

## MAINTENANCE AND MARKETING, PROBLEM OR CHALLENGE FOR SPORTS FACILITIES MANAGER?

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### Abstract

Achievement promising sports, recreational sports and healthy sports, or educational sport that has been established as a sport that will be developed in Indonesia must require facilities or infrastructure. Condition of sports facilities in Indonesia are generally very poor, the comfort and security as one of the indicators for sports facilities management are neglected. The maintenance for some sports facilities was abandoned because of minimum funds, or funds allocated for maintenance of sports facilities were corrupted so it needs attention and searching for solutions. There is a principle in management that states to leave some work to the experts. Manager or leader manager is the person responsible for the condition of sports facilities management. Managers need managerial skills, strong personality in managing sports facilities. The managers' mindset and decision making ability should be changed; the previous managers were passive, just spending budget turned to perform such maintenance functions of the facility in order to survive by trying to optimize the financial inclusion through marketing efforts. Maintenance and marketing of sports facilities might be problems or challenges? Utilization of sports facilities for various sports such as educational sports, achievement promising sports, recreational sports and fun sports might be the solution that we need to try to implement.

**Keywords:** sports facilities, maintenance, marketing, managers

### Introduction

Development and sports coaching for some recreational sports or educational sports in an area can be done because it is supported by a variety of factors. A sports facility is one of the important factors in the dynamics of the ongoing sports activities. The game of tennis can be implemented if the tennis courts are available, badminton game will be enjoyed by the audience if the gyms are available with all supporting facilities. Society can do jogging or a leisurely stroll comfortably if sufficient area for jogging. Availability, safety, comfort, quality standard sports infrastructure is also taken into consideration for the implementation of a sport activity.

Control or management of sports facilities in Indonesia are generally facing the same problems, Manahan Stadium in Surakarta is an example for it. There is no budgetary support from the government according to the managers so that it faces some difficulties in maintenance. Agoes Soedarman, Head of Unit business Manahan Stadium quoted Arif (Suara Merdeka, 2010) states without budgets the smooth management of the stadium will be disturbed, for in 2010 the fund may still be sufficient, but for 2011 managers did not know yet whether there were sufficient funds for employees' salary or for the maintenance of the stadium. Jalak Harupat Stadium in Bandung district, also reported a loss in its management. According to the members of Parliament Commission D, Dada Rusdiana, the income and expenditure of public funds for this stadium

should be audited because it is still a loss. Do not let it down due to some kind of mismanagement, so that the stadium is neglected and even losing money every year (Tribune, 2009: 8). Complaints also arise about the management of Mandala Krida Stadium in Yogyakarta. It is about the use of the stadium for concerts whereas the grass field in this stadium is meant for sports function (Kompas, 2008). Management staff faces some difficulties in maintenance due to lack of funds.

Sports facility management issues of the description above can be concluded due to lack of funding. The cost of maintenance of sports facilities cannot be covered well by the manager. The question comes up is if each fiscal year the manager was asked to prepare a work plan and budget and all submissions are approved, is there any guarantee that all of these sports facilities will function optimally managed according to the standards set. Model management of sports facilities in Indonesia are generally managed by the government. And according to the authors, it showed that the existing sports facilities have not been well maintained.

Fried (2005) states management (manager) of sports facilities play an important role in the implementation of the dynamics of sports activities, sports facilities management has a significant effect on the value of a sports event. Game or sporting event goes into an attractive and safe thing due to the factors that sports facilities should be managed by a professional. Mismanagement of sports facilities could lead into disaster. Business is an organization which is responsible for all functions of sports facilities, thus managing to blame in this case from the owner (government), managers, employees, errors perhaps because of the skills, knowledge, ethical or moral factors may managers.

### **The model management of sports facilities in Indonesia**

Managing an organization in various fields of life has different characteristics. Managing organizations or activities in the field of sports, especially in an organization that is in charge of managing sports facilities must be different with the organization in charge of preparing a team to a championship, different organizations engaged in the field of education. Sports facilities such as stadiums, sports hall, swimming pool, athletics track, basketball court has the characteristics of specific management procedures.

Indonesian sports facilities in large part were owned by the government, the Ministry of Education and Culture has a range of facilities that are in the scope of the school, from elementary school level to university. Sports facilities owned by ABRI (Indonesian Armed Forces) of water sports facilities, building or lot owned a football pitch. Local government level II and level I own and manage a wide range of sports facilities in the area. Sports facilities only a small privately owned by individuals or private companies, such as futsal fields currently widely established, fitness center, and swimming pool.

Ownership of sports facilities will result in how the sports facilities management model that effectively and efficiently. The sports facilities are privately owned (private) managed for the benefit of the bulk of the business or its owners are very happy with the sports and sports facilities owned volunteered for the development of sporting achievement. Various sports facilities owned by

private parties or individuals are generally well maintained and functioning optimally. Sports facilities owned by the government as many complaints, the conditions are not maintained and are not functioning optimally. Problems often complained Mass toilets are less comfortable, lights or lighting that does not meet the standard. Soil quality is very hard, or not grassy football field.

### **Skills of sports facilities manager**

The main functions of management are planning, organizing, doing, and evaluating. In the management of sports facilities, the management does not mean only a person who was in charge, management or human is a group of people who work together to achieve certain goals. A group of people working together to achieve a common goal requires leaders called the manager. The number of managers in an organization depends on how large the organization is, from the highest managers (top manager), mid-level managers (middle manager), and lower-level managers (low manager). The manager is the person responsible for coordinating all employees and the components involved, ensuring that helps short-term management goals or long-term is reached (Fried, 2005). The higher the position the manager who has the duty and responsibility of the weight, the better and worst related functions and systems management.

Sports facilities owned by private parties, private and government in its management handed over to a group of people who have structural organizations of different, but in terms of who is most responsible for whether the facility can be maintained function or not, lies in the high or top manager. Leader or chief administrator (manager) generally unwarranted damage which manages sports facilities because of a lack of maintenance costs. A classic reason from time to time if a job fails, a person tends to look for performance reasons without going to correct itself. The question that needs to be contemplated in the entire facility manager or prospective sport manager is if they are given the trust and asked to draft a work plan and costs, and entirely filled and approved by the facility owner does want to give assurance that all sports facilities it manages to function optimally?

### **Maintenance of Sports Facilities**

The skill of sports facilities manager in maintaining sports facilities is one factor that must be controlled by managers of sports facilities. Stadium, fitness center, athletic fields, badminton hall, gymnasium, swimming pool have different skills or require different treatment. Managerial skills to manage the study does not mean able to resolve or address the damage caused to sports facilities, but how as a manager is able to maintain (prevent) or minimize damage, maintain (restore function) if there is damage, and control all maintenance performance to run as should. Maintenance of sports facilities has the following steps: 1) the program and planning, 2) prepare the budget, 3) preparation and guidance to employees, 4) supervision and evaluation (Fried, 2005).

Planning that should be done is making an inventory of all parts of the sporting facilities or equipment under their responsibility. Which equipment on inventory requires routine maintenance? Which part of sports facilities that are in need of care should suddenly change?

Which part of sports facilities that need treatment with prevention models? Which part of sports facilities that are in need of treatment is only done if necessary? Treatment planning a sports facility would be optimal to create a control card care facilities such as the example in Figure 1.

ROOM/BUILDING: \_\_\_\_\_ DATE: \_\_\_\_\_

CAMPUS/CENTER: \_\_\_\_\_

TASK/EQUIP	DUE DATE	D	W	M	Q	S	A	OTHER SCHEDULE	WITHIN TOLERANCE Y/N	FOLLOW UP TEST Y/N	COMP. DATE	COMMENTS
Roofing & Fix												
Waterproofing At Wall												
Flashing & Gutter												
Joint Sealant Caulking												
Door												
Window												
Stucco												
Drywall												
Painting												
Ceiling												
Greenhouse												
Swim. Pool												
Air Handler												
Exhaust Fan												
Chiller												
CHW Pump												
Cooling Tower												
Condenser Water Pump												
HV Boiler												
HW Pump												
Con. Return System												
Gas Furnace												
Elec. Heater												

**KEY:**  
 D – DAILY  
 W – WEEKLY  
 M – MONTHLY  
 Q – QUARTERLY  
 S – SEMI-ANNUALLY

**Figure 1.** Sport facilities

Budgeting or provision of funds for the entire program and treatment planning of sports facilities becomes something very important, because without any plan the budget will not be implemented. The budget for the procurement of oil in the lawn mower equipment, if the calculated nominal small amount such as Rp. 60,000, and takes 20 minutes, but if not budgeted will result in damage to equipment valued at Rp. 15.000.000, -. Budgeting should be realistic, and do the analysis, comparison of parts which need priority, what if in certain parts of the budget cut? Some part of maintenance in several sports facilities is possible to use a contract system for budget efficiency.

Sports facilities require human maintenance to perform various maintenance activities, man must be managed for the purpose of maintenance can be achieved. The sections or departments set up so that the work can be coordinated. Maintenance in facilities such as the football stadium lawn care, maintenance and floor space, light treatments separated. Placement of employees who have the competence and responsibility, the principle of the right man on the right job and the right time. Employee training in the skills is necessary to improve. Employment status in the management of facilities need attention related sports facilities manager with the ability to budget. Model contract and permanent employees is a common employment status applied to the management of sports facilities.

Sports facility maintenance program would be perfect if the function of monitoring and evaluation is done well. Maintenance of sports facilities require very high maintenance costs. For example, grass football stadium will be damaged quickly due to the use of unsupervised and evaluated properly, even lawn care costs such as the manufacture or procurement of new grass. Supervision focused on the two most important things that are: 1) the performance of human resources, and 2) financial accountability. Control can be carried out regularly (scheduled), when there is an event monitoring to ensure that all employees work in accordance with its duties responsibility, functions can be used and the equipment safe from damage. Supervision needs to be carried out on treatments done by a contract company, whether the work has been agreed according to the standard agreement. Supervision in the financial sector is a job that requires an honest nature. Supervision of the financial sector will prevent the occurrence of the financial crisis in the management of sports facilities.

### **Sports Facilities Marketing**

The question to concern a lot, is it good to market sports facilities in order to get such optimal condition or maintain for sports facilities first then sell? Both treating and marketing activities in the field of management or management are interrelated activities. Sports facilities require maintenance budgets, marketing activities also require a budget, budget constraints owned by the manager demanding sport facilities managers or leaders with a wide range of considerations make a priority in management activities.

Marketing activities especially in the management of sports facilities are generally less done by the management of sports facilities, especially in sports facilities managed or owned by

the government. Marketing activities is a very important activity performed by the manager because through marketing activities undertaken optimal sports facility or organization that seeks to build a managed image, and the image will affect the interest of consumers to use the products or services offered thereby will be a boost in revenue the company or manager.

Marketing sports facilities is a process that should begin before the facility was built, why? The concept of marketing has to be done before the facility was built because the place (place) is a very important factor related to the process of marketing a sports facility. In the field of sports marketing mix both products or services have the following factors: the quality of products or services, price, place, promotion, sponsorship, and services (Smith, 2008: 153). Selection of the establishment of sports facilities will be very influential on the marketing strategy manager. Marketing jobs sports facilities will be lighter when the strategy where (place) has been considering (1) the location, ease of access; (2) facility design; (3) infrastructure facilities.

Transportation might be a very important sport facilities aspect, public transportation to ease the sports facilities is a major consideration before the construction of sports facilities related marketing facilities. General means of transportation such as buses, trains, airplanes for access to the facility is needed to hold some national and international events. Adequacy of parking and easy in and out of sports facilities also need to be considered by the management of sports facilities whether public or private. Thousands of people were present when a sporting event held in dire need of ease it.

Policy owners will greatly affect the performance of the facility manager. Managers of sports facilities in Indonesia, according to the authors, still have such passive mindset primarily on government-owned sports facilities. The mindset of the manager or managers of sports facilities did not bother to develop the function and the presence of sports facilities. Sports facilities which have been fulfilled by the budget in its maintenance not even think about marketing activities. Model management of privately owned sports facilities or private property will work harder to market in order to optimally function and result in income earned. Sports facilities owned by private parties as Arsenal's Emirates Stadium surely attempt to market with maximum facilities under its management. The managers work and thought optimize marketing activities in addition to factors where sport facilities have been set before.

Pricing strategy (price) rental of sports facilities need to be analyzed from time to time, who rent, what to use, lease on rush hour or normal time, government agencies or private parties, individuals or groups, to be distinguished. The rental rates need to be adjusted to the circumstances. A job which look simple but it requires thinking at all times. The quality of service of the employees of the facility tenants need to also get the attention of sports facilities manager, how an employee can be communicative, working together, respecting the consumer.

Promotional activities in the management of sports facilities are an activity that should not be abandoned by the managers of sports facilities. Various ways that manages the facility known by consumers is not an easy task to do. Now is the era of globalization campaign using social

media and promotion using the internet is the alternative techniques that can be selected in addition to promotion through print media, or electronic. Promotion is communicating activity where, at what price, and everything excess of the services offered sports facilities.

Marketing job which is still the duty and responsibility of managers of sports facilities is about how to obtain some sponsorship from some companies. It can be applied on some sports facilities that are used to hold the event sponsorship of sporting achievement, the wall surrounding the stadium for example can be used as the media to place some brands of product from some sponsors. The process of naming the stadium or gym using some brands of the sponsor can be the usual sponsorship action done in United States or in European countries. The nominal for this sponsorship with this category is usually very large with a very long term agreement.

**Table 1.** List of sponsorship for sports facilities

Name of Facility	Location	Sponsor	Nominal for Contract
Philips Arena	Atlanta(USA)	Royal Philips Elektronik	\$182 million for 20 years
FedEx Field	WashingtonD C (USA)	Federal Express	\$205 million for 27 years
Etihad	Melbourne	Etihad Airways	-
Emirates Stadium	London	Emirates Airways	-

Source:(Schwarz and Hunter,2008)

Marketing activities of sports facilities will be better if the manager wants to change the paradigm for thinking that sports facilities do not only serve for sporting activities but also function in other things such as sports facilities as a means of recreation, business, or for educational facilities to optimize revenue. Santiago Bernabeu Stadium of Real Madrid, Spain, can be a good example for this. In the stadium, it is created an area that is functioned to be a museum about the journey of Real Madrid club since its establishment until today. Excursions on the Bernabeu Stadium can be revenue rather than just functioned as the place for the game of football.

Manahan Stadium in Surakarta, Central Java, every Sunday held their region as a means to the people's business. Various souvenirs, folk crafts, and a variety of food products, mixed with healthy exercise activities, a leisurely stroll into mutually beneficial economic stretching for the manager of the stadium, the community, and merchants. Decisions in the management of sports

facilities manager will inevitably lead to effects that need to be considered good and bad. Business activities in the management of sports facilities must be made with regard to values and ethics.

### **Sports facilities maintenance and marketing: problem or challenge?**

Maintenance of sports facilities is a job that must be done so that all functions of the optimal functioning of sports infrastructure. Maintenance work would be a problem if the budget provided is not sufficient for its maintenance activities, and a challenge for a manager when the work dealing with problems. Government-owned sports facilities in general, in terms of budget management is assisted by the state finance manager workload might be lighter. Sports facilities owned by private or for-profit companies will have more severe problems and challenges in the context of maintenance and marketing of sports facilities.

The entire function of sports facilities will affect marketing activities. Consumers will be satisfied because the seat is comfortable, clean toilets, lawn and average soil, adequate parking space, ventilation and a comfortable room temperature, lighting meet the standards. The function of the equipment that supports sports facilities will affect rents sports facilities, consumers will be willing to pay more if the service provided is satisfactory. Situations where the condition of sports facilities throughout the service function optimally because good care, supported throughout the marketing performance manager will cause sports facilities will function properly and will age long. The opposite will happen where due care toward less optimal sports facilities, and is compounded by a lack of funding, the sports facilities will quickly be damaged. Huge losses for the owners of sports facilities are experiencing these problems.

### **Closing**

Sport facility is built with a huge cost, especially the sports facilities of the building has an area or a large area like a stadium, gymnasium, and swimming pool. The sports facilities were built with the enormous cost of the damaged disappears or does not function as general if the management especially in the treatment cannot perform the duties and responsibilities. Manager or leader of a health facility will be the one who takes the most responsibility for what happens in sports facilities management. Various cases of particular sports facilities owned many dysfunctional government, happen mostly in this case from the lower level managers, middle-and upper-level managers.

Sports facility managers are expected to have managerial skills, especially in managing the skills of sports facilities that have special characteristics. Managers often unwarranted lack of sports facilities which resulted in damage to the cost of maintenance of sports infrastructure, why managers do not think otherwise how to sporting facilities can generate income or revenue for the state or the owner? Paradigm in the management of sports facilities needs to be changed to the management of sports facilities to the sports industry era. Sports facilities should be managed



professionally, especially in terms of maintenance and marketing. Functioning sports facilities not only for sporting activities but also for recreation, education, and business.

Optimization function of sports facilities gives such consequences that must be managed with good managerial, the manager who has a good character (honest) and skilled in terms of managerial of sports facility is absolutely necessary. Honest person is the main requirement for infrastructure maintenance budget or sports facilities are very prone to corruption. Maintenance and marketing skills into both the compulsory skills needed. Skills will make the planning, organizing, directing, and supervising especially in its maintenance aspect are very important so that it keeps the entire infrastructure of standard functions. Skills into the marketing concept with the basic requirements for good marketing revenues ultimately will be optimal so as to maintain the sports facilities continue to function optimally and long-lived.

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