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MANAGEMENT MODELS IN INDOOR SPORTS FACILITIES

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ABSTRACT

The topic of management of indoor sports facilities has gained prominence in Brazil, especially due to the growing demand for spaces that combine structural quality, financial sustainability and potential for social inclusion. This work explored how different management models have been implemented in these environments, pointing out advances and weaknesses that directly affect the efficiency and relevance of these structures in the daily lives of communities. The research brought together academic publications that deal with strategic planning, use of monitoring technologies, institutional marketing practices, preventive maintenance processes and strategies to diversify funding sources. It was evident that, although there are positive experiences marked by the professionalization of teams and the use of performance indicators, it is still common to lack integrated long-term policies that ensure the modernization of spaces and the continuous supply of quality services. It was also found that factors such as accessibility, environmental sustainability and social participation continue to be important challenges to be faced by managers. By highlighting these issues, the study contributes to broadening the debate on how to make indoor sports centers more prepared to meet increasingly complex and diverse demands, proposing reflections that can inspire public policies and innovative management practices.

Keywords: Sports Management. Indoor Facilities. Strategic Planning. Sustainability. Innovation.

1 INTRODUCTION

The study of management models applied to indoor sports facilities has acquired significant relevance in contemporary times, especially considering the increase in social demand for multipurpose spaces that reconcile structural quality, sustainability and use strategies that enhance access to participation sports and performance, and it is essential to understand that such environments require planning that contemplates economic-administrative dimensions, infrastructure and maintenance, communication, security, as well as aspects related to user experience and the continuity of the investment (Amaral, 2019).

This organizational complexity is evident as different actors interact continuously in the conduct of activities, encompassing managers, physical education professionals, specialized technicians and diverse audiences that use the spaces, making it essential to adopt management process models that can articulate operational efficiency and principles of democratization of access to sport in line with public policy guidelines (Amaral, 2014).

In Brazil, it is observed that a large part of indoor sports facilities was conceived and implemented within the scope of government programs and private incentives, without uniformity of technical standards and management procedures that would guide the operation and economic and financial sustainability of these enterprises, implying the need for studies that systematize knowledge about critical management processes and dimensions (Queiroz Lima and Schiavon, 2023).

The national literature on the management of sports arenas highlights that, although there have been advances in terms of physical infrastructure, significant gaps remain related to the professional qualification of managers, the use of economic performance metrics, the incorporation of compliance and strategic marketing instruments, and the adoption of good governance practices that ensure transparency and efficiency in the use of resources (Cardoso et al, 2024).

The management processes of sports facilities can be understood as the set of actions that range from the design and construction of the space, through economic-administrative and operational management, to the monitoring and evaluation of the execution of the programs and activities offered, which requires integration between different areas and permanent professional qualification (Amaral, 2019).

This perspective is supported by studies on high-performance training centers that show that sports performance and institutional sustainability are strongly related to the existence of clear management models, based on strategic planning, responsible financial management, training programs and systematic maintenance of infrastructure (Mazzei et al, 2012).

In the specific context of indoor installations, characteristics such as the versatility of the space, environmental control, the quality of equipment and operational safety are variables that directly impact the user experience and the ability to generate revenues that enable the continuity of activities, reinforcing the relevance of research that contemplates integrated management models (Queiroz Lima and Schiavon, 2023).

Research shows that the efficient management of indoor sports equipment requires the adoption of practices that articulate regulatory aspects, budget planning, marketing strategies, and compliance processes, with a view to maximizing the social and economic results arising from the operation (Hatzidakis and Barros, 2019).

In Brazil, academic production on the subject advanced especially after the mega sporting events that took place between 2007 and 2016, a period in which investments in arenas and training centers were intensified, showing that the success of management was conditioned not only to the construction quality, but mainly to the capacity for continued management after the delivery of the works (Azevêdo, 2018).

Amaral's research presented a specific management process model for facilities focused on participation sports, covering dimensions such as economic-administrative management, people management, exploitation of the sports facility, marketing, communication and security, demonstrating that such processes can be adapted to the context of indoor facilities for multipurpose use (Amaral, 2019).

Systematic review studies have identified that, although there are publications that deal with the management of arenas and gymnasiums, there is a lack of empirical research that analyzes the effective application of management models in local realities with different levels of structural and organizational complexity (Cardoso et al, 2024)

Considering the increase in demand for sports practice in indoor environments and the search for efficiency in the use of public and private resources, it is necessary to understand the accumulated experiences and references that can support public policies and institutional strategies aimed at improving the quality of management (Pedroso et al, 2018).

The specificities of the indoor environment, such as the need for air conditioning, spatial flexibility, safety protocols, and adequacy of equipment to the technical standards of each modality, imply additional challenges that must be incorporated into management models at their various levels of planning and operation (Queiroz Lima and Schiavon, 2023).

Authors such as Amaral emphasize that the elaboration of management process models must consider the articulation between technical, managerial, and sociocultural dimensions, with a view to consolidating sustainable practices that ensure the continuity of spaces and the democratization of access to quality sports (Amaral, 2019).

Finally, it is observed that the academic debate on the management of indoor sports facilities should be expanded with investigations that contemplate different management formats, from public models to concessions and partnerships, favoring the identification of innovative practices and the consolidation of methodological references for the field of sports management (Azevêdo, 2018).

2 THEORETICAL FRAMEWORK

2.1 FUNDAMENTALS AND EVOLUTION OF MANAGEMENT MODELS IN INDOOR SPORTS FACILITIES

The management models in indoor sports facilities result from the convergence between historical demands for democratization of access to sports, growing expectations for quality of services and the need to consolidate administrative practices capable of ensuring financial sustainability and operational efficiency, and it is essential to recognize that these spaces go beyond the function of recreational equipment and constitute strategic environments for health promotion, socialization and community strengthening (Amaral, 2019; Souza and Marchi Junior, 2015).

The evolution of management practices in Brazil reflected transformations in the institutional understanding of the role of indoor sports centers, following changes in public policies, the emergence of incentive programs and the legacy of mega-events that imposed new standards of demand in relation to professional qualification, budget planning and the creation of indicators capable of measuring performance and social impact of the activities carried out (Azevêdo, 2018; Vicentini et al, 2020).

The scientific production showed that the advances occurred unevenly, resulting in heterogeneous experiences that combine elements of innovation and situations marked by structural limitations, absence of unified guidelines and excessive dependence on public resources, a situation that reinforces the need to build methodological references that can guide managers in the adoption of standardized processes that are adaptable to local realities (Cardoso et al, 2024; Bosscher et al, 2015).

The development of contemporary models has incorporated practices from the private sector, especially with regard to the application of marketing strategies, the use of information technologies and the professionalization of the teams responsible for operational management, although the literature points out that the consolidation of such practices remains restricted to specific initiatives, concentrated in regions with greater availability of investment and technical support (Queiroz Lima and Schiavon, 2023; Truyens et al, 2014).

As a result, the broadening of the academic debate on the management of indoor sports spaces stimulated the recognition of the importance of topics such as environmental sustainability, accessibility, transparency in administration and community participation, elements that became part of master plans and institutional projects aimed at modernizing the provision of services and strengthening the bond between organizations and their audiences (Amaral, 2019; Souza and Marchi Junior, 2015).

The literature analyzed also demonstrates that the conceptual evolution of management models is based on the adoption of continuous evaluation instruments, the establishment of long-term goals, and the integration of technical, economic, and sociocultural dimensions that characterize indoor spaces as multifunctional equipment, capable of generating collective benefits and inducing positive transformations in the territory in which they are inserted (Vicentini et al, 2020; Bosscher et al, 2015).

The records of successful experiences indicate that the definition of clear objectives, the implementation of strategic planning processes, and the systematic use of performance indicators are decisive aspects to ensure the quality of services, financial sustainability, and the continuity of investments made in sports infrastructure (Azevêdo, 2018; Hatzidakis and Barros, 2019).

It was observed that the historical construction of management models was marked by different phases, from the predominance of informal practices and routines focused only on the provision of recreational activities to the emergence of more complex approaches, guided by methodologies that include financial management, preventive maintenance policies, training programs, and technological innovation (Amaral, 2019; Cardoso et al, 2024).

Thus, the analysis of the documents revealed that the professionalization of management teams represents one of the greatest advances of the recent period, providing greater capacity for planning, creation of fundraising strategies and qualification of the relationship with users and partners, although institutional and cultural barriers still persist that limit the dissemination of these practices (Souza and Marchi Junior, 2015; Queiroz Lima and Schiavon, 2023).

The consolidation of effective management models was associated with the creation of public policies that articulate investments in infrastructure with professional training programs, participatory governance measures, and incentives for the adoption of digital control and monitoring technologies, pointing to the need to expand integrated actions that transcend the short-term logic and establish long-term sustainable parameters (Azevêdo, 2018; Vicentini et al, 2020).

Thereby. the literature highlights that the adoption of permanent evaluation practices and the construction of flexible action plans that are adaptable to changes in the context are determining factors to promote innovation and ensure that indoor sports facilities are perceived as public facilities of excellence, committed to inclusion and the quality of the services offered (Bosscher et al, 2015; Hatzidakis and Barros, 2019).

However, studies indicate that physical-spatial planning should be articulated with management strategies that contemplate not only the efficient use of infrastructure, but also the creation of an organizational culture focused on human development, health promotion and the strengthening of community ties, dimensions that qualify the social role of indoor spaces (Truyens et al, 2014; Amaral, 2019).

The development of specific managerial competencies involves the ability to articulate knowledge about finance, maintenance, marketing, institutional relations, and inclusion policies, so that organizations can respond efficiently to the challenges imposed by the growth in demand and the diversification of user profiles (Queiroz Lima and Schiavon, 2023; Souza and Marchi Junior, 2015).

The evolution of management models also reflects the growing pressure for greater transparency, quality of investments, and responsibility in the use of public resources, requiring managers to adopt proactive postures of accountability and clear communication with society about the results achieved (Cardoso et al, 2024; Hatzidakis and Barros, 2019).

It is noted that the challenges identified along this historical path represent opportunities for transformation that can consolidate innovative practices, improve the functioning of indoor sports facilities and enhance the positive impact that these facilities have on health promotion, social inclusion and the appreciation of sport as a public policy (Azevêdo, 2018; Amaral, 2019).

2.2 OPERATIONAL AND STRATEGIC DIMENSIONS OF MANAGEMENT MODELS IN INDOOR SPORTS FACILITIES

The management of indoor sports facilities requires the development of clear operational processes that define routines for the use, maintenance and monitoring of the infrastructure, and it is essential that these practices are articulated with planning strategies that allow aligning daily activities with institutional objectives and growing social demands for safe, inclusive and high-quality spaces (Amaral, 2019; Souza and Marchi Junior, 2015).

The operational dimension involves the definition of standardized procedures that ensure access control, scheduling of schedules, equipment conservation, and periodic verification of the physical conditions of the environments, aspects that, when neglected,

negatively impact the user experience and compromise the financial and reputational sustainability of the managing organizations (Cardoso et al, 2024; Queiroz Lima and Schiavon, 2023).

Strategic planning represents one of the most important pillars of contemporary models, as it establishes the long-term vision, determines priorities, and creates performance indicators that allow measuring results and identifying areas for continuous improvement, contributing to decisions being made based on consistent data and objective evidence (Azevêdo, 2018; Vicentini et al, 2020).

The literature shows that organizations that structure their processes in multi-year plans, preventive maintenance schedules, and professional training programs achieve greater operational efficiency, cost reduction, and strengthening the bond of trust with users and institutional partners, creating a favorable environment for innovation and fundraising (Souza and Marchi Junior, 2015; Bosscher et al, 2015).

Financial sustainability is directly related to the ability to diversify sources of revenue, whether through renting spaces, holding events, attracting sponsorships, implementing loyalty programs, or adhering to tax incentive mechanisms that can complement public transfers and reduce budget dependence (Cardoso et al, 2024; Hatzidakis and Barros, 2019).

The infrastructure dimension comprises not only the adaptation of spaces to the technical standards of the sports modalities, but also the incorporation of automation technologies, efficient air conditioning, and architectural solutions that ensure universal accessibility and operational safety at all stages of use (Queiroz Lima and Schiavon, 2023; Amaral, 2019).

Consequently, the use of computerized management systems has proven to be a differential in the most successful experiences, allowing greater control over reserves, financial flow, occupancy monitoring, and the production of reports that support strategic planning, even though the implementation of these resources depends on consistent investments and the continued training of technical teams (Azevêdo, 2018; Vicentini et al, 2020).

Institutional communication practices appear as one of the critical points to be improved, since many managers still adopt specific actions, disconnected from a relationship strategy that values the identity of the equipment and strengthens the perception of quality and commitment to the values of inclusion and transparency (Hatzidakis and Barros, 2019; Souza and Marchi Junior, 2015).

Institutional marketing, when implemented in an integrated manner, contributes to expanding the reach of actions, building public loyalty, and creating opportunities for strategic

partnerships, configuring itself as an essential instrument for institutional strengthening and promoting the qualified use of indoor sports facilities (Cardoso et al, 2024; Bosscher et al, 2015).

The dimension of participatory governance emerges as a central aspect in contemporary models, as it favors the construction of policies that dialogue with the expectations of users and expand the legitimacy of administrative decisions, while enhancing community engagement in the conservation of spaces and in the social inspection of the results achieved (Amaral, 2019; Queiroz Lima and Schiavon, 2023).

Studies indicate that evaluation and monitoring practices are essential to identify bottlenecks, correct deviations and promote continuous adjustments that ensure the quality and efficiency of the operation, and it is recommended that these processes include both quantitative indicators and qualitative evaluations carried out in dialogue with the different stakeholders involved (Azevêdo, 2018; Truyens et al, 2014).

Environmental sustainability is pointed out as an increasingly valued dimension, involving measures such as water reuse, energy efficiency, waste management, and the use of materials with low environmental impact, which in addition to reducing operating costs, strengthen the institutional image and commitment to responsible practices (Queiroz Lima and Schiavon, 2023; Vicentini et al, 2020).

The professionalization of management teams requires continuous investments in training and technical updating, including knowledge about financial management, marketing, preventive maintenance, and social inclusion strategies, dimensions that, when integrated, qualify the operation of the facilities and expand the positive impact of the actions (Souza and Marchi Junior, 2015; Amaral, 2019).

The challenges identified in daily practices reflect the need to consolidate integrated models that articulate strategic planning, efficient operation, use of technologies, and social participation, creating conditions for spaces to be perceived as equipment of excellence committed to quality and democratization of access to sport (Cardoso et al, 2024; Hatzidakis and Barros, 2019).

It is noted that strengthening the management of indoor sports facilities depends on the ability to promote an organizational culture guided by values of transparency, innovation, and social responsibility, attributes that confer legitimacy and support to public and private investments made over time (Azevêdo, 2018; Amaral, 2019).

3 METHODOLOGY

This study was conducted with a qualitative approach and exploratory character, considering the need to understand in depth the elements that structure the management models in indoor sports facilities and their operational and strategic dimensions (Amaral, 2019).

The investigation was based on a systematic bibliographic review, carried out in national publications available in the Scielo, CAPES, DOAJ databases and digital collections of Brazilian universities. Scientific articles, dissertations, and theses that presented theoretical discussions and empirical studies on planning, operation, financial management, marketing, and governance of indoor gymnasiums and sports centers were selected (Queiroz Lima and Schiavon, 2023).

4 RESULTS AND DISCUSSION

The detailed analysis of the documents showed that the management models in indoor sports facilities have undergone significant transformations in the last two decades, marked by the adoption of practices inspired by corporate management and by the growing professionalization of the teams involved, although regional and structural disparities remain that hinder the consolidation of integrated and sustainable policies throughout the Brazilian territory. a situation that reinforces the need for continued public policies and consistent investments in infrastructure and training of managers capable of leading complex processes of innovation and improvement (Amaral, 2019).

The studies consulted showed that the economic and financial dimension remains one of the biggest challenges in the management of gymnasiums and covered sports centers, since most initiatives are highly dependent on public resources and difficult to implement revenue diversification strategies, whether through the rental of spaces, the offer of complementary services or the capture of sponsorships. a scenario that compromises administrative autonomy and reduces the capacity for innovation and long-term planning, especially in contexts of budget constraints (Cardoso et al, 2024).

The literature analyzed reveals that successful experiences share fundamental characteristics, such as the clear definition of strategic objectives, the creation of detailed action plans, and the use of performance indicators that allow monitoring results, evaluating impacts, and making decisions based on objective data, factors that are decisive for institutional strengthening and the quality of services offered to the population (Queiroz Lima and Schiavon, 2023).

Institutional communication and marketing practices are still poorly structured in most of the spaces analyzed, and there is often a lack of continuous dissemination plans, consolidated visual identity and strategies that explore digital and face-to-face channels in an integrated way, a reality that limits the potential for user loyalty and the strengthening of the institutional image as a reference of quality and social commitment to access to sport (Amaral, 2019).

The environmental sustainability dimension has shown specific advances, such as the adoption of water reuse and energy efficiency systems in some facilities, but in general, the theme is still treated in a fragmented manner and often disconnected from strategic planning and management processes, which represents an opportunity for innovation that can contribute both to the reduction of operating costs and to the alignment of organizations with the demands socio-environmental responsibility (Azevêdo, 2018).

Participatory governance was poorly consolidated in most of the cases studied, with few initiatives that effectively involve different audiences in the decision-making process, and it is common to centralize decisions in administrative centers without the creation of permanent mechanisms for consultation and dialogue with the community, which compromises the legitimacy of the policies implemented and reduces collective engagement in the preservation and qualified use of spaces (Cardoso et al, 2024).

Medium and long-term strategic planning is not yet a recurrent practice, and it is observed that most facilities operate with immediate routines and the absence of formal plans that define goals, indicators and those responsible for specific actions, a reality that prevents the systematic monitoring of performance and the anticipation of operational and financial demands. compromising the response capacity and efficiency in the use of resources (Amaral, 2019).

The professionalization of management was identified as a decisive factor for the success of more consolidated experiences, showing that the presence of multidisciplinary teams trained in areas such as finance, marketing, maintenance and strategic planning is directly related to the quality of the services provided and the capacity for innovation of the organizations that operate indoor sports spaces (Queiroz Lima and Schiavon, 2023).

Research has also shown that the dimension of preventive maintenance remains a critical point in many structures, either due to the absence of formal conservation schedules, or due to the limitation of resources for continuous investments in technological updating and in the adaptation of facilities to safety and accessibility standards, factors that directly impact the user experience and the useful life of the equipment (Amaral, 2019).

It was found that the incorporation of computerized management technologies contributes significantly to financial control, the monitoring of reserves and the production of management reports that support decision-making, but that the implementation of these systems requires substantial investments in technological infrastructure and training programs that are not yet widely disseminated among public and private organizations (Azevêdo, 2018).

The results indicate that institutional marketing, when present, tends to be restricted to specific actions associated with specific events or campaigns, without continuous policies to strengthen the brand, relationship with partners, and value the identity of the space as a strategic equipment for the promotion of sport and community health (Cardoso et al, 2024).

Universal accessibility was identified as a critical and frequently neglected aspect, either due to the architectural inadequacy of many spaces, or due to the absence of policies that contemplate the formation of teams prepared for inclusive service, a reality that reinforces the need for continuous investment in physical modernization and in the construction of an organizational culture oriented to welcoming and respecting diversity (Amaral, 2019).

The studies analyzed showed that long-term financial sustainability is associated with the ability to diversify revenues and establish partnerships with different sectors, creating business models that combine public and private revenues, space rental practices, fundraising via incentive projects and expansion of complementary services offered to users (Queiroz Lima and Schiavon, 2023).

It was observed that the culture of systematic evaluation and the use of performance indicators is still at an early stage in many organizations, making it difficult to identify opportunities for improvement, monitor results and be accountable to society and funders, a situation that highlights the need to disseminate management methodologies based on concrete data (Amaral, 2019).

The consolidation of integrated models that articulate strategic planning, efficient operation, technological innovation, and social participation was pointed out as a priority path for indoor sports facilities to fully fulfill their social function and become references of quality, inclusion, and sustainability in different local realities (Azevêdo, 2018).

5 FINAL CONSIDERATIONS

The results of this study showed that the management of indoor sports facilities in Brazil is in a continuous process of maturation, marked by the transition from predominantly empirical practices to more structured and integrated models, capable of reconciling

administrative efficiency, financial sustainability and social commitment with democratic access to sport in qualified and safe environments.

It was clear that the adoption of strategic planning with the definition of goals, deadlines and performance indicators is a central element for the success of experiences that have managed to consolidate more consistent operational processes and less dependent on political and budgetary contingencies, a condition that is indispensable to ensure the continuity of actions and the continuity of public and private investments.

The study pointed out that the professionalization of management teams represents one of the main differentials of successful initiatives, demonstrating that continued training in areas such as finance, marketing, preventive maintenance and people management strengthens the institutional capacity to innovate and respond in an agile way to the challenges that characterize the daily operation of indoor sports spaces.

It was possible to perceive that financial sustainability remains one of the most sensitive and vulnerable dimensions, since most organizations depend on budget transfers that, in many cases, suffer oscillations according to changes in the economic and political scenario, a reality that highlights the need to expand revenue diversification strategies and long-term institutional partnerships.

The analysis of the materials revealed that the culture of systematic monitoring and evaluation of activities is still incipient in most organizations, which limits the identification of opportunities for improvement and the ability to be accountable in a transparent manner to society and funders, making it urgent to disseminate methodologies based on concrete data and participatory governance processes.

The results showed that institutional marketing and strategic communication are aspects that are often neglected, although they have decisive potential for strengthening the image of spaces, user loyalty and the creation of a sense of collective belonging that contributes to the preservation of the facilities and the increase in the frequency of use.

The survey also indicated that universal accessibility needs to be incorporated as a guiding principle in all stages of planning, construction, and operation of equipment, ensuring that people with disabilities, the elderly, and people with specific needs find welcoming environments that are properly prepared to promote positive and inclusive experiences.

Another relevant point concerns the importance of incorporating environmental sustainability as a transversal axis of management processes, ensuring that the adoption of energy efficiency practices, rational use of water and correct disposal of waste not only reduces operating costs, but also strengthens the socio-environmental commitment of institutions.

It was found that the creation of consistent public policies, aligned with local and regional strategies for sports development, can favor the dissemination of more robust management models, with the ability to promote a positive impact on collective health, citizenship training and the strengthening of the social fabric of the communities served.

Thus, it is understood that the challenges identified in this study represent opportunities for improvement and consolidation of innovative processes that transform indoor sports facilities into spaces of excellence, capable of offering quality services, promoting equitable access to sport and effectively contributing to the construction of a healthier, more participatory and integrated society.

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