

Stručni članak

PROJEKTOVANJE IMIDŽA DRUŠTVENE INVESTICIJE

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Apstrakt: Ostvarenje sportskog rezultata iziskuje infrastrukturu i kapital za izgradnju i održavanje. Sportski događaj i sportski rezultat prerasta u imidž (obogaćeni sportski proizvod), kada popunjenost kapaciteta objekta obezbedi ekonomski održiv koncept. Istraživanje pokazuje da: 1/ percepcije posetilaca i tradicija utiču na posećenost; 2/ marketing menadžment projektuje sportsko-uslužne procese privlačeći publiku, sponzore i medije i putem imidža postaje atraktivan zaposlenima u objektu i društvu u celini. Cilj je ukazati na značaj valorizacije infrastrukture u kojoj se postižu vredni rezultati i opravda misija njihovog postojanja. Ključne tačke projektovanja objekta su: 1/ komercijalizacija sportskih objekata usled novih društveno-ekonomskih faktora; 2/ praćenje trendova u svetu u izgradnji i poslovanju sportskih objekata kroz usvajanje dobre prakse; 3/ fizički elementi kao odrednice imidža (dizajn i sl.); 4/ značaj imidža za finansiranje i poslovanje; i 5/ strategije projektovanja imidža objekta. Projektovanje i održavanje atraktivnog imidža utiču na odziv publike, uvećavajući prihod potreban za njegovo funkcionisanje i modernizaciju kroz prodaju prava imena, čime se obezbeđuje kontinuitet posećenosti. Imidž društvene investicije određuje njenu dalju eksploataciju, te se projektuje s posebnom pažnjom.

Ključne reči: *sportski objekat, imidž sportskog objekta, stadioni*

UVOD

Sport je biznis na koji utiču brojni društveni, ekonomski, tehničko-tehnološki, naučni i politički faktori iz okruženja. To je i oblik zabave, tako se izlazi u susret potrebama ljudi za zabavom i relaksacijom. Za masovne sportove se projektuju objekti (stadioni, arene...), uz zahteve: funkcionalnost i komfor sportista, interes publike, sponzora, zakupaca i medija kojima su važna očekivanja kao npr. imidž, estetika, stilovi, modni trendovi...Sportske usluge imaju širok spektar: 1/ usluge projektovanja, izgradnje, finansiranja, održavanja i obezbeđenja objekata i proizvodnje i održavanja opreme; 2/ medicinske

sportske usluge; 3/ trgovinske i ugostiteljske usluge; 4/ marketing; 5/ usluge sportskih agenata, izdavaštvo, medijske, pravne i druge intelektualne usluge, konzalting... Usluge i opipljivi proizvodi potrebni za kreiranje sportskih događaja se konzumiraju u objektu - mestu prodaje (sportskog distributivnog miksa). Segmenti sportske produkcije (školski, amaterski, profesionalni, internacionalni i klupski sport, fitnes, rekreacija, sportski turizam, sportsko izdavaštvo, proizvodnja i plasman sportske odeće, obuće, rekvizita, proizvoda namenjenih prehrani sportista i očuvanju kondicije, sportske asocijacije, agencije, sportski i estradni menadžerski establišment), ovde korespondiraju međusobno. Proizvodnu segmentaciju određuju homogene karakteristike koje uključuju i tematske parkove, po karakteru sportskih proizvoda s obzirom na opipljivost i sl.

Subjekti sportskog tržišta su: 1/ preduzeća koja proizvode sportsku opremu, odeću i obuću; 2/ lica/kompanije koje nude promotivne usluge sportskim organizacijama; 3/ organizacije sportskih događaja (režiranje i upravljanje); 4/ agenti - zastupnici sportista; 5/ vlasnici i menadžeri objekata; 6/ dizajneri sportskih proizvoda i projektanti (izvođači radova) u objektu; 7/ instruktori/treneri; 8/ kompanije koje vode promociju proizvoda i licenciranje za događaj; 9/ TV kompanije koje prenose događaj...

Subjekti proizvodne segmentacije nude: 1/ rekvizite učesnika za razne sportove: lopte, reketi...; 2/ proizvode za gledaoce i posmatrače sportskih manifestacija; 3/ sportsku opremu i odeću s amblemima (trenerke, patike, kacige...); 4/ proizvode namenjene promociji u sportu, sportskim događajima ili fitnesu (kape, majice, šalovi i sl., obeleženi logotipom); 5/ opremu i objekte (pr. odbojkaške i košarkaške mreže, teniski tereni...); 6/ razne prateće usluge (npr. zatezanje reketa, održavanje bazena, dresova...); 7/ rekreativne aktivnosti s pripadajućim proizvodima/rekvizitima: oprema za kampovanje, planinarenje...; 8/ časopisi i sportske publikacije; 9/ marketinške i menadžerske usluge za sportske događaje (trke, utakmice, šampionati); 10/ finansijske, pravne, konstruktorske, promotivne i sl. usluge (Farmer et al., 1996). Imidž objekta je važan za sve njegove korisnike.

Sportski događaj je izvor komunikacije između kreatora igre (sportista) i navijača (potencijalnih kupaca sponzorskih proizvoda), kojom se u objektu uspostavlja relacije psihološkog, sociološkog i marketinškog karaktera. Kotlerov koncept hijerarhije vrednosti proizvoda za kupca započinje jezgrom proizvoda (sportski doživljaj), a osnovni proizvod je sportski događaj. Sportski rezultat je izraz očekivanja publike, koji u perspektivi kao obogaćeni proizvod, može prerasti u imidž. Imidž objekta je pozitivna slika o njemu u svesti posetilaca i stratejskim naporom, potencijalno može prerasti u brend. Imidž je utisak koji ostavlja nečija pojava, ili to je slika, izgled, pa i ugled, stvoreno ime u nekoj oblasti, postignuto spoljašnjim izgledom i originalnim ponašanjem. Imidž objekta je element proizvodne strategije, koji se posebno pažljivo projektuje (dizajn, i sl.), i izgrađuje u fazi eksploatacije (viden npr. kao hram sporta), zbog obogaćene ponude koja utiče na posećenost, a time i na rast

prihoda. Imidž objekta privlači naming partnere koji žele kupiti pravo imenovanja. Koristi od toga imaju zemlje i gradovi domaćini, organizatori sportskih manifestacija (Smith, 2005), jer se privredne i društvene koristi protežu na ostale grane privrede (građevinarstvo, turizam, putna infrastruktura, prevoz...).

Sportske usluge se razlikuju prema karakteristikama: 1/ sportska društva i klubovi (sportisti-participanti, treneri, menadžeri); 2/ infrastruktura (objekti); 3/ druge sportske institucije (međunarodne asocijacije, delegati, sudije...); i 4/ publika. Oni zajedno kreiraju (ne)materijalan sportski proizvod (sportsku uslugu, entitet, ideju, doživljaj, događaj, program, manifestaciju, rezultat, imidž, marku); a upućeni su na industrijske proizvođače i potrošače (dobavljači, sponzori, posrednici, mediji, publika) i društvo (Dugalić, 2005). Sportski biznis je najviše rastuća grana privrede zadnjih decenija; ogleda se kroz nastanak novih liga, rast prihoda od sponzorstva i TV prava, i pojavu sve većeg broja usluga u oblasti konsaltinga i istraživanja.

Sportsku industriju čini ponuda: 1/ sportske opreme i navijačkih rekvizita; 2/ sportske odeće i obuće; 3/ suvenira; 4/ ishrane u sportu (dijetetika); 5/ izdavaštva (knjige, časopisi, video zapisi)...Strategija sportskog proizvoda se kreira prema karakteru osnovnih grupa i karakteru upotrebe; pa se na tržištu javljaju neopipljivi ili materijalni, (konzistentni) proizvodi koji u objektu zadovoljavaju brojne potrebe korisnika (funkcionalnost, estetiku, emotivnost, identifikaciju, socijalizaciju, zdravstvenu komponentu, snobizam, hedonizam, oslobađanje od presije, presija kao podsticaj, uključenost, poznatost, afirmacija...).

Prema Mullin, Hardy & Sutton (2000), sportski marketing čine sve aktivnosti dizajnirane da zadovolje potrebe i želje sportskih potrošača kroz proces razmene, jer: 1/ pruža pakovane događaje za posetioce na mestu događaja ili preko masovnih medija (sportske franšize profesionalnih timova, profesionalne turnire, dvorane, stadione, hipodrome...) sa primarnim ciljem kreiranja događaja za ciljne potrošače, uživo ili preko medija; 2/pruža postrojenja, opremu i programiranje za igrače, koji zatim proizvode oblik igre (koledži, klubovi, komercijalni objekti, korporativna, industrijska ili vojnička rekreacija, kampovi, javne i neprofitne agencije i kompanije sportske robe); 3/pruža pakovane igre/događaje za posetioce i postrojenja, opremu i programiranje za igrače; 4/obezbeđuje administrativnu podršku, kontrolu i publicitet za klubove i ljude (regulatorne agencije, lige ili konferencije, sportski mediji, sponzori, agenti i menadžment, istraživačke i konsalting grupe). Ova definicija odražava važnost i ulogu sportske infrastrukture u sistemu sporta relevantne za ostvarenje sportsko-ekonomskog rezultata.

METOD

Aspekti izučavanja sporta su brojni: tehnološki (razvoj grana, pravila igre, rekvizita...), poslovni (marketing), istorijski (nastanak/razvoj olimpijskog

pokreta, infrastrukture), pedagoški (vaspitni-prenos nasleđa), kulturološki, sociološki, estetski, etički... Njihova sinergija ubrzava rast i razvoj sporta, sportista, sportskih objekata, privrede i društva. Istraživanja stadiona kao reprezentiva najmasovnijih formi društvenih investicija u Srbiji, Evropi i SAD su obavljena pomoću metoda: istorijske, deskriptivne, obrazloženja, uporedne analize i studija slučaja. Izabrani objekti se analiziraju kroz teorijske izvore i koncepte. Cilj je da se poređenjem nekih elemenata (istorijat, dizajn, estetika, kategorizacija, problematika...) koji utiču na projektovanje i održavanje imidža objekta, dođe do korisnih ideja i ukaže na značaj marketinga za unapređenje njihovog poslovanja.

REZULTATI ISTRAŽIVANJA

Obogaćeni sportski proizvod daje imidž koji se projektuje pomoću specifičnih faktora. Vlasnici, profesionalni upravljači i naming partneri žele povećati posećenost i transferišu imidž objekta ka sebi, jer imidž, zajedno s brendom prenosi stečene vrednosti i percepcije koje imaju poseban efekat na ciljni segment (publiku i najširi auditorijum). Imidž objekta kreira i sam sportski asortiman, i svi učesnici u njemu (vlasnici i upravljači objekta, sportisti, sportske organizacije, zaposleni, sponzori, publika, društvo, prostor, ambijent). Imidž postaje predmet kupoprodaje kroz naming rights, postaje kultno mesto (brend), za koje se plaća ulaznica kako bi se posetio i u vreme kada u njemu nema događaja. Imidž je u bliskoj vezi sa identitetom - između organizacione kulture, imidža i identiteta nastaje međuzavisni, cirkularni proces. Organizaciona kultura nastaje naporom i iskustvom članova tima, koji daju poseban identitet organizaciji, kroz vizionarstvo i liderstvo upravljačkog vrha. To dalje, kroz organizacioni kontekst stvara imidž organizacije zasnovan na iskustvu eksternih grupa. Izvor konkurentne prednosti u sportu (pored 12 oslonaca konkurentnosti zemlje, merenih pomoću Global Competitiveness Index) su još: obrazovanje, istraživanje i infrastruktura, ali to mogu biti i arhitektura, reputacija i inovativost. Korporativni identitet kroz korporativnu komunikaciju kreira korporativni imidž i reputaciju, a između njih je povratna sprega. Korporativni imidž i reputacija su pod dejstvom egzogenih faktora, što može stvoriti konkurentsku prednost. Ferrand & Pages (1999) ističu ključne uloge koje imidž ima u sportu: 1/ stvara vrednost za sportske organizacije; 2/ utiče na ponašanje navijača; 3/ imidž kluba kao podrška diferencijaciji i pozicioniranju i 3/ sredstvo identifikacije mogućnosti za sponzorstvo. Korporativni imidž se gradi na temelju reputacije i korporativnog identiteta, u uslužnom susretu u objektu kroz opipljive niti, nivo usluge i ljude koji ostvaruju kontakte. Opipljivost usluge u objektu se postiže kroz fizički uslužni ambijent (servicescape). Okvir fizičkog uslužnog ambijenta su: ambijentalne dimenzije (ambijentalni uslovi; prostor/funkcija; znakovi, simboli i artefakti), holistički ambijent (percipirani kvalitet), interne reakcije potrošača (satisfakcija) i ponašanje (kroz približavanje ili izbegavanje). Wagner (2000), je razvio tipologiju potrošačke vrednosti zasnovane na aksiologiji (nauci o vrednostima gde je vrednost definisana kao doživljaj koji subjekt prima u interakciji sa objektom), kroz model estetske

vrednosti. Koncept ima potrošačku kognitivnu i afektivnu vrednost i bihevioralne reakcije na estetski objekat, kroz objektivne i subjektivne karakteristike. Objektivne karakteristike određuju materijali (senzorski elementi, principi i elementi dizajna) u međuzavisnom i jedinstvenom iskustvu posetilaca kroz subjektivne karakteristike i dr. vrednosti koje u kontekstu sekvence, kulture i geografije utiču na ponašanje (kroz prilaz, ulaz, cirkulaciju, namere, zaštićenost). Pri tome, senzorski elementi su boja, svetlo i tekstura, a elementi dizajna: forma i prostor. Princip dizajna bazira na proporciji, simetriji i ponavljanju. Subjektivne karakteristike potrošača su motiv, ukus, personalitet i demografija; koji pod dejstvom materijalnih elemenata, kreiraju spoznaju, percipirani uslužni ambijent i efekat. Spoznaja nastaje od uverenja i kategorizacije, percipirani servicescape od građevine (spoljašnjosti, unutrašnjosti) i dekora (nameštaja, ugrađene opreme i upotrebljenih predmeta), a efekat je iskustvo uživanja. Time se bavi posebno područje psihologije objekta, u kojem dizajn ima jak uticaj na ponašanje posetioca. Okvir servicescape u objektu je model kojeg čine: (Wakelfield, Blodgett & Blodgett, 1996): 1/ ambijentalne dimenzije (pristupačan raspored, estetika objekta, komfor sedenja, elektronska oprema/ displej, čistoća); koje u kompletnom okruženju stvaraju 2/ percipirani kvalitet uslužnog ambijenta, a u interakciji, 3/ zadovoljstvo uslužnim ambijentom, koje rezultira, 4/ namerama u ponašanju (da se ostane do kraja utakmice i postane redovan posetilac događaja).

Koncept razvoja imidža stadiona

Za masovne sportove se konstruišu objekti (stadioni, sportske hale) većeg kapaciteta, zastupljenijih u odnosu na druge vrste (npr. bazene, strelišta). Stadioni su jednonamenski objekti konstruisani da prime minimum 40.000 posetilaca, u kojima se organizuju sportski događaji u okviru nekoliko grana sporta (fudbal, atletika), sa cikličnim ponavljanjem (kola, sezone), a pogodni su i za masovne manifestacije (kulturni, estradni, politički događaji, konvencije). Kako se grade na otvorenom prostoru, funkcionalni zahtevi idu u korist komfornosti publike, a ne samo sportista, pa se postojeći objekti pokrivaju, a novi konstruišu kao objekti (polu)zatvorenog tipa uz pružanje drugih pogodnosti (sigurnost učesnika, bolja preglednost igre, zagrevanje sedišta i terena za igru i sl.), što utiče na njihov dizajn. Najveći broj objekata nove ere potiče od antičke verzije tzv. stadija (atletskih staza u obliku potkovice). U periodu renesanse ovi objekti su podređeni obnovljenom konjičkom sportu koji se odvijao na trgovima, a zatim su improvizovane male tribine za važne posetioce. U drugoj polovini 19. veka, počinju se osnivati prvi sportski klubovi kao preteče savremenog sporta. Uz porast broja stanovnika u gradovima usled urbanizacije, kao posledice industrijske revolucije, raste i interesovanje za nove kolektivne sportove (fudbal, ragbi, bejzbol...). U tome je prednjačila Velika Britanija, kao najveća kolonijalna sila tog doba, gde se intenzivno grade objekti namenjeni većem broju posetilaca. Oživljavanjem Olimpijskih igara (OI) 1896. godine jača značaj modernog sporta i započinje nova era izgradnje stadiona i drugih objekata. Inspiracija za građenje novih, funkcionalnih, modernih, višenamenskih objekata su bile prvobitne građevine. Stvaralaštvo novog doba u oblasti

građevinarstva i arhitekture objekata je pod uticajem novih tehnologija izgradnje i materijala, razvoja saobraćaja i putne infrastrukture, informaciona tehnologija (IT) i sl. (Dugalić, 2017), pa je u prošlom veku nastalo pet generacija stadiona prepoznatljivog imidža.

Stadioni prve generacije su korišćeni pre pojave televizije (sportski događaji su praćeni uživo). To su neudobne, nebezbedne građevine bez arhitektonske vrednosti. Tribine su betonske, retko obezbeđene malim krovom za važne gledaoce. Ovaj model stadiona zastupljen u Velikoj Britaniji ima tipične pravolinijske tribine sa obe strane terena. Kasnije je prilagođen po uzoru na Olimpijski stadion pa su tribine izgrađene duž oboda atletske staze. Po ovom modelu su izgrađeni stadioni u Evropi i Južnoj Americi. Njihov imidž je lako prepoznatljiv u gradskoj sredini. Sredinom dvedesetog veka ova generacija stadiona se javlja u raznim formama, sa istim osnovnim jezgrom. Novi izgled stadiona nastaje zbog manje posetilaca na fudbalskim utakmicama i zbog porasta ukupnih kapaciteta u zemljama i svetu. Krajem pedesetih godina istog veka većina posetilaca prati fudbalske utakmice putem televizijskih prenosa, zbog neudobnih, neprivaćanih mesta, sa često lošim pogledom na igralište. Da se pridobije publika počelo je projektovanje dodatnih sadržaja za gledaoce, u cilju poboljšanja komfora. Narednih 30 godina izgrađeni i renovirani stadioni su bili punog kapaciteta sedišta, opremljeni krovovima, povećanim brojem toaleta i prodajnim štandovima hrane i pića u posebnom prostoru (koncesije). Opremani su tako da omoguće kvalitetan televizijski prenos. Bitna im je odlika unutrašnji izgled prostora s akcentom na savremen dizajn nameštaja, opreme i materijala, za razliku od spoljašnosti suprotnih karakteristika. Noćne utakmice su osvetljavane veštački, a ključni problem je bila unutrašnja bezbednost. Osamdesetih godina 20. veka nastaje niz nemilih događaja na stadionima Velike Britanije: požari drvenih tribina, eskaliranje nasilja huligana, rušenje tribina na Hillsborough stadionu (Šefild)... Ovi su događaji usmrtili stotine ljudi i prisilili rukovodstva da povećaju sigurnost na utakmicama, uvođenjem bezbednosnih standarda. Počinju se kreirati novi sadržaji: istorijski muzej kluba, restorani, turistički obilasci stadiona, saloni za razonodu i opuštanje, rutinsko druženje i zabavljanje... Objekti stiču imidž javnog dobra stalno posećenog, a ne samo tokom sportskih događaja. Projektovanje komercijalnog stadiona zamenjuju fleksibilni stadioni, koji nose velike prihode korišćenjem potencijala novih sadržaja koji odgovaraju potrebama i zahtevima masovnih posetilaca. Pokretni krovovi, tribine i igralište su bazni elementi projektovanih stadiona, dajući im multifunkcionalnost i fleksibilnost da bi se u svakom trenutku mogli promeniti u zavisnosti od situacije. Stadioni postaju idealni za medijske spektakle, marketing i komunikaciju kroz izgrađene lože, konferencijske sale, medicinske blokove, salone za sponzore i kompanije, omogućavajući savršen televizijski prenos ispunjavanjem audio-vizuelnih standarda koje zahtevaju internet i digitalna televizija. Stadioni postaju urbane ikone, a karakteriše ih futuristička orijentacija u dizajnu. Tako je privučeno mnogo novih korisnika. Stadioni postaju novi urbani centri - katalizatori novog razvoja privrede. U cilju sprečavanja osipanja posetilaca, koje se već dogodilo polovinom 20. veka, stadioni nastoje pomoći

publici da doživi jedinstveno i neponovljivo iskustvo, nudeći širok spektar sadržaja i optimalnu bezbednost, unutar i van objekta (The World Stadiums, 2018). Stadioni su posećeni i izvan vremena sportskih događaja - pomoću sajta, lica koja žele razgledaju fotografije enterijera i eksterijera iz svih uglova, „obilazeći“ ga uz 3D virtualni program (Google Earth).

Poslednja generacija stadiona (npr. Ptičje gnezdo, Peking) se projektuje da bi veliki međunarodni sportski događaji generisali višestruke koristi zemlji domaćinu. U upotrebi su visokokvalitetni tehnološki i arhitektonski sistemi projektovanja i izgradnje. Inovativni dizajn doprinosi brendiranju gradova jer stadioni impresivnih karakteristika postaju lako prepoznatljivi širom sveta. Futuristički pristup izgradnji stadiona je ključan element procesa razvoja savremenih gradova. Ovakav imidž zahteva i detaljno projektovanje zadovoljenja osnovnih ekonomskih principa ekonomičnosti, profitabilnosti i rentabilnosti, bez ugrožavanja prirode sporta i arhitektonskih kvaliteta.

Model domaćeg i evropskog stadiona

Sportske objekte projektuju stara carstva u kojima su usled klimatskih uslova, ekonomske moći i dostignute tehnologije izgradnje, stvoreni resursi sporta koji su zbog kvaliteta materijala (kamen) u upotrebi do 20. veka. U novootkrivenim zemljama su kopirana iskustva graditelja tih epoha, ali je pristup projektovanju objekata pragmatičniji. To se odnosi na namenu (za nove sportove); materijale iz kojih su građeni (kombinovanje prirodnih i sintetičkih materijala za postizanje boljih performansi u izgradnji, održavanju i korišćenju); tehniku izgradnje (polaganje gotovih elemenata); stilove (umesto odražavanja epoha i regiona dobijaju globalan, futuristički imidž); i način njihovog upravljanja (npr. model komercijalnog partnerstva privatnog i javnog sektora, tzv. PPP model). Obnavljanje OI, i kandidovanje zemalja domaćina, stvaraju potrebu da se pokaže ekonomska moć i turistička ponuda na superioran način. To objekte pretvara u kulturna mesta i hramove sporta putem kojih se stvara, potvrđuje i nameće prestiž organizatora, gradova domaćina i nacija koje na taj način žele steći i održati dominaciju. Sa druge strane, poreski obveznici – finansijeri izgradnje, stižu indirektno koristi, društvene efekte i povraćaj novca kroz rast zaposlenosti, prihoda koji cirkulišu na lokalnom nivou (mereno koeficijentom multiplikacije), privlačenje investitora, bolju turističku ponudu kroz atraktivne tematske celine, a tim i veći udeo iz budžeta za unapređenje sporta.

Problematika objekata je ista svuda u svetu. To su nedoumice: koje zadatke novo doba nameće projektantima sportskih objekata; kako ih učiniti komercijalnim i fleksibilnim za ciljne grupe (potrošače); kakav je njihov značaj za državu (grad) u kojoj se nalazi; kako njihova izgradnja postaje umetnost (vezano za stil i dizajn); zašto se projektuje futuristički dizajn; šta posetioci očekuju od savremenog objekta i kakav dizajn treba da poseduje da bi im se korisnici ponovo vratili; ko je zadužen za stvaranje imidža objekta i kakva je odgovornost menadžmenta u tome; kakav je uticaj društveno-ekonomskih faktora na poslovanje; koji su mogući pravci njihovog daljeg razvoja, u skladu

sa trendovima i novim materijalima (Dugalić & Krsteska, 2013). Troškovi razvoja ideje, projektovanja i izgradnje su visoki pa treba istražiti, vrednovati i elaborirati tehničko-tehnološke i ekonomske performanse projekta. Faktori koji utiču na njihovo poslovanje su izbor lokacije i finansijska konstrukcija. Parametri u odlučivanju za izbor lokacije su: uklapanje u postojeći urbanistički plan, karakter tehnologije sportsko-uslužnih procesa, potrebe uređenja i snabdevanja, troškovi, postojeći i potencijalni izvori sredstava, raspoloživost prostora, broj posetioca, struktura bilet-aranžmana, stepen iskorišćenja poslovnog (i vazdušno-promotivnog) prostora, istraživanje tržišta (cena, konkurencije)... Aktivnosti u projektovanju i implementaciji strategija zato uključuju veći broj saradnika: konsultante za sportsko-uslužne procese, konstruktorski tim, vladine predstavnike, izvođače radova, investitore, marketinške agencije, medije i sl.

Zbog brojnosti i raznovrsnosti objekata međunarodne sportske asocijacije (u svojim granama sporta), provode standardizaciju (kategorizaciju, usklađenost sa normativima urbanističko-građevinskih kriterijuma određene sredine). Oni su razvrstani u kategorije: 1/ objekti za trening i sportsko-rekreativne aktivnosti;

2/ objekti u kojima se mogu organizovati takmičenja opštinskog i lokalnog značaja;

3/ objekti u kojima je moguće organizovati i takmičenja od regionalnog i nacionalnog značaja;

4/ objekti u okviru kojih se pored prethodnih mogu organizovati međunarodna takmičenja;

5/ objekti izvan kategorija u kojima se organizuju vrhunske međunarodne sportske priredbe (npr. OI, kontinentalna i svetska prvenstva).

Objekti u kojima se održavaju takmičenja imaju rigoroznije zahteve od onih u kojima se obavljaju samo dijagnostika, priprema sportista i trening. Cilj kategorizacije objekata je uvođenje reda, a standardizacije koje propisuju međunarodne sportske asocijacije usklađuju domaću praksu. Standardizacija objekata doprinosi bržem i jačem pozicioniranju onih objekata koji ispunjavaju tražene standarde. Novi objekti se grade u skladu sa tim, dok se kod postojećih oni nastoje uskladiti tokom modernizacije i rekonstrukcije. Kategorizacija ima za cilj standardizaciju kvaliteta u izgradnji i poslovanju, što značajno doprinosi postizanju i održavanju njihovog imidža.

Najmoderniji i najneobičniji stadion u Srbiji je „Bojan Majić“ u Beogradu, zanimljive kombinacije namena impozantnih dimenzija (Slika 1). Otvoren je u martu 2013. godine. Ima imidž trećeg stadiona u Evropi koji je sagrađen na krovu nekog objekta (postoje još u Marseju u Francuskoj i Sent Galenu u Švajcarskoj). Kompleks se sastoji od dve celine: najveći deo objekta je namenjen komercijalnim sadržajima, a stadion sa tribinama se nalazi na krovu. Bruto površina podzemnih i nadzemnih etaža je nešto veća od 70.000 m². Na krovnoj površini od 13.200 m² je izgrađena multifunkcionalna podloga s

kapacitetom tribina za 5.200 posetioca, te se krovni prostor koristi za organizaciju raznih sportsko-kulturnih manifestacija. Vrednost investicije je oko 50 mil. €. Ispod objekta su izgrađene dve podzemne etaže od kojih svaka zaprima preko 16.000 m². Na podzemnim nivoima je parking prostor, a manji deo su tehničke prostorije, vertikalne komunikacije i sklonište za 150 ljudi. U prizemlju je ulaz za pešake, a prostor je dopunjen manjim poslovnim jedinicama, delom za hipermarket i sl. Sa zadnje strane je dostavni terminal za kamione i hladnjače, evakuacione stepenice i nova trafostanica. Prvi i drugi sprat zauzimaju po oko 12.300 m² i namenjeni su poslovno-administrativnom poslovanju (prodavnice, kafei, restorani i druge komercijalne delatnosti). Veza između ove dve funkcije je obezbeđena kroz nezavisnu pešačku komunikaciju koja iz prizemlja gledaoce direktno vodi na tribine; realizovana je kao kružna rampa, ne kao stepenište, što povećava dostupnost, a koriste se i liftovi. U okviru stadiona projektovane su dve zone gde se nalaze fitness centar otvoreno-zatvorenog tipa površine oko 2.000 m² i niz apartmana za boravak sportista. Visinska pozicija stadiona pruža atraktivne panorame na skoro svim delovima stadiona i kroz prozore ostalih sadržaja na najvišem nivou. Efekat je posebno jedinstven sa ponudom za javne događaje. Objekat ima i neke konstrukcijske propuste: kod nadstrešnice za tribine potporni stubovi se nalaze u središnjim redovima, stvarajući vizuelnu prepreku delova terena, osobito za gledaoce sa viših pozicija. Taj problem se može delimično rešiti postavljanjem LED ekrana. Stadion ispunjava standarde UEFA, ali ima problem vezan za bezbednost. Kapacitet stadiona je moguće povećati (Iljukić, 2012)

Slika 1. Stadion „Bojan Majić“, Beograd

Izvor: www.il.ytimg.com/vi/NVJEOZ5PMn8/maxresdefault.jpg



Imidž ovog objekta je vrlo impozantan, ali kada se sagledaju performanse drugih stadiona - tematskih turističkih atrakcija, objekat za njima zaostaje kapacitetom, troškovima izgradnje i prihodima. Primer za poređenje ekonomskih efekata je stadion S. Bernabeu u Madridu, Španija (Santiago

Bernabéu Stadium, 2018); otvoren je 1947. godine, u vlasništvu je FK Real Madrid, a kapacitet tribina mu je 85.454 gledalaca. El Bernabéu, preimenovan u čast bivšeg predsednika kluba S. Bernabéu Yeste, ima imidž jednog od najpoznatijih i najprestižnijih stadiona današnjice. U njemu su održani Finale Evropskog kupa (1957, 1969, 1980); finale UEFA Lige šampiona 2010; Kup evropskih nacija 1964. i Svetski kup 1982. Godine 1944. dve španske banke su dale kredit namenjen kupovini zemljišta u blizini starog *Estadio Chamartin*. Početni kapacitet stadiona je bio 75.145 gledalaca, od čega sa sedištem za 27.645 gledalaca (7.125 pokrivena) i 47.500 stajaćih mesta. To je jedinstveno, veliko, svetlo, svestrano i ekskluzivno mesto prepoznatljivog imidža koje nudi široku lepezu mogućnosti, od sportskih, preko zabavno-rekreativnih, do strogo poslovnih. Fudbalski klub Real je preko deceniju na vrhu liste evropskih fudbalskih klubova po ostvarenim godišnjim prihodima, većim od 1/2 milijardi €. Godina za godinom se pamti po probijanju rekorda posećenosti na igralištu i u finansijskim izveštajima. Najavom projekta sa detaljnim planom o povećanju kapaciteta stadiona i poboljšanju celokupnog doživljaja utakmice na nivou pojedinca, uz korišćenje najnovijih tehnoloških dostignuća u oblasti informatike i komunikacija, prihodi stadiona su značajno porasli u odnosu na drugi španski klub (Barselona). Ovaj klub najviše prihoda ostvaruje od prodaje TV prava i promocije, dok 25% ukupnog prihoda čine prihodi od prodatih ulaznica. Značajan deo prihoda dolazi od sponzora. Stadion je otvoren za posetioce tokom cele godine, osim božićnih i novogodišnjih praznika. Na bazi ovih studija slučaja kao ekstremnih iskustava se mogu izvesti neki korisni zaključci koje treba implementirati u domaći sport; posebno činjenicu da su neki evropski stadioni otvoreni tokom dana za turističke posete koje uključuju samo razgledanje objekta i sadržaja u njemu.

Kategorizacija i standardizacija - SAD praksa

Poslovanje sportskih objekata je definisano Zakonom o sportu iz 2016. godine. To je građevina, tj. prostor (građevinski objekat, odnosno njegov deo ili uređena površina), namenjen za sportske aktivnosti, koji može da ima prateći prostor (sanitarni, garderobni, spremišni, gledališni i dr.) i ugrađenu opremu (građevinsku i sportsku). Pravilnik o uslovima za obavljanje sportskih delatnosti propisuje da: organizacija u oblasti sporta ima odgovarajući prostor (sportski objekat); uslove u pogledu prostora, odnosno objekata, da objekat u kojem se organizuje sportsko takmičenje mora ispunjavati bezbednosne uslove; da poseduje najmanje jednu prostoriju za prvu pomoć gledalaca; i da omogućava gledaocima sa invaliditetom da posmatraju takmičenje na približno istom nivou kao ostali prisutni u objektu. Proces standardizacije se odvija prema Pravilniku o nacionalnoj kategorizaciji sportskih objekata (Sl. Glasnik RS, 103/2013), koji nije usklađen sa Zakonom o sportu. Na temelju Zakona o sportu i Pravilnika, jedinice lokalne samouprave donose propise kojima regulišu poslovanje, finansiranje i način upravljanja sportskim objektima koji se nalaze u njihovom vlasništvu. U Strategiji razvoja sporta je ocenjeno da su mnogi objekti zbog neadekvatnog upravljanja i održavanja u veoma lošem stanju. Zbog toga postoji

velika potreba za revitalizacijom postojećih i izgradnjom novih objekata, pa se predviđa unapređenje njihovih kapaciteta i izgradnja novih. Zakonom se predviđa obaveza analize postojećeg stanja, i kategorizacije objekata kako bi se definisali prioriteti pri planiranju obnove i izgradnje (kao povereni posao ustupljen je Zavodu za sport i medicinu sporta RS). Rok umrežavanja baze je bila 2016. godine, ali to nije urađeno. Akcionim planom za sprovođenje strategije razvoja sporta u RS za period 2014-2018. su definisani ciljevi: stvaranje uslova za sistematsko planiranje izgradnje i adaptaciju objekata i njihovo finansiranje; i rad na izgradnji nacionalnih trening centara.

Najveći stepen standardizacije kvaliteta je ostvaren kod fitnes centara. Infrastruktura u Srbiji po brojnosti i kapacitetima relativno zadovoljava potrebe stanovništva. Ali, najveći broj objekata je u dotrajalom stanju, a investiciono i tekuće održavanje izostaje ili je neredovno. Ne postoji ekonomske prisile nad korisnicima da se objekti održavaju iz tekućih prihoda (npr. davanja u zakup poslovnog prostora). Postoji nedostatak nekih objekata za nove i buduće sportove (sportovi na vodi, pesku, snegu i betonu), a njihov regionalni raspored nije zadovoljavajući. Ugrožena je bezbednost na stadionima, a na nekim objektima koji su projektovani pre više od pola veka nedovoljan je parking prostor. U nekim objektima nema dovoljno sanitarnih prostora za gledaoce, mali je broj svlačionica, neadekvatna je veza između svlačionica i sportskih sala, ne postoji jedinstven registar sportske infrastrukture... Zbog toga oni (sa izuzetkom onih sagrađenih u 21. veku), izgledaju skromno u odnosu na svetske. Njihova spoljašnjost odražava soc-realistički imidž, a prostor je neiskorišćen. Objekti su često nepristupačni, a parking prostor, ukoliko postoji, nije u stanju koje omogućava komercijalnu upotrebu (naplata parkiranja, neispunjavanje propisa međunarodnih sportskih asocijacija po kapaciteti i opremljenosti). Mali broj objekata ima svoj parking prostor, a oni u javnom vlasništvu su izvan domašaja odlučivanja korisnika. Investiranje i komercijalna upotreba trenažnog, poslovnog i parking prostora se može razrešiti sinergijom države i menadžmenta koji ima viziju, okrenutu ka budućnosti i želi uneti nove ideje za unapređenje poslovanja. To ne mogu učiniti oni koji su sada njima upravljali na štetu društva (loša ocena upravljanja je data i u aktuelnoj Strategiji razvoja sporta), pa ljude koji su njima upravljali loše ili u ličnu korist, treba smeniti i pozvati na odgovornost. Restrukturiranje sporta i infrastrukture mora ići redosledom: poslovnog (smena i polaganje računa za prethodno poslovanje postojećih korisnika) i tehnološkog restrukturiranja sportsko-uslužnih procesa (novi objekti za nove sportove), a krajnja mera je vlasničko restrukturiranje. Pozitivan imidž objekta ne nastaje prostom transformacijom vlasništva i izlaskom kluba na berzu, već uspešnom preduzetničkom logikom, povećanjem iskorišćenja kapaciteta i rastom posećenosti, inače će zloupotreba transformacije dovesti do promene njihove namene.

UEFA propisuje zahteve za stadione u okviru kojih se mogu održavati utakmice Lige šampiona (Guide to Quality Stadiums, 2018). Tehničke preporuke i zahtevi konstrukcije i modernizacije stadiona se odnose na aspekte: dozvola inspekcije, minimalan kapacitet, broj sedišta rezervisanih za hendikepirana lica,

dimenzije igrališta, obezbeđenje klupa za rezervne igrače, osvetljenje, zagrevanje klupa, mogućnost prenosivosti promotivnih panoa, pokrivena klupa za rezervne igrače, VIP lože i sedišta za goste, medicinske prostorije, parking prostor, adekvatan pristup javnom saobraćaju, bezbednosni koncept, prostor za zagrevanje igrača, adekvatni javni toaleti za oba pola, adekvatan prostor za osveženje, tehničke prostorije, natkriven prolaz od svlačionica do terena, prostorije za prijem navijača gostujućeg kluba, oznake (signalizacija), zvučnici adekvatne jačine, posebne prostorije za treniranje adekvatno opremljene sa delom za medicinske tretmane i preglede, prostorije za medije: poseban i adekvatan ulaz, press box, komentatorske pozicije, TV studio, platforme za kamere, sobu za konferencije za novinare... Tako dizajn objekta nastaje delom kao rezultat birokratskih procedura. Dizajn objekta i spoljašnja forma doživljavaju snažnu ekspanziju. Stadioni postaju turističke atrakcije zbog karakteristika i imidža stvorenog pomoću sportskog rezultata i strategija u fazama od ideje, projektovanja, izgradnje do upotrebe. Posetioci danas mogu aktivno da učestvuju u oceni kvaliteta sadržaja objekta i samog imidža. Preporučena USRT metodologija (*The Ultimate Sports Road Trip*) autora Kulyk & Farrell (2015), kvalitet i imidž objekta vrednuje ocenama od 1 do 10 pomoću atributa: arhitektura, koncesije, semafor, redarska služba (razvođenje publike), podrška navijača, lokacija, baneri/istorija, zabava, hospitalizacija fanova, udobnost navijača u fan zoni, a moguć je i bonus za neke aktivnosti. Najbolje ocenjeni stadion u SAD, pomoću USRT metoda je Lambeau Field, u Green Bayu, Wisconsin, sedištu Green Bay Packersa, sa 78,5 poena kako pokazuje Slika 2.

Slika 2. Kategorizacija stadiona Lambeau Field, G. Bay, Wisconsin, pomoću USRT metodologije

Izvor: <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: Titledown	1
Total Score	78.5

U sezoni 2009/10. je ostvaren prihod od 282 mil. \$, od čega su plate 2.560 zaposlenih (uglavnom honorarnih) iznosile 124,3 mil. \$, a korist za društvo u vidu prihoda od poreza je bila 15,2 mil. \$. Mogućnost da posetioci ocene kvalitet objekta treba uvesti u Srbiji, umesto da je imidž posledica birokratizovane, neuspešne kategorizacije, čiji ishod je neizvestan.

DISKUSIJA

Sportske organizacije ne mogu vršiti svoju misiju bez infrastrukture. Sport karakteriše masovnost podstaknuta informacionom tehnologijom i sredstvima informisanja. Mas-mediji (TV stanice, radio, ekrani, internet) imaju veliku pokrivenost regiona (domet, brojnost). Po jedinici izloženosti ovi troškovi su u obrnutoj proporciji prema doseg. Elektronske forme komunikacija imaju brze i brojne varijetete, a kontrola medija (njihovom kupovinom radi nižih troškova oglašavanja) utiče na objektivno izveštavanje što se odražava na posećenost. Usled diversifikacije proizvoda, diferenciranja cena i neslučenih promotivnih razmera sporta, kao strategija sportskog marketinga, mesto prodaje i isporuke satisfakcije-sportski objekat, postaje magnet za investitore, izazov za projektante, prilika za pružanje gostoprimstva državama, organizatorima i sponzorima, a kultno mesto za publiku. Sport zahteva objekte koji ispunjavaju uslove za realizaciju aktivnosti, i pružaju udobnost, sigurnost i raznovrsnu ponudu za posetioce (Fried, 2015). Sportski objekat je materijalno-tehnička celina (facility) nadopunjena uslužnim ambijentom (servicescape) koji utiču na percepcije o imidžu. Klimatski uslovi, rast standarda i veća očekivanja korisnika uslovljavaju da se novi objekti konstruišu kao (polu)zatvoreni, dok se postojeći pokrивaju. To dovodi do stapanja nekih formi kao npr. stadioni i arene, a osnovna svrha im je ekonomičnost izgradnje, maksimalno iskorišćenje kapaciteta i prilagođavanje novim sportovima. Tako se unutrašnjost obogaćuje faktorima koji dopunjuju imidž objekta. Ovi objekti sadrže jedno ili više igrališta – vežbališta, glavne i pomoćne terene; prateće sadržaje kao: svlačionice, ekonomat, magacin, ambulantu, prostorije za službena lica, administraciju, teretane, saune, solarijume, sale za masažu; prostor za publiku sa pratećim prostorom; prostor za odmor, rekreaciju i učenje; odgovarajuće komunikacije: hodnike, prilaze, prolaze, liftove, parkinge... U objektima, kao što su stadioni, multi funkcionalne arene i sl., projektuju se komercijalni (poslovni) prostori koji se izdaju u zakup što je značajan izvor prihoda, u funkciji racionalnog upravljanja i poslovanja (pokrivanje troškova održavanja, osiguranja i eksploatacije). Svaki objekat mora imati ove sadržaje, a na bazi celovitosti se procenjuje njihov imidž. Specifičnosti i razlike postoje prema nameni objekta (vrsti sporta, namenjeni za par ili više različitih sportova), prema arhitektonskom tipu (nisko/visokogradnja), prema otvorenosti konstrukcije i terena za igru (otvoreni/zatvoreni), prema vlasništvu (školski, državni, privatni, mešoviti)... Distributivne strategije idu od intenzivnog preko selektivnog do ekskluzivnog modela prodaje.

Različiti autori i korisnici vrednuju elemente oblikovanja i prodajne strategije, ali su za sticanje imidža najvažnije percepcije publike. Crompton

(2004) navodi faktore: rast prihoda, zapaženost društva, poboljšanje imidža društva, stimulisanje razvoja i psiho-fizičke koristi stanovnika. U finansiranju izgradnje i poslovanja objekata se zapaža pomeranje izvora finansiranja, od tradicionalno javnih ulaganja ka partnerstvu privatno-javnog sektora zbog efikasnije privatne inicijative u izgradnji i eksploataciji objekata, osobito zbog troškova, i obezbeđenju uslužnog ambijenta koji je odlučujući faktor u strategiji kreiranja i održavanja imidža. Učešće privatnog kapitala je dominantno kod zatvorenih objekata (arena, balona, fitnes centara), jer se u njima organizuju rentabilni događaji (upotreba preko 200 dana godišnje), koji raznovrsnošću programa (estradni i dr. sadržaji) pokrivaju više tržišnih segmenata. Theodorakis et al. (2014) navode šest dimenzija kvaliteta usluga objekta: 1/ pristup (parking, dostupnost); 2/ pouzdanost (isporuku usluga na vreme); 3/ odgovornost (pružanje brze usluge); 4/ opipljivost i vizualna privlačnost (stadiona i terena za igru); i 5/ sigurnost (osećaj bezbednosti). Chalip, Green & Hill (2003) su istraživali faktore privlačenja posetilaca podeljenih u tri grupe: 1/ imidž destinacije; 2/ namere za posetu; 3/ lični značaj. Imidž destinacije su merili pomoću varijabli: uređenje destinacije, prirodno okruženje, odnos cena-kvalitet, mogućnosti razgledanja, rizik, modernost, klima, pogodnosti i mogućnosti za porodične posete. Greenwell, Fink & Pastore (2002) su na uzorku od 218 posetilaca hokej lige u SAD istraživali uticaj pojedinih fizičkih elemenata objekta na zadovoljstvo kupaca, kako bi ispitali njihov uticaj na druge varijable kvaliteta (srž proizvoda i uslužni personal). Višestrukom regresionom analizom je pokazan kvalitet predviđanja zavisne promenljive svih elemenata zajedno, kroz zadovoljstvo kupca (koeficijent $R^2 = 0,183$ i prilagođeni $R^2 = 0,162$), dok su atributi objekta pojedinačno imali manji uticaj. Hijerarhijska regresiona analiza pokazala je da obe percepcije (personal i fizički objekat) doprinose zadovoljstvu kupaca iznad uticaja percepcije o jezgri proizvoda, pa autori zaključuju da treba koristiti fizički objekat u kombinaciji sa drugim ciljevima kvaliteta u cilju poboljšanja nivoa zadovoljstva posetilaca.

Ove percepcije se dopunjuju elementima: 1/ teren za igru, 2/ parking, 3/ pozicija, predeo i orijentacija (prema geografskoj širini, glavnim saobraćajnicama), 4/kapacitet objekta (ukupno i dimenzije terena u m², m³...), 5/ spoljašnji saobraćajni tok (prilazi, priključenje na javne saobraćajnice), 6/ unutrašnji saobraćajni tok (horizontalni, vertikalni protok ljudi i snabdevanja - kretanje u objektu i između nivoa tribina), 7/ separei za VIP lica, 8/ prodajna zona (štanovi), 9/ toaleti za posetioce, 10/ označavanje (signalizacija za kretanje mase), 11/ sigurnost i bezbednost (pripadnici javnog reda, redari, medicinska/hitna pomoć, protivpožarna zaštita), 12/ tribine, 13/ objekti za smeštaj igrača (merne procedure, garderoba, medijski prostor, povezani čistom vezom s igralištem), 14/ medijski prostor namenjen reporterima, 15/ panoji za praćenje rezultata i javno oglašavanje i 16/ prostor za administraciju, poslovanje i održavanje (Farmer et. al., 1996). Kao model u oceni imidža služe i faktori: istorija kluba i sportske destinacije, tradicija, posedovanje muzeja, mogućnost komunikacije (fotografisanja) s poznatim sportistom, sadržaj prilagođen licima s hendikepom, modernost, ljubaznost zaposlenih u objektu, pristupačnost

delovima grada, dobra povezanost s glavnim komunikacionim pravcima (avionski, drumski, železnički prevoz), klupske boje, slavljenička atmosfera...Prikazani USRT model sadrži deo fizičkih i neopipljivih varijabli i dominantan je metod ocene imidža objekata u SAD. Na bazi studija slučaja (domaći, evropski i američki stadion) su uočene sličnosti i razlike. Analizirani objekti podležu regulativi (kategorizaciji) zemlje u kojoj posluju i standardizaciji od strane međunarodnih sportskih asocijacija (FIFA i sl.), što utiče na njihov dizajn (Dugalić, 2016), a posledično i na imidž. Ali, sposobnost ljudi zaposlenih u objektu i kvalitet marketing strategije, rađaju unikatnost i percepcije posetilaca, što je od značaja u bihejvioralnoj fazi, koja je odlučujuća za ponovni dolazak i stvaranje pozitivnog imidža koji se prenose putem žive reči, od usta do usta, novim korisnicima.

ZAKLJUČAK

Infrastruktura (objekti, legislativa), obrazovanje i istraživanje su osnova konkurentnosti sporta. Sportsko-ekonomska efikasnost je rezultat kooperativnosti i konkurentnosti subjekata u sportu. U sportu je rezultat nemoguć bez sinergije tih faktora. Nema uspešnog poslovanja objekta (sportskog sistema) i sticanja imidža bez marketinške strategije. Strategije za objekte se razlikuju prema tome da li objekat već posluje (modernizacija kao strategija prema konkurenciji), ili tek treba da se projektuje. Kako se njihova izgradnja uglavnom vrši iz budžeta, mesto i vreme i zgradnje se dovodi u vezu sa kandidaturom zemlje ili grada za velike sportske događaje (OI, svetski, evropski šampionati). Poznati objekti (hramovi sporta) privlače brojne posetioce, čime se zaokružuje turistički i privredni potencijal zemlje, obogaćujući imidž regiona. Brojnost i kvalitet sadržaja u objektu podležu standardizaciji zemlje i međunarodnih sportskih asocijacija i razlikuju se po regionima i nameni (granama sporta).

Studije slučaja i USRT model u radu ocenjuju imidž objekta uz pomoć sadržaja/faktora: arhitektura, koncesije, semafor, redarska služba (razvođenje publike), podrška navijača, lokacija, baneri/istorija, zabava, prihvatanje fanova i udobnost u navijačkoj zoni. Posetioci vrednuju imidž i kroz faktore: kvalitet terena za igru, higijenu, bezbednost, tradiciju (istorijat), lokaciju, uslužni ambijent i ljubaznost zaposlenih. Pomoću ovih faktora se može povećati stepen korišćenja kapaciteta, broj događaja i ostvariti prihod kroz rast posećenosti. Ocena imidža od strane posetilaca treba da budu dopuna standardizaciji u Srbiji, na prikazanom modelu objekata. Imidž se stiče projektovanjem marketing strategije i publicitetom. Cilj istraživanja je afirmacija projektovnog upravljanja u sportu. Obogaćena ponuda i stabilan imidž se mogu plasirati na tržištu kroz prodaju prava imena (naming rights) za neko vreme i novac potreban za rekonstrukciju i modernizaciju. Tako se podiže kvalitet usluga u njemu, jača imidž objekta i njegovog sponzora. Imidž objekta na primeru stadiona može se projektovati na nekom novom modelu, a mogu se uvesti i jedinstveni obrasci primereni ekonomskom, kulturnom i društvenom kontekstu u kojem objekat posluje.

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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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