Acknowledgements

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- Patricia Webb, Faculty of Human Development, Victoria University
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- Carleen Abela, Faculty of Human Development, Victoria University
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- Damian Cato
- Lucinda Gale
- Caroline Johnson
- Emma Kerry
- Annabelle Larkin
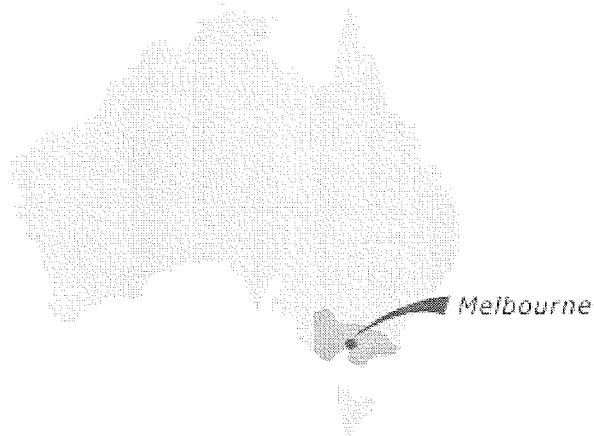- Kate Letson
- Michael Lloyd

The following sponsors for their generous support:

- Melbourne Aquarium
- Australasian Leisure Management
- Crown Entertainment Complex
- Mars
- Human Kinetics
- Vicsport
- Duxton Hotel
- Victoria University

General Information

Welcome	
Welcome to the 7th Sport Management Association of Australia and New Zealand conference. Victoria University, the School of Human Movement, Recreation and Performance and the Sport Management and Policy Unit are proud to host this conference and its guests. We trust your stay in Melbourne will be enjoyable and that the theme of 'Global Issues in Sport Management' will be both challenging and enriching.	

Conference Committee	Information / Registration Desk
Clare Hanlon Matthew Nicholson Bob Stewart	The information / registration desk is located in the foyer of the conference venue, outside room 1, and adjacent to the bar. Any enquiries should be directed to the desk in the first instance.

Conference Team	Message Board
Damian Cato Lucinda Gale Caroline Johnson Emma Kerry Annabelle Larkin Kate Letson Michael Lloyd	A message board is located near the information / registration desk. The board will be used to notify delegates of important announcements, or to signal to delegates that the conference committee has received a message for them. Please check the board regularly for updates.

Help	
Each member of the conference committee / team is identified by a blue name badge. Please feel free to approach members of the conference committee or team at any time during the conference.	

Conference Venue	Name Badges
Victoria University 300 Flinders St Level 12	Your name badge is your official conference pass and should be worn to gain entry to all sessions and social functions.

Telephone / Fax	Mobile Phones / Pagers
Emergency telephone and fax services can be accessed at the conference venue. Please refer to the information / registration desk with any requests.	We request that mobile phones and pagers be switched off during the conference sessions, as a courtesy to presenters and fellow delegates.

Negotiating the City

Melbourne

Taxi / Cab	Public Transport
The following is a list of three companies that provide taxi services, and a phone number for each. Black Cabs - 13 22 27 Silver Top - 13 10 08 Arrow - 13 22 11	Trams run outside the conference venue. Tickets may be purchased on board (coin only). Flinders Street train station is opposite the conference venue. Tickets may be purchased at the ticket booth. Tickets for trams and trains are available for all-day travel, or for a period of two hours.

Currency Exchange
109 Collins St, City Telephone: 9654 2768 Hours: 8:00am - 8:40pm, 7 days per week

Telephones	Useful Numbers
Calls from public telephones in Australia cost 40c. Most public telephones in Australia now use pre-paid telephone cards. These can be purchased in post offices, newsagents, gift shops and many other outlets in denominations of AUD$5 to AUD$50. They can be used for local, interstate and international calls.	Directory Assistance (Australia Wide) - 1223 Directory Assistance (International) - 1225 Operator Assisted Calls - 1234 Time - 1900 912 000 Weather - 1900 122 011 Fire, Police and Ambulance - 000

Social Program

Thursday Night - Registration

The registration function will be held at the conference venue (Level 12, 300 Flinders St).

Friday Night - Free

There are no social activities planned for Friday night. This is an opportunity for conference delegates to gather together informally and enjoy Melbourne's restaurants, bars, pubs, cafes, clubs and other attractions. We suggest that as a starting point you take a stroll around Southgate, which is full of restaurants and shops, and is only a short walk from the conference venue. Southgate is located on the other side of the Yarra River to the conference venue. To access Southgate, proceed through Flinders Street station and on to the footbridge that crosses the Yarra River.

Saturday Night – President's Dinner

Journey into Subspace at the Melbourne Aquarium

Cocktails and tour of the Melbourne Aquarium from 5pm to 7pm (Cnr Queenswharf Rd & King St, Melbourne).

Delegates are asked to meet at 4.50pm in the marble foyer of the Duxton Hotel, for a stroll along the banks of the Yarra River to the Melbourne Aquarium.
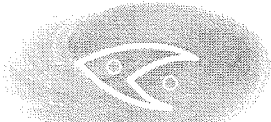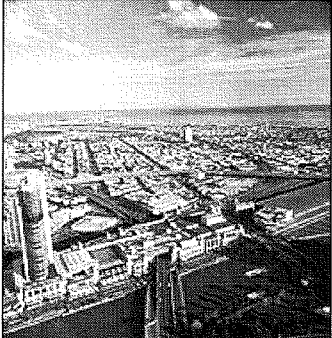

President's Dinner

Three-course meal from 7pm till late at the conference venue (level 12, 300 Flinders St).

Selected Attractions

Melbourne Aquarium

The Melbourne Aquarium is open every day of the year from 9.30am - 6pm.

Cnr Queenswharf Rd & King St, Melbourne, Victoria 3000 Australia

MELBOURNE
AQUARIUM

Melbourne Observation Deck

Spectacular 360-degree panoramic views of Melbourne and surrounds, from the tallest building in the Southern Hemisphere. Facilities include 'Rialto Vision' the award winning sight and sound extravaganza, gift shop, licensed cafe, function room and 'Zoom City' live action cameras. Open from 10am until late, 7 days a week.

525 Collins Street, Melbourne
Telephone: 9629 8222

Melbourne River Cruises

No visit to Melbourne would be complete without an award-winning trip on the Yarra with fantastic views and informative commentary in the comfort of a Melbourne River Cruiser. All vessels are fully enclosed with on board amenities and snack bar.

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The Crown Entertainment Complex is located on the north facing banks of Melbourne's Yarra River. The Complex combines gaming, hotel, convention, restaurant, retail and comprehensive entertainment facilities in one of the most innovative and technologically-advanced sites in the world. Crown is open 24 hours a day, 7 days a week except on Christmas Day, Good Friday and Anzac Day. On these days Crown is closed from 4am and re opens 12 noon. Customer Information Centre: 9292 5505

Conference Venue Map
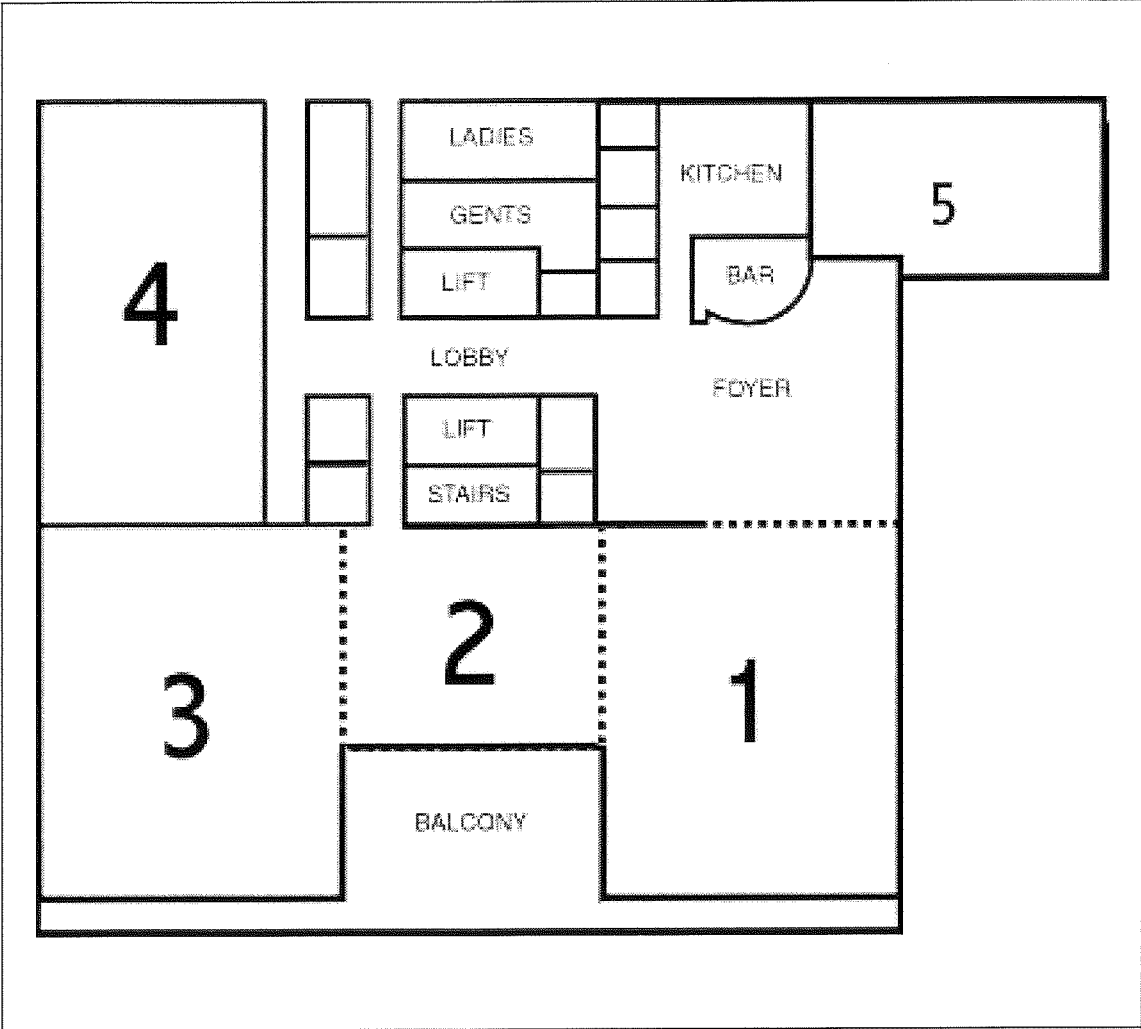
Program

November 30 (Friday)	
8:30 – 8:45	Registration
8:45	Conference Opening (Room 1)
8:45 – 8:50	Welcome by Clare Hanlon (Conference Chair)
8:50 – 9:00	Welcome by Professor Carol Morse (Dean, Faculty of Human Development)
9:00 – 9:10	Welcome by Professor Terence Roberts (Head, School of Human Movement, Recreation and Performance)
9:10 – 9:20	Welcome by Professor David Shilbury (President, SMAANZ)
9:20 – 9:30	Conference administration
9.30 – 10:00	**Keynote Address – John Harden (Chief Executive Officer, Melbourne Grand Prix Corporation)**
10:00 – 10:25	Morning Tea
10:30 – 12:00	Concurrent Sessions (1)
12:00 – 12:55	Lunch
1:00 – 2:30	Concurrent Sessions (2)
2:30 – 2:55	Afternoon Tea
3:00 – 4:30	Concurrent Sessions (3)
4:30 – 6:00	Publishing Workshop (Room 1)

December 1 (Saturday)

8:30 – 9:15	Keynote Address – Hon. Iain Evans (South Australian Minister for Environment and Heritage, Sport, Recreation and Racing, and Volunteers)
9:15 – 10:45	Concurrent Sessions (4)
10:45 – 10:55	Morning Tea
11:00 – 12:30	Concurrent Sessions (5)
12:30 – 1:00	Lunch
1:00 – 2:30	Concurrent Sessions (6)
2:30	Afternoon Tea
2:35 – 4:00	**SMAANZ AGM**
4.50	**Meeting Point:** **Duxton Hotel - 328 Flinders St [Marble Foyer]**
5:00 – 6.50	**Journey into Subspace – Cocktails and tour of the Melbourne Aquarium**
7:00 – 12:00	**President's Dinner** **Victoria University, 300 Flinders St, Level 12 (conference venue)**

Friday, 10.30-12.00 (Session 1)

Theme: Comparative Sport Policy (Room 1)

Sam and Batty	Channelling the voice of all New Zealanders: Is getting set a false start?
Ferkins	Leading philosophical change: Forward steps in the overhaul of New Zealand sport
Baka and Semotiuk	Trends in national government sport policy in Australia and Canada: Where to now?

Theme: Managing Diversity in Sport (Room 2)

Taylor	Managing cultural diversity in community sport
Maher	By invitation only – Bringing women on board: A study of facilitators and barriers for female representation on state sporting association (SSA) boards in Victoria
Roberts	Sex sells women's sport

Theme: National Sport Organisation Management (Room 3)

Sotiriadou, Quick and Shilbury	High and low profile Australian Olympic and non-Olympic NSOs
Tait and Randall	Athletics Australia: A new model for national sports organisations
Shilbury and Moore	Determinants of organisational effectiveness in national Olympic sporting organisations

Theme: Sport Branding, Sponsorship and Licensing (Room 4)

Santomeir	Sport mega-brands: Global marketing strategies
Smith and Westerbeek	Location dependency of AFL and NRL sponsors
Edwards	Mega Trends in Sport - Alternate Channel Distribution

Friday, 1.00-2.30 (Session 2)

Theme: Sport Tourism (Room 1)

Campbell-Price	Harnessing the synergies and strengthening the links in sport tourism
Purchase	Sport and place marketing: Lessons from pre-event training camps for the Sydney 2000 Olympic Games
Digance and Leask	Sport tourism and the meeting market

Theme: Player Management (Room 2)

Francis and Lancaster	The value of elite athlete development programs
Donaldson	Management issues for athlete wellbeing
Francis	Managing the relationship between the media and elite athletes

Theme: Sport Sponsorship Management (Room 3)

Arthur, Carroll and Skinner	The process of sponsorship implementation and management in Australia
Davies, Ashill and Joe	The assessment of consumer attitudes toward to sponsorship: The framing and interpretation of analysis: Further lessons from an ongoing study of the New Zealand rugby union's national provincial championship
Batty and Sam	Sport sponsorship: There is no such thing as a free lunch

Theme: Sport Participation and Development (Room 4)

Walker	Targeting teenagers
Gaskin and Garland	New Zealand adolescents' participation in cricket
Carlson	The impact of social and ethnic diversity on youth sport in Sweden

Friday, 3.00-4.30 (Session 3)

Theme: Social and Economic Impacts (Room 1)

Ashill and Davies	The economic and social impact of stadia and professional sport franchises
Getz, Brown, Hudson and Miller	Researching the effects of media coverage of events on destination image and demand
Rascher	The place of psychic impact in economic impact analysis: Is it missing from the debate?

Theme: Corporate Promotion and Branding (Room 2)

Bird, Clark, Lee, Cunningham, Frogier, Price, White and Chalip	Capturing market share for Australian licensed sport apparel
Burton and Kahle	Sport heroes as endorsers: Does gender alter effectiveness?
Smolianov	Marketing through televised sporting events

Theme: Sport Stakeholders (Room 3)

Eastgate	The effect of an event on consumer perceptions of benefit: The case of the Gold Coast Honda Indy 300
Fredline and Raybould	A market segmentation analysis of the Asia Pacific Masters Games 2000
McDonald	Does winning matter? On-field performance, satisfaction and the future behaviour of football club members

Theme: Governance and Sport Organisation Performance (Room 4)

Davies and Gianotti	The framing of success in sport – The role of governance and the interdependence of teams, leagues and communities in defining success
Hoye and Auld	Measuring board performance of nonprofit voluntary sport organisations

Saturday, 9.15-10.45 (Session 4)

Theme: Managing Volunteers in Sport (Room 1)

Cuskelly	Declining volunteerism in sport: Where is the evidence?
Jago and Deery	Event volunteers: The management benefits of developing volunteer careers
Simpson, Payne, Hole, Reynolds and Brown	Volunteer administration in rural and regional sport: Issues, concerns and directions

Theme: Sport Management Education (Room 2)

Skinner, Booker, Arthur and Cooley	Online learning: Using email games to enhance the delivery of internal undergraduate sport management programs
Nicholson and Stewart	Applying on-line learning to sport management education through a strategically aligned learning model
Klein and Jones	The who, what and how in sport management education

Theme: Service Quality in Sport and Leisure (Room 3)

Westerbeek and Shilbury	The future of service quality research in sport: A conceptual advance
Howat and Murray	Critical incidents in leisure services: An exploratory examination
Edgecombe	Servicing customers with a physical disability: What do staff of sport and leisure centres, and adults with disabilities, expect?

Theme: Australian Football and Rugby Cases Theme (Room 4)

Haimes	Culture, strategy and performance in the Australian Football League
Booth	Labour market intervention, revenue sharing and competitive balance in the VFL/AFL, 1897-1998
Dickson and Macdonald	Betting information as a predictor of outcome uncertainty in Australian sporting leagues

Saturday, 11.00-12.30 (Session 5)

Theme: The Sydney Olympics Volunteer Experience (Room 1)

Chalip, Kellet and Green	In search of volunteer motives: Liminality and meaning
Fairly, Cuskellly and Edwards	Blending paid staff and volunteers: Instrumentalism versus experience
Lai and Green	Managing volunteers under constant change: Succeeding by learning

Theme: Sport Participation and Migration (Room 2)

Mundy	From sponsorship and spectators to programs and participants in Victorian sport – Reflections on why and how
Eisenhart and Li	The internationalisation of North American professional sport

Theme: Sport Landscape Management (Room 3)

Tower, Jago and Deery	A proposed framework to understand the nature of relationships between sport associations and sport venue management
Zakus	Understanding nostalgia sport tourism: A case study of the old course at St Andrews, Scotland
Spiropoulos and Sotiriadou	Features of the internal and external environments impacting on the planning and operation of the Greek festival of Sydney

Theme: Sport Fan Behaviour (Room 4)

Funk and James	The psychological continuum model: A conceptual framework for understanding an individual's psychological connection to sport (part 1)
James and Funk	The psychological continuum model: A conceptual framework for understanding an individual's psychological connection to sport (part 2)
Stewart and Nicholson	Sport fan formation: a pilot study

Saturday, 1.00-2.30 (Session 6)

Theme: Managing Sport Clubs, Members and Fans (Room 2)

Garland and Mackintosh	Rugby fans' responses to sponsorship
Solonsch	Stakeholder satisfaction measurement in professional sporting organisations
Kearney	Good Sports accreditation program

Theme: Economics of Sport and Tourism   (Room 3)

Rascher	A strategic analysis of team re-location and sport league expansion
Wayman	Sports tourism: Raising the bar
Li and Eisenhart	Building a regional economic development alliance among municipal sport agencies

Theme: Olympics and Media (Room 4)

Stewart	You're closing down the city to do what? A case study of the Sydney 2000 Olympic men's marathon
Moroney	Sydney 200: Managing the media for long term effects
Turner	Wireless (WAP) broadcasting: Implications for sport

Dave Arthur, Jak Carroll and James Skinner

Southern Cross University

The process of sponsorship implementation and management in Australia

The sponsorship of sport is now a commercially oriented and entrenched marketing tool utilised worldwide and worth in excess of $US20 billion per annum. Much has been written on the subject of sport sponsorship, and it has varied from academic analysis and non-academic description. This paper aims to assimilate most of what has already been revealed by research, and combine it together with a major qualitative and quantitative project conducted into the top eighty sponsors of sport in Australia. The paper provides a unique insight into the sponsorship purchasing and management behaviours of major Australian corporations. In addition, it presents a theoretically founded and practically based revision of the Process Model of Sport Sponsorship Implementation proposed previously by Arthur, Scott, Woods and Booker (1998).

Nick Ashill and John Davies

Victoria University, Wellington

The economic and social impact of stadia and professional sports franchises

This paper provides a selective review of approaches to the assessment of economic and social impacts of sport on communities, in particular, the impact of investing in new sports facilities/stadia and/or hosting professional sports and major sports events. The authors will discuss contrasting frameworks used by academics, by those within the sport and business communities, and by local politicians. The authors will then identify whether emergent contrary views are the consequence of the analytical frameworks in use, or are contingent on demographic, geographic or market context. The paper concludes with a comparative assessment of the economic and social benefits and costs associated with the construction and use of a major stadium in New Zealand, and of similar projects in North America.

Richard Baka and Darwin M. Semotiuk

Victoria University, Melbourne and University of Western Ontario

Trends in national government sport policy in Australia and Canada: Where to now?

This paper reviews and analyses recent initiatives by the Commonwealth Government of Australia and the Government of Canada with respect to the development of national public sport policy. The focus will be on the post 2000 Sydney Summer Olympics timeframe and discussions will identify the major policy adjustments and initiatives which have taken place since September 2000.

Despite the tremendous results for Australia at the Sydney Olympics which resulted in 58 medals and a fourth place on the total medal tally, there were some concerns that the Commonwealth Government would dramatically alter and decrease its' funding to sport programs. The actual outcome of the Commonwealth review of its' service to sport resulted in a change in focus to more 'grass roots' funding, and an ongoing financial commitment to sport amounting to $547 million dollars over the next four years. This constituted an effective 40% increase in the sports budget. Funding to the Australian Institute for Sport, financial support to national sports organisations and assistance to other sport programs have been maintained but in some cases at reduced levels. At the same time, funding has shifted to more sport development programs as opposed to the previous emphasis on elite athlete services across a broad spectrum of sports.

Canada finished with a total medal count of 14 at the Sydney Olympics-an overall ranking which tied Poland for 17th place in the final standings. A medal tally by population showed that Canada ranked in 40th position with having earned 1 medal/2,225,000 population. A two year consultation process examining the role and place of sport in Canadian culture concluded with the National Summit on Sport held in Ottawa in April,2001. Here it was announced that an additional $10 million dollars(Cdn)annually for a 5 year period of time would be added to the Sport Canada budget. In August 2001,Canada was pleased to learn that the World Anti-Doping Agency (WADA) would be locating its' headquarters to Montreal, Quebec ,Canada.

The investigation will compare and contrast Australia's and Canada's approach to national sport policy development by way of examining the relevant literature (i.e. annual reports, government media releases, newspaper articles/editorials etc.) and interviewing selected sports administrators and government officials. The analysis will include consideration of the following areas:

- Motives for national government involvement in sport
- Historical factors and considerations-brief overview
- National government philosophy-excellence vs.sport development
- Structural and organisational considerations
- National government expenditures and allocations
- National government programming focus and policy initiatives

Richard Batty and Michael Sam

California State University

Sport sponsorship: There's no such thing as a free lunch

There has been a significant growth in the sponsorship of sport in recent years. The sport management and marketing literature has featured much on the value of sponsorship and the benefits that can accrue to sponsors. There has, however, been surprisingly little attention examining the effects of sponsorship on the sport organisation or event receiving funds (the sponsee). Rarely discussed are the risks, impacts and costs in sport sponsorship.

This paper proposes that there may be unintended effects arising from sponsorships which may result in 'transaction' costs to the sponsee. Transaction costs refer to the expenses or consequences incurred from negotiating, securing, servicing and safeguarding long-term sponsorship agreements. Much of the current literature in sport presents sponsorships as traditional economic exchanges, where agreements are discrete and independent of past or future relations. A complimentary perspective suggests that sponsorship relationships bear a closer resemblance to social or relational exchanges that have altogether different effects on the sponsee. Relational exchanges are marked by flexibility, open communication, and the expectation of future transactions. As such, there may be a variety of costs (and non-monetary consequences) associated with sponsorship that in many instances are not factored into the sponsee's consideration of a sponsorship offer. While some of these costs appear in the marketing literature (such as those associated with monitoring and enforcing contracts), several others have gone unaddressed.

We have identified fourteen interrelated impacts as part of a framework of transaction costs that the sponsee may face prior to, during, or after its involvement with a sponsor. This paper represents a conceptual approach to sponsorship that is absent in the current literature. While we acknowledge that it is not exhaustive, it may provide a point of departure for future empirical research.

Murray Bird, Alison Clark, Bruce Lee, Patrick Cunningham, Vaea Frogier, Chris Price, Kylie White and Laurence Chalip.

Griffith University

Capturing market share for Australian licensed sport apparel

Apparel bearing the name and/or logo of sport teams and leagues, which is produced under license has become an important income earner for many teams and leagues. For example, the Australian Football League's net revenues from licensed products was approximately $8 million in 2000, which represents approximately 7% of total revenue. The standard North American and European explanation for sales of such products is that purchasers are expressing their identification with the licensor (i.e., the team or league). However, licensed apparel bearing the name and/or logo of American and European teams has become a big seller in Australian markets, even though many purchasers know very little about the team or leagues represented, and are unable to articulate any felt relationship with the team or league represented. Nevertheless, the sale of these products within Australian markets represents a loss of potential revenue to Australian sporting franchises as royalties are paid to the American or European organisations represented. This study sought to identify means to capture market share in the licensed apparel market.

The study took place in three phases. In phase 1, seven focus groups (of between 5-12 members each) were run to explore the reasons that Australian consumers might purchase an American or European licensed product over an Australian one. Each focus group was run by a different facilitator in order to keep results independent. The focus groups transcripts were content analysed by each facilitator to identify the reasons obtained for purchase of Australian and non-Australian licensed apparel bearing sport names and logos. In aggregate, 42 reasons were identified by the groups. In phase 2 of the study, the seven facilitators came together for a three-hour session that combined presentation, nominal group technique, group discussion and brainstorming. Each facilitator presented his or her findings. These were then synthesised using nominal group and group discussion methods. The aim was to combine ideas, and bring them together under a set of common themes. Five themes were identified: fashion, quality, promotion, responsiveness to the market, and co-branding. The final portion of this phase consisted of a brainstorming session in which marketing ideas were generated in response to the five themes. Between 1 and 10 marketing tactics were agreed for each of the five themes. In phase 3, each facilitator interviewed one key informant from the sport or apparel industry in order to obtain their opinions regarding the feasibility and likely success of the proposed marketing tactics. In general, it was felt that the proposed tactics would be effective in capturing market share for Australian licensed sport apparel, particularly if those tactics were combined into a common overall strategy. Findings from the three-phased study are described, and implications for the design and marketing of Australian licensed apparel are discussed.

Ross Booth

Monash University

Labour market intervention, revenue sharing and competitive balance in the VFL/AFL, 1897-1998

This paper provides a summary of some key aspects of a recently completed PhD thesis in the Department of Economics at Monash University, Melbourne. The thesis is entitled 'Labour Market Intervention, Revenue Sharing and Competitive Balance in the Victorian Football League/Australian Football League, 1897-1998'. The paper is a theoretical and empirical analysis of whether labour market devices and revenue sharing rules have been effective in equalising the distribution of playing talent between clubs, thereby enhancing competitive balance.

Fort and Quirk's (1995) US model is chosen to analyse the effectiveness of the various devices that have been used in the VFL/AFL to try to improve competitive balance. It has been adapted by assuming that VFL/AFL clubs are win maximisers (subject to a budget constraint) rather than profit maximisers. The various devices used by the VFL/AFL are assessed in terms of their likely impact on competitive balance, with some significantly different theoretical predictions than under profit maximisation. It was found that free agency results in a less equal distribution of player talent under a win maximisation assumption, and gate sharing and league-revenue sharing tend to equalise playing strengths.

Monash University

Rick Burton and Lynn Kahle

University of Oregon

Sport heroes as endorsers: Does gender alter effectiveness?

The use of heroic sport performers in marketing has existed commercially for more than 90 years (Brooks, 1998). However, certain aspects regarding the strategic and tactical use of sport celebrity endorsers are unclear. This paper explores several issues related to the use of sport heroes in marketing communications and the role these heroes play within the larger universe of marketing communications cues. It suggests that advertisers, working in a cluttered advertising landscape, are increasingly using communications messages built primarily around sport heroes. While the construction of marketing communications vehicles customised to male sport celebrities is well documented, advertisers are increasingly using females to sell gender-neutral products. Examples include Mia Hamm and Chamique Holdsclaw for Gatorade, Brandi Chastain for Power Bar, Anna Kournikova for Rolex, Stacy Dragila for Visa, Sheryl Swoopes, and Dawn Staley or Marion Jones for NIKE). Observations addressing this trend toward the continued use of female sport celebrities are provided. The paper specifically proposes that organisations using male or female sports heroes as "promotional levers for increasing sales" need to understand a sport hero's gender in contemporary marketing communications more thoroughly. Specific attention is given to several theoretical alternatives including the ELM, ViSCAP and Social Adaptation Theory. Discussion explores implications from the Match-up Hypothesis and from the different levels of the hierarchy of effects in marketing communications.

Margie Campbell-Price

University of Otago

Harnessing the synergies and strengthening the links in sport tourism

This study aimed to classify and analyse the resource base for sport tourism in two destinations in the South Island province of Otago – Dunedin and Queenstown. Dunedin is a significant commercial centre in New Zealand with a reputation for education and industry. Increasingly it is looking towards tourism as a generator of economic activity. Queenstown is an internationally recognised four-season alpine resort town with a broad range of tourism products, the most well known is its reputation for adventure tourism.

Sport is a major social phenomenon and tourism is the fastest growing industry in the world (Collins and Waddington, 2000; Sport and Tourism Division, 2000). The points of contact between sport and tourism have increased dramatically in recent years, a relationship that is generally compatible and brings mutual benefits for both. Literature suggests that a collaborative relationship between sport and tourism stakeholders would ensure the efficient and effective use of joint resources and maximise the tourism benefits (Gibson, 1998; Glyptis, 1991; Higham and Hinch, 2001).

This study focused on the supply side of sport tourism. Data was collected through a combination of preliminary field-work and semi-structured interviews with key stakeholders. A classification of the resource base for sport tourism was produced separately for Dunedin and Queenstown. Analysis of this resource base focused on the levels of interaction and types of linkages between the stakeholders in sport and tourism.

The findings suggest that collaboration occurs most frequently when a destination is bidding for or hosting a major sporting event. Sport stakeholders generally focus on sporting development, participation and performance and don't see their responsibilities extending to generating benefits for tourism. For tourism stakeholders, sport is only one type of special interest tourism and often only recognised through major events. A number of recommendations were proposed to help destinations strengthen the linkages and develop a strategy that could maximise the tourism benefits from sport.

Rolf Carlson

Stockholm University College of Physical Education and Sport

The impact of social and ethnic diversity on youth sport in Sweden

Involvement in sport is a major leisure-time activity in Sweden — in particular among children and youth. This implies that sport must be considered an important socialising agent as well as a strong influence on in the entire upbringing process. In recent years, children become involved in sport earlier than ever before. The emphasis on winning, personal skill and a high level of performance has increased. This development tend to favour the 'early' talented, and those who are familiar with traditional societal standards and norms.

In order to analyse the sport involvement of children and youths, a group of 734 individuals aged 11 to 16 were investigated concerning sportive patterns and early sport experiences. Half of the group were refugees from various parts of the world, most of whom had been exposed to persecution and acts of war. The main purpose was to identify determinant influents on sportive behaviour. Data were collected by questionnaires.

Compared to native Swedes, immigrant children and youth were more seldom engaged with organised sport — girls in particular. Differences between sexes were larger among immigrants. Immigrant children and youth were also more seldom engaged with unorganised sportive activities. However, the differences between the two groups were less noticeable. A larger group of immigrant girls preferred unorganised sport to organised — the only subgroup to do so. Four out of 10 immigrant girls considered themselves more or less physically inactive but would like to get involved in various activities. Cultural norms and traditional life patterns were decisive influents. Friends and social aspects were major determinants for sport engagement among immigrants. Boys identified with competitive patterns and preferred combat sports emphasising body contact and strength. Girls more often involved in aesthetic and socially oriented sports. Language barriers and social competence as well as socioeconomic standards and parental influence limited the choice of sportive activities. Of the investigated four subgroups immigrant girls could be described as 'sportive discriminated', native Swedish boys as 'winners'.

Official documents that recommend equal access to sport irrespective of ethnic or cultural identities do not reflect reality of today. In order to achieve this fundamental goal, governmental initiatives as well as sport federation actions has to focus on the aspirations of subgroups in to-day's society. Particular attention should be given to the conditions impacting upon participation.

Laurence Chalip, Pamm Kellett and B. Christine Green

University of Texas, Indiana University and University of Texas

In search of volunteer motives: Liminality and meaning

The literature on volunteer motivation has examined motives in terms of the social or tangible benefits that volunteers seek (e.g. Clary, Snyder & Ridge, 1992; Sundeen, 1992). Perhaps as a consequence, volunteer management programs often put extensive reward systems into place for volunteers — systems that are centred on social reinforcements and tangible rewards. When psychic rewards are considered in the literature, they are typically described in global terms that reference enjoyment or interest (i.e., hedonic or intellectual value). Surveys and focus group interviews with volunteers at the Sydney Olympics demonstrate that social, tangible, hedonic, and intellectual rewards were salient and were appreciated. However, volunteers were articulate in their insistence that these were not the basis for their motivation to volunteer, nor to commit to their work as volunteers. Volunteers described their motivations in terms of the unique nature of the Olympic experience and/or the sense of personal value that was obtained as a consequence of volunteering. Their comments are consistent with anthropologists' descriptions of liminality (Turner, 1982) at events, and with the search for meaning described by existential psychologists (Maddi, 1972). Implications for theories of volunteer motivation and for recruiting, managing, and retaining volunteers are discussed.

Graham Cuskelly

Griffith University

Declining volunteerism in sport: Where is the evidence?

The purpose of this paper is to utilise the findings of two ABS studies of voluntary work in Australia to examine whether volunteerism in sport is in decline. The generally accepted view in the sport industry is that volunteer involvement is declining and that sport organisations are experiencing problems in the recruitment and retention of volunteers. It is difficult to establish the origination of this view, however Daly (1991) reported that 56% of sporting organisations indicated problems with in retaining volunteers and 80% did not have a volunteer recruitment policy. Furthermore, in evidence to Commonwealth Government Inquiry into Sports Funding and Administration (1990), the Australian Sports Commission stated that "many sports administrators report that the greatest single impediment to servicing increased participation [in sport] is simply a lack of volunteers . . . sporting bodies throughout Australia report severe strains in attracting, training and retaining volunteers" (p. 120). Changing social and economic conditions (e.g, two income families, liberalised retail trading hours), government policies and programs, declining levels of social capital, the legal environment and the professionalisation of sport administration have been offered as possible reasons for declining levels of volunteerism.

Data from two Australian Bureau of Statistics (1995 and 2000) national studies of voluntary work in Australia (ABS Cat No. 4441.0) seem to contradict the generally accepted view that volunteerism in the sport and recreation sector has been in decline. This paper examines changes in rates and hours of volunteer work in the sport and recreation sector and concludes that rates of volunteering have increased, while hours have decreased. The characteristics of volunteers and reasons for volunteering are also changing. Factors that may have contributed to these changes and the implications of these changes for research and practice are discussed.

John Davies and Simon Gianotti

Victoria University, Wellington and The Hillary Commission

The framing of success in sport – The role of governance and the inter-dependence of teams, leagues and communities in defining success

This paper examines how success is framed in sport and in the business of sport. Following the methodology of Russo and Shoemaker, the paper offers a cognitive structure useful in describing a variety of frames-in-use by diverse actors as participants and observers, and reflecting different modes and levels of analysis. As such, framing is used as a meta-framework to contrast different perspectives on success that relate to the governance, competitive balance and revenue generation capability of leagues; the commercial and playing success of teams; and the success attributed to individual coaches and players. The paper considers the ways in which sport meets the demands and needs of professionalisation, commercialisation, and commercialism. It then considers how off-field success at the level of the league translates to similar demands on communities and teams, and it has become for them as important as, and/or apparent substitutes for on-field success.

John Davies, Nick Ashill and Anthony Joe

Victoria University, Wellington

The assessment of consumer attitudes towards sponsorship: The framing and interpretation of analysis: Further lessons from an ongoing study of the New Zealand rugby union's national provincial championship

This paper complements prior work on sponsorship reported in the marketing literature, especially that devoted to understanding the value or effect of sponsorship or evaluating the results for a sponsorship effort. It arises from prior studies by the authors that addressed Lee, Sandler and Shani's work (1997) on the development and measurement of consumer attitudinal constructs towards sponsorship. The paper demonstrates practical tools, constructs and measurement scales that can help marketing managers assess and distinguish consumer attitudes towards their sponsorship-linked activities. The authors reveal how the framing of analysis can lead to alternative interpretations of consumer attitudes to sponsorship and different perceptions of the effectiveness of sponsorship, and thus impact on marketing management sponsorship decisions in distinct ways. In this paper, particular comment is made on assessing and distinguishing consumer reaction to sponsorship programs, consumer attitudes to sponsored events and to the nature and extent of commercialisation.

Geoff Dickson and Robert D. Macdonald

Central Queensland University and Griffith University

Betting information as a predictor of outcome uncertainty in Australian sporting leagues.

Australian sporting leagues are increasingly discussing the importance of competitive balance (CB) and the uncertainty of sporting outcomes (UO) (eg. Australian Football League, 1999; Jackson, 2000) to the strategic objectives of the league. 'Conventional wisdom' suggests the ex-ante uncertainty of outcome of a sporting contest is a significant determinant of match attendance and television ratings for sporting contests (cf. Downward & Dawson, 2000). However, valid proxies for UO and CB are necessary for useful econometric research on the determinants of core sporting product consumption. A growing body of literature therefore adopts betting information, including win price and points spread, as a proxy for UO (eg. Welki & Zlatoper, 1999; Woodland & Woodland, 2000); often invoking the 'efficient markets hypothesis' to assume this information accurately reflects consumer perceptions of the likely match result (eg. Peel & Thomas, 1997; Kuypers, 2000). These studies have obtained mixed results, suggesting UO is one of a complex bundle of product attributes which may influence consumption of the core sporting product.

This paper presents the first results of a multi-year study which uses pre-match betting information as a predictor of the result of individual sporting contests in the Australian Football League (AFL) and the National Rugby League (NRL). The Friday morning prices for games in the 2001 AFL and NRL home and away seasons are used as the basis of this study, which evaluates the accuracy of both the predicted match result and the margin. The econometric and practical applications of such analysis will be evaluated, along with the limitations and future directions of this stream of research. In particular, the results of this study are discussed in the context of Downward and Dawson's (2000) controversial analysis of the role of UO and CB in the management of professional sporting leagues. This paper hence contributes to the literature on (a) the efficiency of the market mechanism and (b) the nature of UO in Australia's two most popular professional sporting leagues.

Justine Digance and Anna Leask

Griffith University and Napier University

Sport tourism and the meetings market

Both tourism and sport are seen as global growth industries, particularly the latter which, in Australia's case, contributes 4.5% to GDP (Tourism Forecasting Council, 2001). Given these trends, it would be an appropriate extension for civic leaders and public administrators to leverage off the natural synergy between the two, but this rarely occurs except for mega sporting events such as the Olympic Games.

This paper discusses how two stadia — The Brisbane Gabba and Murrayfield, Edinburgh — have looked to increase their profits on non-game days by entering the highly competitive but lucrative meetings market. They draw on both their nostalgia-tourism inventory and their unusual conference venue appeal to compete with other meeting providers, including convention centres. Their entry into the meetings market has not been without its difficulties, but in so doing each sports facility has added to the tourism attraction mix of their respective host cities. Each venue not only increased their non-game revenue but also increased tourism revenue for the city as well.

Nicola M. Donaldson

UNITEC Institute of Technology

Management issues for athlete wellbeing

High performance sport takes place in a unique environment filled with challenge and excitement, along with pressure, stress, and frustration. The athletes respond to this environment by developing a 'sport ethic', or specific conduct considered necessary to succeed. The beliefs created by the practices commonly utilised in elite sport manifest themselves in certain behaviours such as, sacrificing for the sport, striving for distinction, accepting risks, playing through pain and injury, and accepting no limits in the pursuit of possibilities.

The literature reviewed suggests this environment has developed in response to the desire by both individuals and organisations to achieve performance goals. It is characterised by the rigidity of sport organisations, the existence of exploitation, and threats to athletes' autonomy and personal wellbeing.

The focus of this study is on the athlete's interpretations of their experiences in the sporting environment and highlights what these individuals consider are the problems and unwarranted abuses in their quest for sporting excellence. This study is informed by qualitative methodologies and as such, in-depth interviews along with the process of interpretive evaluation were used to explore the relevant issues.
The findings of the study signify the importance of considering the impact on the athletes of the conditions considered 'normal' and necessary in the elite sport environment. Both the literature reviewed and the research results indicate that this environment exists for athletes to operate in, rather than catering for their needs and wants and promoting sporting excellence. Athletes are expected to work within the constraints of the environment and adjust to the conditions that are an inherent part of it. It is rarely considered that the conditions of the environment should be altered to better cater for the athlete's needs (Ingham, Blissmer, & Wells Davidson, 1999).

The results suggest that the key to change lies with a greater understanding of the athletes' perceptions of their experiences within the sporting environment. The major management issues that must be addressed therefore include a subtle shift in focus by sport organisations from recruitment, training and performance outcomes, to a more holistic approach including the needs and wants of the athletes. This involves an increase in communication between athletes and members of sporting organisations, and a widening of the view of success to include such things as increased skill level and improvement in performance.

Anne Eastgate

Griffith University

The effect of an event on consumer perceptions of benefit: The case of the Gold Coast Honda Indy 300

Events have become an increasingly important component of destination marketing and destination positioning. However, little is known about the impact that events have on potential visitors' perceptions of the benefits that might be obtained during a visit to the host destination. Two questions emerge from the literature (e.g., Chalip, 2001; Getz, 1998; Gibson, 1998). First, in what ways, if any, does the presence of an event during an expected visit to a destination change the expectation of benefits that might be obtained during that visit? Second, in what ways, if any, does the effect depend on the demographic and/or interest profile of the potential visitor?

In order to answer those questions, a sample of 198 respondents in Melbourne and 165 respondents in Sydney, rated the level of eight benefits (knowledge, excitement, escape, relaxation, socialisation with family, socialisation with friends, socialisation with others, and status) they sought when they travel on holiday. Respondents then rated the level of the same benefits that they expected to obtain during a visit to the Gold Coast. Half the respondents were told that the Honda Indy 300 would be happening during their visit. A six-way (age $\times$ treatment [presence or absence of Indy] $\times$ gender $\times$ city of origin $\times$ interest in motor sport $\times$ previous visit $\times$ condition [desired or expected]) repeated measures analysis of covariance was used to examine the effects on benefits expected versus those desired.

The results of the analysis showed that expectation that the event would be happening did play a role in the expected benefit of "socialisation with family", reducing the expected level for men but actually increasing the level expected for women. The presence or absence of the event was also shown to have an effect for "socialisation with family" for those with an interest in motor sports – specifically, the effect was greater for those with an interest in motor sports. An effect of the presence of Indy on "socialisation with others" was also found – specifically, the expected level of socialisation with others is greater than the desired level when Indy is on. This effect was greater for those with an interest in motor sports. Further, those interested in motor sport showed an increase in the expectation that they would experience "excitement" benefit when the event was on. An interesting result showed that the presence or absence of Indy had an effect on the benefit "status", with an increase in expectation of this benefit if Indy was expected to be on.

The findings suggest that the primary impact of an event will occur among those whose profile of interests would normally include the event; that the effect of an event on destination position will be limited to small range of benefits; that some effects will be specific to the time that the event is happening; and that the target psychographic segment may have a distinctive profile of benefit needs. Implications for destination positioning, for marketing the Indy and the Gold Coast are discussed.

Scott Edgecombe

University of South Australia

Servicing customers with a physical disability: What do staff of sport and leisure centres, and adults with disabilities, expect?

While many people with a disability (PWD) desire participation in community recreation, (Crilley and Freeman, 1995), research suggests they are under-represented at sports and leisure centres (ABS 1999; Crilley, Murray and Kelly 1999; Lockwood and Lockwood 1999, 1996 and 1993). Furthermore, PWD who attend such centres may have different expectations about the service quality provided by the centre when compared to other users (Crilley, Murray and Kelly 1999; Darcy 1999). and service staff (Lockwood and Lockwood 1996) Consequently PWD might appear to be satisfied, when in fact, their lower expectations provide an illusion that an appropriate level of service is being provided (Crilley, Murray and Kelly 1999).

This paper is based on five dimensions of service quality including reliability, empathy, responsiveness, assurance, and tangibles as proposed in the SERVQUAL model (Parasuraman, Zeithaml and Berry 1988; Berry and Parasuraman 1991). This research paper looks more closely at one of the five major gaps between customers and an organisation as identified by Zeithaml, Parasuraman and Berry (1990). It examines the differences between the expected service of customers, and management's perception of customer expectations. More specifically, the study concentrates on the expectations of service quality held by adults with a physical disability (AWPD) participating at sports and leisure centres, in comparison to the expectation of service quality held by sport and leisure centre staff.

Focus groups and a card sort exercise with AWPD were conducted, together with face-to-face interviews with AWPD and centre staff. Specific service quality attributes for AWPD were then compared with the service quality attributes used by in customer service quality (CSQ) questionnaires, as developed by the Centre for Environmental and Recreation Management (CERM). The findings showed that whilst similarities in service expectations existed between the two groups, there were distinct differences. Similarities included an expectation of friendly staff, clean and well maintained facilities, quality equipment, and safe and secure parking. However, many attributes were specific to AWPD, and went much deeper than those espoused by leisure centre staff. These attributes included being able to attend a leisure centre with a minimum of cumulative barriers (e.g. lack of accessible parking, heavy doors, high reception counter, unwelcoming staff and stairs). AWPD considered the accessibility and placement of toilets as one of the highest priority attributes. They also perceived the empathy service dimension as more important than staff. This included staff showing acknowledgment, support, a positive attitude, and an awareness of disability issues. Recognising such attributes may have a greater application for leisure centre staff looking to make their activity and programs more accessible to AWPD, while better meeting their specific service expectations.

David Edwards

Deacons Corporate Consulting

Mega Trends in Sport - Alternate Channel Distribution

With changes in work-hours, family time-management, crime and safety, and technology, it is little wonder that the concept of sport and leisure has changed. Under the weight of these trends, some sports may become poorer and more marginalised than their history should suggest, with only the aficionado's interested in them.

Most sports have enormous goodwill attached to their reputation, and this goodwill can be traded upon. It is important that a sport owns all the space around it's goodwill. It is not a time to be complacent, because people and businesses outside the mainstream may take control, leaving the 'owners' of the sport with little power and no income base. The elite end of sport makes good use of this goodwill by using many cutting edge business practices. These practices can also be used at the 'other' end of the sporting spectrum, where up-to-date business practices may reinvigorate tired and humdrum participation strategies.

Licensing and franchising can be used to harness this goodwill, and to reach a required participation base. It has been estimated that "by 2050, 60% of all Australian businesses will be franchised". There are several reasons for franchising growth, one of them being the injection of capital, and with it commitment and enthusiasm by the franchisee, providing geographic reach and finally economies of scale. Franchisees also provides their own capital to set up the enterprise, they are responsible to a geographic area, and they are enthusiastic in the operation of the business. Finally, the franchisor provides the backup that franchisees could not afford on their own.

Sports can use licensing and franchising to get into alliances with entrepreneurs, or conduct the programs themselves. Sports need multiple distribution strategies, beyond the volunteer model, to prevent someone else developing a program that will cannibalise the participation base, and turn the sport into a niche. Licensing and franchising programs can also be used to reach participation goals, because a volunteer network may not be the best distribution channel for many of the programs that a sport needs to develop.

This paper outlines how franchising can grow participation levels beyond the expectations of organisations who rely only on the traditional volunteer model.

Henry Eisenhart and Ming Li

Georgia Southern University

The internationalisation of North American professional sport

Sport is now a global phenomenon, and as such there has been an increased focus on the marketing and packaging of international competitions (Street and Smith's Sport Business Journal, 2001). Through television, the internet, and international media linkages, sports managers are able to keep abreast of the development of athletes and athletic organisations throughout the world. Regional and cultural differences in sport now work to the advantage of sport marketers as they lend credibility, appeal and an engaging sense of nationalism to international competition. (Sutton, 1999). North American professional sport has seen a huge influx of foreign athletes as franchises try to find, and develop, the best worldwide talent. Foreign athletes receive a great deal of media coverage which results in mostly positive exchanges about the country and culture from which they come. (Sports Illustrated, 2001)

The purpose of this study was three-fold. First to examine the percentage of foreign athletes on active rosters in the National Basketball Association (NBA), the National Hockey League (NHL) and Major League Baseball (MLB) during the 2000-2001 seasons. Secondly, to record the country of origin of each athlete. The final purpose is to compare these athletes with rosters from the same organisations in 1996-97, or a five year comparison. A secondary consideration during the study was the historical "baseline" of these organisations. The NBA and Major League Baseball were at one time all American and all Caucasian. The NHL was predominantly Canadian and exclusively North American. The NBA, NHL, and MLB were contacted and were very forthcoming in providing rosters, which included country of origin of the athletes, for the years of the study.

Additionally each team within these leagues has a web page which was perused for historical information, biographical data, player profiles, and reference to media coverage of foreign players. The information was categorised for sport, country of origin of the athlete, and active roster status. There was a simple comparison of rosters from 2000-2001 and rosters of 1996-1997 examining for total numbers of foreign players and country of origin, also by sport. The results show an increasing presence of foreign born athletes in the three leagues and some developing patterns of regionalism in contributing athletic talent to the highest levels of these sports. The conclusions create a great deal of speculation for sports fans and sports organisations alike. There are some interesting questions to look at in the future such as: What is the potential impact that Asia, specifically Japan and China, will have on North American sport? How will fans react to foreign players in masse and how will the organisations and the media deal with continuing cultural diversity in traditional sports in North America?

Sheranne Fairley, Graham Cuskelly and Deborah Edwards

Griffith University and University of Western Sydney

Blending paid staff and volunteers: Instrumentalism versus experience

The literature on volunteer management frequently alludes to the fact that special care must be taken to integrate volunteer workers effectively with paid staff (McCurley, 1994). The literature typically considers the problem of "selling" the volunteer program to paid staff in order to minimise resistance within the organisation (Tedrick & Henderson). What has been less widely appreciated is that the frame of reference volunteers bring to their task may be distinctively different from that of paid staff. This study is part of a larger project examining volunteers at the Sydney Olympic Games. Data were collected via observation, interview, and survey. During the Games, volunteers were observed and interviewed in staff rooms, Games venues, and public spaces. Formal interviews were conducted with venue staffing managers during and after the Games. Volunteers completed a survey during the Games (N=1468) and again seven months later (N=997). Results suggest that whereas paid staff view their roles and the roles of volunteers in terms of the instrumental needs of the organisation, volunteers see their work as a means to a unique experience. This contrast in views — instrumental versus experiential — can cause volunteer work and supervision systems to be inappropriately designed, sometimes generating unnecessary conflict. Implications for the design and management of event volunteer systems are discussed.

Lesley Ferkins

UNITEC

Leading philosophical change: Forward steps in the overhaul of New Zealand sport

The findings of the Sport, Fitness and Leisure Ministerial Taskforce report, entitled "Getting Set for an Active Nation" are compelling in the argument for government involvement in sport and physical recreation. The report, which reviewed the state of New Zealand sport, asserts that the Government must be unequivocal in its commitment to sport and recreation, which its argues, will "bring a healthier nation, higher achievement, substantial long-term savings and a more productive country" (Task Force Report, 2001, pg 14).

More specifically, the Taskforce concluded that a number of major issues must be addressed. These included, the need for a common vision, the need to rectify currently fragmented structures and delivery agencies, a deficiency in coach support, a grossly inadequate education sector responsible for sport pedagogy, the need to increase participation, insufficient leadership by government and inadequacies in the co-ordination and dissemination of research.

These findings indicate a national sport system in need of a major overhaul and many of the major recommendations by the Taskforce asserted just that. Some are controversial with immediate implications for individual employment as well as long-term impacts on the development of the industry. Most significantly, in accepting the report findings, the government has signalled a philosophical shift in the leadership role of the new agency representing the crown.

This paper develops a framework for the analysis of this review by marrying stake-holder feedback about the review and relevant theory relating primarily to organisational leadership. The paper will first provide a brief overview of the report findings and include up-to-date progress on current implementation steps. It will then present the findings of a series of semi-structured interviews with key stake-holders most effected by the changes. Those interviewed were selected for the role, to provide a representative sample of national, regional and local sport perspectives. Individuals with interests spread across the spectrum between high performance and participation were also included in the sample.

A consideration of organisational leadership, focusing on transformational leadership and the use of this style in the New Zealand sport context, will be examined and compared to the findings of the interview data. Finally, the author will provide recommendations for future steps to be taken by the leaders of New Zealand sport in order to successfully negotiate this critical pathway of philosophical change.

Sonia Francis

La Trobe University

Managing the relationship between the media and elite athletes

Striking a balance between the demands of the media and elite athletes' training and playing schedules is essential in this era of professional sport. The selling of TV rights has given professional sports a raised profile. In return, the media has sought to have access to the athlete that goes beyond 'on field' performance. Managing this 'celebrity type' media interest creates challenges for athletes, their families, coaches and administrators.

This paper identifies the challenges faced by elite athletes in Australia and New Zealand and discusses the strategies used by sporting codes to manage their relationship with the media.

Sonia Francis and Steve Lancaster

La Trobe University and Canterbury Rugby Football Union

The value of elite athlete development programs

In recent years, professional sports in Australia and New Zealand have placed greater expectations on elite athletes in meeting on and off field performance requirements. Stakeholders in professional sports such as sponsors, administrators and the public have placed increasing demands on elite athletes in return for the high salaries they now can earn. For the athlete, the road to that high salary can have an adverse effect on off field life. For some, the impact is not apparent until life after sport when (compared to the peer group) gaps appear in educational qualifications, job prospects, business and financial affairs, and, coping with everyday life.

For a growing number of elite athletes, reaching the top of their sport occurs at a very young age. Many are not equipped with the skills and knowledge to manage early success and rely heavily on others for guidance (at times with disastrous results). Sometimes, early success precludes educational opportunities and narrows job options in later years because of an inability (during their professional sporting days) to gain educational qualifications or apprenticeships.

Whilst a professional sporting life for an elite athlete has a rigorous weekly routine there is also a lot of idle time between activities for elite athletes without a job or study commitments. The difficulty most athletes face is that the idle time occurs in small pockets. These small pockets of time do not allow for engagement in meaningful outside activities. Elite athletes that find themselves in this situation often cite boredom as a common feeling. This can have an impact on their life both on and off the field.

There is a perceived correlation between an elite athlete's off field activities and on field performance. It is thought that one can help the other, if nurtured correctly. In recent years, elite athlete development programs have evolved to equip athletes with the skills and guidance required to manage a professional sporting life and to prepare them for life after professional sport. The programs on offer differ and their degree of success is varied. However, with media interest in our sporting heroes there is a heightened awareness of an elite athlete's life during and after sport. There is a growing expectation that life after sport be meaningful and ought not to not fall into the "washed up jock" category that is often referred to in the USA. In some sporting codes in Australia and New Zealand, an elite athlete development program is long overdue. In mainstream business, employee development programs have been in place for some time. However, many professional sporting bodies have been slow in the uptake of the concept of development programs for their employees, who happen to be professional athletes.

This paper provides an evaluation of off-field athlete development programs in Australia, New Zealand and the USA. It identifies critical performance issues for athletes and other stakeholders. It considers lessons learnt to date from some of the programs and critical elements for the ongoing success of the programs. Direct and indirect benefits to stakeholders are also assessed.

Liz Fredline and Mike Raybould

Griffith University

A market segmentation analysis of the Asia Pacific Masters Games, 2000

Over the last decades, the industrialised world has seen increases in both leisure time and discretionary income, and these trends have seen pleasure travel increase enormously. Simultaneously, some western countries are experiencing an ageing of the baby boomer generation, along with a growing awareness of the importance of physical activity to maintain health and well being. These influences should combine to produce unprecedented demand for opportunities for mature athletes to travel to participate in their sport. Masters and veterans games offer an appropriate outlet for this demand.

This paper presents a study of participants in the Asia Pacific Masters Games 2000, on the Gold Coast, Australia. A postal survey sent to all 8755 participants, three weeks after the event, elicited 2293 responses representing a response rate of 26.2%. Data were collected to investigate motivations for sport participation. Fun and fitness were rated most highly overall. Males were found to be more competitive, with females more motivated by social aspects of sport.

Respondents were also asked about their specific motivations for attending this particular event. These data were analysed using a two-stage cluster analysis, and four groups (market segments) were identified. These have been described as fun and novelty seekers (cluster 1), socially motivated (cluster 2), relaxation seekers (cluster 3) and sport focused (cluster 4).

The findings suggest that while mature athletes may appear to be a fairly homogeneous group, variations in motivations can be observed. This knowledge can be useful in tailoring the event product to maximise the satisfaction of the targeted market segment(s).

Dan Funk and Jeff James

University of Texas and University of Illinois

The psychological continuum model: A conceptual framework for understanding an individual's psychological connection to sport

The presentation will examine the Psychological Continuum Model (PCM) (Funk & James, 2001) in order to develop a better understanding of the various levels of psychological connections that individual's experience relative to sport. At present, little is known about the underlying process that takes an individual from initial awareness of a sport object (e.g., a sport, team, or player) to subsequent allegiance. However, it seems unlikely that a person simply wakes up one day and decides to be a loyal Manchester United fan that buys season tickets, wears Man U-related apparel and converses about the team amongst friends. The PCM represents a conceptual umbrella primarily intended for the study of sport consumerism to understand the psychological process contributing to levels of consumer involvement.

The PCM is a framework grounded in theoretical and applied research that outlines general parameters thought to mediate a relationship between an individual and a sport entity. Four boundaries existing on a vertical continuum- Awareness, Attraction, Attachment, and Allegiance – are proposed to characterise distinct psychological connective levels between an individual and the sport object. The model further suggests that specific individual characteristics and situational properties emerge within the psychological connections at each of the four levels. At level one, *Awareness*, individuals first learn about certain sports, teams and/or players, but have not yet formed distinct preferences. Awareness is largely the result of an individual's interactions with different socialising agents. At level two, *Attraction*, the individual begins to develop specific preferences for a sport, team or player and associates various hedonic, physical and psychological factors with the sport object. At level three, *Attachment*, an individual begins to internalise their connection to the sport object; the preferences and associations become embedded into the individuals larger associative network, increasing the psychological significance and value placed on the sport object. Attachment represents the degree or strength of the linkages between the sport object and important values and beliefs of the individual. Finally, at level four, *Allegiance*, the sport object has become an integral part of an individual's self-concept. The individual becomes devoted to the sport, team, or player resulting in a psychological connection that is persistent in nature, resistant to alternative choices and counter persuasive information, biases cognitive processing and is predictive of behavioural intent and repeat behaviour.

A discussion of the PCM will draw upon empirical and theoretical evidence to examine application of the model within the spectator sport segment. Specific focus will be placed on cognitive profiling to enhance sport manager's understanding of consumers. In addition, a number of applications for the PCM that are relevant to the leisure industry will be discussed.

Ron Garland and Ruth Mackintosh

Massey University

Rugby fans' responses to sponsorship

Commentators such as Meenaghan (2001) and Madrigal (2001) suggest that sponsorship as a communications mix tool has moved out of the early phase of its development into a more mature stage in which sponsors are questioning the effectiveness of their sponsorships. A desire for research that specifies sponsorship's return on investment is not new although a recent IEG Sponsorship Report shows that most executives in charge of sponsorship in America's top 200 companies still do not have a research budget dedicated to sponsorship evaluation. Notwithstanding, there is still a strong latent need to evaluate sponsorship's effectiveness as a communications tool. The difficulties of so doing are not under estimated by the academic community (Meenaghan, 2001).

It has been posited by Hoek (1998) that a behaviourist model of advertising, with less emphasis on awareness and attitude, and more emphasis on reinforcement of existing purchasing patterns, might have relevance for the evaluation of sponsorship. Within this context, a small-scale study of the impact of sponsorship upon home-team fans at one New Zealand rugby ground was conducted.

One hundred and twenty-nine randomly selected rugby fans were surveyed by telephone after recruitment using Pol and Pak's (1993) two-stage research design. While questions on awareness of, and attitudes to, the home team's sponsors (Lion Red beer brand and Air New Zealand) were included in the survey, emphasis was placed on both past and future purchase intentions of the sponsors' products and services. Juster's eleven-point purchase probability scale was used for measuring future purchase intentions. Results showed that we could make some tentative conclusions about the link between sponsorship and future sales activity, albeit through the proxy behavioural variable of future purchase intentions for the sponsors' products and services. Not unexpectedly, highest correlations with future purchase intentions were with recent past purchase. However, in response to a direct question on the probability of purchase of the sponsors' products and services because they sponsor the home team, correlations were still high.

By inference we might suggest that sponsorship is helping reinforce existing purchase behaviour and is thus suitable for larger, well-known brands. If sponsorship works in a similar way to advertising, then it can consolidate existing purchase behaviour by reminding (in this case) rugby fans of something they already approve of by bringing the sponsors' products and services to "front-of-mind". Claiming that sponsorship can affect consumers in any ways beyond reinforcement of existing behaviour is yet unproven.

Cadeyrn J. Gaskin and Ron Garland

Victoria University, Melbourne and Massey University

New Zealand adolescents' participation in cricket

For New Zealand adolescents, cricket is the fourth most popular sport among boys and eighteenth most popular for girls (Hillary Commission, 1999). As encountered in most sports, however, participation rates decline as players' age. Like all sporting bodies, cricket administrators are keen to minimise the loss of adolescent players from their sport. One way administrators can achieve better retention is by investigating player motives and their propensities to play in the future, and then produce a marketing package that is designed to appeal to their target participants. Previous studies that have researched motives for playing sport have been largely conducted in North America (e.g., Gill, Gross, & Huddleston, 1983; Gould, Feltz, & Weiss, 1985; Brodkin & Weiss, 1990). Apart from Longhurst and Spink's (1987) research, there have been few studies published in Australasia, and none have focused specifically on cricket or looked at intentions to play in the future.

The present study, based on a nation-wide survey of 858 adolescent New Zealand cricketers, examined their motives for participating in or choosing to discontinue playing cricket, as well as their future intentions to play cricket in the approaching season (1999-2000). Participation motivation, discontinuation motivation, and propensity to play were measured by the Participation Motivation Questionnaire (Gill et al., 1983), the Discontinuation Motivation Questionnaire (developed for this study), and a range of initiatives that were responded to using a Juster (1966) scale, respectively. On the list of initiatives, cricketers reported the chances of them playing the following year without any changes in current practices, and then they rated their chances of playing if the initiatives were put in place. Those initiatives that substantially increased the likelihood of future participation should be considered for future promotional activities and changes to the game. The analysis revealed multiple underlying motives for participating in cricket: team/enjoyment, achievement, affiliation, leisure/catharsis and skill/fitness. Participation motives explained 17% of the variance in propensity to play in the following season. Team/enjoyment and achievement motives were the main contributors to propensity to play.

Four proposed initiatives had a small to medium effect (Cohen, 1988) on increasing the propensity to play of those who had stopped playing. These were: (a) play in a social competition, (b) play with better equipment, (c) play with more affordable equipment, and (d) to meet top players. Non of the initiatives increased the propensity to play of those who were currently playing. However, three initiatives had a large negative effect on their propensity to play: (a) playing during holidays, (b) playing fewer games, and (c) playing over a shorter time period.

Overall, these results have several important implications for cricket administrators in terms of competition organisation and the management and execution of the promotion of youth cricket. Although those who were currently playing were relatively satisfied with the competition formats, there is a need to introduce a social league, as well, to cater for those participants who play the game for more social reasons. The introduction of a modified form of KiwiCricket, which is played by primary school children, would allow for greater participation and speed of completion than the traditional game. Finally, future research needs to address the relationship between propensity to play and actual behaviour.

Donald Getz, Graham Brown, Simon Hudson and Graham Miller

University of Calgary, Southern Cross University and University of Westminster

Researching the effects of media coverage of events on destination image and demand

Many events are justified, at least in part, by claims that they will benefit tourism directly and indirectly. For example, the official forecast related to the Sydney Olympics (Tourism Forecasting Council 1998) was for "direct" demand of 132,000 visitors (including officials, sponsors, teams, spectators and media). Indirect or "induced" demand, attributed to the positive impact of media coverage and other publicity, was for an extra 1.6 million international visitors in the years 1997-2004, resulting in $6.1 billion earnings and 150,000 new jobs. However, all forecasts of "induced" demand stemming from event media coverage and other publicity are controversial because of the lack of experiential proof and supporting theory. Many researchers have addressed the issues, so the research challenge is well known. At the heart of the problem is the necessity to demonstrate causality, or at least correlation, between event media coverage and resultant destination demand.

Giving the rising costs of bidding on and hosting major events, and the intense competition for event tourism, addressing the issue of induced demand is very important. Are the claims of future benefits justifiable, and can they be proved? How can return on investment be evaluated? Can forecasting and the marketing of events be improved?

This paper explores theoretical and methodological issues relating to the effects of media coverage of events on destination image and tourism demand. A model of the consumer decision-making process is presented that has been adapted to focus on media coverage and the possible effects on destination image and sport tourism demand. The model suggests that media coverage must first identify the destination so as to increase consumer awareness, positively affect image and attitude toward the destination, lead to an intent to travel, and finally a decision to travel to the destination (and not some other place offering the same benefits). This sequence all depends on reaching a receptive and feasible target audience. In this conference paper, preliminary results will be presented from a concurrent study in North America, the United Kingdom and Australia. It involves a questionnaire sent to event planners and destination marketing organisations on their specific media goals and strategies, and how they evaluate effectiveness. The sample frame in North America consists of a sample of visitor and convention bureaus and sport commissions. In Australia it consists of 140 event planners and tourism organisations drawn from the Who's Who in Events listing for 2000. In the UK all 400 local authority tourism officers have been canvassed.

Data will be presented on the following:

- The importance of various listed and write-in goals for hosting sporting events
- The extent and types of research/evaluation conducted to determine impacts
- The frequency of various strategic actions taken to enhance tourism benefits, and specifically the actions taken through media coverage of events
- Events hosted in the destinations, and their national or international scale

Gervase Haimes

Victoria University

Culture, strategy and performance in the Australian Football league

Culture has been used to explain various phenomena in recent times, particularly in the Australian Football League (AFL). A player is penalised for late night drinking and the media highlights it as the club trying to develop or change its culture. Culture is usually expressed as a simple concept focussed on the player group when in fact a strong and appropriate culture within a club is complex.

Culture is developed over time as a representation of the core ideology of the entire organisation and is a result of the interaction of all members of that organisation. The culture must be disseminated, understood, accepted and endorsed by all organisational members whether they are office juniors or outstanding players. Those people that do not identify with the culture and core ideology of the club need to be removed. Most of all culture must be understood so that people in the club respond to certain situations in certain ways based on the culture such that they do not even question how they should respond. Culture is very much about the "way things are done", hence its current popularity and the misconceptions that abound.

This paper, based on the author's PhD research in progress, describes the way in which the author is investigating organisational culture to establish the role it plays in the strategies and performance of an Australian Rules football club. The research is being conducted as a single case study of Fremantle Football Club.

Gary Howat and Duncan Murray

University of South Australia

Critical incidents in leisure services: An exploratory examination

Although a number of models of service quality assessment have been established, there has been little research into the *critical* aspects of service that ultimately influence customer behaviour. These are the aspects of the service encounter that will determine whether customers are satisfied, will return, or will recommend the service. Highly significant events can be referred to as *critical incidents*, or, '...events that deviate significantly, either positively or negatively, from what the customer expects or considers normal (Chung & Hoffman 1998). Understanding these critical points is of particular significance to the leisure industries, where reasons for customer behaviour can be psychologically far more complex than many other service industries. This is increasingly important as the leisure industries become more commercially oriented.

This exploratory study focussed on initial identification of the critical incidents that shape customers perceptions of a service in public sports and leisure centres. It employed the critical incident technique developed by Edvardson (1998) to ascertain what specific aspects of service significantly influence the behaviour of customers at public sports and leisure centres. In addition, it assessed these findings against results obtained via traditional service management instruments (eg SERVQUAL) in order to make a comparison between the diagnostic utility of both approaches for managers of sports and leisure facilities.

Russell Hoye and Chris Auld

Victoria University, Melbourne and Griffith University

Measuring board performance of nonprofit voluntary sport organisations

Evaluating the performance of nonprofit voluntary boards has attracted significant attention from researchers interested in exploring the governance construct for nonprofit voluntary organisations. Empirical studies undertaken in this area have generally focussed on three main themes. Firstly, a number of researchers have investigated the elements that influence the ability of the board to perform their roles effectively (Taylor, Chait & Holland, 1991; Fletcher, 1992; Wood, 1992; Bradshaw, Murray & Wolpin, 1992; Kearns, 1995; Dart, Bradshaw, Murray & Wolpin, 1996; Holland & Jackson, 1998). These elements include the structure of the board, board processes, the role of the paid executive staff members and board member attributes and motivations. The second theme includes efforts to develop empirically tested board evaluative tools (Holland, 1991; Jackson & Holland, 1998). Other research efforts in the area of evaluating board performance (Herman & Renz, 1997, 1998, 2000) have utilised prescriptive measures such as an 11 item Self Assessment for Nonprofit Governing Boards Scale developed by Slesinger (1991). Herman and Renz (1997, 1998, 2000) used the Self Assessment for Nonprofit Governing Boards Scale to explore the relationship between board performance and organisational effectiveness for welfare focussed nonprofit organisations . They found that the scale was very reliable (Cronbach Alpha of 0.89) and that it enabled them to clearly identify boards as either effective or ineffective (Herman & Renz, 2000). The third theme has focussed on attempts to establish a causal link between board performance and overall organisational effectiveness (Provan, 1980; Green & Griesinger, 1996; Herman & Renz, 1997, 1998, 2000). These efforts have established the presence of a relationship but the exact nature of that relationship has yet to be clearly identified.

Limited elements of the governance construct have been studied in nonprofit voluntary sport organisations such as provincial (state) or national sport associations in North America, Australia and Europe. Research that has been conducted has focussed on two themes; first, board and staff relations (Thibault, Slack & Hinings, 1991; Auld, 1997a, 1997b; Auld & Godbey, 1998), and second, decision making structures (Kikulis, Slack, Hinings & Zimmermann, 1989; Kikulis, Slack & Hinings, 1992; Amis & Slack, 1996). However, non of this research explored the governance construct explicitly.

This paper presents the results of selected components of a study into the performance of the boards of State Sporting Organisations, in Victoria, Australia. The study examined the governance models, processes and relationships that occur within these organisations. The study utilised a variety of quantitative and qualitative data sources including archival records, self-administered questionnaires and both structured and semi-structured interviews to generate case studies of four effective and three ineffective boards. In the paper, the process used to measure board performance is explained as well as suggested areas for future research efforts.

Leo K. Jago and Margaret Deery

Victoria University, Melbourne

Event volunteers: The management benefits of developing volunteer careers.

The growth in the quality and quantity of sporting events, particularly in Australia, has led to increasing interest in the management of such events. Melbourne, in particular, is seeking to maintain its position as the Sporting Event Capital of Australia and organisers are keen to understand the elements of best practice in sporting event management. One of these key elements is the management of volunteers within the events. Few sporting events, large or small, are viable without a large number of volunteers at either the steering committee or operational levels. The majority of volunteers in Australia (828,200 or 31.4%), for example, are found in the sport/recreation /hobby organisations (Brosnan and Cuskelly, 2000). However, the high level of volunteer turnover from year to year, means that each event requires substantial effort and expense in attracting new volunteers and inducting them into the event organisation (Rotolo, 1999). Maintaining a core of experienced and committed volunteers has become a strategic activity for many sporting event organisations.

This paper investigates an essential element in the management of volunteers - volunteer careers. Despite the wide recognition of the importance of career theory in maintaining key employees through career opportunities, little has been done in many sporting event organisations to adopt career theory in relation to volunteers. Research in career theory is significant and ongoing; current debates revolve around the applicability of traditional career theory within non-traditional organisational structures (Albert and Luzzo, 1999; Grzeda, 1999). In organisations utilising volunteers, the traditional focus has been on the organisational tasks being undertaken by volunteers, rather than on the needs of the individual volunteers. This is not dissimilar to the manner in which paid staff were researched before the importance of career theory was recognised. Even in organisations dealing only with paid staff, career theory has traditionally been applied largely to skilled workers who were seen to be "upwardly mobile"(Rotolo, 2000). There has not been substantial application to unskilled workers who tend to take employment in a more "opportunistic" as opposed to career development mode. Volunteers fit more readily into this latter category. This paper reviews career theory and examines the relevance of the theory to volunteers in sporting event organisations.

In testing the relevance of current career theory literature within a volunteer framework, the paper reports on a series of depth interviews with sporting event organisers and HR practitioners. The paper examines the HR practices in relation to volunteer development, and the opportunities for applying career theory to volunteers. The findings suggest that volunteers in many fields use their volunteer status in two ways; firstly, many volunteers use their experience to assist them in obtaining paid employment. They see volunteering as the first stage of their careers. Secondly, volunteers who have undertaken several years of volunteering, appear to go through phases of development and commitment to the organisation. Events volunteers, however, are different from other volunteers in that their commitment and passion for the event appear to be more extreme, but short-lived. This makes the management of careers for such volunteers more difficult than for other volunteers. The paper concludes with a discussion of the potential benefits for the use of career development within organisations utilising volunteers, and makes recommendations for future best practice in volunteer management within sporting events.

Sue Kearney

Australian Drug Foundation

Good Sports Accreditation Program

Alcohol and sport are intrinsically linked in Australian society through entrenched tradition, practices and extensive corporate sponsorship. Male dominated sporting clubs in particular are venues for keen competition both on the arena and at the bar. Many sporting clubs fund their activities with profits from bar-takings yet the majority of bar staff are untrained volunteers. Alcohol misuse, under-age drinking and drink-driving and their consequences are widespread. The potential for litigation is immense.

This paper will outline the development, implementation and evaluation of the Good Sports Accreditation Program, an Australian Drug Foundation initiative that aims to support community based sporting clubs to manage alcohol responsibly while increasing their viability. The evidence based program provides a framework for a community development approach to health promotion, providing quality resources, encouraging collaboration and local ownership while increasing community action and strengthening the skills of the individuals involved.

To receive Good Sports Accreditation, a sports club is required to comply fully with their liquor licence, provide non-alcohol related player payments and incentives, offer access to safe transport options and cement all positive practices in a written club policy. A smoke free environment and healthy food options are also required.

A pilot study of 25 clubs in 2000 demonstrated the potential for success of the accreditation model with the clubs citing enhanced image in the community and increased junior membership as some of the benefits. Clubs provided training for bar staff and club management, increased knowledge of the liquor licensing laws, maintained profits through increased membership and alternative fundraising sources. Partnerships were built with local and state governments, road safety bodies, regional sports assemblies, the community health sector and peak sporting bodies.

The ultimate aim of the Good Sports Accreditation Program is to add value to sporting clubs, provide a supportive environment where all members of the community can participate fully in recreational activities, and increase community connectedness and social capital.

Dion Klein and Don Jones

Sport Industry Australia

The who, what and how in sport management education

Recent discussions on a sport management listserve highlighted the various opportunities and degrees of academe of sport management education in TAFE's or community colleges versus 4-year universities. This presentation will (a) highlight the pros and cons of teaching sport management by the Universities, TAFE's and RTO's, and (b) what sport management curricula should include with regards to the topics with the particular subjects. A previous discussion of this similar topic was informally round-tabled at the North American Society of Sport Management (NASSM) in June 2001. Lastly, a brief overview will be given to the Australian and North American Universities, TAFE's, and community colleges using online education and other flexible delivery techniques to teach sport management education locally, nationally and internationally.

The WHO

The Australian National Training Authority endorsed the national training package for sport and recreation in 1999. This national training package meets the requirements for a Qualifications Framework which places more emphasis on the skills and knowledge needed by industry to gain a qualification, rather than on the type or length of course. The Australian Qualifications Framework (AQF) covers qualifications issued by the secondary schools sector, vocational education and training providers, and universities. The areas of competencies provide a pathway from certificate level to an advanced diploma which serves as a strong foundation to enter into university degree programs. Students are also recognised for prior learning (including work/industry experience). Advantages of the AQF includes: (1) It helps to develop education and training that combines a wide range of learning which includes the classroom, workshops, and workplace, (2) It standardises competencies which eases the process of credit transfer, and (3) Employers have an easier process to work out what a person with a particular qualification can do. Educators at various levels in sport management have responded to this training package with mixed reviews.

The WHAT

Many studies have been done on determining what subjects need to be taught within the Sport Management curriculum. The key guidelines have been determined by NASPE/NASSM in order for a sport management program to be accredited at the undergraduate and graduate level. There has been little research investigating the similarities and differences in particular subjects within the curriculum. This area will look at a basic framework in conducting such studies.

The HOW

Online education has been taken fairly quickly by the corporate sector, but the University sector has not been as quick. With more students demanding flexibility and access to degrees, traditional educational institutions are being forced to go online to meet the demand, with many lecturers having a sound understanding to the pedagogical implications and outcomes. This area will give an overview of who is online and what is being taught.

Fong-Yi Lai and B. Christine Green

Griffith University and University of Texas

Managing volunteers under constant change: Succeeding by learning

Successful organisations improve via organisational learning. Much attention has been focused on the learning organisation (Senge, 1990). The learning organisation provides a framework for organisational development in environments of uncertainty and rapid change. According to Senge, five elements are essential for organisational learning to take place: systems thinking, personal mastery, shared mental models, building shared vision, and team learning. Event organisations, because they are often temporary and staffed with unpaid workers (i.e., volunteers), provide a ready testing ground for this framework. Because of their temporary nature, event organisations are faced with rapid change and a steep learning curve. Staff members are often volunteers and may come to the event staff from very different backgrounds; managers rarely have time to consciously develop an organisational culture. Similarly, changes occur rapidly, effectively limiting the value of training and orientation sessions. As a result, event staff tend to learn on the fly, thus forming a learning organisation by default. Consequently, a temporary organisation can be an ideal site for understanding the dynamics of the learning organisation. This study examines the volunteer program for the British Olympic Association's Pre-Olympic Holding Camp held over six weeks on the Gold Coast of Australia. Data were collected via participant observation, document analysis, interviews, and staff journals. Data were analysed in terms of the five elements of the learning organisation model. Findings suggest the efficacy of the model for temporary organisations such as events. Implications for the design and management of event systems are discussed.

Ming Li and Henry Eisenhart

Georgia Southern University

Building a regional economic development alliance among municipal sport agencies

In an emphatic way, cities in the world are increasingly competing for the right to host various sports events, ranging from international hallmark events (e.g., the Olympic Games) to domestic regional sports tournaments. The involved governments always hope to utilise sport as an economic development strategy and believe that the economic benefits of hosting those events outweigh the costs of executing them. In order to obtain the right, the competing governments inevitably have to incur considerable costs in bidding, promotion, and construction or renovation of sports facilities. Such competition often occurs among cities locating in close proximity. How can cities in the same area avoid head-on competition but develop a cooperative partnership, or "strategic alliance" that will produce a "win-win" situation for them? A strategic alliance is a new form of cooperation between two or more industrial sectors for the sake of cutting costs and maintaining quality simultaneously as well as increasing synergy (Berger, 2001; Park & Richard, 1996; Schifrin, 2001; Young, 2001). Using the theory of comparative advantage, this study was intended to develop a theoretical model relative to how to formulate a regional economic development alliance among involved governments and their respective sport agencies (e.g., municipal sports councils or authorities). The paper has four major sections. First, background information concerning strategic alliance (e.g., reasons for formation of this type of cooperation and partnership) will be reviewed. Second, the possible economic benefits accrued to the involved parties of such a regional sport development alliance will be examined. The third section of the paper focuses on the required five steps to form such a structure. Specifically, the discussion will address in details each of those steps in terms of what needs to be accomplished.

The five steps are: 1) reaching a consensus among involved governments on importance of cooperation among them, 2) developing common goals in economic development, 3) identifying comparative advantages among partners in such areas as facilities, human resources, expertise, funding, government policies and regulations, etc.(Park & Richard, 1996), 4) generating sport-based economic development strategies that will be mutually beneficial to each of involved partners, and 5) re-evaluating the effectiveness of the alliance. The last section of the paper will present the result of testing the model with a real life case.

Shelley Maher

Deakin University/VicHealth

By invitation only – Bringing women on board: a study of facilitators and barriers for female representation on state sporting association (SSA) boards in Victoria

All organisations have cultures and these cultures govern not only how members think and behave, but also how members interact and position themselves within an organisation. Organisational culture often reflects a broader societal culture and the sports sector is no exception. From its beginnings, sport has been dominated by white, middle class, middle age, anglo-saxon men (ASC 2000, Cameron 1996, McKay 1992, Hall et al 1989, Whitson and Macintosh 1989, Hall, Cullen and Slack 1989, Macintosh and Beamish 1988, Bryson 1987, Fasting 1987, Beamish 1985, White and Brackenridge 1985, Theberge, 1984).

Although women's presence in sport has increased, the literature indicates that patriarchal domination continues in all aspects. Girls and women do not engage in physical activity in the same proportions as their male counterparts and whilst female coaches and administrators have increased in number, they still remain the minority gender (ASC 2000, 1999, ABS 1999).

In 1992 the Australian Sports Commission engaged Jim McKay, a sports sociologist, to undertake a study of middle and senior management personnel in (mostly) state and national sporting bodies (also including federal and state sports departments). Similar research was conducted by Jan Cameron in 1992 and 1994 on the New Zealand sports sector (1996). However, nearly a decade later, it became obvious that no further research had been undertaken to explore gender, specifically in relation to Board (voluntary rather than paid) representation at either state or national level.

As a result of identifying this gap in the sport governance literature, this paper investigated facilitators and barriers for female representation on State Sporting Association (SSA) Boards in Victoria.

To undertake this research, the voices of nineteen current and past female Board members were heard using qualitative research, namely via three focus groups. The results revealed more barriers than facilitators, even given that the majority of these women still hold current Board positions. These factors (including both barriers and facilitators) comprised either an intrinsic (self) focus, or an extrinsic (settings) focus, and included commitment, efficacy, conflict of interests, guilt, compromise, family, the Board itself, work (paid and unpaid) and society. The majority of these factors were found to originate from either an organisational culture or power differential. As part of the discussion, a set of motive metaphors were developed to describe different reasons/ characteristics of women holding Board positions. These ranged from the 'social obligator' and 'returner' to the 'activist' and 'professional', with a total of seven metaphors proposed.

The research culminated with a set of recommendations addressing both individual and systematic approaches to increasing women's representation on Boards, all underpinned with the notion of empowerment. The 'self' (individual) recommendations included providing suitable role models and professional development opportunities (both inclusive and exclusive of men), reinforcing mentor programs (including prior to and during Board involvement) and establishing informal networks. Additional recommendations included gaining and maintaining family support, introducing a gender 'balance' on the Board, making Board appointments on skill and expertise, introducing rotating terms of office, ensuring appropriate meeting times, venues and locations, promoting Board contributions and efforts, and adopting rigorous monitoring and evaluation processes. The findings also demonstrate the need for further research, particularly in the areas of power and culture as they relate to gender, including the use of alternative paradigms such as critical, feminist, and postmodern approaches.

Heath McDonald

Deakin University

Does winning matter? On-field performance, satisfaction and the future behaviour of football club members.

The measurement of customer satisfaction is now a widely undertaken activity in both academic marketing research and marketing practice. The most widely used theoretical paradigm – disconfirmation, posits that it is the difference between expectations and actual performance that impacts most heavily on future consumer behaviours (Mano and Oliver 1993, Oliver and Rust 1997, Oliver, Rust and Varki 1997). Delighted customers, those whose expectations are greatly exceeded, are said to be more likely to be loyal and more likely to become advocates for the organisation (Oliver and Rust 2000). The exact nature of the relationship between increasing satisfaction and these behavioural outcomes remains unclear though. For example we do not know whether the relationship is linear or one of diminishing return.

For some organisations, the relationship between customer satisfaction and future behaviour may be even more complicated. Sporting club members, for example, have some unique characteristics that may affect the relationship between attitudes and behaviours. In particular, sporting club members are often portrayed as being highly involved and loyal "customers" (Bristow and Sebastian 2001), and switching to an alternate "brand" is not an option for most. Added to this is the role that on-field performance plays in determining the satisfaction of members. Although not strictly part of the membership product offering, a poorly performing team could be expected to lose members. This paper investigates the nature of satisfaction within a football club environment, applying the disconfirmation paradigm to club members.

Qualitative research was used to identify the important characteristics of the 'membership offering" in the eyes of both club officials and members. This research was used to formulate a questionnaire instrument that addressed all aspects of the clubs activities thought to be important, and some other elements such as club administration and on-field performance hypothesised to moderate the relationship between satisfaction and behaviour. Quantitative research was then carried out, involving over 500 members of an AFL football club. These members were surveyed using a variety of data collection techniques (predominantly email, face-to-face and postal). Findings suggest that there are two specific types of members. The first group is exceedingly loyal to the club, and their future behaviours are not influenced by their level of satisfaction with the clubs performance, on field or otherwise. This group see club membership as a donation rather than a purchase. The second group is more critical, and their future behaviour is significantly more likely to be influenced by their satisfaction with the clubs activities; both on-field and in terms of overall administration. This group is far more critical when evaluating the various aspects of the membership package offered (eg club magazines) and are concerned with value for money.

The results suggest that winning is not everything, as is confirmed by the existence of successful AFL clubs with low membership and vice-versa. To a significant number of members though, poor on field performances increase dissatisfaction with the membership offering, and lead to a far more critical evaluation of its value-for-money.

Brian Moroney

Victoria University, Melbourne

Sydney 2000: Managing the media for long-term effects.

The role of the media in its consideration of the social impacts of the Olympic Games has received limited, if useful, attention (Cashman and Hughes, 1999; Chalip, 1987, 1988, 1990; and Duncan 1986).

The coverage by the print media of the Sydney Olympics, particularly in the period following the Games, focussed on positive social impacts. These impacts included relief, emotional engagement, participation of ordinary people, trust, inclusiveness, tolerance, a sense of community, and ultimately, success. These effects were reinforced by the strongly held view that the impacts had resulted in long-term changes.

It is argued in this paper that the print media had the effect of neutralising these meanings in two ways. The first involved recalling the host city to its "normal and everyday" pre-Olympic order. The second involved neglecting to promote any discussion of the implications of the impacts and, more particularly, of long-term change.

This paper aims to demonstrate that the media is capable of sponsoring this much needed debate. At the same time, it is also argued that strategies which could promote the media's role in ensuring that long term impacts were fostered, were rarely used.

Trish Mundy

VicHealth

From sponsorship and spectators to programs and participants in Victorian sport – reflections on why and how

The Victorian Tobacco Act (1987) was instrumental in opening doors for health promotion practitioners to work in sport to promote health and prevent disease and injury. A key intention was to break the nexus between tobacco and high profile sports events. Replacement of tobacco company sponsorship promoting various cigarette brands with health agency sponsorship promoting healthy behaviours was, at the time, an innovative and successful strategy.

Over the past several years there have been a number of changes which have contributed to the decision within VicHealth to review the approach being taken within sport. A significant shift has occurred with the development of a 'Promoting Health through Sport and Recreation Program' commencing this year. This program is underpinned by a settings approach to working within the sport and recreation sectors.

This paper will provide the context for VicHealth's decision to move away from sport sponsorship to a developmental and programmatic approach. This new approach aims to engage key players in the sport and recreation sectors as partners, and work to find ways of addressing issues of common interest. The new directions will be described, with emphasis given to the process of change over the past twelve months and plans to keep the momentum high and strategies effective.

The principles underpinning the 'Promoting Health through Sport and Recreation Program'
evolved from health promotion tenets, extensive reviews of the literature and of existing VicHealth sport sponsorships, and wide consultation with the sports sector. The principles include:

- Increased focus on increasing participation in sport and recreation activities
- Increased focus on strengthening linkages between community agencies to support increased participation
- Increased focus on people with poor health outcomes
- Emphasis on partnerships between VicHealth and others in the sport and recreation sectors to identify areas of common interest and to develop complementary activity to promote the health and wellbeing of all Victorians
- Increased recognition of the role of sport and active recreation in contributing to mental health and wellbeing and community strengthening, and
- Increased investment in evaluation to strengthen the Program's evidence base.

The process of change and the accompanying risk management strategies are the learnings which are not captured in VicHealth documents. These issues underpin a case study of a $7.8 million sports program which has been reviewed, and changed with sector engagement. A redeveloped program has been introduced, with role-out over the next two years.

Matthew Nicholson and Bob Stewart

Victoria University, Melbourne

Applying online learning to sport management education through a strategically aligned learning model

This paper explores a model of teaching and learning that the authors have developed for a range of subjects delivered within the undergraduate Sport Administration program at Victoria University. The strategic alignment learning model (SALM), informed by the work of Biggs (1999), is a response to the pressure to make learning more student-centred, and to integrate flexible learning approaches such as online learning. The SALM was also developed in the context of two imperatives. The first imperative is that 'if students are to learn desired outcomes in a reasonably effective manner, then the teacher's fundamental task is to get students to engage in learning activities that are likely to result in achieving those outcomes'. The second imperative is that 'what the student does is actually more important in determining what is learned than what the teacher does' (Shuell, 1986).

A course/subject/program designer working within the SALM is guided by the core principle that learning is framed within a series of clearly defined outcomes. Furthermore, using the SALM, the designer will seek to link all the processes that contribute to effective learning in a logical and systematic fashion. This means that each topic (or teaching and learning cycle) within a subject has a *learning or subject outcome* which is supported by a package of *resources*. These resources will provide the foundation for a variety of *activities*, which are translated into *assessment tasks*. The assessment tasks will be used to indicate the quality of learning taking place and reveal the extent to which the learning outcome has been realized.

Under the SALM approach, learning is optimised when each of the four stages (learning/subject outcome, resources, teaching and learning activities and assessment tasks) are aligned, integrated, mutually reinforcing and attended to in detail. Conversely, the learning potential is lessened when the links between these four stages are not clear, or poorly connected, the resource base is slim or not fully utilized, and the activities are ambiguous or not completed satisfactorily.

This paper describes specific initiatives that were taken in 2001. In particular, the authors will refer to the use of WebCT, the online platform used by Victoria University (and others), and the application of the SALM to the online environment. A number of related issues will also be explored, including the improvement in student learning outcomes, the relative time-absorption as compared with traditional modes of tertiary teaching, and the student response to the incorporation of online delivery.

Sarah Purchase

Griffith University

Sport and place marketing: Lessons from pre-event training camps for the Sydney 2000 Olympic Games

Throughout the world, towns and cities are experiencing fundamental shifts in economy, technology, and demography. As a consequence, competition among regions on both national and international scales has intensified. These changes have stimulated the need for a more strategic and entrepreneurial approach to place marketing and local economic development strategies. Today in many regions around the world, the product mix of the place is becoming increasingly important in promoting the region as a tourism destination, business location and an attractive place to live and work. This is known as place marketing. In recent years there has been a growing interest in utilising sport as a part of the product mix in place marketing. A particular focus has been given to the leveraging of sport events to showcase the region and provide opportunities for local economic development.

The purpose of this study is to gain a better understanding of the policy process in sport and place marketing strategies using the lessons from the pre-event training camps for the Sydney 2000 Olympic Games. This study explains how stakeholders responded to the pre-Games training camp opportunity and the factors that accounted for effective and ineffective leveraging of these activities. A comparative case study analysis is employed. The case studies selected include the Gold Coast, the Hunter, and Canberra. Eighty-one interviews were conducted with sport, tourism and government stakeholders throughout Australia. This interview data were cross-referenced with observational and archival data. The data collection spanned one year pre-Olympic (September 1999) to nine months post-Olympic (June 2001). This process proved particularly insightful, and produced the following outcomes:
(1) specification of the type of strategies and tactics fostered by the regions,
(2) a comparison of the relative impacts and outcomes of these responses,
(3) recommendations on planning strategies to leverage sporting activities in a region and,
(4) policy implications for the planners in the future.

This study explores the various stakeholder responses to this opportunity, the key implications for effective or ineffective leveraging of pre-Games training, and provides a useful framework for appropriate planning strategies. The findings confirm that there are potential short- and long-term opportunities for the region to benefit from hosting training camps. In the short-term, there is the economic and community impacts of hosting international athletes in the region. In the long-term, there are opportunities to create awareness and build relationships through the sporting teams.

The findings suggest that planners who seek to build destination awareness should plan tactics to capitalise on the publicity and cross-promotion opportunities provided through hosting these sporting celebrities. Likewise, strategies and tactics should also be implemented to use sport to create new and build-on existing relationships, both between the stakeholders in the region, and with external entities for local economic development opportunities. Clearly, the policy process plays a critical role in attaining these benefits. This study emphases the importance of agendas, politics and collective action on the planning in response to a positive focusing event and the ultimate outcome achieved. As an extension on the findings of previous research, it elaborates on the policy processes that underpin the leveraging of sporting activities. Recommendations and implications highlight the impact of sport on the image and economy of a region.

David Shilbury and Kate Moore

Deakin University

Determinants of organisational effectiveness in national Olympic sporting organisations

This study seeks to apply the Competing Values Approach (Quinn & Rohrbaugh, 1981, 1983) of organisational effectiveness to a sample of Australian national Olympic sporting organisations (NOSOs). Maximising the value of measuring effectiveness at the individual organisational level requires researchers to operationalise the Competing Values Approach (CVA) specifically for a homogeneous group of organisations. In this case, a specific challenge was to develop a valid and reliable set of scales to measure effectiveness dimensions in NOSOs within the framework of the CVA. Although there has been some limited work in examining the psychometric properties of scales used to operationalise the CVA (Buenger, Daft, Conlon & Austin, 1996; Kalliath, Bluedorn & Gillespie, 1999; Quinn & Spreitzer, 1991), none of this work has been specific to sport.

The purpose of the study was to determine the psychometric properties of the sub-scales developed within each of the four quadrants comprising the Competing Values Approach (open systems, rational goal, internal process, human relation). Two hundred and eighty nine constituents from ten NOSOs participated in this study. Principal Component Analyses resulted in six of the eight theoretically derived domains in the CVA each yielding one reliable factor. These were Flexibility, Resources, Planning, Productivity, Availability of Information, and Stability. The other two domains, Skilled Work Force, and Cohesive Work Force, each produced a two-factor structure. In order to understand the relationship between the primary factors and organisation effectiveness a second-order factor analysis was conducted. Confirmatory Factor Analysis revealed that the Rational-Goal Model, comprised of Productivity and Planning was the critical determinant of effectiveness in NOSOs. This was followed by Stability, Flexibility and Availability of Information. The Acquisition of Resources was the least critical determinant.

Results from this study produced some encouraging outcomes and reinforced the argument that organisational effectiveness is a multi-dimensional construct. More importantly, and significant in terms of demonstrating the multidimensionality of organisational effectiveness were the results produced by the confirmatory factor analysis enhancing our understanding of the critical determinants of effectiveness. The second order factor analysis showed the domains (productivity & planning) from the rational goal model were the principal determinants, but it also showed the marker variables (most important determinant) in each quadrant. For example, productivity was the marker variable in the rational goal model, flexibility in the open systems model, stability in the internal process model and skilled work force-professional support in the human relations model.

Aaron Smith and Hans Westerbeek

Deakin University

Location dependency of AFL and NRL sponsors

Theories explaining the mechanics of sport sponsorship relationships are underdeveloped (Gilbert, 1988; Hoek, Gendall & West, 1990; Pope, 1998), bolstered by studies lacking systematic methods (Kuzma, Shanklin & McCally, 1993) and tending toward broad, descriptive, macro-level analysis (Sandler & Shani, 1993). This paper attempts to redress this empirical chasm in a small way by examining an element of the sponsorship relationship. Specifically, this paper explores the importance of one particular mode of sponsorship delivery; the location of a venue containing sponsor affiliations, or what has been named location dependency. Location dependency of sport sponsors has been shown to be a pivotal determinant when devising sponsorship proposals or when assessing the attractiveness of a sponsorship opportunity.

Factor analysis was used to determine if response patterns of sponsors of AFL and NRL clubs would deliver a number of constructs that could be related to the concept of location dependency. Factor analysis revealed five factors that reinforced the notion of location dependency of sponsorship. Both the Bartlett's test for sphericity (1166.866 with significance level of 0.000) and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (.753) justified the appropriateness of using factor analysis for this study.

The 5 factors (atmosphere, location, corporate exposure, location features and CBD access) all had factor loadings higher than .4 indicating high significance (Tabachnick & Fidell, 1996). The high quality of the research instrument (internal consistency) was evidenced by high Cronbach alphas ranging from .75 to .92

T-tests delivered significant differences between location dependent and location independent sponsors on some of the factors. It was found that location dependent sponsors rate the perceived importance of issues in relation to the physical location of the sport facility significantly higher than their location independent counterparts. The reverse applied to issues in relation to corporate exposure where it was found that location independent sponsors rate the perceived importance of corporate exposure through the sport facility significantly higher than their location dependent counterparts.

The results of this study suggest appreciating the concept of location dependency may greatly assist companies in the effective discharge of their sponsorship decisions. Future research should further explore the link between 'perceived location dependency' (perceived importance of location-related issues) of sponsors and the actual sponsorship goals sponsors' set.

Peter Smolianov

Deakin University

Marketing through televised sporting events

Successful corporate marketers integrate sport sponsorship and advertising to cross-promote the two media and multiply the effect of sport marketing investment (B&T, 1997). When advertising is combined with other promotional activities, such as sponsorship, sales can be two to seven times greater (Roberts, 1996).

The aim of this study was to identify management steps of integrated advertising and sponsorship in corporate marketing through televised sporting events.

With due regard to the methodological recommendations of Farrelly (1995) and Meenaghan (1999), an extensive exploratory research was followed by a multi-stage qualitative research.

The exploratory research collated academic literature and commercial consulting reports of more than 50 authors from Australia, North America, Europe and Asia to develop a theoretical framework for managing corporate sponsorship and advertising through televised sports.

The qualitative research determined how integrated advertising and sponsorship should be managed according to 16 experts and how campaigns were managed according to 24 practitioners. The framework was validated and modified by 16 experts who managed and evaluated corporate marketing campaigns through the 1998 events such as 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; and Soccer World Cup in France. After two series of semi-structured personal, email and telephone discussions, each followed by a revision, consensus was reached on what should be the integration steps of sponsorship and advertising. To investigate how the campaigns were managed in practice, a total of 24 in-depth semi-structured interviews were conducted with corporate marketers, sporting event producers, executives from advertising, public relations, and market research firms and television channels.

Twelve campaigns were analysed. Each of these campaigns sponsored a nationally or internationally televised sporting event and placed advertisements during the broadcast of this event. The studied events of tennis, golf, Australian football, car races and triathlon included the main Australian and world's sporting festivals of the year 2000 – the Australian Football league Grand Final and Sydney Olympics. The studied brands comprised automotive, financial services, retail, business equipment and consumer goods.

The results showed that sponsorship and advertising were integrated at the following management steps:
1: strategy formulation including pre-assessment and concept development,
2: management judgment test,
3: consumer pre-test, and
4: campaign tracking.

Campaigns which integrated sponsorship with advertising in the above steps: 1) maximised the size of the reached target audience, 2) raised recall and recognition of the promoted brand and message, 3) improved attitude towards the brand among consumers, business clients and corporate employees, and 4) increased sales of the brand promoted through televised sporting events.

Popi Sotiriadou, Shayne Quick and David Shilbury

University of Technology Sydney and Deakin University

High and low profile Australian Olympic and non-Olympic NSOs

There have been claims (e.g., Cashman & Hughes, 1998) that while high-profile Olympic sports and their respective national bodies enjoy the benefits of increased expenditure in terms of funding and resource allocation, non-Olympic or less established sports are faced with the increased burden of trying to secure basic public funding. This was the popular perception in Australia, at least in the lead up to the Sydney 2000 Games.

The aim of this research is to compare and contrast National Sporting Organisations (NSOs) experiences in terms of their relationship with the Federal government body responsible for sports, the ASC. It set out to determine the perceptions of the ASC's responsiveness and approach to the NSOs as perceived by the individual NSOs.

Data was collected from NSOs' annual reports and interviews were held with NSO representatives. The analysis of the emergent themes revealed that Australian sport policy in the lead up to the Games was formulated with a short-term drive for Olympic-medal winning. More specifically, while Olympic NSOs perceived to have the greatest chance of success at the Games were allocated additional support from the Federal government, Olympic sports regarded as unlikely to win medals were less fortunate.

With regard to Non-Olympic NSOs, while a number are very successful at the international level, they appear to be the "least resourced" of Australian sport. Non-Olympic NSOs argue the need for a reallocation of resources from the ASC in an effort to minimise sporting inequalities. In summary, the majority of NSOs perceive their relationship with the ASC as non-responsive to individual concerns and the Federal government's sport policy as not addressing the unique character of each sport.

Daniel Rascher

University of San Francisco

The place of psychic impact in economic impact analysis: Is it missing from the debate?

The new frontier in economic impact analysis is to focus on the contingent valuation measures of psychic impact. There are various methods for measuring the direct and indirect impact that are less well known, and while the real debate in economic impact should be on psychic impact, the political process tends to focus on the financial impact. Psychic impact covers such terms as 'cultural significance', or 'public consumption benefit', and includes civic pride, fan loyalty, and community spirit.

The Noll/Zimbalist/Baade/Porter view of the world is that sport facilities and teams provide minimal economic impact. However, they concede that the cultural significance of sport probably exceed the business impact.

Much of the psychic impact is a 'public good', which means that consumption is non-excludable and non-rival. In general, public goods are funded by governments in the appropriate jurisdiction. Examples are parks and national defence. Because these benefits derive from the externalities, no private investor can hope to capture enough of the benefits to justify privately financed construction.

The contingent valuation method (CVM) elicits how much respondents would be willing to pay for hypothetical projects. The CVM is often used in environmental impact research to measure the public's evaluation of new parks, preventing species extinction, and cleaning up dirty rivers.

Psychic impact research is in its infancy. This paper will examine the methodology, emerging results, and implications for sport management.

Daniel Rascher

University of San Francisco

A strategic analysis of team re-location and sport league expansion

Team relocation is on the rise in the United States. As the costs of success increases, team owners are finding it difficult to turn a profit in certain locations. At the moment, the National Basketball Association (NBA) team in Vancouver, Canada, is choosing a new location from among Anaheim (California), New Orleans (Louisiana), and Louisville (Kentucky). A number of other teams are considering new locations (e.g. the Charlotte Hornets).

The conceptual framework for this paper is strategic decision making under the assumption of profit maximisation. The location of potential cities depends on the likely economic success, political support (for public financing of venues), and simply the whim of an owner (idiosyncratic). This research focuses on the economic factors.

The analysis uses two econometric models to rank the candidate cities for relocation or expansion. One method determines which characteristic of the cities are important measures of whether a city has an NBA team using a profit model. The other method uses success both in terms of profitability and on-the-court success to establish a model that is used to rank non-NBA cities using censored regression.

The data contains measures of demand for each city (population, basketball fanaticism, corporate and regional headquarters, income, other sports teams, and distance to other NBA cities) and measures of NBA success (city has a team, team profitability, team winning percentage). The supply of cities is assumed to be constant.

The initial results show San Diego, Louisville, and Las Vegas as the best available options.

Tonya Roberts

Deakin University/ABC Radio

Sex sells women's sport

This paper is the result of a research paper conducted at Deakin University that analysed how the level and style of media coverage given to women competing at the Sydney 2000 Olympics compared to that given to men. The body of research and writing that exists on the topic of media coverage of women's sport is significant, but highly discrete. Leading the way have been researchers such as Mikosza, Phillips and Stoddart at the Women and Sport Unit within the Australian Sports Commission. Historians such as Marion Stell and Richard Cashman have also made contributions to the field.

It has been twenty years since the first in a series of longitudinal studies on women's sport coverage was conducted by the Australian Sports Commission, and yet despite some initiatives aimed at both boosting and changing media coverage, the results are negligible. Although the Commission's data shows women's sports coverage in newspapers has increased from 2% in 1980 to 10.7% in 1996, men's sport registered 79.1% in 1996, which means six times more newspaper space is still devoted to men's sport than to women's.

Additionally, it is still possible to find articles which begin thus, 'Head to the women's water polo these days and you run the risk of becoming a pervert' (Kent, 2000). This sort of coverage has implications for future female competitors in all sports.

A quantitative media analysis approach of measuring the daily space devoted to both men's and women's sport in the Herald Sun newspaper, along with a broader qualitative approach in analysing the portrayal of women's sport in a range of media outlets, was adopted for this study. This methodology allowed for some valuable benchmarking against previous studies, particularly the 1996 study of the coverage of the Atlanta Olympics included in the report Inching Forward. Four key conclusions were reached, and two of those provide direction to the future management of women's sport in Australia, particularly with regard to public relations.

The data obtained and the conclusions reached in this research lend weight to the importance of reviewing media management practices within sports organisations. Many display a lack of understanding of the most basic communication/persuasion theories. Claims are made about lack of finance and resources, and yet minimal cost measures like ongoing but low-level information and education programs can be effective. Synergies and partnerships are there to be explored.

Michael Sam and Richard Batty

University of Otago

Channelling the voice of all New Zealanders: Is getting set a false start?

Royal Commissions, public inquires, select committees, and task forces play important role in government policy making. In Canada, Australia, the UK, and New Zealand, governments use these instruments to develop sport policy. Fulfilling an election promise by New Zealand's Labour Party, the Ministerial Task Force on Sport Fitness and Leisure released its report in January 2001, and recommended a number of changes to the sport delivery system. While the findings of such inquires often reflect political interests, they are also shaped by the system of rules that establish, for example, who participates in debates, how information is processed, or how decision making is carried out. In political studies, the mechanisms and practices that dictate such interactions are called institutions.

Institutions are an important component of policy analysis, as they tend to organise policies and bias processes (Atkinson, 1993). They prescribe the rules of political engagement that can limit the exchanges, conflicts, and issues that that are allowed to surface. Through their rules and procedures, institutional arrangements can define power configurations, and ultimately channel debates. This study examines New Zealand's Task Force on Sport, Fitness and Leisure (2001) and analyses the institutional arrangements that contributed to shaping the report's findings and recommendations.

Information was gathered through interviews with taskforce members, observation of public consultation, and analysis of committee documents. In part, the inquiry was shaped by the institutional arrangements it inherited from agencies such as Treasury and the Office of the Minister for Sport, Fitness and Leisure. Examples of constraints include the Task Force's terms of reference, and the need to meet deadlines for the Labour Government's annual budget. Other institutional arrangements, such as the Task Force's consultation process and review of submissions, also limited the range of interests and ideas available for review.

Finally, the role of institutions in the policy formulation process are discussed, and comparisons are drawn with other inquiries in to sport delivery. Special attention is given to Australia's Federal review (Shaping Up, 1999) and Canada's national sport policy process (Building Canada through Sport, 2001).

James Santomeir

Sacred Heart University

Sport mega-brands: Global marketing strategies

The complexity of the sport industry, the growing interest of the media in sport, the rapid globalisation of sport, the fluidity of global markets, increasing competition, the influence of technology, and the growing convergence of consumer needs, has necessitated that multi-national sport enterprises leverage their brand equity and extend their global reach. Sport 'mega-brands' such as footwear and apparel giants Nike, Adidas-Salomon, Reebok and ASICS, professional sport leagues such as the NBA, NFL, and FIFA, and sport marketing media companies like IMG, are confronting complex and dynamic issues related to extending their global reach and developing integrated global marketing strategies.

With a focus on the trading bloc triad of the European Union, Japan, and the United States, this paper will examine the issues facing selected sport mega-brands and compare their respective global marketing strategies. Several sport mega-brands have successfully extended their global reach, while others have not been able to do so. However, all have realised the importance of brand equity on-line as well as off-line.

The key issues addressed in this paper are:

- Segmentation challenges in the international market,
- Sporting goods apparel and footwear,
- Brand concentration,
- Strategic alliances,
- Co-branding,
- Media communication,
- Sponsorship, and
- New strategies in retail distribution

Kristen Simpson, Warren Payne, Martin Hole, Michael Reynolds and Chris Brown

University of Ballarat

Volunteer administration in rural and regional sport: Issues, concerns and directions

Volunteerism is widely regarded as being an important part of the social glue or social capital that holds many communities together, particularly rural and regional communities. Anecdotal reports indicate that volunteerism in rural and regional sport is declining at a rapid rate. In particular, it has been reported that volunteer sport administrators are not immune to the apparent reduction in rural and regional sport volunteerism. This study investigated whether these reports were accurate, and attempted to identify factors affecting sport volunteerism in selected Victorian rural and regional communities.

The study explored these issues by conducting seven focus groups interviews within the city of Ballarat and Shire of Pyrenees. In this way, the study examined issues that were related to a provincial city, a rural town, and a rural district. The principles that were used to select the key informants for the focus group included the level and extent of the volunteer involvement, gender, age of sport participant, and type of sport. The focus groups were audio taped, and the data was transcribed using a trained audio typist. The transcripts were subject to content analysis using methods of Miles and Huberman (1994) and the qualitative analysis software tool (Atlas.ti) to identify common themes.

Themes that have emerged that are relevant to sports administration include the drain of intellectual capital from small rural centres as a result of commercial restructuring, the focusing of responsibility upon a limited number of volunteers, the lack of community sport leaders, the influence of government legislation on fund raising capacity, the influence of aging communities on volunteer numbers, the impact of extended business hours on volunteer availability, an unwillingness of community members to undertake roles on committee of management, the tension between role expectation and available time and skill, the unrealistic expectations of government and peak sporting bodies toward volunteer administrators, and the fear of litigation.

These issues will be discussed in relation to the available literature, and suggestions will be made with the aim of improving the relationship between professional sport administrators and volunteer sport administrators from rural and regional areas.

James Skinner, Ray Booker, Dave Arthur and Dean Cooley

Southern Cross University and University of Tasmania

Online learning: Using email games to enhance the delivery of internal undergraduate sport management programs

The use of online learning technology has increased dramatically in recent years (Dalton, 2000). This technology is not only being used as a primary educational tool for external students but is now being used as a supplementary educational tool for internal sport management students. Supplementing traditional teaching methods with emerging Web-based instructional technologies provides a platform to further enhance internal students' understanding of sport management issues through the use of interactive online learning.

Jasinski and Thiagarajan (2000) suggest that if we examine the many instructional offerings that are available online, the majority of interactivity merely connects the learner with the content. They argue that such an approach limits the learning capacity of students. Jasinski and Thiagarajan stress that "people-to-people connections" are vital for the enhancement of learning through instructional online technologies. To facilitate these "people-to-people connections" they suggest a special type of web conferencing strategy called "email games".

Email games are instructional methods that can facilitate dialogue about different problems and issues and can encourage the sharing of new knowledge, understandings, perspectives and insights (Zhu, 1998). Jasinski and Thiagarajan (2000) suggest that email games should be constructed so that they incorporate a number of distinct features. These features can be best described under three headings: Instructional Design Elements; Game Design Elements; and Online Learning Elements. The authors have outlined three sample email games that utilised these features – the Depolariser, Galactic Wormhole and C3PO.

This presentation will review the essential features that are required for the development of an email game. Furthermore, it will explain the three sample email games noted above and discuss how effective they are in supplementing the traditional teaching methods predominantly used in the delivery of internal sport management programs. Part of this discussion will be based on a study that involved the use of the email game, Depolariser. The study was conducted with internal undergraduate sport management students from Southern Cross University and the University of Tasmania during 2001. It is believed the results from this study will provide a better understanding of how online teaching technologies can be used to further enhance the learning environment for internal sport management students.

Mark Solonsch

SYNAVAL

Stakeholder satisfaction measurement in professional sporting organisations

Within professional sporting organisations there are a range of stakeholders to be satisfied for the organisations to operate at their peak. These stakeholders include the sports-people, sporting staff, administrative staff, corporate supporters, members, and the public. For example, the Geelong Football Club initiated a stakeholder satisfaction monitor in 1999 to measure the satisfaction of each of these groups, to identify where the club's strengths and weaknesses lie.

This paper is divided into two sections. The first section will provide details of how to develop a stakeholder satisfaction monitor, focusing on both the methodological issues and practical uses of the findings. The second section will include lessons learned from a number of studies with sporting organisations. Special attention will be given to the Geelong Football Club.

Over the 2 years of the Geelong program, a number of important issues have been identified and rectified. The CEO of the Geelong Football Club provided many insights into why he initiated the program for the club, and how he used the program to assist in the day-to-day management of the club. His views will be discussed in this paper.

Spiros Spiropoulos and Popi Sotiriadou

University of Technology Sydney

Features of the internal and external environments impacting on the planning and operation of the Greek Festival of Sydney

There have been numerous claims by authors such as Cooper and Lane (1997) and Jackson, Reid and Croft (1982) that the examination of environmental factors can be beneficial to non-profit festival organisations in their long-term planning. The purpose of this study was to analyse the internal and external environmental features in which the Greek Festival of Sydney operated.

The research involved a two-phase data collection with a survey and content analysis of secondary sources preceding in-depth interviews with a representative cross-section of paid staff, the Board Committee and volunteers. Data and findings contributed to an analysis of environmental factors using SWOT and PEST frameworks. This was the first effort to investigate the internal and external features of the Greek Festival in Sydney, and the results of the research proved to be beneficial in terms of the Greek Festivals' strategic management.

This study confirms the necessity to apply basic strategic management concepts into the long-term planning process. This planning, in turn, can be proven vital to a non-profit festival organisation, such as the case study under investigation.

Bob Stewart and Matthew Nicholson

Victoria University, Melbourne

Sport fan formation: A pilot study

This paper examines the ways in which sport fandom is formed, and what fans value about their relationship with sport clubs and teams. Our theoretical framework was in part based around the postmodern notion that self appraisal and identity formation is an ongoing process. Whereas traditional society provides a secure order of values and social position, postmodern society offers a 'bewildering variety and fluidity of values, roles, authorities, symbolic resources and social encounters' (Slater, 1997). An individual's social identity is produced and maintained within this constantly changing social and cultural world. As a result, identity formation can be 'fluid, mobile, and transitory' (Kellner, 1992). Identity becomes more 'unstable and fragile' (Kellner, 1992) Under these conditions identity emerges from a choice between a number of optional lifestyles. (Giddens, 1991). At the extreme, it becomes a 'freely chosen game ', and a 'theatrical presentation of self in a variety of role, images, and activities.

We therefore anticipated that choosing a favourite sport team is a significant life style decision, and comprises an integral part of the process of identity formation and re-invention. We expected fans to shift their affiliations when team images and player profiles no longer fitted their own image and sense of self. To this extent we challenged the conventional belief that sport fan formation is solely the result of early family socialisation, and becomes so ingrained that change is unthinkable.

Our data comprised in-depth interviews with 120 Melbourne sports fans. We wanted to ensure a representative cross section of fans, and sought out both males and females, and a variety of age groups. We also selected informants who were regular attenders and watchers as well as those who are involved on a more casual basis. Our sampling strategy was a 'stratified purposeful' one, where informants were chosen on the basis of fan profiles established by previous research (AFL, 1999; Miles and Huberman, 1995; Nash, 1997; Wann and Branscombe, 1993).

Our questions were structured but open-ended in order to ensure expansive responses (Berg, 1998; Minchielo, 1995). We invited informants to tell us about their early experiences as sport participants, what created their general interest in sport, and how they came to support one team over another. We also wanted to know what led them to become fanatical, or just casual fans, and what caused their interest to wax and wane. We aimed to tease out those incidents and issues that either re-enforced or fractured fans' relationship with their favoured teams.

The results did not support the view that sport fans shift their team and club affiliations to fit their shifting sense of sense of self. Indeed, nearly all informants indicated that loyalty was a fundamental characteristic of fandom. It was an integral part of 'being' a fan. The results also showed that while most fan-team relationships were formed in childhood, the influences were multi-dimensional. Fathers were just one of a number of influential figures. Finally, the results suggested that excitement and arousal was just as important to fans as social interaction and tribal connections.

Peter Stewart

APP Corporation/Victoria University, Melbourne.

You're closing down the city to do what? A case study of the Sydney 2000 Olympic men's marathon

Imagine an international event that:

- Required the construction of a venue that was so large it covered eleven local government areas,
- Totally cut a city of three and a half million people in two,
- Had to hold over 400 000 spectators and competed on a field of play 42 kilometres long,
- Was designed specifically to showcase the Host City, and
- Was deemed so significant that it was the only competition held on closing ceremony night.

That was the Sydney 2000 Olympic Men's Marathon.

This paper will highlight the issues associated with constructing, using and then demolishing the largest Olympic venue of the Sydney 2000 Games all in a ten hour period. It will explain the interaction of stakeholders as varied as the IOC, the NSW State government, local traders, and residents along the course.

It will investigate the management of a workforce that included paid full time staff, contractors, secondees and volunteers. In addition it will consider the issues associated with training and briefing a team of people who had no opportunity to rehearse the event, and in many instances only had a venue in which to work two hours prior to competition commencing.

This paper also addresses three important questions. First, how were worldwide media interests handled and what was done to prevent ambush marketing in an urban domain? Second, how was contingency planning done with such a large and diverse workforce. Finally, how could it realistically hope to cope with all of the variables that exist when the venue was only one metre from an unsecured public space?

Careful attention will be given to the processes and systems used to integrate a venue team within the Games environment and the management structures and practices employed. The paper will conclude by highlighting both the macro and micro issues associated with managing a major international event.

Robin Tait and Nicholas Randall

University of Ballarat and University of Western Australia

Athletics Australia: a new model for national sports organisations

This paper examines Athletics Australia's change from a traditional National Sports Organisation (NSO) model of management, to a business model of management. The new model has been 'dubbed' the Carlson model after consultant Doug Carlson who developed the model with recommendations from a Price Waterhouse review.

It now operates under the leadership of Athletics Australia CEO Simon Allatson, who has spent over two years identifying appropriate new personnel with significant business backgrounds to support this structure.

The purpose of the restructure was to give Athletics Australia a stronger business base and marketing focus, with a high priority to grow the sport's standing in Australia. A new alignment between Athletics Australia and the eight State and Territory Member Associations have expedited the development of a "Federation" model of management, which provides the framework for a unified national sporting body. The Carlson Model emphasises clearly stated financial, organisational and performance objectives, an expansion of Athletics Australia's span of control into out of stadium events.

The implementation of this model has encouraged Athletics Australia to create a plan to double Athletics Australia's asset base, and lift Australia into the top five athletics nations by 2004. The new athletics management, sponsorship and marketing strategies and out of stadium event strategies are also aimed to take athletics to the position of number one Olympic sport in Australia by the end of 2004. Athletics Australia now has coordinated national programs for high performance, marketing, sponsorship and event scheduling, and development programs for schools, coaches and the fun-run market.

To achieve these ends, Athletics Australia had to embrace the Federation model of management and undergo significant organisational changes over the last two years. Amongst other things these changes have included a redefinition of the membership base, and the development of a corporate culture with an emphasis on Customer Relationship Marketing. In this paper these changes are analysed in light of its past structures and practices, and the internal and external implications are considered and implications are drawn for other NSO's.

Tracy Taylor

University of Technology Sydney

Managing cultural diversity in community sport

The Australian population is comprised of over 23 percent overseas-born people from 224 different countries (Australian Bureau of Statistics, 2000) with projections suggesting that cultural diversity will continue to expand (Department of Immigration and Multicultural Affairs, 1999). This increasing diversity will have a significant impact on sports organisations in the recruitment and retention of players, volunteers, spectators and employees. Several researchers in sports studies have already suggested that sports organisations will need to respond to issues of cultural diversity if they are to survive in an increasingly competitive sports environment (Booth & Tatz, 2000; Mosely et al. 1997; Taylor & Toohey, 1998; Rowe, 1996). Doherty and Chelladurai (1999) have suggested that the management of cultural diversity in sport organisations is critical to the success, and even survival, of those organisations. Failure to deal with the issue can lead to the creation of ethnic stereotypes and severely limit the participation opportunities of individuals from particular race, ethnic and religious backgrounds (Fleming, 1995; Jarvie, 1991; Long et al., 1997; Taylor, 2000; Toohey & Taylor, 1999).

Research to date has also indicated that sports have not fully capitalised on this market with studies revealing that overseas-born individuals are significantly less represented as participants in sports activities (Australian Bureau of Statistics, 1998), have lower levels of physical activity (Armstrong, Bauman and Davies 2000), are under-represented as sports spectators (Australian Bureau of Statistics, 1998), and are less likely to hold volunteer roles or paid positions in sports organisations (Fitzpatrick and Brimage, 1998). However, existing research has not empirically explored how sports organisations have managed issues of cultural diversity (DeSensi, 1995). This paper reports on an empirical investigation of managing cultural diversity in community sport.

The research presents a profile of cultural diversity in sport organisations in order to further our knowledge and understanding of diversity issues in sport. The profile covers three distinct aspects within sports organisations:1. Audit of cultural diversity strategies, policies and practices, 2. diversity analysis of athletes, volunteers and administrators, 3. assessment of the level of understanding and acceptance of cultural diversity. The study focused on eight team sports: Australian Rules; Basketball; Cricket; Hockey; Rugby League; Soccer; Softball; and Volleyball. A *questionnaire survey* was used to collect the baseline data from state sport associations and 50 clubs, systemically selected to represent a national coverage, city and country clubs and a range of clubs from geographical areas with high and low levels of minority ethnic populations.

The key findings were: the majority of clubs did not have policies or programs that specifically addressed aspects of cultural diversity; most clubs felt that their 'open door' attitude was sufficient and did not feel time or resources should be spent on any other initiatives; few clubs had considered ways to encourage diversity in volunteers or administrators; and there was an underlying expectation that new migrants would 'fit-in' to the existing sport structure. The implications of these findings will be outlined.

John Tower, Leo Jago and Marg Deery

Victoria University

A proposed framework to understand the nature of relationships between sport associations and sport venue management

The relationship between sport venues and the sport associations that use the venues is an important factor because a good relationship is likely to generate improved usage of the sport venues and increased participation for the sport associations (Tower 1999). The nature of their relationships and how the relationships form has not been investigated. The construction of increasingly more sophisticated sport venues and their subsequent management requires millions of dollars on an annual basis (Statistical Working Group 1995). Sport associations that are managed by volunteer committees with increasing levels of professional staff are often dependent on government provided sport venues for their training, competition and administration. Some sport associations and sport venues work collaboratively to generate outcomes that will work to their mutual benefit. However, many sport associations and sport venues operate in a confrontational manner that generates outcomes that do not adequately produce optimal results for either the sport associations or sport venues (Tower 1999). It is likely that improving these relationships will have positive benefits for the venues, the sport associations and general community because of increased sport participation and potentially making a contribution to the social capital of the community.

This paper will present a model to help understand the nature of the relationships between sport associations and sport venues. The key relationships are among sport associations, government who provide the sport venues, and sport venue management. There are also a number of secondary relationships that include contractors, other events, other institutional users (schools), etc. that will impact on how sport associations and sport venues collaborate. A range of constructs drawn from the literature in relationship marketing, education partnerships, and health and community partnerships will influence the nature of the relationships. The outcomes of the relationships will impact on the sport associations and sport venues level of usage, share of business and the capacity to resolve complaints, claims and problems. Overall, the satisfaction between the sport association and the sport venue can be tied to the nature of the relationship they have.

Paul Turner

Deakin University

Wireless (WAP) broadcasting: implications for sport

Nearly 150 million people used the Internet in one three month period in 2000. This figure pales into insignificance when compared with the fact that 300 million people used their mobile phone in just one day during the same period. In terms of reaching a mass audience, the mobile world offers a huge opportunity to the sports industry (Lee, 2000). Sports content providers in the mobile environment have so far been limited to relatively basic SMS (short message service) alert services that enable users of mobile phone technology to receive their teams latest scores and news headlines.

The emergence of new systems (currently called 3G, or UTMS) mobile systems are in an early stage of development of being able to deliver much higher data-rates to mobile phones, personal digital assistants and lap-tops. This expansion of network capabilities means that video clips, sound and text can be transmitted to wireless devices from any location. This has immense implications for the sports industry and sports fans alike.

For rights-owners, 3G will present an opportunity to realise new outlets for their content, using video, sound and text to create a rich interactive experience for the sports fan to enjoy. This will offer sport potential revenue opportunities through subscriptions, advertising, sponsorship, betting and e-commerce (Lee, 2000). The offer of news, key action clips and results, accessed by people who are at work, in the car and abroad, through the use of their mobile equipment, offers a sports fan on one side of the world the opportunity to experience, for example, a 15 second video of a goal in a major soccer game held on the other side of the world, reaching the handset within a minute of that goal being scored, complete with advertising, sponsorship and commentary (Lee, 2000).

This paper presents an insight into the developing wireless information world and identifies opportunities this emerging technology presents to sporting organisations.

Sue Walker

Hillary Commission for Sport Fitness and Leisure, New Zealand

Targeting teenagers

Quantitative surveys for the Hillary Commission show that participation in sport and recreation declines during the teenage years, reaching a low point for 16 and 17 year-olds. To investigate the motivations and inhibitors underlying teenagers' participation in sport and recreation, qualitative research was carried out using one-on-one interviews and focus groups.

The results show that a range of emotional and environmental factors motivate and de-motivate young people's involvement in sport and recreation. Key drivers motivating participation were compensation; enhancement (of a state or emotion); challenge, reassurance; competition and participation. Six motives can be positioned in relation to these dynamics.

Young people differentiate themselves into sub-groups and this study identified four groups: "sporty kids", "cool kids", "nerdy kids" and "mainstream kids". The importance of different motivations and inhibitors in determining involvement in sport for each of these groups is described.

The study investigated how to improve communication with young people involved in sport and illustrates how identifying images reflecting the different motivations can be used to optimise promotional messages. The study also provides directions at both a macro and micro level of ways to encourage and reinforce teenagers involvement in sport and recreation.

The research was carried out by the Hillary Commission in association with BRC Marketing and Social Research.

Linda Wayman

Western Australia 'EventsCorp'

Sports tourism: Raising the bar

Both tourism and sport have a great deal in common – not least that they are high growth industry sectors. Tourism accounts for 5.8% of Australia's GDP and international tourism's export earnings in 1999 was $17billion, accounting for 14.9% of Australia's total export earnings. It accounts for 8% of our country's employment. The Australian Tourist Commission estimates that for every 10 per cent increase in the number of visitors to Australia, 30,000 new jobs are created. The Sport industry is worth 1% of Australia's GDP and its output to Australia is estimated at $7.9billion. Its export earnings are $430 million and Australia Sport International has an export earnings target of $1.3billion for 2006. The sport industry employs 270,000 Australians. When these industries together, the synergy that results is a burgeoning and niche area of tourism dubbed "sports tourism". EventsCorp views sports tourism as a marriage, not necessarily of convenience, but one of passion, between two sectors to create a unifying force which has huge potential. However, it is not yet effectively leveraged by any but a handful of tourism destinations around the world.

It is a sub-sector gaining more credibility and generating more interest both in Australia and overseas every year as governments and business people realise the potential power behind the entertainment spin. Of course, television has long realised the inherent business drivers in sport and major sporting events and much of the pay television industry owes its existence to the universal passion for sport. Australia is one of the best-positioned tourism destinations to leverage sport tourism for a number of reasons including the recent Sydney Olympics ("the best-ever"), as well as our sporting culture and image around the world as a sporting nation. Just as the 1987 America's Cup alerted the Western Australian Government to the potency of event tourism, the Sydney Olympics has focussed Federal Government, academics and the tourism industry itself on the potential of sports tourism for this country.

This paper charts the progress of sports tourism in Western Australia which, in 1986, established the first events agency in Australia and one of the first in the world. It explores the issues and trends which are impacting on sports tourism in Australia and the business drivers which will ultimately define the future of this niche tourism marketing discipline. These trends include television and globalisation.

It draws on EventsCorp's experience to demonstrate the power of event tourism and how to most effectively leverage the many challenges facing an events agency in an increasingly competitive environment. EventsCorp is a small agency of the world stage and is always boxing above its weight yet has achieved much.

The paper will detail EventsCorp's unique marketing campaign – The Best on Earth in Perth – which is used to promote Western Australia as a vibrant tourism destination and generate community pride in the events in our State. The paper also gives examples of successful "big picture" strategies undertaken by other States, and shows how sports tourism can be more than the sum of simply sport and tourism industries. Through the unifying passion for sport, sports tourism can impact on other industry sectors by building the image of a State or city.

Hans Westerbeek and David Shilbury

Deakin University

The future of service quality research in sport: A conceptual advance

This paper is part of a larger study where it was identified that soccer spectators (from a number of clubs) from Australia, the USA, the Netherlands and to a lesser extent Malaysia, perceive a range of place-specific service quality dimensions in spectator sport settings to be important. Literature related to customer satisfaction with, and value of place-specific dimensions of the spectator sport service product was reviewed and combined with empirical findings. The paper presents a conceptual model for services marketing research (in the global sport industry) as a first attempt to integrate findings of this research with that of other researchers. Amongst other things, the model proposes the integration of the value concept with the concepts of quality (and satisfaction). At present researchers are still confused about this relationship, where Holbrook (1994) defines quality as a type of value and Chelladurai and Chang (2000) argue that value is a type of quality. Future research needs to confirm the targets of service quality in sport, before this information is integrated in larger sport industry-specific research designs. In that regard, the proposed model is a conceptual advance from the perspective that it incorporates the concepts of service quality, service satisfaction, and service value in a framework for future research.

Values (plural) or (cultural) value orientations impact, from a macro perspective, the formation of fan segments in different geographic (i.e., nations) areas. Part of this macro influence is the question of which sports are popular and those that are not, impacting on 'global versus local' influences on fan segment formation. The most important measures (i.e., SERVQUAL) or models (i.e., servuction model), according to the literature, are incorporated in the model. Fan segmentation is also likely to influence what are perceived to be the preferred features of the stadium and hence, what become the (quantifiable) target(s) of service quality. This in turn affects the production of the core sport product (i.e., more hedonistic characteristics as demanded by corporate consumers) the service (co)production (i.e., increased safety, increased comfort, increased personal attention, emphasising 'congeniality' behaviours), and the sportscape features.

The service quality—value—satisfaction dilemma is visualised in the second part of the model, linking it as 'outcomes' to the targets of service quality in the first part of the model. The principle that service quality and value are antecedants to satisfaction is assumed and extended with findings of Ruyter, Wetzel, Lemmink and Mattsson (1997) (that different types of value lead to different types of satisfaction) and Oliver (1989) that one type of value (emotional, practical and logical) does not exclusively lead to one type of satisfaction (novelty, surprise, pleasure, relief). It seems likely the accumulation of three types of satisfaction lead to an overall assessment of satisfaction, potentially mediated by an intermediate overall assessment of value.

Finally, it is proposed that overall satisfaction is directly influenced by people's value orientations. This may be a 'real' influence (people's levels of satisfaction are 'true' in absolute terms) or a 'response biased' influence (only 'true' or real in the context of a particular culture).

Dwight H. Zakus,

Griffith University

Understanding nostalgia sport tourism: A case study of the old course at St Andrews, Scotland

This paper presents the first part of a two-part study into nostalgia sport tourism. Through a metatheoretical analysis, concepts of heritage, cultural tourism, sport landscapes, topophilia, and museum are linked toward understanding the place of sport sites as tourist destinations and as a focus for nostalgia sport tourism. The Old Course at St Andrews, Scotland is used as a case study to show these linkages and to identify the conceptual elements that demand further testing toward understanding nostalgia sport tourism. Finally, comments on the marketing potential of this form of sport tourism are made.

Figure 1

TOPOPHILIA

(authenticity)
(hyperreality)
(heritage)

why

NOSTALGIA/HERITAGE

(place, sport)
(authenticity)
(pre- or conserved)
(hyperreality)

why

SPORTSCAPE
(sport landscape)
as museum

what

TOURISM

how

SOUVENIRS
(authenticity)
(hyperreality)

what

mediates and represents all relations between above items

MARKETING/RETAILING

how

————— metatheorising

━━━━━ empirical (survey analysis)
[second part of study not included in this presentation]