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Doctoral School for Management and Applied Economics



**The effect mechanics of Hungarian Athletic Sport from the
aspects of stakeholder preferences**

DOCTORAL (PH.D) DISSERTATION

REPERTORY OF THESES

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1. RESEARCH OBJECTIVES AND SIGNIFICANCE

The main role of sport has been affected by major changes in the last decades. From the aspect of individuals, sport is one of the ways to self-realization, spending your free time and one of the fundamentals of health-conscious life style. As for social aspect, it is also primal as it can influence communities and national converging spirit (Madarász, 2016); besides it became important economical industry and commercialized strongly. In the discussion created by European Union Council Main Secretary (2017: 13549/17 Sport 82), it was highly emphasized that we must face the challenges of the 21st century sport. Major problems are illegal influence of scores and results, corruption, cases of using drugs and violence. Other problems include the impenetrable features of finance and the spread of minimal moving life style. According to MOB (2012), Hungarian sport is unable to fulfill the expectations of the 21st century globalized sport for many complex reasons which includes social, economic and professional components and this mostly effect the local sport associations. The committee states that the challenges can be divided into 3 main categories: governing, integrity and the role of sport in the modern society. To summarize the conclusion of the mentioned source: 'In order to preserve **the values of sport** and to sub serve its **development**, all **concerned parties** have to cooperate.'

The main scope of the dissertation is to review the effect mechanics (operation) of Hungarian athletic sport and discover the stakeholder groups and effects which define the operation of this sport. The evaluation of stakeholder groups is done by studying the preferences connected to them. As a result, we can examine the differences and similarities of groups mentioned and also discover the factors defining their behavior.

The dissertation presents a wide scope to the theoretical frame of the topic. It pays important attention to sport/sport supply and stakeholder management; research of preferences and its theoretical thesis base includes the connection of non-business sector and CSR.

The research is to find answer for the following:

1. What is the stakeholder structure of the Hungarian Sport economy (mainly athletic sport)?
2. Which are the functional segments (preference segments) mostly characterizing this sport supply?
3. What kind of consistencies define the connection between some functional segments (preference segments) and stakeholders?

2. CONCEPT DEFINITION / OPERATIONALIZATION

I will describe in the chapter that which interpretations I use for answering the research questions. To create concepts is to present a frame for the questions appearing in the research.

For the first research question, I use the concept definition of Dénes-Misovicz (1994) in order to interpret sport economy, which states that sport economy means the creation, portion and exchange of sport goods and services; and it means the decision alternatives during consumption including the social environment and conclusions of the execution of these decisions. Sport economy is an industry which creates services and introduce them to the consumer market. As a result of its exponential development, it can be defined as industry by now, which requires the environmental analytics of each levels. For the aspect of the thesis, the most important of these is micro-level analytics which deals with the questions of operation of sport market and sport associations and the characteristics of the services (Rohony, 2000; Szabó, 2012). The structure of the sport economy can be understood via Gratton-Taylor (2002) pyramid model which differs the sport markets based on sport specific concept.

I consider athletic as a sport supply based on the aspect of András (2003b). According to this, sport supply is the use of given resources to add value creation through the changes of condition of customers. The definition must be completed with concerned demand satisfaction mentioned in the concept definition of Hoffman (2007).

In connection with stakeholders (concerned parties) I consider the narrow approach of Freeman and Reed (1983) as appropriate, meaning the concerned parties are all groups and individuals who effect or being affected during the process of executing the groups aims. The problem of the broad understanding of this approach is the handling of possible, potential concerned parties via empirical examinations, moreover, the research questions is related to the current structure only.

It is needed to define the functional segments in order to interpret the second and third research questions. I gave detailed presentation about the functional segments of sport based on the researches of Nádori-Báthonyi (2003) and Gyömörei (1995). By interpreting the 'live sport' (leading and social sports) segments, the values of the segments can be defined and, as a consequence, the dominant sport functions as well. These highlighted sport functions (medical, business, role model, social) present the frame of second and third research questions.

Preference is considered as latent tendency, which in this case can be identified with attitudes (Warren and partners, 2011). From similar preference attitudes generate preference groups which can be identified as preference segments.

	Live sport segments	Segment values	Dominant sportfunction
Competitive sport	Professional sport	business, awareness, image, trade, politics	Economic, business
	Elite sport	exemplar development of infrastructure public goods, local and international prestige	Exemplar
Community sport	Junior, school-university sport	body culture, motion teaching, education, socialization	Education and social
	Public and leisure sport	health promotion, preservation of working ability, training	Health

1. table: Principal areas - value - functions of sports activities
Source: Own editing by Gyömörei (2012), Nádori-Bátonyi (2003)

3. HYPOTHESES

H/I. 3 stakeholder prime groups can be defined in Hungarian athletics: 'direct' (economic leaders, coaches, sportsmen); 'supportive' (government, local government, media, sponsor, association); 'indirect' (teams, educational institutions).

In case of first hypothesis the theory of Clarkson (1995) can be implemented, in which primary (direct) and secondary (indirect) concerned parties appear. Primary parties are in connections with the company, they define the operation fundamentally compering to secondary parties who has no dependent relationship, in the lack of which would make the operation of the company questionable. The support category is needed to be considered as separated one as the business paradigm changing mentioned in theoretical overview can be identified as minor in our country, the supportive mainly approach the social and political paradigms in athletics. The instrumental stakeholder approach of Mitchell and partners (1997) can be interpreted more effectively in this context because they consider its power-legitimization-urgency in the same time and identify three groups accordingly. In case of latent concerned group (indirect), there is only one dominant feature. The second group is expecting concerned group (direct), where there are two features appear in the same time (e.g. They have urgent demands but have no power to endorse. In general, they depend on other groups. In case of sport clubs, these are sportsmen who want to realize their earnings, but the final decision is made by the management who considers the whole operation.). Finally, the third and most important group is formed by those who have power-legitimization-urgency, meaning they have enough power to realize their demands which are urgent and legitimate. Decision makers must consider this issue immediately, they are identified as determined (sport supportive) concerned group.

H/II. In preference system individual segments can be identified by sport functions. There are 4 defining functions: medical, socializing, role model and business dimension.

The second hypothesis investigates the existence of theoretical sport functions created. In connection, the center of the investigation is that whether which functions appear in athletics in identical way.

H/III. The dominant preferences of basic group of stakeholders are separated importantly.

III./a in case of sportsmen, socializing factors mean the most dominant preference dimension.

III./b in case of professional boards, business value means the most dominant preference dimension.

III./c in case of coaches, role model factors mean the most dominant preference dimension.

The third hypothesis is based on the presumption that at some segments of 'live sport' dominant sport functions appear. The investigation targets whether this is valid in case of Hungarian athletics. Can some sport functions be dominantly linked to stakeholder sub-groups? The sub-hypotheses were selected as a result of conclusions of qualitative research.

4. METHODS OF RESEARCH

The empirical research based on the sport individual functions represents athletics as a sport and service through different dimensions. The qualitative method is the grounding and preceding step of quantitative research which is non-structured, exploratory, based on small sample and mainly serves to understand the research problem. The first step of research was exploratory field work by minimal focus group interviews (coaches, sportsmen, sport division leaders) to explore attitudes and possible preferences beside the identification of concerned groups defining the sport division. The second step of research was based on questionnaire survey using great samples including the formerly explored stakeholder groups. The conclusions of this research were presented via qualitative and quantitative analytics.

4.1. Process of qualitative research

The draft of my minimal focus group interview was based on professional literature, where leaders, coaches and sportsmen were questioned. During the process, I asked the participants to share their opinion and experience about the individual functions of the sport which can identify the investigated sport supply. The base of the interview was questions created within the formerly mentioned dimensions and the participants were encouraged to tell the current situation of the Hungarian athletics.

In case of minimal focus group, we can suppose that all participants will actively participate as they have high level of concerned factor about athletics (insider or directly concerned group). The homogeneity of the group is crucial, I concerned this during the selection process, the group creation was based on status, function of a certain club. This created the insider concerned group:

Participants:

- Alba Régia Athletics Club (ARAK)
- Athletics Club Bonyhád (Bonyhád AC)
- Budapest University Athletics Club (BEAC)
- Debreceni Sportcentrum Non-profit Ltd. (DSC-SI)
- Ikarus BSE athletics division
- Veszprém University and Student Athletic Club (VEDAC)

For the analysis of qualitative data, I used *Atlas.ti 7* analytical software. By the help of this, I was able to explore consistence, opinion and connections. During the process, I assigned codes to analytical parts (opinions). These codes showed the existence of contextual samples and finally I created hierarchical group based on these. Based on the answers during the interviews, the opinions were grouped (most emphasized opinions about the sport functions) and I used color codes to identify which concerned group they belong to. The software includes graphical show which helps to represent the quotes related to certain codes. This method significantly helped the transparency and interpretation of the results (Veres et. al, 2016).

4.2. Process of quantitative research

During the quantitative analytics the aim was to explore the complexity of athletics as a sport supply by questionnaire survey, statistical analytics where I created the research questionnaire based partly on professional literature overview and partly on results of qualitative analytics.

After the interview were analyzed (Atlas ti. 7 software), I created the sample questionnaire which was moderated and technically and contextually corrected guided by my supervisor. Next step was try-out survey on a smaller sample (N = 10 persons) to control how clear, the questions are and whether they may face any problems during answering those.

The final version is stored as online form (google questionnaire) to help the completion faster and more effectively. During the former interviews I discovered that it is challenging to get answer from the concerned groups, therefore I chose online form (accessibility) and it also helped to reach the appropriate number of parts in the fastest way.

In the initial part of the questionnaire I shortly summarized the research and its aim. In the first block I asked about demographic data of the interviewee, then, based on the four main sport functions, I tried to collect data using open questions about the defining features of the certain dimension which were presented at the end of my qualitative analysis in my dissertation. Later, I investigated the medical, educational, role model and business functions using 6-level attitude statements. In the last block I focused on the motivation regarding sport of the certain concerned group using similar 6-level scales. By all states, I presented the option 'I cannot define'.

The aim of the descriptive statics is to get collective featuring information about our provided data. Moreover, I consider as significant from the aspect of the research because it is crucial that, in case of multi-optional analytics, the researcher knows the characteristics and structures of these data.

When using cross matrix analytics, the researcher investigates statistical consistency for two or more alternatives, this shows the combinational frequency spreading of these alternatives in real time. In my dissertation I investigated this consistency by demographic data which indicated the uniqueness of the sample.

The consistence strength between the alternatives, the connections strength, its intensity will be discovered by using correlation analytics. Correlation calculation serves as the description of the strength and direction of the linear connections between alternatives. In the dissertation it was essential to check whether there is significant consistency between the appearing attitudes.

Factor analytics is one of the most popular multi-alternative analytical method which basically serves as process to decrease the number of data and aggregation. From one part, it is used for compression, from the other it can be defined as a unique grouping method (exploring the data structure). By decreasing the number of data, it is easier to interpret the data mass. By using factor analysis, we are able to create a new alternative system from the basic 'n' alternative (which are partly in linear connection with each other), which system is created by an alternative smaller than 'n', linear independent and originated (Jánosa, 2011; Malhotra, 2008). By this method, the structure of sport function dimension appearing in athletics could be investigated.

The main task of cluster analysis is to find those alternatives which cause the difference between groups, therefore in the dissertation I executed this analysis using the alternatives from factor analytics (Sajtos-Mitev, 2007). By this method, groups can be identified based of similarities.

Selection and access of target groups

The collection of the quantitative data was made from 2016 September to 2017 January. The target groups were selected based on the results of the qualitative research, consequently I wanted to reach those concerned participants who took part during the interviews. From the behalf of the sport suppliers, these were the economical leaders, coaches, sportsmen of athletic clubs; from the behalf of the sport supportive, these were representatives of local governments, media, sponsors, employees of associations, relatives of sportsmen; and for the sport consumers I asked spectators and fans of the certain sport.

The questionnaire was send directly or indirectly to the concerned groups using thematic and social media sites related to the sport (e.g. Facebook groups, atletika.hu), and also, I created a database from the e-mail addresses from the internet. The database contains all Hungarian registered athletic clubs, secondary and academic institutes with sport science or training education, national and local sport media (e.g. association of sport journalists), employees of Olympic and athletic associations, sponsors and supportive displayed at clubs. In my message to institutes (e.g. schools, athletic clubs, associations) I described the aim of my research, identified the target group within and also asked for assistance in sharing it in their own network. Apart from these channels, I also used database which I collected from former athletic championships. The sample can be identified as representative with limits. The total of samples was 314 which can be analyzed for all aspects.

5. RESULTS OF RESEARCH

1st Hypothesis

3 stakeholder prime groups can be defined in Hungarian athletics: 'direct' (economic leaders, coaches, sportsmen); 'supportive' (government, local government, media, sponsor, association); 'indirect' (teams, educational institutions).

I had to identify the concerned groups mentioned in professional literature more precisely in the context of Hungarian athletics primarily based on qualitative research. By this process, I used logical evaluation to explore the connection between the certain groups and the sport division and associations.

The qualitative analytics showed that there can be three major groups created. In case of sport suppliers (direct) the most dominant was the coaches and sportsmen. It is also important to mention the club management and the family in this category.

For the indirect connections the concerned group contained educational institutes, athletic associations and friends. They have no direct influence on the clubs but their presence influences the success and the quality of operation of the certain club.

Finally, the last category included different type of supportive companies who are capable to giving financial or other support. The results show that, from the aspect of athletics, the role of local governments and associations is determining but personal contacts represent significant power as well. In this category, the representatives of media appeared in a small volume as most interviewee emphasized the value of news.

Statements proved:

- **3 stakeholder prime groups can be defined in Hungarian athletics: direct, sport supportive and indirect.**
- Beside the supposed concerned parties, family and civil workers role appeared in indirect group.
- Direct category is defined by educational institutes, associations and friends, the importance of spectators was so low that it was not mentioned as separated item.
- In the supportive category, beyond the supposed concerned parties, personal contacts was marked as high priority.

2nd Hypothesis

In preference system individual segments can be identified by sport functions. There are 4 defining functions: medical, socializing, role model and business dimension.

The second hypothesis was both investigated by qualitative and quantitative tools. Sport functions explored in professional literature were checked by minimal focus group interviews. The answers could be structured into the mentioned four functions which provided the base for the quantitative analysis.

Significant consistency was shown between attitude statements by cross correlation. By the process it was proven that the structure analytic method (factor analytics) is applicable and I created factors accordingly. The result proved the territories identified by interviews: medical, socializing, role model and business function.

The quantitative analysis demonstrated that the result should be analyzed by 6-factor structure as this provided the greatest constellation between the explaining power and the capability of interpretation.

Statements proved:

- **In preference system individual segments can be identified by sport functions. There are 4 defining functions: medical, socializing, role model and business dimension.**
- In case of medical functions, the dominant elements were the factors related to performance increasing. Within these factors, the role of nutritional supplements and knowledge related to nutrition appeared connected to the relative professional knowledge.
- For socializing function, the most highlighted items were values which can be learned and taught by sport.
- In case of role model function, attitudes related to sport success were the most dominant.
- In business dimension, the low financial and media support was defined as negative, also the presence of sponsors and media was marked as too low.
- Apart from the supposed dimensions, a new segment of life style moderation appeared which represented those attitudes related to sport life style. Besides, the effect of the concerned group created a new factor.

3rd Hypothesis

III. The dominant preferences of basic group of stakeholders are separated importantly.

III./a in case of sportsmen, socializing factors mean the most dominant preference dimension.

III./b in case of professional boards, business value means the most dominant preference dimension.

III./c in case of coaches, role model factors mean the most dominant preference dimension.

The control of the third hypothesis was defined by the factor structure formed. For the factors I made cluster analysis to see the uniqueness between stakeholder groups and the structure formed in quantitative research.

The results showed that I cannot create separated clusters based on stakeholder groups as they show overlap. Thanks to the unique shape of the sample, sportsmen appeared in all clusters competing to leaders and coaches who appeared dominant only in two. In the first cluster, sportsmen appeared mostly (71%), where alternatives in socializing factor differed from others (-1.02352). The third cluster cannot be identified as stable as all concerned groups appear but for coaches, the biggest ratio is here. From the individual factors the role model function differs the most (-0.47230) and this is true for the second cluster as well (0.81079). By the leaders it cannot be stated that business features can be defining factor as it does not differ in second, nor in third cluster (where the participants are in half-half).

Statements proved:

In case of sportsmen, the most dominant preference dimension is socializing factors, while in case of coaches this is role model.

6. THESES FORMULATION

Based on the demonstrated analyses, I composed the theses of the research which will be explained in this chapter.

1st Thesis

3 stakeholder prime groups can be defined in Hungarian athletics: 'direct' (economic leaders, coaches, sportsmen); 'supportive' (government, local government, media, sponsor, association); 'indirect' (teams, educational institutions).

Based on the professional literature, I investigated how the concerned groups can be defined and handled. Freeman (1984) defined three levels where the first step is to identify the concerned groups participating in operation by the help of the concerned map. On the second level we must determine the processes by which we can identify the connection between these two, and finally on the level of transactions, we define the objectives and value systems. By the aspect of instrumental stakeholder theory, we must include power-legitimate-urgency reaction system. The connection network explored by qualitative analysis showed which stakeholder groups appear in athletics, and it also expressed the strength and quality of this connections. The fundament of the three grouping is based on the theories of Clarkson (1995) and Mitchell and partners (1997). As a consequence, I grouped those to directly concerned, who have fundamentally, and daily basis effect on the operation of this sport. The group of indirectly concerned contain those who possess determining objectives related to the sport supply, the supportive represent other determining role of executing demands as they support the operation system of clubs. This grouping was proved in case of Hungarian athletics.

2nd Thesis

In preference system individual segments can be identified by sport functions.

From the second hypothesis, by the help of the qualitative and quantitative analyses, it was proved that the investigated sport supply can be determined by the help of the sport functions described in professional literature. The analysis of the results of the minimal focus group interviews showed that the answers presented can be grouped into the dimension systems provided by professional literature (medical, socialization, role model, business function). The quantitative analysis (factor analysis) created two additional dimensions, therefore the six factors represented 54% explaining power.

3rd Thesis

The dominant preferences of main stakeholder groups differ. In case of sportsmen, the most dominant preference dimension is socializing factors, while in case of coaches this is role model.

By checking the third hypothesis it is clear, that the it cannot be accepted totally. The thesis only based on quantitative results. Based on the survey, first the dominant preferences had to be determined by factor analysis proved by second thesis. The result of this was compared to the stakeholder groups appeared in the survey. The cluster analysis showed that there are such dominant preference dimensions which characterize certain stakeholder groups. From the result, the thesis was proved in case of two sub groups.

7. NEW AND NOVEL SCIENTIFIC RESULTS

In my dissertation, I analyzed the Hungarian athletics as a sport supply through the sport functions appear in professional literature. The scope was to explore those sport functions which determine this basic sport and to discover the consistency of these functions with the concerned groups explored. At the field of marketing management, this question is important as the (significant) difference of preferences can be the base of defining the borders of the customer segments (Allenby-Rossi, 1998). At the field of sport management, the researchers mainly focused on the role of financing. The novel of the dissertation is that I tried to understand the concerned mechanism of this sport by using more dimensional aspect in a complex way.

By my investigating research, I made minimal focus group interviews with sportsmen, coaches and leaders of several significant athletic clubs of Hungary. The qualitative research provided the chance to draw the network map (concerned map) of this sport. The results showed that 3 main stakeholder sub group appears in Hungarian athletics from the aspect of sport clubs. At the *direct* concerned group, sportsmen, coaches and leaders appeared while they had *indirect* contacts (in formal – in cooperation contracts- and informal way) with other sport associations and educational institutes, doctors which can strengthen the efficiency and base of sportsmen.

Those concerned groups belong to *supportive* group supply financial background support (mainly on behalf of association and local government) to clubs and as a result they have demands and objective execution power. **The novel of the dissertation is that through the interviews the attitudes connected to sport functions were revealed, which draw the attention to the specialties of this sport.**

Medical dimension: the difference between official sportsman and the amateur, the connection between health and efficiency, the sportsman skill and attitude, the expertise of the coach, the factors influencing performance (relationship of family and nutrition, role of nutritional supplements, doping, talent), external environmental factors.

Socializing dimension: the effect of community power and team work, the roles within the group, the effect of sport on learning (assessable skills, education systems, parental attitude).

Role model (success) dimension: absolute and relative sportsman efficiency, professional work (building of mass base, supplying open environment, traditions, openness for new).

Business dimension: support from federal and local government, personal contacts, social roles, the influential factors in case of business connection (maximum performance, championship administration, lack of market, the evaluation of hobby running, sensitiveness to doping).

The novel of the research is that nobody investigated sport functions of a certain sport from the aspect of stakeholders and there is no scientific study in Hungary for athletics.

In my dissertation I determined the factors which describe this sport supply. The results show it can be summarized with 6 different factors:

- Socializing function
- Life style function
- Medical function

- Role model function
- Business function
- The effect of the concerned groups

After this I investigated the relationship of the created factors in the stakeholder groups given by the survey. The stakeholder groups do not appear homogeneous in the created three clusters, so the clusters do not show preferences only appearing in certain groups. In the first cluster, the sportsmen had the highest ratio. The two most significantly factor differing was surprisingly the socializing factor and the life style which had closer relation in the statements' context as they both are learned values. As a contrast, in the cluster values related to sport appeared as positive content. In the second cluster, the opinion of the sportsmen was balanced by the attitude of leaders and coaches, as a result, role model and socializing factors differed the most from central point (positive direction). Medical factors appeared in the negative section. In the third cluster no determining distances can be recognized as the majority of sportsmen opinion has almost equal level opinion of other defined groups. Supposing that the differences disappeared thanks to the attitude of sport fans.

The conclusions and statements described in the dissertation are based on my own analyses, they are considered as individual achievement as no other publisher demonstrated such analyses until now.

8. PRACTICAL APPLICATION VALUE OF THE RESEARCH RESULTS

The main motivation for the research came from the aim to make a certain sport or sport supply to make observable via defined factors. Consequently, the study can provide help to leaders if they want to create a new sport division developing concept.

The professional leaders of associations must realize that the key of success and efficiency of a certain sport is to build a mass base of resupply. In the financial report cost section of The Hungarian Athletics Association (MASZ) it is stated that almost 30% of the budget goes for this aim. The optimal education and financing model for competitive sport in the study of Gyömörei (2010) shows that the financing of the community sports should be solved from community financing sources in 70%, consequently this should be considered when restructuring the cost plan. When analyzing the business function, the importance of this also appeared as more people realized that increasing sport mass base results market growth and, as a direct consequence, Hungarian athletics can become an attractive business. By selection process, the pyramid method should be followed, meaning to train official and elite sportsmen, professionals must take care of mass volume, young, community sportsmen too.

Apart from the appearance of the society values, the top performances also likely occur, which also bring business value for the sport. There is a strong and direct connection between this field and the education of coaches and professionals which represents 22.3 million forints (1.73%) in MASZ budget. This figure must be increased in case the sport intends to keep up with the environmental changes.

The basic elements providing sport supply (clubs) can also get practical profit from the study. When describing the stakeholder theories, I highlighted that in case of all smaller or greater sport association we can meet several economical and society representatives. The fundamental of business success is that the efficiency of handling the concerned parties of the company, or in this case the sport association. In my view, sport clubs can use focus group researches as a powerful tool to draw the concerned group map, which can lead to the realization: which stakeholder groups influence or can influence their operation currently. This organizations must realize that they are part of the economic sphere and the currently supporting political mood (significant governmental financing) can only substitute temporarily the higher presence of households and business in sport financing. As a result, the *development of business network* is a must, to find the joint points with the concerned groups is essential, by which points the parties can be brought together for common aims.

To start the cooperation with the primary educational institutes, the optional *Kid Athletics Program* (KAP) integrated to common education can be beneficiary, where children (age 6-10) learn the basics of the sport by using fun and game method. Besides, many socializing factors can become prior, which was important for the participants of the survey (e.g. community power, the effect of team work, ability of attention, orientation of tasks). By the club support of KAP a *direct resupply channel* can be created, which leads to increase of mass base as a result. Also, other cooperation can be made with primary and secondary schools, connected to the extra compulsory PE classes and the fulfill of community work. These connections can bring similar positive values to KAP case.

By the cooperation with academic or civil institutes, the role of training the coaches and sportsman to *specific, several scientific oriented fields* (e.g. management: understanding the motivational attitudes of concerned groups; nutrition science: in connection with medical dimension, the qualitative and quantitative results show the importance growth of nutrition

and nutritional supplements; psychology and pedagogy: to develop the socialization factors). *The research results* of the study can be used for *developing the educational material* at several fields. More options are granted by communicating and sales of *sport supply and education* 'package' (e.g. using sport scholarship as a tool). This can help the academic institutes in application process and can help the clubs to keep their existing professional sportsmen.

The results of research show that *to activate the sponsor market* top performances are needed, which can be initiated by using the previously mentioned conclusions. From other hand, the business potential lays in *free time sports*. The organization of *local or other running contests* (e.g. by corporate and local governmental cooperation) can reach a mass of hobby runners which has high business potential. Moreover, by the integration of these sportsmen, the society values integrated can get to a higher level as well.

The questionnaire used for quantitative research can be *customized to sport division specialties*, it can be used for survey the *attitude and motivation of the concerned groups*. By grouping these attitudes and creating factors, the functional fields of the sport can be defined including the development requirements. From the results we can see that the dominant preferences appear at certain stakeholders, which help the success of the sport directly.

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