

## CORRELATIONS BETWEEN THE GENERIC SEGMENT OF MEDIA EXPOSURE OF TEAM-SPORTS AND THE BUSINESS AND SPORTING ACHIEVEMENTS

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### **Abstract**

Owing to the media, the sporting industry has largely increased its attractiveness, production and sale intended for the sporting producers (direct – indirect) and the sporting consumers (passive – active), but for the wider public, as well. Attractiveness, as a special feature of marketing abilities of individual sports, is a specific feature in itself in terms that sports belonging to the sporting industry have larger or lesser marketing potentials (football, basketball, volleyball, and team-handball), which additionally increases the interests of the mass-media, the business investors, the advertisers and the sponsors for this type of sporting products and services. Purpose of this research work is to objectify the media exposure of the sporting organisations in team-sports from the Canton of Sarajevo in terms of selection of generic strategies and their impact on the targeted media market in relation to the realised business and sporting achievements. This research defines a correlation between structural and generic significance of the media exposure segment within sports, such as, football, basketball, volleyball, and team-handball from the Canton of Sarajevo for the competitive 2003/04 season, and the business and sporting achievements segment, based on which are presented the abilities of the analysed sporting organisations in team-sports, to a larger or a lesser degree, using the potentials and attractiveness of their own sports, and in wider application of the organisational business function of public relations, by means of sporting market, to provide a higher level of profitability for themselves.

**Key words:** correlation, media exposure, business and sporting achievement

### **Background**

Sporting activity as a specific social phenomenon has specific elements of public activity in terms of mass-media and mass-cultural attractiveness. In future, public and cultural aspects of sports will become even more obvious, and the selection of strategic performance at the targeted market media, that is, the multiple public will have almost a critical significance. Therefore, public relations, as a business function of an organisation, which according to some authors could be a separate function or a part of the marketing function (M. Đurić, 1992, and M. Bartoluci, 1997), represent one of the most significant elements of the quality management system of individual sporting organisations. This research analyses the public relations function, which is presented as correlations between the generic media exposure segment of the analysed sporting organisations in team-sports from the Canton of Sarajevo and the realised business and sporting achievements. In this sense, this research is focused on the success analysis of the strategic performance at the targeted market media of the sporting organisations in team-sports (football, basketball, volleyball, and team-handball) from the Canton of Sarajevo for the competitive 2003/04 season,

objectified based on the outcomes of the correlation analysis of the end effects of the generically significant media exposure segment of the sporting clubs and the business and sporting achievements. Taking into consideration that contemporary sports is not based on public scene only, but also on a multitude of other functions that go before that, the strategic orientation of the sporting organisations at the market depends largely on the success of the public relations function. Absence of public relations („PR“) in sporting organisations can very frequently turn into its opposite and, in that way, lead the organisation into a difficult position where mass-media create the public relations, and by that the impact on the organisation governance. Outcomes of the research objectify the status of the selection of generic strategies at the market of the analysed sporting organisations in team sports from the Canton of Sarajevo and their correlation with the business and sporting achievements.

### **Problem and purpose of this research**

This research demonstrates the correlations between the generically significant media exposure segment of sports, such as football, basketball, volleyball, and team-handball from

the Canton of Sarajevo and the business and sporting achievements segment at the Canton of Sarajevo level and rationalises the conditions for the performance on the market programme application, on one side, and attracting interest of mass-media on the other, as a targeted market with a specific impact on the sporting organisations economic variables of the analysed sports. The purpose of this research is to define the correlation between the business and sporting achievement and the generically significant media exposure segment of team-sports, such as, football, basketball, volleyball, and team-handball from the Canton of Sarajevo for the 2003/04 competitive season in relation to the business and sporting achievements. This research presents the attractiveness of team-sports and sporting products at the targeted media market, which is considered the first prerequisite for achieving significant economic performances of the sporting organisations.

### Methods

The sample of respondents for the needs of this research is defined as the cluster of 62 analysed sporting clubs in team-sports, such as, football, basketball, volleyball, and team-handball, in the competitive 2003/04 season from the Canton of Sarajevo, for which the previous researches determined that they have the high levels of marketing and entrepreneurial potentials (A. Mašala, 2002). This work required the analyses of the following 10 criteria variables of the generically significant media exposure segment, and which are as follows: number of television announcements (TVANNOUN); number of television commentaries (TVCOMM); number of live television broadcasts (TVLIVBROAD), number of radio announcements (RADANNOUN), number of radio commentaries (RADCOMM); number of live radio broadcasts (RADLIVBROAD); number of newspaper announcements (NEWSANNOUN); number of newspaper commentaries (NEWSCOMM); business achievement (BUSACHI); and sporting achievement (SPACHI). To objectify the research outcomes, this research used a non-parametric computing procedure called the Spearman's rank-correlations (Ro-correlation coefficient). In this research we presented the reviews of the listed values that are the outcomes of the statistical processing and inferences analysed in the SPSS software programme. Based on this statistical package, this research presented the reviews of the Spearman's correlation coefficients values, as well as the levels of their significance in testing the correlations between the business and sporting achievements and the other criteria variables.

### Research outcomes and discussion

For the analysis of the business and sporting achievement it is significant to provide the valorisation of its correlation with the media exposure segment related to the electronic and printed media. To that purpose, this research analysed the correlation between the media exposure structure variable and the business and sporting achievement variable of the sporting organisations in football. Table 1 gives the review of non-parametric correlation coefficients in the analysis of the correlation between the business and sporting achievements variable and the media exposure variable of the sporting organisations in football for the 2003/04 season.

Table 1. Correlation between the business and sporting achievement variable and the media exposure variable in football for the 2003/04

Football	BUS			SPA		
	R	P	N	R	P	N
TVANNOUN	0.42	0.03	27	0.56	0.00	27
TVCOMM	0.13	0.51	27	0.73	0.00	27
TVLIVBROAD	0.33	0.09	27	0.48	0.01	27
RADANNOUN	0.23	0.25	27	0.53	0.01	27
RADCOMM	0.13	0.52	27	0.73	0.00	27
RADLIVBROAD	0.39	0.05	27	0.43	0.03	27
NEWSANNOUN	0.65	0.00	27	0.60	0.00	27
NEWSCOMM	0.18	0.36	27	0.72	0.00	27
BUSACHI	1.00	.	27	0.45	0.02	27
SPACHI	0.45	0.02	27	1.00	.	27

Based on the outcomes presented, it can be concluded that this research verifies the statistical significance of the coefficients correlation between the business achievement variable (BUSACHI) and the number of television announcements (TVANNOUN), live radio broadcasts (RADLIVBROAD) and newspaper announcements (NEWSANNOUN) variables. The sporting achievement variable (SPACHI) is in the statistically significant correlation with all media exposure variables, and which are as follows: number of television announcements (TVANNOUN); television commentaries (TVCOMM); television broadcasts (TVLIVBROAD); radio announcements (RADANNOUN); radio commentaries (RADCOMM); live radio broadcasts (RADLIVBROAD); newspaper announcements (NEWSANNOUN); and newspaper commentaries (NEWSCOMM). The analyses conducted also verify the statistically significant correlation between the business achievement variable (BUSACHI) and the sporting achievement variable (SPACHI). Based on the outcomes of the statistical significance of correlation coefficients of the media exposure structure variables in football, and which are as follows: number of television announcements (TVANNOUN), live radio

broadcasts (RADLIVBROAD), and newspaper announcements (NEWSANNOUN) and the business achievement variable (BUSACHI), in the first case, and the statistically significant outcomes of correlation coefficients of the media exposure structure variables: number of television announcements (TVANNOUN); television commentaries (TVCOMM); television broadcasts (TVLIVBROAD); radio announcements (RADANNOUN); radio commentaries (RADCOMM); live radio broadcasts (RADLIVBROAD); newspaper announcements (NEWSANNOUN); and newspaper commentaries (NEWSCOMM), and the sporting achievement variable (SPACHI), in the second case, it can be concluded that there is a significant correlation between the business and sporting achievement segment and the generically significant media exposure segment. Furthermore, these outcomes indicate that the strategic operation of football clubs in the media exposure segment has a clearly designed sustainable competitive advantage that provides the above average economic performances. Theoretically, it is possible to explain the strategic performances on the so-called EVA conception (Economic Value Added) (Hill W. L. C., Jones R. G., 1998), which is consisted of four fundamental pillars of competitive advantage, and which are as follows: (1) (superior) efficacy, (2) (superior) quality, (3) (superior) innovation, (4) (superior) reactivity to customers.

Verification of the application of the strategic performance conception in the case of analysed football clubs is found in the statistically significant outcomes of the correlations between the sporting achievement (SPACHI) and all media exposure variables, which can possibly explain the strategic selection of the second and the fourth generic fundamental pillar of the competitive advantage based on quality and reactivity to customers. Based on the correlations between the business achievement variable (BUSACHI) and the variables: number of television announcements (TVANNOUN), live radio broadcasts (RADLIVBROAD) and newspaper announcements (NEWSANNOUN), it is possible to explain the selection of the second and the fourth generic fundamental pillar of the competitive advantage based on quality and reactivity to customers. Correlation between the media exposure structure segment and the business and sporting achievement segment in basketball. Definition of Spearman's non-parametric correlation coefficients shows the analysis of the correlation between media exposure structure segment and the business and sporting achievement variables in basketball for the 2003/04 season, in Table 2.

Table 2. Correlation between the business and sporting achievement variable and the media exposure variable in basketball for the 2003/04.

Basketball	BUS			SPA		
	R	P	N	R	P	N
Spearman						
TVANNOUN	0.50	0.03	18	0.86	0.00	18
TVCOMM	0.37	0.13	18	0.78	0.00	18
TVLIVBROAD	0.33	0.18	18	0.72	0.00	18
RADANNOUN	0.56	0.02	18	0.46	0.06	18
RADCOMM	0.32	0.19	18	0.58	0.01	18
RADLIVBROAD			18			18
NEWSANNOUN	0.66	0.00	18	0.85	0.00	18
NEWSCOMM	0.42	0.08	18	0.72	0.00	18
BUSACHI	1.00		18	0.67	0.00	18
SPACHI	0.67	0.00	18	1.00		18

Based on the outcomes presented, this research verified the statistically significant correlation between the business achievement variable (BUSACHI) and the variables: number of television announcements (TVANNOUN), number of radio announcements (RADANNOUN) and number of newspaper announcements (NEWSANNOUN). The sporting achievement variable (SPACHI) is in the statistically significant correlation with almost every single media exposure variable, and which are as follows: number of television announcements (TVANNOUN); number of television commentaries (TVCOMM); number of television broadcasts (TVLIVBROAD); number of radio commentaries (RADCOMM), number of live radio broadcasts (RADLIVBROAD); number of newspaper announcements (NEWSANNOUN); and number of newspaper commentaries (NOVINKOM).

The analyses conducted also verified the statistically significant correlation between the business achievement variable (BUSACHI) and the sporting achievement variable (SPACHI). Based on the outcomes of the statistically significant correlation coefficients of media exposure structure variables in basketball, and which are as follows: number of television announcements (TVANNOUN); radio announcements (RADANNOUN); and newspaper announcements (NEWSANNOUN), and the business achievement variable (BUSACHI) and the outcomes of the statistically significant correlation coefficients of media exposure structure variables: number of television announcements (TVANNOUN); number of television commentaries (TVCOMM); number of live television broadcasts (TVLIVBROAD); number of radio commentaries (RADCOMM); number of live radio broadcasts (RADLIVBROAD); number of newspaper announcements (NEWSANNOUN); and number of newspaper commentaries (NOVINKOM), and the sporting achievement variable (SPACHI),

it can also be concluded that there is a significant correlation between the business and sporting achievement segment and the generically significant media exposure segment. Outcomes of the further analysis of the statistically significant correlation coefficients in basketball, business achievement variable (BUSACHI) and the variables: number of television announcements (TVANNOUN), number of radio announcements (RADANNOUN), and number of newspaper announcements (NEWSANNOUN), and the sporting achievement variable (SPACHI) and the variables: number of television announcements (TVANNOUN); number of television commentaries (TVCOMM); number of live television broadcasts (TVLIVBROAD); number of radio commentaries (RADCOMM); number of live radio broadcasts (RADLIVBROAD); number of newspaper announcements (NEWSANNOUN); and number of newspaper commentaries (NOVINKOM); indicate a clear application of the generic strategy of basketball clubs in the media exposure segment, based on the selection of the first, the second and the fourth fundamental pillars of the competitive advantage, which is related to quality, efficacy and reactivity to customers. Correlation between the media exposure structure segment and the business and sporting achievement segment in volleyball. Definition of Spearman's non-parametric correlation coefficients shows the analysis of the correlation between the media exposure structure segment and the business and sporting achievement variable in volleyball for the 2003/04 season, in Table 3.

Table 3. Correlation between the business and sporting achievement variable and the media exposure variable in volleyball for the 2003/04.

Volleyball	BUS			SPA		
	R	P	N	R	P	N
Spearman						
TVANNOUN	0.20	0.57	10	0.23	0.53	10
TVCOMM	-0.43	0.22	10	-0.03	0.94	10
TVLIVBROAD	.	.	10	.	.	10
RADANNOUN	-0.34	0.35	10	-0.06	0.87	10
RADCOMM	-0.38	0.28	10	-0.26	0.47	10
RADLIVBROAD	.	.	10	.	.	10
NEWSANNOUN	0.46	0.18	10	0.41	0.24	10
NEWSCOMM	0.44	0.21	10	0.35	0.32	10
BUSACHI	1.00	.	10	0.49	0.15	10
SPACHI	0.49	0.15	10	1.00	.	10

Based on the outcomes presented in the Table, this research defines that there is no statistically significant correlations between the business and sporting achievement variables and the media exposure variables in volleyball, which leads to the conclusion that there is an insufficient strategic process planning and activities within the sporting organisations in

this generic significant segment for the 2003/04 season. Correlation between the media exposure structure segment and the business and sporting achievement segment in team-handball. Definition of Spearman's non-parametric correlation coefficients shows the analysis of the correlation between the media exposure structure segment and the business and sporting achievement variables in team-handball for the 2003/04 season, in Table 4.

Table 4. Correlation between the business and sporting achievement variable and the media exposure variable in team-handball for the 2003/04 season.

Handball	BUS			SPA		
	R	P	N	R	P	N
Spearman						
TVANNOUN	0.29	0.53	7	0.61	0.15	7
TVCOMM	0.02	0.97	7	0.30	0.51	7
TVLIVBROAD	0.36	0.43	7	0.56	0.19	7
RADANNOUN	0.35	0.44	7	0.87	0.01	7
RADCOMM	0.14	0.77	7	0.81	0.03	7
RADLIVBROAD	-0.31	0.50	7	0.62	0.14	7
NEWSANNOUN	0.22	0.64	7	0.46	0.30	7
NEWSCOMM	0.18	0.70	7	0.60	0.16	7
BUSACHI	1.00	.	7	0.02	0.97	7
SPACHI	0.02	0.97	7	1.00	.	7

Based on the outcomes presented, the correlation analysis did not determine a statistically significant correlation between the business achievement variable (POSUP) and the media exposure variables, while the sporting achievement variable (SPACHI) is in the statistically significant correlation with the number of radio announcements (RADANNOUN) and the number of radio commentaries (RADCOMM) variables. Absence of statistical significance of coefficient correlations between the media exposure and the business achievement (BUSACHI) variables, as well as the statistical correlation between the number of radio announcements (RADANNOUN) and the number of radio commentaries (RADCOMM) variables and the sporting achievement variable (SPACHI), only indicates an effort that competitive advantage of team-handball clubs in the media exposure segment is based on the first generic block of efficacy.

**Discussion and conclusion**

Outcomes of the conducted analyses in football lead to the conclusion that there is a statistically significant correlation between the business and sporting achievement and the generically significant media exposure segment. Furthermore, these outcomes indicate the presence of strategic operation and performances at the market and clearly designed sustainable competitive advantage of

football clubs based on the attractiveness and the marketing potentials of football, which can be used to provide significant publicity and the presence of mass-media at the sporting market. Verification of this statement in the case of analysed football clubs is found in the statistically significant outcomes of the correlations between the sporting achievements and all media exposure variables, which can possibly explain the strategic selection of the second and the fourth generic fundamental pillar of the competitive advantage based on the quality and the reactivity to customers. In the case of basketball, too, the outcomes of the conducted analyses lead to the conclusion that there is a statistically significant correlation between the business and sporting achievement and the generically significant media exposure segment. Likewise, outcomes of the correlation analyses indicate that basketball clubs in average have a clearly defined sustainable competitive advantage by which they provide significant economic performances. Such strategy of basketball clubs in the media exposure segment is based on the application

of the generic strategy of selection of the first, the second and the fourth fundamental pillars of the competitive advantage, which are related to quality, efficacy and reactivity to customers, which almost completely uses the attractiveness and the publicity of basketball as a "brand". Based on the outcomes of the conducted analyses in volleyball, this research defines that there are no statistically significant correlations between the business and sporting achievements and the media exposure variables, which leads to the conclusion that there is an insufficient strategic programme planning performances at the sporting market.

Outcomes of the correlation analyses in team-handball merely verify the statistical significance of the correlation between the sporting achievement and the generically significant media exposure segment. Absence of statistical significance of correlation coefficients of the media exposure with the business achievement only indicates an effort that competitive advantage of team-handball clubs in the media exposure segment is based on the first generic pillar of efficacy.

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## KORELACIJE GENERIČKOG SEGEMENTA MEDIJSKE EKSPONENTNOSTI TIMSKIH SPORTOVA SA POSLOVNIM I SPORTSKIM USPJEHOM

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### Sažetak

Zahvaljujući medijima, sportska industrija uveliko je povećala svoju atraktivnost, proizvodnju i prodaju namijenjenu sportskim proizvođačima (direktni – indirektni), sportskim potrošačima (pasivni – aktivni), ali i široj javnosti. Atraktivnost, kao posebno obilježje tržišnih mogućnosti pojedinih sportova je specifičnost sama po sebi u smislu da sportovi koji pripadaju sportskoj industriji imaju veći ili manji marketinški potencijal (nogomet, košarka, odbojka i rukomet), što dodatno povećava interes mass-medija, poslovnih ulagača, oglašivača i sponzora za tom vrstom sportskih proizvoda i usluga. Svrha ovog istraživačkog rada je objektiviziranje medijske eksponentnosti sportskih organizacija timskih sportova Kantona u pogledu izbora generičkih strategija i njihovog djelovanja na ciljnom tržištu medija u odnosu na ostvareni poslovni i sportski uspjeh. Istraživanjem je utvrđena povezanost strukturalno generički značajnog segmenta medijske eksponentnosti unutar sportova nogometa, košarke, odbojke i rukometa Kantona Sarajevo u natjecateljskoj sezoni 2003/04. sa poslovnim i sportskim uspjehom, na osnovu čega su predočene mogućnosti sportskih organizacija analiziranih timskih sportova da u većoj ili manjoj mjeri, koristeći potencijal i atraktivnosti vlastitog sporta, kroz širu primjenu organizacijske poslovne funkcije odnosa sa javnošću – public relations (eng.), putem sportskog tržišta, osiguraju sebi veći stupanj profitabilnosti.

**Ključne riječi:** povezanost, medijska eksponentnost, poslovni i sportski uspjeh

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