,44	,685			
Human resource plan	BC	14	3,15	,805	-,943	28	,354
	FC	16	3,47	1,020			
Alternative plans	BC	14	3,03	,908	-,877	28	,388
	FC	16	3,32	,855			
Quality management plan	BC	14	3,06	,807	-,680	28	,502
	FC	16	3,29	1,036			

t – tests for research question 3:

	Club type	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Long – term planning	BC	14	3,382	1,1792	1,356	28	,186
	FC	16	2,858	,9364			
Short – term planning	BC	14	1,025	,0700	-1,019	28	,317
	FC	16	1,179	,5597			

		Existence of planning committee		Total
		Yes	No	
Club type	BC	27,8%	72,2%	100,0%
	FC	52,6%	47,4%	100,0%
Total		40,5%	59,5%	100,0%

	Value	df	. Sig.
Pearson Chi-Square	4,737 ^a	1	,030

		Willingness to create a planning committee in the next few years in case it does not exist now		Total
		Yes	No	
Club type	BC	26,9%	73,1%	100,0%
	FC	61,1%	38,9%	100,0%
Total		40,9%	59,1%	100,0%

	Value	df	Sig.
Pearson Chi-Square	5,143 ^a	1	,023

Correlation levels of all variables are examined for research question1:

Level of planning at the club - grouped* Defining vision for the club's future

		Defining vision for the club's future		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	89,3%	10,7%	100,0%
	No implementation	81,3%	18,8%	100,0%
Total		87,5%	12,5%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,735	1	,391

Level of planning at the club - grouped* Forming a purpose and target of the club

		Forming a purpose and target of the club		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	89,3%	10,7%	100,0%
	No implementation	100,0%		100,0%
Total		91,7%	8,3%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,870 ^a	1	,171

Level of planning at the club - grouped* Defining strengths and weaknesses of the club

		Defining strengths and weaknesses of the club		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	94,6%	5,4%	100,0%
	No implementation	68,8%	31,3%	100,0%
Total		88,9%	11,1%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8,448 ^a	1	,004

Level of planning at the club – grouped * Defining opportunities and threats from the environment

		Defining opportunities and threats from the environment		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	87,5%	12,5%	100,0%
	No implementation	62,5%	37,5%	100,0%
Total		81,9%	18,1%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5,257 ^a	1	,022

Level of planning at the club – grouped * Identifying targets

		Identifying targets		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	91,1%	8,9%	100,0%
	No implementation	100,0%		100,0%
Total		93,1%	6,9%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,535 ^a	1	,215

Level of planning at the club - grouped* Implementing long - term strategies to fulfil long - term targets

		Implementing long - term strategies to fulfil long - term targets		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	76,8%	23,2%	100,0%
	No implementation	37,5%	62,5%	100,0%
Total		68,1%	31,9%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8,835 ^a	1	,003

Level of planning at the club – grouped * Implementing short - term strategies to fulfil long - term targets

		Implementing short - term strategies to fulfil long - term targets		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	89,3%	10,7%	100,0%
	No implementation	75,0%	25,0%	100,0%
Total		86,1%	13,9%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2,124 ^a	1	,145

Level of planning at the club – grouped *Periodically evaluate the club's performance regarding the planning process

		Periodically evaluate the club's performance regarding the planning process		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	73,2%	26,8%	100,0%
	No implementation	37,5%	62,5%	100,0%
Total		65,3%	34,7%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7,003 ^a	1	,008

Level of planning at the club – grouped *Periodically evaluate the club's performance regarding the scope and targets

		Periodically evaluate the club's performance regarding the scope and targets		Total
		Yes	No	
Level of planning at the club - grouped	Practical implementation	82,1%	17,9%	100,0%
	No implementation	56,3%	43,8%	100,0%
Total		76,4%	23,6%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4,626 ^a	1	,031

	Level of planning at the club - grouped	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Total score: Inside environment	Practical implementation	21	3,9462	,45693	1,062	28	,297
	No implementation	9	3,7533	,45280			
Total score: Outside environment	Practical implementation	21	4,1295	,50842	2,061	28	,049
	No implementation	9	3,7222	,46362			
Total score of discouraging factors	Practical implementation	21	3,7924	,57018	-,145	28	,886
	No implementation	9	3,8222	,34860			
Total score of implementing factors in planning	Practical implementation	21	3,6590	,66886	,670	28	,508
	No implementation	9	3,4756	,73164			

	Level of planning at the club - grouped	N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Long - term planning	Practical implementation	21	2,963	,6401	-1,092	28	,284
	No implementation	9	3,428	1,7221			
Short - term planning	Practical implementation	21	1,065	,2089	-,852	28	,401
	No implementation	9	1,206	,7020			

Correlation levels of all variables are examined for hypothesis 2:

Educational level * Defining vision for the club's future

		Defining vision for the club's future		Total
		Yes	No	
Educational level	University	96,9%	3,1%	100,0%
	MSc	82,4%	17,6%	100,0%
Total		89,4%	10,6%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test ,106

Educational level * Forming a purpose and target of the club

		Forming a purpose and target of the club		Total
		Yes	No	
Educational level	University	96,9%	3,1%	100,0%
	MSc	85,3%	14,7%	100,0%
Total		90,9%	9,1%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test ,198

Educational level * Defining strengths and weaknesses of the club

		Defining strengths and weaknesses of the club		Total
		Yes	No	
Educational level	University	87,5%	12,5%	100,0%
	MSc	91,2%	8,8%	100,0%
Total		89,4%	10,6%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test ,705

Educational level * Defining opportunities and threats from the environment

		Defining opportunities and threats from the environment		Total
		Yes	No	
Educational level	University	75,0%	25,0%	100,0%
	MSc	91,2%	8,8%	100,0%
Total		83,3%	16,7%	100,0%

Exact Sig. (2-sided)

Fisher's Exact Test	,104
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Educational level * Identifying targets

		Identifying targets		Total
		Yes	No	
Educational level	University	93,8%	6,3%	100,0%
	MSc	91,2%	8,8%	100,0%
Total		92,4%	7,6%	100,0%

Exact Sig. (2-sided)	
Fisher's Exact Test	1,000

Educational level * Implementing long - term strategies to fulfil long - term targets

		Implementing long - term strategies to fulfil long - term targets		Total
		Yes	No	
Educational level	University	71,9%	28,1%	100,0%
	MSc	64,7%	35,3%	100,0%
Total		68,2%	31,8%	100,0%

		Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square		,391 ^a	1	,532

Educational level * Implementing short - term strategies to fulfil long - term targets

		Implementing short - term strategies to fulfil long - term targets		Total
		Yes	No	
Educational level	University	87,5%	12,5%	100,0%
	MSc	85,3%	14,7%	100,0%
Total		86,4%	13,6%	100,0%

		Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square		,068 ^a	1	,794

Educational level * Periodically evaluate the club's performance regarding the planning process

		Periodically evaluate the club's performance regarding the planning process		Total
		Yes	No	
Educational level	University	59,4%	40,6%	100,0%
	MSc	70,6%	29,4%	100,0%
Total		65,2%	34,8%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,913 ^a	1	,339

Educational level * Periodically evaluate the club's performance regarding the scope and targets

		Periodically evaluate the club's performance regarding the scope and targets		Total
		Yes	No	
Educational level	University	78,1%	21,9%	100,0%
	MSc	70,6%	29,4%	100,0%
Total		74,2%	25,8%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,490 ^a	1	,484

T – tests for hypothesis 2:

Educational level * Level of planning at the club - grouped Crosstabulation

		Level of planning at the club - grouped		Total
		Practical Implementation	No implementation	
Educational level	University	75,0%	25,0%	100,0%
	MSc	84,4%	15,6%	100,0%
Total		79,7%	20,3%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,869 ^a	1	,351

Correlation levels of all variables are examined (Hypotheses 3):

Work experience * Defining vision for the club's future

		Defining vision for the club's future		Total
		Yes	No	
Work experience	0 - 5 years	91,3%	8,7%	100,0%
	5 - 10 years	88,0%	12,0%	100,0%
	over 10 years	84,6%	15,4%	100,0%
Total		87,8%	12,2%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,512 ^a	2	,774

Work experience * Forming a purpose and target of the club

		Forming a purpose and target of the club		Total
		Yes	No	
Work experience	0 - 5 years	91,3%	8,7%	100,0%
	5 - 10 years	96,0%	4,0%	100,0%
	over 10 years	88,5%	11,5%	100,0%
Total		91,9%	8,1%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,988 ^a	2	,610

Work experience * Defining strengths and weaknesses of the club

		Defining strengths and weaknesses of the club		Total
		Yes	No	
Work experience	0 - 5 years	87,0%	13,0%	100,0%
	5 - 10 years	92,0%	8,0%	100,0%
	over 10 years	88,5%	11,5%	100,0%
Total		89,2%	10,8%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,338 ^a	2	,844

Work experience * Defining opportunities and threats from the environment

		Defining opportunities and threats from the environment		Total
		Yes	No	
Work experience	0 - 5 years	82,6%	17,4%	100,0%
	5 - 10 years	88,0%	12,0%	100,0%
	over 10 years	76,9%	23,1%	100,0%
Total		82,4%	17,6%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,081 ^a	2	,583

Work experience * Identifying targets

		Identifying targets		Total
		Yes	No	
Work experience	0 - 5 years	95,7%	4,3%	100,0%
	5 - 10 years	96,0%	4,0%	100,0%
	over 10 years	88,5%	11,5%	100,0%
Total		93,2%	6,8%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1,457 ^a	2	,483

Work experience * Implementing long - term strategies to fulfil long - term targets

		Implementing long - term strategies to fulfil long - term targets		Total
		Yes	No	
Work experience	0 - 5 years	56,5%	43,5%	100,0%
	5 - 10 years	80,0%	20,0%	100,0%
	over 10 years	65,4%	34,6%	100,0%
Total		67,6%	32,4%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3,100 ^a	2	,212

Work experience * Implementing short - term strategies to fulfil long - term targets

		Implementing short - term strategies to fulfil long - term targets		Total
		Yes	No	
Work experience	0 - 5 years	87,0%	13,0%	100,0%
	5 - 10 years	84,0%	16,0%	100,0%
	over 10 years	88,5%	11,5%	100,0%
Total		86,5%	13,5%	100,0%

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	,223 ^a	2	,894

Work experience * Periodically evaluate the club's performance regarding the planning process

		Periodically evaluate the club's performance regarding the planning process		Total
		Yes	No	
Work experience	0 - 5 years	47,8%	52,2%	100,0%
	5 - 10 years	64,0%	36,0%	100,0%
	over 10 years	80,8%	19,2%	100,0%
Total		64,9%	35,1%	100,0%

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	5,824 ^a	2	,054

Work experience * Periodically evaluate the club's performance regarding the scope and targets

		Periodically evaluate the club's performance regarding the scope and targets		Total
		Yes	No	
Work experience	0 - 5 years	73,9%	26,1%	100,0%
	5 - 10 years	72,0%	28,0%	100,0%
	over 10 years	84,6%	15,4%	100,0%
Total		77,0%	23,0%	100,0%

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	1,329 ^a	2	,514

t – tests for research question 3:

Work experience		N	Mean	Std. Deviation	df	F	Sig.
Total score: Inside environment	0 - 5 years	23	3,8597	,53131	2	,028	,972
	5 - 10 years	25	3,8945	,47141	71		
	over 10 years	26	3,8843	,55180	73		
	Total	74	3,8801	,51247			
Total score: Outside environment	0 - 5 years	23	3,9028	,54811	2	,891	,415
	5 - 10 years	25	4,0188	,56999	71		
	over 10 years	26	4,1202	,58533	73		
	Total	74	4,0184	,56797			
Total score of discouraging factors	0 - 5 years	23	3,6969	,55067	2	,746	,478
	5 - 10 years	25	3,8400	,46490	71		
	over 10 years	26	3,9060	,75796	73		
	Total	74	3,8187	,60559			

T – tests for hypothesis 3:

Work experience * Level of planning at the club - grouped Crosstabulation				
		Level of planning at the club - grouped		Total
		Practical Implementation	No implementation	
Work experience	0 - 5 years	82,6%	17,4%	100,0%
	5 - 10 years	75,0%	25,0%	100,0%
	over 10 years	76,0%	24,0%	100,0%
Total		77,8%	22,2%	100,0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	,463 ^a	2	,793