

Modelo de gestión administrativo para equipos de fútbol profesional: caso Tungurahua-Ecuador

Management model for professional soccer teams: case Tungurahua-Ecuador

Modelo de gestão administrativa para as equipes de futebol profissional: case- Equador Tungurahua

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Resumen

El fútbol es un deporte que engloba a toda una sociedad. El objetivo de esta indagación es proponer un modelo de gestión administrativo para equipos de fútbol profesional en la provincia de Tungurahua-Ecuador. El estudio es de tipo descriptivo-explicativo, se aplican varios métodos e instrumentos que sustentan el rigor de la propuesta, entre los que destacan: análisis-síntesis, para demostrar la creación del modelo de gestión desde el punto de vista deportivo-administrativo; inductivo-deductivo, para analizar el fenómeno en todo su

contexto, primero por parte y luego integrarlo para poder diseñar un modelo acorde a la realidad ecuatoriana. Se aplicó una encuesta a seguidores, dirigentes, jugadores y cuerpo técnico de los equipos de fútbol de la zona centro del país, sustentándose en un estudio de caso. Los resultados contribuyen al diseño del modelo de gestión administrativo, compuesto por determinados elementos con diferentes enfoques administrativos, desde lo financiero hasta la gestión de talento humano, en función de las distintas áreas de las instituciones deportivas.

Palabras clave: modelo de gestión, fútbol, gerencia deportiva.

Abstract

Football is a sport that encompasses a whole society. The objective of this investigation is to propose a management model for professional soccer teams in the province of Tungurahua-Ecuador. The study is descriptive-explanatory and, for which, several methods and instruments are applied that support the rigor of the proposal, among which the following stand out: analysis - synthesis, to demonstrate the creation of the management model from the point of view Sports-administrative; Inductive-deductive, to analyze the phenomenon in its entire context, first by part and then integrate it to be able to design a model according to the Ecuadorian reality. Also, a survey was applied to followers, leaders, players and coaching staff of soccer teams in the central area of the country, supported by a case study. The results contribute to the design of the administrative management model, composed of certain elements with different administrative approaches from the financial to the human talent management, depending on the different areas of the sports institutions.

Key words: management model, soccer, sports management.

Resumo

O futebol é um esporte que engloba toda uma sociedade. O objetivo desta investigação é o de propor um modelo de gestão administrativa para as equipes de futebol profissional na província de Tungurahua, no Equador. O estudo é do tipo descritivo-explicativo, vários métodos e ferramentas que suportam o rigor da proposta, entre os quais se aplicam: análise-síntese para demonstrar a criação do modelo de gestão do ponto de vista esportivo administrativa; indutivo-dedutivo, para analisar o fenômeno em seu contexto completo, primeira parte e depois integrar a concepção de um modelo de acordo com a realidade equatoriana. uma pesquisa de seguidores, dirigentes, jogadores e equipes de futebol de treinamento na parte central do país foi aplicada, com base em um estudo de caso. Os resultados contribuem para o design do modelo de gestão administrativa, composta por certos elementos com diferentes abordagens de gestão, desde o financeiro à gestão do talento humano, dependendo das diferentes áreas das entidades desportivos.

Palavras-chave: modelo de gestão, futebol, gestão esportiva.

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Introduction

The interest that encompasses football within the professional and business sphere has gone beyond its followers as spectators. In this regard, Acuña and Delgado (2016), show that for more than half a century in sports managers, institutions and managers the idea of organizing an organized sport. It is considered that it is necessary to improve its management system from a management model that impedes the innovative character in making effective and proactive decisions with lable results for the economic health of football, highlighting aspects such as sports management, model and system Administrative

management, strategic planning, among others, with the purpose of proposing and executing a management model for professional football teams.

For the author López (2016), sports management is a subject of study that arises in 1960, that organizational behavior in order to achieve the goals set. However, the evolution of management in sport has accelerated with the application of the administrative sciences, incorporating and integrating various management systems for decision making, for example: process management, information system, marketing On-line (online marketing), among others, that contribute to a better decision-making. In turn, there are other researchers who express the need and importance of sports management and management models, highlighting in their articles the aspects that integrate it, among which stand out: Pérez Barral (2008), Tracy (2015), Gay (2016), Lazzati (2016), Pitts and Zhang (2016). Scholars agree that, in the management process, all activities that add value are important, and those that are considered superfluous, must be reduced or eliminated completely for decision making to be effective.

The aforementioned authors consider that the activities carried out by the manager with his or her work personnel are projected in search of optimal results in the sports and administrative. Lazzati (2016) mentions that management entails the development of several stages, for example: planning, budgeting, organizing and controlling each of the functions that are executed, to avoid future problems in the organization. Pitts and Zhang (2016) argue that professionals, managers and sports specialists should prepare themselves daily for new challenges in the sports field, in this case sports management. Gay (2016) emphasizes that administrative management models are booming between the 1980s and 1990s within the sports area, with the fundamental objective of several Clubs seeking to have their teams competitive, thereby generating a Greater investment and income for sports institutions.

Morales, Pérez, Morquecho and Hernández (2015), consider that a management model has a set of systematic tasks to plan, control, evaluate and improve the services offered by sponsoring companies to the fans. One activity is to promote events (Pérez and Martínez,

2013, Rebollo, Sáenz and Díaz, 2016) that lead to results with added value to the organization.

A management system is a guide that allows identifying processes and indicators to know the results of service delivery in the short and medium term (Burckhardt, Gisbert and Pérez, 2016). This idea, supported by Pedrosa (2016), shows that through administrative management systems, organizations can achieve success and innovate in an integrated and systematized way with people and technical-specialized knowledge. It is necessary to continue to deepen in the next sections, from the theoretical, methodological and results point of view.

Development

An administrative management model is the set of activities focused on the achievement of business goals, through the efficient and effective application of the administrative process, which consists of: planning, organizing, directing, coordinating and controlling (Chavez, 2016). For the author Lacalle (2016) is a process of management and control of the human, material and economic resources of the company to achieve what was proposed, whereas for (Carrión, Zula and Castillo, 2016), a Management Model constitutes a set Of elements that are coordinated in relation to the mission to provide products and services that meet the requirements and expectations of the client or user.

An administrative management model should consider management processes related to: operation, information system, human talent, accountants, among others (Carrión, Zula and Castillo, 2016), as well as the structure, size and objectives of the organization (Suzette, Morgan and Díaz, 2015, Álvarez, Sánchez, López and Figueroa, 2015). According to Chévez (2016), this will have the purpose of: 1) Optimizing management processes, 2) Improving administration, 3) Establishing control methods, and 4) Incorporating technological tools to increase products or services.

Indeed, for Villegas, Reyes, Pérez and Maldonado (2016) administrative management is important because it formalizes business processes and procedures, with the purpose of avoiding any problem in the execution of functions. However, for the authors Álvarez, Sánchez, López and Figueroa (2015) administrative management is important because it is responsible for the management of resources, aimed at strengthening the administrative system and organizational performance as established by the company.

Associated with the administrative management model is the strategic planning process, which allows decisions to be made based on the functions and leads to the achievement of objectives (Armijo, 2012). For Martínez (2014), it is an activity related to the administrative area with the purpose of obtaining the highest efficiency, effectiveness and quality in the products or services that are available in the market.

Blandez (2016) details, that is the process that develops strategies, that are put in practice by the different managers of the companies. This is why planning is considered to be administrative, since it organizes, directs and controls each of the activities in the organization (López, Albuerne, Venereo and Casas, 2016), becoming a technique to optimize resources (Ramírez, 2016). Where finances represent those economic resources that solve the operations and guarantee the progress of the productive cycle with the objective of achieving business success (Poveda, 2016).

There are several types of management models according to Viu (2015), among which are at least in the sport: Club members management, team management, party management, among others, which have the purpose of managing the Parties, indicating the game site, the list of called, date, time, among other elements that must arrive in advance to the spectators.

Pérez (2013) emphasizes that the process of business management is a set of steps that allows the use of resources efficiently to achieve the objectives of the company. However, the authors of this article consider that it is not enough to be efficient, because what is important is to become effective and effective to achieve the ultimate goal from the point of

view of administrative management: to achieve a higher quality in the shows and a Good economic solvency for the development of Football Clubs.

According to several authors, some aspects should be considered from the management point of view, which are mentioned below:

- **Administrative.** Sports and administrative criteria with the aim of obtaining excellent results, giving importance to techniques, such as: vision, mission, values, short and long term strategies, taking into account what the sports company has proposed (Pedreros, 2016).
- **Financial.** Activities carried out by companies, among them: football transmissions, advertising in the various media and merchandising (sale of shirts, balls, team flags), which has a cost and generates profits (Coremberg, Sanguinetti and Wierny, 2016).
- **Human Talent.** It is essential that all elements of a football team are motivated, so that there is participation in different sports activities (Pérez and Álvarez, 2015).
- **Production and Quality.** Improvement of the quality of sports performance, through an evaluation process (Millán, Santana and Escoriza, 2016).
- **Sports Marketing.** It emerged in the US in 1978, becoming a key element for organizations to reach the customer and meet goals (Madrid, Santana y Mendivil, 2015).

In order to comply with each of the processes foreseen in the management model of this study, it is important to consider the criteria of Rendón and Russi (2016), Baltazar, Hernández, Peña and Zepeda (2016), when they state that strategic planning is fundamental For the modern administration, because it is based on the concept of planning, verifying and acting in the decision making of the companies. This tool allows managers to generate strategies through an operational plan that concerns sports, as suggested by Contreras and Roldán (2016). The steps of planning in the sports area according to Magaz and Fanjul (2012), Saco (2015), Alvarado (2016), González, Gracés, López and Zapata (2016), in summary, are:

- Analysis of the internal factors (organizational capacity, time, opportunity cost, among others) and external factors (politics, demography, economy, among others) that allow the realization and design of sporting events.
- Plans to carry out the practices (training), materials, transportation and other expenses, for the development of activities.
- Procedure covering tactical strategies, implementation of technological tools, analysis and study of specific data, and programming of the sports world.
- Decision based on the situation analysis. Decision act related to the technical-tactical gesture. Control of the selected decision.

Methodology

The theoretical elements of the research have been based on a descriptive-explanatory research, which allows to describe and explain the behavior of the elements that influence the administrative management of soccer teams, applying the methods of analysis and synthesis, and the Induction-deduction method, to explain the behavior of soccer phenomena from the administrative (management) perspective. This sums up the most important criteria that could be used to build an efficient, effective and effective management model for the Ecuadorian Football Federation (FEF). An analysis of the surveys of followers, leaders, players and coaching staff of the Macará, University Technician, Mushuc Runa, Olmedo and Technical University of Cotopaxi (UTC) teams was conducted, structured with ten closed questions of simple and multiple selection, projected to 605 people, with the objective of probing the criteria about the need for an efficient, effective and effective administrative management model for decision making.

Results

Through the contributions of the authors Pérez J. (2013), Morales et al. (2015), Rendón and Russi (2016), the integrated management model for football teams proposed, contains the following components for its development: Strategic Planning, Manual Procedures, Human Talent Management, Sports Marketing Management and Financial administration. The model emphasizes the strategic approach, which considers the business strategy and its levels of management (strategic, tactical and operational).

The basis of the administrative management model is based on: a) Principles, b) Objectives of the model, c) Characteristics of the model and d) Basic conditions for its design and implementation. For its future implementation, the model must have certain premises: a) It must have the approval and recognition of the maximum direction of the soccer organization of the province of Tungurahua; B) There must be minimum material conditions for its implementation in each of the football teams in the province and c) The need for the presence of external consultants to facilitate the monitoring and control of the application of the model proposed to assess their Results from the feedback that is achieved to enhance decision making.

Each of the elements designed to succeed in the future implementation of the administrative management model for football teams is described below:

A) Principles of the Model.

1. Systemic character and group work, based on the integration of the functional areas of the Football Federation.
2. Training of the personnel involved, based on the transformative training-action process.
3. Management improvement as a process of efficiency, effectiveness and effectiveness, where the Football Federation achieves significant results that contribute to the development of the sport.

4. Need for a management model for administrative and sports decision making.

b) Objectives of the Model.

1. Develop adequate training of administrative and sports personnel in relation to the administrative management model.

2. Improve the levels of management and optimization of financial economic resources for the development of football in the province.

3. Identify the key processes and value activities of the various areas of the Football Federation that ensure good service to their athletes and their supporters.

4. To use the feedback process as a process of continuous improvement of the information to be supplied to the administrative management model.

5. Use optimally the information generated by the administrative management model for decision making.

6. Make sure that information reaches all users of the management model to improve their efficiency, effectiveness and effectiveness in the activities they perform.

c) Model Features.

- **Relevance:** possibility that the models have to adapt to the solution of problems that can be presented in the Sports Federation of Soccer in a given period.

- **Flexibility:** the model can be applied to the entire Football Federation or to various areas of the same.

- **Quality:** the results it generates should contribute to the successful development of the management of the area and to the efficiency, effectiveness and effectiveness of the resources employed. The information generated by the system satisfies the expectations of the users and contributes to the timely decision making.

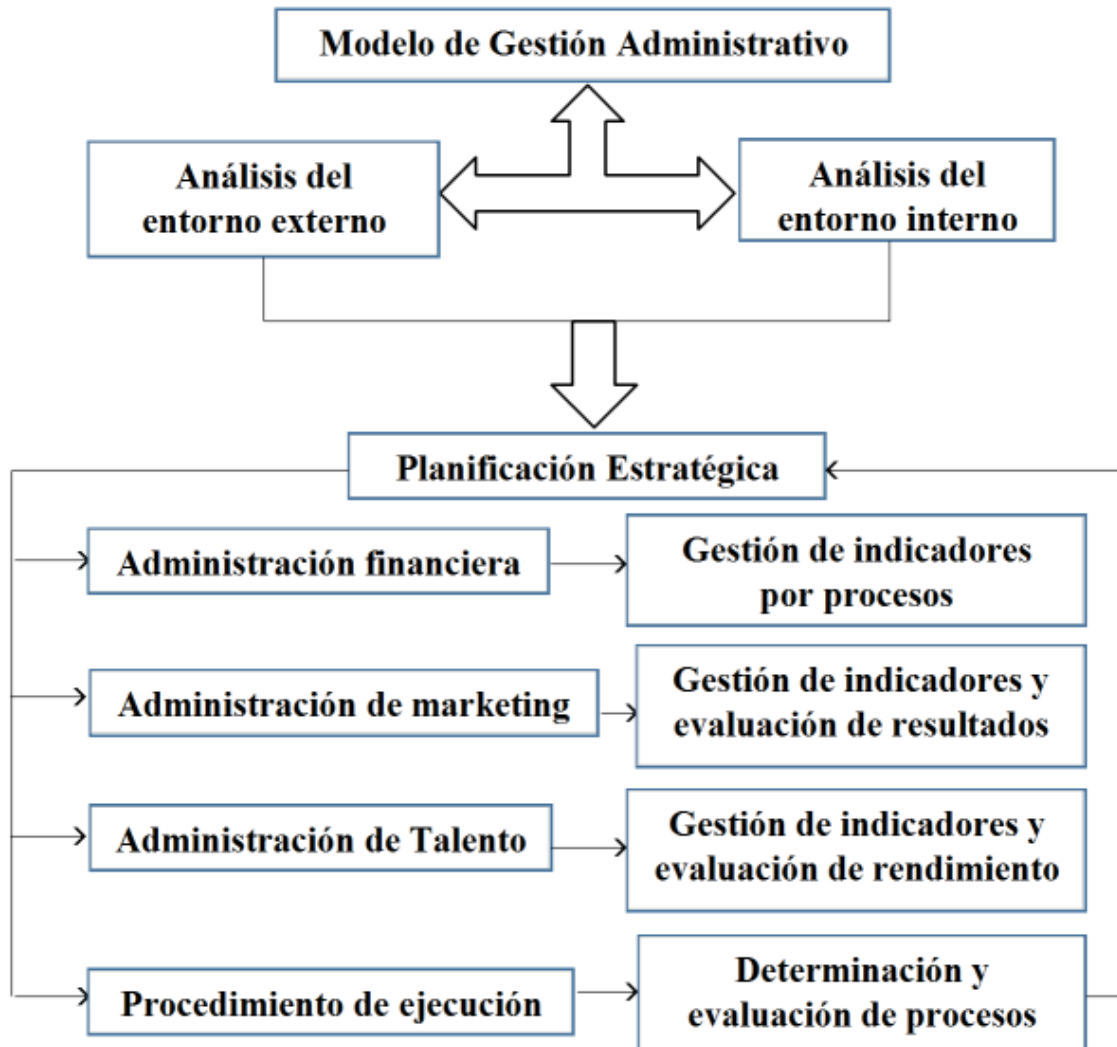
- **Innovative:** it entails generating a creative and transformative environment in the work area that favors the solution of problems.
- **Contextualized:** flexible to the type of organization.
- **Informational:** uses and generates information from all areas of the Football Federation.

d) Basic conditions for its implementation.

1. The administrative management model must be designed according to the characteristics of the organization.
2. Be flexible and compatible with other management systems. Work with possible variations and solve the various situations that arise in the Sports Federation.
3. Be proactive, that is, avoid time-consuming miscarriages.
4. Being effective, you should focus your attention on the processes and activities that generate value for the client.

The design of the model that is presented in Figure 1 below, strengthens the administrative functioning in the Soccer Sports Federation of the province of Tungurahua in Ecuador.

Figure 1. Administrative Management Model for the Tungurahua Football Federation.



Source: elaboración propia

The following explains each of the components that integrate the model for its future implementation:

The model proposed is part of an internal and external analysis, which is achieved by assessing the factors that influence the operation of the Sports Federation of Soccer in the province of Tungurahua.

Subsequently, it focuses on Strategic Planning, which projects the mission, vision, values, goals and actions to achieve them; Part of the analysis of the external and internal environment that relates to the Football Federation of Ecuador, and is strengthened by the application of the SWOT matrix (see Annex 1) to determine the strength, opportunities, weaknesses and threats that influence Sports Clubs And that affect the final results (positive or negative) of the federative organization and the development of a sustained professional growth, starting from the new style of administrative management.

In this way, according to Prieto (2010), the strategic planning process, which consists of three fundamental stages:

- 1. Establish the philosophy of a football club at the national level.** Expressed basically in the mission, vision, values, goals, actions and responsible to achieve the expected results. This complements the determination of the indicators by established processes and proactive decisions are taken to guarantee the development of football in the medium term.
- 2. To develop the internal and external analysis of the institutions under study.** Identification of the strengths and weaknesses that the Clubs have and can control. The behavior of external factors (opportunities and threats), which can be controlled with an adequate vision of the future of the Federation, is consolidated.
- 3. Determine objectives, strategies and action or execution plans for the management model.** This stage allows us to find the path and guideline that leads to the sports institution to achieve greater organizational growth, management, control and decision making. With this, the results that are projected can be measured, monitoring them to the indicators that do not manage to promote the development of soccer in the province of Tungurahua.

The strategic process of the model contemplates the need to promote young players from the institution's quarry to the first category team. This brings with it, the viewers are motivated to meet new players, follow their results and be more loyal to the team that follow.

Next, the model includes the Financial Administration, which includes the determination of economic-financial indicators and accounting records for analysis, interpretation and decision-making, with the aim of optimizing the resources that are used for the development of this sport in the province Of Tungurahua, thus ensuring that the teams can be more competitive and attract viewers to the stadiums. The first results of the study can be seen in Annex 2, showing the State of Profit or Loss of one of the teams in the province under study.

The model determines the Management of Sports Marketing, a segment that details the need to implement the Management of Sports Marketing in professional soccer clubs in the province of Tungurahua, which distinguishes marketing strategies for teams of professional football clubs Of the province of Tungurahua:

- Invite the press and sports commentators to training events organized by the Clubs in order to strengthen publicity.
- Apply the merchandising, by means of the opening of stands or points of sale, where the articles of the equipment are made available to the fans.
- Negotiating with sponsors in the medium and long term, this in turn, will have the benefits of being the image of the team in the official apparel, as well as training and billboards in stadiums and training sites.
- Promote sports clinics given by famous football clubs, for example: Real Madrid, Barcelona, Juventus, Manchester United, among others.
- Capture players from famous clubs to play in the Ecuadorian league, especially in the clubs of Tungurahua province.

- Design of a Digital and Social Media Marketing Plan (Social Networks), with the aim of publicizing the Club news, establishing followers, and promoting ticket sales among others.

In relation to the Human Talent Administration, the proposed model responds to the competitive demands of professional football sports organizations. It is important to carry out a process of human talent management in order to actively lead, empower and motivate all those who are part of this profession, providing them with the tools that allow them to meet the requirements and needs appropriate to the reality of each one Of the Clubs, with the aim of achieving medium and long term results. Strategies are planned for this process of the Football Federation, in order to: improve recruitment, strengthen recruitment and recruitment, better prepare coaches and technical directors of clubs. The following elements must be taken into account:

Administrative staff

- Consultation of the professional graphic profile in the functional organic manual of the Club.
- Verification of work and personal references by the Director of Human Talent.
- Test battery application.
- The successful applicant must complete the probation period, performance evaluation and sign an Employment Contract.

Football players

- Analysis of tactical, physical, technical and anthropometric performance.
- Successful applicant must meet the following requirements:

- Undergo periodic medical examinations to determine their health conditions.
- Comply with the rules and procedures of the Sports Club.
- Complete a three-month trial period.
- Sign a work contract.

Finally, the model concludes with the Process Execution Procedure, which results in an administrative tool that supports the daily actions of the different areas of the federative entity from the point of view of management, control, administration and take Of decisions, since it allows to follow up properly and sequentially of the activities programmed previously, defining a period of time for their fulfillment. The steps to follow for the execution of this procedure, are detailed below:

1. Identification of the cover with the logo of the Sports Club.
2. Identification of the processes that are executed in the Sports Federation of Soccer.
3. Determination of the objectives to be achieved by those responsible for each functional area of the Football Federation.
4. Evaluation of the execution and fulfillment of the task carried out by each responsible of the Sports Federation of Soccer.
5. Analysis and decision making based on the results achieved by each administrative process with the evaluation of their feedback.

The steps to be followed by the procedure indicated in the process model implies that all activities and functions carried out by the personnel can be achieved through the application of various technological and / or financial tools, with effective control for development Of the different sports operations. The model as a whole, because it is integrative and systemic, seeks to achieve levels of efficiency, effectiveness and effectiveness in all senses by determining indicators related to: sales management, promotion, sports performance,

knowledge management from The management of human talent, economic and financial results, among others.

An example of what can be achieved with the model is described in relation to the human factor (athlete), because during its capture process must determine: biotype the athlete, physical abilities and performance, among other indicators. From a psychological point of view, one can measure: intelligence, psychophysical maturation, creativity, emotional control and collective spirit. From the point of view of your care: type of food, hours of rest. Related to financial management, management indicators can be identified, among which are solvency index, liquidity index, inventory rotation, accounts receivable, accounts payable, among others, that reflect the financial economic situation of the Sports Federation soccer.

Finally, it is considered that the model of administrative management, contributes to the interest of the Sports Federation of Football for showing competitive teams, prepared and for achieving that their sports results lead to greater economic resources for the development of football in the province.

Conclusions

The administrative management model proposed to the Sports Federation of the Province of Tungurahua is an indispensable tool in the administrative area of each Club, since the components that comprise it: strategic planning, human talent management, marketing management Sports, financial management and execution procedures contribute to the improvement of the various functional areas that have been neglected and that can provide significant income to the organization.

The proposal of measurement of indicators by the different administrative areas, contributes to measure and compare economic and sport results between the different Club of the province, thus evaluating the administrative management of its managers and the

development achieved in the sport by the management carried out from the Sports Federation.

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Appendant 1. Matrix SWOT for the Federation of Soccer of Tungurahua

Fortalezas		Oportunidades	
F1	Nombre de institución con años de trayectoria a nivel nacional	O1	Ingresos económicos por auspicio empresa privada
F2	Lealtad y satisfacción de los socios	O2	Deporte de mayor aceptación a nivel nacional y mundial
F3	Personal administrativo y de servicios comprometidos con el trabajo	O3	Mejor posicionamiento del fútbol ecuatoriano a nivel mundial
F4	Complejos deportivos propios	O4	Ingresos económicos por derechos televisivos, Federación Ecuatoriana de Fútbol (FEF)
F5	Cierto conocimiento de directivos en el ámbito deportivo	O5	Apoyo del Gobierno al deporte
Debilidades		Amenazas	
D1	Deficientes habilidades gerenciales	A1	Dificultades financieras de la mayor parte de equipos ecuatorianos en los últimos años
D2	Inexistencia de una planificación estratégica	A2	Equipos con mayor posicionamiento y liquidez
D3	Contratación de personal inadecuado	A3	Desinterés de hinchada ante los malos resultados
D4	Falta de estructura organizativa	A4	Venta informal de boletos
D5	Métodos inapropiados para la recuperación de cartera	A5	Violencia e inseguridad en los estadios

Source: elaboración propia.

Appendant 2. Statement of Profit and Loss of a Club in the province of Tungurahua.

Estado de Ganancia y Pérdidas de un Club de la provincia de Tungurahua-Ecuador.

Concepto	Suma	Total
Ingresos		
Ingresos operacionales	\$10,818.33	
Costo de ventas	(\$9,202.23)	
Aportes socios y directivos	\$21,672.37	
Otros ingresos operacionales	\$1,259,204.95	
Total ingresos operacionales	\$1,282,493.42	
Interés ganado	\$70.86	
Total Ingresos no operacionales		\$70.86
Total Ingresos (dólares americanos)		\$1,282,564.28
Egresos		
Gasto personal administrativo y de servicios	\$10,266.04	
Gasto local e instalaciones	\$2,647.92	
Gasto honorario personal directivo	\$336,725.84	
Gasto general operaciones deportivas	\$275,349.98	
Gastos servicios básicos	\$12,422.10	
Honorarios profesionales	\$6,627.38	
Gastos de administración y ventas	\$33,357.55	
Gastos generales	\$2,055.91	
Total gastos administrativos y ventas	\$679,452.72	
Gastos no deducibles	\$977,214.42	
Otros gastos operativos		\$977,214.42
Egresos no operacionales	\$4,016.68	
Total egresos no operacionales		\$4,016.68
Total Egresos (dólares americanos)		\$1,660,683.82
Total Resultado (dólares americanos)		(\$378,119.54)

Source: elaboración propia.