

Professional paper

SOCIAL INVESTMENT IMAGE PROJECTION

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Abstract: The achievement of a sports result requires infrastructure and capital to build, as well as maintenance. The sporting event and performance grow into the image (enriched sports product) when the capacity of the venues provide economically sustainable concept. The survey shows that: 1 / visitors' perception and the tradition affect attendance; 2 / marketing–management is projecting such sports-service processes that attract audiences, sponsors and the media, and through its image become attractive to the venue staff, and the society as a whole. The aim is to highlight the importance of valorisation of infrastructure in which valuable sporting results are achieved, and justify their mission too. Key projecting points are: 1 / commercialization of sports facilities due to new socio-economic impacts; 2 / keeping abreast of global trends in the venues' construction and operation by introducing best practices; 3 / the physical elements as determinants of the image (design, etc.); 4 / the image significance for financing and business; 5 / projection strategies for facilities' design. Projection and maintenance of the attractive image affects the audience's response, increasing the revenue needed for its functioning and modernization through the naming rights, ultimately ensuring continuity of attendance. The image of a social investment determines its further exploitation, so it is projected with special attention.

Keywords: *venues, the image of a sports facility, stadiums*

INTRODUCTION

Sport is a business that is influenced by numerous social, economic, technological, scientific and political factors from the environment. It is also a form of entertainment - s it meets the entertainment and relaxation needs of people. The mass sports facilities (stadiums, arenas...) are projected taking into account the following requirements: functionality and comfort of athletes, interests of the audience, sponsors, tenants, and the media whose expectations

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are high (for example: image, aesthetics, styles, fashion trends...). There is a wide range of sports services, including: 1 / projection, construction, financing, maintenance and security of facilities and production and maintenance of equipment; 2 / sports medical services; 3 / trade and catering services; 4 / marketing; 5 / services of sports agents, publishing, media, legal and others intellectual services, consulting... Services and tangible goods needed for sports events are consumed in the facilities (as a sports distribution mix). Sports production segments (school, amateur, professional, international and club sports, fitness, recreation, sports tourism, sports publishing, production and marketing of sportswear, footwear, apparels, products for athletes' nutrition, sports agencies, sports and show business establishment), here correspond to each other. Production segmentation is determined by homogeneous characteristics which include also theme parks compatible to the characteristics of sport products taking into account tangibility etc. Entities in the sports market include 1 / companies that produce apparels, clothing and footwear; 2 / persons / companies that offer promotional services to sports clubs; 3 / organization of sports events (staging and management); 4 / athletes' agents; 5 / facilities' owners and managers; 6 / sports products designers and the facility planners (contractors); 7 / instructors; 8 / companies managing product promotion, and licensing for the events; 9 / TV broadcasters etc. Production segmentation entities offer: 1 / equipment for various sports: balls, rackets...; 2 / products for audience and attendees of the sports events ; 3 / apparels and clothes with emblems (suits, shoes, helmets...); 4 / products intended for sports promoting, events or the gym (hats, shirts, scarves and the like, containing a logo); 5 / equipment and facilities (e.g. volleyball and basketball nets, tennis courts...); 6 / various accompanying services (e.g. racquet stringing, pool maintenance, uniforms...); 7 / recreational activities, with related products / apparels for camping, hiking ...; 8 / newspapers and sports publications; 9 / marketing and management services for events (races, matches, championships); 10 / financial, legal, constructors, promotional and similar services (Farmer et al., 1996). The image of the facility is important for everyone in it.

Sports event generates communication between the creators of the game (athletes) and fans (potential buyers of the promoted products), which establishes relations of psychological, sociological and marketing character there. The Kotler's concept of the customer value hierarchy of the product begins with the core product (sports experience), and a basic product is a sporting event. Sports result reflects the expectations of the audience, which in the future can grow into the image as the enriched product. An image of the facility is its positive perception in the minds of visitors, and through strategic efforts, it can potentially evolve into a brand. The image is an impression about someone's appearance, or in other words, it's the identity, the looks, and reputation, the renowned name in an area, achieved as a result of external appearance and original behaviour. The image of a facility is an element of product strategy, which is particularly carefully designed, and further enhanced in the exploitation phase (seen as the sports temple) enriched for the offer, which

influences the number of visitors, and thus the revenue growth. Image of the facility attracts partners who want to buy the naming rights. The host countries and cities as organizers of sports events (Smith, 2005) have benefits as the economic and social effects extend to other industries (construction, tourism, road infrastructure, transport...).

Sports services includes: 1 / sports clubs (athletes-participants, coaches, managers); 2 / infrastructure; 3 / other sports institutions (International Association delegates, referees...); and 4 / audience. Together they create a material/non material sport product (sports service entity, an idea, experience, event, program, result, image, brand), while they turn on to industrial producers and consumers (suppliers, sponsors, brokers, the media, the public) and society (Dugalić, 2005). Sports industry is the industry which marked the highest growth in recent decades, and it is reflected in the emergence of the new leagues, the growth in revenues from sponsorship and TV rights, and the emergence of a growing number of services in the field of consulting and research. Sports industry includes: 1 / sports equipment and fan props; 2 / apparels and footwear; 3 / souvenirs; 4 / sports nutrition (dietetics); 5 / publishing (books, magazines, movies... Sport products strategy is created according to the nature of the basic groups and character of the use, therefore, the market contains intangible or tangible (consistent) products which meet the numerous needs of users at the facility (functionality, aesthetics, emotion, identification, socialization, health component, snobbery, hedonism, freedom from repression, pressures as an incentive, involvement, familiarity, affirmation...).

According to Mullin, Hardy & Sutton (2000), sports marketing consists of all activities designed to meet the needs and desires of sports consumers through the process of exchange, because: 1 / it provides a comprehensive event for visitors on the spot or through the mass media (franchise of clubs, professional tournaments, arenas, stadiums, race tracks...) with the primary aim of creating events for target consumers, live or via the media; 2 / it provides facilities, apparels and programs for the players, who then produce forms of the game (colleges, clubs, commercial sports facilities, corporate, industrial or military recreation, camping, public and non-profit agencies, companies making sporting goods); 3 / it provides comprehensive games/events for visitors and facilities, equipment and programs for players; 4 / it provides administrative support, control and publicity for sports clubs and people (regulatory agencies, leagues or conferences, sports media, sponsors, agents and management, research and consulting group). This definition reflects the importance and role of sports infrastructure in the sport system, and its relevance to the achievement of sports and economic results.

METHOD

There are numerous aspects of studying sports: technological (development of sports branches, rules, equipment...), business (marketing),

historical (foundation/development of the Olympics movement, infrastructure), pedagogical (educational-transmission heritage), cultural, sociological, aesthetic, ethical... Their synergy accelerates the growth and development of sport, athletes, sports facilities, economy and society. This research related to the stadium as a representative of the widest form of social investment in Serbia, Europe and the United States was performed using the following method: historical, descriptive, explanation, comparative analysis and case studies. The selected facilities are analysed through theoretical framework and concepts. The aim is to compare some elements (history, design, aesthetics, categorization, problems...) that affect projection and keeping of the image in order to get the ideas that might be beneficial and to point to the importance of marketing for business enhancement.

RESEARCH RESULTS

An enriched sports product gives the image that is projected by means of specific factors. The owners, professional managers and naming partners want to increase attendance and transfer to the image of the facility to themselves, as the image together with the brand conveys the acquired values and perceptions that have a special effect on the target segment (audience and wide public). Image of the facility is created by sports product line and all participants in it (owners and operators of the facility, athletes, sports clubs, employees, sponsors, the public, society, space, and environment). The image becomes the subject of the sale through naming rights, it also becomes “the place“ (brand), for which is tickets are paid even for visits at the time when there is no event. The image is closely related to identity - between organizational culture, image and identity is formed interdependent, circular process. The organizational culture is the result of the efforts and experience of the team members, who give a distinct identity organization through the vision and leadership of top management. It continues through the organizational context, creating the image of the organization, based on the experience of external groups (Hatch & Schultz, 1997). The sources of competitive advantage in sports (in addition to the 12 pillars of country's competitiveness measured using the Global Competitiveness Index) are following: education, research and infrastructure, but also architecture, reputation and innovation. Corporate identity through corporate communications creates the corporate image and reputation, and feedback between them. The corporate image and reputation are under the influence of exogenous factors, which can create a competitive advantage. The authors Ferrand & Pages (1999) emphasize the key roles that the image has in sports: 1 / it creates value for sports organizations; 2 / affects the behaviour of spectators; 3 / the image of the club as support to the differentiation and positioning, and 4 / the means of identification of opportunities for sponsorship. The corporate image is built on the basis of reputation and corporate identity in the service based encounter in the facility via tangible aspects, level of service and the people who make contacts. The tangible services in object are achieved through physical service environment (serviscape). The frame of the physical environment of the service

includes: dimensions of space (environmental conditions; facility/function; characters, symbols and artefacts), holistic environment (perceived quality), an internal consumer reaction (satisfaction), and behaviour (the convergence or avoidance). Wagner (2000) has developed a typology of consumer value-based axiology (the science of values where the value is defined as the experience that the subject receives when interacting with the object), by the model of aesthetic value. The concept has the consumer cognitive and affective value and behavioural reactions to the aesthetic facility through the objective and subjective characteristics. The objective characteristics are determined by materials (sensor elements, principles and elements of design) in an interdependent and unique experience for visitors and other subjective characteristics as well as by other values which in the context of sequence, culture and geography affect the behaviour (through access, entry, circulation, intentions, protection). In this context, the sensor elements are colour, light, and texture; whereas elements are the form and space. Design principles are based on proportion, symmetry and repetition. The subjective characteristics of the consumers are motive, taste, personality and demography that under the effect of the material elements create knowledge, perceived service atmosphere and effect. The knowledge results from beliefs and categorization, the perceived servscape results from the facility (exterior and interior) and decor (furniture, equipment to be installed and used items), and the effect is the experience of enjoyment. This is a subject of the specialized area of psychology of the sports facility, where design has a strong influence on the behaviour of visitors. According to the Wakelfield, Blodgett & Blodgett (1996), the servscape frame in the facility model, which consists of: 1 / ambient dimension (accessible layout, aesthetics of the facility, the seating comfort, electronic equipment / display, and hygiene); that in the whole environment create 2 / perceived quality of the service environment, and in interaction, 3/ satisfaction with the service environment, which results in 4 / the intentions of the behaviour (to remain at the facility until the end of the game, and become a permanent visitor of the event).

Development Concept for Stadium Image

Facilities (stadiums, arenas) constructed for mass sports are of larger capacity, and dominant in number compared to other types of facilities (e.g. pools, shooting grounds etc.). The stadiums are one-purpose facilities designed to host minimum 40.000 visitors, in which are organized sporting events in several sports branches (football, athletics) and repeated in cycles (rounds seasons etc.), but they are also suitable for mass events (cultural events, concerts, political gatherings, conventions...). As they are built at the open space, functional requirements should meet the comfort requirement of the audience, not just athletes, the existing facilities are getting roofs, while the new facilities are constructed as a (semi) closed venues guaranteeing other benefits (safety of participants, better view of games, seat heating, and the field of play, etc.), which affects their design. The most of the buildings of the new era comes from the ancient version of the stadiums (the running tracks in the shape of a

horseshoe). In the Renaissance period, all facilities were adjusted to the renewed popularity of equestrian sports which took place on the city squares, so the improvised small stands for VIP guests were built. In the second half of the 19th century, the first sports clubs were founded as forerunners of the modern sport. Due to urbanization, as a result of the industrial revolution, with the population growth in the cities, interest in the new sports (football, rugby, baseball...) also grew. Great Britain was among the leaders in this area as the greatest colonial power of that era, it started increasingly building facilities for the increasing number of visitors. The revival of the Olympic Games in 1896 strengthens the character of modern sport and starts a new era of building stadiums and other facilities. The inspiration for construction of new, functional, modern, modal facilities was derived from the original venues. The creative efforts of the new era in the field of construction and architecture of buildings is under the influence of new technologies and construction materials, development of transport and road infrastructure, IT technology and the like (Dugalić, 2017), so in the last century there were created 5 generations of stadiums of recognizable image.

The stadiums belonging to the 1st generation were dedicated to visitors before the TV emerged (sports events are watched live). They were uncomfortable and unsafe buildings without any architectural value. The stands are made of cement, rarely provided with a small roof for VIP audience. This stadium model, frequent in the UK, has a typical straight-line stands on both sides of the field. It is later adapted to the model of the Olympic Stadium and the stands are built along the perimeter of the running track. According to this model, stadiums in Europe and South America were built. Their image is easily recognizable in the urban environment. In the middle of the last century, this generation of the stadium was built in different forms, but with the same basic core. The new, different stadium image was designed due to a smaller number of visitors to football matches because of the increase in total capacity in the country and the world. At the end of the fifties of the last century, most visitors begin to watch football matches on TV, due to uncomfortable, unattractive seats, often with a poor view of the playground. To attract the audience again, designing of additional facilities for spectators has begun, with the aim to improve comfort. Over the next 30 years, the newly built and renovated stadiums had full capacity seats, equipped with roofs, an increased number of toilets and stands for selling food and drink in a specialized area (concession). They are designed to provide also high-quality TV broadcasting. An important feature of their interior is décor, with the focus on contemporary design furniture, equipment and materials, as opposed to the outside characteristics. Night games are artificially lighted, and a key problem was internal security. In the eighties of the 20th century, a series of unfortunate events in the British stadiums occurred: fires at wooden stands, escalating violence of hooligans, and the disaster at Hillsborough stadium in Sheffield (demolition of the stands). These events killed hundreds of people and forced management to increase security at the matches, by applying safety

standards. The constructors begin to create new facilities: the historical museum of the clubs, restaurants, sightseeing tours of the stadium, lounges for leisure and relaxation, entertainment and fun... Facilities acquire an image of a public good which are visited constantly and not just during sporting events. The design of commercial stadiums was replaced by flexible stadiums, which carry large revenue potential by using new content to suit the needs and demands of the mass of visitors. The sliding roof, stands and playground are basic elements of the stadium project, giving it multi-functionality and flexibility to adapt to the change of situation at any time. . The stadiums are becoming ideal for media spectacles, marketing and communications through boxes, conference rooms, medical blocks, and lounges for sponsors and companies, allowing for the perfect broadcasting fulfilling audio-visual standards required by Internet and digital TV. Stadiums also have become urban icons, and they are characterized by futuristic orientation in design. Thus, they attracted many new users. These stadiums are becoming new urban centres - the new catalysts of economic development. In order to prevent the loss of visitors, which already happened in middle of 20th century, the stadiums are trying to help the audience to experience a unique and unforgettable experience, offering a wide range of content and optimum safety, inside and outside the facility (The World Stadiums, 2018). The visitor coming to the stadiums beyond time sporting events - they want to visit the interior and exterior photos from all angles, with virtual 3D computer program (Google Earth). The latest generation of the stadiums (e.g., Bird's Nest, Beijing) is projected so as to enable major international sporting events and generate multiple benefits for the host country. The constructors used high technology systems and architectural design. An innovative design contributes to the branding of the cities as stadium's impressive characteristics are easily recognizable throughout the world. This futuristic approach to building the stadium is a key element of the development of modern cities. This image also requires a detailed design in order to meet the basic economic principles of efficiency, profitability and viability, without compromising the nature of sport and architectural quality.

The model of domestic and European stadiums

Back in the day, sports facilities were designed in accordance with the climate conditions, economic power and achieved building technology, thus creating resources for sport based on the quality materials (stone) which remained in use until the 20th century. In the new countries, investors have copied the experience of the builders of these epochs, but the approach to design buildings has become more pragmatic. It takes into account the purpose (for the new sports); the materials from which they are constructed (a combination of natural and synthetic material for better performance in the construction, maintenance, and use); technique of building (laying prefabricated elements); styles (instead of reflecting styles of an epoch or region, the facilities acquired global, futuristic look); and the management strategy (e.g. commercial model partnership among the private and public sectors - PPP model). Restoring of the Olympics and the nomination of the host countries, have created the need

to demonstrate the economic power and tourist offer in a superior manner. It turns facilities into trendy places and sports temples, by means of which the reputation of the organizers, host cities and countries is built, confirmed and stated in an attempt to create and maintain the dominance. On the other hand, taxpayers and investors gain indirect benefits such as social effects and refund by the increase in employment, income that circulate at the local level (as measured by the multiplication coefficient), attracting investors, a better offer through attractive thematic parks, and subsequently a higher the share of the budget for the promotion of sport.

The problematics of facilities is the same everywhere in the world. These are the concerns: the tasks imposed by the new era designers of sports facilities; how to make them commercial and flexible for the target group (consumers); what is their significance for the state (city) in which it is located; how their construction becomes art (for style and design); why the futuristic design is projected; what visitors expect from a modern facility and what design should be implemented in order to be returned users; who is responsible for creating image of the facility and what is the responsibility of management in it; the impact of socio-economic factors on the business; what are the possible directions for their further development in line with trends and new materials (Dugalić & Krsteska, 2013). The costs of development ideas, design and construction are high, so should be the technical, technological and economic performance of the project should be explored, evaluated and presented in an elaborate manner. The factors affecting their business are the choice of location and financials. The parameters in deciding for site selection are: integration into the existing urban plan, the nature of the sports technology and service processes, planning and supply requirements, cost, existing and potential sources of funds, availability of space, number of visitors, the structure of ticket arrangements, efficiency of business (and air-promotional space), market research (price competition)... The activities related to the design and implementation of strategies therefore include a greater number of experts: consultants for sports-service processes, design team, government representatives, contractors, investors, advertising agencies, media and the like.

Due to the number and variety of facilities, international sports associations (in their sports fields), implement standardization (categorization, compliance with the standards of urban planning and construction criteria for the specific environment). There are following categories: 1 / facilities for training and sports activities; 2 / municipal and local important facilities for organizing competitions; 3 / facilities for organizing competitions of regional and national importance; 4 / facilities within which can be organized international competitions in addition to the preceding; 5 / facilities beyond these categories for organizing top-class sporting events (e.g., Olympic, continental, and worldwide championships). Facilities where competitions are held must have more rigorous requirements than those where only diagnostics or training are performed. The objective of the categorization of a facility is to establishing a certain order and standardization prescribed by the international sports

associations ensure adjustments of national practice. Standardization of facilities contributes to faster and stronger positioning of those facilities that standard required meets. New facilities are being built in accordance with the standards, while the existing ones are adapted in the process of their modernization and reconstruction. Thus, the aim of is categorization introduce to standardized quality of construction and operation of facilities, which significantly contributes to achieving and maintaining their image.

The most modern and unusual stadium in Serbia is “Bojan Majić” in Belgrade, as it is an interesting multi-purpose facility of impressive of imposing dimensions (Figure 1). It was opened in March 2013. It is one of the three stadiums in Europe that was built on the roof of a building (the other ones are in Marseilles, France, and St. Gallen, Switzerland). The complex consists of 2 parts: the largest part of the building is designed for commercial purposes, and stadium with the stands is located on the roof. Gross area of underground and above ground levels is slightly greater than 70,000 m². On the roof, there is area of 13,200 m² with multifunctional floor mat with the capacity for 5,200 visitors, thus the roof space is used for various sports and events. The investment value was about 50 million €. Under the facility, there were built two underground floors, and each of them covers over 16,000 m². There is a parking lot on the ground level, as well as a small part for technical facilities, vertical communication and shelter for 150 people. On the ground floor, there is an entrance for pedestrians, and the space is complemented by area for business, hypermarket and similar. There are delivery truck terminal and cold storage, evacuation stairs, and new substations on the back too. The floors I and II occupied by about 12,300 m², and are intended for business and offices (shops, cafes, restaurants and other commercials). The linkage between these 2 functions is provided by an independent pedestrian communication from the ground floor, which leads the visitors directly to the stands; it is made as a circular ramp, not a staircase, which increases the availability, and the elevators are also used. Within the stadium, there are two zones, one containing an open-closed-type fitness centre, on approximately 2.000 m², and the other with a number of apartments for athletes. The top position of the stadium offers breathtaking panoramas in almost all parts of the stadium, and also through the windows of the other facilities at the highest level. The effect is particularly unique with the offer for public events. The facility has some structural flaws: at the covered part of the stands, there are supporting pillars located in the central rows, creating a visual barrier for some parts of the field, especially for the higher positioned visitors. This problem can be partially solved by placing the LED screens. The stadium meets UEFA standards, but it has some security issues. Capacity still can be expanded (Iljukić, 2012).

Figure 1. *Bojan Majić Stadium, Belgrade*Source: www.il.ytimg.com/vi/NVJEOZ5PMn8/maxresdefault.jpg

The image of this facility is very impressive, but comparing its performance vs. other stadiums in terms of themed tourist attraction, this one is lagging behind in view of the capacity, construction costs and revenues. The comparative analysis of economic effects is done based on review of the stadium S. Bernabeu in Madrid, Spain (Bernabeu Stadium, 2018); it was opened in 1947, in the ownership of FC Real Madrid, and the capacity of the stands is 85,454 spectators. El Bernabéu, renamed in honour of the former club president S. Bernabéu Yeste, has an image of one of the most famous and prestigious stadium today. It hosted European Cup finals (1957, 1969, 1980); UEFA Champions League 2010; European Nations Cup 1964 and World Cup 1982, too. In 1944, two Spanish banks approved a loan intended for the purchase of land near the old Estadio Chamartin. The initial capacity of the stadium was 75,145 spectators, of which there were 27,645 sitting (7,125 covered) and 47,500 standing places. This is a unique, large, light, versatile and exclusive place of well-known image, which offers a wide range of deals, from sports through fun and recreational activities, to strictly business. Football club Real Madrid has been for over a decade at the top of the list of European football clubs with yearly income of more than half a billion €. Every year is remembered for breaking records, both in attendance on the playground, and in financials as well. The stadium revenues have increased significantly compared to the second Spanish club (Barcelona) with the announcement of the project with a detailed plan to increase the capacity of the stadium, and improve the overall experience of the game at the individual level, using the latest technological developments in information and communication. The club most of its revenues from the broadcasting and promotion, while 25% of total revenues and income comes from ticket sales. A significant part of the revenue comes from sponsors. The stadium is open to visitors throughout the year, except Christmas and New Year holidays. Based on these two case studies as the extreme opposites, some useful conclusions can be derived and implemented in the national sport; especially the fact that some European stadiums are open during the day for tourist visits that include a tour of the facility and its contents.

Sport facility categorization and standardization – the US practice

Business operations of sports facilities in Serbia are defined by the Act on Sport (2016). It is a building, i.e. space (the building structure, or part thereof, or specific surfaces) designed for sporting activities, which may contain

additional facilities (sanitary, dressing, storage, auditorium et al.) and installed equipment (construction and sports). The Rulebook on conditions for performing sports activities provides that: an organization in the field of sport has the adequate space (sports facility); requirements in terms of space and facilities, i.e. that the venue which organizes sports competitions must meet the safety standards; have at least one room for providing first aid to the spectators; allows viewers with disabilities to watch the competition from the approximately same level as the others present in the facility. This process is carried out according to the national Rulebook on the categorization of sports facilities (Serbian Official Gazette, 103/2013), which is not aligned with the Act on Sport. On the basis of the Act on Sport and the Rulebooks, local governments pass regulations to govern the operations, financing and management of sports facilities that are owned by them. The Sport Development Strategy estimates that many facilities are in bad conditions due to inadequate management and maintenance. Therefore, it is highly needed to renovate the existing and construct new facilities, and it is expected that such facilities will be improved in terms of their capacities and that new ones will be built. The law defines an obligation to analyse the current situation and categorize the facilities in order to define priorities in planning of reconstruction and construction (these activities were transferred to the Institute of Sports and Sports Medicine). Deadline for harmonizing bases was 2016, but it was not done. The Action Plan for the implementation of the Sports Development Strategy in Serbia for the period 2014-2018 defines the following goals: creating conditions for systematic planning of construction and renovation of facilities and their financing; and actions toward building national training centres.

The highest level of quality standardization is achieved in fitness centres. The number and capacity of facilities in Serbia fulfils the needs of the citizens up to a certain level. However, the largest number of facilities is in a bad condition, with the investments and regular maintenance either non-existent or irregular. There is no economic pressure on users to ensure maintenance of facilities from the current revenues (e.g. leasing). There is a lack of facilities for new and future sports (water sports, sand, snow and concrete), and regional network is not satisfactory. There is no safety at the any stadiums because they are built more than half a century ago, and parking is insufficient. In some buildings there are not enough toilets for spectators, nor enough dressing rooms: the connection between them and playgrounds is inadequate, and there is no registry of sports facilities... Therefore they look (with the exception of some built in the 21st century), out of date when compared to the world. Their exterior reflects the socialist-realist image and a lot of space is unused. The facilities are often inaccessible, and parking lot, if existing, often does not enable commercial use (parking fee, not meeting the regulations of international sports' associations in terms of capacity and equipment). A small number of facilities has its own parking, and those in the public ownership are not affected by users' decisions. Investment and commercial use of training, business and parking space can be resolved by the synergy of the state and management with a vision

which is oriented towards the future and wants to bring new ideas for business improvement. It cannot be done by those who now manage them at the expense of society (poor grade of the management is presented in the valid Sport Development Strategy), and the people who manage them poorly or for personal gain, should be dismissed and held accountable. The restructuring of sport and infrastructure has to go in the following order: business (replacement of users and requesting reports for previous business operations), technological restructuring of the sports-service processes (new facilities for new sports), and, a final measure is the ownership restructuring. The positive image of the facility cannot be created by a simple transformation of ownership and the club listing on the stock market, but by a successful entrepreneurial logic, increased capacity utilization and growth in attendance, otherwise abuse in transformation may lead to change of their business purposes.

UEFA defines requirements for stadiums which may host matches of the Champions League (Guide to Quality Stadiums, 2018). Technical recommendations and requirements for construction and modernization of a stadium refer to the following aspects: license issued by the inspection authority, the minimum capacity, the number of seats reserved for persons with disabilities, the dimensions of the field, bench, lighting, heating seats, billboards and LED screens, covered bench, VIP lounges and seating for visitors, medical box, parking, adequate access to public traffic, security concept, the warm-up players space, adequate public toilets for both genders, adequate space for refreshments, technical rooms, indoor passage from the dressing room to the courts, guests space and rivals club fans, the tags, the speakers, special space for training adequately equipped for medicals and examinations, media space: press box, commentary positions, broadcasting and TV studio, platforms and cameras, press conferences space... So, the design of a facility is formed partly as a result of bureaucratic procedures. The design of the facility and the external form are becoming increasingly important. Stadiums become tourist attractions because of the characteristics and the image generated by sports results and strategies in all stages - from concept, design, and construction, to use. Visitors today can actively participate in the assessment of the quality of the content of the facility and image. The recommended USRT methodology (The Ultimate Sports Road Trip) by authors Kulyk & Farrell (Stadion Lambeau Field, 2019) proposes evaluation of the quality and image of the object using grades 1-10 for the following attributes: architecture, concessions, scoreboard, monitoring service (distribution of the audience), the support of fans, location, banners/history, entertainment, fan support, fan comfort zone, with the possible bonus grades for some activities. The best rated stadium in the USA as per the USRT method is Lambeau Field in Green Bay in Wisconsin, the headquarters of Green Bay Packers, with the score of 78.5 points (as shown in Figure 2).

In season 2009/10 the revenue was 282 mil. \$, of which salary of 2,560 employees (mostly part-time) amounted to 124.3 mil. \$. A benefit for society as tax revenue was 15.2 mil. \$. The visitors' in Serbia should be able to rate quality

of the facilities, instead of having the image created by bureaucratic and ineffective categorization and uncertain outcome.

Figure 2. *Lambeau Field, G. Bay, Wisconsin, categorizing by USRT methodology*

Source: <http://football.ballparks.com/NFL/GreenBayPackers/newindex.htm>

Architecture	8
Concessions	9
Scoreboard	6.5
Ushers	7
Fan Support	10
Location	8
Banners/History	9
Entertainment	5
Concourses/Fan Comfort	8
Bonus: Tailgate Scene	3
Bonus: USRT Assist	2
Bonus: Atrium	1
Bonus: Hall of Fame	1
Bonus: Title town	1
Total Score	78.5

DISCUSSION

Sports clubs cannot carry out their mission without the infrastructure. Sport is characterized by masses encouraged by IT technology and media. Mass media (TV, radio, screens, Internet) have extensive coverage of the region (reach, number). The cost of exposure per unit is in inverse proportion to the reach. The digital communication is fast and has numerous varieties, and media control (their purchase due to lower advertising costs) affect the objective reporting, which is reflected in the attendance. Due to the product diversification, price differentiation, unimagined scale of sports promotion, as a sports marketing strategy, place of delivery and customer satisfaction - sports facility becomes a magnet for investors, the challenge for designers an opportunity to provide hospitality to countries, organizers and sponsors, and the place of worship for the visitors. Sport requires facilities that meet the requirements for the implementation of activities, and provide comfort, security and a variety of offers for visitors (Fried, 2015). Sports facility is a material and technical base complemented by the service environment (servicescape) that influences the perception of image. The climate changes, increased standards and higher customer expectations require that new buildings are constructed as (semi) closed venues, while the existing are being covered. This leads to merging of some forms such as stadiums and arenas, with main purpose of their

economical construction, maximum capacity utilization and adaptation to new sports. This way, the interior becomes enriched by the factors that complement the image of the facility. These facilities contain one or more playgrounds - the training area, the main and additional courts; supporting facilities such as: dressing rooms, procurement service, warehouse, clinic, offices, administration, gym, sauna, solarium, massage rooms; fun space; a place for rest, recreation and learning; communication as hallways, walks, runs, lifts, parking... In the facilities, such as stadiums, multi-functional arenas, etc., there is commercial space which is rented and represents a significant source of income, in a function of success management and operations (covering the costs of maintenance, insurance and exploitation). Each facility must have these contents, and based on integrity their image is assessed. There are some specific characteristics and differences depending on its purpose (type of sport, designed for a few or more different sports), the architectural type (grounds / high-rise building), construction and openness towards the playgrounds (uncovered / covered), the ownership (school, state, private, mixed...) etc. Their distribution strategies range from mass through selective to exclusive sales model.

Different authors and users evaluate the elements of design and sales strategy differently, but for acquiring the image, the perception of visitors' is most important. Crompton (2004) lists factors: revenue growth, society visibility, improving image of society, and stimulating the development of psycho-physical benefits of residents. When it comes to financing of the construction and operation of buildings, a shift in funding is observed, from traditional public investment to the partnership of private and public sector for more efficient private initiative in the construction and using of facilities, particularly because of the cost, and security service environment that was the deciding factor in the strategy of creating and maintaining of image. The participation of entrepreneurship is predominant in the covered facilities (arenas, balloons, fitness centres), because profitable events are organized (using over 200 days per year) offering diversity of program (entertainment and others) and covering more market segments. Theodorakis et al. (2014) list six dimensions of the quality service of a facility: 1 / access (parking, accessibility); 2 / reliability (service delivery on time); 3 / responsibility (providing prompt services); 4 / tactile and visual appeal (stadiums and pitch); and 5 / safety (more security). Chalip, Green & Hill (2003) have studied the factors to attract visitors, and divided them into 3 groups: 1 / the destination image; 2 / the intention to visit; 3 / personal significance. The destination image is measured using the variables: destination organization, natural environment, the price-quality ratio, sightseeing opportunities, risk, modernity, weather, benefits and opportunities for family visits. Greenwell, Fink & Pastore (2002) investigated the influence of certain physical elements of the venue on customer satisfaction, on a sample of 218 visitors of a hockey league in the United States to examine their impact on the quality of other variables (core product and service). The multilevel linear regression analysis shows the quality of predictions of variable elements all

together through the satisfaction of the customer (the coefficient $R^2 = 0.183$, and adapted $R^2 = 0.162$), whereas the attributes of the facility rated individually had lower impact. The hierarchical linear regression revealed that both types of perception (personal and facility) contribute to the customer satisfaction more than the perception of the core products, and the authors conclude that a facility should be used in combination with other quality goals in order to improve the satisfaction of the visitors.

These perceptions are complemented by following elements: 1 / playground, 2 / parking 3 / the location, landscape, and position (according to latitude, the main roads), 4 / the facility's capacity (total and dimensions of the playgrounds in m2, m3, ...), 5 / external traffic flow (ramps, exit to the public road), 6 / internal traffic flow (horizontal, vertical traffic of people and supply of the facility, as well as between the level of the stands), 7 / VIP lounge, 8 / sales stands, 9 / toilets for visitors, 10 / marks (signalling direction), 11 / security and safety (police, security guards, medical / ambulance, fire protection), 12 / stands, 13 / space for accommodation of players (measuring procedures, wardrobe, media room, clean connection with a playground), 14 / media box for commentators, 15 / scoreboards and public announcements, and 16 / office for business, operations and maintenance (Farmer et. al, 1996). As a model to evaluate the image, the following factors can also be used: history of the club and sporting destinations, tradition, museum, communication (photo opportunity) with the famous players, space for persons with disabilities, modernity, friendliness of employees in the facility, access to the city, connection with the main traffics (air, road, rail transport), club colours, festive atmosphere... The featured USRT model contains some of these intangible variables and it is a dominant method in the facilities' image evaluation in the United States. Based on the case studies, (domestic, European, and American stadium), similarities and differences were observed. The analysed facilities are regulated (categorized) in the country where they operate and standardized by international sports associations (FIFA etc.), which affects their design (Dugalić, 2016) and consequently the image. But the facility personnel skills and quality marketing strategy give uniqueness and affect perception of visitors, which is important in behavioural phase, crucial for return and creating a positive image that is spread through word of mouth to the new customers.

CONCLUSION

The pillars of competitiveness in sports are infrastructure (buildings, legislation), education and research. Sports and economic efficiency is the result of cooperation and competitiveness of entities involved in sports. . In sports, the result is impossible without the synergy of these factors. There is no successful facility business (the sports system) and built image without a marketing strategy. These facility strategies differ according to whether it is an already operating venue (modernization as a strategy for competitiveness), or yet to be projected. As their construction is mainly financed from the budget, the time and place of construction is associated with the candidacy of the country or city to

host major sporting events (Olympics, World, and European Championships). The famous facilities (sports temples) attract many visitors, thus completing countries' tourists and economic potential and positively contributing to the image of the region. The number and quality of content in the facility are adjusted to the standardization of the country and international sports associations, and vary by region and sports.

The case studies and USRT model presented in this paper evaluate the image of a facility based on the content/factors: architecture, concessions, scoreboards, security (moving the crowd), the support of fans, location, banners / history, entertainment, fans reception and comfort. Sometime visitors evaluate image by: the quality of the game, hygiene, safety, tradition (history), location, servicescape and friendliness of employees. An owner can increase the utilization capacity, the number of events in the course of a year, and generate higher revenue with an increase in number of visitors. The rating of a facility image by visitors should be added to standardization in Serbia, on presented models. The image is gained by designing marketing strategies and publicity. This research aims to promote project management in sport. An enriched offer and the stable image can be placed on the market through the income of naming rights and gain money for reconstruction and modernization. In this way, the quality of service is continuously increased and the image of a facility and its sponsors further strengthened. . The facility image based on examples of stadiums can be projected as a new model, and unique patterns matching the economic, cultural and social context in which a facility operates can be introduced.

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