

SPORT MANAGEMENT:

BEST PRACTICE

AND

INNOVATIVE RESEARCH

**6th Annual Sport Management Association of Australia
and New Zealand (SMAANZ) Conference
23-25 November 2000
HAMILTON, NEW ZEALAND**

CONFERENCE PROGRAMME

Hosted by the Department of Leisure Studies, The University of Waikato
Waikato Institute for Leisure and Sport Studies
Sport Waikato and Sport Bay of Plenty Regional Sports Trusts

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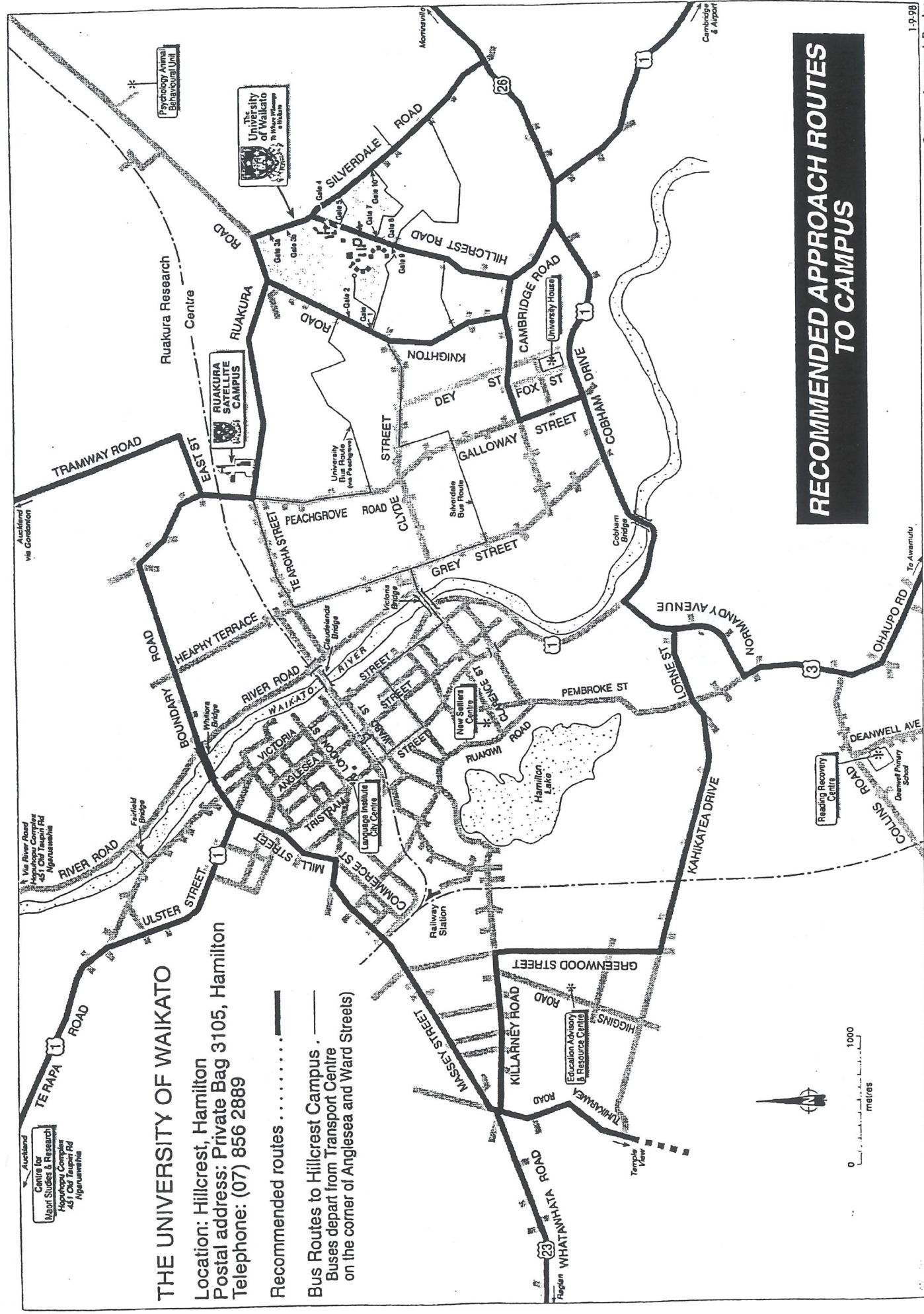


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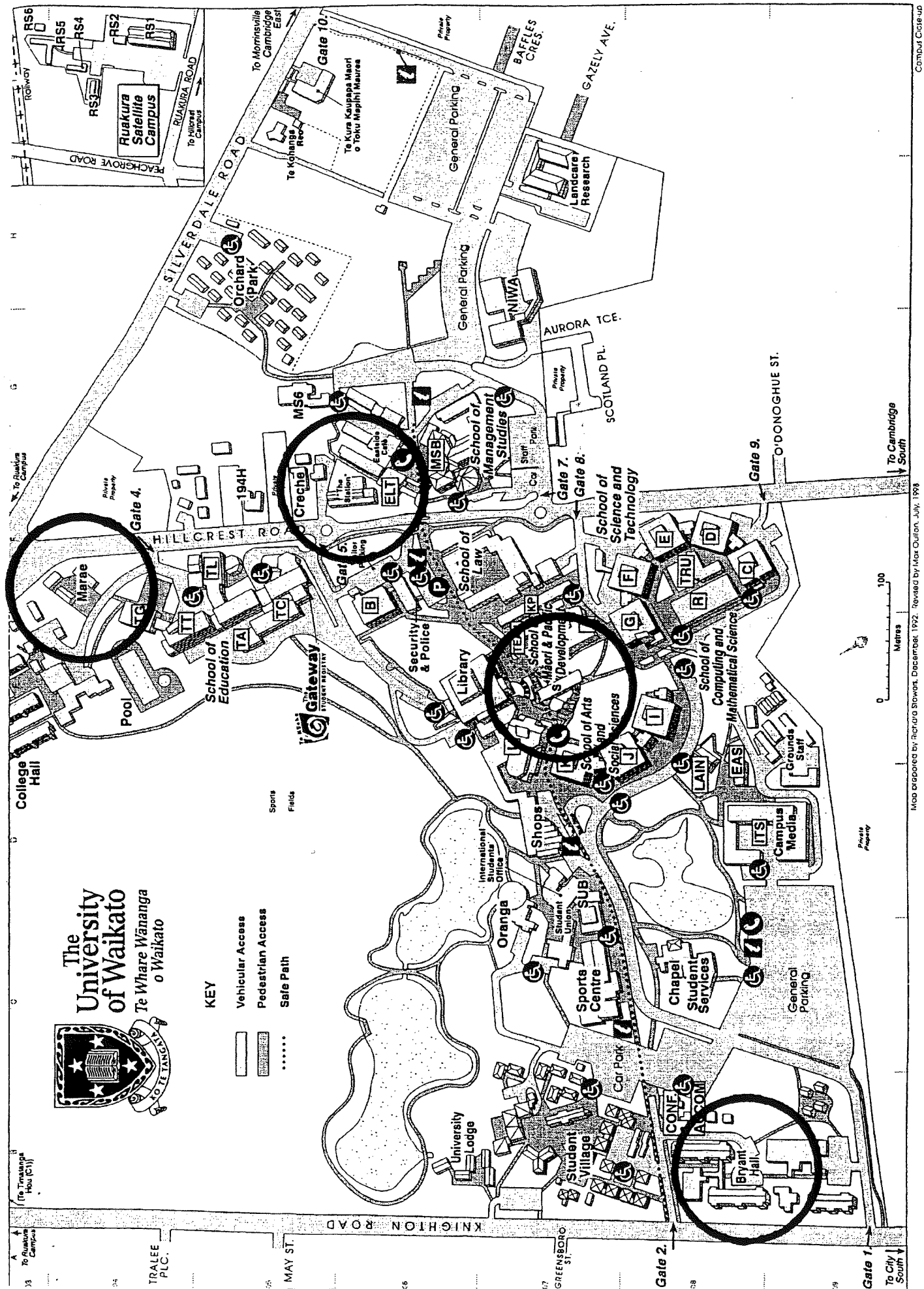
THE UNIVERSITY OF WAIKATO

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WELCOME

Welcome to the 6th Annual Sport Management Association of Australia and New Zealand (SMAANZ) Conference. The theme for the conference is 'Sport Management: Best Practice and Innovative Research'. We hope the conference will inform, challenge and entertain you, and provide many opportunities for exchange of ideas. Enjoy your stay in Hamilton and have a great conference!

ORGANISING COMMITTEE

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 Lyn Gunson (The University of Waikato, Dept. of Leisure Studies).....Convenor, Programme
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The Organising Committee greatly acknowledge the invaluable assistance of:

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- Richard Pringle
- Jim Denison
- Leevani Raman
- Paul Lawrence
- Leisure Studies Students

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- The New Zealand Hillary Commission for Sport, Fitness and Leisure
- Australian Leisure Management

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PRESENTER LIST

A list of all conference presenters is included at the back of this programme.

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SMAANZ CONFERENCE PROGRAMME FORMAT

FRIDAY	24/11/00	
9.00		Opening and Welcome
9.30 - 10.30		Keynote Address - Hon. Trevor Mallard, Minister Sport, Fitness & Leisure
10.30 - 11.30		Morning Tea
11.00 - 12.30		Concurrent Sessions

Session 1 - 24/11/00	Stream - S.Mgt. (SG.01)	Stream - Best Practice (SG.02)	Stream - Future Issues(SG.03)
Chairperson :			
11.00	Ron Garland, Terry Macpherson & Kay Haughey Helping put Fans in the Stands	David Shilbury & Aaron Smith Creating a Scorecard for Mapping Culture in Sporting Organisations	George Costa Sports Animation in Europe
11.30	James Higham & Tom Hinch Changing Patterns of Sport Seasonality and its Implications for Tourism: The Case of Rugby Super 12	Tracy Taylor & Shane Quick A Comparative study of Policies on International relations in Olympic Sports: The Experience of Greece and Australia	Popi Sotiriadou The Impact of the Government's Involvement in Sport: Sydney 2000 Olympic Games Case Study

Session 2 - 24/11/00	Stream - S.Mgt. (SG.01)	Stream - Best Practice (SG.02)	Stream - Future Issues(SG.03)
12.00	Kostaris Anastassios Sponsorship and Paralympic Games: What are the Motives and Goals of Paralympic Major Sponsors? What are the Reasons for their Decision to Sponsor the Paralympic Games?	Georgios Leventakis Identification of Factors Influencing Risk Management in Sport Facilities in Olympic Games	John Deane The Bonds that Bound: The Management of Interdominion Ski Racing 1936-1965
12.30 - 1.30 1.30 - 3.00	LUNCH CONCURRENT	SESSIONS	
1.30	John Beech, Jackie Bryson, Simon Chadwick & Alan Tapp Premier Websites: Their Role in Commercial & Community Orientation	Lesley Ferkins & Cindy Wiersma Best Practice in Student Work Placements: An Industry Perspective Portable Learning	Richard Pringle Managing Competing Goals?: The Hillary Commission - Pushing Elite Sport and Promoting Active Leisure
2.00	Claire Hanlon The Personnel Selection Process for Pulsating Major Sport Events	↓	Robert Macdonald Is a Sporting League a Natural Monopoly? Extending Australian Sports Economics
2.30	Sam Fullerton A Study of American Consumers' Attitudes towards Sponsorships		Lisa Hayes & Geraldine Harvey Clash of the Codes: Traditional Sport Versus Sport Business Discourse

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Session 3 - 24/11/00	Stream - S.Mgt. (SG.01)	Stream - Best Practice (SG.02)	Stream - Future Issues(SG.03)
3.00 - 3.30	AFTERNOON TEA		
3.30 - 5.00	CONCURRENT	SESSIONS	
3.30	Lynley Ingerson, Hans Westerbeek & Paul Turner City Marketing and Hallmark Sporting Events: Identifying Key Success Factors in the Event Bidding Process	Ray Booker, James Skinner, Rudi Meir & Dave Arthur Assessing Group Work in Undergraduate Sport Management Programs: A Review of Innovative Approaches	Peter McDonald A Practical Application of Sportville
4.00	Paul Turner, Lynley Ingerson & Hans Westerbeek Identification of Network Relationships Reflected in the Bidding Process for Major Sporting Events	John Watson Building a Professional Sports Franchise with Volunteers: Is it Possible?	Simon Chadwick, John Beech & Jackie Bryson Stadium Redevelopment: Assessing the Options
4.30	Hans Westerbeek, Lynley Ingerson & Paul Turner Key Success Factors in the Process of Bidding for Hallmark Sporting Events: Different Perspectives		Richard Batty & Nigel Cass, Anna Cosgrove, Mike Sam, Clare Hanlon Discussion Panel: Future of Club Sport Round-table
6.00 - 7.00 7.00 - 7.30 10.00 - 10.30	SOCIAL HOUR BUS DEPARTS BUS RETURNS	FOR RESTAURANTS FROM CITY	OPTIONAL

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SATURDAY 25/11/00

9.00 - 10.00 Keynote Address - Prof. Mike Pratt Peak Performing Organisations

10.00 - 10.30 Morning Tea

10.30 - 12.00 Concurrent Sessions

Session 4 - 25/11/00	Stream - S.Mgt. (SG.01)	Stream - Best Practice (SG.02)	Stream - Future Issues(SG.03)
10.30	Trish Bradbury Paralympics New Zealand's Gold Medal Preparation - Theory into Practice	Steve Bramley Tomorrow's Sports Management Models - The Multiple Sports Club	Lisa O'Keefe & Chris Gratton The Economic and Financial Effects of the Introduction of Superleague on Rugby League in Britain
11.00	Jillian Thompson Ambush Marketing at the 2000 Olympic Games	Shayne Quick & Terry Woods International Postgraduate Sport Management Education: The Hellenic Experience	Maria Eleftheriou The Importance of the Olympic Youth Camp. The Case of the Sydney Olympic Games
11.30	Linda Van Leeuwen, Shayne Quick & Kerry Daniel Team Identification and Fan Identification: Two Relevant Individual Difference Factors in Customer Expectations of the Pro-Sport Season Ticket Service	Daniel Smedley & Terry Woods Being a Good Sport! Building an Applied Event Risk Management Framework for the Sport Industry	John Davies, Dai Gilbertson & Simon Gianotti Soccer New Zealand - A Continuing Saga of Governance and Change
12.00 - 1.00 1.00 - 2.30	LUNCH CONCURRENT	SESSIONS	

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Session 5 - 25/11/00	Stream - S.Mgt. (SG.01)	Stream - Best Practice (SG.02)	Stream - Future Issues(SG.03)
1.00	Richard Batty , Mike Sam & Jay Scherer A Collaborative Approach to Research: A Case Study of the Dunedin Sports Club Assistance Programme	Maree Walo & Jak Carroll Assessing the Management Competencies of Sport Tourism Management Students	Amalia Drakou Greek Gymnastic Coaches & Early Retirement
1.30	Bob Stewart Economic Rationalism, Managerialism & Australian Sport Management Education: Implications for Sport History & Sport Sociology	James Santomier Sports Business University: A New Model for Distance Learning	Cindy Tyson & Terry Woods Women in the Olympic Games - A Case Study
2.00	Nick Ashill, John Davies & Anthony Joe Sponsorship Attitudes: A Study of a New Zealand National Sports Event	John Beech, Jackie Bryson & Simon Chadwick Identifying the Antecedents to and the Outcomes of Strategic Alliance and Joint Venture Activity in the English Premier League	Essendon Tuitupou The Dual Career Dynamics of Professional Rugby
2.30 - 3.00	AFTERNOON TEA		
3.00 - 4.30	CONCURRENT	SESSIONS	

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Session 6 - 25/11/00	Stream - S.Mgt. (SG.01)	Stream - Best Practice (SG.02)	Stream - Future Issues(SG.03)
3.00	Sheranne Fairley Fanship Hits the Road: Understanding Fans who Travel to Follow their Team	Marc Louis Amendment of Public Sport Facilities	Mathew Nicholson
3.30	Terry Woods & Deborah Hoare Athlete Selection Issues, Disputes and Resolutions - A Growing Challenge for Sporting Organisations	Sacha Cowlrick Women's Careers: The Effects of Professionalisation on the Career Choices of Elite Sportswomen	Adrienne Rich & John Watson Defining the Sports Fan
4.00 - 4.30	PLENARY	SESSION	
4.30 - 6.00	SMAANZ	A G M	
6.30 - 7.30	SOCIAL	HOUR	(THE STATION)
7.30	PRESIDENT'S	DINNER	(THE STATION)

ABSTRACTS

Abstracts in Alphabetical Order

SPONSORSHIP ATTITUDES: A STUDY OF A NEW ZEALAND NATIONAL SPORTS EVENT

Nick Ashill, John Davies, and Anthony Joe
School of Business and Public Management
Victoria University of Wellington

Despite the growing interest in sponsorship in the marketing literature, there have been few documented research efforts devoted to understanding the results of a sponsorship effort. As a step towards better understanding the effects of sponsorship on consumers, Lee *et al* (1997) developed and empirically tested scales to measure consumer attitudes towards sponsorship of global sports events. This paper presents the findings of a study that replicates the work of Lee *et al* (1997) on the measurement of consumer attitudinal constructs towards sponsorship. Using a mail questionnaire, 370 respondents were surveyed for their attitudes towards sponsorship of the National Provincial Rugby Championship (NPC). The results of the study demonstrate reliable and valid scales for three consumer attitudinal constructs towards sponsorship, and widen the scope of application for these scales as a research tool and in guiding marketing management sponsorship decisions.

A COLLABORATIVE APPROACH TO RESEARCH: A CASE STUDY OF THE DUNEDIN SPORTS CLUB ASSISTANCE PROGRAMME

Richard Batty, Mike Sam, and Jay Scherer
School of Physical Education
University of Otago

In Dunedin, as in many other centres in New Zealand and Australia, the local sports club scene has been under threat. Many clubs face problems of falling membership levels, declining income, and deteriorating facilities. The Dunedin Sports Club Assistance Programme was initiated in 1998 as a collaborative effort between representatives of the University of Otago, the Dunedin City Council, and Sport Otago to explore ways to investigate and address these issues.

The intent of the programme was to foster a closer relationship between the three organisations in regard to the assistance they provide to local clubs. Since its inception the programme has evolved to encompass three elements:

- A Club Research Project— assessing various aspects of the management and administration of 80 sports clubs in the Dunedin Region.
- Grant Application Support – targeting those clubs that indicated a need for assistance in this area.
- A Club Member Survey- assessing perceptions and attitudes of individual club members.

In the three years the programme has been running the findings have contributed to the planning, policy and assistance initiatives of the Regional Sports Trust and local authority. At the same time the project has enabled Sport Management students from the University of Otago to gain an appreciation of: (a) the value of applied research in addressing particular management problems and issues, and (b) the nature of the local sports club scene and its pivotal role in the sport delivery system in New Zealand.

This presentation will outline the collaborative approach and detail the background and evolution of the programme. Selected results from the research will be presented and the actions that have resulted from research findings will be summarised. The presentation will conclude with a brief discussion of the possibilities for creating a network of such research collaborations throughout New Zealand

IDENTIFYING THE ANTECEDENTS TO AND THE OUTCOMES OF STRATEGIC ALLIANCE AND JOINT VENTURE ACTIVITY IN THE ENGLISH PREMIER LEAGUE

John Beech, Jackie Bryson, and Simon Chadwick
Coventry University

In the season 1999/2000, a number of notable collaborative arrangements were agreed between English Premier League soccer clubs and a range of other organisations. Some examples include the agreement between Leeds United and Oldham Athletic to establish a joint football academy, the acquisition of a strategic stake in Leicester City, Middlesbrough and Everton by the communication's company NTL, and the merchandising contract signed by Manchester United and Hay and Robertson. These agreements have been generally identified as joint ventures and strategic alliances.

The main focus of this paper will be an examination of the growing trend towards strategic alliances and joint ventures as a strategy through which soccer clubs can manage their operations in a dynamic and rapidly changing environment. As such, it will initially provide an overview of the business literature relating to strategic alliances and joint ventures (Doz and Hamel, 1998), and of the current conditions in the football industry in England (Szymanski and Kuypers, 1999). This will then be set in the context of the literature on collaborative networks as a theoretical foundation (Thorelli, 1986; Ebers, 1999), from which there will be an examination of the antecedents to and the outcomes of collaboration using the work of Morgan and Hunt (1994).

In this context, the paper will conclude by providing a typology of collaborative relationships. Based upon partner characteristics as the antecedents to collaboration, the typology will identify a range of outcomes associated with different forms of strategic alliances and joint ventures. It is anticipated that this will become the basis for further study and refinement, and will be used to explore other joint ventures and strategic alliances in sport.

The paper will therefore be of interest to facility managers, financiers, supporters and those involved in stadia redevelopment.

STADIUM REDEVELOPMENT: ASSESSING THE OPTIONS

John Beech, Jackie Bryson, and Simon Chadwick
Coventry University

The English Football Association's World Cup 2006 bid organisation claims, with some justification, that England is a centre of excellence for the stadium industry. Over the last ten years there has been £600m spent on the development of England's football grounds. This level of capital investment has not been witnessed before in the footballing era and has no parallel overseas.

This research paper will consider the motives behind a range of UK football stadia property redevelopment schemes. It has been documented (Black and Lloyd 1992, 1993, 1994) that clubs face the invidious choice between:

- entering a ground-share agreement with another club;
- rebuilding their existing ground;
- or relocating to a newly built stadium.

The researchers have analysed the drivers surrounding stadia development and expanded these choices to consider other factors driving the decision to challenge the status quo. The rationale to change the topophobic sensations (Tuan 1974) associated with supporter-ground relationships has been examined by reference to a number of cases drawn from UK professional football clubs.

The research has led the authors to conclude that whilst football clubs, and their stadia, still fulfil an important social and community role, the need to realise financial benefits and establish competitive advantage through core activities is becoming ever more apparent. The analysis of this community v commercial perspective has produced a typology that presents guidelines for the evaluation of the drivers behind the politics of stadia development. The development of such a typology meets the criteria of a theory as identified by Glick and Doty (1994). The paper will therefore be of interest to facility managers, financiers, supporters and those involved in stadia redevelopment.

PREMIERSHIP WEBSITES – THEIR ROLE IN COMMERCIAL AND COMMUNITY ORIENTATION

John Beech, Jackie Bryson, Simon Chadwick, and Alan Tapp
Coventry University

The development of websites by English Premiership Football Clubs has occurred at a time when serious commercial development has been taking place for over a decade. The role of the website has had to be defined in a context of developing merchandising, the sale of television rights and the emergence of the top clubs as international brands.

The authors have been systematically surveying the Premiership websites and monitoring the corresponding counter-culture websites since 1998, and this paper presents the latest progress that has been made in analysing these observations.

The completion of the second major comprehensive survey produced key findings with regard to: the increasing use of generic sourcing, paralleled by increasing levels of semi-official standardised sites as well as burgeoning numbers of fan-produced unofficial websites (some with highly critical content); increasingly sophisticated designs, some of which did not add to the fan's experience; the emergence of second parties present on the website, both in the role of cyber-consultants and in a more conventional role as advertisers.

The clearest component to emerge from the analysis was that of change. Change was both incremental – the emergence of intermediaries in various forms (Giaglis et al, 1999), for example – and continuous, as, for example, from the perspective of developing a marketing strategy (Hair & Keep, 1997). This dynamic in the content of websites led the authors to develop a matrix model to present significant dimensions of various clubs' emergent strategy, thus enabling comparisons between clubs to be made and a typology of clubs to be proposed. Among a number of conclusions which can be drawn from the research is the significant conclusion that it is possible for clubs to develop a high level of commercial orientation and an efficient practice of e-marketing and e-sales, while at the same time maintain a high level of community orientation, thereby retaining the social dimension traditionally associated with soccer clubs as sports institutions. The analysis of clubs at different points on the matrix has allowed a 'best-practice' model to be developed.

ASSESSING GROUP WORK IN UNDERGRADUATE SPORT MANAGEMENT PROGRAMS: A REVIEW OF INNOVATIVE APPROACHES

Ray Booker, James Skinner, Meir Rudi, and Dave Arthur
School of Exercise Science and School Management
Southern Cross University

It is common for instructors in undergraduate sport management programs to include group work for teaching and assessment purposes. Group work has many advantages for learning as it simulates the context within which much of the work of the sport manager is actually performed. Benefits of group work and group assessment include: students gain an insight into group dynamics; group assessments allow the development of a more comprehensive assignment than is possible with individual assessment items; group assessments develop students' interpersonal skills; students are exposed to other points of view; and students are 'prepared' for the real world (Mello, 1993).

In group project work, students generally work as teams in small groups. Each group completes a project and usually produces a report. Typically, one mark or grade is then awarded to each group. This type of assessment can give rise to problems - both between groups and within groups.

Problems between groups relate to the level and range of marks. First, group work tends to be marked higher than individual work (Habershaw, Gibbs & Habershaw, 1993). One could surmise that this is because groups are able to achieve more than individuals, and individual weaknesses tend to be hidden by the strengths of other group members. Second, group marks tend to vary less than individual marks: if groups are randomly created, the average ability of the members of the groups will be similar and will lead to a narrow overall spread of marks. On many courses it is unacceptable for marks to be uniformly high (i.e., for the mean to be high and the standard deviation small).

Problems within groups relate to the different contributions made by the group members. It is common for some students to contribute more than others to the work of the group and the production of any group report. Those who contribute less (in terms of effort or outcomes) may deserve a lower mark than those who contribute more. Normally, however, group members are awarded the same grade because differences between group members' contributions are not obvious to the marker, who sees only the final outcome and not the process involved in achieving that result. In this situation it is possible for low contributors to be 'carried' by the high contributors without incurring a penalty. The difficulty of arriving at a fair mark for individuals is one of the most common reasons for not using or emphasising group work for assessment purposes, despite its many advantages for student learning.

This presentation reviews a range of group assessment options available to the instructor and focuses on specific methods designed to help overcome some of the problems identified above. Such methods include: Multiplication of group mark by individual weighting factor (Goldfinch & Raeside, 1990); Shared group grade (Habershaw et al, 1993); Peer assessment of contribution to group (Kember, Sivan & Wu, 1993); Separation of process and product (Falchikov, 1991); Equally shared mark with exceptional tutor intervention (Mello, 1993); Red and yellow cards (Lejk, 1994); and Deviations from the norm through negotiation (Lejk, 1996).

PARALYMPIC NEW ZEALAND'S GOLD MEDAL PREPARATION - THEORY INTO PRACTICE

Trish Bradbury
Massey University - Albany Campus

Paralympics New Zealand (PNZ) acts as both the National Sport Governing Body (NSGB) for athletes with a disability as well as the National Paralympic Committee (NPC) for New Zealand. In the global stadium of sport, the Paralympic Games are the primary focal point for athletes with a disability. As the NPC, PNZ fulfils the same roles as the New Zealand Olympic Committee. It was PNZ's responsibility to undertake professional management procedures to prepare the team to represent New Zealand at the Sydney 2000 Paralympic Games. It was also their role to ensure that the athletes were managed and prepared to perform to their potential on the world stage. Thus, PNZ's goal was to ensure that the management and organisation of these Games would be the best ever for the athletes and team management.

In their endeavour to achieve this goal several management and organisational practices were implemented. This paper explores these practices and presents ideas for team managers while at multi-sport or individual sporting events. The management of the team progressed to a more professional level providing improved communication flow, better managed office systems, refined athlete monitoring systems, professional staffing, expanded sponsorship opportunities and media promotions, increased team spirit and culture, and evaluative techniques.

Sport management skills were put to the test to ensure that the athletes involved received the best sporting, cultural and life experiences possible. PNZ's gold medal preparation allowed the athletes, and the team as a whole, to enjoy this sporting spectacular both on and off the field of play.

TOMORROW'S SPORTS MANAGEMENT MODELS – THE MULTIPLE SPORTS CLUB

Steve Bramley
Millennium Institute of Sport and Health
Albany

New Zealand's sports delivery system at all levels – national, regional, club and schools – is under pressure. Volunteer involvement is decreasing; the demand by customers for quality service is increasing; the social participant is not paying affiliation fees, which has been part of the traditional funding base of sports organisations.

What are tomorrow's solutions. An overview will be provided of some of the changes and choices we face, with the emphasis on a model for the future Multiple Sports Club. The format for the presentation will be:

- Key Trends and New Zealand's Current Sports Landscape.
- The Overall Millennium Centre Model – A "Contract for Service" Provider.
- The Multiple Sports Club Framework.

SPORTS ANIMATION IN EUROPE

George Costas
Democritus University of Thrace
Greece

Sport Animation in the last few years is becoming very popular among European Resort hotels and a very important factor for customer satisfaction. This presentation is part of a European Union funded program the Leonardo Project. The purpose of the study was to investigate the status of sport animation in six different European countries, to identify the profile of sport animators and examine their vocational opportunities. This pilot study took place in the following six European countries: Greece, Sweden, Finland, Scotland, Hungary and Estonia. The study included three hundred leisure organisation fifty from each country. Among them were hotels, adventure companies, travel agencies, camp grounds, health and fitness clubs, activity centres, community and recreation centres and leisure and recreation parks. The questionnaire was created by an expert team and was adapted for each country.

The questions were about the existing programs, the type of programs, the profile of the customers, the employment opportunities for animators and the professional profile of animators. The results have shown that for the professional profile important elements are the physical skills (active 75%, fit and healthy 55%, stamina 47%) and management and supervisory skills (planning 76%, motivation 69%, commitment 52%, administration 48%). English, German and French were the three more important languages that an animator should speak but also Spanish, Italian, Finnish and Russian were important in some parts of Europe. The types of program were run according to the environmental, climatological, socio-cultural characteristics of every country and the needs of the tourists. Complementary Products of the Leonardo project are: Animator courses (9) in 4 countries, a CD-ROM, web site (www.animateur.fin), seminars, work placement in six countries, animator passport, accreditation of the program, work placement for 100 companies, animator association in Finland and European University qualification systems. The study recommends that there is a need for a variety of programs, more quality in services, better organised facilities, more specialised personnel and further research.

WOMEN'S CAREERS: THE EFFECTS OF PROFESSIONALISATION ON THE CAREER CHOICES OF ELITE SPORTSWOMEN

Sacha Cowrick
Southern Cross Healthcare
Auckland

Netball is currently in the process of moving into a new professional age. This move away from the amateur ideal will result in changes to the career choices individual players can make. However, there is little research available regarding the career impacts for women involved at an elite level with a sport that moves towards professionalism. By studying fourteen cases of current Silver Fern or elite netball players the effects of such a move are investigated.

This study looks at the influence of professionalisation on netball players' career choices, in light of the competing demands of netball, career, and family life. A case methodology was employed to pull together the thematic strands that emerged from the various participants. These themes were applied to construct a model of the various transitions the women felt they were making, in light of their roles in careers, sport, and their personal lives.

This study found that each of these roles is held simultaneously by the players, though each has a different emphasis depending on the time of life for the players. The move to professionalism increases the weight given to the netball role. This means that it further erodes the boundaries that society puts in place between work career and family life.

Women handle the different demands that face them by holding all three roles at once, but at different priority levels. This models a spiral, where all three roles are held together, but each will have priority over the others at one time or another. A stage theory also emerges which illustrates the changing significance of each role over the other. Players focus firstly on netball, secondly a work career, and then family matters. The move to professionalism in netball has begun to change the focus of players, as netball begins to be prolonged by players in order to capitalise on the rewards associated with professionalism. The data fit the more traditional career theory ideals of Levinson (1978) and those of Marshall (1989, 1998), in exploring the way in which women's careers spiral around the roles in life that rise to prominence at any one time.

Elite sportswomen handle these demands by a combination of balancing and integrating. Drawing on identity theory, such as that of Hall (1971), we can see that for the women involved all of the roles are integrated, as they are all held at the same time, however, on a daily basis, the women have to balance these separate roles. In order to illustrate these findings, literature on career theory was aligned with that dealing with professional sport. This enables us to consider how a traditional career theory approach can be applied to a contemporary situation for many women.

With professionalisation women are more able to accept a delay in their work careers. Elite sportswomen feel that they delay their work careers firstly for their sport, and then a second time if family becomes a possibility. For many of the respondents these career delays are a reason to leave elite sport sooner rather than later. Yet, this study also finds that players need to be aware of the long-term career planning issues related to such a change in their career circumstances, so that they do not become overly committed to a short-term career prospect.

SOCCER NEW ZEALAND - A CONTINUING SAGA OF GOVERNANCE AND CHANGE

John Davies, Dai Gilbertson, and Simon Gianotti
School of Business and Public Management
Victoria University of Wellington

This paper builds on and updates a prior case study of change in a national governing body involved in the sport of soccer: Soccer New Zealand (SNZ). Following a brief summary of the recent history of SNZ, and its various attempts over the last decade to reform its constitutional, organisational and management structures, the paper focuses on the change process involved in guiding SNZ members to acceptance of a radical governance structure for soccer. The paper provides a context for the change initiative by examination of the long-term relationships between SNZ and its primary stakeholders: the constituent clubs and their members, the provincial associations, the Hillary Commission, and its parent organisation - FIFA etc. The context is extended to include the effectiveness and appropriateness of organisational decision-making spanning an array of situations, such as the management of sponsorship relationships, the development of various national league competitions, the introduction of invitation-only elite competitions, the management of media crises, and the turnover of key staff.

This paper examines the change processes and issues involved in the management of change to a federal governance structure for SNZ; and comments on issues of leadership, leadership roles, leadership styles and the effectiveness of those who led the process of change and its implementation. The paper provides commentary on the systemic and operational effectiveness of old and new governance structures and processes; and on the roles of volunteers and professionals in both forms of governance, their relationship, their involvement in strategic and operational management, and their expectations of change.

A final section outlines stakeholder reactions to the way in which implemented changes have been operationalised, questions whether the rationale for change was fully understood, and foreshadows further demands for changes to governance/management relationships in the future.

THE BONDS THAT BOUND: THE MANAGEMENT OF INTERDOMINION SKI-RACING 1936-1965

John Deane
Bowater School of Management and Marketing
Deakin University

This paper explores the collaborative efforts of Australian and New Zealand ski authorities to bring about a series of international contests over a period of thirty years. The paper examines the array of motives for promoting the contests.

Formal and informal interdominion connections in the sport will be traced from the 1920's, and will be considered in the context of British Empire and Commonwealth aspirations through sport. The impacts on ski-racing in Australia and New Zealand, of the International Ski Federation and its World Championships of the early 1930's and those of the Olympic Winter Games, first attended by skiers of each country in 1952, will be discussed as important shaping factors.

Consideration will be given to the hiatus of interdominion competition during World War 2 set against a backdrop of continuing collaboration in skiing.

The demise of the Interdominion Ski Championships appears inevitable. By the mid 1960's the contests had served their various original purposes. The pioneering and innovative work of Australians and New Zealanders will be discussed in terms of the impact of the international contests on domestic ski industry development in Australia in particular. The paper concludes by drawing upon the legacy of these contests to foreshadow possible winter sport affiliations between the two countries.

GREEK GYMNASTICS COACHES AND EARLY RETIREMENT

Amalia Drakou
University of Technology
Sydney

The aim of this research is to investigate the main reasons which provoke early retirement in Greek gymnastics coaches.

Herzberg's motivation theory provides the basic framework to analyse the job dissatisfaction. The sources of job dissatisfaction (hygienes) are associated with the job context and include such factors as salary, working conditions and relations with co-workers (King, 1970). The Equity theory has been used to investigate how coaches feel about the Hellenic Gymnastics Federation policies, regarding the development and promotion of coaches' career. The ecological perspective (Carroll, 1980) regarding burnout, where burnout is viewed as an ecological dysfunction, is investigated in this research. The organisational structure of the Hellenic Gymnastics Federation has been analysed to ascertain how it influences the flow of interaction and the context and nature of human interaction.

To investigate these questions, a combination of quantitative and qualitative methods was selected (survey, in depth interviews and document analysis). A sample of 30 former gymnastics coaches from Thessaloniki, north Greece, were surveyed using a self-complete questionnaire to collect data on: workplace stress level, job dissatisfaction, recognition, progression of career, control over their work and general socio-demographic characteristics. The criteria for selecting this sample were that they are former coaches and that they had coached for a period of at least two years.

Four of the 30 coaches were interviewed about the following issues: job dissatisfaction, stress, personal estimation of the reward system, suggestions and changes in Greek gymnastics so that the coaches' dropout is avoided. The statutes and the four year planning (1996 - 2000) of the Hellenic Gymnastics Federation were analysed, so that there is an understanding on the current policies of the federation towards the coaches.

It has been found that the main reasons that lead Greek gymnastics coaches to quit their job are: the low salary, the bad work conditions, the lack of a reward system and the lack of planning for career development from the federation.

Furthermore, the research can assist in supplying the basis for the development of mechanisms to avoid the turnover of the coaches. It also highlights the need for further research in this area, where no other research has been done so far.

THE IMPORTANCE OF THE OLYMPIC YOUTH CAMP.

THE CASE OF THE SYDNEY OLYMPIC GAMES

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The Olympic Youth Camp (OYC) has been an integral part of the Olympic Games since it was held for the first time in Stockholm, in 1912, when King Gustav V invited 1,500 Boy Scouts to pitch tents beside the Olympic Stadium. The scouts came from all over Europe.

Through a variety of activities, participants have the opportunity to be involved in the Olympic Games, develop an understanding of different cultures and learn about the history and culture of the host country.

Although youth related educational programs are encouraged by the IOC, responsibility to stage the OYC in each Olympic Games has not been officially undertaken. Therefore, it is doubtful whether the IOC has considered the outcomes derived from this program.

SOCOG has taken the responsibility to host an Olympic Youth Camp as part of the Sydney 2000 Olympic Games. The Sydney OYC involved 420 young people, aged 16-18 years, from 187 participating National Olympic Committees (NOC).

The research investigated the degree to which the IOC, NOCs and the participants perceived the program as important and well organised. No previous research has been done on the OYC, as part of the Olympic Games. This research will provide benchmarks for future OYC programs.

Two methods of surveys were used, questionnaires and interviews. Questionnaires were sent to the 20 Australian participants in the Atlanta OYC, to the NOCs and to the Sydney OYC participants. Informal and in-depth interviews were conducted with IOC representatives, SOCOG's OYC Program Manager, and the COCOG's IOC Relations and Protocol General Manager.

Data analysis of questionnaire surveys was undertaken using the Statistical Package for the Social Sciences (SPSS). The results indicated that the program is perceived as important, that it contributes to the promotion of the Olympic Ideals, expands the Olympic Movement's goals, promotes cultural exchange and fosters international co-operation - all under the Olympic banner.

FANSHIP HITS THE ROAD: UNDERSTANDING FANS WHO TRAVEL TO FOLLOW THEIR TEAM

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Recent work suggest that fans develop a commitment to and a personal identification with their favourite team. Commitment and identification foster consumption of games and paraphernalia. Further, fanship of the game more generally also fosters consumption.

Nearly all the work on consumption has examined fans who attend home games or who watch games on television at home. Yet there is increasing tourism that is driven (or supported) by fans who will travel to watch their team play. Some fans follow their team for regular season matches; some for championship matches. Very little is known about these fans. How important is camaraderie among fans who travel? What other travel experiences do they seek to bundle with the fanship experience? Are they more loyal than other fans to team sponsors? Are they more likely to bask in reflected glory (BIRG) or cut off reflected failure (CORF) than other fans - while travelling or while at home? Is their BIRGing related to their sense of relationship to the place/community that the team represents?

This study will examine the emerging travel market for sport fans. Fans of local teams who travel to watch those teams were identified with the help of local travel agents, and by direct approach at professional sport events. Interviews and focus groups explored the motives, expectations, and experiences of these fans. The qualitative data is used to identify critical elements and to begin to develop a conceptual framework to better understand the relationships among travel motives and behaviours and sport fanship. Further research will test the relationships identified in this study.