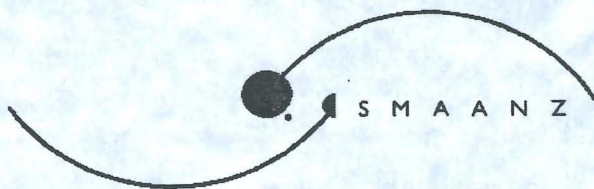


Fourth Annual Conference of the Sport Management Association of Australia and New Zealand

**26 - 28 November 1998
Gold Coast International
Gold Coast, Australia**

**In cooperation with the
School of Marketing & Management
Griffith University**



**SPORT MANAGEMENT:
OPPORTUNITIES AND CHANGE**

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of the Sport Management Association
of Australia and New Zealand**

ABSTRACTS

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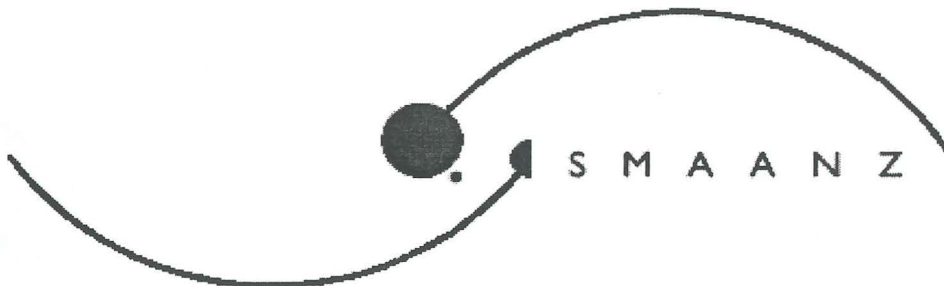


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Session 1A:
Sponsorship

PROFESSIONAL SPORT SPONSORSHIP: TRENDS IN NORTH AMERICA
David STOTLAR

University of Northern Colorado, USA

Corporate spending on sponsorship increased dramatically during decades of the 1980s and 1990s and has been projected to reach \$17.35 billion (US \$) world-wide in 1998. In North America, 1998 spending on sponsorship was projected to rise 15% over 1997 to \$6.8 billion from over 4,800 companies. Central and South America were to contribute \$1.25 billion, Europe was set to add \$5 billion and Pacific Rim businesses were projected to produce an additional \$3.3 billion. Sponsorship spending seems to be growing at double digit rates in regions other than North America, yet North America clearly represents a more mature market whereas international sport sponsorship is still experiencing significantly larger increases and growth. The Pacific Rim appears to be the fastest growing region with Europe approaching maturity (IEG, Dec. 22, 1997). Thus, it has become imperative that sport managers investigate this phenomenon so as to fully understand its impact on the sports industry. This rationale provided the basis for the current research.

In the present study, data were collected pertaining to the current status and trends in sponsorship of professional sport in North America. The methodology for the study entailed mailing a self-report questionnaire to 250 sport executives and conducting a telephone survey of the 50 most active companies involved in sponsorship spending. An overall a response rate in excess of 50% was obtained.

Professional teams/properties in the study were asked to indicate where sponsorship dollars would be directed over the next three years. A majority (57.6%) of respondents reported that national-level sport competitions would receive the majority of sponsorship dollars over the next three years. Many others (24.2%) predicted that regional competitions would be more successful in attracting sponsorship dollars. Only 18.3% believed that local levels of competition would attract sponsors spending. Sponsoring corporations responded with very comparable data. A few (8.6%) of the corporate sponsors thought that international sponsorships would begin to attract dollars away from the North American market for multi-national corporations. Overall, for the sport marketing professional it would seem that there are reasonable possibilities existing at all levels. No significant differences were found between sponsors and properties, wherein both anticipated annual spending increases to be between 6-10%.

Specific sports were identified and respondents were asked to indicate their perception of the degree to which a sport would increase or decrease in influence over the next 2 years. Sponsors were considerably more cautious about golf than the team/property side. Sponsors, while noting its value, were a bit less enthusiastic regarding women's sport than were team/property respondents. Certainly, women's sport organizations are moving into a favored position, but their enthusiasm is not yet totally shared by sponsors.

Stability is perhaps the best description of the data collected relating to the National Basketball Association. In marketing terms, it seems that the product and sponsorship are in the "maturity" phase of their life-cycle. Sponsors were also interested in professional ice hockey, but reported lower levels of influence than did the sport executives. Auto racing continues to exert high levels of influence, yet dealing with "clutter" was reported as a concern from many sponsors. Professional football (NFL) clearly demonstrated high levels of marketing power among teams and sponsors alike. Comments made by sport executives indicated that the NFL enjoys "center stage" on the weekends, whereas the other professional sports are scattered across seasons and across the television schedule. Sponsors noted this "show case" effect as well as the broad demographics of the NFL fan base. Major League Baseball was well situated in the minds of both constituencies. However, baseball was noted almost twice as often as other sports as decreasing in influence by sport executives. Many sponsors also predicted a decline for the sport. Most sport executives saw soccer on the rise, yet 87% of sponsors projected little change. After years of media attention touting

soccer as the sport of the future, it seems that the future has yet to arrive. Nearly half of the sport executives and sponsors felt that extreme sports were increasing in their influence. Several sponsors commented that they felt that the main thrust of extreme sports had become sole property of ESPN through their "X Games." As such, their involvement with extreme sports would be controlled by ESPN and that would limit their opportunities to leverage the event/property for their benefit.

The researchers also investigated which sports were most effectively in marketing to their fans. The top two sports recognized as doing the best job in marketing to their fans were auto racing and professional basketball. Interestingly, these were the same sports cited as working the best with sponsors. Respondents from both the team/property side and from the sponsors group were requested to rate the importance of factors believed to be desirable in sponsorship packages. The following factors were among those cited as most influential: the ability to create new customers, production of quantifiably increases in sales, the creation of links to current marketing strategies, sponsor trademark association in the community, delivery of a turn-key event, and assisting the sponsor in retaining their current customer base. Sponsoring corporations were also asked to identify problems encountered when working with properties, teams or events. A little over one half (52.2%) of the respondents thought that teams/properties overestimated the value of their sponsorship components. More than forty percent (43.5%) indicated that teams/properties did not appreciate the objectives of their corporation, nor did the property provide sufficient "service after the sale." Finally, sponsors were polled regarding what they considered to be the most significant trends. The areas most often cited included; the increased demands for measured ROI data, the proliferation of sports programming on TV and the subsequent splintering of the sport demographic, price escalation of sponsorship packages and the costs to implement effective sponsorship programs, and increased effectiveness for sport marketing to reach female customers.

Through this research, perhaps sport marketers and sponsors can come to better understand the practice of sport sponsorship and through improved understanding can come more effective relationships. Sport sponsorships must meet the demands of both the sponsor and the property. Together, these entities can forge partnerships that elevate professional practice and serve the needs of all constituents.

SPONSORSHIP DURING THE ECONOMIC TURMOIL: A CASE STUDY ON KUALA LUMPUR '98 COMMONWEALTH GAMES

Zaharah BAKAR and Norizatun Azmin Mohd. NORDIN
University Telekom, Malaysia

Sport event sponsorship can range from grass roots involvement to regional, state, national and international events, such as the World Cup Soccer tournament, the Olympic Games, and the Commonwealth Games. The exposure is enormous. For most corporations, sport event sponsorship has become an effective marketing strategy. There are many reasons why they decide to sponsor sport events. Among the reasons are to: (1) demonstrate good citizenship; (2) demonstrate interest in the community; (3) generate visibility for products and services; and (4) generate favorable media interest and publicity (Ensor, 1987). The purpose of this paper is to discuss the major sponsorships made during the Commonwealth Games in Kuala Lumpur. The Games that will be the first held in Asia are said to be attracting over 6,000 athletes and officials from the Commonwealth Games Associations of 71 countries. The 11-day Games will feature 15 types of sports and are also expected to attract more than 60,000 tourists into Kuala Lumpur. Fourteen broadcasting stations have signed agreements with Sukom Ninety Eight Berhad (the organising committee) to cover The Kuala Lumpur 98 Commonwealth Games "live" for about 500 million viewers around the world. Realizing the fact that this is the third most-watched game after the Olympics and the World Cup Soccer, many companies have bid their way to become sponsors for this XVI Commonwealth Games. Among the fortunate ones are some giant Malaysian companies: Telekom Malaysia Berhad, the national telecommunication company; Edaran Otomobil Nasional Berhad, the national car producer; and Permanis Sdn. Berhad, the sole distributor of Pepsi and Bleu mineral water. However, such a big opportunity can also be the one that can destroy them, as the Malaysian economy has recently declined. The impact of this regional economic crisis has filtered

as compared with 8.5% in the same quarter last year. The Consumer Price Index (CPI) also shot up to 4.3% in the first quarter 1998 as compared with 3.1% last year. From the National Economic Recovery Plan report announced recently by National Economic Action Council, the CPI is expected to increase to 7% this year as compared to last year. The rise in CPI, a higher unemployment rate, together with the depreciating Ringgit Malaysia have resulted in a fall of purchasing power which will contribute to a reduction in sales growth of consumer goods such as automobiles, soft drinks and packaged products. According to the Survey Research Malaysia, demand for soft drinks is expected to rise by only 6 to 8% this year as compared with 10 - 15% growth over the last few years. However, in actuality, the soft drinks bottlers expect that sales could decline as much as 5 to 10 % as consumers are more cautious in their spending. In the case of the automobile industry, the national car (Proton) sales for domestic market have dropped by 60% in 1998. Therefore, this case study will look at how this economic downturn has affected sponsorship for the Kuala Lumpur '98 XVI Commonwealth Games.

SPONSORSHIP OF THE LPGA du MAURIER CLASSIC: WILL IT GO UP IN SMOKE?

Karen E. DANYLCHUK
The University of Western Ontario, Canada

The du Maurier Classic held in Canada each year is considered to be one of the major events on the LPGA tour. As such, the event draws thousands of spectators and considerable media attention. Linked to this event is the issue of tobacco sponsorship, a controversial topic for both sporting and cultural events in general.

Government and health officials cite the hypocrisy of linking the health benefits promoted through sport and the detrimental effects of smoking. On the other hand, sport organizers argue that the banning of tobacco sponsorship will lead to the loss of these events and the economic benefits derived, such as tourism and jobs. Further, they contend that since tobacco is not an illegal substance, companies should be allowed to advertise their products.

Tobacco firms contribute \$60 million annually to sponsor sporting and cultural events in Canada. The recent implementation of Bill C-71 (the anti-tobacco legislation) by the Canadian Government has focused greater attention on the appropriateness of tobacco sponsors for sporting events. However, as of June 1998, sports and cultural groups will get a five-year reprieve from the government's tough tobacco advertising restrictions. Specifically, all on-site and off-site ads for tobacco sponsored events can continue for the next two years. For the three years after that, tobacco sponsorship ads will be limited to on-site only and the cigarette manufacturer's name will be restricted to the bottom 10 per cent of the sign.

Sport organizers are not only reticent about the reprieve, but they wonder where the new revenue stream will emerge when tobacco sponsorship is banned completely. For the LPGA du Maurier Classic, the anti-tobacco legislation could mean the demise of this 25 year event, as well as the du Maurier Series, which originated in 1990 and is a four-tournament cross-country swing open to Canadian women that offers exemptions into the Classic.

This paper will examine the current controversy surrounding the anti-tobacco legislation. In addition, the future implications and plans for the LPGA du Maurier Classic and Series as reflected by the organizers and sponsors will be discussed.

**SPORT MANAGERS AND STRATEGIC LOBBYING:
ISSUES FOR THE FUTURE**

Christopher AULD
Griffith University, Australia

Despite record levels of government assistance for sport and a national focus on the Sydney 2000 Olympic Games, professionals and volunteers working in the area cannot afford to relax about the future of sport. Because sport and recreation services are frequently perceived as "soft" areas of government intervention, all those associated with the provision of such services need to be vigilant about the lobbying and public relations opportunities available to them. The lobbying behaviour of individuals working within the sport industry is vital in influencing future resource allocation, public policy development and perhaps more importantly from a strategic sense, the level of community support. Because of the variable nature of government intervention and the critical role that government policy and funding can play in the provision of sport services, it is crucial that those working in the area become more cognisant of the role and impact of lobbying in the wider political and policy context. Some preliminary research has indicated that many people involved in the industry perceive that lobbying is neither their responsibility nor an appropriate role for them to undertake. It may be that this factor, together with focussing lobbying on the elite level of decision making, the changing political landscape, the professionalisation of sport management, adverse press and, the perception amongst some stakeholders that sport is moving away from its grass roots, may be a problematic cocktail for sport in the future. This paper examines these issues and using results from research on both the lobbying behaviour of sport and recreation professionals and sport management professionalisation, suggests some strategic directions for sport managers.

REFLECTIVE SPORT MANAGEMENT PRACTICE

Allan EDWARDS Griffith University, Australia
James SKINNER University of Tasmania, Australia

Reflective practice has emerged as an important issue not only in sport management but in many other professions. Critiques of reflection (Gore, 1987) often make use of the hierarchy outlined by Van Manen (1977), who proposed three levels derived from Habermas (1973). The first level, *technical reflection*, is concerned with the efficiency and effectiveness of means to achieve certain ends, which themselves are not open to criticism or modification. The second, *practical reflection* allows for open examination not only of means, but also of goals, the assumptions upon which these are based, and the actual outcomes. This kind of reflecting, in contrast to the technical form, recognises that meanings are not absolute, but are embedded in, and negotiate through, language. The third level, *critical reflection* as well as including emphasis from the previous two, also call for considerations involving moral and ethical criteria (Alder, 1991; Gore and Zeichner, 1991), making judgements about whether professional activity is equitable, just, and respectful of persons or not. In addition, critical reflection locates any analysis of personal action within wider socio-historical and politico-cultural contexts (Zeichner & Liston, 1987). Reflective practice remains problematic: it is difficult to conceptualise and many aspects of it are open to debate. The aims of this paper are to: (1) explore the concept of reflexive practice; (2) consider its potential contribution to sport management practice.

**INTERNATIONAL RELATIONS OF AND THROUGH SPORTS:
AN INTERESTING DOMAIN FOR SPORT MANAGERS**

Dimitris GARGALIANOS
Democritus University of Thrace, Greece

Arlott (1975) and Allison (1986) argued that, since the beginning of history, sports have always supported state authorities in their pursuit of political benefits both at local as well as international level. Sports started to get seriously organised in the end of the 19th and the beginning of the 20th century. First at international level and then at national and local levels, a world wide pyramid of more than a thousand organisations was created, whose responsibilities are: a) to administer all individual sports, b) to organise competition in all three levels and c) to ascertain that the rules of each sport are observed. On the top of this pyramid is the International Olympic Committee (MacAloon, 1991). Sport is considered to be a very active element of interactions between states in modern society through its ability to: (a) give to people around the globe the opportunity to come together and express themselves through competition under well defined rules, and (b) influence and be influenced by concepts like power, cooperation, hegemony, controversy, economy, technology, etc. (Happel & Kramer, 1984).

The purposes of this paper are to: (1) show that sport has always been an effective international relations tool for many countries, (2) underline the fact that the social value of sport is recognised by international political organisations, (3) present the dimensions of the international organisations of sports, (4) support that it is important for the people who are involved in the international relations of sports to be well educated, (5) identify the qualifications which those people should have in order to be effective in their duties and, (6) propose that sport managers should realise the international dimensions of their profession, study international relations and help both their institutions and their country to be represented internationally through sport in a far better way than today.

HRM FOR SPORTS ORGANISATIONS

Brendon KEANE

The Sports HR Group, Australia

As sports organisations become more closely aligned to the corporate club their need to effectively manage employees, volunteers and athletes has become as critical to their survival as marketing and financial management. Like all organisations operating today, the complexity of risk associated with all aspects of administering and managing a workforce makes healthy HRM essential, and the competitive environments in which they operate make skillful HRM commercially astute.

Sports organisations with their high energy, high emotion environments present a unique set of opportunities and challenges for the human resource management practitioner. First there is attending the basics, setting in place the management practices to ensure understanding of, and compliance with a vast array of legislative and operating regulations connected with employment. Most sports organisations have come along way to addressing the "have to do's" and the more progressive are taking a leaf out of the book of other successful marketing establishments and investing effort into developing the people that make up their organisations.

Human resource management practices relate equally as well to an employee as they do to a volunteer or an athlete. It is about managing the basics efficiently and then spending time and effort in understanding the people and the function that they need to perform - now and in the future. The next step is about understanding how what management does and does not do effects their performance - in the office or on the field. Progressive sports organisations have realised that understanding their people and what they need to do gives the organisation an enormous edge.

THE AFFAIR WITH TEAMS IN MAJOR SPORT EVENT ORGANISATIONS

Clare HANLON

Victoria University of Technology, Australia

In contemporary society, organisations have embraced the concept of teams (committees) to a much larger degree than in the past. Managers make increasing use of teams in order to provide adequate division of labour and to establish ownership and responsibility for organisational tasks. However, the popularity of teams has sometimes led to the establishment of teams strictly for the sake of having them. Given the growing popularity of teams as a management tool, this paper examines how event managers in major sport event organisations can successfully manage teams. A number of issues present themselves, such as the extent of team utilisation, the types of teams that are appropriate under differing circumstances, the time frames required, and the variety of personnel needed. Personnel include full-time, part-time, casuals, outsourcers, and volunteers. With such a range of personnel, managers need to assure the contributions and establish appropriate relations with and among teams. This paper suggests an appropriate "team type" for major sport events organisations, and develops a model illustrating the successful management of teams. The paper elaborates an analysis of the Australian Tennis Open as an example. The Australian Tennis open has in excess of 2000 personnel across 30 different areas of the Tournament. In 1998, the event was televised to over 700 billion homes in 151 territories worldwide, making the management of teams vital for the event's success. Examination of the event highlights the ways that teams can be successfully used in event management.

NETWORKS AND RECRUITMENT: ISSUES EFFECTING THE APPOINTMENT OF SPORTS COMMENTATORS

Karen NELSON

Central Queensland University, Australia

The purpose of this study was to examine the composition of interpersonal networks and their effect on the recruitment of female sports commentators in the broadcast media in Australia. Previous research has indicated the importance of 'networking' and the building of relationships that can be used to one's advantage. The formation of networks with other members who are similar on given attributes such as age, race and gender are referred to as homophilous networks. This research aimed to investigate the extent of homophilous networks in broadcast media outlets and their effect on women working in the industry. The composition of interpersonal networks within the broadcast media was explored, to examine if the gender of existing network members effects the inclusion of new network members. The procedure for the recruitment of sports commentators was also investigated to establish if interpersonal networks influence recruitment opportunities.

Data were collected using tape recordings of semi-structured interviews from a sample of seven (7) participants. These participants included network heads of sport, executive producers and sports commentators in the broadcast media, who gave informed consent to take part in the study. The interviews were transcribed, reduced and interpreted by the researcher. The findings identified interpersonal networks within sports media outlets exhibit homophilous characteristics. The research also indicated the recruitment process varied between commercial and non-commercial media outlets. Two explanations emerged from the data for the apparent low numbers of female sports commentators in the broadcast media at the present time. It was found the male composition of interpersonal networks within the sports media inadvertently discriminates against women in the industry. A perception that women lack credibility and knowledge was also identified which resulted in the belief that women are unsuitable for the position of sports commentator.

**SERVICE QUALITY IN SPORT TOURISM:
THE CASE OF CLUB LA SANTA, LANZAROTE****Des THWAITES**

Leeds University Business School, UK

The context for the study is Club La Santa, located on the northern coast of Lanzarote. Positioned as "the world's leading sport and leisure resort", La Santa offers all year round training facilities for national and international standard sportsmen and women as well as the less ambitious who merely seek exercise and relaxation. The research uses qualitative approaches (depth interviews with senior staff and customers) to generate data which is used to illustrate key issues in the development of services quality. Particular attention is given to the characteristics of services: - intangibility, heterogeneity, inseparability, perishability and ownership. Management strategies for addressing these features, including the use of an extended marketing mix incorporating people, process and physical evidence are then considered. The gap model of service quality (Zeithaml, Parasuraman & Berry) is utilised to identify how differences between customer expectations and perceptions of a service arise (the customer gap). The contribution of the service provider to this gap is then considered in terms of the underlying factors, which make up the four provider gaps, viz.: not knowing what customers expect, not selecting the right service design standards, not delivering to service standards and not matching performance to promises. Strategies for closing or removing these gaps are illustrated by reference to the experiences of Club La Santa.

**CUSTOMER SERVICE PROBLEM-PREVENTION IS BETTER THAN THE CURE:
IMPLICATIONS FOR SPORTS AND LEISURE SERVICES****Gary HOWAT, Duncan MURRAY and Gary CRILLEY**

University of South Australia, Australia

Minimising customer service problems and consequent dissatisfaction plays a key role in the retention of customers (Anderson & Sullivan, 1990; Fornell & Wernerfelt, 1987; Parasuraman et al., 1988). Indicators of customer retention include customers' intention to repurchase (or continue membership), their willingness to recommend the service to other prospective customers, and their intention to increase the volume of their purchases (or increase their utilisation of the service). Ultimately any increase in customer retention will have a positive impact on organisational profitability (Cannie & Caplin, 1991; Horovitz et al., 1991; Jones & Sasser, 1995; Reichheld & Sasser, 1990).

Several researchers claim that successful resolution of problems will improve loyalty and strengthen relationships between customers and the organisation (Arnold & Brokensha, 1992; Gilly, 1987; Jones & Sasser, 1995; Lovelock, 1994; Parasuraman et al., 1991). Responsive and empathetic problem resolution may also exceed customers' expectations, thus converting dissatisfied customers into advocates of the organisation.

However, other researchers have found that service failure weakened the association between the customer and the organisation, with service recovery efforts only regaining some ground in terms of improving customer's perceptions of the organisation (Bolton & Drew, 1992; Spreng et al., 1995). Zeithaml et al. (1996, p. 35) note that "satisfactory problem-resolution service, though pleasing to customers, does not cause them to forget the service failure".

This study examines the impact of problem experience and resolution on levels of satisfaction and the behavioural intentions of customers in sports and leisure centres. A strength of this study is the size of the dataset which includes 5343 respondents from 30 centres across Australia.

The findings of this research suggest a continuum in levels of customer satisfaction and willingness to recommend the organisation according to whether they experienced a problem, and whether it was resolved satisfactorily. These findings reinforce the importance of minimising problems for customers. In turn the way the organisation deals with complaints significantly influences the customer's overall satisfaction as well as their repurchase intentions and word of mouth communication to other customers.

**UNDERSTANDING THE EMERGENCE OF THE RELATIONSHIP MARKETING
PARADIGM AMONG SPORT ORGANISATIONS: A CONTEXTUALIST
APPROACH****Laura COUSENS and Geoff DICKSON**

Central Queensland University, Australia

Relationship marketing has emerged as an important discussion point among academics and practitioners in the field of sport management. This conceptual debate was stimulated by Gronroos' (1994) seminal article, *From Marketing Mix to Relationship Marketing: Towards a Paradigm Shift in Marketing*. This article highlighted the paradigm shift in marketing that is underpinned by an emerging relationship-driven marketing strategies employed by practitioners within and beyond the realm of sport (Shani, 1997). Recent issues of *Sport Marketing Quarterly* were dedicated to relationship marketing and corporate sponsorship within the sport context. These issues highlight the use of relationship marketing practices enacted by sport organisations and the changes in the ways practitioners in the field of sport attracted commercial and industrial buyers and maintained long-term relationships with them.

Sport marketing theorists have proposed conceptual frameworks to explore the application of relationship marketing within the context of sport and its synergy to sport marketing (Shani, 1997; McDonald & Milne, 1997). McDonald & Milne (1997), for example, proposed that the Lifetime Value (LTV) and the Relative Relationship Strength (RRS) of customers as measurement tools to assist sport marketing executives as they evaluate the fan loyalty to a sport organisations and the strength of a franchise's relationship with them. A conceptual framework to guide a sport organisations' effort to move from the 4 Ps paradigm to the relationship marketing paradigm was also posited by Shani and Chalasani (1997).

While these theorists have highlighted the need for sport organisations to embrace relationship marketing as a means to compete within this dynamic industry and suggested frameworks to assist managers as they attempt to do this, the environmental and organisational factors that enable organisations to successfully embrace this new marketing paradigm have yet to be explored. A paradigm shift, such as the one posited by Gronroos (1992), represents a quantum change in the ideas and beliefs, structures and systems of sport organisations. Given this, a more holistic framework to explore the context, content and process of change must be considered (Pettigrew, 1987). A framework that facilitates an exploration of the environment of sport organisations together with the nature and process of the change is needed.

Therefore, the purpose of this paper is to identify the organisational and contextual dimensions that facilitate the adoption of relationship marketing as a dominant perspective by sport organisations. Relationship marketing is viewed not as a marketing strategy per se, but as a business-level strategy and way of viewing the world that disrupts traditional organisational values and beliefs, structures, and systems in response to the external relationships that are considered fundamental to the success of the organisation. Pettigrew's (1987) contextualist approach that encompasses the context, content and process of change will be employed to frame the elements that must be considered by researchers and sport managers when contemplating organisational change from the traditional

marketing mix paradigm to relationship marketing.

The paper draws upon examples from sport organisations that have embraced the relationship marketing paradigm as well as those that have yet to do so. In addition, illustrations of the contextual shift, content and processes involved in this radical organisational change are also provided.

SERVICING THE SCUBA DIVER: THE ROLE OF CONTINUING EDUCATION IN BUILDING CUSTOMER COMMITMENT

Trevor ARTHURSON
Griffith University, Australia

This study examines the relationships among identity, motivations, formal training, perceived constraints and diving frequency among SCUBA divers. The literature relating to each of these factors was examined in order to develop a hypothetical model of the antecedents and consequences of continuing education in SCUBA diving. The model predicted that; increased diving self-identity will increase intellectual motivation and competence/mastery motivation; increased intellectual motivation, competence/mastery motivation and social motivation will increase choice of continuing education; continuing education will increase diving social-identity; continuing education, increased social-identity and increased stimulus avoidance motivation will increase diving frequency; increased perceived price/distribution constraints, increased perceived individual constraints and increased perceived social constraints will reduce diving frequency.

Data were collected from a sample of 132 Australian recreational SCUBA divers. The sample consisted of two groups, 66 divers that had only completed entry-level training and 66 that had completed further diver training. The two groups were matched on gender and were drawn from Open Water Diver courses where at least one diver completed further training and at least one had not.

The data were analysed using path analysis. All paths but two were supported. It was found that perceived individual constraints and perceived social constraints did not reduce diving frequency.

It is concluded that the effect of self-identity on choice of continuing education is mediated by intellectual motivation and competence/mastery motivation, and that continuing education amplifies diving frequency. It is also concluded that once participants overcome barriers to complete entry-level training, only perceived price/distribution constraints affect divers' frequency of participation. It is noted that diving is a social activity and the social variables play an important part in diving participation.

Session 2B: *Televised Sport*

CORPORATE MARKETING THROUGH TELEVISED SPORTING EVENTS: A SYSTEMATIC APPROACH TO MANAGEMENT AND EVALUATION

Peter SMOLIANOV
Deakin University, Australia

It could be said that advertising through sport, particularly sponsorship, is in a state of contradiction. On the one hand, sponsorship grew with a 35% per annum increase worldwide since 1984, reaching \$9.6 billion in 1993 (Scott and Suchard, 1993). Worldwide sponsorship currently exceeds US\$10 billion and was expected to exceed US\$15 billion by 1997 (IEG 1996). Sixty-two of the major 102 Australian companies surveyed by Grdovich (1992) included sponsorship as a part of their communication mix and more recently, it was revealed that 74% of the top 100 companies in Australia included sponsorship in their communication strategies (Rodgers, 1995).

On the other hand, there is limited planning, objective setting and evaluation associated with sponsorship and growing concern about the return on investment it provides. Of the corporate sponsors surveyed by Hirons in 1990, 52% had attempted formalising the sponsorship process and only 9% of the surveyed sponsors had their sponsorship policy as a part of the overall strategic brand plans. Eighty-two percent stated they had set sponsorship objectives, yet only half felt they could determine whether they reached these objectives. Thirty percent did not evaluate their sponsorship investments at all.

According to Hirons (1990), Rodgers (1995), Grdovich (1992), Harris (1993), Kuzin & Kutepov (1994), Parker (1989), and Levin (1993), there is limited planning, objective setting and evaluation associated with sport marketing. Recognising management and evaluation inadequacy of corporate marketing through televised sports, the paper offers an enhanced method of managing a sport marketing campaign and its key components - advertisements and sponsorships.

The new approach to campaign management is developed through reviewing literature on sport sponsorship and advertising management of over 50 academics and private consultants from Australia, Europe and United States, conducted in 1997-1998.

The successful corporate marketers integrate sponsorships and advertisements to cross-promote the two media and multiply the effect of their sport marketing investment (B&T, 1997 February 14). A combined management of advertising and sponsorship, particularly their development, is a creative and often spontaneous process. The paper demonstrates how research, analysis and evaluation may effectively assist marketers if made as part of a campaign at its every stage. The researcher, together with the marketer, should select and pre-assess the sponsorships suitable for the corporation, test the draft developed campaigns with the company's management as well as with the consumers, and track the program including post-event assessment of sponsorship.

The paper details the research criteria and techniques used on each campaign stage and suggests a systematic approach to management and evaluation of corporate advertising and sponsorship using televised sporting events. The suggested management approach can be used by a number of industry participants, including corporations involved in sport marketing, sponsored sporting organisations and companies facilitating the sport marketing exchanges.

SPORTS TELECASTING ON THE INTERNET: CURRENT DEVELOPMENTS

Paul TURNER
Deakin University, Australia

Extensive speculation regarding the impact of computers on the traditional mass media has emerged recently, through the increased popularity of the internet and other computer related activities. Predictions have been made of a rapid decline in television viewing as a result of home computer usage (Coffey & Stipp, 1997). Although empirical evidence to support or refute this thinking is still being gathered, there is growing evidence emerging to suggest that, at the very least, computers will replace aspects of current television transmissions, or ultimately coexist in a manner which will be quite different to that presently in place.

Although the integration of the computer and television receiver are unknown entities, it remains essential that sport managers become familiar with the technological changes which are evolving. This paper identifies relevant developments in internet technology as they apply to the telecast of sporting contests. Two emerging internet broadcasting techniques with quite different implications for sport are highlighted. These technologies involve the integration of television broadcasts with internet technology. The first reflects on the development of web television (WebTV) and the second aspect looks at the phenomenon of Netcasting (also known as Webcasting).

WebTV involves the placement of a set top box on top of the television set. This enables the viewer to surf the net and access internet capabilities without the requirement of a computer. The viewer of a sports program immediately has access to key home pages or electronic messaging while viewing the sporting contest. The recent focus of television networks and sporting associations towards developing comprehensive web sites (and then advertising during the telecast that these sites exist), will enable sports viewers in possession of this technology to immediately download and access information from their television screen whilst watching the sport contest. The capacity for picture and data to be displayed simultaneously, utilising the same remote control device for television and web access will potentially lead to a change in the way in which people view sports, (and how a network might present sports), in the future.

Netcasting (Webcasting) involves the broadcast of events as pictures on the internet. This can be done as a live telecast with both vision and sound. The memory required to store moving images, presently one of the difficulties with video imaging on the computer, is not a requirement in this case as the picture is telecast live. Niche sports with key demographic elements but limited mass appeal could be targeted towards a global audience in this way.

POSTMODERNISM, SPORT AND TELEVISION VIEWING

Allan EDWARDS Griffith University, Australia
Keith GILBERT Queensland University of Technology, Australia

The reality, nature and import of what is commonly termed "postmodernism" or the "postmodern condition" are currently topics of wide ranging debate in the academic arena. This is particularly so in those fields in which the postmodernist phenomenon has been raised most strongly. For example, in the disciplines of philosophy, sociology and the arts. However, it is clearly visible that academics in sport management have contributed little to the current global postmodern debate. This is perhaps because of the fact that many academics in sport management are unfamiliar with the concepts of postmodernism. In an attempt to address this apparent oversight this paper explores the current postmodern trend by firstly, inquiring as to what is meant by the term postmodernism and secondly, by attempting to place postmodernist theory into a framework which is useful in the field of sport management by examining the implications of Baudrillard's (1987 & 1988) conception of postmodernism to the analysis of television sports viewing.

ATTITUDINAL AND BEHAVIOURAL CONSEQUENCES OF CONTINUING TO VOLUNTEER: DIFFERENCES BETWEEN CAREER AND MARGINALISED VOLUNTEERS IN SPORT

Graham CUSKELLY
Griffith University, Australia

The work of Stebbins (1982; 1996), Henderson (1981; 1984), and Pearce (1993), has recognised the need to examine volunteering from a leisure perspective. Caldwell and Andereck (1994) researched changing motives for initiating and continuing membership in a recreation-related voluntary association. Leisure researchers generally conceive of volunteering as altruistic, service oriented (helping others) and often involving obligation whereas leisure is conceived as largely self-determined, relatively free from obligation and concerned with personal enjoyment. Researchers have grappled with conceptual problems in the study of volunteering due to difficulties in being able to clearly categorise the activity as work or as leisure. Using Stebbins work on serious leisure, Cuskelly and Harrington (1997) developed a work-leisure typology of volunteering. Cuskelly (1997) found evidence of marginalised and careerist forms of volunteerism amongst sport volunteers who were asked why they chose to volunteer.

The present paper extends this work by asking the same subjects why they continued to volunteer. Qualitative data from a sample of volunteer sport administrators ($n = 297$) were used to categorise each volunteer as either marginalised or leisure careerist on a work-leisure volunteer typology. The subjects were categorised once on the basis of their initial reasons for volunteering and again on their responses to why they continue to volunteer. Differences between those who remained in one category or the other and those whose categorisation changed were examined in relation to the perceived benefits of volunteering, behavioural involvement as a volunteer and commitment to their sporting organisation. In general, volunteers who were categorised as leisure careerists and those who moved towards the leisure end of the typology demonstrated higher levels of organisational commitment, behavioural involvement and perceived leisure benefits than marginalised volunteers. Some implications of these findings for volunteer policy development and further research will be discussed.

**SPORT TRUSTS: A VEHICLE FOR REGIONAL
SPORT MANAGEMENT IN NEW ZEALAND****Lyn GUNSON**

University of Waikato, New Zealand

Since 1983 seventeen regional sports trusts have been established in New Zealand to encourage lifelong active participation in sport and leisure and to enhance personal and community well-being. Each trust has remained autonomous however, a collective national network has evolved because of their link to the Hillary Commission, personal connections among trust chief executives and staff, common programmes being delivered, and a shared founding ideology. Although sports trusts engage in activities and programmes which are consistent with Government policy, they have been established in an era when Government's political ideology is expressed in economic policies which have resulted in a withdrawal from direct involvement in sport support except for the funding allocated to the Hillary Commission, the crown agency responsible for the distribution of government Lottery funding to sport in New Zealand. In this environment, the sport trusts have increasingly become providers of programmes reliant on sponsorship funding sources and hence are heavily dependent on the goodwill of the commercial sector.

This paper reports on the author's research on the management and role of regional sports trusts as agents for the national sports bodies. Because these bodies have focused on national sports teams and elite performers, they have neglected links with regional and local sports organisations. Sport trusts are seen as vehicles to restore these links. This paper examines the tensions and dilemmas that arise between national and regional organisations; commercialism and voluntarism; external pressures and the personal values of trust management; funding sources and programme priorities and leadership in times of change. The conceptual framework is embedded in organisational behaviour theory. Triangulation was achieved by the author's interviews with chief executives of national bodies and regional trusts; participant observation at national sports trust meetings; and discourse analysis of official statements, meeting proceedings and annual reports. The findings of this research project will be explained. The implications for other researchers, policy makers and those involved in the management of national and regional sports bodies will be discussed.

**TOWARD A MODEL FOR SPORTS MANAGEMENT IN
NEW SOUTH WALES****Peter WARNING** University of Technology, Sydney, Australia
Bryan SPENCER NSW Department of Sport and Recreation, Australia

Sporting bodies are no different to other organisations in the sense that they operate in a dynamic environment, have numerous competitors and have to create congruence between their internal structures and the challenges that the environment imposes. State sporting bodies operate in an environment that constrains their ambitions by placing them in a hierarchy where their status is inferior to national sporting bodies. As a result they are not direct beneficiaries of the financial returns and publicity resulting from national competition. This means that they are increasingly reliant on funding from state sources and direct support from volunteers. As government grants become increasingly competitive, state sporting bodies need to become increasingly accountable, have transparent decision making processes and be able to grasp opportunities that arise. However their internal structures are often too large and unwieldy, a legacy of their long histories and geographic emphasis. These characteristics retard their ability to

react effectively to environmental changes and also to be proactive. The authors discuss two case studies and suggest a generic model for state sporting bodies' internal structure which provides the foundations for the following qualities. It should have transparent and appropriate decision making processes. It needs to be flexible and accountable. It should comprise appropriate people who can provide appropriate leadership. It should empower staff and volunteers, encourage initiative and reward good performers. It should be a forward thinking organisation. Sporting organisations often have long and proud histories, and are sustained by enthusiastic, hardworking volunteers. If they are to change their structures and ways of doing things, realistic change management techniques should be applied. Otherwise chaos and destructive conflict may occur. The authors give an example of an established change strategy and demonstrate how it can be applied to sporting bodies.

**PROFESSIONAL STATUS OF AUSTRALIAN SPORTS MANAGERS AS
PERCEIVED BY EMPLOYEES OF NATIONAL SPORTING ORGANISATIONS****Emma SHERRY**

Deakin University, Australia

Australia's National Sporting Organisations (NSOs) have experienced significant changes in recent years. Government support for sport in Australia has increased dramatically, and has seen the development of sport support services such as the Australian Institute of Sport, the Australian Sports Commission and a number of state based sport and recreation departments and programs. As the Australian sport industry grows, sport management is becoming increasingly accountable to both government and corporate sources of funding. Restrictions on government spending and increased competition for corporate sponsorship have seen a demand for professional sport management personnel.

Currently there is little established research on the professionalism of Australian sport management. The sociology of the professions was developed in the United States of America during the early 1930s, and since that time, no all-encompassing definition of a 'profession' has been documented. Several clearly identified themes are found running through the literature, such as; the attributes approach, the process of professionalisation and the profession as social power, yet each theorist offers an integration that differs from each of the others.

Soucie (1994) identified eight ideal characteristics of a profession in his investigation of the emergence of sport management as a profession in Canadian National Sporting Organisations. These ideal characteristics include; a full time occupation, membership in a formal organisation, advanced education and specialised training, a scientific and esoteric knowledge base, a service or client orientation, autonomy restrained by responsibility, an established code of ethics and political actions. These attributes, together with the power relations with outside bodies, reflect the professionalism of an occupation group.

The research undertaken included a quantitative analysis of these eight characteristics as indicators of the professionalism of sport managers employed by Australian National Sporting Organisations. By measuring the perceptions of the professionalism of National Sporting Organisation sport managers, an indication of the occupation's professional status can be determined.

THE COST OF PARTICIPATION IN LOCAL SPORT

Martin HOLE, Steve ALLENDER & Dan CHETCUTI
University of Ballarat, Australia

This study will investigate the cost of participation in twenty different local sports in the Ballarat area - principally club memberships and match fees, annual clothing and equipment costs, travel and medical expenses. A cross section of approximately 50 participants in each sport: males and females; elite performers, intermediate and social players; and adults, juniors and veterans; will be surveyed.

The results will assist the City of Ballarat in the planning and delivery of its sport and recreation services, with particular reference to addressing equity issues in its financial assistance allocations and its fees and charges policy for use of municipal facilities. Results will be analysed using a straightforward SPSS package to allow comparisons in club membership and match fees, typical equipment and clothing costs, travel and medical expenses to be made between different sports, with cross tabulation to determine significant differences in gender, age and playing ability both within individual sports and between different sports. Sports will be ranked according to total and different categories of expense, and an attempt made to determine a total cost index.

Session 2D:

Pedagogy

THE GENESIS AND DEVELOPMENT OF AUSTRALIA'S FIRST SPORTS HIGH SCHOOL

Christopher DUNSHEA
Westfields Sports High School, Australia

Westfields Sports High School has been acknowledged as Australia's first Sports High School. In a ministerial letter to Dr Alan Laughlin dated the 8th of November 1990, the NSW Liberal Party Minister of Education, Virginia Chadwick acknowledged that Westfields Sports High School was 'this state's first sports high school', and that the proposal to create the concept had been 'a school initiative.' Subsequently the Federal Labour government described Australia's first sports high school as 'a project of national significance'.

This paper traces and analyses the genesis and development of the sports high school concept in Australia. It looks closely at the philosophical basis of the sports high school and the development of other sports high schools in Australia from the Westfields model. Since the concept began to evolve in 1989 as the vision of the school's Principal Phil Tucker, 200 schools delegations from Australia and overseas have visited the school. It was a proposal from the Principal of the school that two more sports schools be established in Sydney, and one each in Wollongong and Newcastle, this idea was adopted by the NSW Department of Education. Close links were established early between the school and the Australian Institute of Sport, Universities, the Australian Sports Commission and State sports associations who supported the new proposal. This was indeed the first joint project between the ministry of education in the guise of the Department of Education, and the Department of Sport and Recreation.

The project was launched as a partnership that would ensure a life after sport for many athletes. The school sought to be an environment in which talented sports persons could pursue their academic and sporting development. Phil Tucker wanted to promote the identification of Australia's sporting talent. Further, he felt that it was important to provide the best coaches for the young athletes. The school continues to provide a strongly supportive environment with a flexibility of approach, and with provision for the needs of student athletes in the areas of medicine, physiotherapy, and sports science. Phil Tucker's vision is of a national system of Sports High Schools that provides a co-operative and competitive framework within, which the aspirations of Australian sportspeople, and the Australian nation can be realised.

Currently the schools achievements are fulfilling this vision. Former students such as Harry Kewell, are providing inspiration, and a model to follow. As he hurdles astride the current Milo advertisement Westfields athlete William Wicks highlights the role sponsorship continues to play in the sports arena. The Westfields model has been assisted by both the Department of Education and sponsorship from individuals and companies, including Jim Masterton of Masterton homes. If medals are an indicator of success the school's athletics club can take pride in the 21 National medals achieved in 1998. The school is a model of sports management that is now being followed nationally.

**THE REDS RUGBY COLLEGE:
A RESULT OF PROFESSIONALISM IN RUGBY UNION**

James SKINNER University of Tasmania, Australia
Allan EDWARDS Griffith University, Australia

In 1995 the Queensland Rugby Union (QRU) as a consequence of a number of environmental disturbances in the sport and entertainment marketplace has developed a commercial focus. The QRU endeavours to maximise all commercial opportunities to market and achieve successful sporting and business results. The key to the commercial success of the QRU is based around its most valuable resource, its players. This paper presents a model that establishes the reason for the formation of the Reds Rugby College (RRC) as a mechanism for ensuring the continued commercial success of the Queensland Rugby Union in the sport and entertainment marketplace. The researchers have been directly involved in the planning and development process of the RRC. Its purpose is to create a dynamic environment which provides a pathway from amateur to professional rugby for those who demonstrate exceptional talent and skill. Evidence of this exists through; (1) the integration of the RRC into the Brisbane and Country Sub Union club system, (2) the establishment of a series of programs to assist young players and support their development, (3) integrating the talent identification program into the RRC and, (4) the provision of quality coaching and technical assistance within the Brisbane Club Competition and Country Sub Union system to encourage the development of emerging players. In doing this it aims to create benefits for all stakeholders involved in rugby union in Queensland.

COACH EDUCATION IN HONG KONG

Alison Siu-king WONG
Hong Kong Sports Development Board, Hong Kong

This presentation is to introduce the Coach Education Programme in Hong Kong. Moreover, problems encountered in implementing the programme will be discussed. The Hong Kong Coaching Committee (HKCC), a joint committee of the Amateur Sports Federation and Olympic Committee of Hong Kong, China (ASF&OC) and the Hong Kong Sports Development Board (SDB), was established in July 1991 to formulate short- and long term strategies for the development of coach education and accreditation programmes in Hong Kong. Coach Education Programme in Hong Kong is implemented by the HKCC and sponsored by the Hongkong Bank Foundation. Currently, there are two main programmes:

- (1) The Hongkong Bank Foundation Coach Accreditation Programme
- (2) The Hongkong Bank Foundation Continuing Coach Education Programme

The Coach Accreditation Programme is concerned with the development and accreditation of coaches in Hong Kong and operates at three levels. By March 1998, a total of more than 6,000 coaches had joined the Programme. The Continuing Coach Education Programme aims to provide opportunities for accredited coaches to update their theoretical knowledge and practical expertise. Seminar, workshops are organised annually by the Coach Education Department to achieve this purpose. Apart from these, National Sports Associations may also apply for funding to stage their own sport-specific seminars/workshops or to send their coaches to attend development and training programmes overseas.

**THE UNIVERSITY OF SAN FRANCISCO EXPERIENCE:
AN ALTERNATIVE MODEL FOR SPORTS AND FITNESS MANAGEMENT
GRADUATE EDUCATION**

Lawrence A. WENNER,
University of San Francisco, USA

This paper outlines the market planning, curricular design, mounting and revision of the University of San Francisco Master of Arts Program in Sports and Fitness Management. The paper focuses on key design features and experiences with a cohort-based master's program that began in 1991 and was designed to be offered in evening coursework to working adults and taught primarily by professionals in the sports and fitness marketplace. Since its beginning in 1991, the USF Master's Program has grown to approximately 120 students, making it one of the largest graduate programs in the sport management area in the U.S. This program departs from most sports management graduate education models in the U.S. First, the program is unusual in focusing on a management and marketing skill set that departs from those traditionally offered in departments of physical education, exercise science, and kinesiology. Second, the program is unusual in being built around a cohort-based fixed curriculum aimed at a mid-stream professional student audience and scheduled on a non-conforming academic calendar of evening coursework scheduled 12 months a year over a two year period.

The first part of the paper will review the initial market research, curricular planning, and mounting of the program. The second part of the paper will assess alternative design components of the program, including 1) the student cohort model, 2) the one evening a week course scheduling, 3) reliance on and training of professional teaching faculty and strategic use of area professionals as guest lecturers and panelists, 4) issues in servicing a mid-stream professional student population in conjunction with a traditional age student population, 5) the development and implementation of the Internship Program and Fieldwork course in conjunction with building relations with area professional organizations, 6) the development of a Capstone Seminar and Master's Project in counterpoint to the traditional master's thesis and comprehensive exam. The last part of the paper will consider revision strategies in optimizing sports and fitness management graduate education in alternative frameworks that can service mid-stream professionals and help that population on the road to accelerate their professional development.

**A LONGITUDINAL STUDY OF OLYMPIC SPONSOR
AWARENESS IN RURAL AUSTRALIA****David ARTHUR and Ian THATCHER**
Southern Cross University, Australia

This paper forms part of an independent longitudinal research project designed to track the awareness of Olympic sponsoring organisations (Team Millennium Partners) prior to, during and post Sydney 2000 in rural Australia.

The demonstrated rapid increase in investment in sport sponsorship in recent years has seen the medium become entrenched as a legitimate element of the communications mix of many corporations. Hand in hand with this legitimisation has been a requirement on the part of sponsoring organisations to accurately evaluate the results of their sponsorship programmes. As such the use of intermediate measures has received widespread support in the literature as a suitable methodology for evaluating sponsorship. The commonly used intermediate measures of recall and recognition, elicited via the use of a ten-point questionnaire, were utilised by the researchers to collect data pertaining to Olympic sponsorship. An initial survey (n = 675) was conducted to benchmark awareness and favourability values for each Team Millennium partner and to compare to levels generated elsewhere. Further surveys (n = 674 and n = 667) were conducted six and twelve months after the initial intervention. The results indicated fluctuations in the level of awareness over time for some Team Millennium partners as well as high levels of awareness for some non Olympic - sponsoring organisations. In addition the actual corporations and the levels of awareness generated by each were commensurate with those levels found in awareness studies into the Sydney 2000 Games conducted elsewhere.

**U.S. VIEWER INTEREST IN THE OLYMPIC GAMES:
WINTER '92 THROUGH WINTER '98****Lee VANDER VELDEN, University of Maryland, USA**
Laurence CHALIP, Griffith University, Australia

Consumer behavior regarding the Olympic Games was the focus of five separate studies; the first focused on the 1992 Winter Games; the second, on the 1992 Summer Games; the third, the 1994 Winter Games; the fourth, the 1996 Summer Games and the fifth, the 1998 Winter Games. Separate questionnaires were designed for the Summer and Winter Games to ascertain overall interest in the Olympic Games as compared to other major sporting events, specific interest in the Summer and Winter Games as well as attention to individual events. Demographic characteristics identified those who watched the Games, how often they watched, what events they followed as well as their motivations for following specific events and/or the Games in general. The patterns of consumption investigated include the identification of media sources used to follow the Games, the time spent watching the Games on network and pay television and whether the viewers made special arrangements to watch the Games. Finally, respondents reacted to several questions pertaining to the structure of the Olympic Games and the media presentation of the Games. In this paper the results pertaining to the motivations for following the Winter and Summer Games from 1992 through 1998 will be discussed.

**SPORT MANAGEMENT IN ACTION:
A PERSONALISED CASE STUDY OF THE WORLD UNIVERSITY GAMES****Trish BRADBURY**
Massey University, New Zealand

The World University Games, commonly known as the Universiade or FISU Games, is the second largest multi-sport event in the world next in size to the Olympic Games. This biennial event is open to any amateur athlete between the ages of 17 and 28 who is a current, full time university student or who has graduated in the previous year. The Federation Internationale de Sports Universitaire (FISU) is the governing body for world university sport while the New Zealand University Sports Union (NZUSU) is the affiliated national body in New Zealand.

As an important internationally recognised sporting event, the World University Games standards follow the excellence set by the Olympic Games. Similarities between the two include: the magnificent spectacles of the opening and closing ceremonies, the athlete's village and accommodation, associated sport conferences which run parallel to both events, as well as the guiding philosophies and basic principles by which they are regulated.

This paper explores a personalised perspective of my involvement as Assistant Chef de Mission and Chef de Mission for this sporting event. Overall management of the team has progressed to a more professional level providing increased communication, team culture, team management, sponsorship and media promotions. Implications for sport team managers and National Sport Governing bodies will be further discussed.

In the global stadium of sport, the World University Games is the primary focal point where the majority of today's superior and highly recognised Olympic athletes start. Sport management skills are put to the test to ensure that the athletes involved receive the best possible sporting, cultural and life experience possible.

**OF TULIPS, TOLERANCE, SPORT, AND CULTURE:
A NATURALISTIC ENQUIRY OF THE 1998 GAY GAMES IN AMSTERDAM****Steven KATES**
Griffith University, Australia

In August of 1998, I performed a naturalistic enquiry into the meaning of sport and culture at the Fifth Gay Games in Amsterdam. This topic relates well to previous literature in the sport sociology literature which explores sport as a site for reproduction of dominant ideologies and as a site for resistance and contestation. Tentative interpretations of the data include themes which relate to sport as a means of inclusion, sport as a means of symbolic protest of homophobia and sexual stereotyping, sport as a means of personal empowerment, and sport as a means of instantiating gay and lesbian identities. Further research may focus upon studies which analyse comparisons between Gay Games and Olympic Games, noting how ideologies and resistances are similar and contrasting.

SOCIAL FORCES AND MANAGEMENT DECISIONS: CONTRADICTIONARY EXPECTATIONS OF COACHES IN THE AUSTRALIAN FOOTBALL LEAGUE AND THE RISK OF ORGANISATIONAL INEFFICIENCY

Pamm KELLETT
Indiana University, USA

The coach has been described as someone who fulfils many different roles: a leader, a teacher, an educator, a technician, a manager, an organiser, a counsellor, a friend and a father figure, to name but a few. Much of the research about coaching and coaches has been conducted in North American University and High School systems. The literature suggests that these coaches often report stress and burnout due to the contradictory expectations of athletic versus academic performances they are required to nurture among their athletes. The purpose of the current research was to investigate the occurrence of role confusion and conflict among professional coaches in the Australian Football League. This research was comprised of two studies.

Study 1

Twelve head coaches of professional Australian Football League teams were interviewed about their perceptions and experiences of professional coaching. Coaches described their job as one of "people management". For coaches, a key element of their role as a people manager included facilitating the development of their athletes -- a role that was not limited to the athletic performance. Coaches generally regarded their role as a set of nurturing functions, based on empowering both their athletes and support staff. Relationships between coaches and staff from other elements of management within the clubs were not of the personal nature that was seen between coaches and their playing staff. Coaches were exposed to different expectations from board members and administration staff. The people that the head coach supposedly manages (assistant coaches, recruitment officers, etc.) have a very real influence on team success -- the ultimate measure of coaching success. However, many coaches reported that they did not manage these staff in a traditional organisational sense. Many coaches did not know who actually made the decisions about their staff. Until the interviews, it was apparent that coaches had not really articulated the conflicting expectations. Coaches were, in fact, unaware that these conflicts were common to other coaches. This unexpressed, covert character of role conflict exacerbates its effect because the conflict is therefore overlooked and is consequently unaddressed by club human resource systems or by coaching organisations.

Study 2

The second study sought to explain social forces that reinforce this covert character of coaches' role conflict. Newspaper articles were collected throughout the football season. Using NUDIST software, article content was coded and it was found that coaches were generally portrayed as authoritarian, 'tough' and resilient personalities who lead their team into 'battle'. Media photographs were also analysed and were found to further portray coaches in this manner. It is argued that this popular presentation of the coach as a tough, single-minded leader of troops directs coaches to conform outwardly to a stereotype for which expressions of role conflict would be inappropriate. Thus, the coach is cast into a public role that reinforces the covert nature of coaching role conflicts.

These findings suggest the value of human resource management systems and procedures that aid coaches in dealing with their many and varied role conflicts. Directions for managing coaches and future research in this field are discussed.

DIFFERENCES IN PERCEPTIONS OF ROLE CONFLICT AMONGST CHAIRPERSONS AND CEO OF QUEENSLAND STATE SPORTING ORGANISATIONS

John SCHULZ
Griffith University, Australia

For the last two decades there has been an increasing trend within sporting organisations to employ professional staff. With the introduction of these professionals, has come an increase in bureaucracy and in the new organisational structures that have emerged, both volunteers and professionals have struggled to identify their roles. It is in this uncertain operating environment that role conflict emerges.

This study focused on role conflict and examined how it interacted with various organisational processes, such as: overall satisfaction; organisational communication; and, organisational design, as well as a number of socio-demographic variables. A sample of 118 Chairpersons and Executive Officers from State Sporting Organisations in Queensland were selected to participate in the study and were mailed self-administered questionnaires. An overall return rate of 68.4% was obtained.

The overall level of role conflict perceived by both Chairpersons and CEOs was moderate and three specific aspects of role conflict were identified. Firstly, role conflict arose from a mismatch of resources, tasks or procedures. Secondly, role conflict emerged when different members or employees of the sporting organisation had differing opinions or expectations of a particular role. Thirdly, role conflict occurred when the incumbent of a position's values or expectations conflicted with the role that they had to fulfil. Role conflict was also negatively related to: the level of overall satisfaction of the participants; and, their satisfaction with the effectiveness of the organisational communication processes.

From the results of the study three conclusions were drawn. Firstly, high levels of role conflict are likely to have negative consequences for the chairpersons and executive officers of sporting organisations. Secondly, organisational design and organisational communication are both important elements in influencing the level of role conflict. Lastly, the differences between chairpersons' and executive officers' perceptions of organisational processes appear to be related to the employer or employee status of these two roles.

LEGENDS AT THE CREASE: CHANGES TO THE PERFORMANCE VARIATION OF TEST CRICKET BATTING PERFORMANCES 1877-1997**Geoff DICKSON, Kerry MUMMERY, Trevor ARNOLD, Aaron COUTTS**

Central Queensland University, Australia

Chris GODFRED-SPENNING, University of Melbourne, Australia

The purpose of this research was to determine the performance variation of batting performances in Test match cricket since 1877 and to compare the absolute batting performances of players from different eras. A longitudinal change tendency of systems heading toward equilibrium is to display decreasing variation over time. Previous applications of this concept the study of the evolution of sport systems has identified a decrease in the variation of sport performance within the system as the sport has evolved.

In the current research, a study of the evolution of Test cricket batting performances over the past 120 years has been undertaken. In the first instance, the performances of each Test batsman have been compared to their contemporaries and secondly, with the entire population of Test cricketers in order to determine the most dominant batsmen during the past 120 years. The sample consisted of 2083 cricketers who batted in a minimum of 20 Test match innings between 1877 and 24, July, 1997.

The results indicated a systematic decline in the variability of Test match batting performance (coefficient of variation) for batting performance over the past 120 years. The concomitant result of this evolutionary tendency is the failure of modern players to achieve equivalent absolute levels of performance compared to sporting heroes of the past. Professionalism and advances in sport science are considered largely responsible for this decline in variation. The paper concludes by making comment on the greatest Test cricket batsmen of all time given the evolutionary nature of sporting systems.

THE INFLUENCE OF THE ARTISTIC GYMNASTICS SPORT ORGANISATION AND REGULATIONS IN DIFFERENT COUNTRIES ON PERFORMANCE IN INTERNATIONAL COMPETITIONS**Rosa Lopez de D'AMICO**

University of Sydney, Australia

High performance in sport has been related with areas such as sport science, technical advances, technological facilities and training systems among others, however, very little attention has been given to sport management and organisation as they relate performance. The studies that have been done in sport organisation or management have been oriented towards the economic support or the facilities that the government provides to the development of sport. Similarly, the systems and managerial styles have also been discussed in the available literature. There is one specific aspect, however, that has been overlooked or taken for granted that is not affecting sport, it is the system of regulations that the particular National Federations are developing to control coaches, athletes, administrators and officials.

The National Gymnastics Federations are the governing bodies of the specific sports in each country and it is there where regulations about the individuals or community of the specific sport are developed. The Federations basically control several disciplines of gymnastics. In this study, the focus is on Women's and Men's Artistic Gymnastics. The members of this community affected by regulations are gymnasts, coaches, administrators and judges. They are the direct elements of this research because they are subjects of control by the established norms.

The aim of this research is to study the regulations that National Gymnastics Federations have in order to control the sport in each country. Regulation is an element of the general theory of Sport Management. This study is intended to see how different National Gymnastic Federations deal with their regulations and to what extent their performance in international competitions have been affected by them.

**AN EXTENSION OF A FUNCTIONAL MODEL OF UNIVERSITY
SPORTS ATTENDANCE**

Lynn R. KAHLE and Marc DUNCAN, University of Oregon, USA
Kenneth KAMBARA, University of California-Irvine, USA

Kahle, Kambara, and Rose (1996) proposed a functional model of attendance at USA University (American) football games. This paper extends the research by reporting on a replication at two USA University women basketball games, comparing and contrasting the results from the two data sets. Both rely on Kelman's functional theory of attitudes for theoretical development. That model was modified by Kahle et al. but started from a basic assumption that attendance results from attitudes of compliance, identification, or internalization, corresponding to the three major clusters of macro-theories of psychology. Both studies used random intercept sampling, with the sample size for the new study at 415. Data analyses used two-dimensional multidimensional scaling and ordinary least squares regression, using models that specified separate regression runs for each dependent measure.

Consistent across samples is the positive effect of internalization of sport on attendance, given limited marketing efforts, and the interaction of internalization and identification. We also discuss an empirical anomaly, in which one of the constructs negatively predicts attendance. The problem is resolved by theorizing in an applied psychological context. A separate model replacing internalization and identification with their multiplicative interaction terms did not fit as well as the original model. Managerial implications of the findings are discussed.

**SOCIAL IDENTITY AND SPORTS:
ISSUES IN SPORT MANAGEMENT**

Fredric KROPP
Bond University, Australia

Fascination with sports and fan support for sports teams has generated a stream of research which has attempted to explore the underlying motivations of fan commitment and identification with sports, as well as the consequences it has for fans. Sports play a prominent role in many people's lives and, for some, has a unique appeal. People's fascination with sports creates three broad types of sports-related consumption activities: (a) attending sporting events or following them through the media, (b) purchasing products licensed by sports teams, and (c) participating in sports and purchasing sports apparel and equipment.

Fan support of sports teams often exceeds mere attendance of games, some fans develop very strong emotional attachments and special loyalties with sports teams in order to enhance or maintain positive self-image. By associating themselves with the success of others, they could "bask in reflected glory," also known as BIRG. Such an explanation can clearly explain the popularity of successful sports teams, however, it fails to explain why fans remain loyal to their teams even when the team performs poorly. Sports teams can become so salient for fans that the fans define their identity in relation to the team.

This presentation, conceptual in nature, looks at two different components of the self -- personal identity and social identity -- and attempts to explain fan support. Personal identity employs a microsociological approach to look at the differentiated self, where the individual is the appropriate unit of analysis. As personal values play in important

role in shaping self concept, values are discussed as a way to identify personal identity. Individuals also identify themselves partly in terms of group memberships or associations, that is, social identities. In turn, there are two major components of social identity, the relationship self and the collective self. The relationship self describes dyadic or multiple relationships. The collective self describes identities at the group level, providing a social context and a basis for self-definition.

In addition to the conceptual aspects of identity, early empirical results of a multi-nation study will be discussed to support conceptualisation.

**WINNING! IT'S NOT THE ONLY THING: CONTRIBUTING ELEMENTS IN A
FAN'S DECISION TO CONSUME PROFESSIONAL SPORT**

Shayne QUICK and Linda VAN LEEUWEN
University of Technology, Sydney, Australia

It has long been argued that a winning team is the most important thing in professional sport. While Vince Lombardi argued that winning wasn't everything, it was the only thing, the legendary sport marketer Bill Veeck suggested that if he had a choice of great promotion and a losing team, or poor promotion and a winning team, he would always take the latter. The focus on winning was further supported by Lapidus and Schibrowsky (1996) who argued that "while the hot dogs may not taste better when the home team wins, the music sure sounds better". Currently however there is little evidence which ranks, attributes and quantifies the importance of winning in the sport fans experience. This paper is the nascent stage of a research agenda that will address this issue

This research draws on fan surveys undertaken at professional sport events in Australia between 1994 and 1998. It will ascertain which of the event elements at the respective contests have had lesser or greater degrees of salience for the sport fan. Interpreting responses elicited from fans at touring car and motorcycle racing, rugby union, Australian Rules football and basketball it will attempt to cluster fan's perceptions of their sports experience. Such clusters will then form the basis of a typology which, when placed within a framework, may provide guidance for sport marketing decision-making.

**FANSHIP AND IDENTITY: DOES SPORT ADD TO COMMUNITY AND FAN
IDENTITY?**

Dwight H. ZAKUS and Laurence CHALIP
Griffith University, Australia

Much has been written on the connection between sport, sport clubs, community, and collective identity. Simply, sport is argued to be a key factor in the development of communal identity at all levels of social organisation. Gruneau and Whitson, in *Hockey Night in Canada*, point to the communal and collective identity of Canadian life obtained through hockey teams. With numerous recent movements of sport franchises, the need to understand the connection of the relationship between place and sport team takes on more salience.

Rather than relying on anecdotal, journalistic, or intuitive support for the notion that teams are central to building community identity, this study empirically examines the centrality of a sports team to the identity of those living in a particular city. Further, this study corroborates the relationship between self identity, social identity, fan identity, and community identity. The community studied is Regina, Saskatchewan, Canada in which the Canadian Football League franchise, the Saskatchewan Roughriders, operates. A random sample telephone survey was conducted during July and August of 1998. One hundred and seventy-seven questionnaires were completed.

Data collected include measures of self-identity, social-identity, sense of community, fanship, as well as basic demographic information. The study explores the linkages among these four variables to support the hypothesis that sport teams relate to and build a sense of community identity. The fanship and identity variables are significantly correlated with the sense of community variable, providing empirical support for the hypothesis.

With the decline of sport franchises, the re-location of franchises, and the role of governments in funding various aspects of franchise provision, this study establishes the importance of the sport franchise in community life. Implications for marketing, public relations, and public policy are discussed.

Session 4B: Social Marketing

SOCIAL MARKETING FOR SPORT: IMPLICATIONS OF PERCEIVED COSTS AND BENEFITS FOR URBAN PARKS

Brad HILL
Griffith University, Australia

Increasing volumes of government expenditure in sport are being directed at programmes designed to increase rates of participation in physical activity generally, and sport in particular. In Australia, this emphasis is reflected in the recent launch of "Active Australia" and the current planning for implementation of "Active Aging." Economic research into consumer behaviour suggests that participation rates will depend on the magnitude of perceived benefits and costs. High costs should depress participation, but higher benefits will raise participation. From a practical standpoint research suggests that reduction of costs and/or enhancement of benefits are necessary to lift participation. Public parks provide a key venue for participation in the kinds of informal sport and physical activity that are a target of programs designed to increase participation. This study sought to determine the nature of benefits and costs for use of parks as perceived by different age groups. A random sample of 396 adolescents and adults ranging in age from 15 years to over 65 years were sampled using mall intercepts. Perceived benefits were measured using the Recreation Experience Preference Scale; costs are estimated using the Leisure Constraints Scale. Five categories of benefit were identified using factor analysis. These benefits and three categories of constraint (Intrapersonal, Interpersonal and Structural) identified in previous research were compared across age and gender groups to determine if the perception of benefits or costs varies as a function of age and gender. Younger respondents (between the age of 15-24) perceived lower social benefits from users of parks than were perceived by respondents in other age groups. Conversely, older respondents (over 65) perceived higher social benefits for use of parks and lower introspection benefits than were perceived by other respondents. Females perceived more constraint than did males in all age categories but males and females did not differ in the perception of benefits. These findings demonstrate that programs endeavouring to increase informal participation in sports and physical activity need to accommodate age differences in the perceptions of costs. Implications for social marketing of sport and physical activity programs are discussed.

LEISURE INVOLVEMENT: IMPLICATIONS FOR SPORT PARTICIPATION, SEARCH BEHAVIOUR, AND AWARENESS

Mark E. HAVITZ
University of Waterloo, Canada

This paper reviews new literature related to nine propositions developed a decade earlier with respect to leisure involvement (Havitz & Dimanche, 1990). Leisure involvement is an unobservable state of motivation, arousal or interest toward a recreational activity or associated product. It is evoked by a particular stimulus or situation and has drive properties (definition adapted from Rothschild, 1984). In other words, involvement refers to how we think about our leisure and recreation, and it affects our behavior as well. Debate still exists regarding the conceptualization and measurement of leisure involvement (Havitz & Dimanche, 1997). Nevertheless, at least 52 leisure involvement data sets have been published in various recreation, sport, and tourism journals over the past 10 years. The studies have focused on topics as diverse as fitness participation (Havitz, Dimanche, & Bogle, 1994), sport equipment (Bloch, Black, & Lichtenstein, 1989), sport-related clothing (Warnick, Sutton, McDonald, 1998), sport spectators (Kerstetter & Kovich, 1997), and sport socialization (Green & Chalip, 1997). A three- category

classification scheme was used for analyzing the propositions. Those which have received consistent to unqualified support from multiple data sets were categorized as receiving strong support. Propositions which have received support from some data sets, but nearly equal levels of non-support from others were described as attaining moderate support. Those receiving support from few studies and/or when non-support is more common were characterized as receiving limited support. The distinctions between categories are not absolute. Because placement of research related to each proposition into the classification scheme is based upon the author's subjective judgement, it is intended only as a heuristic guide. The review suggests that three of the propositions have been strongly supported, two have been moderately supported, and four have received little or no support.

Strong support has been shown for:

- Leisure and touristic search behavior patterns are positively related to involvement profile scores
- Ability to differentiate between facilities, equipment, and destinations is positively related to involvement profile scores
- Participants' involvement profile scores will be positively related to their frequency of participation, travel, or purchase

Moderate support is evident for:

- Participants with high involvement profile scores will have small evoked sets in proportion to the size of their awareness sets
- Participants with high involvement profile scores will respond best to persuasive forms of promotion

Limited support has been found for:

- The number of options in participants' awareness sets are positively related to involvement profile scores
- Participants with low involvement profile scores will have evoked sets of similar size to their awareness sets
- Participants with low involvement profile scores will respond best to high repetition, entertaining forms of promotion
- Neophytes with high involvement profile scores will tend toward aspirational overbuying

The paper critiques reasons underlying our varying degrees of understanding and identifies shortcomings in the existing leisure involvement literature for the purpose of improving future research designs. In addition, practical implications for leisure and sport management are outlined and discussed.

SPORT AND PHYSICAL ACTIVITY IN NEW ZEALAND: THE MARKET, THE BENEFITS, THE FUTURE

Sue WALKER

Hillary Commission for Sport Fitness & Leisure, New Zealand

Sport and active leisure play a key role in the lives of New Zealanders. Understanding the market and the economic and social spin-offs from sport and active leisure are a key part of any futures thinking for the sector.

This paper describes the scale and nature of the sport and active leisure market in New Zealand and the benefits generated by the sector. It draws on the results of a nationwide survey, which investigates participation in sport and active leisure by young people and adults, and an economic and social up-date of commercial and public sector performance.

The significance of this market intelligence for the future of New Zealand sport is discussed, along with the way some of the key sport organisations are responding.

CHALLENGING THE CONSTRUCTION OF GENDER AND ETHNICITY IN CONTEMPORARY SPORT: A MANAGEMENT ISSUE?

Tracy TAYLOR

University of Technology, Sydney, Australia

This study aimed: to investigate and document culturally inclusive practices in sport and provision for females from culturally diverse backgrounds; to develop culturally sensitive strategies to increase opportunities and decrease constraints to sport; and to highlight examples of best practice within sport.

The methodology incorporated questionnaire surveys, and interviews with sport providers and interviews with women from culturally diverse backgrounds. The information obtained from these interviews has been used to compile a listing of successful initiatives and identify key issues with corresponding best practice responses. It is envisaged that the issues raised in this paper will be used as a framework to initiate discussion and challenges the way in which sport is currently managed in this country.

DOES STRUCTURE DETERMINE STRATEGY? A SPORTS PERSPECTIVE**Bob STEWART and Yan XU**

Victoria University of Technology, Australia

Structure and strategy are crucial determinants of organisational performance. However, there is no agreement on just how they impact on each other. The issue was first seriously addressed by Alfred Chandler, the eminent American business historian, in *Strategy and Structure* (1962). Chandler argued that strategy was the more dynamic force, and set the structural agenda. In other words, the decision to follow a particular strategic direction would produce a specific structure that was seen to be congruent with the strategy (Miles and Snow 1978, Miller 1987). On the other hand, Keats and Hitt (1988) found that organisational structure may not just limit strategic options, but also dictate the direction that strategy takes. Pascale (1990) and Peters (1992) also claimed that structure influences strategy.

One of the few studies that focused on sport strategy was undertaken by Thibault, Slack and Hining (1993, 1995). They theorized that sport strategy was influenced mainly by organisational context and administrative structure. For example, a small scale sport association with limited resources but requiring sophisticated playing equipment will have a different strategic approach than a sport association which has a massive participation base and low cost equipment. They subsequently designed a strategic typology based on two structural dimensions (we have titled this the TSH model). The first dimension centered on program attractiveness, which measured the extent to which the club or association could attract funds, participants, coaches, and media attention. The second dimension centred on competitive position, which measured the cost involved in participating in the sport. Four strategic types were constructed from these structural contexts. They were enhancer, refiner, innovator and explorer.

This paper uses these strategic types as a way of understanding the performance of a cross section of Victorian Sport Associations. The organisations examined were the State governing bodies for Basketball, Bocce, Canoeing, Hockey, Netball, Soccer, and Table Tennis. A secondary study focused on the governing body of Soccer with a view to testing the predictive power of the TSH model. The results showed that the TSH model was able to clearly distinguish between the above governing bodies, and reveal their main structural features. It also fairly well predicted the planning practices and style adopted by the governing body for Soccer.

The TSH model also raises a number of sport management issues. The first point is that it confirms the vast structural differences between sports. A few sports have access to a broad array of funds, and can attract consistent volunteer and commercial support. There are, however, many more sports that are constrained by limited resources and low to moderate levels of public support. That is, there are fewer enhancers and refiners than there are innovators and explorers. The second point is that the model highlights the restrictive strategic options that result from having limited resources. It raises the question of just how the innovators and explorers may go about lifting themselves above their peripheral status, if indeed that is what they would want to do. The other interesting point is that when innovators are contrasted with explorers, it is the innovators that may have the greater difficulty in expanding their resource base. Explorers have higher participation costs, but this may also mean that this small participation base is affluent. On the other hand, innovators, while having a lower cost of participation, may be over-represented by players who themselves have limited resources.

COMPETITIVE ANALYSIS**THE GOLF COURSE INDUSTRY IN MONROE COUNTY INDIANA, USA**

Lawrence W. FIELDING Indiana University, USA

Pamm KELLETT Indiana University, USA

Lori K. MILLER Wichita State, USA

James R. BROWN Indiana University, USA

This study analyzed the golf course industry in Monroe County, Indiana. The purpose of the research was to answer the following questions: (1) What are the dominant economic traits of the golf course industry in Monroe county? (2) What competitive forces influence the local golf industry and how powerful are these competitive forces? (3) What key factors determine competitive success or failure in the competitive golf course industry? (4) How do local golf courses meet the needs and wants of local golfers? (5) How attractive in the local golf industry in terms of profitability?

The answers to these questions involved a series of interlocking research approaches. First, economic and demographic data were gathered on Monroe County (socioeconomic analysis). These data were compared with national and regional data obtained from the National Golf Foundation. They were also used in conjunction with golfer profile survey data to predict market size and market growth rate. Second, financial data were gathered from each of the 10 competing golf courses in the area. The financial data included the following categories: facility characteristics, course maintenance information, facility staff, revenues, operating expenses, net operating income, and capital expenditures. The financial data gathered from the local golf courses when combined with the economic and demographic data provided answers to questions one and two above. A golfer profile survey was administered to examine questions three and four. The survey measured life style characteristics, needs, and wants of golfers.

The survey was divided into five parts as follows: demographic data, sports background, leisure profile, golf profile, and needs and wants rating questions. Survey responses were segmented on the basis of the number of rounds of golf played during 1995/1996. The segmentation was based upon the National Golf Foundation segmentation as follows: Occasional Golfer - 1 to 7 rounds; Moderate Golfer - 8 to 24 rounds; Avid Golfer - 25 rounds and more. Discriminant analysis was used to determine whether differences among groups were statistically significant. In addition, data gathered through the surveys were used to analyze the linkages between golf course infrastructure and golfer needs and preferences. This part of the analysis highlighted the connections between capital expenditures, maintenance costs, greens and membership fees, customer service, course location, club house amenities, pro-shop merchandise, and what golfers valued. Answers to questions one through four led directly to the answer to question five.

Research revealed that the golf course industry was highly competitive. Profit margins were low and success depended upon keeping costs low and having successful marketing and promotional efforts. Golfer profiles were highly segmented. We concentrate our discussion on the highest rounds per year segment. This central core of golfers accounted for nearly 75% of all rounds played. This central core played at all ten golf courses but focused most of their play at two or three courses. These players played in excess of 80 rounds each year.

STRATEGY, QUALITY & CULTURE: THE CHANGE MANAGEMENT TRIUMVIRATE

Aaron SMITH

Victoria University of Technology, Australia

Australian rules football has become a complex set of business enterprises and non-commercial 'cooperatives' competing for scarce consumer dollars in a ruthless and finite marketplace. While some professional clubs have embraced the administrative imperatives practiced by successful private and public sector businesses, other professional, semi-professional and local clubs have struggled to transform their organisations into efficient management units capable of anticipating and delivering members' needs.

This paper seeks to highlight the relationship between strategic planning, quality management and organisational culture in the change management process. General Managers and Presidents of AFL clubs were interviewed in this pilot study to determine their perception and application of strategy, quality, culture and change management.

Results indicated a clear relationship between strategy, quality and culture. In addition, these variables were demonstrated to be powerful tools for organisational transformation. A model has been constructed to describe, interpret and implement change in sporting clubs.

DIFFUSION OF INNOVATION: SPORT GLOBALISATION IN ACTION

Fong-Yi LAI

Griffith University, Australia

Many scholars claim that we are now living in a 'global era.' Consequently, discussions of globalisation have become fashionable across different disciplines. Sport practices are one realm of cultural practice that have been extensively discussed in the context of globalisation. However, most work on globalisation of sport to date fits its analysis into the 'fact' of globalisation; it does little to enhance our understanding of the processes of globalisation. Nor does it analyse or suggest marketing implications. By attributing all sport change to cultural imperialism or Americanization, previous work has failed to examine the processes and dynamics by which sport practices are (and are not) diffused. Consequently, most previous work has focused on global or national level phenomena, but has ignored the local dynamics that may foster or hinder the adoption of sport practices in new cultural settings -- the feature which, from a marketing perspective, is crucial. Further, most of the popular (and scholarly) attention has been on sport as an entertainment medium -- particularly in the case of events -- although sport participation has a larger aggregate economic impact. For example, a breakdown of sport impacts in the United States found that participation fees -- such as bowling lane use, golfing green fees, club memberships, and ski rental and lift tickets -- account for over 30% of sport spending. The sale of sporting goods accounts for another 18% of sport's economic impact. This is in addition to the substantial economic impact generated by the construction of sport facilities for recreational use, or the impact of participative sport events. If the American data are representative, they suggest that the economic impact of sport as a participation activity is far greater than the impact of sport as a passive entertainment medium. It is of some interest that most research into sport's role in the international marketplace has focused on sport as an entertainment. If, as the American data suggest, sport as a participative activity accrues a larger share of sport's economic impact than does sport as a passive entertainment, then one would expect sport as a participative activity to have attracted a comparable share of research focus. This paper examines the diffusion of a new sport into Australia. A case study of non-mediated, participatory sport, floorball, is presented. The process of globalising floorball is examined by observing its local dynamics and the interplay of those dynamics with international vectors of the sport's development. Key driving forces of floorball adoption are identified. In this case, the Swedish government, the International Floorball Federation (IFF), and sporting goods companies that manufacture floorball equipment seek to build floorball participation around the world, including in Australia. Further, immigrants and foreign students also foster the sport's diffusion. Interestingly, however, the much

trumpeted significance of media and of the United States do not emerge as significant in this case. Nevertheless, the four vectors of diffusion -- the Swedish government, the IFF, sporting goods manufacturers, and immigrants/students -- are not coordinated. Implications for the study of sport globalisation and for the international marketing of sport are discussed.

VIRTUAL ADVERTISING: LEGAL IMPLICATIONS FOR SPORT

Paul TURNER and Sam CUSUMANO,
Deakin University, Australia

As costs escalate, major sports events are driven more by sponsorship every day. Escalating rights fees and salary costs have resulted in sporting organisations and television networks placing even greater focus on signage and advertising. This focus ensures that event and facility managers approach sponsors offering key exposure to signage geared towards reaching significant numbers of both spectators and television viewers. Television networks provide exposure to sponsors through the telecast of ground signage and various advertising mechanisms. Ordinarily these arrangements are conducted to the satisfaction of all parties involved with exposure being presented to the benefit of all.

The latest technological development in television broadcasting to hit the shores of Australia is virtual advertising. Virtual advertising (also referred to as virtual signage or electronic billboards) was pioneered by an American based company, Princeton Video Image (PVI) and employs the same technology that was developed for the guidance system of 'smart-bombs' (Burgi, 1997).

Virtual advertising refers to real-time video insertions into television broadcasts. This involves overlaying an advert into a space in the telecast, either over the top of existing ground signage, or alternatively in a "free-space" on the field of play or in the crowd. This form of advertising is only visible to the television viewer. People at the ground cannot see the imposed sign. The technology was originally introduced in sport with advertising for potato chip companies appearing in the centre circle of a soccer pitch during Mexican soccer matches, with insertions for a beer company during telecasts of the Tour of Spain cycle race, and to place network logos into the broadcast of college football games (Lefton, 1997; Burgi, 1997).

The legal implications of this technology on key groups is potentially enormous. The opportunity for the network to display signage to millions of viewers impacts directly on the event hosts, the facility operators, the teams / competitors involved in the contest, sponsors and advertisers and the television networks themselves. Guidelines relating to the extent and number of signs visible to the viewing public, the impact of overlaying signs over existing signage, the new revenue streams generated by the network at potential cost to the event organiser and / or facility operator, and the continual development of the imagery, will have an increasing impact upon the way sport is managed and presented to the viewing audience. It will also significantly impact on the way in which contractual agreements will be reached between all parties involved in staging major sporting contests.

This paper explores the potential legal impact of virtual advertising on the key players involved and speculates what the likely implications the development of this technology will be. This review identifies the legal framework surrounding the use of virtual advertising and the obligations of all parties in ensuring that contractual agreements are upheld. A model is developed which highlights the potential relationships present and how each party can protect their respective interests.

IS FOOTBALL CLUB SPONSORSHIP DEPENDENT ON THE LOCATION OF HOMEGROUND FACILITIES?

Hans WESTERBEEK
Deakin University, Australia

Westerbeek and Shilbury argued the importance of the 'place' (facility) variable of the sport marketing mix as an outlet for social facilitation. They discussed place from three points of view; as a temporal and spatial concept, place from an anthropological point of view and finally, place from the (post) modern sport spectator point of view. After examining the inherently attractive aspects of sport and the facility to spectators they presented an adjusted marketing mix for facility dependent sport services. The adjusted sport marketing mix is based on the importance of the facility as an outlet for social interaction and as a consequence, the use of services marketing techniques to maximise spectator enjoyment. One of the suggested hypotheses to be tested in order to collect empirical data to support their arguments was:

Revenue maximisation of tenants of sport facilities is dependent on geographical location of the facility (location of distribution) (p.23).

This research has tested this hypothesis. The null and alternative hypotheses read:

- H₀: There is no significant difference between local sponsors and non-local sponsors in their willingness to continue sponsoring the football club when moving to a (distant) different homeground facility
H₁: There is a significant difference between local sponsors and non-local sponsors in their willingness to continue sponsoring the football club when moving to a (distant) different homeground facility

Existing sponsors (54) of a local football club competing for sponsorship dollars in the competitive football market of Melbourne were surveyed. Successful revenue maximisation was operationalised as being successful in retaining existing sponsorship deals. Half of the sponsors were local sponsors, their head office and majority of distribution outlets were located in close proximity to the club's homeground facility. The other sponsors were non-local, their distribution outlets were State (Victoria) wide, or even nationally spread. 34 sponsors returned the survey delivering a response rate of 63%. Preferences of sponsors were measured in relation to their willingness to continue sponsoring the club assuming they would move to a different (distant) homeground facility. Indicative evidence was found that football club sponsorship is dependent on location of homeground facilities.

SELLING SOFT DREAMS AT THE HARD ROCK CAFÉ

Brian J. MORONEY
Victoria University of Technology, Australia

Harvey defines postmodernity as the "total acceptance of ephemerality, fragmentation, discontinuity...(it) swims even wallows in the fragmentary and the chaotic currents of change as if that is all there is" Harvey (1989: 44) Emphasis added. This provides an apt definition, departure point and metaphor for this article which applies a postmodern analysis to a hotel, and more particularly, its swimming pool. The pool at the Hard Rock Beach Club (Hotel) in Bali, Indonesia, is analysed by reference to its physical characteristics and layout, the activities and experiences provided and interviews with users and staff. From this discussion it is concluded that the Hard Rock Swimming Pool and Hotel present an extraordinarily wide range of experiences, many of which fall outside those of even very modern swimming pools. It is further argued that ideas derived from postmodernism are important in coming to a proper understanding of the facility. Postmodern interpretations are used: heterotopic space, staged authenticity, neo tribalism and others. A final question is now addressed: what does all this mean for the marketing of sport in an age more and more characterised by postmodernism? The marketing of the facility by the hotel marketing department is analysed then questions and implications for postmodern marketing of sport in general are considered.

SPORT AND LEISURE FACILITIES: MANAGEMENT OF RISKS OR RISK LITIGATION

Peter J. FARMER

University of Western Sydney, Australia

The purpose of this presentation is provide the audience with an understanding of the current state of legal activity, types of actions effecting the sport and leisure facility industry, and suggest a proactive approach to delimit the effects of such actions.

Australia has become litigious nation approaching the proportions of legal actions attributed to the United States. According to Tom Altobelli (University of Western Sydney Macarthur), "Australia...has a very active plaintiff's Bar, increasing class actions suits, and retainers based on contingency fees appear to be rising rapidly." These elements have contributed to the increase in numbers and types of lawsuits being contested. In fact, it is likely that most personnel, organisations and facilities within the sport and leisure industry will experience some form of legal action in the near future.

The types of legal actions occurring include: contractual disputes, building and construction, labour, employment and discrimination, intellectual property, consumer actions, vendor and ticket suits, and personal injury actions. However, the legal actions with the most deleterious effect on the sport and leisure industry involve personnel injury.

Courts consistently recognise that if an accident takes place, this does not necessarily mean that the organisation, facility, or supervisory personnel are liable. Risks are inherent in sports and leisure activities, the safest program and facility will never avoid accidents and injuries. However, organisations and their personnel are responsible to provide a reasonably safe program and environment, and if this not the case litigation will be the result.

Today, there is recognition that managing risks is an important aspect of the modern recreation and sport environment. However, there appears to be minimal understanding of what constitutes such risks, as well how to maintain a 'safe' facility and program.

If our sport and leisure organisations, facilities and personnel are to continue to operate and provide services at the current level, it is important that a standard risk management approach be developed. This approach should include legislation to limit awards, legal education of personnel, standardised guidelines and procedures, and periodic risk management audits.

Session 5A:

Economics and Industrial Relations

SPORTS STRATEGY AND PLAYER WAGES: SCREW THE WORKERS, SCREW THE FANS, OR SCREW THE INDUSTRY?

Peter SLADE and Michael HARKER

Sunshine Coast University, Australia

Professional sport has long been a feature of many societies and economies, and the extent and level of payments to players is increasing. Many sports are organised along profit making lines and are consequently in competition with entertainment substitutes, whether these are competitors in the same sport, other sports or other types of entertainment generally. Given an increasing level of competition in the sports and entertainment industry, leagues and clubs must consider the determinants of their profitability carefully, particularly in the strategic planning process.

At the core of any sports business is the necessity to attract and retain the best available players and coaches to ensure the success of the club in the game's competition ladder. Any club must therefore recognise the centrality of player labour to its success and profitability. Doubtless clubs and leagues organise their strategic thinking around, in part, their players as employees. Moreover, management decisions in the area of business policy and strategy will influence management behaviour in the industrial relations field.

Over the years, sports leagues and management have devised various labour market rules which appear to stem from a strategy to check player payments. Broadly, these rules can be listed under the headings of; recruitment, which includes such devices as zoning and drafts; movement between clubs, including transfer and option systems, internal drafts and assignments; wage maxima, such as salary caps and contracts.

These devices are, in the main, cost minimisation strategies which may not, in the long run, be conducive to enhancing profitability. In this paper, Porter's (1980) five forces model is used to analyse the nature of relationships between players and employing clubs. It is suggested that a systematic evaluation of the competitive labour environment might lead sports player employers to pull back from overt cost minimisation strategies.

COMPETITIVE BALANCE IN THE AUSTRALIAN FOOTBALL LEAGUE

Ross BOOTH

Monash University, Australia

Economic intervention in professional team sport has long been justified as a means of improving the evenness of a competition, or so-called 'competitive balance'. Fort and Quirk (1995) used a model of competitive balance to analyse the economic effects of free agency, player drafts, salary caps, gate sharing and league-revenue sharing in US professional team sports leagues. In this paper, I adapt Fort and Quirk's model to try to analyse the impact on competitive balance in the Australian Football League (AFL) of the modern combination of a national player draft, a team salary cap, and league-revenue sharing. In addition, the AFL imposes a universal upper limit on the size of a club's player list and also a 'seeded' draw (or a system of 'fixture-weighting'). Some results of the effect on competitive balance of this combination of labour market restrictions in the AFL are presented. These include:

- (i) Competitive balance ratios for the 102 year history of the Victorian Football League/Australian Football League (VFL/AFL);
- (ii) Comparisons with competitive balance ratios between 1970 and 1992 in US professional sporting leagues such as Major League Baseball (MLB) comprising both the American League (AL) and

the National League (NL), the National Basketball Association (NBA) and the National Football League (NFL).

(iii) Time series of win percents and lifetime win percents for all VFL/AFL teams.

This evidence is consistent with my conclusion that, of all the institutional arrangements used so far, the combination of a national player draft, a salary cap and league-revenue sharing is likely to achieve higher levels of competitive balance in the AFL than in the past.

CENTRE COURT CONFLICT: INDUSTRIAL DISPUTATION AT THE AUSTRALIAN TENNIS OPEN

Bob STEWART and Aaron SMITH
Victoria University of Technology, Australia

Australian sport is no longer fun and games. Sponsor arrangements, merchandising deals, product endorsements, and broadcasting rights have resulted in a massive increase in revenue, a large share of which has been distributed to professional administrators and players (Smith & Stewart, 1998). The sport venue has consequently become a form of workplace in which a variety of stakeholders play out a number of inter-connected roles and responsibilities (Van Rosmalen & McKenzie, 1995).

Increasingly these stakeholders have been forced to grapple with a number of thorny political and industrial issues. This should not be surprising in the light of the growth of player associations, and the imposition of various award conditions on sport club staff. Moreover, in a number of professional leagues, notably the Australian Football League and the National Soccer League, collective bargaining agreements have been negotiated. As a result, Australian sport managers have become increasingly constrained by legislated regulations, enterprise agreements, and trade union policy (Dabscheck, 1993, 1995, 1996; Schwab, 1996).

This paper traces through the impact of an industrial 'incident' on the management of the Australian Open Tennis Championship. In early January 1991 Tennis Australia, the organisers of the Open, was finalising its player arrangements when it was approached by representatives of the Victorian Trades Hall Council, the Australian Council of Trade Unions, and the Australian Anti-Apartheid Movement. This 'deputation' reminded the tournament organisers that that at least one white South African tennis player would play, and that it may be necessary to disrupt the Championship even more severely than it had done in 1990. However, in a letter to the organisers, the deputation stated that it would agree to forgo any protest against the participation of South African players if Tennis Australia donated \$10,000 to the National Olympic Sports Congress of South Africa (NOSC). Tennis Australia refused to co-operate, and waited for any industrial 'fallout'. The story was leaked to the media, and the Victorian State Government ordered a police inquiry. A police investigation subsequently recommended that the 'deputation' be prosecuted for blackmail. The recommendation for a criminal prosecution was referred to the police solicitor and ombudsman, who both doubted that a prosecution would be successful. However the matter was publicly debated in May 1991 when the Herald Sun Newspaper critically re-visited the incident. The state government was embarrassed, the Union movement's reputation for resorting to threats and intimidation to achieve its aims was reinforced, and Tennis Australia was left to ponder what might happen in 1992.

Dabscheck's (1995) Industrial Relations model was used to frame this incident and explain the behaviors of the key participants. According to Dabscheck, an industrial relations system is made up of 'interactors' who create orbits of interaction. Interactors are motivated by the desire to enhance their authority and their control over resources. They can also inhabit a number of orbits, and in doing so, wrestle authority from other interactors, or even beat them into submission. Tension and conflict is therefore endemic (Edwards, 1986)

This incident is used to demonstrate the increasingly complex industrial environment that surrounds the sport management function. It also shows how easily the exertion of industrial muscle can escalate into a serious 'all-in' political brawl involving everyone with a stake in the outcome.

Session 5B: Working with Industry

CO-OP PLUS: BRINGING RESEARCH AND WORK PLACEMENTS TOGETHER

Cindy WIERSMA
Auckland Institute of Technology, New Zealand

A provocative combination - practical industry experience and a relevant, applied research project conceived by a three-way partnership of student, industry and academia.

At the Auckland Institute of Technology, third year undergraduate students hone their career skills by developing and carrying out a research project that is negotiated, supported and implemented through a sport or recreation organisation; while at the same time gaining valuable work experience by becoming a part of the organisation for up to 600 hours over their third year of study. Co-operative education is fabulous - an opportunity for students to apply what they have learned in the classroom to an actual work place situation; student development co-operatively undertaken by the education system and the industry.

Research is equally fascinating - developing the skills to conceptualise and carry out a project that explores an issue and furthers the body of knowledge in an exciting and growing industry. But when the two are brought together, the results are prolific. This paper introduces the Co-operative model used in the Bachelor of Sport and Recreation at the Auckland Institute of Technology. It presents an overview of some of the research undertaken by third year undergraduate students in conjunction with various sport and recreation organisations.

Students in this, the first year of the Co-operative module at A.I.T., have negotiated projects and placements with a wide range of industry partners: sports trusts, schools, regional sport organisations, leisure centres, health and fitness clubs, outdoor recreation agencies and exercise physiology and sport performance centres. Descriptive, experimental and action research techniques have been utilised, and industry representatives are invited to a year-end Co-op Conference where students present their research over a two day period.

Some notable projects include: sport participation drop-off rates by 3rd to 7th formers at Westlake Girls High School; rates of transition from school to club rugby, for the North Harbour Rugby Football Union; a study to follow up a club administrators conference by Sport Auckland to measure the application of conference learning to club activities; market research for New Zealand's 'Paddler' magazine; a member retention analysis for an exclusive health and fitness club; public perceptions of Les Mills, a high profile NZ fitness conglomerate; and experimental research into a non-invasive technique to detect over-training in athletes.

This paper will identify some of the benefits and challenges of this co-operative education model. It will briefly present examples of work experience undertaken and will summarise several of the research projects and their significant findings.

ACTIVE AGEING: A FORMATIVE EVALUATION

Chris BRAY and Jason LOGAN
Griffith University, Australia

Elizabeth WOODS
Sport and Recreation Division, QLD, Australia

Physical activity has been shown to enhance the quality of health people attain and retain as they age. Consequently, recent national plans for the social marketing of sport and physical activity in Australia include a program targeted specifically at persons over 50 years of age. That program is called "Active Ageing." In order to implement Active Ageing in Queensland, the Sport and Recreation Division formed a working group of peak bodies in sport and recreation to develop an implementation strategy. In order to obtain independent planning information for the working group, a formative evaluation was secured. The evaluation plan required three stages. First, the nature and extent of the need for Active Ageing promotions needed to be identified. Second, strategies to enhance physical activity needed to be identified, and tactics to advance those strategies needed to be formulated. Third, the capabilities of participating organisations needed to be determined so that implementation of the requisite tactics and strategies could be appropriately assigned, and so that adequate monitoring systems could be put into place. In order to tackle the first step, government statistics and the Roy Morgan database were queried. It was discovered that rates of trial of sport and exercise are quite high in the target age range (exceeding 60% in some age groups), which suggests that capturing these people at or after trial and then building their involvement (rather than merely a campaign focused on awareness and interest) is necessary. It was also discovered that there is a number of other highly popular leisure activities (e.g., gardening, learning) which can be leveraged for this purpose. A task force of marketing experts was then constructed to formulate a series of strategies and tactics based on these findings. At the next stage, organisational capabilities were assessed through key informant interviews and archival analysis. Although several organisations were well placed to implement the tactics and strategies identified, the resource base for implementation of the kind of campaign envisaged was limited. Thus, recommendations have focused on ways to optimise the use of existing resources, and to expand the resource base. Implications of this work for social marketing of sport to older age groups and for the use of evaluation research in program formulation are discussed.

THE VOLUNTEER INVOLVEMENT PROGRAM: A SUMMATIVE EVALUATION

Beth HARLOW and Anna Karin KARLSTEDT
Griffith University, Australia

Steve WARD
Sport and Recreation Division, QLD, Australia

The Volunteer Involvement Program (VIP) seeks to foster volunteering in sport settings. The program includes elements designed to train volunteers and to recognise their contributions to sport organisations. Anecdotal reports have suggested that the VIP has yet to reach its potential as a basis for the development of a corps of trained and dedicated volunteers in sport. Consequently, the Sport and Recreation Division (Queensland) secured an evaluation of the program. Semi-structured in-person interviews were conducted with a sample of key informants from three sectors: state sporting organisations (SSOs), peak bodies, and local government authorities. Phone interviews were conducted with a sample of volunteers who had undergone VIP training. A one-day focus group consisting of representatives from organisations with an interest in VIP was conducted. It was found that the VIP has not been favourably received by many of the organisations at which it was targeted. Volunteers themselves had mixed reactions to the VIP training. However, all organisations recognised the need for a volunteer development system. Two factors have particularly inhibited the efficacy of the VIP. Firstly, many organisations do not fully understand the VIP program, or feel that they have inadequate resources to take advantage of the program. Secondly, the

program is often considered to be too generic (i.e., insufficiently specific). However, two sporting organisations -- Queensland Rugby Union and Queensland Rugby League have made extensive use of the VIP as a platform for development of a tailored volunteer system. These findings suggest that VIP can provide a useful starting point for volunteer development in sport. However, they suggest that the program needs to be understood as a generic base from which to build tailored systems for sport organisations. Further, there is room for better networking among sporting organisations to enhance the efficacy of volunteer development generally, and VIP in particular. Implications for government programs designed to foster volunteer development in sport and for further policy research are discussed.

KEY SUCCESS FACTORS IN ATTRACTING HALLMARK SPORTING EVENTS TO A CITY

Lynley INGERSON and Hans WESTERBEEK
Deakin University, Australia

Event tourism is a relatively new phenomenon as nations are gradually recognising the potential marketability an event has as a means of attracting visitors to a city. In particular international sporting events are being bid for by many cities throughout the world. This often is part of a marketing strategy to attract tourists, for urban development, creating economic opportunities or to improve the image and media exposure of a particular destination.

Much of the research undertaken on the effectiveness of event tourism focuses on the economic worth a sporting event brings to a city or region (Law, 1993; Richardson, 1995; Ernst and Young, 1995; NIEIR, 1995; Howard and Crompton, 1995). Little research has been undertaken to identify the wide range of factors which need to be considered when bidding for a hallmark event. Law (1993) and Hall (1996) found that the level of government involvement is increasing in attracting events to a city. In preparing to bid for events then, an important component in the process is government support. Ernst and Young (1992) identified a combination of features including city attitude, media support, market research and reputation, which give a city the best chance of securing a hallmark event. However, when taking into account technical, cultural and support factors has the city still met the demands and expectations of the event owner?

The success or failure of a bid may differ between bids. For example, a bidding city may already have an excellent infrastructure in place such as skilled personnel, international standard facilities and government support. However, poor marketing strategies or insufficient public support can be the determining factors for not winning a bid. Also, the political motives of either the bidding committee or event owner can play a significant role in the final site selection.

While there appears to be a number of benefits for the host city when conducting major events it is important to study the underlying factors which contribute to a city being chosen to host hallmark events. The purpose of this exploratory research has been to determine key areas which are considered essential by bid committees in successfully hosting an event. Semi-structured interviews were undertaken on six key bid organisers from Australia, Malaysia, Canada and Japan. Each of the interviewees has been or is currently involved in successful and/or unsuccessful bids. The interviews revealed that each of the bid committees followed different methods in the bid process. In particular, one bid committee consider the bid process to be primarily a marketing activity concentrating on the principles associated with buyer behaviour and relationship marketing. Other bid committees consider urban regeneration as being critical to the bid. The results of the case study allowed the researchers to construct an inventory of critical issues which should be considered when bidding for hallmark events. This inventory will be applied to a follow up study, aiming to quantify some of the findings from the research.

THE ALBURY-WODONGA FESTIVAL OF SPORT

Margaret WEHNER
Latrobe University, Australia

In the late 1980's, the local councils of Albury and Wodonga, and various sporting bodies incubated the idea of a festival that could be specifically identified as belonging to the twin cities. Both communities thrive on sport and so the festival was given a sporting focus. In 1992, the first Festival of Sport was held in the Albury-Wodonga centre with their major sponsor being the Ford Motor Company of Australia. This sponsorship encourages many national sporting bodies to hold their sporting event within the 4-week festival. In the first year it was estimated more than \$1 million dollars in extra spending was brought into the local community.

Since this first festival, the district has seen many major events hosted by the Festival including: World Cup Cricket; International Basketball; AFL Football; ARL Rugby; Australian Soccer League; Australian Water Ski Titles; World Title Wood Chopping; triathlons; athletics; swimming and a myriad of other events of national and regional importance. Approximately 200 events are now held over the six week Festival with over 100,000 competitors. As a consequence, the region has also been promoted extensively internationally to countries participating in the Olympics to encourage and attract Olympic training to the region. The Ukrainian team have committed to train in Albury-Wodonga as has the USA Track and Field team. Albury-Wodonga is promoted as "Australia's Regional Sporting Capital." This paper will investigate the success of this Festival as a national event and the impact the Festival has on the Albury-Wodonga Region.

A MODEL OF EFFECTIVE EVENT MARKETING

Andrew MILLS, Michael HARKER and Debra HARKER
Sunshine Coast University, Australia

Event marketing is a dynamic and emerging area of research in the marketing discipline. The parent discipline (Perry 1998), or background theory (Phillips and Pugh 1987), pertaining to this area of study is, broadly, services marketing and the secondary discipline is marketing communications. Research within the area of event marketing has been contextualised by studies concerned with tourism and sport and it is with this latter area of event marketing that this paper is concerned. Indeed, the importance of research into the area of sport marketing is demonstrated by the fact that two of the most dynamic growth industries of the past 25 years have been computer science and sports administration. However, in spite of their relative youth, both industries are now multi-billion dollar giants (Herlitzer 1995). The purpose of this paper is to explore the inputs and processes required to mount an effective sports event.

The event marketing literature is slowly evolving. Many impacts of sport have been investigated in recent years. Faulkner and Mules (1996), for example, concentrate on the economic perspective of special events (including sports), touching on industrial impacts and social impacts and noting that 'a vast majority of events are run for their cultural and sporting outcome rather than their economic potential' (Faulkner & Mules, 1996, p. 108). Whilst economic impacts are important, researchers such as Ritchie (1984) have noted a number of other impacts of events, including tourism/cultural, physical, sociocultural, psychological and political impacts. From more of an anthropological viewpoint, Getz (1989) highlights the fact that generic benefits or impacts of event marketing include; a feeling of belonging/sharing, authenticity, the spectacle, ritual, or the culture of the event. Getz also suggests that the focus of research has often been on economic objectives, at the expense of the association between the events themselves and social and cultural or ecological policies (p. 134). Ritchie suggests that hallmark events must 'focus national and international attention on the destination for a well-defined and usually short period of time (1984, p. 2). Hallmark events which achieve this objective will usually be unique, have a high status, and be successfully marketed within the tourism-generating regions. The importance of marketing to a successful event is further enforced by Backman, Backman, Muzaffer and Sunshine (1995) who suggested that people who attend

events, both sporting and cultural, 'are not homogeneous and may require a combination of segmentation strategies...allowing the adaptation of different marketing plans targeting potential event goers.'

Thus, this is a field of study that requires the attention of researchers. This paper is concerned with focusing on sport in the context of event marketing and presents a framework for effective sport event marketing. Much of the research in this area (e.g., Getz, 1989; Mules & Faulkner, 1996; Ritchie, 1984) concentrates on post-event impacts and benefits. The working paper will focus on the important area of marketing in the pre-event stage of sporting events and the development of a model for effective event marketing.

Session 5D:***Technology and Teaching***

**TOWARD A GLOBAL LEARNING RESOURCE -- AN UPDATE ON CROSS-
INSTITUTIONAL EFFORTS IN SPORT MANAGEMENT DELIVERY
VIA THE WWW**

Richard BATTY, University of Otago, New Zealand
Graham CUSKELLY, Griffith University, Australia
Terry WOODS, Southern Cross University, Australia

In the rapidly changing tertiary education sector some institutions in New Zealand and Australia are investigating possibilities for collaborative relationships with other tertiary institutions. At the same time, that changing environment is leading to a push for the adoption of new instructional technologies and the investigation of new teaching practices. One of the most promising, and widely espoused instructional technologies is the world wide web (WWW). As the technology necessary to create and manage web sites is becoming more accessible to those in academia, a range of possibilities are emerging. For example, the opportunity exists to develop shared learning resources that draw on the key strengths of academics across a number of institutions. The development of shared resources may be of particular use to those in areas such as sport management where many institutions lack a critical mass of academics in such a sub-discipline. Similarly, the WWW offers the opportunity to expand links with professional practice. While previously the academic and professional literatures were quite distinct, the WWW offers the ability to for academics, students and professionals to interact via a common medium.

A variety of options exist regarding the extent to which WWW technology could be incorporated into sport management instruction. These include using the web as;

- a supplement to other forms of delivery
- an alternative to other forms of delivery
- a global "textbook" or resource to which students can refer
- a means of linking students with an international network of sport management professionals and academics.

The purpose of this session is to follow up on the well attended session held at the 1997 SMAANZ conference ("Using the WWW as a mechanism for the flexible delivery of subject content in sport management"). In addition to introducing sport management academics to the WWW as a mode of delivery, that session sought to establish a group interested in the WWW as a mode of delivery. The purpose of such a group being to examine the feasibility of a cross-institutional sport management learning resource. This session will provide an update of progress made, and present some of the issues that have been raised within that group. Examples will be provided of courses that utilise WWW technology to varying degrees, with demonstrations of sites at institutions in Australia and New Zealand. In addition to gaining feedback on efforts made and issues raised, this session also aims to expand further the group of those interested in the continued development of such a resource.

NEW LEARNING TECHNOLOGIES FOR TEACHING SPORT MANAGEMENT

Dion KLEIN

University of Canberra, Australia

By the year 2020, most adult education services will be delivered electronically to people at their convenience, in terms of time, places, and dates (Knowles in Staff, 1991). Little research has been published on the delivery and assessment of sports education via distance education. Research on learning environments has suggested that "best learning" takes place when the learning environment is aligned with the way learning is achieved in real-life settings (Herrington & Oliver, 1996). In sports-related organisations, experiential learning aids in developing inventive and resourceful managers and administrators.

One of the most recent on-line teaching and training delivery methods is the Metaphoric Training Environment (MTE). MTE's are electronically replicated workplaces created to facilitate the teaching and learning of workplace skills. Pre-determined learning outcomes are achieved by a learner, who is inducted as an "employee" of the MTE, by carrying out a series of workplace tasks. The tasks must be completed according to workplace performance standards. The learner's tasks are embedded into a narrative structure containing work-related scenarios. The use of On-Line Notice Boards (OLNBs) also allows students the flexibility of exchanging information with other students and staff (locally, nationally and internationally), without having to be present at a tutorial or at a computer terminal at a precise time.

This paper will focus on using MTEs and OLNBS to teach issues in sport administration. It will also include various learning theories related to MTEs and how to develop the MTE in various sports administration and management units.

TEACHING ABOUT NIKE AND THE GLOBAL ECONOMY

Stephen D. MOSHER

Ithaca College, USA

During the summer of 1997, Gary Trudeau used his comic strip Doonesbury to attack Nike's employment practices in underdeveloped countries. This satirical commentary was one of the most visible in a series of critiques that have persistently pointed out the exploitative labor practices of the major footwear companies.

This presentation will offer an analysis of the effectiveness of the Nike boycott movement; and the response of the footwear industry, in particular Reebok's attempt to distance itself from the controversy. Analysis of Nike's corporate "Code of Conduct" will be directly linked to CEO Philip Knight's contention that sport "is the culture of the United States" (Katz, 1993, p. 56) and that it will soon represent the culture of the entire world. Particular attention will be paid to the strategy Nike and its CEO Phil Knight employed in May, 1998, with regard to changes in their "Code of Conduct;" especially the focusing away from the social protest movement and toward the sagging Asian economy.

It will be argued that it is incumbent upon the teachers and trainers of future sport managers to address the global sweatshop as it applies to the sport industry in a manner that is both realistic and fair. It will also be argued that "critique with caricature" (Bigelow, 1997, p.115) is not a strategy worth considering when teaching undergraduate sport management students. Effective teaching resources and strategies will be discussed, in particular the presenter's own experience dealing with students, not only apathetic to child labor conditions throughout the world, but also ignorant of Nike's own corporate goals. Several video clips and other original art work will enhance the presentation.

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