SPORT MANAGEMENT MATURITY ASSESSMENT: APPLICATION TO COSMA COMPETENCIES SCALE

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Abstract: *The results of a literature survey on the application of management science fields to sport management are presented. The most prominent Critical Success Factors and Enablers for their achievement, identified in the SM maturity assessment frameworks are specified. Existing published work in sport management per critical success factor and enabler category is also presented thus providing a theoretical basis for their significance in the sport management field. A novel holistic sports management maturity assessment framework is proposed. The framework is based on and includes, a ten-by-ten matrix, the most prominent critical success factors and enablers identified in the literature survey. The proposed framework is then applied to the most known sport management competencies accreditation framework called COSMA. The result of this application is a proposed novel "tracking matrix". Both the proposed maturity frameworks and the tracking matrix can be used by both academics and practitioners in the SM field.*

Keywords: *Sport management, Maturity assessment, Maturity frameworks, COSMA, Tracking matrix, Human resources management, Operations management.*

JEL Classification M12 · M54 · C44

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1.   INTRODUCTION: DEFINING SPORT MANAGEMENT AND APPLIED THEORIES

The definition of sport management (SM) has been causing serious debates among scholars during the last decade. SM has not been defined properly and many definitions do not take into account the required abilities and competencies SM professionals should possess. Stokowski et al. (2018) have backtracked to ancient Greece to discover SM origins. More recently Stokowski undertook one of the most notable research efforts to define the SM field. The authors identified more than 505 SM undergraduate and postgraduate programs internationally. Their survey involved 154 academics working in these programs who were asked to define SM. Future SM professionals should combine competencies of management-related subjects and some more subjects that are specifically related to sports. One of the most important outcomes of Stokowski's study is that SM is maturing and can be developed to become an academic discipline rather than a field. Wohlfart et al. (2022) elaborated on the importance of the application of performance analysis techniques.

During the last two decades, researchers have attempted to elaborate on the relationships, overlapping areas, and interconnections of management-organizational theory and SM (Adair, 2017; McDowell, 2015; Slack et al., 2006). The vast majority of them argue that SM-specific management theories, frameworks, and methodologies should be developed based on well-established sub-disciplines and theories of management (Cunningham, 2013). There exist numerous examples of successful applications of management theories, methodologies, and concepts to SM. Institutional analysis has been used in many publications (Nite & Edwards, 2021; McSweeney et al., 2019; Nite, 2017; Washington & Patterson, 2011). In recent approaches analysis concentrates on organizational actors in SM organizations that undertake activities that add value and trigger changes.

Laurell and Soderman (2018) analyzed the relationship between SM and the remaining core management disciplines. A literature survey on the most influential journals related to marketing, organizational studies, and strategy was presented. The focus was on the analysis of the "*interplay*" between SM and the subfields of management science and business studies. The shortcomings identified in the literature on the Laurell and Soderman (2018) "*interplay*" emerge from the issue that management science applications are encountered in quite diverse SM topics, ranging from a vast variety of amateur or professional sports (team or individual e.g. football, basketball, swimming, tennis, etc.) to a large variety of social or professional event types (local, international, touristic e.g. marathons, triathlons, etc.).

Many authors have additionally highlighted the need for holistic theoretical approaches (Thomson et al., 2019; Bocarro et al., 2018; Pentifallo & Van Wynsberghe, 2015; Brown et al., 2015; Girginov & Hills, 2009; Rogerson, 2016; Mair & Whitford, 2013). During the last two decades, there is a growing interest in sport event legacies (SEL). The repetitive nature of the events and the large number of direct (athletes) or indirect (visitors) participants require considerable investment by both the event organizers and the local authorities in both infrastructure and human resources. Researchers have highlighted the need for theoretical SEL frameworks (Clark et al., 2016; Rogerson, 2016).

A pre-COVID-19 literature review (Thomson et al., 2019) of the period 2000-2016, revealed that although there exists a growing interest in the subject there is very limited published work on SELs theoretical approaches. There are only very few that have started developing conceptual underpinnings and even these are at their primitive stages (Doherty, 2013; Cunningham, 2013) in the field of sports management in general. The frameworks identified in the literature in Thomson et

al. (2019) study were based on the social exchange theory, process theories, stakeholder theory, event leverage, critical urban theory, and governmentality.

These very few approaches have been applied only in one SEL case and therefore none of them can be considered as an established framework by any means. Therefore, the authors suggest that theoretical approaches and frameworks should be developed and applied in the field (Thomson et al., 2019, pp. 308-309). Robust program management and organizational structures should be in place and under strategic and operational plans. The needs and interests of stakeholders should be taken into consideration.

2.   LITERATURE REVIEW: HOLISTIC ASSESSMENT FRAMEWORKS IN SPORTS MANAGEMENT

The need for holistic SM implementation assessment has been elaborated by many authors. One of the first SM assessment models was the legacy cube (Gratton & Preuss, 2008). Parent et al. (2011) proposed an SM assessment framework that is composed of 16 assessment categories (five contextual-based and eleven generics).

Cserháti and Polák-Weldon (2013) attempted to capture the critical success factors of international SELs of different European regions. Plumley et al. (2017) proposed a variation of the ForNex (Football Organization Nexus Index) model for the measurement and assessment of clubs' organizational performance. In 2017 the same authors proposed a holistic model for professional football clubs and stressed the need for holistic performance measurement and appraisal approaches to SM. Chalip et al. (2017) developed an SEL assessment model that assesses sport participation. Other researchers (Bocarro et al., 2018; Koenigstorfer et al., 2019) have highlighted the need for a more robust organizational focus. Chen et al. (2018) developed an organizational lifecycle approach to SEL assessment. Byers et al. (2020) attempted to provide a holistic theoretical approach developed for SELs and SM. The proposed approach is based on the wicked problem framework (Alford & Head, 2017) and the Critical Realist perspective. The approach considers SEL and SM assessment as a holistic concept rather than a holistic assessment framework (Byers et al., 2020, pp. 179) but by no means proposes an approach to be used in SEL assessment holistically.

Kittikumpanat (2021) presented a model that assesses the success of digital transformation in sports organizations. Chutiphongdech and Kampitak (2022) conducted an extensive literature survey on critical success factors for successful SELs. They identified many different perspectives in the definition of SELs success. They applied the RBV approach in classifying the identified critical success factors. They identified two major categories of tangible and intangible resources.

The UK Chartered Governance Institute in association with Sport England has developed the Governance Maturity Matrices for Sports Organizations (2020). The matrices developed refer to each governance maturity level proposed. These governance maturity levels are *Compliant, Developing, Mature, Advanced, and Vanguard*. The aim is that SM organizations reach the highest possible maturity level and the desired goal of continuous *improvement*.

Sport New Zealand has developed and proposed a maturity model called the Insights and Evaluation Maturity Model (2017). The model assists sports organizations to evaluate the maturity level they have attained. The model is assessing sports organizations in four dimensions: *knowledge, processes, attitudes, and behavior*. They have proposed four levels of maturity: *Emerging, Developing, Consolidating, and Highly Developed*.

3. CRITICAL SUCCESS FACTORS AND ENABLERS FOR SPORTS MANAGEMENT IMPLEMENTATION

Table 1 presents the CSFs proposed by all SEL and SM assessment frameworks and approaches presented in the previous section. The aim is to identify the most prominent CSFs proposed in the literature mainly during the last decade.

Table 1. Literature Survey of SM Maturity Frameworks

Reference	Critical Success Factors
Gratton and Preuss (2008)	Infrastructure-resources, Knowledge, Performance measurement, Customer-tourist,
Parent et al. (2011)	Resources**,** customers-participants, funding-capital, stakeholder management, strategy-planning, operations-processes, knowledge management, organizational structure-authority
Cserháti and Polák-Weldon (2013)	Strategy, Planning, Leadership, Human Resources, Stakeholder Management, Partnerships
Chalip et al. (2017)	Strategy-Goals, Managerial Systems, Organizational Structures, Stakeholder Management, People-Culture, Organizational Resources, Human Resources, and Knowledge Resources
Plumley et al. (2017)	Strategy, People, Process-Operations, Structures, Infrastructures, Performance measurement, and assessment of clubs
Insights and Evaluation Maturity Model (2017)	Competencies, Leadership, Organizational structures, Technology, Knowledge, Stakeholder management, and Managerial systems
Bocarro et al. (2018)	Customer-Participant, Stakeholder Management, Performance Measurement, Managerial Systems, Resources, and Infrastructure Management
Chen et al. (2018)	Strategy, Customer-Participant, Process-Operations, Performance Measurement, Change Management, Organizational Structure, Managerial Systems, Resources, and Infrastructure
Koenigstorfer et al. (2019)	Customer-Participant, Knowledge Management, Performance Measurement, Managerial Systems, Organizational Structure, Resources, and Infrastructure Management
Byers et al. (2020)	Stakeholder management, Customer-participants, Process-operations, Strategy, People-human resources, Organizational structures, Organizational resources, Managerial Systems,
Governance Maturity Matrices for Sports Organizations (2020)	Processes, Organizational structures-Accountability, Job descriptions, Managerial systems, Organizational resources, Strategy, Human resources, Performance measures, Change management, Knowledge management, Stakeholder management, Corporate social responsibility, Technology, Continuous improvement
Kittikumpanat (2021)	Strategy, Performance measurement, Operations, People, Technology, Fans/customers
Pianese (2021)	Sports resources, Infrastructure (buildings, equipment), Organizational structure, Processes, Environmental and Corporate Social Responsibility, Human resources, Stakeholder management, Knowledge management, Financial-Capital, Managerial Systems
Chutiphongdech and Kampitak (2022)	Human resources, Financial resources, Physical resources (Land, Buildings, Equipment, Inventories) Organizational Structure, Processes, Managerial Systems, Technology

Source: Authors' research

From the Table 1 it is evident that there is confusion identified in the SM and SEL literature regarding CSF and enablers definitions and or assessment. One of the contributions of the research presented in this paper is related to the classification of CSFs and enablers that should be included in future SM assessment frameworks. The most prominent CSFs identified in the literature survey as presented in the table above are *Strategy, Customer-Spectator, Process, People, Leadership, Performance Measurement, Change Management, Continuous Improvement, Knowledge Management, Stakeholders, and Corporate Social Responsibility.*

The most prominent enablers identified are divided into two categories: governance and organizational resources. Governance-related enablers are *Organizational Structure, Processes (designs, costing, measures), Job Descriptions, and Managerial Systems.* Organizational Resources are subdivided into six further elements: *land buildings, equipment, inventories, human resources, capital (finance), and technology.*

Laurell and Soderman (2018) proposed that in future publications there must be a selection and determination of which specific management subfields-disciplines should be applied to specific sports management areas. We follow their suggestion and in this section, we extend our literature survey in an attempt to present published management theories, frameworks, approaches, or methodologies related to each CSF or groups of CSFs that have already been applied to SM. We also present existing published research outcomes related to the aforementioned identified enablers.

3.1. Strategic Management – Leadership CSFs

The application of strategic management to SM has been a research focus of many researchers. A recently edited volume contains a very useful insight into the advances in the application of strategic management theories, methodologies, and tools to SM (Varmus et al., 2021). Leadership also plays a vital role in the success of SM-related initiatives. The leadership style is considered vital for successful strategic management implementation (Martínez-Moreno et al., 2021).

Martínez-Moreno et al. (2021) applied the four identified leadership styles (traits and roles of the leader, situational, transformational, transactional) to sports organizations. Recent research efforts have combined the aforementioned two concepts (strategic management and leadership) and advocate that the leadership style and approach are considered key elements for successful strategic management in SM (Martínez-Moreno et al., 2021).

Strategic sports sponsorship has been a research issue in SM in the last decades. Koronios et al. (2021) developed the "*Strategic Sport Sponsorship Scale*". The proposed scale included 11-factor categories and 38 items.

3.2. Customer Focus CSFs: Spectatoritis and Sportainment

Some strategic management approaches have concluded that analyzing and acquiring competitive advantage are not suitable for SM and propose a customer-focus-oriented approach called "*spectatoritis*" based on the spectators' perspective (Agha & Dixon, 2021). Sports and entertainment have been mixed in recent years thus forcing sports organizations to focus more on the added value they provide to their fans. New schools of thought and practical considerations have emerged in the area of "sportainment". Richelieu and Webb (2021) have proposed a strategic sportainment mix (Biscaia et al., 2021).

3.3. Process and Knowledge Management CSFs

Bamford et al. (2018) elaborated on the need for applying operations management principles to sports management. They concentrated on the application of quality management principles to sports management that requires process-based approaches. They concluded that process performance management is the most significant factor in sport management implementation. Meier et al. (2019) elaborated on the use of additive manufacturing methodologies and 3D printing technologies on sports equipment. Herold et al. (2019) conducted a thorough survey of the literature on the application of logistics in the SM field. They proposed the Sports Logistics Framework (SLF) that assesses the organizational structure, processes, and resources of sports logistics.

The researchers have concluded that research in modeling, analyzing, and measuring sport event logistic processes is still limited (Herold et al., 2019, p. 347). One of the identified reasons for this limitation *is the lack of specification in the field of sports logistics.* According to García-Vallejo et al. (2020), there is still no clear definition of processes that should be executed in sports events, and have identified a lack of application of process management methodologies, process maps, and process simulation tools in SM.

The issue of knowledge management (KM) is becoming of central importance in both academia and the practice of SM with many publications focusing on KM *performance management* (Delshab et al., 2022), knowledge translation (Bartlett & Drust, 2021), customer KM (Behnam et al., 2022), one of the dimensions of corporate social responsibility (Tabar et al., 2022), etc.

3.4. People CSF

Human Resources Management (HRM) theories have been applied to SM since it emerged as a discipline. Santos et al. (2022) published a literature survey of a period of nine years (2010-2019) in an effort to capture a generic job description of the sport manager. The study defined the required competencies of the sport manager. Nová (2021) has applied a competency-based model in SM professionals training. The most well-known sports managers' competency model called COmmission on Sports Management Accreditation (COSMA) was developed by Toh and Jamieson (Toh & Jamieson, 2000).

3.5. Stakeholder Management and Corporate Social Responsibility CSF

Stakeholder Management has been a central research theme since the origins of SM. During the last two decades, research in the area has been expanding as its importance has been appreciated by the academic community. Recently, edited volumes dedicated to the field have been published (Strittmatter et al., 2021) as well as extensive literature review papers covering the last two decades (Wood et al., 2021).

Some researchers have highlighted the importance of stakeholder management and inclusion in elite sports (De Bosscher et al., 2021; van der Roest & Dijk, 2021). Others have applied stakeholder theory in analyzing and classifying football fans' behavior and needs (Jaeger, 2021; Perechuda & Čater, 2022) and others to basketball (Leiñena & Merino, 2021). Neto et al. (2022) elaborate on the concept of stakeholder leadership in soccer clubs.

Corporate Social Responsibility (CSR) applications also gain significant attention in sports management in recent years (Carlini et al., 2021; Zeimers et al., 2021; Breitbarth et al., 2019). Ashraf et al. (2021) provide a critical review of the issue of strategic CSR during the crisis era.

Ebadi Barbain et al. (2022) highlighted the role of ethics in (CSR). Chen and Lin (2021) provided a comparison of CSR initiatives based on spectators' preferences and attitudes. Zamanidadaneh et al. (2021) stressed the impact of CSR on sports branding and the supportive behavior of fans for their clubs. Herold et al. (2022) assess the impact of CSR in professional football. Raimo et al. (2021) advocate that CSR can be applied as a legitimation strategy in football clubs. Anagnostopoulos et al. (2021) argue that sports can be used as a means for CSR implementation.

3.6. Performance Measurement and Change Management CSFs

Performance measurement in SM is not related to the assessment of athletes and coaches. On the contrary, it is related to anything else apart from these two categories. The stakeholder analysis approach has been used in SM performance measurement (Thompson & Parent, 2021).

In some cases, stakeholder analysis has been based on agency theory to analyze performance (Sanchez et al., 2017). Thompson and Parent (2021) have classified the *value factors* and how these are measured. These value factors influence performance from the perspective of the stakeholder. Accounting theories were analyzed that provided methods and techniques that SM measures performance.

Performance measures were classified into three groups: *Economic Value Added, Market Value Added, and Shareholder Value Added.* Change Management (CM) is also gaining interest in the academic community of SM. Cruickshank and Collins (2012) elaborate on CM in the case of Elite Sports Performance. Fahlén and Stenling (2019) have used institutional analysis for CM in sports organizations. Babaei et al. (2020) analyze the process of CM and its contribution to policy-making in Olympic sports. Gibson and Groom (2021) elaborated on organizational change in youth football.

3.7. Sport Governance and Organizational Resources Enablers

Sports governance has been a research topic in SM for decades. Research has focused on its application to organizational structures and processes (Kerwin & Doherty, 2019), job descriptions and levels of authority, and process designs and performance metrics (Nowy et al., 2015). Recent literature survey papers (Chappelet & Mrkonjic, 2019; Zintz & Gérard, 2019) have provided indicators for governance assessment as well as managerial systems for capturing and analyzing real-time data in information and reporting systems.

Parent et al. (2021) provided a review of sports governance research efforts and a thorough comparison of the widely appearing indicators in sport governance assessment. These indicators were used in the development of governance design archetypes based on: structures and processes as well as stakeholder and institutional dimensions. They concluded that sports governance should be further expanded and researched by academics and scholars and research outputs should be further developed.

Resource management in sports has also been attracting attention during the last two decades in both academia and practice. Research has been concentrated at the level of sports clubs, leagues, sports authorities, sports organizations, etc. (Robinson & Minikin, 2012). We follow Ray et al. (2004) that consider resource management as a prerequisite or precondition for developing competitive advantages and achieving success. One of the most prominent approaches used in sports management is called Resource Based View (RBV) based on the aforementioned theories (Byun & Leopkey, 2021; Jensen et al., 2022; Chutiphongdech & Kampitak, 2022).

Pianese (2021) conducted a thorough literature survey on resources used in sports events and applied RBV to sports events. The following resource types were identified as being the most prominent in SELs: sports resources (athletes, teams, etc.), infrastructure (buildings, equipment, organizational structure, processes, etc.), environmental (landscape, local community resources), event reputation, human resources, relational (stakeholder management), and financial. The study (Pianese, 2021) concludes with two key findings that future research and practice should take into consideration and closer focus on an event governance model and organizational knowledge.

4. A PROPOSED HOLISTIC FRAMEWORK IN SPORT MANAGEMENT MATURITY ASSESSMENT

In the previous section, we presented the most prominent enablers that should be included in a holistic SM maturity assessment framework. The most prominent CSFs identified are *Strategy, Customer-Spectator, Process, People, Leadership, Performance Measurement, Change Management, Continuous Improvement, Knowledge Management, Stakeholders, and Corporate Social Responsibility*. The most prominent enablers identified are divided into two categories: governance and organizational resources. Governance-related enablers are *Organizational Structure, Processes (designs, costing, measures), Job Descriptions, and Managerial Systems*. Organizational Resources are subdivided into six further elements: *land buildings, equipment, inventories, human resources, capital (finance), and technology*. The holistic SM maturity assessment matrix framework proposed in this section is based on previous research outcomes created by the authors (Glykas et al., 2015; Glykas & George, 2017; Glykas, 2019a; Glykas, 2019b) that proposed and applied a maturity assessment framework called Glykas Quality Compass (GQC) to a variety of industrial sectors.

The resulting SM-specific maturity framework is called Glykas Sport Management Compass (GSMC) and is composed of the CSFs and enablers identified in our literature survey presented in the previous section. The proposed GSMC maturity assessment framework is a 10X10 matrix that contains all the identified CSFs (vertical axis) and enablers (horizontal axis) as shown in Figure 1.

Figure 1. The proposed Glykas Sport Management Compass maturity assessment framework
Source: Authors

The proposed GSMC maturity assessment matrix is similar to the Governance Maturity Matrices for Sports Organizations (2020) developed by the Chartered Governance Institute in association with Sport England. However, the contribution of our research is that the matrix is expanded to include all management concepts, governance concepts, and organizational resources and there is theoretical justification for its composition based on our literature survey.

The division of enablers into organizational governance and organizational resources follows the research outputs of Parent et al. (2021), Pianese (2021), Kerwin and Doherty (2019), Nowy et al. (2015), Chappelet and Mrkonjic (2019), Zintz and Gérard (2019), Ray et al. (2004), for the former and Pianese (2021), Robinson and Minikin (2012) work on RBV analysis of organizational resources for the later.

The GSMC framework follows the "Governance Maturity Matrices for Sports Organizations" maturity levels. These governance maturity levels are Compliant, Developing, Mature, Advanced, and Vanguard. The GSMC matrix is used for the assessment of the current state of SM maturity of a sports organization. The result of the current state assessment is the specification of the FSMC maturity levels classified as shown in the upper part of Figure 2.
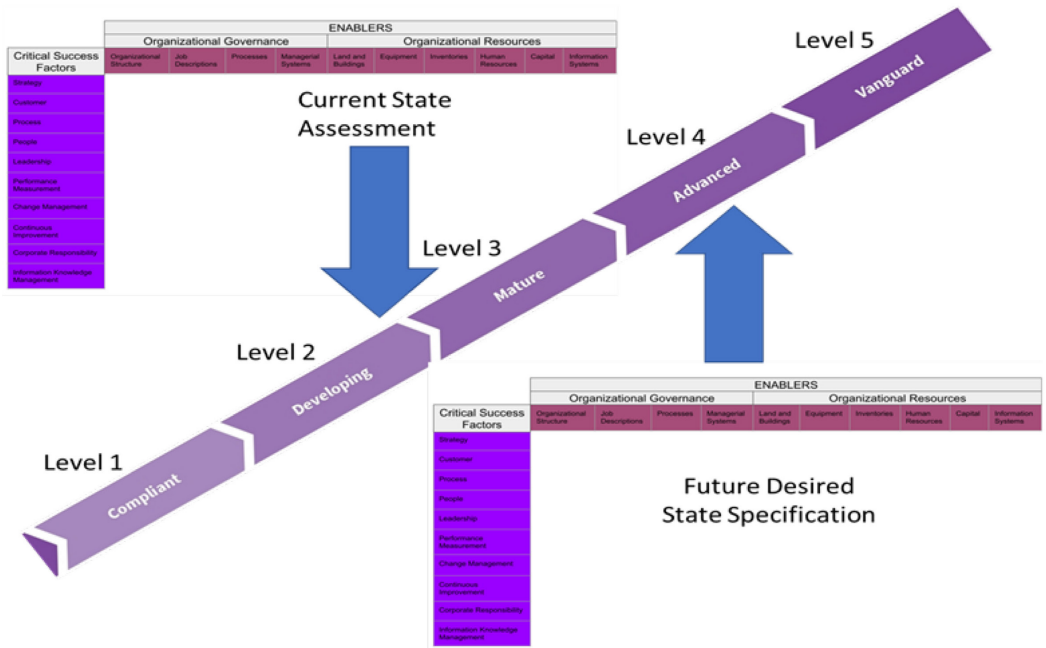

Figure 2. The maturity levels of GSMC framework
Source: Authors

The GSMC matrix can also be used for the specification of the future desired state of the organization's maturity level. An action plan created includes all actions that should be undertaken by the organization for the improvement of SM implementation.

5. GSMC COSMA TRACKING MATRIX

The COSMA model provides a competency skills scale that is composed of six-factor categories: *Governance, Sports Foundations, Budgeting, Risk Management, Computer Skills,* and *Communications,* and 30 individual competencies (called items) belonging to these six categories repre-

senting SM skills that both university graduates and employees should possess. The COSMA categories and items are shown in Table 2.

In the last two decades, the COSMA model was applied in different countries, to many industries and contexts. One of the most notable recent applications was published by Duclos-Bastías et al. (2021) who suggested a smaller number of factors-categories, namely: *Sports and Facilities Use-Regulation, Budget Management, Communication Skills (personnel management)* and 22 competencies (items). It demands justification of modeled processes for their implementation and the job descriptions and personnel responsible. It also requires a "tracking matrix" that specifies the use of organizational resources (financial, human, physical) that monitors strategic plan execution in real-time (COSMA Accreditation Manual, 2022, p. 13).

Table 2. The COSMA Competency Skills. Six Categories and 30 Items

Factor		Item No
Governance	G1	Implements sound procedures for postponements, rescheduling, and forfeiture of games
	G2	Handles disciplinary action, accidents, game protests, and eligibility status reports
	G3	Implements appropriate sport rules and regulations
	G4	Implements appropriate system of procurement and evaluation for officials
	G5	Utilizes procedures to regulate the conduct of participants and spectators
	G6	Uses sound procedures for settling protests
	G7	Establishes eligibility guidelines for participants
Sport Foundations	SF1	Applies updated knowledge in recreational sport research to practice
	SF2	Articulates the benefits and values of recreational sport to individuals
	SF3	Demonstrates an understanding of the sociological and psychological aspects of sport
	SF4	Demonstrates an understanding of human limitations in sport
	SF5	Applies leadership theories applicable to recreational sport.
	SF6	Applies theories of cooperative and competitive play
	SF7	Demonstrates an understanding of the organizational and operational aspects of different types of sport programming
Budgeting	B1	Identifies sources of revenue and expenditures for the budget
	B2	Defends a budget proposal.
	B3	Prepares a budget proposal.
	B4	Monitors the budget
Risk Management	RM1	Coordinates training for staff on legal and safety issues (e.g., first aid and CPR training)
	RM2	Establishes a safety program to prevent injuries and accidents
	RM3	Conducts routine inspections of facilities and equipment
	RM4	Designs strategies/policies to prevent misuse of facilities and equipment
	RM5	Exercises effective decision making in dealing with accidents
Computer Skills	CS1	Utilizes computer software for word processing, spreadsheet, presentation, etc.
	CS2	Utilizes computer operating system (e.g., Windows 95, Mac OS, etc.)
	CS3	Utilizes customized computer software programs for such purposes as scheduling, reservations, registration, etc.
Communications	COM1	Promotes harmony among personnel
	COM2	Uses good verbal communication skills
	COM3	Maintains effective communications with staff
	COM4	Motivates staff or volunteers

Source: Toh and Jamieson (2000)

In this section, we present a generic GSMC COSMA tracking matrix. We have allocated the COSMA items presented in Table 2 to GSMC matrix cells as presented in Table 3.

By relating COSMA items-competencies to GSMC cells we associate them with the corresponding critical success factor and the corresponding organizational governance or resource enabler that should be provided by the organization for its achievement. For example, the item-competency G4 "Implements an appropriate system of procurement and evaluation for officials" appears in three cells of the GSMC COSMA tracking matrix, namely: "People (CSF) - Managerial Systems (Enabler)", "People (CSF) - Inventories (Enabler)", "People (CSF) - Human Resources (Enabler)".

The G4 competency belongs to the governance factor category of the COSMA competency skills scale. It contributes to the achievement-improvement of the people CSF. As its description im-

plies, it requires a managerial system for procurement (People-Managerial Systems) that refers to purchasing inventories (People-Inventories) as well as a managerial system (People-Managerial Systems) for the evaluation of officials (People- Human Resources).

Table 3. The GSMC COSMA Tracking Matrix

Critical Success Factors	Enablers									
	Organizational Governance				Organizational Resoures					
	Organizational Structure	Job Descritpions	Processes	Managerial Systems	Land and Buildings	Equipment	Inventories	Human Resources	Capital	Information Systems
Strategy	SF7		SF7		RM4	RM4		RM2, RM4		
Customer			G5, G6	G7						
Process		RM5	G1, G6		RM3	RM3		G5, G6		
People		SF3, SF4, RM5	G1,G5	G2, G3, G4, G7, B2, B3, B4	RM3	RM3	G4	G2, G4, G5, SF2, SF3, SF4, SF6, RM1, COM1, COM2, COM3, COM4	B1, B2, B3, B4	CS1, CS2, CS3
Leadership	SF5, SF7	SF3, SF4, SF5, SF6, SF7		SF3, SF4, SF5, SF6, SF7				SF3, SF4, SF5, SF6, SF7		
Performance Measurement										
Change Management										
Continuous Improvement										
Stakeholders and CRS			G6, G7							
Information Knowledge Management	SF7	SF1, SF6	SF7	SF1, SF6				SF1. SF2, SF3, SF6		

Source: Authors

6. CONCLUSION AND FUTURE RESEARCH

In section two we presented a literature survey on the application of management science fields to sport management. Based on our survey we identified research gaps based on the recommendations of respected SM scholars and formulated our research questions. In section three we focused our literature survey on the identification of the most well-known SM maturity assessment frameworks.

A summary table of these identified frameworks was presented in section four. In the summary table, we highlighted the CSFs used by each framework to specify the most prominent ones. In the same section, we presented existing applications of management science concepts to SM and thus provided the theoretical underpinnings for the validation of each CSF. We also identified a classification of enablers in two categories, namely: *organizational governance* and *organizational resources*. In section five we presented a holistic SM maturity assessment framework called Glykas Sport Management Compass (GSMC). Assessment in the proposed framework is performed with the use of a 10 by 10 matrix composed of the 10 most prominent CSFs identified and validated in the previous section and ten enablers - four for organizational governance and six for organizational resources. We also presented the application of the proposed framework to the COSMA items-competencies. The resulting proposed *tracking matrix* is requested by the COSMA accreditation. The matrix was created by associating COSMA items-competencies to GSMC cells and thus associating them with the corresponding critical success factor and the corresponding organ-

izational governance or resource enabler. Both, the proposed GSMC maturity assessment frame-work, and the GSMC COSMA tracking matrix are novel approaches and we have not identified any similar approach in the literature to date.

The major limitations we experienced are related to the immaturity of the field of SM implementation maturity assessment frameworks as well as the vast variety of existing applications to different SM event types and SM sports organizations. The limitations we experienced justify the shortcomings identified by Laurell and Soderman (2018) who argued that the lack of "*interplay*" between management theories and SM is due to their application to quite diverse SM topics, ranging from a vast variety of sports and sport event types. Our imminent research efforts focused on developing a full set of metrics per the GSMC COSMA tracking matrix cell presented in Table 3. The authors commenced applying the proposed GSMC COSMA tracking matrix and the GSMC framework in various SM-related organizations for the purpose of further research.

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