

The Challenge

Conference Program

The Third International
Sport Management
Alliance Conference



in conjunction with
**5th Annual Sport Management
Association of Australia and
New Zealand (SMAANZ) Conference
January 6-9, 2000**

Hosted by
University of Technology, Sydney
Sydney Australia Home of
the 2000 Olympic Games

Sport Management Beyond 2000



INTRODUCTION

Welcome

On behalf of the Conference Convenors, we welcome you to The Third International Sport Management Alliance Conference, ***The Challenge: Sport Management Beyond 2000***, hosted by SMAANZ. We hope that the program provided allows sufficient room for the exchange of ideas, in both formal and social settings.

Enjoy your stay in Sydney!

Conference Convenors

Shayne Quick	Chair
Tracy Taylor	Program
Linda Van Leeuwen	Functions and Administration
John Dodd	Trade

...with the invaluable assistance of Sue Harris, Secretary, School of Leisure, Sport & Tourism.

Volunteer Support:

Katrina Ambler
Sally Butler
Deborah Crawley (Functions supervisor)
Guihua Li
Eva Mataranga
Leonie Nichols
Kate Perrin
Leonie Willis (Registration supervisor)
Popi Sotiriadou

With special assistance from Master of Management (Sport Management) students:

Christina Anthi	Vasiliki Roumelioti
Christos Athanasiadis	Eleni Skarpathioti
Amalia Drakou	Dionis Tritaris
Marianna Grigoraki	Petros Tsiallas
Irini Kama	Maria Tzelepi
Nikoletta Loli	Tryfon Zacharopoulos
Smaroula Maniati	

The Conference Convenors would like to acknowledge and thank the Reviewers for their assistance with the abstract review process. The quality of the abstracts is reflective of the rigorous review process.

Keynote Speakers

The keynote speakers for the conference include:

Day 1 Kelvin Templeton	Chief Executive Officer - Sydney Swans
Day 2 David Cross	Executive Director - Australian University Sport
Day 3 Brian Stoddart	PVC - University of New England

Members of the Olympic Panel

Sponsors

UTS School of Leisure, Sport & Tourism
UTS Faculty of Business
UTS International Programs Office
UTS Office of the Vice Chancellor

Exhibitors

Human Kinetics
Intracorp

Registration desk and messages

The registration desk is located on level 4 of the Graduate School of Business and will be open between 9.00am and 5.00pm each day.

Contact telephone numbers for the duration of the Conference:
Phone: 0412708777 or 0412226915 Fax: 95145195

A message board will be set up near the Registration desk – please check regularly for messages.

Sessions

All sessions will take place in the UTS Graduate School of Business. A map showing the floor plan of the rooms for concurrent sessions is included on the inside back cover of this Program.

Presenter List

A list of all presenters is included in back of this program.

Name Badges

Your name badge is your official conference pass and must be worn to gain entry to all sessions.

Audio Visual

Overhead and data show projection is available in each room. The Speaker's preparation room is located on level 5.

UTS Graduate School of Business and Environs

The Markets Shopping Centre contains a Food Court which offers a variety of quick snacks and a range of discount shops. Chinatown is just around the corner in Dixon Street where you can find numerous food outlets.

There is nearby shopping and entertainment at Darling Harbour the Star City Casino and Cockle Bay Wharf.

Special Dietary Requirements

If you have advised the Conference organisers of any special requirements, please check at the Registration Desk and confirm where meals will be available from during the conference.

Mobile Phones and Pagers

Participants are asked to ensure that all mobile phones and paging devices are switched off during conference sessions. Public telephones are located on the ground floor.

Smoking

The Conference venue is a non-smoking environment for all sessions and social functions.

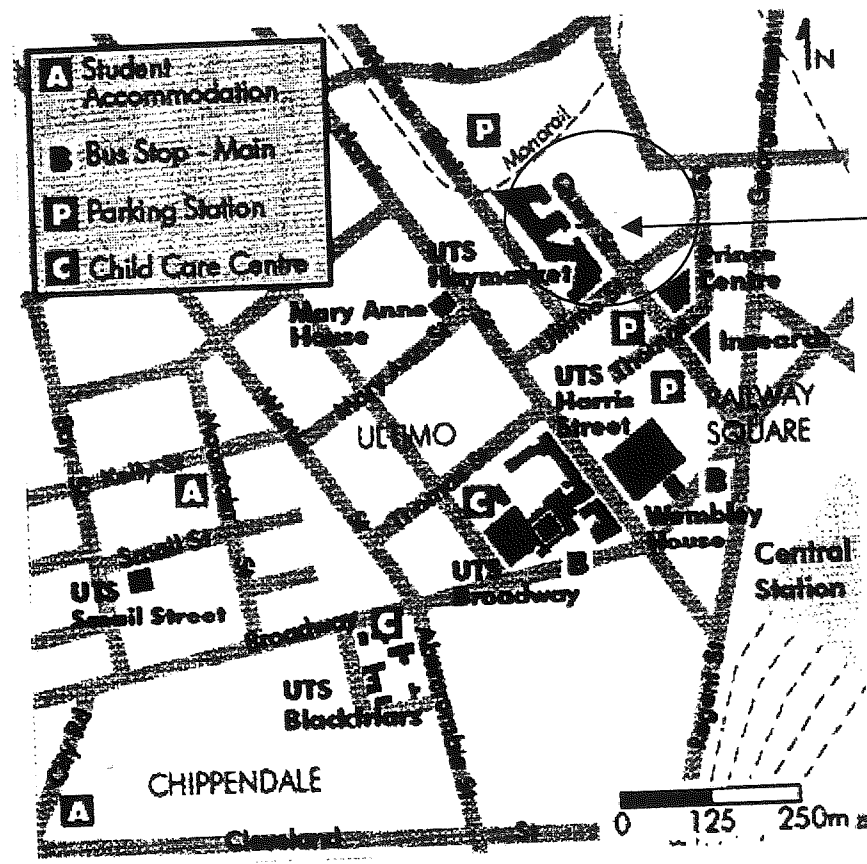
We hope that you enjoy and benefit from attending the Conference.



To all SMAANZ delegates

Please note, the SMAANZ conference, including registration, will be held at the Graduate School of Business (4th floor) which is in the **Haymarket campus**, Quay Street, Sydney.

There are several UTS campuses in the city area – to avoid confusion a map showing the city campuses is provided below.



Entry to the Graduate School of Business

The Challenge: Sport Management Beyond 2000

The Third International Sport Management Alliance Conference in conjunction with the 5th Annual Sport Management Association of Australia and New Zealand (SMAANZ) Conference

CONFERENCE PROGRAM 6 - 9 JANUARY, 2000

Day	Time	Session	Session Time	Area	Presenter	Title
Thursday 6 January	10:00-5:00	Optional program (see registration form for costs)		Choose from: - SMAANZ Golf Day or - Olympic Site visit		
	4:00-6:00	Pre-registration at GSB				
	7.00	Welcome Reception				
Friday 7 January	8:00-12:00	Registration				
	8:45 - 9:15	Welcome				
	9:15 - 10:00	Keynote	9:15 - 10:00		Kelvin Templeton CEO - Sydney Swans	
	10:00 - 10:30	Break				
	10:30 - 12:30	A1	10:30 - 10:55	Management	Auld & Cuskelly	The utility of the Theory of Planned Behaviour in understanding intention to volunteer at major sporting events
			11:00 - 11:25		Cuskelly & Auld	The dependability of volunteers at major sporting events: An application of the Theory of Planned Behaviour
			11:30 - 11:55		Goodrick & Robinson	Evaluation of the British Management initiative "Investors in People"
			12:00 - 12:25		Caza	Leadership and culture in organisational change
			10:30 - 10:55	Marketing	Stewart & Nicholson	Modeling the progression of the fan/management relationship in professional sport
			11:00 - 11:25		Westerbeek	The influence of frequency of attendance and age on 'place-specific' dimensions of service quality at AFL matches
		11:30 - 11:55		Fujimoto, Harada & Matsuoka	A study on factors affecting attendance frequency of professional baseball	
		12:00 - 12:25		Harada	A time-series analysis of the relationship between team loyalty and game attendance	

	A3	10:30 - 10:55	Law	Mowrey	Vicarious employer/institutional liability via negligent hiring, supervision and retention
		11:00 - 11:25		Macdonald	The effect of labour market regulation on club performance in the AFL
		11:30 - 11:55		Fatt Hee	Utilising legislation to improve sport management in Malaysia
		12:00 - 12:25		Cusumano	The interplay between negligence and disability discrimination
12:30 - 1:45	Lunch				
1:45 - 3:45	B1	1:45 - 2:10	Management	Friedman & Mason	A stakeholder approach to sport issues
		2:15 - 2:40		Edwards & Zeveenberg	Junior golf club culture: A bourdieauian analysis
		2:45 - 3:10		Sam	The sport manager and Machiavelli
		3:15 - 3:40		Murphy	Rehabilitation models and management in team sports
	B2	1:45 - 2:10	Events	Chalip & Leyns	Leveraging hallmark sport events for economic benefit
		2:15 - 2:40		Case & Branch	Sport event marketing
		2:45 - 3:10		Zakus	Bourdieu's conceptual framework and the study of sport tourism
		3:15 - 3:40		Selwyn & Purchase	Event feasibility studies: Lessons from the Australian University Games
	B3	1:45 - 2:10	Open Session	Overton & Malinauskas	An investigation of Chinese graduate students interest in sport nutrition and sport marketing
		2:15 - 2:40		Glinia & Mavromatis	Sport recreation in different hotel types in Greece
		2:45 - 3:10		Brown	Internet commerce: Analysing web site conversion efficiency in the sport industry
		3:15 - 3:40		Hoye	Master's Sport: A case study in grass roots sport development
3:45 - 4:15	Break				
4:15 - 5:30	Symposium 1	4:15 - 5:30		Pitts, Hogan, Cox & Berry	From sports festival to global destination tourism: Positioning Sydney for the Gay Gaymes
	Symposium 2	4:15 - 5:30		Edwards, Skinner, Smith & Stewart	Organisational change in Australian sport
	Symposium 3	4:15 - 5:30		Kreutzer & Brown	Sport management or sport business: A greater need for business orientation
6.30 pm	Harbour Cruise				

Saturday 8 January	9:15 - 10:00	Keynote			David Cross - Executive Director Australian University Sport	
	10:00 - 11:00	C1	10:00 - 10:25	IT	Howard & Burton	The internet's role in the shaping of sport
			10:30 - 10:55		Yu	Features of the top 5% sport web sites
		C2	10:00 - 10:25	International	Kellet & Fielding	Globalisation of football: The penetration of the AFL into the US
			10:30 - 10:55		Lai	Global expansion of sport: Gridirons touchdown in Australia
		C3	10:00 - 10:25	Education	Tower	Developing an alliance between professional sport and sport studies
			10:30 - 10:55		Koehler, Kelley & Thoma	Students learning assessment: Implication for sport management education
	11:00 - 11:30	Break				
	11:30 - 1:00	D1	11:30 - 11:55	Management	Shilbury	Board Member influences, roles and functions
			12:00 - 12:25		Wood & Soutar	Co passion and organisational citizenship behaviour in sport management
			12:30 - 12:55		Louis, Dereze & Pochet	Incidence of community sport activities in school areas
		D2	11:30 - 11:55	Media	Spinks & Harper	The organisational effectiveness of Australian e-sport: A print media perspective
			12:00 - 12:25		Nelson, Arnold & Michaels	I'm just a girl: Influences of gender on credibility in the sports media
			12:30 - 12:55		Tumer, P	The impact of digital broadcasting on the sport telecast
		D3	11:30 - 11:55	Sponsorship	Aguilar-Manjarrez, Thwaites & Maule	Insights into the sport sponsorship selection process
			12:00 - 12:25		Arthur, Woods & Scott	Exploring the sport sponsorship buying center: An Australian case study
			12:30 - 12:55		Cheng	The successful sport sponsorship in the new millennium
	1:00 - 2:00	Lunch				
	2:00 - 3:30	E1	2:00 - 2:25	International	Davies, Gilbertson & Granotti	Governance and management in sport organisations
			2:30 - 2:55		Wilcox	Reconciling the expectations of stakeholders and stockholders toward an ethics for the global sport marketplace
			3:00 - 3:25		Davies	The restructuring of sport and reforming of national sport bodies
		E2	2:00 - 2:25	Management	Kriemadias	How the sport manager develops and manages human resources
			2:30 - 2:55		Dickson & Cousins	Cooperation and competitive logics in the formation of interorganisational linkages
			3:00 - 3:25		Darcy & Woodruff	Inclusive sport management practices for access, disability & aging issues for Sydney 2000
		E3	2:00 - 2:25	Economics	Agarwal, Yochum & Case	The 32nd Annual Amateur Athletic Union Junior Olympic Games
			2:30 - 2:55		Booth	Competitive balance and economic performance in the AFL
			3:00 - 3:25		Low	The political economy of selection and participation
	3:30 - 3:45	Break				
	3:45 - 4:45	Panel	3:45 - 4:45		Olympic Panel	

Sunday January 9	9:15 - 10:45	F1	9:15 - 9:40	Marketing	Stavros & Westberg	Using database marketing to build customer relationships: Opportunities for sport marketers
			9:45 - 10:10		Redenbach, Pope & Turco	An empirical evaluation of the effectiveness of virtual advertising
			10:15 - 10:40		Daniel, Johnson & Welch	Consumer preferences in sporting club membership packages
		F2	9:15 - 9:40	Open	Tumer, M	Content analysis of branded AFL websites on the world wide web
			9:45 - 10:10		Hanlon	Staff satisfaction How good are you initiating this within your school
			10:15 - 10:40		Smolianov	Evaluation model for corporate marketing through televised sporting events
		F3	9:15 - 9:40	Management	Beech, Bryson & Chadwick	Examining the return for English football clubs from the 1990s stadium building boom
			9:45 - 10:10		Deane & Westerbeek	Australian soccer and ethnicity
			10:15 - 10:40		Laios, Costa & Theodorakis	The role of sport management in the structure, organisation and function of sports in Greece
	10:45 - 11:15	Break				
	11:15 - 12:45	G1	11:15 - 11:40	Open Session	Hoye	Privatising the finance of Australian sport
			11:45 - 12:10		Batty	The use of availability assessment in the evaluation of sport programs for children and youth
			12:15 - 12:40		Halwirth & Toohey	Sport management: The need for knowledge transfer
		G2	11:15 - 11:40	Open Session	Fullerton & Taylor	A comparison of NZ and American university students views of various aspects of sport sponsorship
			11:45 - 12:10		Tristram	The structure, design and intent of sport academies in NZ secondary schools
			12:15 - 12:40		Wood	Regional success stories - improving sport management in British Columbia
		G3	11:15 - 11:40	Open Session	Lyberger & McCarthy	Perceptual assessment of consumer attitudes and knowledge toward sponsorship practices
			11:45 - 12:10		Costa, Tzetzis & Apostolopoulos	A consumer behaviour research in summer recreation centers in Greece
			12:15 - 12:40		Fairley & Green	Leveraging rugby league fanship, loyalty and commitment: Tackling the consumption issue
	12:45 - 2:00	Lunch				
	2:00 - 2:30	H1	2:00 - 2:25	Facility	Auld	Professional sport teams and major sport facility development: Issues for public policy
		H2	2:00 - 2:25	Clubs	Costa, Tzetzis & Laios	Motives and needs of health/fitness clubs' instructors
		H3	2:00 - 2:25	Law	Mowrey	Post Bragdon vs. Abbott
	2:30 - 3:15	Keynote	2:30 - 3:15		Brian Stoddart PVC - University of New England	
	3:15 - 3:45	Break				
	3:45 - 5:00	AGM				
	7.00	CONFERENCE DINNER				

The 3rd International Sport Management Alliance Conference

The Challenge: Sport Management Beyond 2000

Conference Abstracts

CONFERENCE ABSTRACT LISTING
(in order of first author)

Agarwal, V.B, Yochum, G.R. and Case, R. W.
The 32nd Annual Amateur Athletic Union Junior Olympic Games: An analysis of the economic impact of participants and their families on the Hampton Roads (Virginia) Metropolitan Statistical Area

Every year thousands of sporting events are hosted by Cities located throughout the world. The economic benefits for these cities and surrounding communities can be tremendous. Determining the economic impact of sporting events in host Cities can help to justify the hosting of future sporting events. Moreover, data gleaned from economic impact studies can be used to cultivate and procure future sport sponsorship agreements. The Amateur Athletic Union (AAU) Junior Olympic Games are conducted each year and bring thousands of young athletes together in order to compete in age group athletic competitions. The young athletes and their families often travel great distances to compete and the resulting expenditures on lodging, food, and entertainment etc. can be significant for the host City. The 1998 AAU Junior Olympic Games were held in Hampton Roads (Virginia) and attracted a total of 11,588 participating athletes.

The purpose of this study was to analyse the economic impact of participants, and accompanying relatives and friends, during the 32nd AAU Junior Olympic Games on the Hampton Roads Metropolitan Statistical Area (MSA). An event-based Aquota@ sampling procedure covering twenty-four different sports was used to randomly sample 700 parents or guardians of participants. The parents or guardians were interviewed via a telephone survey questionnaire by a professional survey firm. Economic impact of the Games was defined as the expenditures generated in Hampton Roads by participants and accompanying relatives and friends which resulted solely from the games. A variety of demographic and economic impact data were also generated from the study.

The results of the study revealed that 94% of the participants who attended the AAU Junior Olympic Games in Hampton Roads came from outside the Hampton Roads MSA. The average size of the family group (including the participants) attending the Games from outside Hampton Roads was 4.3. The average household income of these participants parents was \$68,133 and the average age of the head of the household was 41.3 years. Nearly 30.5% of these respondents had Aother@ family members and/or friends accompany them with an average party size of 4.5. Eighty-one percent of these respondents indicated that they arrived by car and stayed an average of 5.1 nights in a hotel. The average direct spending of families who attended the Games from outside of Hampton Roads was \$1,381. This included expenditures of \$546 for lodging and \$371 for meals. Overall, the respondents had very favourable impressions of the way the games were conducted and Hampton Roads was viewed very positively as a tourist region and a place to visit. The quality of the hotels in the region were also rated high. The most significant findings relate to the direct and indirect economic impact of the Junior Olympic Games on the Hampton Roads Metropolitan Statistical Area. The data revealed that the direct economic impact of the Games was \$15,720,358 and the indirect impact was estimated to be \$14,818,222 resulting in a total economic impact equalling \$30,538,580.

Aguilar-Manjarrez, R., Thwaites, D. and Maule, J.
Insights into the Sport Sponsorship Selection Process

Research indicates that firms are becoming more heavily involved in sponsorship, in particular sport sponsorship, and that the number of unsolicited requests for funding is increasing significantly. As budgets are finite this suggests that large numbers of requests will be rejected. It is therefore important for sporting bodies to investigate the selection procedures adopted by potential sponsors. This knowledge will in turn allow the proposal to be targeted more effectively thereby increasing the scope for acceptance. The aim of this study is to investigate the sport sponsorship selection process through the application of concepts drawn from the organisational buyer behaviour and decision making literatures.

Following a validation of the concepts in a sport sponsorship context, attention focuses on the constitution of the decision making unit, DMU, (buying centre). Earlier studies suggest that the selection process is not limited to a single individual or department. This level of complexity highlights the need to understand DMU constitution within particular firms. It is also important to identify the features of a proposal, which influence DMU membership and changes therein. In order to address the above questions and in the light of a paucity of earlier studies, an exploratory approach using in depth interviews was adopted. Twenty-four companies drawn from a cross section of UK industry took part in the study. Participants were asked to reconstruct and explain the selection process for a number of sponsorship programs with which they were particularly familiar. Data analysis was undertaken using the template approach whereby text is analysed by means of a code-book comprising a number of categories or themes relevant to the research questions.

While there were a number of common elements to the selection procedures adopted by all the firms there was also evidence of variation. The perceived novelty of a funding request appeared to have a key influence on DMU membership. Five features had a particular influence on perceptions of novelty, viz fit with objectives, cost and/or form of payment, department or area affected, nature of request and previous contact with the sponsorship seeker. In turn these features influenced the size and composition of the DMU. Several implications for sponsorship seekers are discussed and a number of recommendations offered.

Arthur, D., Woods, T. and Scott, D.
Exploring the sport sponsorship buying centre: An Australian case study

The concept of a decision making unit or buying centre has been in existence since 1967 although it is only comparatively recently that this important concept, derived from the organisational buying behaviour (OBB) literature has been applied to the purchase of sport sponsorship. This paper reports the results of both a quantitative and qualitative examination of the involvement of personnel from a range of different businesses across a number of different industries, in the purchase of corporate sport sponsorship in Australia. Literature review, questionnaire and in depth personal interviews with key decision makers were utilised to investigate aspects of the Sport Sponsorship Acquisition Model (Arthur, Scott and Woods, 1997). Aspects included the purposive involvement of different personnel in the decision to purchase and the clarification of the existence and scope of the buying centre in new task, modified rebuy and straight rebuy situations. Following this process a revised model was developed which represents the decision making process of sport sponsorship acquisition in Australia.

Auld, C.

Professional sport teams and major sport facility development: issues for public policy

Part of the cultural milieu that contributes to the "liveability" of large urban centres, is the opportunity afforded to residents to attend major sporting and entertainment events. Major sport stadia, convention centres and cultural facilities are part of the post-modern city with its emphasis on play and pleasure. Cities use these facilities to project an external image to tourists and business designed to attract additional revenue into the area. Almost all capital cities in Australia have recently developed, refurbished or are currently planning the large facilities required for major events. In particular, these developments have focussed on sport facilities.

As sport has become increasingly defined by consumerism (eg., through "fansumers"), the teams that perceive themselves as part of the entertainment industry, appear to have generated the most success. Accordingly, marketing has shifted from the blue-collar image to groups with more disposable income. Paralleling this trend has been a focus on access to stadia that are more attractive to these new markets. A major catalyst (among others) for this development is the gradual expansion of the professional sports league concept in Australia and the associated pressure this brings to bear on the facilities available for professional sports teams. Underlying this is the assumption that having professional teams and major stadia are indicators of economic good health and result in net economic benefits to a city.

However, these factors also create a number of paradoxes for public policy. Many of the facilities required for large scale sporting events are seldom fully self supporting and not only require high initial construction costs, but considerable ongoing subsidy by government. Furthermore, the very same taxpayers who 'demand' the opportunity to attend the events that large venues require and value the presence of professional sporting teams, are often critical about expenditures on these venues and continuing subsidies (often hidden) to sport teams. Sport franchises have become quite adept at manipulating lease conditions to their advantage, often using the threat of relocation as leverage. It is also clear however, that many of the perceived benefits accruing to cities from the presence and public management/ownership of large sport venues are not economic in nature. Furthermore, it is often difficult to articulate these non-economic benefits. The problem for governments is how to facilitate an attractive, livable city with a rich cultural, sporting and tourism identity and yet do so in a socially and fiscally responsible manner.

The purpose of this paper is to examine the key public policy issues related to the development and management of large sport venues. Two main themes emerged and will be covered in detail. These were justification for sport stadia development and the relationship between professional sport teams and local government authorities. Implications of these findings for policy and further research will be discussed.

Auld, C. and Cuskelly, G.

The utility of the Theory of Planned Behaviour in understanding intention to volunteer at major sport events

Major sport and cultural events are strategically important to Australian cities and towns because they create jobs, provide incentives for tourism opportunities, and stimulate business development. Major events also depend on the services of a substantial number of volunteers (eg., the Sydney 2000 Olympics will require 40,000 volunteers). While major event organisers see value in using volunteers as a source of unpaid labour and as a way to encourage community ownership of, and

involvement in major events, they have a limited understanding of the social or cognitive processes that cause individuals to volunteer for such events.

A better understanding of the work related behaviour of volunteers may be found in an examination of the antecedent social and cognitive processes that influence individuals to give up their free time for the benefit of organisations and other individuals. The theory of planned behaviour (TPB) (Ajzen, 1988) is concerned with the causal antecedents of behaviour and places a given behaviour within a framework which considers the individual's beliefs about a particular behaviour, social factors that motivate a particular behaviour (eg., subjective norms) and the extent to which an individual believes that they have control over that behaviour. A person's attitude towards a particular behaviour is a function of both their salient beliefs that the behaviour will lead to certain positive or negative outcomes and importance of these outcomes.

Batty, R.

The use of evaluability assessment in the evaluation of sport programs for children and youth: a case study

Sessoms (1993) noted that many of the concerns regarding the health and welfare of children that brought about a boom in recreation and sport at the end of the 19th century, have resurfaced again as we approach the end of the 20th century. As these problems resurface, and as program offerings for youth increase, various authors have noted the need to increase program evaluation efforts. Evaluating the outcomes of large programs can be time consuming and expensive. Poorly focussed evaluation efforts can result in the misrepresentation of program outcomes leading to ill-informed decision making.

Watts, Caldwell, Godbey and Smith (1997) recommended that qualitative methods be used prior to designing evaluations of program outcomes. They concluded that some form of "pre-investigation" might help clarify program goals and identify unintended program effects. Others (Cook & Shadish, 1986; Weiss, 1977) share a similar view regarding the value of pre-investigation efforts. Evaluability Assessment (EA) is a "pre-evaluation" technique that can help with the planning of new programs, contribute to the improvement of existing programs, and assess the potential for an intensive evaluation of a program (Wholey, 1994). While EA has been utilised in the evaluation of a variety of programs, its use has been primarily confined to federal and state programs in the United States.

This paper presents a preliminary discussion of the results of a case study implementation of the EA method. The program examined was "Sportfit", an initiative targeting New Zealand secondary school students. Specifically, the EA process involved:

The study and modelling of the program as intended. The study and modelling of the program as implemented. An assessment of the plausibility of the program objectives. The exploration of evaluation options. Recommendations regarding the utilisation of evaluation information.

An assessment of the usefulness of EA is offered. This analysis is based upon an examination of the costs involved with the EA and the extent to which the EA was perceived to have contributed to: (a) the improvement of the Sportfit program, and (b) decisions related to the subsequent evaluation of the program.

Beech, J. Bryson, J. and Chadwick, S.
Examining the returns for English Football clubs from the 1990s stadium building boom

In the last ten years, British professional football has witnessed a dramatic rise in the number of new stadium building projects being undertaken by clubs. That is, rather than undertaking the refurbishment of existing facilities, many clubs have instigated the construction of brand new stadia on both green and brown-field sites away from existing facilities. In many cases, the building projects are closely linked to local economic regeneration projects and to the development of related leisure facilities.

The increase in building activity has been fuelled by a number of factors. The age profile of the majority of British football stadia is skewed towards the Victorian period. Indeed, the poor state of many stadia was highlighted by the 1989 Hillsborough stadium accident. Ironically, this led the government to introduce legislation covering the safety and management facilities. In turn, clubs were given state funding to update and improve their stadium facilities. At the same time, growing television revenues and the emerging culture of commercialism within the game have brought the need for updated facilities more sharply into focus.

In this context, the main focus of the paper will therefore be a preliminary examination of the returns that English football clubs are deriving from new stadium building projects. It will draw from established models for valuing assets and establishing asset returns, and will use these as a basis for comparing the returns across a range of clubs. This will show that clubs benefit in ways that are more readily measured including government funding and the revenue derived from the multiple usage of facilities. Nevertheless, there is a range of less tangible benefits such as the improved status a club will gain by building a new stadium, the synergy that can be achieved when developments are linked into general site development, and the opportunities for stadium branding and the strategic diversification of use. It is in these qualitative as well as the quantitative areas that the paper will establish the actual and potential returns to clubs.

A secondary focus will be to investigate the alternative decision - to refurbish rather than to relocate and build anew - and draw some initial conclusions regarding these alternative strategies. The cases where a refurbish decision has been followed closely by a relocate decision will also be considered. The paper will therefore be of interest to facilities managers and those involved in mass spectator/participation sports. It will also be relevant to those with an interest in branding, diversification and asset valuation.

Booth, R
Competitive balance and economic performance in the Australian Football League with a player draft, a salary cap and revenue sharing

This paper examines some economic performance indicators of the Australian Football League (AFL) during a period in which clubs in the AFL have operated under a team salary cap, a national player draft and revenue sharing. The team salary cap was introduced in time for the 1985 season, and the first national player draft was held before the 1987 season. Gate sharing and League-revenue sharing were already established features of the economic environment in which clubs operated.

In earlier work, using a model adapted from Fort and Quirk (1995), I have suggested that the combination of a team salary cap, a national player draft and significant revenue sharing would

result in more competitive balance than in previous periods. The evidence on competitive balance ratios in the AFL suggests a more even competition is emerging.

Here, I examine the evidence for my prediction that increasing competitive balance in the League is likely to improve the popularity of the competition and therefore its economic health.

Comparisons are made between League competitive balance ratios and certain performance criteria such as attendance, membership, revenue and player salaries. The evidence suggests that the economic health of the AFL has improved following the introduction of the salary cap and the national player draft.

Brown, M. T.
Internet commerce: analysing web site conversion efficiency in the sport industry

The emergence of the Internet has created new economic opportunities for business (Madsen, 1996). Web-based commerce, or the buying and selling of goods or services via the Internet (Ubois, 1997), has grown rapidly (Sherwin & Avila, 1997). By 1995, \$100 million of Internet commerce was conducted on the Web (Stipe, 1996). Internet commerce reached \$300 million in 1996 and grew to more than \$8 billion in 1997 (Forrester Research, 1998b) with \$1.1 billion worth of Internet commerce occurring during the months of November and December 1997 (Mangalindan, 1997). Since only 52 percent of current Web users are searching for products on-line (Graphic, Visualization, & Suability Centre, 1999), there is still potential for rapid growth in Internet commerce. Forrester Research (1998b) predicts that \$327 billion of Internet commerce will occur during 2002.

In the sport industry, on-line ticketing and merchandising have a financial impact on the fiscal success of Web sites. By offering on-line merchandising, sites can provide customers with the opportunity to view available merchandise, gather information on sizes and prices, and order the product through the Internet. In 1997, through its on-line merchandising efforts, CBS SportsLine generated \$470,000 in revenue through the sale of merchandise. This was a 200 percent increase over their 1996 sales figures (InterZine Productions, 1998). Possibly more important for sport organisations though is on-line ticket sales. Now, tickets for almost every sporting event can be purchased through the Internet (Delpy & Bosetti, 1998). One professional North American sport franchise even predicted that in three years half of all their tickets would be sold through the Internet. On-line ticketing is expected to grow to a \$10 billion marketplace by 2001, of which \$2 billion in performance tickets will be sold (Forrester Research, 1998a).

In order to generate revenue via the Web, Internet economics dictate that money is made first by drawing the masses of Web surfers to ones site (Levy, 1998). Once there, the site can be used to move the surfer through the successive phases of the buying process since the product adoption process translates to Web surfer activity (Berthon, Pitt, & Watson, 1996). The purpose of this study was to measure the conversion efficiency, or the effectiveness of a Web site in moving a site visitor to a site purchaser, of Web sites in the sport industry utilising the conceptual framework developed by Berthon, Pitt and Watson in 1996. Seven hundred and fifty sport organisations, as listed in the 1998 Sports Market Place, were randomly selected for this study using stratified sampling. Conversion efficiency was found to be 0.1079 for the sport industry where $n_1=Q_2/Q_1$ (n_1 : conversion efficiency; Q_1 : number of site visitors; Q_2 : number of site purchasers). This paper will include discussion on the ramifications of this finding.

Case, R. and Branch, D. J.

Sport event marketing: an examination of selected demographic and psychographic characteristics of Aon-road@ and Aoff-road@ triathlon participants

Thousands of triathlon events are conducted throughout the world each year. Although traditional Aon-road@ triathlons have been held for several years, a recent trend in the marketing of triathlon events has been to incorporate the popularity of mountain biking into the traditional triathlon format to form an Aoff-road@ triathlon event that includes swimming, running, and mountain biking. A number of studies have analysed the characteristics of spectators who attend sporting events. Graham (1994), for example, studied the demographic and economic characteristics of spectators who attended professional tennis tournaments in two regions of the United States and found that the two groups were virtually identical. However, only a limited number of studies (eg., Chang and Johnson, 1995) have examined the characteristics of participant-oriented sporting events such as triathlons. The purpose of this study was to examine selected demographic and psychographic characteristics of triathletes who participated in different types of triathlon events located in two regions of the United States. Research methodology included the development of a ATriathlon first group of respondents (n = 193) participated in the ASandman triathlon@ which is a Asprint-type@ on-road event held in Virginia Beach, Virginia. The second group (n=132) participated in the AXterra triathlon@ which is a AHalf-Ironman type@ off-road triathlon and held in Maui, Hawaii. Results revealed that the average Sandman respondent was 37 years of age and the Xterra triathlete was 34 years of age (p=0.007). A Chi-square analysis revealed a significant association between education level and triathlon group with 89.9% of the Xterra respondents having completed college compared to only 43% of Sandman respondents (p=0.001). Income levels tended to be similar for both groups with the mean income level being Questionnaire@ that was used to collect demographic and psychographic data. The slightly higher for the Sandman group (p=0.055). A significant association existed between ability level and type of triathlon (p=0.001), with 47.3% of Xterra triathletes at the Aprofessional/advanced@ level compared to only 16% of Sandman triathletes. Two specific psychographic Atype@ variables were examined in this study. The first was an 8-item List of Values (LOV) scale (Kahle, 1983) and the second was a 12-item Commitment to Physical Activity motivation scale (Corbin et al., 1987). The Xterra group rated Afun-enjoyment-excitement@ as being significantly more important on the LOV scale than the Sandman group (p=0.0001). The Sandman triathletes, in turn, rated Awarm relationships with others@ as being significantly more important (p=0.048). A significant difference was observed between the two groups on the Commitment to Physical Activity Scale with the Xterra group scoring higher on the scale (p=0.0001). When looking at the purchasing of triathlon related cycling equipment, 41% of the Xterra group identified Aperformance@ concerns as being most important while 60% of the Sandman group selected Aprice@ or Aquality@ as being most important. Overall, the amount of money spent on triathlon competitive equipment was much higher for the Xterra group than the Sandman group. A conclusion drawn from this study is that triathletes who compete in different types of triathlon events in different regions of the country have unique demographic and psychographic characteristics that should be considered when attempting to plan and market triathlon events.

Caza, A.

Leadership and culture in organisational change

Critical examinations of the change literature (cf. Mohr, 1982; Pettigrew, Ferlie & McKee, 1992; Rogers, 1983) have noted the need for truly a processual model of organisational change. While some work has been done in this area, it is in the minority and little has been done to build upon it (Mohr, 1982). The premise of this project was to deepen the existing change literature by refining an existing model through the incorporation of other work in the field.

Pettigrew et al (1992) have created the model of context receptivity as a potential means of understanding change outcomes in organisations, particularly those in the non-profit sector. Previous work (Caza, 1999) has applied this research to amateur sport with good success. Based on these promising results, an effort was made to extend the model of context receptivity, while integrating it with other work in the change literature.

The model of context receptivity is based on eight interacting factors that are presumed to influence change outcomes. These are: quality and coherence of policy, key people leading change, long term environmental pressure, supportive organisational culture, pattern of relations, inter-organisational links, simplicity and clarity of goals and priorities, and fit between agenda and locale. These factors can increase or reduce a given context's receptivity to a particular innovation. Higher receptivity was found to be associated with an innovation's successful implementation.

Of these eight half are directly related to the internal culture of the organisation. However, this project examined data on executive level decisions; the local implementation of changes was beyond the scope of this project. As such, the 'pattern of relations' and 'fit between agenda and locale' factors did not apply. Based on work by culture oriented researchers (most notably Bates, 1994), an examination was made of the importance of the remaining cultural factors, 'supportive organisational culture' and 'key people leading change.'

This examination was conducted as a longitudinal case study. Change attempts and outcomes were tracked in a Canadian provincial sport organisation. All change initiatives over a four-year period were followed. Data collection methods included interviews with key decision-makers, documentary analysis, participant observation and archival research.

Based on these data, the 'key people leading change' factor was found to be an important determinant of successful change. Potentially more important however, the factor of 'supportive organisational culture' was found to be a necessary, but not sufficient, element of change. While some changes for which the cultural was supportive failed, there were none that succeeded despite a non-supportive culture. There was also significant interaction between the two factors.

The results of this study are important from both research and applied perspectives. For the researcher, these findings re-emphasise the role of cultural factors in the change process. Models of the change process that do not consider culture are probably overlooking crucial issues. For the practising sport manager, it is clear that culture cannot be ignored. If a change is to be made successfully, account must be taken of the influence of culture. The interaction patterns observed, between supportive culture and leadership, offer important information to be considered in choosing change leaders.

Chalip, L. and Leyns, A.
Leveraging Hallmark Sport Events for Economic Benefit

Hallmark sport events – such as a World Championship, an Olympic Games, or an Indy car race – obtain substantial public support through government investment and volunteer labour. The high levels of government support are legitimised on the grounds that sport events provide economic benefits that compensate many times over for the public support provided. These economic benefits derive from the spending of event visitors at the locale hosting the event. However, there has been little work to identify means by which to enhance the economic benefits that are obtained by encouraging visitor spending. This paper reports studies that examine the ways that small businesses on the Gold Coast can and do leverage the Gold Coast Indy. Three kinds of small business owners or managers were surveyed using semi-structured interviews: hoteliers, restaurateurs, and retailers. Interviews were conducted within the race precinct and immediately outside the race precinct. Within the precinct, some businesses reported some increase in business, but made no effort to implement any strategy or tactic to generate business from Indy visitors. Outside the precinct, businesses did not feel they benefit from the Indy, and made no effort to leverage the event. In the Main Beach area, however, restaurants formed an alliance to implement theming of the entire restaurant area in order to use the Indy to bring attention. The target of these efforts, however, was local patrons rather than Indy visitors. This particular leveraging effort is examined in detail. Finally, an expert panel was constructed to identify potential leveraging strategies. These are compared to what the business owners and managers themselves have to say. Recommendations for policies and programs to assist small businesses to leverage sport events are provided.

Cheng, P. S. T.
The successful sport sponsorship in the new millennium

When the global society is entering the 21st century, today's focused issues and conflicts will become the axis of the development of tomorrow's world (Cheng, 1998). In North America, sponsorship has been one of the fastest growing marketing forms over the past ten years with 15% growth projected by the Chicago-based International Events Group (IEG Sponsorship Report, 1998). Sponsorship Research International (SRi) also reveals that an estimated US\$20.3 billion was invested in the worldwide sponsorship market in 1998 (Sports Business Daily, 1999). Undoubtedly, the main beneficiary of the sponsorship spending continues to be sport as SRi states that 65% of the corporation spending on sport sponsorship (US\$13.2 billion) is invested through events, organisations, teams, stadiums, and individual athletes. However, the increase in sport sponsorship has not only brought significant benefits to sport and corporations but also potential problems in over-commercialisation, ambush marketing, and endorsement scandals. These issues may negatively impact sponsorship in the sport industry and reduce its growth rates in the new millennium (Cheng & Stotlar, 1999). Therefore there is a need to reduce the uncertainty in the economical environment and the future success of sport sponsorship may rely on the perception of partnership and boundless creativity. After an extensive review of sport sponsorship, sport marketing and marriage literature, and interviews with some major international corporations, future development of sport sponsorship is proposed by: 1) the elementary principles about love equation and product life cycle for sponsorship 2) Coca-Cola's "Value for Value" sponsorship concept, 3) Adidas' brand marketing strategy in the 1998 World Cup, 4) Samsung Electronics' activation sponsorship campaign in the 1998 Bangkok Asian Games. Recommendations will be addressed based on the sponsorship trends in: 1) win-win partnership, 2) interactive communication, 3) cross-promotion, 4) new merging markets, 5) ethical issues. There will be no winner in the sponsorship world without the positive emotional tie which customers have with sport.

Costa, G., Tzetzis, G. and Apostolopoulos, P.
A consumer behaviour research in summer recreation centres in Greece

The purpose of the research was to locate the profile, the desires and the needs of the summer recreation centres' participants at the organised beaches, in relation to the services of sports, recreation and tourism. 230 people participated on the research. From those, 112 were men and 117 were women. According to the convenience of the participants to each language, questionnaires were given in Greek or English. Within the results of the research, important indication is that the participants of organised beaches are willing to pay more money for a larger variety and quality of recreational activities and tourist services. The most popular sports are those who are related directly with the water and the sand (swimming, beach volley, jet - ski, water slides). The reasons that motivate the participants to start a sporting activity are mostly health reasons, and recreational reasons. Finally, participants desire better quality service to the locker rooms, toilets, restaurants parking spaces and more baby-sitting services. The participants always compare the value of the money they pay to the value of the services they receive and they are willing to pay more money for better services.

Costa, G., Tzetzis, G. and Laios, A.
Motives and needs of health/fitness clubs' instructors

Today Health and Fitness Clubs are heavily depended on the success of their aerobic programs and their professionals' qualifications. Health and Fitness professionals are now being trained through both pre-service means, such as Colleges and Graduate schools, and in-service means such as on the job management training offered by many organizations (Patton, Granthman, Gerson, Gettman 1982).

The purpose of this study was to identify a) the profile (demographics, psychographics) of the aerobic instructors in Greece, b) the working motives and job perception of the aerobic instructors in Greece. For this study the "Costa and Tzetzis inventory, needs and trends of the Health and Fitness Questionnaire" was used. The sample was consisted of Greek Health and Fitness clubs instructors.

The results have shown that aerobic instructors in Greece are young (average age 27), female (85%), with only 62% having a College education, and the majority of them had in-house training. The most important reasons for becoming aerobic instructors were "future perspectives" and "it keeps me in good shape". Their working motives were money, recognition, appreciation from their supervisors, getting along with co-workers and education. Finally the instructors believed that the general characteristics of the aerobic instructor are "to be a perfectionist on the job", "to be enthusiastic" and "to pay attention to customers".

Cuskelly, G. and Auld, C.
The dependability of volunteers at major sport events: An application of the Theory of Planned Behaviour

Major sport events often depend on the services of a substantial number of volunteers. However, a significant problem for major event organisers is the dependability of volunteer labour. Pearce (1993:84) stated that "complaints about the work performance of volunteers are frequent enough that the matter deserves serious attention . . . [and that] . . . organisations do not press their volunteers to maintain work standards". When volunteer recruitment campaigns are mounted for major events, many individuals respond to the call. After making the decision to sign-up, some volunteers tire of the demands of orientation and training sessions, or fail to turn-up for their shift assignments. Other volunteers put in more hours than might normally be expected of even senior event managers. Utilising the theory of planned behaviour (Ajzen, 1988) this study investigated the social and cognitive factors that influence volunteers to complete their assigned shifts (dependability) during the staging of a major sport event.

There is ample empirical research which has used social cognition models, such as the theory of planned behaviour, to predict a wide range of behaviours and behavioural intentions (eg., East, 1993; Dishman, 1994; Godin, 1994; Hausenblas et al 1997; Hill et al, 1996; Kashima et al, 1993; Maddux, 1993; Norman and Bonnett, 1995; Parker et al, 1992). The theory of planned behaviour has been applied to leisure behaviour (Ajzen and Driver, 1991, and 1992) but it does not appear to have been applied to the behaviour of volunteers in organisational settings. Many forms of leisure behaviour are not unlike volunteering, in that they are considered to be free-choice behaviours. However, unlike volunteering, most leisure behaviour is not necessarily directed towards beneficiaries other than oneself.

Using pre-event and post-event self-administered survey protocol, data were collected from a random sample of 120 volunteers at the 1999 Arafura Games. Data were analysed using SPSS to examine the efficacy of the TPB in predicting the behavioural intentions and dependability of the volunteers. The dependability of volunteers was predicted directly and indirectly through behavioural intentions. The results of this study demonstrate the utility of the theory of planned behaviour in understanding the factors that influence individuals to complete shift assignments during the staging of special events. Implications of these findings for volunteer management at major sport events, policy development and further research will be discussed.

Cusumano, S.
The interplay between negligence and disability discrimination.

It is clearly established in Australia that coaches, organisers of sporting events, occupiers of sport premises and competitors in sports activities owe a duty of care not to cause harm to others by their acts or omissions – that is a duty to take reasonable care against all foreseeable risk of injury. It is also clearly established by legislation in Australia, both Federal and State, that it is unlawful to discriminate on the grounds, inter alia, of a person's sex, marital status, race or ethnic origin, religious beliefs or disability.

What is the legal situation if an athlete, suffering from an infectious disease such as Hepatitis or is HIV positive wants to participate in a sporting activity? Is not the coach, organiser or competitor facing a legal dilemma? In this regard the decision of Hall v VAFA (April 1999) will be analysed.

Daniel, K. Johnson, L. & Welch, S.
Consumer preferences in sporting club membership packages

This research uses conjoint analysis to determine the relative importance of possible member benefits for annual renewable membership packages among members of the Sydney Swans, the Sydney club of the Australian Football League.

Management of the Sydney Swans needed to assess their members' preference for a variety of possible member benefits that could be included in the annual renewal of memberships, along with their reaction to price increases in their packages. Management were faced with the interesting quandary of having an almost 'sell-out' membership, in a city that had only recently aligned itself to the code of Australian Rules Football. However, in more recent years support had been very poor for the code. Three years earlier crowds had amounted to 5000, now crowds were always a sell-out, around 36,000, with generally only 4000 tickets available for general sale to the public for each home game. Hence, the degree of price-sensitivity among members was an unknown factor. However, due to rising costs and the possibility of a GST (goods and services tax) being shortly introduced, it was necessary to increase prices to the maximum amount possible without disenfranchising members.

The research commenced with a series of focus groups among members to ascertain their general likes and dislikes of membership, but importantly to assess their general needs and to test their reaction to a range of new membership initiatives that had been developed to possibly include in the next renewal. These benefits had been proposed as they essentially gave value to members without incurring much cost to the club.

The focus groups indicated that; the availability of an away-game program that would be mailed to their homes and an annual glossy 'coffee table' yearbook would be well accepted, there was a large amount of dissatisfaction with available social club facilities for after-match functions, there was a variable response to the concept of discounted travel on public transport to the stadium and there was a variable response to the concept of a ticket pool that would allow members to re-sell their tickets to the public for any game they were unable to attend. It was unanimously agreed that membership represented real 'value for money'.

The conjoint study used a 16-scenario model with a 3 level price option and a 2 level option for five new initiatives. In the scenarios, the initiatives were displayed as either available or not available with 3 price levels representing approximately a 15%, 20% and 25% increase to current prices. A range of demographic and attitudinal questions were also included for clustering purposes.

The initiatives included in the study included 3 that had been assessed in the focus groups; ticket re-sale, annual yearbook and discounted public transport. Additionally, given social club facilities were going to be vastly improved, the value of this was assessed in the study. Also another initiative was included that improved members chances at obtaining grand final tickets. Although, the away-game program had been immensely popular in the focus groups, it was not included in the final study due to cost.

Due to the large variety of memberships and pricing packages available, three studies were sent to three different subgroups of membership in order to assess the general reaction to the price increases and initiatives. These were, in order of current pricing; Standard members with concourse seating, Full members with concourse seating and Full members with grandstand seating. In total, 1500 surveys were randomly mailed to respondents, 500 to each subgroup.

Full details of the conjoint analysis are reported. In summary, the results of the study indicated that the Standard members were the most price sensitive of the three groups. This group was thought to be the lowest income group within the members. Their most preferred benefit was the discounted public transport, which was the highest preference for this initiative among the three groups. There was reasonable interest in the grand final ticket option and some interest in the ticket re-sell program. There was no interest in the yearbook. They were prepared to extend themselves to the medium level price tested.

Darcy, S & Woodruff, J.
Inclusive sport management practices for access, disability & ageing issues for the Sydney 2000 Paralympic & Olympic Games

Planning major sporting events requires a multitude of considerations. The paper will examine how the Sydney 2000 Paralympic and Olympic Games planning processes have sought to incorporate disability and ageing related issues within the overall planning strategy. This will be done by examining the planning processes of the bodies charged with organising all aspects of the Games. These include the Olympic Coordination Authority (OCA), the Olympic Roads and Traffic Authority (ORTA), the Sydney Organising Committee for the Olympic Games (SOCOG) and the Sydney Paralympic Organising Committee (SPOC). Secondly, the paper will review the operational issues facing people with disabilities and older people in the test events leading up to the Sydney 2000 Games. A series of test events have been held during 1998 and more are planned for 1999. The preliminary results of the evaluation processes of the test events undertaken by the bodies organising the Games will be presented. Lastly, the paper will conclude with an analysis of Sydney's preparedness as the host city for people with disabilities and older people wanting to participate in all aspects of the Sydney 2000 Games.

Davies, J.
The restructuring of sport and the re-forming of national sports bodies – an exploration of experiences in Australasia & the United Kingdom: Implications for sports management

In the last decades of the twentieth century, the societal, economic and otherwise institutional and environmental pressures that impact upon sport, have grown considerably. Many of the world's major sports have experienced a metamorphosis with respect to the conduct of elite sport, the commodification of sport, and professionalism, synchronous with the emergence of driving forces linked to the media and commercialism. At the same time, many of the sport world's leading governing bodies have been subject to, and have subjected themselves to considerable scrutiny in order to better understand their changing role in life, and to better respond as organisations to the different demands placed upon them.

Research has shown that national sports bodies have engaged in constitutional and organisational reform in the pursuit of greater effectiveness – often related to seemingly disparate goals: developing excellence in performance, developing a broader participation base, and more recently, exploiting commercial potential. In some cases, national sports organisations have exhibited mimetic behaviour in choosing a path of restructuring, whilst others may have succumbed to subtle pressure to adopt a 'commercial' model of operation, by stakeholders who refer to the 'business of sport' or 'sport as an industry'.

This paper uses case studies of national sporting organisations: sports councils, sports commissions and governing bodies in Australasia and the United Kingdom to illustrate the constitutional and organisational developments that sporting bodies have experienced worldwide. The author employs the viable systems model of Stafford Beer as a framework for the comparative analysis of the designed changes that have taken place to forms of governance, and to the organisational and management structures of the case study organisations.

The author provides an overview of Beer's cybernetic framework, outlining its application in the identification and description of systemic structure, in the diagnosis of systemic functioning or dysfunction, and in the assessment of organisational effectiveness. Beer's framework conceptualises all viable systems as sharing a network of communication channels bonding five complementary sub-systems. The sub-systems, whose effective functioning and communication links are considered necessary to any system's viability, comprise - an operational system, S1, of autonomous operational units that act out the identity and purpose of the overall system, and a meta-system comprising four other sub-systemic functions which create organisational climate, identity and purpose, vision and direction (S5), generate strategic (S4) and operational (S3) support for the S1 units, and appropriate coordination (S2) of the autonomous units.

The framework is first used to effect a comparison of the structure and functioning of the UK and Australasian case organisations. The analysis distinguishes the systemic strengths and weaknesses of the organisational forms and of the newer organisation designs adopted by the national sports bodies, especially as they relate to the design of governance/management relationships. In particular, the analysis leads to recognition of significant differences in structure and functioning at both national and international levels.

In presenting the analysis, the author demonstrates the diagnostic value of Beer's viable systems model, and Beer's notion of systemic functioning, as management tools in the evaluation of organisational design and the assessment of organisational effectiveness. Beer's approach identifies the necessary meta-systemic nature of effective governance, and shows how examination of the governance roles of national governing bodies can lead to ready diagnoses of the systemic role overload, role overlap and systemic role confusion that underpin prevalent dysfunction in many sports organisations. Additionally, employing Beer's framework, conclusions are drawn linking organisational design in general, and design of governance/management relationships, in particular, to aspects of the organisational effectiveness and systemic organisational functioning of major national sports bodies.

Davies, J., Gilbertson, D. and Gianotti, S.
Governance and management in sport organisations: an exploration through case studies - Soccer New Zealand and the Football Association of Wales

This paper outlines two case studies of national governing bodies involved in the sport of soccer: Soccer New Zealand (SNZ) and the Football Association of Wales (FAW). The cases may be treated independently, or used together for the purpose of comparative analysis. Whilst both countries have superficial similarities in terms of population base and having to function in the shadow of rugby football as the dominant and national sport, there are also interesting and distinguishing features that relate to geography, historical events and processes, and to current needs, pressures and environmental demands. The case material therefore attempts to provide an overview of the governing bodies' internal and external environments, documenting, for example, governance/management relationships within the organisations, relationships with its stakeholders,

and any internal and external pressures for change. The case information provides sufficient description of the organisations, their structure, personnel, activities, environment etc, to be able to identify similarities and differences in the operation and functioning of the governing bodies, their governing boards or Councils, and of the sport.

Case Study A provides a summary of the recent history of SNZ, and various attempts to reform its constitutional, organisational and management structures to achieve greater effectiveness. The case sets SNZ in the context of NZ sport, in particular, and world soccer, in general, providing comparative data on its relative popularity; participant, supporter and media appeal; and its successes and failures in the boardroom and on the playing field. Case Study B replicates the process for the FAW, signalling significant changes and developments that it has considered or undertaken.

In describing events, crises, organisational features, and the involvement of individual and institutional actors - such as the media, sponsors, the public and supporters - each case provides scope for multi-level analysis, using a variety of conceptual frameworks to focus on different issues, to develop multiple perspectives, and to integrate alternative views. For instance, each case will provide opportunities to examine change processes and issues involved in the management of change; and to examine issues of leadership, leadership roles, leadership styles and the effectiveness of those in leadership positions.

The case material also provides opportunity to examine governance structures, governance processes, including board processes and their effectiveness; to examine the roles of volunteers and professionals, their relationship, and their involvement in strategic and operational management. Additionally, each case provides the student of management with an information platform broad enough to build to a strategic analysis, or to examine the effectiveness and appropriateness of organisational decision-making in specific one-off situations. For example, the case material will document the development of new national league competitions, the introduction of invitation-only elite competitions, the expansion of coaching schemes, the management of media crises, and the organisational cause of, and response to the unexpected resignation of key staff.

The cases also accommodate the examination of longer-term relationships such as those between the governing body and its constituent clubs and associations; between the governing body and its relevant national sports council or commission, its respective international sports federation; and its management of sponsorship relationships.

The cases are accompanied by teaching and case analysis guides that identify appropriate theoretical frameworks, supporting literature and relevant background material.

Deane, J. and Westerbeek, H.

Australian Soccer and Ethnicity: Cultural Persistence and Sport Management Response

In recent years National Soccer League teams in Australia have been required by Soccer Australia, the sport's national governing body, to refrain from overt display of ethnically-based symbolism, including club names and logos. The rationale for such a directive derives from the assumption that ethnic symbolism has been counter-productive in terms of club and league success and the general public perception of the sport in Australia.

This paper examines the bases of that assumption and the wisdom of the directive. A review will be made of literature relating to the interface of soccer and ethnicity in Australia. In particular, the importance of soccer in the ethnic-Australian experience will be examined and the level of ethnic cultural identification measured.

The methodologies underpinning this paper were twofold; firstly spectators at National Soccer League and Victorian Soccer Federation matches were surveyed using a questionnaire developed by Yoo, Donthu and Lenartowicz (1999), based on Hofstede's 1991 work on dimensions of cultures and secondly, cultural mapping of selected clubs was used to ascertain vehicles for the communication of culture.

Results of surveys and cultural mapping indicate a robust strength and persistence of ethnicity within certain clubs, suggesting that any further management initiatives to de-ethnicise such clubs could be counter-productive. Indeed, it is suggested that management must, by contrast, be more sensitive to the soccer-ethnicity link in Australia and promote the sport as an exemplar of multiculturalism. To this end the paper considers some of the means by which sport management can ameliorate the status of soccer in Australia, including the role of the media in its representations of the sport and in media education generally.

Dickson, G. and Cousens, L.

Cooperative and competitive logics in the formation of interorganisational linkages: The relationship between the VFL and potential licensees in Brisbane during 1986.

The purpose of this research is to examine the extent to which a cooperative or competitive logic exists between organisations in the process of establishing an interorganisational linkage. Specifically this paper will evaluate whether the cooperative or competitive context was more dominant in affecting the dynamic and outcomes of the relationship between the VFL and the potential licensees (Deutsch, 1949, 1973, 1980; Tjosvold, 1984).

League expansion is a topic of considerable interest to scholars, sport managers and fans alike. This paper seeks to enhance our understanding of the strategic decision making of those individuals involved in the challenging situations of selecting a new franchisee and of acquiring the licence. In particular, this research serves to highlight the importance of the initial licence terms and conditions on the long term viability of the franchise.

Employing a historical-comparative approach, this theme has emerged from a broader examination of the resource dependence based analysis of the power relationships between existing leagues and potential licensees (Pfeffer and Salancik, 1977). A qualitative research design was selected for this study and data was obtained from both primary and secondary sources. Interviews were conducted

with the leaders of the respective leagues and the potential ownership groups. Strategic planning documents of the VFL, newspaper clippings and company documentation were also utilised.

The inability of the VFL to manage both the short term and long term considerations represent a fundamental shortcoming of the expansion into Brisbane. In particular, the determination of the licence fee and its repayment scheme, the timing of entry into the competition and the quality of players made available to the Brisbane VFL franchise indicate that short term vested interests dominated the decision making of the existing VFL clubs.

The league expansion provides an ideal opportunity to study interorganisational relationships that are simultaneously cooperative and competitive. On the evidence collected, it is concluded that whilst cooperative elements were present, the competitive sentiment was more dominant than the cooperative context in the relationship between the VFL and the potential licensees for the Brisbane VFL franchise.

Edwards, A.

Organisational change in Australian sport

Although change has been a permanent part of the commercial and sporting landscape it has only recently become a prominent area of concern. A number of change management researchers have concluded that organisations that fail to adapt to ongoing change risk at best, poor performance, and at worst, oblivion (Handy, 1994; Peters, 1993; Senge, 1990). At the same time, the adaptation process is fraught with difficulty. Kotter (1997) found that even where management implemented organisational change, the results were chequered and varied. While some organisations successfully adapted to shifting conditions, and improved their competitive standing, there was, overall, an 'appalling carnage' (Kotter, 1997).

There has been no shortage of experts who believe they can solve the problems associated with organisational change. A review of the literature reveals that a multiplicity of models, check lists and axioms aim to tell the 'truth' about effective change management. To some it is all about getting the structure right (Pettigrew, 1985; Stonner, Yetton, Craig and Johnson, 1994), while to others it is all to do with designing quality processes and continually focusing on the customer (Demming, 1982; Juran, 1982; Martin, 1995; Ross and Shetty, 1985). It has also been argued that proper strategic positioning is the key to successful change (Ansoff, 1965; Hamel and Prahalad, 1994; Porter, 1980). However, it is further argued that change can only be effective by aligning the culture of the organisation with its purpose (Cooke and Szumal, 1993; Goffe and Jones, 1998, Peters and Waterman, 1982; Wilkens and Ouchie, 1983).

The problematic nature of change is compounded by its implementation. Great ideas can be undermined and resisted because of poor communication, mistrust, a lack of senior management support, insufficient resource back-up, and the general effect of an institutionalised way of doing things (Dimaggio and Powell, 1983; Kanter, 1983; Kikulas, Slack and Hinings, 1995; Oliver, 1992).

The purpose of this symposium is to examine the phenomena of organisational change in the context of Australian sport and its management. To achieve this purpose, the symposium is divided in three interdependent yet related sessions. The first session of the symposium will provide an overview of the change management process, and an introduction to models that illuminate the change management process in sport. Special attention will be given to Greenwood and Hinings (1996), Lewin (1951), Oliver (1992), and O'Brien and Slack (1999). This session will end with an introduction to Laughlin's (1991) model of organisational change.

The second session of the symposium will involve an intensive examination of Laughlin's (1991) model. It will discuss its strengths and weaknesses, and overlay a postmodern framework. This modified version of Laughlin's model will then be applied to a study of the Queensland Rugby Union.

The final session will present the results of a qualitative survey of sport administrator's views of the change process. The survey results will be used to design a typology of the change management process in Australian sport. A discussion of the typology will be followed by an examination of how sport administrators currently go about managing organisational change, and what may be done to enhance their change management processes.

Edwards, A. & Zevenbergen, R.

Junior golf club culture: a Bourdieuan analysis

In this article we argue that young cadet golfers (8-14 years) at Paradise Golf Club are exposed to practices which convey the meaning about what are seen as valued aspects of golf club culture. Exposing young cadets to such representations is to display those aspects of golf habits, which are valued. Those cadets whose familial habits is congruous with that represented in the golf club practices, fit more readily into the culture of the golf club.

Using the theoretical constraints offered through the writings of Pierre Bourdieu this article presents rituals such as award presentation achievement, golf lessons and a round of golf, as representations of certain aspects of the culture valorised within the golf club context.

Fairley, S. & Green, B. C.

Leveraging Rugby League Fanship, Loyalty and Commitment: Tackling the Consumption Issue

Consumer research has increasingly sought to explain customer loyalty in terms of identification and commitment. However, research often treats identification and commitment as if they are synonymous. This study examines the antecedents and consequences of identification and commitment in a sample of 243 fans of the Brisbane Broncos rugby league team. On the basis of previous research, organisational characteristics and affiliation characteristics were identified as significant antecedents to commitment and identification. Organisational characteristics include the perceived prestige of the team, the perceived quality of the team's performance, and the quality of experience provided to fans in the team's stadium. Affiliation characteristics include length of fanship, family tradition of fanship, fanship of other rugby league competitions, and fanship of teams in other professional sports. Consumption of Broncos-related products and services was examined as a key consequence of identification and commitment. Consumption includes attendance at games, following coverage of the team in the media, and purchase of Broncos products. LISREL modelling demonstrated that commitment and identification are psychometrically distinct (but related) constructs. Commitment was found to drive identification, and higher levels of identification were found to generate higher levels of team-related consumption. Higher ratings of organisational characteristics were found to generate higher commitment. Higher levels of affiliation generated higher levels of team-related consumption. Implications for sport marketing and for future research are discussed.

Fatt Hee, T.

Utilising legislation to improve sport management in Malaysia

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The Sports Development Act seeks to promote and facilitate the management of sports in Malaysia. It came into effect in 1997. However, there are a number of challenges faced in the midst of implementation of the Act. This paper will draw upon relevant published reports pertaining to some of the problems that have afflicted some of the sport organisations in the country and attempt to examine whether the Act has been effective in helping to overcome the problems that have arise.

Friedman, M. T. and Mason, D. S.

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Stakeholder theory, which focuses upon the individuals and groups who can affect or be affected by the achievement of an objective (Freeman, 1984), can be a powerful tool in evaluating sports initiatives in the public policy environment. A stakeholder, who could be an individual, group or non-human entity, has involvement in, the potential to benefit or suffer costs from, or power to affect the resolution of an issue. Stakeholder analysis can be used to identify stakeholders, their claims, their motivations and to measure their relative importance.

To identify salient stakeholders, it is necessary to evaluate the stakeholder's levels of power, legitimacy and urgency related to the issue (Mitchell, Agle & Wood, 1997). Power refers to the stakeholder's ability to bring about a positive outcome despite resistance. Legitimacy is the validity of the stakeholder's claim within societal norms. Urgency regards stakeholder's time-sensitivity and magnitude of its claim. These attributes exist in varying levels as the issue develops and solutions are presented over time. Stakeholders may be classified as *definitive* (three attributes), *expectant* (two attributes) or *latent* (one attribute). Due to issue's development or stakeholder actions, these classifications are not static as stakeholders may move between the three classifications or may even become non-stakeholders in an issue. Thus, the stakeholder environment requires periodic reassessment.

While understanding the conditional attributes of power, legitimacy and urgency help identify a stakeholder's ability and desire to effect the final outcome at a particular moment, identification of the stakeholder's *normative core*, composed of its unique ethics, values, objectives, expectations and primary motivations, is important in order to manage the stakeholder (Wartick, 1994). By understanding the stakeholder's normative core, it is easier to assess the stakeholder's options for action and predict the stakeholder's likely reactions to changes in the policy environment.

Once stakeholder salience's and normative cores are identified, resources may be allocated more efficiently. While the most salient stakeholders should receive the most attention in terms of resources, understanding the normative core helps to direct the manner in which those resources are utilised.

Fujimoto, J., Harada, M. and Matsuoka, H.

A study on factors affecting attendance frequency of professional baseball

The number of spectators attending professional baseball has not increased for several years. Developing a potential spectator market and increasing attendance frequency in an existing spectator market are important for professional team management. This study focuses on strategies to increase the attendance frequency of professional baseball in Japan. The purposes of this study are to analyse factors affecting attendance frequency of professional baseball and to discuss the effects of team loyalty on attendance frequency.

Seven hundred eighty one spectators were asked to indicate socio-psychological variables, characteristics, and variables related to attendance, using questionnaires at the stadium in Kobe City, Hyogo Prefecture. Multiple regression analysis was used to examine the factors affecting attendance frequency. For this analysis, four hundred seventy three respondents aged over eighteen who live in Hyogo and Osaka prefecture and do not belong to fan clubs and supporting groups were selected. Research findings showed that variables affecting attendance frequency were team loyalty, past experiences attending team games, team information (TV games, TV news, radio games, newspapers, magazines), and the time required getting to the stadium from home. Team loyalty was one of the most important variables affecting attendance frequency.

Fullerton, S & Taylor, D. B.

A comparison of New Zealand and American university students' Views of various aspects of sports

Sponsorship has alternatively been described as a strategy that brings money to events thereby providing tangible benefits to individuals and as a wasteful incursion which has hastened the evolution of sports from a focus on competition on the field to a focus on the bottom line. If we consider the benefits, the aftermath of the 1996 Olympic Games in Atlanta has been highlighted by assets, paid for with sponsorship money, left behind for the benefit of local residents and students. New parks and swimming pools dot the Atlanta landscape. Similarly, Olympic Village in Innsbruck, Austria, has been converted to public housing. Other benefits of sponsorship are articulated as well. Sponsorship may help keep events on free TV; it may reduce the cost associated with attending (or playing) a sporting event. There are also benefits assumed to accrue to the sponsor. New sustainable competitive advantages, the ability to reach new markets, the development of new channels of distribution, and customer entertainment options may all be derived from sponsorship. So, what are the concerns?

Costs are often the first concern. The cost to sponsor 1994 World Cup Soccer in the USA was some USD \$17.5 million. The cost for official sponsorship for the Olympic Games may well exceed USD \$50 million. Then, because of ambush marketing efforts, the sponsor must leverage the sponsorship with additional promotions. These additional costs may increase the cost of sponsorship several times over. There are concerns that global opinions regarding sponsorship are quite diverse. What is deemed appropriate in one country may be unacceptable in another. What is effective marketing in one is an inefficient use of scarce resources in another.

This study attempts to identify some of the aforementioned risks. It compares students in New Zealand to students in the United States in regard to a variety of issues germane to sports

with the leaders of the respective leagues and the potential ownership groups. Strategic planning documents of the VFL, newspaper clippings and company documentation were also utilised.

The inability of the VFL to manage both the short term and long term considerations represent a fundamental shortcoming of the expansion into Brisbane. In particular, the determination of the licence fee and its repayment scheme, the timing of entry into the competition and the quality of players made available to the Brisbane VFL franchise indicate that short term vested interests dominated the decision making of the existing VFL clubs.

The league expansion provides an ideal opportunity to study interorganisational relationships that are simultaneously cooperative and competitive. On the evidence collected, it is concluded that whilst cooperative elements were present, the competitive sentiment was more dominant than the cooperative context in the relationship between the VFL and the potential licensees for the Brisbane VFL franchise.

Edwards, A.

Organisational change in Australian sport

Although change has been a permanent part of the commercial and sporting landscape it has only recently become a prominent area of concern. A number of change management researchers have concluded that organisations that fail to adapt to ongoing change risk at best, poor performance, and at worst, oblivion (Handy, 1994; Peters, 1993; Senge; 1990). At the same time, the adaptation process is fraught with difficulty. Kotter (1997) found that even where management implemented organisational change, the results were chequered and varied. While some organisations successfully adapted to shifting conditions, and improved their competitive standing, there was, overall, an 'appalling carnage' (Kotter, 1997).

There has been no shortage of experts who believe they can solve the problems associated with organisational change. A review of the literature reveals that a multiplicity of models, check lists and axioms aim to tell the 'truth' about effective change management. To some it is all about getting the structure right (Pettigrew, 1985; Stonner, Yetton, Craig and Johnson, 1994), while to others it is all to do with designing quality processes and continually focusing on the customer (Demming, 1982; Juran, 1982; Martin, 1995; Ross and Shetty, 1985). It has also been argued that proper strategic positioning is the key to successful change (Ansoff, 1965; Hamel and Prahalad, 1994; Porter, 1980). However, it is further argued that change can only be effective by aligning the culture of the organisation with its purpose (Cooke and Szumal, 1993; Goffe and Jones, 1998, Peters and Waterman, 1982; Wilkens and Ouchie, 1983).

The problematic nature of change is compounded by its implementation. Great ideas can be undermined and resisted because of poor communication, mistrust, a lack of senior management support, insufficient resource back-up, and the general effect of an institutionalised way of doing things (Dimaggio and Powell, 1983; Kanter, 1983; Kikulas, Slack and Hinings, 1995; Oliver, 1992).

The purpose of this symposium is to examine the phenomena of organisational change in the context of Australian sport and its management. To achieve this purpose, the symposium is divided in three interdependent yet related sessions. The first session of the symposium will provide an overview of the change management process, and an introduction to models that illuminate the change management process in sport. Special attention will be given to Greenwood and Hinings (1996), Lewin (1951), Oliver (1992), and O'Brien and Slack (1999). This session will end with an introduction to Laughlin's (1991) model of organisational change.

The second session of the symposium will involve an intensive examination of Laughlin's (1991) model. It will discuss its strengths and weaknesses, and overlay a postmodern framework. This modified version of Laughlin's model will then be applied to a study of the Queensland Rugby Union.

The final session will present the results of a qualitative survey of sport administrator's views of the change process. The survey results will be used to design a typology of the change management process in Australian sport. A discussion of the typology will be followed by an examination of how sport administrators currently go about managing organisational change, and what may be done to enhance their change management processes.

Edwards, A. & Zevenbergen, R.

Junior golf club culture: a Bourdieuan analysis

In this article we argue that young cadet golfers (8-14 years) at Paradise Golf Club are exposed to practices which convey the meaning about what are seen as valued aspects of golf club culture. Exposing young cadets to such representations is to display those aspects of golf habits, which are valued. Those cadets whose familial habits is congruous with that represented in the golf club practices, fit more readily into the culture of the golf club.

Using the theoretical constraints offered through the writings of Pierre Bourdieu this article presents rituals such as award presentation achievement, golf lessons and a round of golf, as representations of certain aspects of the culture valorised within the golf club context.

Fairley, S. & Green, B. C.

Leveraging Rugby League Fanship, Loyalty and Commitment: Tackling the Consumption Issue

Consumer research has increasingly sought to explain customer loyalty in terms of identification and commitment. However, research often treats identification and commitment as if they are synonymous. This study examines the antecedents and consequences of identification and commitment in a sample of 243 fans of the Brisbane Broncos rugby league team. On the basis of previous research, organisational characteristics and affiliation characteristics were identified as significant antecedents to commitment and identification. Organisational characteristics include the perceived prestige of the team, the perceived quality of the team's performance, and the quality of experience provided to fans in the team's stadium. Affiliation characteristics include length of fanship, family tradition of fanship, fanship of other rugby league competitions, and fanship of teams in other professional sports. Consumption of Broncos-related products and services was examined as a key consequence of identification and commitment. Consumption includes attendance at games, following coverage of the team in the media, and purchase of Broncos products. LISREL modelling demonstrated that commitment and identification are psychometrically distinct (but related) constructs. Commitment was found to drive identification, and higher levels of identification were found to generate higher levels of team-related consumption. Higher ratings of organisational characteristics were found to generate higher commitment. Higher levels of affiliation generated higher levels of team-related consumption. Implications for sport marketing and for future research are discussed.

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This study attempts to identify some of the aforementioned risks. It compares students in New Zealand to students in the United States in regard to a variety of issues germane to sports

sponsorship. Respondents are asked to indicate their opinion on 21 items. Issues addressed include types of linkages, costs, community relations, competitive advantage, category exclusivity, ambush marketing, foreign involvement, impact on purchase behaviour, and naming rights for new and existing stadiums. The survey also includes a global statement regarding the overall impact of sponsorship on sports.

The sample included 111 respondents from New Zealand; 221 from the United States. Data were collected in the first five months of 1999. T-tests using critical alpha of .05 were used to compare the two countries.

Of the 21 items, statistically significant differences were documented for ten. Of those ten, the Americans could be characterised as having a more favourable opinion of sponsorship on only two, the Kiwis eight. In addition to the differences, some of the similarities were noteworthy. The Americans were more positive in regard to concerns about impact on consumer prices and the ability to exhibit good community relations. Conversely, the Kiwis had more favourable attitudes about increased propensity to purchase the sponsor's products, the inordinate emphasis placed on sports, reallocating expenditures for social causes, reallocating expenditures for better pay for employees, stadium naming rights, rationale for companies to sponsor, and opposition to ambush marketing. Finally, they held much stronger attitudes regarding the extent to which the overall impact of sponsorship on sports in their home country has been positive.

In regard to similarities, there were two intriguing results. The Kiwis were no more likely than were the Americans to indicate that sponsorship should be limited to domestic companies. And while respondents from both countries indicated that sponsorship gives American and European companies more power in the Southern Hemisphere, this prospect did not create any additional concern on the part of the New Zealand sample.

This study has documented differences. It does acknowledge that there are risks associated with global sponsorship endeavours. It discusses future research opportunities including ongoing efforts by the authors.

Glinia E., & Mavromatis G.

Types of sport recreation in the greek hotel enterprises: a comparative study.

There is a special category of hotel enterprises worldwide, where sport and recreational activities play the leading role in guests satisfaction. In such hotels life is almost associative, for this they are called "clubs" and employ exclusively experts in sports who offer about 40 different sports and events. Sport trainers and instructors, children educators and other people responsible for recreational activities, are known in Europe as "animateurs". Only 30 hotels in Greece operate as clubs and offer "club -animation" as a service to their guests and as a seasonal job to more than 500 sport trainers.

As known from the literature review apart from club hotels, more than 7.000 "animateurs" are employed in about 850 hotels of different categories including resort hotels, 4* ,5* and de Lux hotels. As clubs played a model role for the organization of the sport activities in other hotels, problems and complications are noticed from previous studies regarding the role and the hierarchical position of the "animateur" in no-club hotels. The aim of this research is to look into the animateurs' job in two different types of hotel enterprises: "Club hotels" and "no- club- hotels". For this reason, the directors of the 9 club hotels and the staff managers of the 15 hotel chains in Greece have been

interviewed. The personal interviews were set with the assistance of a pre-constructed questionnaire. Main differences are noticed in the following topics:

1. Structure of the staff.
2. Management of the department.
3. General Philosophy.
4. Training systems.

The literature for Sports in Greek hotels is anyway very poor and the issue needs further research. As Tourism is a national matter for a country like Greece and services must be superb quality, those differences have to be seriously taken in consideration in order to:

- a) update vocational training and education to the real needs of the Greek hotels and: b) provide Greek Tourism with the best prepared staff for Sport and Recreation in the business.

Goodrick, M. & Robinson, L.

Through their eyes: An evaluation of the British Management Initiative "Investors in People".

Over the past few years service quality in the leisure industry has gained importance in the market place (Leybourne, 1995b 1994, Sheppard & Studd, 1994, Davis, 1994, Critten, 1993a and Holmes, 1993) and has become a much discussed subject amongst leisure theorists and academics. At the same time there are indications that staff training and development in the leisure industry is surprisingly poor, (Fleming, 1994). Given the recognised link between service quality and the associated benefits that arise from staff development, (Collard, 1993 and Armistead, 1993) it is surprising that the level of investment displayed by leisure organisations is typically so low.

"Investors in People" (IiP) is a management initiative in the United Kingdom that promotes organisational success through the development of staff along the lines of strategic business development. Whilst there has been a significant promotion of IiP's suitability to leisure providers there has been little, if any, evaluation of the actual value that IiP recognition brings to leisure providers in practice. It is this area that the research concentrates on, taking the form of a qualitative study involving three local authority leisure providers and three commercial leisure providers. The use of public and private sector examples allows an assessment of the differences that may exist between the way in which private and public sector leisure operators view and value IiP. This comparison was believed to be important given the rationale behind local authorities' move to customer orientation.

The results have revealed valuable information as well as a number of areas for further investigation. The overall conclusion drawn from these results is that in practice IiP is well suited to the needs of both public and private sector leisure providers, which in general share a similar view and approach to the value of IiP. The differences that do exist are resultant of the emphasis that is attached to each sector's objectives.

Hanlon, C.

Staff satisfaction, how good are you in initiating this within your school?

Research (Slack, 1997) has indicated that in the sport management industry managerial induction programs are lacking. However, upon reflecting such an absence in the industry, so to is this evident in many of our Sport Management schools.

Do you coordinate or liaise with sessional and ongoing staff? How effective is your induction program. Do you have one? Do you care? Findings to date reveal that most Universities and their schools neglect effective induction programs for ongoing and sessional staff. This is despite the fact that such programs increase retention rates and lead to an increased level of satisfaction among staff (Cooke, 1997; Seaver, 1997). Although, how detailed should these programs be, who should carry them out, and what differences are there between the needs of ongoing and sessional staff? The aim of this paper is to address these questions by examining the stages of design, implementation and evaluation of effective induction programs.

The School of Human Movement, Recreation and Performance have been used in a trial to determine the effectiveness of induction programs. Newly appointed full time and sessional lecturers, and ongoing full time and sessional lecturers provided input in designing ideal induction programs to cater for their needs. Two induction programs, one for full time lecturers and one for sessional lecturers, have been formulated and these are now incorporated into the School's program. New staff has evaluated the programs within the first two months of their employment.

Positive outcomes have resulted from these programs, with new staff being impressed by the commitment the coordinators and School has placed to ensuring immediate staff satisfaction is gained. An additional benefit from providing effective induction programs is that sessional staff are now commenting on the reputation that the School and Victoria University has in relation to familiarising industry based people with the University environment.

This research has been performed in conjunction with the Human Resource Department at Victoria University. Conclusions have been based on designing, implementing and evaluating two induction programs over the period of July to October 1999. With the successful results, this research shall be a stepping stone for implementing into other Schools within the University.

Halbwirth, S. and Toohey, K.

Sport management- the need for knowledge management

Sporting organisations, just as any other business, need to successfully manage and measure their corporate knowledge. This paper will examine how practices of information and knowledge management in the context of an event, project driven organisation are managed, using the Sydney Organising Committee of the Olympic Games (SOCOG) as a case study. The paper will focus on how knowledge is created, shared and managed within the life span of the organisation as well as after SOCOG has disbanded.

Harada, M.

A time series analysis of the relationship between team loyalty and game attendance: the size of the core spectators

In marketing and management studies on sport fans and spectators, a number of researchers reported the positive relationship between team loyalty and game attendance (Wakefield and Sloan, 1995; Fujimoto, Harada, & Matsuoka, 1996, Harada & Matsuoka, 1999). The higher the team loyalty, the more frequently people go to see the game. However, the concept of team loyalty implies an individual's devotion to a particular team that is based on his/her interest in the team that has developed over time, and it does not predict the total number of game attendance.

That is, the team loyalty score and the total number of game attendance are not related each other. The purpose of this study is to analyse the relationship between team loyalty and the total number of game attendance by using the concept of core and fringe participants (Crompton and Lamb, 1986). The core fans consist of enthusiasts committed to supporting the team whatever may happen. On the other hand, the fringe fans are relatively fickle and are not really committed; if a substitute or alternative opportunity for use of their time and energy emerges, they may take advantage of it. It can be hypothesised that the team with high loyalty score and small number of spectators have a small core fans and a large fringe fans. On the other hand, the team with low loyalty score but a large number of spectators has a large number of fringe fans and a relatively small amount of core fans. The data were collected from 1995 through 1998 at the home stadiums of the three J-League teams in the Kansai area: Gamba Osaka, Cerezo Osaka, and Kyoto Purple Sanga. The results indicated that both team loyalty and the size of core fans are an important predictor for the total number of game attendance.

Howard, D. and Burton, R

The Internet's role in shaping the future of sport

There appears little doubt digital technology will change the way many leisure activities are conducted. Clearly, advances in Internet composition and capability will play a significant role in the way sporting events are televised, viewed and reported. This paper will address the question of how sports will (must) change to accommodate the Internet revolution and ask how sport will be changed based on physical participation levels, the electronic consumption of sport and the marketing of sport. Specifically, it will posit the ways in which sport organisations must modify their traditional activities (ie., distribution, delivery) to prepare for dramatic shifts in consumer behaviour and cultural orientation.

Hoye, R.

Masters Sport: A Case Study in Grass Roots Sport Development

Masters Sport is the fastest growing area of sport participation in Australia. The Victorian Masters Sport Strategy has sought to consolidate this growth by supporting the providers of sport opportunities within Victoria. The strategy is designed to address structural barriers, improve Masters Sport services and maximise the economic and social opportunities associated with the development of Masters Sport in Victoria. The process used to implement the strategy represents a departure from recent practice in the way in which State agencies interact with community sport groups.

A summary of Masters Sport issues and the strategy will be presented, followed by an analysis of the process used to implement the strategy. The rationale for the adoption of a more interactive sport development process will be analysed according to the policy analysis framework adopted by Chalip (1995). The paper concludes with a discussion of the implications and opportunities for future sport development activities undertaken by State agencies.

Hoye, R.
Privatising the Finance of Australian Sport

The question of how the public sector will fund sport after the 2000 Olympics and what level of funding is appropriate is one that affects all community sport organisations. Australia's Commonwealth and State Governments will come under increasing pressure to maintain current financial contributions to Australia's sport organisations. Shifting the burden of directly funding these sport organisations to the private sector is one option that has not been debated fully in Australia.

This paper presents a summary of the current funding for sport provided by the Commonwealth and Victoria governments and a comparison with recent developments overseas. The options for privatising the finance of Australian sport will be presented based on the framework developed by Heal (1992), followed by a discussion of the issues involved in privatisation. The paper concludes with a discussion of the potential financing solutions and their implications for Australian sporting organisations.

Kellett, P. and Fielding, L.
Globalisation of football: The penetration of Australian Rules into the United States

A great deal has been written about the significance of globalisation for the international marketing of products and services. The sport studies literature has focused on the spread of sport practices, often referring to sport's globalisation as a process of "Americanisation." According to that work, the United States is the epi-centre of modern sport practice, and other countries are the colonised recipients of American practices, often with detrimental consequences for the development of local (i.e., non-American sporting traditions). Nevertheless, a number of studies have demonstrated the spread of non-American sport practices into other countries – an outcome that is inconsistent with any claim that sport globalisation is synonymous with Americanisation. Few studies, however, have looked at the ways that sporting practices from outside the United States have penetrated American markets. From the standpoint of marketing sport, it is of particular interest to identify the means by which sports enter and establish themselves in new markets. Given the apparent significance of the American market, it is of particular interest to learn how a sport moves from a non-American source into the American setting. This study examines the ways that Australian Rules football has established itself in the United States. Several factors seem to have been important. These include: the role of Australians in the United States in fostering development of the sport, the effects of media presentations of AFL games, and the establishment of partnerships between Australian clubs and American clubs. The effect of the Australian model on American development of the sport is also noted in the apparent similarities of club structures in the two countries. Nevertheless, there is a demonstrable need to localise the sport's practices to the recipient culture. Implications for the growth of Australian Rules football and for the international marketing of sport are discussed.

Koehler, L.S., Kelley, D. R., and Thoma, J. E.
Student learning assessment : implications for sport management education

The purpose of this presentation is to address the concept of student learning assessment and to examine the strategies by which student learning is measured currently in sport management at the undergraduate level. Specifically, the objective is to discuss assessments strategies in relation to the guidelines set forth by the Association of American Colleges and Universities. Particular attention is given to the nature of these guidelines and the extent to which sport management programs currently reflect the new assessment criteria.

The sport management curriculum within the United States and internationally has been a focus of academicians and professionals for years. Due diligence has been paid to such issues as content, field experiences, and recognised review process, to mention a few. As sport management enters the new millennium, it may be facing yet another challenge : student learning assessment.

Higher education is being described as in a state of major transition as it witnesses a shift from a teaching to a learning paradigm of instruction (Schneider & Shoenberg, 1999). In the process of reexamining educational purposes and practices, growing emphasis has been placed on the student as learner. Pivotal to this transformation is the commitment to student learning assessment (Farmer, 1993). Learning assessment refers to the systematic collection, analysis, interpretation, and use of evidence to understand and improve teaching and learning (Angelo, 1996). Basically, learning assessment is an attempt to document student learning and involves a concerted effort to develop assessment methodologies and to gather data on student learning (Lopez, 1999).

In an effort to gain insight into the current status of student assessment in undergraduate sport management programs, sport management faculty representing universities in the United States and Australia were surveyed regarding the methods currently used to assess their students. Survey items reflected the integration of three major considerations : 1) process assessment methods, 2) outcomes assessment methods, and 3) the ten areas of content as outlined by the National Association for Sport and Physical Education and the North American Society for Sport Management (1993).

Respondents were asked to indicate from a list of possible assessment strategies all of the methods currently used within their sport management curriculum. Further, respondents were asked to rank the top five strategies in order of importance to curricular change. The particular areas of content within the sport management curriculum which were surveyed included; behavioural dimensions, management and organisational skills, ethics, marketing, communication, finance, economics, legal aspects, governance, and the field experience.

Data analysis is restricted to descriptive interpretation and provides a valuable perspective into future challenges of student learning assessment in sport management. Discussion focuses on the emerging model of the learning paradigm and its impact on sport management education globally.

Thanos Kriemadis

How the sport manager develops and manages the human resources focusing on quality

Since the 1960s, the global business environment has undergone major changes that frequently have no precedent in the historical business climate (Ansoff, 1988). As the turbulence levels changed, management developed systematic approaches to handling the increasing unpredictability, novelty, and complexity (Ansoff and McDonnell, 1990). To deal effectively with factors such as economic conditions, societal changes, political priorities, and technological developments that affect the ability of a company to grow profitably, executives design strategic management systems they think will facilitate the optimal positioning of the organization in its competitive environment (Pearce and Robinson, 1985; Thompson and Strickland, 1987; Steiner, 1979).

According to Domb (1993), Edwin Artzt, Chairman of Procter and Gamble, has said that excellent strategy is vital and can start in any organization, but excellent execution and improvement of strategy comes only through policy deployment within the Total Quality Management (TQM) environment. It is a new world view, according to Scholtes (1988), that shifts emphasis from profits to quality. The focus is now on improving products/services by improving how work gets done (the methods) instead of simply what is done (the results). Relationships between management and employees are restructured: a manager's job becomes helping people do the best job possible, foreseeing and eliminating barriers that prevent employees from making quality products or delivering quality services all the time. The new approach to quality has many names. In Japan, it is called Total Quality Control (TQC) or Company-Wide Quality Control (CWQC). In the U.S.A., it is called Quality Management, Total Quality Management, or Total Quality Leadership. TQM emphasizes results by working on methods, and focuses on creating a workplace that encourages everyone to contribute to the organization. Employees learn to use a scientific approach to solving problems and making improvements. Simply providing a service is replaced by providing a service that surprises and delights customers by how well it meets their needs, even needs they had not thought of. Dr. Chen (1994) defined TQM as a systematic approach to managing for quality and productivity and satisfy customers' needs focusing on continuous improvement of organizational processes (through an integrated system of tools and techniques) with participation and contribution by all members of the organization and cooperating units. This results in high quality products/services, and insures the survival and growth of the company in a competitive world.

The **purpose** of this paper would be to examine how the sport manager can implement the concept of quality management in his/her athletic department. More specifically, it will examine how the sport manager can: (a) build trust within the sport organization, (b) develop teamwork and cooperation, recognize and award teams in the sport organization, (c) promote communication and abolish barriers among departments/divisions, and (d) empower the employees, in order to continually improve the quality of services offered by the sport organization, satisfy customers (internal and external) better, reduce costs, and increase the competitiveness of the sport organization.

Kreutzer, A. L and Brown, M. T

Sport management or sport business: a greater need for business orientation?

Prior to 1966 the formal study of sport management did not exist. That year, at Ohio University, Dr. James G. Mason founded the first educational program in the world devoted to the study of the management of sport. Today, the discipline of sport management is taught at over 200 universities (Stotlar, 1999).

During the past 34 years, sport management programs as well as the sport industry have changed dramatically. Almost all of the early sport management programs were housed in physical education departments. This is true still today as the majority of sport management programs are housed in physical education/kinesiology/sports studies departments or in departments of recreation and leisure studies (Stier, 1999). However, departments of business have recently begun developing and offering programs in sport management as the sport industry has changed. Today, in the United States alone, sport is a \$152 billion industry and the 11th largest industry (Meek, 1997). The pure size and scope of sport business as we enter the next millennium has resulted, for some, in a discovery that they are not adequately prepared to handle the complexities and magnitude of problems facing sport managers. It is generally now accepted that leaders in sport management will need academic preparation in business. It is business that they are managing or organisations that operate so like business as to make them indistinguishable.

At the beginning of this decade, Hardy (1987), Whiddon (1990), and Lambrecht (1991) realised the need for a business orientation in sport management curriculum. Soon thereafter, the NASPE-NASSM Joint Task Force (1993) published standards for curriculum and voluntary accreditation of sport management programs in North America. These standards established a minimum body of knowledge needed for degrees in sport management. Recently, these standards were revised and updated (to take effect in 2000) but recommended core content of the curriculum remained basically the same. The purpose of this session is to facilitate the continued examination of curriculum in sport management by sharing ideas with those that have been or are currently involved in the curriculum revision process. The roundtable discussion will address the following questions:

Do current standards adequately address the need for core business content?

What core business content areas should be included?

Which academic units should deliver core business content areas?

What is the relative benefit of a specialised MBA, compared to a sport management degree?

Lai, F.Y.

Global Expansion of Sport: Gridiron's Touchdown in Australia

In recent years there has been substantial research into sport globalisation. However, that work has not sought to explore the marketing and management implications of sport globalisation. We know very little about how a sport establishes itself in new markets. The most common theme in work on sport globalisation has been to equate it with Americanisation and/or to assume that sport's globalisation is driven by international media. However, Lai's (1999) recent study of Floorball has demonstrated that a sport's penetration of a new national market does not require that the sport be American or that the sport enjoy media attention. This finding challenges common assumptions about American influence and media forces in sport globalisation. This study builds on that work by looking specifically at an American sport that does enjoy media attention: gridiron football. The sport has obtained a growing player base in Australia, and an expanding club infrastructure. Interviews and surveys of administrators and players are used to examine the degree to which the factors driving gridiron's growth in Australia are comparable to those that have driven floorball's penetration of the country (ie., culture contact and sales aspirations of equipment manufacturers). This study also examines the degree to which the sport's American base and its media profile have fostered the sport's development in Australia. Findings suggest that gridiron development has been, at least in part, a consequence of vectors similar to those found in the case of floorball. Socialisation and camaraderie seem to have been particularly central to the sport's development. When these findings are considered in combination with the earlier work in floorball, they suggest that the importance of American origins and media have been overestimated by previous researchers. Although both may be facilitative, the fundamental drivers are social and entrepreneurial in nature. Implications for marketing and managing the international development of sport are discussed.

Laios, A. Costa, G. and Theodorakis

The role of sport management in the structure, organisation and function of sports in Greece.

The purpose of this study was to identify the role of Sport Management in the structure, organisation and function of Greek sports. The study based in literature review and the results of a research regarding the profile of sport managers-executives of the Greek federations. The tendency towards the professionalization of sports in Greece, the demands of fans, the rise of sport spectacularly, the involvement of Mass Media, the sponsoring, the distinctions of national and club teams and the resumption of the Olympic Games of 2004 from Athens, make Sport Management a necessity in Greek Sports. In this paper will be presented the structural and organisation evolution of sports in Greece, the relation between the enterprise and the professional sport team, the profile of sport managers of the Greek federations and the science of Sport Management in the Greek Universities. The results of this study showed:

- a) the lack of high educated sport managers-executives,
- b) the necessity of high educated sport managers-executives in the professional sport clubs, federations and sport organisations,
- c) the departments of Physical Education of the Greek Universities, apart from their task to qualify teachers and coaches should aim at the graduation of students who will have the appropriate knowledge to become sport managers-executive.

Lowe, William

The political economy of selection and participation: Lessons for sports managers from the age effects in sports

The influence of month of birth within a cohort on sporting success is well known and found in a number of sports: ice hockey (Barnsly, Thompson and Allen, Mutimer and Boucher) soccer, and baseball (Barnsley and Thompson). To date the traditional explanation has been that early selection reinforced by additional training gives the relatively older children in their cohort a lasting advantage. Amongst children as young as 5 or 6, even a few months difference in age can greatly influence physical and mental development (age effect). The notionally most able children are selected into higher or elite levels of education/competition (selection effect). This exposure to better competition, combined with better training, results in elite sports being dominated by children born earlier in their cohort (training effect).

The traditional explanation is inadequate for reasons related to political economy of sports. For example the age advantage amongst NHL hockey players does not appear until the mid 1980s. This suggests other factors influence the selection process in important ways. Suggestions in this paper include changes towards full time professionalism; urbanisation; and professional sports' expansion.

Using a meta analysis this paper will look across a number of sports and re examine the findings in the age effects literature to suggest whether the observed age advantage is a historical anomaly and which of the political economy effects are strongest explanations of the appearance of the effect.

Louis, M., Dereze, G. and Pochet, Y.

Incidence of community sport activities in school areas

Considerable controversy exists concerning the role of sport activities. As one sees it, sport could be seen as having important positive or negative effects on school constituents. Among others, some argue that additional intramural recreational activities, unrelated to educational programs, could generate revenue and improve the visibility of the schools. Others suggest that such activities are unsuited with the pedagogical mission of schools. In spite of this, there is no extended research directly assessing pertinent external recreational programs in schools.

The objective of this work is to determine what factors are seen as being relevant to the success of external recreational programs taking place in school facility areas.

This study explores issues related to public services and is based on the need to better use public funds allocated to school sport facilities. Very limited information on the availability and the management of those facilities highlights a major weakness in this research area. The intent of this study is to suggest criteria useful to establish safe, profitable and enjoyable facilities by answering the following questions: how do local schools meet recreational needs and expectations of inhabitants and what are the core competencies needed for success and profitability?

The survey is divided into four parts as follows: demographic data, sports background, leisure profile and needs and expectations analysis.

A sample of 316 schools has been selected from a complete list of schools in a metropolitan city. Those schools were surveyed through a multi-item questionnaire. All data were collected, analysed and reported using categorical data analysis (chi square) and descriptive statistics.

The major outcomes of the study are: a list of key success factors has been established for the use of decision makers, it has been observed that despite a general lack of human resources, the facilities

are relatively well outfitted but poorly frequented, although nearly all surveyed administrators consider that profitability is their major objective, only a few of them indicated that they were operating profitably at the current time.

Results supported the outlook that there is definitely room for improvement to maximise revenues from attendees. The emerging opportunities in globalisation the use of school sport facilities for the local community could result in growing awareness and interest from both the educational and the public sectors for lasting financial viability and growth.

Lyberger, M. R. and McCarthy, L.

Perceptual assessment of consumer attitudes and knowledge towards sponsorship practices.

Sports sponsorship is seen as a communication medium where identities are created, consumer loyalties strengthened and sales increased. However, the rapid growth in expenditure on sponsorship has given rise to concerns associated with consumer identification and differentiation. Advertising clutter, excessive cost, viewer zapping and audience fragmentation have plagued many traditional advertising methods. In addition, the growing complexity and sophistication of special-event sponsorship has created similar concerns in identifying and distinguishing between sponsors and non-sponsors (Dougherty, 1998). One-dimensional sponsorship packages are now being replaced with multi-tiered packages which encompass signage, tickets, entertainment vehicles, retail extensions, sampling opportunities, media buys, publicity, and the ability to cross promote with co-sponsors (Garber, 1994). These factors combined with the lack of media and/or consumer concern, reduced indignation toward ambushing, and the growing legal sophistication of ambush marketers, ie., National Hockey League V. Pepsi-Cola Canada, 1992, contribute to the growing concern of how consumers recognise affiliated sponsorship (McKelvey, 1994).

The purpose of this present study was to assess consumer profiles towards sponsorship practices surrounding the 1998 Super Bowl. More specifically, the study sought to identify: 1) the perceptual attitudes of consumers towards sponsorship practices surrounding the event, 2) the level of consumer knowledge of the practice of ambushing tactics associated with sponsorship surrounding the event, and 3) the levels of interest in relation to perceptual attitudes and knowledge of consumers surrounding sponsorship associated with the Super Bowl. Primary data were collected from consumers in the greater San Diego, Ca., Memphis, Tenn., and Cleveland, Oh. areas (N=486). A questionnaire was administered and identified consumer perceptual attitudes towards sponsorship, knowledge of sponsorship practices as well as the level of consumer interest and demographic variables of interest related to the event. . Fifty-seven percent of the respondents to the questionnaire were male and forty-three were female. Results indicated that perceptual attitudes varied significantly with interest and knowledge associated with the event. In addition, the study found a significant portion of the sample (43%) to lack basic knowledge associated with sponsorship of the event.

Methodology, analysis, results and applicability of the study will be presented and compared to previous studies designed to identify parameters associated with the consumer recognition of sponsorship. In addition, these items will be compared to distinguish consumer perceptual attitudes, knowledge and level of interest associated with the event.

Macdonald, R.

The effect of labour market regulation on club performance in the Australian Football League.

A long-standing topic of disagreement between academics and practitioners has been the effect of labour market controls (LMC's) upon (a) the operational objective of competitive balance (equity of sporting performance) in professional sporting leagues and (b) the related variable of on-field performance of sporting clubs. For example Cairns, Jennett and Sloane (1986) argue "it is relatively uncontroversial that labour market controls have not given equality of performance" (p.33). Alternatively, Stewart and Smith (1998) note the 'conventional wisdom of sports administrators' as arguing the opposite, as is suggested by the Australian Football League (AFL)(1997; 1998; 1999) which emphasises the role of the draft system in the current success and evenness of the AFL competition. Academic interest in the issue of performance and competitive balance remains high, with Depken (1999) Koning (1999), Macdonald (1998), Stewart and Smith (1998) among recent studies of these phenomena. However, the relationship between club performance, competitive balance and the allocation of playing talent is insufficiently understood in both the sports economics and sports management literature, and current modelling of the causal relationships and intervening variables is relatively undeveloped.

As part of this debate, Grier and Tollison (1994) investigated the relationship between the drafting position of National Football League clubs and their seasonal winning percentage in subsequent years. This paper adapts and extends Grier and Tollison's econometric analysis to investigate the relationship between the winning percentage of Australian Football League clubs and the means by which those clubs have recruited their players.

A least squares regression model is adopted with club seasonal winning percentage as the dependent variable. The primary independent variable included in the model is the average draft order of AFL clubs in previous years, as calculated on the basis of the drafting order of clubs in the AFL National Draft. A series of dummy variables allowing for players recruited via alternative means (eg. zone selections, the 'father-son rule' etc.) are also included. This model thus evaluates the relationship between the selection of players by clubs via different institution mechanisms (as allowed by the AFL's system of LMC's) and the subsequent performance of clubs. Various specifications of this model suggest a weak relationship between clubs having early selections in the AFL National Draft and subsequent team performance, as well as a significant relationship between improved performance and the acquisition of players via means other than the drafting mechanism.

Implications of these findings for evaluation of the effectiveness of the AFL's system of LMC's are discussed and a model of the hypothesised variables influencing the relationship between the method by which clubs acquire playing talent (inputs) and the performance of sporting teams (outputs) is introduced to aid the discussion of these results. This paper hence contributes to the body of sport management knowledge by expanding Australian approaches to the analysis of the effect of labour market controls and by integrating this economic analysis with relevant models of sport management processes at the sporting league and club level.

Mowrey, R. J.

Post Bragdon v Abbott - asymptomatic HIV and the Ada Act: Trends in North America and implications for sport and leisure managers

Historically, sport management and sport law literature has addressed procedural and ethical matters concerning employee and client policies. Within a sport context, the author will consider these issues and the legal ramifications associated with antidiscrimination, consumer protection, and personnel policies with specific regard to HIV status. Do asymptomatic HIV infected health and sport club members and employees pose unique risk management challenges for sports and leisure managers? When involved in sport activities within public leisure parks and facilities, what employee and client behaviour could increase directors' and institutional liability? With the worldwide escalation in HIV infected persons, it is realistic to assume that leisure and sports managers will likely be interacting with employees and sportspersons who are asymptomatic HIV infected. The specific purpose of this paper is to examine recent decisions by the US and Canadian Courts concerning the rights of HIV positive individuals and the implications of these decisions for sport and leisure managers. The US Congress addressed the antidiscrimination behaviour required by employers, employees and institutions, by clarifying the protections and considerations due to HIV infected individuals as protected class under the Americans With Disabilities (ADA) Act of 1990. With the recent Bragdon v Abbott United States Supreme Court decision; however, new questions have been raised regarding the inclusion of HIV infection as a "disability" under the current law, and the rights of service providers to refuse or alter care given to individuals who pose a significant risk to the health or safety of others. The author will examine the law and the impact it could have on the behaviour and practices of sport and leisure managers. The challenge to protect the privacy rights of participants who are HIV infected while also providing for the safety of other clients will also be addressed. In addition, the author will focus on the unique and specific challenges that occur for sports managers due to the array of facilities and programs for which they are responsible ie. health clubs, community parks and institutions.

Mowrey, R. J.

Vicarious employer / institutional liability via negligent hiring, supervision and retention: current developments in sport management

One of the most important responsibilities of sports managers is the oversight of all human resource management matters, specifically the hiring and retaining of qualified employees. With the increasing awareness of harassment and abuse cases in sport, it is critical that sport and leisure managers use all legal resources to perform appropriate and thorough background screenings of potential employees. Additionally, it is necessary for sports managers to document how employees are supervised and evaluated. Failure to effectively and appropriately address inappropriate and / or dangerous employee behaviour will increase the liability of the direct manager as well as the institution or organisation. This concept of vicarious liability creates multiple defendants in an organisation's administrative structure due to the actions or lack of action by an employee. This paper is an example of the risk management and tort law genre of research in sport management literature. As such, the author will position the related laws and/or statutes under consideration within the context of legislative laws of the country of origin; review the related case law; provide an historical overview of past and current law; and include a review of common law and judicial decisions related to this specific aspect of sport management. Focusing on risk management and tort law issues, the author will discuss procedural and behavioural approaches sports managers can utilise to reduce their liability in regard to the hiring, supervision and retention of employees. Additionally, the author will use sport management-related case studies to illustrate the concepts of vicarious liability or *the doctrine of respondent superior*.

Murphy, A. and Watsford, M.

A model for hamstring rehabilitation in team sports

The Australian Football League (AFL) Injury Report 1997 stated that "Hamstring injury is the most common significant injury and responsible for more missed playing time than any other injury." (Orchard et al. 1997). However, very little work has been specifically directed at developing detailed and valid rehabilitation programs which manage all the 'players' in the rehabilitation process including the injured athlete, doctors, physiotherapists and conditioning professionals. The purpose of the current project was to construct a model for hamstring rehabilitation specifically for use within team sports. While the model is specific to the AFL, the principles which underlie its development apply to any sport, and in fact, to the management of any injury process. In light of the statistical evidence and the potential impact on team performance, the model attempts to specifically address the following issues:

- Minimise the number of games lost after a hamstring injury has been incurred by providing a framework which permits, but safely regulates, an aggressive rehabilitation program.
- Minimise the risk of hamstring re-injury both during and after the rehabilitation process.
- Importantly, provides a co-ordinated framework through which Doctors, Physiotherapists, Conditioners, Coaches and Players can communicate and plan together on matters relating to injury and rehabilitation. The model has been arranged in four phases of progression; 1) **Acute Treatment**, 2) **Remodelling**, 3) **Reconditioning** and, 4) **Integration**. Within each phase a player is allocated activities from various progressive programs which have been developed covering all aspects of the rehabilitation process— including running, skills, kicking, strengthening, stretching and fitness. Movement from one phase to the next, is managed based on a number of set criteria which must be achieved satisfactorily prior to a change in level. For example, prior to returning to play Cybex scores must be within certain ranges and an MRI scan of the injury should show significant improvement.

Nelson, K., Arnold, T. and Michaels, A.

I'm just a girl: influences of gender on credibility in the sports media.

The purpose of this study was to determine if the gender of a sports writer affected readers' perceptions of the writer's professional credibility. A convenience sample of 60 males and 60 females from the graduating class of an Australian, Canadian and US university were surveyed. A sport-specific newspaper article was developed and provided to each participant for evaluation. In each of the cases, 30 males and 30 females received the original article in its unaltered state, with a name representing a male author. The remaining 50% of the participants were asked to review the same article, but with the author's name modified in order to represent a person of the female gender. Results of a 3 (country) X 2 (author gender) X 2 (reader gender) ANOVA revealed significant main effects for author gender ($F(1,108) = 61.6, p < .01$) and reader gender ($F(1,108) = 15.01, p < .01$). A significant interaction was also found between author and reader gender ($F(1,108) = 13.16, p < .01$). These findings indicate that females are regarded as lower in perceived credibility, even when there is no objective difference. This raises a number of issues that may have implications for both employers within print media organisations and women working in the industry. Awareness may be the key to change in this instance. If employers, journalists and consumers are made aware of these occurrences and their implications, a shift in attitudes and beliefs may take place.

Overton, R. F. and Malinauskas, B.

An investigation of Chinese graduate students' interest in sport marketing and sport nutrition

Due to an increased interest in sports in China, there is a potential for increased professional opportunities in sport-related professions. Curriculum must be established on the university level to accommodate these needs. The purpose of this research was to investigate the interest in sport nutrition and sport marketing by graduate students at the Beijing Teacher's College of Physical Education (BTCPE), Beijing, China. Results indicate an interest in sport nutrition and sport marketing curriculum. Students require education on potential careers in these fields. Various forms of media should be utilised to maximise dissemination of this information.

Pitts, B. G., Hogan, R., Cox, G. and Berry, C.

Gay From Sports Festival to Global Destination Tourism: Positioning Sydney for Games VI in 2002.

The Gay Games are one of the largest sports events today. Held every four years since 1982, the Gay Games has experienced phenomenal growth. Gay Games V, for example, held in Amsterdam, The Netherlands, in August, 1998 yielded 14,843 sports participants (42% women, 58% men) (larger than the 1996 Olympics) in 29 sports from 78 countries, over 800,000 spectators, were staged in 56 sports and other event venues, financed with a budget of over \$10 million (USD), and had an estimated economic impact of \$17 million (Krane, 1999; Pitts, 1999; Pitts & Ayers, 1999). Gay Games VI will be held in Sydney, Australia in 2002 and already organisers are predicting an economic impact of \$80 million (AUS), over 16,000 sports participants from 100 countries, one million visitors, and a budget of \$20 million (AUS). The attraction, size, and enormity of the event are not lost on the Sydney Gay Games Organising Committee or national and international mainstream governing sports organisations, departments, and especially tourism stake holders such as the hotel, tourism, restaurant, and airlines industries both in Sydney and around the world. Already, the Sydney Gay Games Organising Committee and stake holder marketers are positioning Gay Games VI and Sydney as a 'destination holiday' with a sports festival included (Hogan, 1998). The potential economic and cultural impact are enormous.

This symposium will include an introduction to the Gay Games, an overview of the most recent economic impact and marketing research, and Sydney Gay Games VI Organising Committee members will discuss the logistics of the event, positioning Sydney and the event as a 'destination holiday', 'working with the Sydney 2000 Olympic Games Committee, and working with the major stake holders. Additionally, implications for sport management and marketing professionals will be discussed.

Redenbach, A. Pope, N. and Turco, D.

An Empirical Evaluation of the Effectiveness of Virtual Advertising

Virtual Advertising is a technological advance, which allow sports broadcasters to input a sponsorship message into their coverage of an event. The process occurs in real time so that, to the viewing audience it appears to be part of the event. Sponsorship is estimated to be worth US\$13.4 billion (Cornwell and Maignan, 1998). The revenue sporting organisations raise through sponsorship and the effects virtual advertising could have on the industry's power structure suggest that the technology warrant significant academic research. In this presentation, two research issues are

addressed. First, is there a greater recognition of virtual advertising? Second, does virtual advertising have greater influence on the consumer than traditional sponsorship signage?

The sample was drawn from postgraduate and undergraduate classes at an Australian University. It was a convenience sample consisting of 107 respondents, with a useable sample of 96. This sample (n=96) was divided into a test group (n=46) and a control group (n=50) so that the effects of virtual advertising could be tested. The results indicated that a virtually advertised product had the highest recognition frequency of all products or brands, which had signage in the stimulus footage and that Attitude to the Ad was raised in the virtual situation. No effect was found on intention to purchase.

Sam, M. P.

The Sport Manager and Machiavelli

Nicolò Machiavelli's *The Prince (1513)* has been described as a book about "political efficiency" (Saul, 1997). Those in power thus use influence, manipulation and acts of deceit out of necessity. While some historians call Machiavelli amoral and opportunist, others argue that he was a political realist. Irrespective, Machiavelli offers profound insights into the politics of sport organisations, an area largely ignored in the literature. This presentation compares the tactics and strategies adopted by sport managers to influence others with the political devices described in the works of Machiavelli.

Based on data from semi-structured interviews of eight Canadian National Sport Executive Directors, instances of influence tactics and strategies were substantiated through the use of "narrative vignettes" and derived from definitions in the organisational politics literature. Case evidence was then compared with the principles and recommendations described by Machiavelli in *The Prince*, *Discourses on Livy*, and *Art of War*.

Parallels between the tactics used by Directors and Machiavellian devices were discussed within the context of each organisation's policy process. Results showed that influence tactics and strategies were used for goals perceived by the Directors as necessary and beneficial to the organisation. Directors perceived using influence devices to foster accountability among members of the board and to increase efficiency in their organisations.

Though speaking in the contexts of despotic rulers and their kingdoms in the early 1500's, themes of Machiavelli's works are still applicable today. This presentation challenges the view of organisations as mechanistic structures and sees them rather as groups subject to the influences of individuals who have their own interests, motives, values and ideologies. Machiavelli in fact condemned half-hearted immoralists. Nothing confers such honour on a new ruler, as do the new laws and institutions he devises; for these when they stand on a solid basis and have a greatness in their scope, make him admired and venerated. (orchestrating events)

On a prince who is not experienced:

[It] must be inferred that good counsels, whencesoever they come, are born of the wisdom of the prince, and not the wisdom of the prince from good counsels. (p.193)

Machiavelli's most famous work has been described as the art of tyranny. Perhaps this is a sad comment on our organisational society having associated this with a management style. The politics of sport management have been ignored, though I'm sure only in the academic sense and not in the practical one.

Selwyn, D. and Purchase, S.

Event Feasibility Study: Lessons from the Australian University Games

Feasibility studies have become an integral part of the formative process when bidding for a major sporting event. Relatively little academic attention has been focused on this process. This study examines the role of feasibility studies in bidding to host a national sporting event. Key points are illustrated by reference to the feasibility study conducted for Australian University Sport – North (AUS-North) pursuant to hosting the Australian University Games (AUG's) on Queensland's Gold Coast. This effort is particularly instructive because it illustrates how the terms of reference for this type of study can enhance the study's outcomes when those terms are flexible. Further, the experience illustrates ways in which a feasibility study can establish the frameworks for a subsequent business plan. Three elements were found to be important in the process: (1) establishing appropriate terms of reference for determining the optimum date for the event; (2) identifying and establishing relationships with key stakeholders; and (3) coordinating key organisational elements.

When identifying appropriate dates the most significant element to consider is the presence of other events at the location, since these would compete for spectators, media, sponsorship, volunteers, facilities, and accommodation. The feasibility study had to demonstrate that each of these elements (especially media, sponsorship, volunteers, and facilities) would be available in appropriate quantity, with appropriate quality, and at an appropriate cost. In the case of the AUG's, it was found that competition from other events in 2000 (particularly the Asia-Pacific Masters Games) would make the event difficult to stage. However, the lack of a comparable event in 2001, made that year feasible. Further, the fact that the Asia-Pacific Masters Games would be held the year before would establish a basic infrastructure of volunteers and facilities that could be put to use by the AUG's in 2001, thereby reducing event costs.

Once appropriate timing can be established, it was essential to identify key stakeholders. Four genres of stakeholder are important: local governing bodies, state sporting organisations (SSOs), sport volunteers, and media. Relevant state bodies (eg., the events corporation) may also be important if the event seeks their funding. In the case of the proposed Gold Coast event, it was necessary to identify specific individuals within each genre who could provide expert advice about the various elements required to host the Games. These people were approached for their views, and an effort was made to create collegial relationships with each stakeholder. In so doing, the necessary relationships to facilitate eventual hosting of the event were put into place.

Finally, feasibility requires that the key organisational elements can be coordinated. Stakeholders must be able (and willing) to work together. The necessary human resources must be made available (from the local council, SSOs, local sporting organisations and universities). Collectively, event sites, accommodation and transportation need to be coordinated. In the case of the AUS Games, most organisations and stakeholders were known to each other. The key task for the Games organisers would be to establish an administrative infrastructure that would coordinate them. Thus, in this instance, feasibility hinged on the capability of the organisers to provide the necessary administrative capacity.

These lessons are explored and key implications are presented. It is suggested that these provide a useful framework for designing and implementing event feasibility studies in general.

Shilbury, D.

Board member influence: roles and functions. A study of Victorian sporting organisations

The role of the Board of Directors in for profit organisations is voluminous in the corporate governance literature (Sheikh, 1995; Monks, 1995; Charan, 1998; Mills, 1981). The role of the Board in non-profit organisations, however, is not as prevalent in the literature when compared to that of for profit organisations. This is not to suggest, however, that information pertaining to non-profit organisations is by any means limited in quality. In relation to corporate governance Wolf noted, that "because it is not easy to describe non-profit organisations, it is difficult to manage and hence define roles of governance" (p. 5). The governance of sporting organisations in Australia has changed quite considerably over the last 20 years. It has been extensively documented that governance of sport organisations in Australia has shifted from volunteer administration to a professionally oriented system based on paid personnel (Shilbury, 1990, 1993; Mills, 1994). Increasingly complex issues confronting the modern sport manager have also flowed through to the board influencing the type, style and nature of governance of sporting organisations. Tensions evident in the transition from amateur to professional governance have contributed to the need to examine the role of the Board of Directors in sporting organisations.

The purpose of this study was to determine and analyse the role of the Board of Directors in State Sporting Organisations and to specifically examine changing roles and identify current and future roles as perceived by both the Board and Executive Directors. The study was also designed to examine actual and preferred influence of both the Board and Executive Directors and Board staff relations. The research population consisted of Victorian State Sporting Organisations with paid employees and a constituted Board of Directors. Thirty-six sports were identified and invited to participate. Subsequently, 28 agreed to participate with 241 surveys distributed (213 to Board members, 28 EDs). Overall response rate was 52.7% (n=127) with 102 surveys returned from board members and 25 executive director surveys returned.

The survey used was a modified version of Inglis' (1997) adaptation of Murray, Bradshaw and Wolpin's (1992) instrument used to study 400 Canadian non-profit organisations. The Murray et al., study identified seven roles or functions for the Board of Directors and these, along with two others added by Inglis (1997) were used in this study. The instrument was divided into four sections: a) Board Functions – Actual & Preferred; b) Board Functions – Importance & Performance; c) Board staff relations; d) Characteristics. The purpose of this paper is to report findings in relation to significant differences that exist between the Board and Executive Directors in actual, preferred and importance of roles. Results show some significant difference ($p \leq .05$) between the board and executive directors on board influence, executive director influence and preferred influence. For example, significant differences are noted between the board and executive directors in relation to board influence on strategy, but no differences are detected on the preferred level of board influence on strategy as indicated by both board members and executive directors. The results also highlighted a leadership paradox whereby both board members and executive directors believed that leadership of the organisation came from each respective group. In other words, executive directors viewed themselves as the source of leadership as did board members. The extent to which this may in reality be a form of shared leadership and a genuine form of stewardship will also be examined during this presentation.

Smolianov, P.

Evaluation model for corporate marketing through televised sporting events

According to Rossiter and Percy (1997), 50% of sponsorship programs fail. International research indicates that frequent inefficiency of corporate sport marketing is caused by limited planning, objective setting and evaluation (Smolianov, 1998). Where sport is concerned companies often forget about the due process and consideration they would adopt in almost any other business context. Perhaps it's the excitement of involvement, or the feeling that sport isn't like 'real business' (Lynch, 1999). 60-75% of Australian companies are sponsors, but only 50% of them can determine whether they reach sponsorship objectives. 30% of these sponsors do not evaluate their sponsorship investments at all. One of the most important and difficult issues within sport marketing at this stage (for both the industry practitioners and researchers) seems to be the evaluation of campaign effectiveness and its integration in the campaign management process (Smolianov, 1998).

This presentation outlines a new evaluation model which can be used by corporations involved in sport marketing, sponsored sporting organisations and companies facilitating the sport marketing exchanges to better manage corporate marketing through televised sporting events.

The evaluation model was developed in 1997-1998 as part of a systematic management of sport marketing campaign (Smolianov, 1998) through reviewing data from 50 academics and private consultants in Australia, Europe and the United States. In 1998-1999, 16 experts validated the developed sport marketing evaluation steps as well as sport marketing objectives used as evaluation criteria in the model. The expert panel included industry practitioners whose primary job was to manage or evaluate corporate marketing campaigns through televised sporting events and academics specialised in sport marketing with evidence of publications on the topic. The responses were based on major televised sporting events managed or evaluated by the experts. Events included: Australian Tennis Open, Motorcycle Grand Prix and Rugby Union Games in Australia, NFL Super Bowl, NCAA College World Series and Baseball World Series in the USA, Commonwealth Games in Malaysia, European Rugby Cup Final in Ireland and Soccer World Cup in France.

From 23 corporate, product, personal, media, event and cost objectives offered to experts for validation 13 were included in the model as the most important objectives of a televised sport marketing campaign. According to the experts, these objectives should be used as criteria in the two evaluation steps indicated to be the most important by the experts within campaign management process. These steps are: a) to pre-assess a number of events for compatibility with corporate positioning to determine which events can be sponsored, and b) to measure output and effect of sponsorships and advertisements to track campaign performance. If resources allow, campaign managers should use the more in-depth campaign evaluation steps: a) test potential sponsorships and advertisements with the management to narrow the options to most suitable for the corporate strategy and b) pre-test potential sponsorships and advertisements with target markets to adjust the creative according to consumer's feedback.

The presented model is currently being used to survey industry professionals around the world and determine effectiveness of sponsorships of televised sporting events in comparison with advertisements during these events.

Spinks, W. L. and Harper, A.

The organisational effectiveness of Australian soccer: A print media perspective

Despite Australian soccer's popularity, high levels of participation and the international success of its players and teams (Bradley, 1990; Jones & Moore, 1994), the National Soccer League appears troubled. In particular, sponsorship funding has been difficult to secure. Irrespective of their accuracy, public and corporate sector perceptions as to the effectiveness of Australian soccer will impact upon the organisation's effectiveness. National sport organisations must be effective to be successful that effectiveness, being contingent upon a number of variables (Chelladurai et al., 1987). The nature of media content related to organisational effectiveness will, in part, determine the degree to which various groups associate themselves with the sport, hence impacting effectiveness indicators. Determining the nature of print media portrayals of Australian soccer allows for consideration of its organisational effectiveness as well as recommendations for improvement.

The purpose of this study was to establish the extent to which the print media's portrayal of Australian soccer reflected the systems-based dimensions of effectiveness (Input - Human Resources [IHR], Input - Monetary Resources [IMR], Throughput - Mass [TM], Throughput - Elite [TE], Output - Mass [OM], Output - Elite [OE]) of a national sporting organisation as proposed by Chelladurai et al., (1987). A content analysis was performed on the coverage of Australian soccer in two major metropolitan daily broadsheet newspapers, The Sydney Morning Herald (from May 1990 to May 1996) and Melbourne's The Age (from January 1991 to May 1996). A sample of 1166 soccer articles was compared against the model. Frequency tallies were compiled of the number of comments relevant to the model's 6 dimensions and 26 effectiveness indicators and by coding media content as being positive, negative or neutral.

The results indicated that the dimensions of effectiveness represented by the adopted model were reflected in print media coverage of Australian soccer. The number of comments relevant to the model's 6 dimensions totalled 2 667. Chi square analysis revealed that IHR received significantly greater coverage than the other 5 dimensions ($p < .01$). IMR and TE dimensions were reported with frequency well above that expected. OM and OE dimensions appeared less frequently and only TM was covered with the expected frequency. Chi-square comparison found that of the 26 indicators, 6 (24%, 5 dimensions) were covered more often than expected while 7 (28%, 4 dimensions) were covered less frequently than expected ($p < .01$). In qualitative terms, the portrayal of the dimensions of effectiveness was negative (44%) particularly in relation to Throughput processes (21.2%) while neutral Throughput (2.1%) and neutral Output (1.5%) comments were less frequent than expected ($p < .01$).

This study supported the hypothesis that the print media will provide information about the organisational effectiveness of Australian soccer. In doing so, it demonstrated that indicators of effectiveness related to the media should be included in future models, which seek to measure the effectiveness of national sporting organisations. This study also provided Soccer Australia with a version of the public's view of its organisational effectiveness and affirmed that in the 6 years following the publication of the Bradley (1990) report Australian soccer's media profile continued to be problematic. Future research should consider the extent to which media comment of organisational effectiveness varies from comment about other issues (eg. ethnicity) influencing Australian soccer

Stavros, C. and Westberg, K.

Using database marketing to build customer relationships: Opportunities for sport marketers

Organisations are continually challenged by an intensely competitive marketplace and the increasing demands of their customers. As a result, most companies are exploring techniques and strategies which will allow them to improve the effectiveness of their marketing effort.

Marketers have realised that new customers can be difficult to find and costly to acquire. As a result, they have begun to develop strategies for retaining and enhancing the relationship with existing customers. It has been suggested that "customer relationships will be seen as the key strategic resource of the business" (Fletcher, Wright and Desai 1996). As such, relationship marketing is at the forefront of most companies' marketing strategies.

To assist with the development, maintenance and enhancement of a customer relationship, marketers have turned to technology, particularly in the form of database marketing. The benefits of database marketing are numerous and well documented (Hughes, 1996; Jackson and Wang, 1996; Shepard et al. 1995). One of the most critical outcomes of database marketing is the ability to segment customers into homogeneous groups (Lewington, de Chernatony and Brown 1996). In particular, this allows an organisation to identify its most profitable customers and increase retention of those customers.

In addition, it has been said that "identifying the best strategies to attract the right type of customer is the first step in the development of ongoing customer relationships and loyalty" (Wang and Splegel 1994). Therefore, a strategically planned database will allow marketers to determine customer profiles which can be used to identify the best prospective customers, promote and cross-sell relevant products to existing customers based on past purchase behaviour and accurately target various communications, including the company's direct marketing efforts.

Many service organisations have long recognised and utilised the power of their customer database in attempting to create a sustainable competitive advantage. Sport has all the characteristics of a service by definition and can therefore benefit by analysing, applying and planning through the existing frameworks supplied by services marketers.

A heavy reliance on consumer goodwill, media interest, established traditions and limited competition has helped many sports exist and even prosper despite limited marketing attention in the past. The changing face of the entertainment industry and consumer expectations has now rapidly altered that scenario and sports of all sizes and types have realised that marketing means more than just sponsorship and ticket sales.

This paper explores the ways in which two sporting organisations, The Australian Open Tennis Championship and Carlton Football Club, are currently using their marketing database and highlights opportunities for sport marketers to better utilise their database in building customer relationships. Although a strong case can be presented for the concept of database marketing, an effective strategy is not easily achieved. It is suggested that a number of factors are critical to the successful implementation of a marketing database in the sporting industry.

Stewart, B. and Nicholson, M.

Modelling the Progression of the 'Fan / Management Relationship' in Professional Sport

Australia's major sporting leagues are engaged in a transformation in which fans are viewed as users and consumers (Horton, 1998; King, 1997). Marketers have remodelled spectators into valued clients (Mullins et.al., 1993; Shilbury et.al., 1997). As a result, fans have been entrapped within a complex commercial web in which a loss of fan equity can mean a fall in profitability. (Gorman and Calhoun, 1994; Schaff, 1995).

This paper explores the changing relationship between the fan and management in Australian professional sport. The authors will present a comprehensive 'fan/management progression model', and assess its use within a context of rising ticket prices, possible team relocations, mergers, new stadiums, a burgeoning corporate sporting culture and the media/sport production complex.

This paper also problematises the place of the fan by examining the fractured relationship between many fans and professional sporting organisations and teams. An analysis of recent developments in American, British and Australian professional sport landscapes will be used to forecast future Australian fan/management frameworks.

Tower, J.

Developing alliances between professional sport and sport studies

Traditionally, students studying sport, recreation and human movement at Victoria University have undertaken work place learning through a student directed Field Experience Program. Students have been required to seek out placements and negotiate contracts that will meet their own and their industry host's requirements. This system has worked well and students consistently report that Field Experience is one of the most valuable aspects of their course.

During 1999 the School of Human Movement, Recreation and Performance has moved to try to establish formal relationships with a number of professional sporting organisations to establish a "work integrated learning" (WIL) approach. The intention of WIL is to enhance the nature of the learning that takes place in subjects and to work with sport organisations to better meet their needs and develop longer-term projects. It is also hoped that a formal relationship with high profile sporting organisations will also raise the profile of the School's courses. This presentation will report on how well the alliances have been established; how well the WIL has proceeded and make recommendations regarding how the WIL could be applied by other sports studies courses.

Tristram, K.

The structure, design and intent of sport academies in New Zealand secondary schools

Auld and Cuskelly (1999) state that the role of organisations is to achieve society's goals and for this reason, it is important to understand them. The environment in which sport organisations operate has changed dramatically in the last twenty years and the role of those organisations and their associated structures have also changed. This in part is due to sport organisations becoming more professionally managed and a trend towards a decrease in volunteer participation in the sporting system.

De Knop, Engstrom, Skirstad and Weiss (1996) reported that youth sport has become more specialised and differentiated. At the same time, the demands of performance have increased. They suggested also that there has been a trend away from students participating in several sports at school to specialising in one. In addition, Broom (1990) and Gross and Murphy (1990) discussed the move by many Western countries to emulate the socialist states at that time and develop sport schools, to allow athletes to specialise in sporting excellence whilst simultaneously continuing a more conventional academic approach to education. Gross and Murphy (1990) suggested that there is also a need for youth sport schools in New Zealand. The increase in the profile of professional sport in New Zealand has caused many secondary schools to redefine their role with regards to the delivery of sport to their critical stakeholders.

This paper investigated the structure, design and intent of sport academies, specifically how sport academies have changed the delivery of sport in New Zealand secondary schools. Some have suggested that an organisation's structure can be researched by using three dimensions: complexity, formalisation and centralisation (Pugh et. al., 1968). This paper used stratified purposeful sampling to obtain a sample of New Zealand secondary schools with sport academies. Interviews and a review of documents were conducted to determine the structure of those sport academies. Preliminary results indicate that with the creation of sport academies there has been a change in the levels and nature of complexity, formalisation and centralisation to the delivery of sport in New Zealand secondary schools, due to the development of sport academies. This paper will contribute to the

understanding of the structure, design and intent of sport academies, within New Zealand secondary schools.

Turner, M.

Content analysis of branded Australian Football League web-sites on the World Wide Web

The World Wide Web has become the newest mass communication medium in the world today with an audience of over 100 million people. Big business and sport have adopted the Internet as a way to promote themselves to an audience not only within their own borders but outside as well. Sports relationship with the mass media has evolved over time developing from print, radio and television into new Internet opportunities.

The Internet has taken sports to a new level by allowing sport enthusiasts to immerse themselves into millions of sports related web-sites distributed throughout the world. These sites (branded and unbranded) provide opportunities for a diverse range of interactive activities. These include directing on-line sports broadcasts, on-line chat sessions with fellow fans and experts, seeking results of a particular team or sport, or participating in fantasy sports, allowing each user to create their own unique personal on-line experience.

This paper identifies the content of the Australian Football League and member club branded Internet sites. Each site is analysed to determine its use of the traditional elements of the marketing mix. These include; Price (reserved seating, membership and coterie groups), Place (fixtures, ground directions and training), Product (player biographies, histories and game results), Promotion (special events, video clips and screen-savers).

The development of a matrix in which to analyse the content attributes was undertaken with findings reported on and comparisons made between each site identifying attributes considered important. This analysis is a preliminary study of a broader research between National Sporting Organisations, Leagues and Clubs.

Turner, P.

The impact of digital broadcasting on the sport telecast

The development of new television broadcasting technology has impacted significantly on sport and sport broadcasting. This has occurred through the introduction and positioning of more (and smaller) cameras, slow motion replays, delays in restarts and changes to the rules of competition, to name a few, all of which have had a direct impact on sport and the way in which sport is presented.

The development of new television technology is especially relevant given the impact economically and socially that television has on society through its programming and message dissemination features. Sport and sport programming, through its very popularity, is at the forefront resulting from these changes in the technological environment. Entering the new millennium, the introduction of digital broadcasting techniques into Australia will significantly impact on the telecast of key programs, including sport. This paper identifies current developments in digital techniques and potential future implications for sport broadcasting which are likely to arise from the introduction of digital technology. These developments in digital broadcasting will not only be felt by subscribers to Pay-TV, but by all viewers through the introduction of digital terrestrial television broadcasting (DTTB), which is set to eventually override the current free-to-air analogue presentation.

Digital technology provides a broadcaster with unlimited opportunity. This includes the incorporation of aspects such as three dimensional images, cinema quality images and sound and enhanced data services, all of which will impact on the sport telecast. Future large screen television systems are almost certain to need high definition capability for critical program material such as major events like the Olympic Games Opening Ceremony, major sporting fixtures and some movies (Australian Broadcasting Authority, 1997). The opportunity for every sport or team to be represented by their own separate channel, implementing new broadcasting technologies, presents both significant marketing opportunities and potential problems to the sport manager.

Westerbeek, H. M.

The influence of frequency of attendance and age on 'place'-specific dimensions of service quality at Australian rules football matches

The main objective of this research was to test the relationship between five place-specific factors of service quality in spectator sport settings (the dependent variables) and two critical demographic variables, frequency of attendance and age (the independent variables). Responses to the factor items and demographic section of an instrument developed by Westerbeek (1999), of a random sample of 419 spectators at three Australian Rules Football matches, were used to test six hypotheses.

Pertaining to frequency of attendance, spectators were classified as light, medium and heavy users. Light users (28%) were defined as those respondents attending 1 to 3 games per season, medium users (29%) were those respondents attending 4 to 8 games per season and heavy users (43%) were defined as those respondents attending more than 8 games per season. An SPSS frequency table was also used to split the sample in two halves pertaining to age of the respondents, 51% of the sample were younger than 30 years of age and were consequently defined as young spectators. 49% of the sample were 30 years or older and were defined as old spectators.

In relation to frequency of attendance, ANOVAs were run for all five factors. Post-Hoc tests were performed (Tukey) to determine significant differences between the user groups (light, medium and heavy users). In relation to age, t-tests were run for all five factors, comparing old with young spectators. Finally, a Mann-Whitney test was performed on the cross tabulation of age and frequency of attendance. This was done to determine if attendance patterns of older spectators were different compared to younger spectators.

Significantly more than light users, heavy users place importance on those characteristics of the stadium and its environment that makes them feel at home, predominantly because this creates an environment in which they feel most comfortable to fanatically support their team. For this reason, uncertainty of outcome is a less desired characteristic of games for heavy users. They simply want their team to win.

Significant differences found between older and younger spectators, mainly in relation to the factors 'Home', 'Social facilitation' and 'Auditory/Olfactory', indicated that older spectators place more importance on those characteristics of the stadium (environment) that makes them feel at home, than younger spectators do. Opportunities to engage in casual conversation was another aspect of the football experience that older spectators valued higher than younger spectators did. Finally, younger spectators placed more importance on experiencing the smells and sounds of the stadium.

Wilcox, R. C.

Reconciling the expectations of stakeholders and stockholders: Toward A Code of Ethics for the Global Sport Marketplace

This study systematically addresses the fundamental ethical dilemma facing industry leaders as nation states, and regional trading blocs, are replaced by an ever more complex web of global interdependency in the sport marketplace. Framed by the work of Benjamin Barber (1996), Georges Enderle (1999), Hans Kung (1998), and John McMurtry (1998), the author begins by carefully considering the paradox between the emerging reality of a global business ethic and the continuing conflict between the welfare state and neocapitalism, or *Jihad* and *McWorld*.

The author examines the changing complexion of the global sport industry in the new millennium, one characterised by increased mobility of Labour, capital, products, and technology. Furthermore, while recognising that laws and international trade agreements are essential they have, at the same time, proven insufficient to protect against abuses of corporate power. Accordingly, the author maintains that business entities must be challenged to accept greater responsibility for their policies and actions and demonstrate an improved respect for the dignity and interests of their stakeholders including a commitment to shared prosperity.

Drawing upon recent examples from the global sport industry (including the IOC, Phillip Morris, Nike and other multinational sporting goods manufacturers), this paper examines the cause and potential solutions to such interrelated dilemmas as (a) influence and persuasive practices in production and consumption, (b) economic growth, the environment, and sustainable development, (c) labour exploitation and offshore production, (d) cultural imperialism and domestic reductionism, (e) human dignity and discrimination, and (f) health and welfare considerations.

Finally, utilising the general principles of the Caux Roundtable (founded in 1986) as its foundation, the author proposes *A Code of Ethics for the Global Sport Marketplace* structured around (i) the responsibilities of business, (ii) the economic and sociocultural impact of business, (iii) global business behaviour, (iv) respect for rules, (v) support for multilateral trade, (vi) care for the environment, and (vii) the avoidance of illicit operations.

Built upon a strong theoretical understanding of the importance of an emerging global ethic in the international sport business arena, this paper will furnish industry leaders with *A Code of Ethics for the Global Sport Marketplace* that will help them reconcile the growing profit margins demanded by the shareholder with an improved sense of corporate responsibility to the stakeholder, each so essential to global economic growth and the development of a sustainable world community.

Wood, B. G.

Regional success stories- improving sport management in British Columbia

Acquiring sufficient financial resources for the development of amateur sport programs and management structures is a major challenge for sport associations throughout the world. As traditional government sources are diminishing, sport-governing bodies are required to seek out and secure revenue from private sources. To succeed in the private domain, sport associations must design creative ways to make their product and image attractive to potential sponsors. True to the experience worldwide, amateur sport management in Canada and more specifically in the Province of British Columbia is continuing in an environment, which stresses flexibility, sound business practices and high innovation.

In the province of British Columbia, Canada, a regional series of sport training centres were established in six locations in 1994. The aim of the Regional Delivery system was threefold: to improve training opportunities for rural athletes, to leverage additional community resources for sport development and to increase "partnerships" between Community, Provincial and Federal levels of government. Regional Delivery strengthened community resources by offering matching grants to fund certified coaches in a targeted area through the development of partnership agreements between the Provincial Sport Organisations, community sport groups and other stakeholders. In their six years of operation, these Centres have enhanced training options for athletes and have tremendously improved relationships between government levels. By leveraging a total of 6 million dollars for sport across the province their financial success within designated communities was unquestioned. Sport results within the province since the inception of Regional Centres have been encouraging. British Columbia succeeded in an unprecedented third place finish in two consecutive Canada Winter Games (1995 and 1999) and continues to dominate Western Canada Games competition. In 1998, athletes from British Columbia accounted for 28% of Canada's National Teams. This was a rise from 20% in 1990.

A case history approach examined the primary ways that change in sport management at the community and provincial level occurred including the strategies used for ongoing success. From a government policy perspective three components of program implementation were assessed: the planning framework that initiated the program, the evaluation strategy that assessed program effectiveness and the creation of the "Best Practices" document which listed exemplary program practices at these Centres. It was the Best Practices document and its wide readership in Canada that was examined as a tool for further sport management system improvements. At the Sport Centre management level, assessment was carried out on two criteria: it's ability to operate effectively and it's ability to support athlete development. Management effectiveness was investigated by examining the organisational configuration and its associated organisational performance. In the final area of evaluation, each Centre was assessed on its efficiency in program delivery and appraised on two criteria: it's success in sport participation by the public and elite athlete achievements. The Regional Sport Centre System was integrated into the Canadian National Sport Centres system in 1997 and its impact and subsequent opportunities for sport development were explored at each Centre. Speculation on the key future trends in sport management in British Columbia and Canada and their corresponding influence on the BC Regional Centre system concluded the research.

Wood, B. G. & Soutar, G.

Compassion and organisational citizenship behaviour in sport management

Engaging the heart as well as the mind is challenging particularly within the work experience. Empathy and compassion are competencies that are hard to accomplish because they draw on our emotional energy resources and often the organisational environment does not enable us to freely express ourselves. In organisations there is suffering and pain, as there is joy and fulfilment. Organisational Citizenship Behaviour (OCB) is considered above and beyond the call of duty – it is discretionary and it is not rewarded in the context of the organisation's formal reward structure. Citizenship behaviour relates to organisational performance effectiveness in three ways: a) by increasing collective outcomes achieved; b) by freeing up resources for productivity and c) by helping to free up time for more efficient planning, scheduling and problem solving.

Compassion is defined as the "sympathetic consciousness to others' distress, together with a desire to alleviate it". To act with compassion requires a degree of courage – one must go beyond the technical, imperative, and rules of the organisation, often involving new practices that embrace empathy and a readiness to connect to others. Compassion changes the tone, and the quality of the organisational experience of those involved. "Compassion burnout" is a real outcome and is an important organisational issue. When organisational leaders chose to inflict pain and suffering on others in the leading process, emotional toxins are the result. There are costs to individuals and the organisation when there is toxic leadership. The price of compassion is compounded in organisations that are highly dysfunctional and which generate large amounts of toxin.

There is a sense and a feeling that compassion can strengthen our understanding of organisational life. Without an understanding of compassion within organisation theory there is a risk that theory will remain beyond paradigmatic understanding.

There is a need for dignity and self-respect in these settings and to the extent that our theories, models and practices ignore these dimensions so do they distort our understanding of life in these enterprises. Invoking notions of compassion opens our eyes to see organisations in new ways. Engaging compassion within existing theories richly augments organisational theory/

While the concepts of Organisational Citizenship and Compassion have received wide recognition within the business and commerce literature, the topic has not been explored in sport and recreation management, which is largely, governed by "not for profit" organisations. By its dependency on voluntary organisations at community, State and Federal levels, sport and recreation management offers a rich research opportunity to consider the expression of citizenship and compassion by staff and volunteers. Much can be learned from applying these principles to this unique domain. Enhanced work experiences is the ultimate aim of research of this nature.

This presentation will focus on the compassionate side of sport management by introducing the OCB model and identifying the antecedents of citizenship and compassion from existing research within business. A meta-analysis will be used to express the research findings to date and to apply them to the sport management context for its future application.

Yu, C.C.

Features of the Top 5% Sport Web Sites

The World Wide Web (WWW) has created one of the most spectacular communication phenomena of the 20th century. Today, more than 150 countries have direct access to the Internet (eMarketer, 1999). Furthermore, the eMarketer Report (1999) projected that global user growth will quadruple over the next five years, from 36 million in 1997 to 142 million by the year 2002. One explanation for this phenomenon is the remarkably easy access to the hyperlink of WWW, and availability of interaction with other users, which motivates individuals or organisations to set up Web sites. Because of its unique features and advantages, there are currently thousands of sport related Web sites, whose creators range from government agencies, fitness centres, institutions, and sport professions to manufacturers of sports products.

With the growth of Web sites in excess of 1,000 per day, the amount of information available to users on the Internet is extraordinary (Bhasin, 1999). It is, therefore, becoming increasingly important for sport organisations to be able to attract users to visit their Web sites. The feasibility of attracting users relies on creating accurate, creative, and value-added Web sites. This study was designed to analyse the features of successful sport related Web sites in order to provide sport

organisations with suggestions for establishing well-designed Web sites. A "Feature Category" was also developed to provide guidelines by which sport organisations can modify and enhance the quality of their sites.

Previous researchers (Ghose & Dou, 1998) have used Web-ranking reports such as Lycos to study important issues on the Internet. Lycos classifies a separate top 5% list for different categories, such as sport, technology, and education. Since there is a list for the top 5% sport sites, this makes the Lycos Top 5% sites list especially relevant to this study.

Content analysis was used to investigate the 132 Sport Web sites, using samples listed on the Lycos "Top 5% Sport Sites." Fifty-two evaluation criteria were used to analyse features of the top 5% sport sites. The criteria were identified from a review of the literature, which consisted naming of Mok's (1996) 4Cs design model (control, consistency, corroboration and context) and "Forms of Interactive Functions" (Ghose & Dou, 1998), and other design principles (Fleming & Levie, 1993; Keller, 1987) as subcategories.

This study through design recommendations summarizes the features of successful sport Web sites. Based upon an analysis of the top 5% sport sites, the researcher found that the greater the implementation of design principles, the more likely it was for the Web site to be evaluated as a high quality site. Additional results indicate that the interaction with users plays a significant role in strengthening the quality of the Web sites. The pattern of appealing design principles and interactivity allows users to become more actively involved than they would be by using a traditional passive role. Results of this study highlight the importance of specified design recommendations and user-support functions as critical factors in creating sport Web pages.

Zakus, D. H.

Bourdieu's conceptual framework and the study of sport and sport tourism management

This paper explores the theoretical work of French sociologist Pierre Bourdieu in terms of its salience for studying sport and sport tourism management. The conceptual basis of Bourdieu's work (especially 1979) seeks to understand how cultural practices and economic position (a form of class analysis) combine. In particular, the concept of habitus is central. Fiske (1992) provides the following succinct definition: "A habitus involves not only the cultural dimension of taste, discrimination, and attitude towards the cultural objects or events, but also the social dimension of economics (and education) upon which those tastes are mapped: a habitus is thus both a mental disposition and a 'geographical' disposition in the social space" (p. 45).

These interrelated cultural and economic resources form particular habits and attitudes that produce and ultimately reproduce class distinctions. In this is a combination of Marxist based class analysis and a structuralist approach emanating from the school of French Structuralism. Bourdieu's focus on the cultural aspects provides a much fuller analysis of the social construction of human agency. That is, he seeks to understand how different and differing (cultural and economic) resources are pivotal to the way people structure their lives and social practices, rather than focusing on traditional class distinctions of wealth, income, occupation, education, etc. (although these form part of his overall analysis). It provides an important analytical framework for the structure/agency debate and a dialectic analysis.

Thus the analysis "uncovers a double cultural distinction: (a) a differentiation in terms of resources and practices . . . and (b) a differentiation in terms of the categories of judgment that agents apply to

actions, persons, and cultural goods" (Defrance, 1995, p. 126). What in fact are identified are different forms of 'cultural capital' that define combinations of social and material activities. It is the indication of these combinations (that are similar to but greater than the bundles of market preferences usually identified) that are important for the sport and sport tourism manager.

Bourdieu has written on sport (1978, 1988); however, his oeuvre embraced a broader social analysis. In this, he did not focus on tourist preferences and activities, especially those involving sport activities or spectating. Whilst some indication of such activities are present in his analysis and construction of class habitus and cultural capital, eg., sport participation, sport spectating, theatre going, museum visits, etc., his work provides a fruitful conceptual base for further understanding how sport and sport tourist consumption habits, attitudes, judgments and preferences are formed. A lacunae in this work is further noted by Fiske (1992) in that Bourdieu focuses on the upper classes and misses those located below the economic divide. Clearly those in the 'subordinate classes' are a wider, if not as wealthy, pool of sport-based consumers.

In a keynote address to the 1998 SMAANZ Conference Trevor Slack emphasised the need for a sound sociological basis in sport management research. How sportive and tourist habituses are formed is important for sport managers as they provide a wider understanding of the individual. This conceptual understanding of the individual emanates from a number of social and cultural sources that indicate more than traditional management and marketing foci. All of this has saliency for sport managers as hypotheses can be drawn to better understand how habitus indicates certain patterns of consumption directly in sport (active/spectating) and sport tourism. Such an approach broadens the identification of consumer preferences and behaviour.

Following the description of Bourdieu's conceptual framework this paper goes on to identify the importance of these concepts for structuring and marketing sport and sport tourism specifically. Next the paper will exhibit the taxonomical approach inherent in this type of analysis as a fundamental precursor to the empirical analysis for a broader project being undertaken. Here, again, it will be possible to show specific sport management hypotheses.

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