Sport Management Association of Australia and New Zealand
17th Annual Conference

SMAANZ 2011 Conference and Sport Business Forum

Melbourne Cricket Ground, Australia
23–25 November 2011

Program and Book of Abstracts

SMAANZ
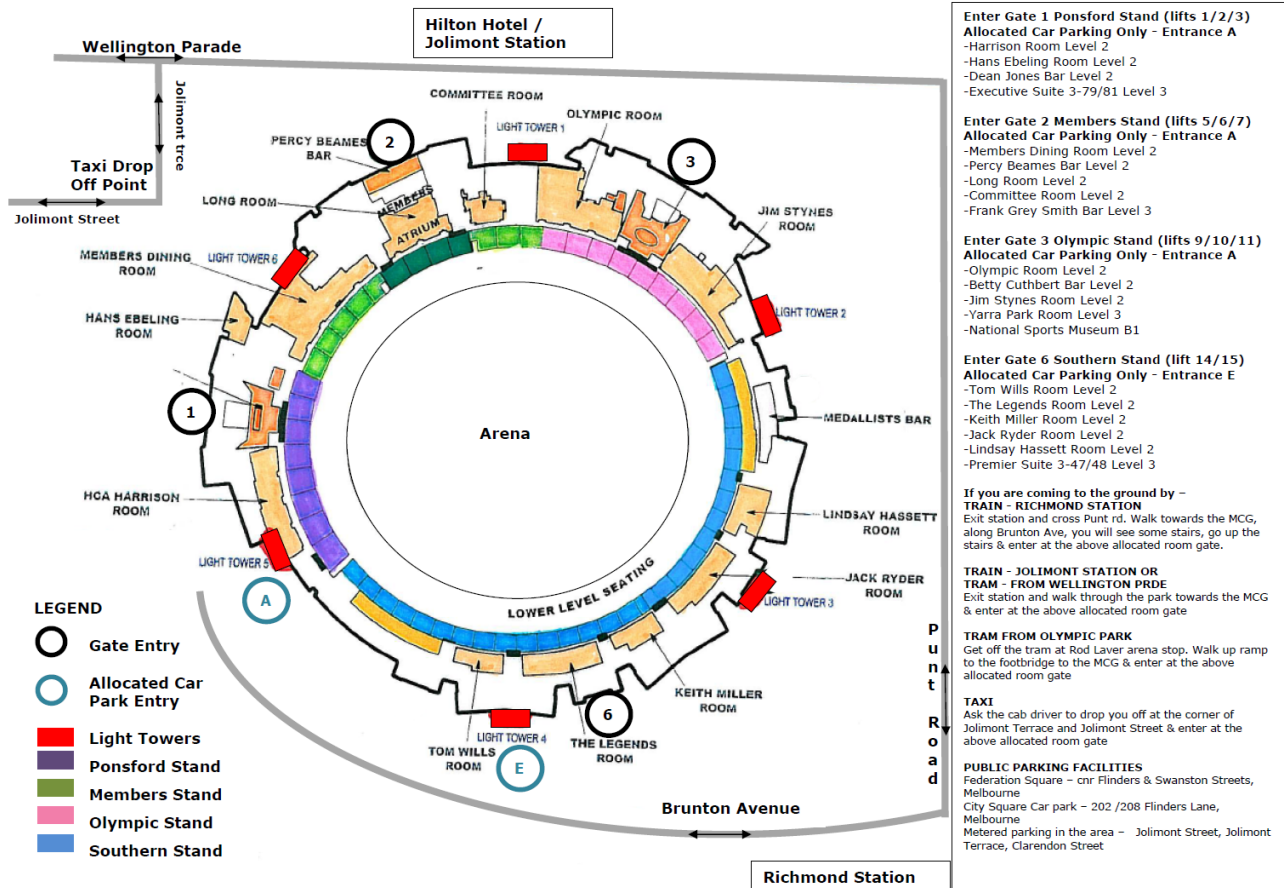
LA TROBE UNIVERSITY

MELBOURNE CRICKET CLUB

MELBOURNE CRICKET GROUND ACCESS

SPORT BUSINESS FORUM WEDNESDAY 23 NOVEMBER ENTER VIA GATE 2

SMAANZ ACADEMIC DAYS THURSDAY 24 & FRIDAY 25 NOVEMBER ENTER VIA GATE 3

SMAANZ CONFERENCE DINNER AND AWARDS CEREMONY FRIDAY 25 NOVEMBER 7:00PM ENTER VIA GATE 2

Enter Gate 1 Ponsford Stand (lifts 1/2/3)
Allocated Car Parking Only - Entrance A
-Harrison Room Level 2
-Hans Ebeling Room Level 2
-Dean Jones Bar Level 2
-Executive Suite 3-79/81 Level 3

Enter Gate 2 Members Stand (lifts 5/6/7)
Allocated Car Parking Only - Entrance A
-Members Dining Room Level 2
-Percy Beames Bar Level 2
-Long Room Level 2
-Committee Room Level 2
-Frank Grey Smith Bar Level 3

Enter Gate 3 Olympic Stand (lifts 9/10/11)
Allocated Car Parking Only - Entrance A
-Olympic Room Level 2
-Betty Cuthbert Bar Level 2
-Jim Stynes Room Level 2
-Yarra Park Room Level 3
-National Sports Museum B1

Enter Gate 6 Southern Stand (lift 14/15)
Allocated Car Parking Only - Entrance E
-Tom Wills Room Level 2
-The Legends Room Level 2
-Keith Miller Room Level 2
-Jack Ryder Room Level 2
-Lindsay Hassett Room Level 2
-Premier Suite 3-47/48 Level 3

If you are coming to the ground by –
TRAIN - RICHMOND STATION
Exit station and cross Punt rd. Walk towards the MCG,
along Brunton Ave, you will see some stairs, go up the
stairs & enter at the above allocated room gate.

TRAIN - JOLIMONT STATION OR
TRAM - FROM WELLINGTON PRDE
Exit station and walk through the park towards the MCG
& enter at the above allocated room gate

TRAM FROM OLYMPIC PARK
Get off the tram at Rod Laver arena stop. Walk up ramp
to the footbridge to the MCG & enter at the above
allocated room gate

TAXI
Ask the cab driver to drop you off at the corner of
Jolimont Terrace and Jolimont Street & enter at the
above allocated room gate

PUBLIC PARKING FACILITIES
Federation Square – cnr Flinders & Swanston Streets,
Melbourne
City Square Car park – 202 /208 Flinders Lane,
Melbourne
Metered parking in the area – Jolimont Street, Jolimont
Terrace, Clarendon Street

LEGEND

Gate Entry
Allocated Car Park Entry
Light Towers
Ponsford Stand
Members Stand
Olympic Stand
Southern Stand

Program & Book of Abstracts

Sport Management Association of Australia and New Zealand

17th Annual Conference

Melbourne Cricket Ground, Melbourne, Australia

November 23 to 25, 2011

Hosted by the Centre for Sport and Social Impact, La Trobe University

www.latrobe.edu.au/cssi

Prepared by Professor Russell Hoye, Program Chair

Contents

All accepted abstracts appear in alphabetical order using the surname (last name) of the first named author.

WELCOME FROM SMAANZ

On behalf of the Members and the Committee of Management of SMAANZ, I extend a very warm welcome to our 17th Annual Conference and the Sport Business Forum.

As you will observe from the program, the line-up of speakers and the topics for presentation and discussion are as diverse as the nature of sport management itself. The Conference and Forum organisers have certainly worked assiduously to provide a special opportunity for those interested in sport management – practitioner and academic alike – to both broaden and deepen their knowledge. It is not often that these two teams in the sport management enterprise are brought together – hence it is incumbent on all in attendance to maximise the interface and I strongly urge you to do so.

I also take this opportunity to say "Thank you" to Professor Russell Hoye, Dr Emma Sherry, Associate Professor Matthew Nicholson, Ms Pam Kappelides, Dr Anthony Kerr and the rest of the dedicated team from the Centre for Sport and Social Impact at La Trobe University for their excellent efforts in preparing for delegates three days of immersion in both sport management's research with relevance and its contemporary and future practice.

I also extend our sincere thanks to the Melbourne Cricket Club for generously hosting our event at their iconic venue.

Best wishes to all for an enlightening experience.

Associate Professor Paul Jonson PhD

President, SMAANZ

WELCOME FROM THE MELBOURNE CRICKET CLUB

On behalf of the Melbourne Cricket Club (MCC), it is with great pleasure that I welcome attendees to the 2011 Sport Business Forum and the Sport Management Association of Australia and New Zealand Annual Conference at the Melbourne Cricket Ground (MCG).

It is fitting that a conference discussing the modern sporting landscape is held at the spiritual home of Australian sport where much of the on-field action occurs, including the annual AFL Grand Final and Boxing Day Test.

Almost four million people will witness a sporting event at the MCG this year. We are very proud of this great stadium and our ability to manage the volume and variety of activities demanded of it each year.

We are delighted to host the 2011 Sport Business Forum and SMAANZ Conference and I trust all participants will have an enjoyable time at the MCG.

Stephen Gough

Chief Executive Officer, Melbourne Cricket Club

WELCOME FROM THE CONFERENCE ORGANISING COMMITTEE

It is with great pleasure that we welcome you to the SMAANZ 2011 Conference and Sport Business Forum at the Melbourne Cricket Ground.

The Centre for Sport and Social Impact at La Trobe University is proud to be hosting this year's conference in partnership with the Melbourne Cricket Club at such an iconic venue in Australia's sport capital.

This year's conference theme is Research with Relevance, and we hope, with the inclusion of our Sport Business Forum, that this conference will provide an opportunity for sport management academics and the sport industry to share and learn from each other. We are sure that you will enjoy the variety of excellent key notes, industry panels and academic presentations.

We would like to take the opportunity to thank the many people assisting us deliver this conference: Ms Annette Maher for her able assistance in administering the abstract and refereeing process, Anna Mudigdo for her great design work, Lisa Trainor and her staff from the MCC for hosting us at the MCG, our great team of student volunteers, and, of course, all the delegates who have taken the time to submit abstracts and attend the conference.

On behalf of SMAANZ and La Trobe University's Centre for Sport and Social Impact, welcome to the 17th annual SMAANZ conference and we hope that you enjoy your time in our wonderful city of Melbourne.

Associate Professor Matthew Nicholson (Conference Co-Chair)

Dr Emma Sherry (Conference Co-Chair)

Professor Russell Hoye (Program Chair)

Pam Kappelides (Registration Coordinator)

Dr Anthony Kerr (Volunteer Coordinator)

| *Matt* | *Emma* | *Russ* | *Pam* | *Anthony* |

SMAANZ 2011 PROGRAM (SPORT BUSINESS FORUM WED 23 NOVEMBER IN SEPARATE PROGRAM)

Time	Thursday 24 November			
8:00am – 8:30am	**Entry via Gate 3** Registration in Betty Cuthbert Lounge			
8:30am – 8:55am **Conference Opening**	**Olympic Room A**			
	Associate Professor Paul Jonson, SMAANZ President – Welcome **Professor John Rosenberg**, Senior Deputy Vice Chancellor & Vice President, La Trobe University – Official Conference Opening			
8:55am – 9:00am	Delegates move to Concurrent Sessions			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
9:00am – 9.30am **Concurrent session 1**	Why I don't go: An exploration into the neutral and negative attitudes preventing attendance. *Lock, D. & Filo, K.*	Working conditions and competencies of managers in Swedish sport. *Fahlström, P.G., Glemne, M., Hageskog, C.A. & Linner, S.*	A legacy of increased sport participation: A London 2012 Olympic promise or an Olympic dream? *Hughes, K.*	New Zealanders' views on abuse faced by sports officials. *Garland, R. & Charbonneau, J.*
9:30am – 10.00am **Concurrent session 2**	Investigating social identification with sponsors/brands: A case study of the Quiksilver Pro. *Randhawa, K., & Fredline, L.*	Performance enhancement in club cycling: A life-course analysis *Stewart, B., Inglis, M. & Smith, A.C.T.*	Justification for government involvement in the hosting of sports events: Do economic impacts materialize? *Richardson, S.*	Risk management for coaches: A legal or moral imperative? *Jonson, P.T.*
10:00am – 10.30am **Concurrent session 3**	Repairing the tarnished image of professional Australian Football League players. *Eaton, J. & Emery, P.*	Performance management in non-profit sport organizations in New Zealand. *O'Boyle, I.*	Large-scale sport events: Influences on sport development outcomes. *Thomson, A.*	Legislative right to regulate professional boxing health risks. *Gilbert, N.L.*
10:30am – 11:00am	**Betty Cuthbert Lounge** Morning tea			
11:00am– 11:40am **Keynote Presentation**	**Olympic Room A**			
	Dr Alison Doherty, University of Western Ontario, Canada *Research for practice, and practice through research: Making a difference in sport management*			
11:40am – 11:45am	Delegates move to Concurrent Sessions			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
11:45am – 12.15pm **Concurrent session 4**	Ethnic identity, attitude toward PGA golfers, and intention to consume recreational golf. *Lee, D., Judge, L. Pierce, D. & Min Kil Kim.*	Organisational identity: The secrets of St Mary's Football Club. *Ritchie, S.*	Valuing an individual's participation in sport: Sports' consumer surplus and implications for policy. *Muller, P., Wadsley, A., Choudhury, A., Adams, D. & Arthur, D.*	Women leaders in sport: the Australian situation in an international context. *Sundstrom, L., Marchant, D. & Symons, C.*
12:15pm – 12.45pm **Concurrent session 5**	Comparing the team*ID scale at varying stages of sport team involvement. *Doyle, J. Kunkel, T., Funk. D.C., Lock, D. & Filo, K.*	Surf tourism, sport development and community building: Exploring the nexus in remote Papua New Guinea. *O'Brien, D.*	Relocalising the global game: New Zealand football's 'whole of football plan'. *McAdam, S.*	Is there room for women in the global game? *Downes, G. & Arthur, D.*
12:45pm – 1.15pm **Concurrent session 6**	The influence of league brand associations on consumers' attitudes towards their favourite team. *Kunkel, T., Doyle, J., Funk, D.C. & Hill, B.*	Making a difference in disadvantaged communities: A framework for sport-for-development (S4D) projects. *Schulenkorf, N.*	The development of sport policies in Singapore: Better management of sport events and facilities. *Pyun, D.Y.& Balasekaran, G.*	Women in elite-level sport leadership: Coaches, officials and administrators. *Sundstrom, L., Marchant, D. & Symons, C.*
1:15pm – 2:00pm	**Betty Cuthbert Lounge** Lunch			

Time	Thursday 24 November			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
2:00pm – 2:30pm **Concurrent session 7**	Intuition and national level athlete selection. *Forsyth, D. & Bradbury, T.*	Developing sport event tourism through inter-organisational collaboration: Interaction between NSOs and sport tour operators. *Kennelly, M., Toohey, K. & Zakus, D.*	Perceptions of legitimacy amongst members and non-members of a federated network: A case study of the New Zealand Register of Exercise Professionals. *MacFarlane, J., Phelps, S. & Schulenkorf, N.*	Sport supplements: Legitimate performance booster or policy nightmare? *Moroney, B. & Stewart, B.*
2:30pm – 3.00pm **Concurrent session 8**	Co-branding a mascot: A case study of the LG Northern Mystics netball franchise. *Bruffy, K. & Meikeljohn, T.*	World cup soccer FIFA Brazil 2014: An analysis of planning actions of Pernambuco, Brazil. *Seixas, T., de Queiroz Pedroso, C.A.M., Sarmento, J.P., Menezes, V., Santos., T. de O. & Leonidio, L.F.*	Don't put a square piece in a round hole: Match the CEO to the strategic plan. *Schoenberg G. & Shilbury, D.*	Impacts of labour market regulatory policy changes on stakeholders in the Australian Football League due to franchise expansion. *Redmond, M., Hoye, R. & Nicholson, M.*
3:00pm – 3.30pm **Concurrent session 9**	Making the millennial mark: Lessons learned by the Youth Olympics. *Judge, L.W., Surber, K.D., Petersen, J., Bellar, D. & Lee, D.*	CSR performance scorecard: Monitoring effects of corporate social responsibility. *Kremer, J. & Walzel, S.*	A study of organizational relationship in sports and leisure activities for the elderly: a case study in Taiwan. *Lin, T.Y. & Sakuno, S.*	One size does not fit all: meeting the expectations of multiple stakeholders in the elite team sports domain. *Morrison, V. & Arthur, D.*
3:30 – 4:00pm	**Betty Cuthbert Lounge** Afternoon tea			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
4:00pm – 4:30pm **Concurrent session 10**	Sport sponsorship as a strategic alliance. *Morgan, A.*	Sport for development: Are we missing the value of sport in majority world countries? *Jeanes, R. & Magee, J.*	Engagement and partnerships with the AFL Western Bulldogs: Moving from an organic to a strategic and sustainable model. *Orbell, S. & Hanlon, C.*	***** WORKSHOP ***** **4:00pm to 5:30pm** SMAANZ Postgraduate Student workshop
4:30pm – 5.00pm **Concurrent session 11**	Strategic marketing practice in golf clubs: A multi-country context. *Garland, R. & Brooksbank, R.*	Considering new models for sport development: event management companies as providers. *Newland, B. & Kellett, P.*	Developing a retention factor instrument to improve sport policy and organisational practice. *Cieslak, T.J., Wagner-Marsh, F. & Endres, M.*	
5:00pm – 5.30pm **Concurrent session 12**	Community sporting events and the changing nature of sponsorship: a stakeholder theory perspective. *Batty, R.J.*	Why female umpires quit: A gendered examination of officiating. *Warner, S., Kellett, P. & Tingle, J.*	Deregulation and liberalisation as drivers of sporting success: The case of Kenyan women's marathon performances. *Ochieng, P. & Stewart, B.*	
5:30pm – 6:00pm	**Olympic Room A**			
	SMAANZ Annual General Meeting			
6:00pm onwards	**Free evening for delegates**			

Time	Friday 25 November			
7:30am - 8:30am	**Hilton Hotel, Boardroom 2** *Sport Management Review* Editorial Board meeting			
8:00am - 8:30am	**Entry via Gate 3** Registration in Betty Cuthbert Lounge			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
8:30am – 9.00am Concurrent session 13	Sports management and systems thinking: exploring the sports team investment dilemma using systems approaches. *Davies, J.*	Game, set, match': exploring the role of fit in disability sport sponsorship relationships. *Macdougall, H., Nguyen, S.N. & Karg, A.*	Analyzing the impact of sport infrastructure on sport participation using geo-coded data: Evidence from multi-level models. *Wicker, P., Hallmann, K., & Breuer, C.*	Sponsored vignettes during mediasport telecasts: A case of the 2007 and 2008 NBA finals. *Scott, O.K.M., Zakus, D., Hill, B., Muir, H.A. & Brown, S.*
9:00am – 9.30am Concurrent session 14	The relationship between sport event volunteers' commitment, satisfaction and perceived organisational support. *Pulis, L. & Hoye, R.*	Exploring loyalty and the role of love: A consumer perspective. *Broadbent, S. & Ferkins, L.*	Maintaining UK sports participation in the face of public expenditure cuts: Is the third sector an answer? *Taylor, P.*	Fan engagement 2.0: Examining current social media content and practice for Australian pro sport clubs. *Karg, A.*
9:30am – 10.00am Concurrent session 15	Sport mega-event volunteers' motivations, satisfaction and postevent intention to volunteer: The Sydney World Masters Games, 2009. *Darcy, S., Edwards, D. & Dickson, T.*	Competitive balance in the Victorian Amateur Football Association. *Booth, R., Beecroft, A., Brown, N. & Henshaw, A.*	Societal benefits of sport: The impact of importance perceptions on participation. *Naylor, M.*	Managing the message: The IOC's communications department and the Beijing Olympic Games. *Adair, D.*
10:00am – 10.30am Concurrent session 16	The 'spirit' lives on: The legacy of volunteering at the Sydney 2000 Olympic Games. *Fairley, S. & Gardiner, S.*	Broadcasting rights, AFL revenues and player salaries 2001-2009. *Booth, R., Brooks. & Diamond, N.*	Sustaining new women's sport programs: Gridiron football for girls. *Dixon, M.A. & Green, B.C.*	Motivations and destinations of Japanese outbound fan tourists. *Nishio, T., Garland, R. & Lockyer, T.*
10:30am – 11:00am	**Betty Cuthbert Lounge** Morning tea			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
11:00am – 11.30am Concurrent session 17	Predictors of a volunteers' sense of community. *Dickson, G., Phelps, S., Rae, S., Oldham, T. & Hyde, K.*	Maximising Olympic performance: A framework for understanding the relationship between the Australian Sports Commission and National Sporting Organisations. *Gowthorp, L., Skinner, J. & Toohey, K.*	Teaching sport management Asian style: An examination of teaching methods in sport marketing in Taiwanese universities. *Hsu, Y.*	***** WORKSHOP ***** **11:00am to 12:30pm** Fair go, sport! A game of four quarters. This workshop brings together the key partners on a project designed to assist Hockey Victoria increase awareness of sexual and gender diversity; it will explain and explore the issues, approach and learnings from this project in an interactive and engaging session. *Symons, C., Hartung, B., Gourlay, P. & Fletcher, G.*
11:30am – 12.00pm Concurrent session 18	Organising sport at mega-events: The case of Sydney 2000. *Frawley, S.*	Money doesn't matter - development does: The reasons why National Olympic Committees are unsuccessful at major games. *Robinson, L. & Minikin, B.*	Future sport managers: How do they prepare to use new media in the workplace? *Kellett, P., Turner, P. & Nguyen, S.*	
12:00pm – 12.30pm Concurrent session 19	The motivation of volunteers at mega sport events: A case study of volunteers at the Davis Cup in Spain 2008 and 2009. *Bielons, G., Preuss, H., & Werkmann, K.*	Paddling for success: A review and evaluation of Australian Canoeing high performance policies. *Sotiriadou, P. & Gowthorp, L.*	A sports facility simulation software management game: Enhancing teaching and the learning experience via computer simulation. *Taylor, P. & Moriarty, C.*	
12:30pm – 1:15pm	**Betty Cuthbert Lounge** Lunch			

Time	Friday 25 November			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
1:15pm – 1:45pm **Concurrent session 20**	Measuring effects of corporate hospitality at sport events. *Walzel, S.*	The interpretation of Beijing Olympic mascots "fu wa" in the context of mass communication. *Ding Y.*	An integrative review of sport and social capital. *Pragnell, A., Schulenkorf, N. & Dickson, G.*	Competition and gender: Reconsidering the role of competition in sport. *Warner, S. & Dixon, M.A.*
1:45pm – 2:15pm **Concurrent session 21**	Sport satellite accounts: The European project. *Gratton, C. & Kokolakakis, T.*	Moral functioning and attitudes towards performance enhancing drugs in young athletes. *Moston, S., Engelberg, T. & Skinner, J.*	Football '*wantok*': Sport and social capital in Vanuatu. *Kobayashi, T., Nicholson, M. & Hoye, R.*	Women's participation in cycling: A case study of cycling education in Australia. *Rowe, K., Shilbury, D., Ferkins, L. & Hinkson, E.*
2:15pm – 2.45pm **Concurrent session 22**	The value of sport and physical recreation. *Muller, P., Wadsley, A., Adams, D., Arthur, D. & Felmingham, B.*	Examination of the causal effects between desire to stay and re-patronage with professional golf tour tournament in Japan. *Watanabe, Y., Matsumoto, K., Nakashima, N. & Nogawa, H.*	Social capital development: the role of professional sports clubs. *Eastgate, A. & Sibernaler, Y.*	Changing policy priorities: sport and recreation participation of people with disabilities. *Darcy, S., Taylor, T. & Lock, D.*
2:45pm – 3.15pm **Concurrent session 23**	Researching scholarly discourse; bibliometric analysis of literature published regarding sport and lesbian, gay, bisexual and transsexual populations. *Wilson, J., Miloc, K. & French, R.*	Effects of Tiger Woods' transgressions on Nike's brand image and purchase intent. *Lohneiss, A. & Hill, B.*	University sport impact on student social capital. *Tower, J. & Zhang, Z.*	Action research on elite sport managers: A Swedish example. *Fahlström, P.G., Linnér, S., Glemne, M. & Hageskog, C.*
3:15 – 3:30pm	**Betty Cuthbert Lounge** Afternoon tea			
	Olympic Room A	**Olympic Room B**	**Jim Stynes Room A**	**Jim Stynes Room B**
3:30pm – 4:00pm **Concurrent session 24**	Intersections of family and sport organisations in Australian sports talent identification and development. *Beaton, A., Toohey, K. & Auld, C.*	An Australian Football League owned channel: Good or bad for football? *Lowden, D.*	Exploring the role of sport programmes to improve the quality of life amongst marginalised, disadvantaged and 'at risk' young men. *Magee, J. & Jeanes, R.*	The legacy and impact of sponsoring the men's badminton players, teams and events in Asia: Developing a preliminary research framework for different types of sponsors/stakeholders. *Lim P. H.*
4:00pm – 4.30pm **Concurrent session 25**	The impact of specialized training camps on Kenya's Boston marathon performances. *Ochieng, P. & Zhang, Z.*	Ensuring capacity of grass root sports clubs. *Weterman, L.*	Social inclusion and sport: critical reflections on Somali refugees' engagement with sport. *Spaaij, R.*	
4:30pm – 5.00pm **Concurrent session 26**	Game over: career transition and retirement experiences of Indigenous Australian footballers. *Stronach, M.*	The impact of technology on snowboard judging. *Harding, J., Lock, D. & Toohey, K.*	More than a sport and volunteer organization: Investigating social capital in an Australian sporting organization *Darcy, S., Onyx, J., Edwards, M., Maxwell, S. & Sherker, S.*	
7:00pm – 11:00pm	**Entry via Gate 2** **Members Dining Room** Conference Dinner and SMAANZ Awards Ceremony (Please note the MCC dress standard for males in the Members Dining Room is a lounge suit or tailored jacket, shirt, tie, slacks and dress shoes. Females are expected to dress to a similar standard.)			

MANAGING THE MESSAGE: THE IOC'S COMMUNICATIONS DEPARTMENT AND THE BEIJING OLYMPIC GAMES

Daryl Adair
University of Technology Sydney, Australia

Nearly fifty years ago the media analyst Marshall McLuhan coined what became a famous dictum: "the medium is the message" (1964). His key point was that researchers needed to investigate the medium through which messages were conveyed; simply focusing on content, McLuhan argued, was a narrow way of understanding the social power of those media that provided messages. He died in 1980 and thus did not live to see how dynamic both broadcast and social media have become. "The medium" is now multifaceted and so fecund that communications are sent instantaneously around the globe. In electronic form they can be replayed, on forwarded and embedded – kept digitally alive. Through this process the message *belongs to* "the medium" – it is in multiple formats, sent via numerous devices, and distributed either through official networks or user-generated content. Importantly, this proliferation of media has been accompanied by a staggering growth in the volume, distribution and immediacy of communication data. Hence, while "the medium" has never been more powerful, its content has never been more potent. For stakeholders who engage the media, this presents both great opportunities and considerable risks.

Like many transnational organisations, the International Olympic Committee (IOC) has a vested interest in the media, not only to broadcast the Games, but to convey to the world the core values and aspirations of the Olympic Movement. The IOC's Communications Department (IOC-CD), conceived in 2002, now plays a pivotal role in Olympic public relations and reputation management. It was particularly active in the lead up to and during the 2008 Olympics in Beijing, for reasons that this paper will explore. First, international journalists who located to the Games Media Centre found that BOCOG's promise of unfettered access to the Internet had been compromised. This led to an uncomfortable apology from the Head of the IOC Press Commission, Kevan Gosper, followed later by his reluctant concession: "... we cannot tell the Chinese Government what their position is on communications". The Communist Party decided the scope of "the medium", which from the journalists' perspective confounded their capacity to "message" freely. Second, human rights critics and their supporters argued that the Chinese Government had not lived up to a more important promise: that people would be allowed to mobilise freely in Beijing to voice their concerns at a range of social and political issues pertinent to China. Commentators pointed to the suppression or arrest of protestors and the disappearance of reform activists, all of which suggested to them that Beijing had not lived up to the expectations of the IOC. With recourse to previously confidential documents, this paper critiques the assumption that the IOC either expected or demanded human rights reforms in Beijing. Instead, the IOC-CD was given the role of mitigating left-wing criticism and, moreover, of repackaging the Olympic ideals to suit an apolitical sport policy agenda. Once again, it seems, "the message" is just as important as "the medium". McLuhan, should he now have the chance, may well have agreed.

COMMUNITY SPORTING EVENTS AND THE CHANGING NATURE OF SPONSORSHIP: A STAKEHOLDER THEORY PERSPECTIVE

Rachel J. Batty
Doctoral Candidate. Griffith University, Australia

This paper reviews the background literature relating to the changing nature of event sponsorship in New Zealand and presents some of the initial research findings from a project still in progress. Existing research suggests that the stereotypical realm of taboo sport sponsorship, which has traditionally included tobacco and alcohol products, is evolving to incorporate soft drink, confectionary and fast food. Such products are viewed (by some event stakeholders and community members) as detrimental to local health initiatives and are seen as contributing to obesity, diabetes and heart disease. As a result, some organisations who associate themselves (via sponsorship) with community sporting events are receiving criticism over the types of products they are promoting. These challenges are due, in part, to increasing public health concerns (especially within New Zealand) and amplified levels of corporate social responsibility in relation to sponsorship partnerships with companies that produce such products. Due to sporting events often being linked to stereotypical values associated with fitness, healthy living and active lifestyles, this would suggest that there is a narrowing field of sponsors which sporting event managers can utilise.

In order to establish an effective balance between acknowledging health concerns and maintaining sponsorship as a viable source of funding for community sporting events, event stakeholder stances and values need to be examined and understood. Such research will aid in the sustained provision of community sporting events and gauge the changing nature of appropriate sponsors and products.

Four New Zealand based community sporting events were reviewed as case studies, each of which was selected based upon a series of pre-set classification criteria. These criteria identified each event involving sponsors who had recently fallen under question (such as confectionary, fast food or soft drink companies), lacked regulation and who were yet to be guided by legislation. In-depth, semi-structured interviews with event coordinators and associated event stakeholders took place between April 2010 and January 2011. Individual stakeholders were identified via a snowball sampling technique.

Initial findings indicate that event managers are now having to take health-related factors into account when aligning with sponsors and other stakeholders and planning their events. There is also acknowledgement from community sporting event sponsors that some of their products are no longer suitable for promotion via the sport sponsorship vehicle. This has direct implications for current and future event managers, particularly in relation to funding sources, sponsor alignments and event stakeholder management.

INTERSECTIONS OF FAMILY AND SPORT ORGANISATIONS IN AUSTRALIAN SPORTS TALENT IDENTIFICATION AND DEVELOPMENT

Anthony Beaton, Kristine Toohey and Chris Auld
Griffith University, Australia

The aim of this research was to investigate previously overlooked environmental and socio-cultural factors linked to enhancing sports talent identification and development (TID). The results will be used to inform a broader project focussed on providing empirical evidence about the relationships between athletes, sport clubs and families which will help to reshape future Australian sport policy and club management practices in the area of TID.

The TID processes responsible for Australia's international successes in the past have relied somewhat narrowly on biophysical markers alone, many of which have been adopted and improved by other countries. Biophysical selection is a necessary but not sufficient condition for success. For Australia to regain its international sports ascendency, it is essential to again lead innovations in TID.

International research acknowledges antecedents of sport talent are varied and complex and there is an interplay between determinants of talent. A range of both primary (e.g., relative age, genetics) and secondary factors (e.g., socio-cultural and contextual elements) relevant to the development of sport expertise have been identified, with the latter being both significant and often overlooked in terms of their influence. Further, socio-cultural elements (e.g., the family/peer milieu; sport officials/coaching maturity) of sport TID are typically examined in isolation despite acknowledgement that TID requires the successful interaction between environmental, interpersonal and organisational elements. This research is the first socio-cultural empirical research into TID in Australia and examines the nature, strength and efficacy of interactions between two contexts central to the nurturing and development of talented athletes – the family/peer setting and the sport organisation (i.e., sport club).

This research was exploratory in nature and focussed on gaining insights on important factors in sports TID in Australia from the perspective of athletes, their families, and club officials. In-depth interviews were conducted with nine participants associated with a team from the national competition of the Australian Football League (AFL). A semi-structured interview schedule was developed following an extensive literature review. Of the nine interviews conducted, three were with athletes from the under 18 team, three were with a parent of the athletes interviewed, and three were with club officials. The interviews began by asking each participant to provide a biographical and sporting history. The remainder of the interviews explored, from the participant's perspective, what they thought were: important motivational factors; people which are most influential; aspects other than people which were influential; and the major constraints and barriers faced by talented athletes.

Thematic analysis of the interviews supported research which had been conducted in contexts outside of Australia. That is, familial support and the family environment play a critical role in TID. Some of the factors that emerged were the provision of practical and psychological/emotional support from the athlete's family. Practical support included finance, time, and transport to training and competitions. Psychological and emotional support was consistently seen as an important factor in overcoming constraints such as injury and non-selection in teams. One new finding to emerge was the disparity between the perceived importance of sporting and governmental bodies when comparing the responses of athletes and club officials. These findings will provide valuable input to the broader study for which this research has provided data.

THE MOTIVATION OF VOLUNTEERS AT MEGA SPORT EVENTS – A CASE STUDY OF VOLUNTEERS AT THE DAVIS CUP IN SPAIN 2008 AND 2009

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The Davis Cup is the biggest, annually returning Team-Competition of the world. In 2010, 125 countries entered this tennis tournament. In 2008 the semi-final between Spain and the USA happened in Madrid. In 2009 the quarter-final between Spain and Germany took place in Marbella. In each case the organizers had to recruit 80 volunteers to organize and stage the tournament. The aim of the research is, to determine which factors in the work environment cause satisfaction and dissatisfaction for the volunteers at the Davis Cup tournaments in Spain 2008 and 2009. A questionnaire ran among all volunteers (n=160) detected intrinsic and extrinsic motivational patterns of the temporary employees. This research provides important information for all (Spanish) organizers of events in order to improve their motivation program to ensure enough volunteers.

Theoretically the volunteer recruitment process and incentives at the Davis Cup is similar to that of the recruitment and incentives at other sport events. The challenge of motivating volunteers has long been recognized as an integral part of managing sport events. According to Edginton, Hudson, and Lankford (2001), motivation plays an exceedingly important role in moving an organisation towards excellence. Yet despite the agreement over the significance of work motivation, there's considerable controversy over which of multiple factors motivates volunteers at events to work. The complexity of work motivation is evident in the interaction of the forces among an individual, the job and the work environment that account for the level, direction and persistence of effort expended at work (Steers & Porter, 1991). Pinder (1998) has described work motivation as the set of forces, internal (individual needs and motives) and external (environmental forces), that initiate work-related behaviour and determine its form, direction, intensity and duration. Given the relative intricacy of work motivation, it's not surprising that numerous theories have been developed to explain this phenomenon. These approaches include motivation and hygienic factors (Herzberg's two factor theory) and Deci's theory that extrinsic motivation spoils intrinsic motivation (Krech & Crutchfield, 1985). Finally Bruggemann's (1975) theory of "satisfaction with work" is to be considered.

A questionnaire was dealt to the 160 volunteers of both tennis events. In total n=123 (60 of Madrid and 63 of Marbella) of the questionnaire, which would returned from the volunteers, passed the inter-individual consistence tests. The sample is representative for the volunteers of the 2008 and 2009 Davis Cup in Spain. The questionnaire consists of 25 questions. The research design is based on a socio-economic, theoretical foundation. It was pre-tested at the Olympic Games volunteers in Athens 2004 and the FIFA World Cup in Germany 2006. A regression analysis and other statistical methods will be used to explain the importance of several intrinsic and extrinsic factors describing the work motivation and satisfaction of the volunteers. As the most important motives for applying as a Davis Cup Volunteer in Spain the volunteers opted for "I want to have fun", "I want to see behind the curtain of the event-organization" and "I want to extent my knowledge and experience". On the other hand, the most unimportant motivations for applying are "to see VIPs" and "It is good auxiliary income". The results are important to learn more about (Spanish) volunteer motivation. As a matter of fact, they need to be satisfied with their work in order to offer their voluntary work for other events. Knowledge on their motivational pattern can provide practitioners a better recruitment strategy and enables them to avoid promising "wrong" incentives to potential volunteers. References available from the authors.

COMPETITIVE BALANCE IN THE VICTORIAN AMATEUR FOOTBALL ASSOCIATION

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There have been several studies into the importance of competitive balance in the Australian Football League (AFL) including Booth (2004, 2005), Macdonald and Booth (2007), and Lenten (2009), but little if any literature has examined this topic below the national level. This paper examines competitive balance in the Victorian Amateur Football Association (VAFA), to help inform the impact of any changes to the structure of its senior competitions in terms of the number of teams in each section.

Based in Melbourne, the VAFA currently comprises 72 clubs across 7 sections - 6 sections of 10 clubs with the lowest section containing 12 clubs. Each club competes in a section with a senior team and a reserves team. Many clubs also field an Under-19 team(s), of which there are 47 across 5 sections. Unlike most metropolitan and country leagues, all players play as 'amateurs'. There is also an alcohol ban for spectators during matches, which has resulted in a more family-friendly atmosphere. The top sections exhibit a very high standard of football, which encourages many ex-Australian Football League (AFL) players to play in the VAFA rather than pursue money in other leagues.

The VAFA uses a promotion-relegation system across the 7 senior sections. The bottom two clubs in each senior section are relegated to the section below, while the two grand finalists are promoted to the section above. The finals (playoffs) system comprises 4 teams, so it is possible for a club which finished 4th on the ladder at the end of the home and away season to gain promotion. This paper examines the competitiveness of each of the 7 senior sections during the period 2000-2009 using three different measures. The first is a measure of (within-season) competitive balance and examines the dispersion of teams' win percents in each season by calculating the ratio of the actual standard deviation of teams' win percents and the idealised standard deviation of win percents (which would be expected if all teams were of equal standard), the so-called ASD/ISD ratio. A second measure of (within-season) competitive balance is to calculate the standard deviation of end-of-season team percentages (the ratio of points for and points against). The third measure used is a 'yo-yo' index, which captures the degree to which clubs bounce back and forth between sections and which gives an indication of relative difference in standards between various sections. Using this analysis, it was recommended that the 12 team section be moved from D4 to D3 in order to increase competitiveness in the league. The view of the VAFA Board was that, just as or even more importantly than for professional leagues, it was important for a community-based football competition to keep each section as competitive as possible, and so the Board accepted the recommendation and moved the 12-team competition from D$ to D3 from 2010.

BROADCASTING RIGHTS, AFL REVENUES AND PLAYER SALARIES 2001-2009

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The Australian Football League (AFL) recently signed an increased broadcasting rights deal of $1.25 billion for the period from 2012 to 2016, up from $780 million for the period 2007 to 2011. In the lead up to this announcement, the AFL and the Australian Football League Players' Association (AFLPA) had been involved in negotiations over the players' share of revenue for the upcoming Collective Bargaining Agreement (CBA) for the period 2012-2016. The AFLPA is asking for a higher fixed percentage of revenue of the order of 25-27 per cent, rather than the low of 21 per cent to which it had fallen in 2009, but to date this request has been rejected by the AFL.

In this paper we discuss the player requests in the context of theory predictions of models of player salaries in settings of both profit maximising (for example US professional sports) and win maximising (for example European soccer) clubs. We then explore the AFL data from 2001-2009 and show that the declining share of player salaries as a proportion of revenue is consistent with the predictions from these theoretical models. The AFLPA claim is not dissimilar to the share of revenue going to the players in other Australian sports, but this is typically a much lower share than in many overseas sports leagues in Europe and North America. This raises the issue of what the AFL and the AFL and clubs do with the additional revenue if they are not to the paying this to the players. We explore the changing spending on items such as the future fund, game development, and new markets as a league strategy, as well as alternative investments in talent development, such as better coaching and improved facilities, as a club strategy.

EXPLORING LOYALTY AND THE ROLE OF LOVE: A CONSUMER PERSPECTIVE

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Understanding what drives loyalty in sports consumers is of particular importance to sport marketers. The loyalty drivers or motives of sports fans has been extensively researched with particular attention paid to members and fanatical fans. Little research however has been conducted into the role that love or strong emotions has in the relationship between loyalty and the drivers. Further, where prior research has purposefully excluded non-members or casual fans, this study seeks to include them to better understand the entire spectrum of fans of a sports team. In turn, the results may inform sport organisations to better communicate with their entire spectrum of fans.

This study seeks to address such questions as: What drives team loyalty? Do the drivers of loyalty differ between casual and fanatical fans? How does loyalty differ across the spectrum of fans? What is love of a sports team? How is love for a sports team manifested? What role does love play in the relationship between loyalty and the drivers? In order to answer the questions posed, this study employed a mixed-method research design incorporating in-depth interviews, focus groups and an online questionnaire.

The qualitative exploratory stage of the research focused on understanding the meaning of love and more specifically the manifestation of love of a sports team for the purpose of developing a scale by which to measure love within the context of sports teams. The initial exploratory stage of the research consisted of 16 semi-structured one-on-one interviews with fanatical fans and casual fans or supporters of Australian Football League (AFL) teams. Focus groups were conducted with fanatical fans and casual fans (separately) to gain a deeper understanding of love of a sports team and elicit the emotions associated with the love of a team. Analysis of the interviews and focus groups was completed using NVivo 9 qualitative analysis software. The analysis was qualitative and interpretive in nature. The coding process included identifying themes and emotions which exist in the literature and emergent codes not already identified. Particular attention was also provided to the similarities and differences across the spectrum of fans from casual to fanatical.

The results from the qualitative phase revealed that passion, commitment, anger, and enjoyment were amongst the most common terms used to represent love of a sports team. Terms such as intimacy, yearning, and pleasure (which the literature suggested to be components of love) were rejected by participants as reflective of romantic love rather than the love an individual has towards a sports team. There was a clear distinction in the language used by casual fans in contrast to fanatical fans. It was found that affection, dream, anger, and frustration were expressed by fanatical fans whereas casual fans preferred terms such as like, sadness, and disinterest. These results assisted in developing a scale to measure love which was used in the conclusive stage of the research. The conclusive stage of this research is in progress and consists of a quantitative research design using an online survey. The focus of the quantitative phase of this research is to understand the relationships between loyalty, brand love, and the drivers of loyalty.

It is envisaged that this research will identify the key drivers of team loyalty across the spectrum of fans from casual through to fanatical. It is through understanding their broad range of fans that sport organisations will be able to tailor their product and membership offerings to match the needs and drivers of their fans.

CO-BRANDING A MASCOT: THE CASE STUDY OF THE LG NORTHERN MYSICS NETBALL FRANCHISE

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Mascots are prominent figures in sport. The use of such living caricatures increases a team's brand awareness, represents a team's values, and adds entertainment value for the fans. Despite their prominence in the professional sport landscape mascots have received very little academic attention, except around the denigrating use of Native Americans as mascots and team logos. This case study aims to add to the current sport marketing literature by exploring a co-branded mascot, a phenomenon that is not common in a sports context and therefore warrants further investigation.

This case study highlights the sponsorship relationship between an ANZ Championship Netball Franchise based in Auckland, New Zealand, the Northern Mystics, and its major sponsor, LG Electronics. The ANZ Championship is a Trans-Tasman semi professional netball competition that involves five Australian franchises and five New Zealand franchises. The Mystics, in what may be considered an extreme example of co-branding and a public statement of the long term commitment to this sponsorship relationship adopted a toy dog LG used as a face for a marketing campaign as their mascot. "Scruffy" the dog sporting her LG bib on her Mystics uniform is now an integral part of the Mystics marketing mix and is present at games, on promotional material, social media, and community engagement activities. This mascot epitomises the view of co-branding by Motion, Leitch, and Brodie (2003) who suggest that it must involve the public linkage of brands that are owned or controlled by different organisations. Unlike many other international mascot examples, Scruffy has no identifiable synergies to either the name of the Mystics netball franchise or the geographical or cultural representation of the region where the team resides.

This research is primarily focused on the use of Scruffy the mascot as a co-branding relationship between LG Electronics and the Northern Mystics Netball team. At the time of preparing this abstract, it is planned that semi-structured interviews will be used to gather qualitative data from management staff (current and former) of the Mystics and LG Electronics. The interviewees will be selected based on their involvement with arranging and managing the sponsorship relationship between the two organisations. Interview questions will focus on the development of the co-branded relationship and the use of Scruffy, specifically the benefits and risks for each organization. Focus groups will also be used to gather data from youth netball players to gain an understanding of their awareness, attraction to, and attachment to the Mystics, Scruffy the mascot, and LG Electronics. Netball players were used because they are a component of the Mystics target market and their involvement in netball increases their likelihood to have an interest in the Mystics and Scruffy the mascot.

The results of this study will outline the benefits and risks of using a co-branded mascot from an organisational perspective. It will also depict the perception young netball players have of the co-branded mascot and investigate the effectiveness of the co-branded relationship. These findings are/will be valuable as the notion of a co-branded mascot is new to the sporting industry and could greatly impact future sponsorship relationships.

DEVELOPING A RETENTION FACTOR INSTRUMENT TO IMPROVE SPORT POLICY AND ORGANISATIONAL PRACTICE

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One of the most important aspects of human resource management and often overlooked by sport managers is retention; identifying why employees continue working for the same organisation (Cieslak & Pastore, 2004). "This function does not receive the same degree of systematic attention from human resource managers as… employee selection, training, compensation, and motivation" (Inglis, Danylchuk & Pastore, 1996, p.237). However, understanding which retention factors are important and being fulfilled should provide information to reduce employee turnover, maintain consistency in performance, minimize the cost of employee recruitment and training, and provide strong organisational leadership. Recent studies have established employee turnover (Goodman, Mensch, Jay, French, Mitchell & Fritz, 2010), interruptions in work flow (Balduck, Buelens & Philippaerts, 2010), frequent new employee recruitment and training (McKinney, Bartlett & Mulvaney, 2007), and inadequate leadership (Narcotta, Petersen & Johnson, 2007) adversely influence a sport organisation's ability to operate effectively. Therefore, the purpose of this study was to develop the Retention Factor Instrument (RFI) to examine the importance and fulfillment of retention factors for community sport organisation (CSO) administrators and coaches.

Development of the RFI was achieved in two steps: 1) revising Pastore and her colleagues' (1996) 33-item three-factor retention model and 2) administering the instrument and conducting a factor analysis. The original model and instrument measured the following: Work balance and conditions (15-items), Recognition and collegial support (11-items) and Inclusivity (7-items). A panel of experts (n=8) established the content validity as it related to the factor and item relevance, representativeness and clarity, which produced a 36-item six-factor retention model. The revised model and instrument measured the following: Work balance (7-items), Work conditions (8-items), Recognition (4-items), Collegial support (4-items), Inclusivity (6-items) and Leadership (7-items). Finally, the 36-item RFI was administered to 332 CSO employees (n=82 administrators and n=250 coaches). Item responses for both the importance and fulfillment scales were based on a 7-point Likert scale (e.g., 1=not important/not fulfilled, 7=very important/very fulfilled).

Descriptive statistics, factor analyses, internal consistencies, and analyses of variance were calculated with SPSS 18.0. The factor analyses provided validation for a 24-item six-factor model with the following subscale structure: Work balance (WB; 4-items), Work conditions (WC; 4-items), Recognition (RC; 4-items), Collegial support (CS; 4-items), Inclusivity (IN; 4-items) and Leadership (4-items). In specific, the importance scale had significant loadings of .72 – .77 for WB, .77 – .84 for WC, .82 – .89 for RC, .84 – .88 for CS, .85 – .93 for IN, and .62 – .90 for LD. Also, the fulfillment scale had significant loadings of .77 – .80 for WB, .78 – .83 for WC, .82 – .94 for RC, .90 – .92 for CS, .83 – .90 for IN, and .79 – .89 for LD. In addition, the analyses supported the internal consistencies (WB (.79 and .84), WC (.84 and .86), RC (.88 and .91), CS (.88 and .94), IN (.92 and .90) and LD (.84 and .90)), with Cronbach's alpha above .70 for the fulfillment and importance subscales, respectively.

In conclusion, this study verified the practical and statistical significance of the RFI with establishing the validity and reliability of the instrument with a panel of experts, field test, pilot test, and final sample. Furthermore, the preliminary findings (descriptive statistics) indicate that the Leadership factor contributes considerably to retention measurement in addition to there being a significant difference (analyses of variance; p<.001) with five out of 6-factors not being fulfilled. It is recommended sport managers measure the importance and fulfillment of retention factors in order to improve sport policy and organisational practice.

SPORT MEGA-EVENT VOLUNTEERS' MOTIVATIONS, SATISFACTION AND POSTEVENT INTENTION TO VOLUNTEER: THE SYDNEY WORLD MASTERS GAMES, 2009

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The Sydney 2000 Olympic and Paralympic games left both an infrastructure legacy and a human resource legacy in the form of a successful volunteer program. Capitalising on these legacies Sydney was able to compete for and win the bid to host the 2009 Sydney World Master Games (SWMG). Downard and Ralston (2006) suggest that the experience of volunteering at a major sport event not only raises interest, participation and volunteering in sport but also interest in wider societal volunteering i.e. non-sport social capital. However, they call for further longitudinal research to confirm these findings.

This study examines the legacy of volunteering beyond the life of a multi-sport event through a study of the 2009 Sydney World Masters Games volunteers. It reports on the skills respondents believed they had developed as well as examining what aspects of the volunteers' experience impacted on their future volunteering intentions and volunteer behaviour post the event. The research design was based on a quantitative and qualitative online post event survey. The research team negotiated the implementation of the survey through SWMG who e-mailed a link to the online questionnaire in the weeks leading up to the SWMG and then a second online questionnaire three months after the completion of the SWMG. The post event survey instrument examined previous volunteering, roles undertaken, skills gained, satisfaction with organisational aspects of the event, overall satisfaction, post event volunteering and the impact of their SWMG experience on post event volunteering. Volunteer post event volunteer activity was measured in three ways; change of volunteering post event ("I have stopped volunteering" to "I am volunteering more"); impact of volunteering experience upon their decision to volunteer more or less (1 "definitely not" to 7 "definitely will"); and intention to volunteer in a range of other volunteering sectors ("definitely not" to "definitely will"). Volunteer satisfaction with various aspects of their experience was measured using a seven item satisfaction scale. Additionally, two open-ended questions asked respondents to comment on what made their volunteer experience at the SWMG "most satisfying" and what they "disliked most" about their volunteer experience at the SWMG.

Six hundred and sixty-two (662) fully completed post-Games online questionnaire responses were subjected to descriptive statistics, principal components analysis and backward stepwise logistic regression analysis. Some 64 percent of respondents reported they were volunteering less post-games than pre-games. A variety of qualitative responses were offered for their post event volunteering activity ranging from returning to full time work, their volunteering for the SWMG negatively impacted upon their employment, having negative experiences such as poor organisation, untrained paid staff, being unsupported and a perception that their volunteering was a waste of time and did not make a difference to the event. To test the affect of individual variables on future intentions to volunteer, a backward stepwise logistic regression analysis was undertaken. While previous studies had identified that satisfaction with paid staff was a general factor of the volunteering experience, the findings in this study clearly identified that volunteers who were satisfied with the support they received from paid staff were two and half times more likely to volunteer more after the games. The implications of this finding for human resource management, legacy and leverage, and the nature of major sport event volunteers is discussed.

References available from the authors.

MORE THAN A SPORT AND VOLUNTEER ORGANISATION: INVESTIGATING SOCIAL CAPITAL IN AN AUSTRALIAN SPORTING ORGANISATION

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Skinner, Zakus & Cowell (2008) examination of disadvantaged communities and the development of social capital challenged sport management professionals to empirically investigate social capital within a sporting organisation context. To this end, this study presents the findings of an examination into measuring the social impact of an Australian sporting organisation. The study was based on a critical review of the sport management research literature's engagement with social capital that suggests a simplistic understanding of key conceptual underpinnings of the theory. To redress this situation, this study draws on the broader social capital literature across the not-for-profit sector to present a more nuanced understanding of the underlying conceptual foundation of social capital. The research design for the study employed a qualitative interpretive approach through focus group discussions with a variety of SLSA stakeholders. Both the questions and the participants were identified in consultation with SLSA. Data was collected from eight focus groups with key SLSA staff, board members and 'toes in the sand' volunteers, nationally (a total of 61 participants). The findings provide fresh insights into the development and nuanced understanding of social capital within a sporting organisation. Both bonding and bridging were important considerations within the organisation, albeit with important implications for antecedents and process. The data clearly presented strong evidence for arguing that within the organisation that the bonding within the club comes first, which importantly provides a very strong sense of belonging and mutual support for members from the club from volunteers through to the board. This provided a powerful base for subsequent bridging capital to the local, regional and National stakeholder communities that the organisation has status with and, subsequently, draws upon for their operations. The social and organisational implications of strong internal bonding are discussed as both a strength but also a possible organisational threat if bonding becomes away for the organisation to exclude members of the community who do not fit an "organisational stereotype". The paper concludes by discussing the theoretical implications for understanding social capital in a sporting context.

CHANGING POLICY PRIORITIES: SPORT AND RECREATION PARTICIPATION OF PEOPLE WITH DISABILITIES

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During the last twenty years about 100 countries have adopted their own disability discrimination legislation in response to the United Nations' international declarations on disability. The United Nations (2006) most recent contribution to international human rights is the *Convention on the Rights of People with Disabilities*, which includes Article 30 - a right to a cultural life that includes sport and recreation. Yet, people with disabilities still have lower participation rates in all forms of cultural life including physical sport and recreation than the general population. Participation is a complex interaction between intrapersonal, interpersonal and structural factors. If access to cultural life is constrained, inhibited or denied then the benefits of participation are potential rather than actual. Current cultural practices for people with disabilities reflect the historical contexts and issues faced by Australia's disabled people and recent research reinforces that people with disabilities participate at a significantly lower rate in physical sport and recreation than the rest of the population.

With this background, the Crawford report has challenged Australian Sport policy to be more inclusive of those groups marginalised including women, indigenous Australians, people from ethnic backgrounds and those with disabilities. It called for a greater understanding of the experiences of marginalised groups prior to developing inclusive strategies. This paper reports on research commissioned by the Australian Sport Commission to extend the work that it had initiated on the factors influencing the participation of people with disabilities in sport and recreation. The paper reports on the outcomes of the research as it relates to participation in sport and recreation. The paper adopts a social approach to disability that recognizes that disability is a social construct that is imposed on top of a person's impairment. With these approaches as a starting point, the research uses a combination of embodied approaches to disability studies, leisure constraints research and benefits research to better understand the participation of people with disabilities in sport and recreation. The Australia wide study involved all people with disabilities across disability groups and support needs levels. People were sampled through an electronic snowballing technique based on the databases and communication strategies of some 300 disability, ageing and sporting organisations. The research design utilized a mixed method interpretive approach using a review of current sport development practices for participants with disabilities, an online questionnaire of the participation patterns of this group and the examination of disability service organizations engagement with sport and recreation. The quantitative and qualitative online questionnaire responses (n=1100) were analysed across disability type and support needs, the constraints faced and the benefits received. The quantitative statistical analysis included a principal components analysis of the scale items, correlations, chi square, t-tests and ANOVA. The qualitative analysis examined the open-ended responses for the constraints and benefits for the emergent themes and any new items not identified in the scales. The organisational research examined the relative position of sport and recreation on disability service organisation agendas. The paper concludes with an examination of possible strategies to improve participation amongst this marginalized group.

SPORTS MANAGEMENT AND SYSTEMS THINKING: EXPLORING THE SPORTS TEAM INVESTMENT DILEMMA USING SYSTEMS APPROACHES

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The use of systems approaches to address issues in sport and sport management has received minimal coverage in the literature. This paper seeks to address this matter by providing a constructive illustration of how systems approaches can be used to better understand and address common problems and dilemmas in sport management.

Using a topical case, the paper explores the mutually informing use of alternative systems methodologies and systems representational tools in building understanding of, and addressing sports management problems and system-wide dilemmas.

The paper provides a constructive illustration of how the causal loop diagrams (CLDs) of qualitative System Dynamics (SD) can be used in complementary fashion with the tools of the Theory of Constraints methodology (TOC) to suggest new ways for approaching such dilemmas – in this case, what we may call the sports team investment dilemma.

In particular, the paper demonstrates how the conflict resolution process of TOC (Dettmer, 1999) helps draw explicit attention towards the choice dilemma, the overall system goal, and also to the assumptions that underpin or give life to the dilemma embedded in the problematic situation.

As such, the paper shows how systems approaches can be harnessed to provide an appropriate platform for choice making. In addition, the use of systems approaches to enhance implementation processes will be demonstrated.

PREDICTORS OF A VOLUNTEERS' SENSE OF COMMUNITY

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Sense of community (SoC) refers to feelings of membership, feelings of influence, integration and fulfillment of needs, and shared emotional connection (MacMillian & Chavis, 1986). Previous research on event volunteers indicates that SoC at the event enhances volunteers satisfaction and commitment (Green & Chalip; 2004) and that higher levels of SoC are preceded by higher levels of organisational commitment and their ability to share their opinions and experiences during training (Costa, Chalip, Green, & Simes, 2006). However, previous literature has not confidently identified the factors likely to lead to a sense of community within volunteers. A literature review literature identified six potential antecedents to SoC: Role clarity (i.e. information is provided about how the employee is expected to perform his/her job) (Lyons, 1977; Mukherjee & Malhotra, 2006), goal clarity (i.e. outcome goals and objectives of the job are clearly stated and well defined) (Edmondson, 1999), length of volunteer's tenure (Burroughs & Eby, 1998), a leader's individualised consideration (i.e. the leader attends to each follower's needs, acts as a mentor or coach to the follower and listens to the follower's concerns and needs) (Bass 1985; van Dyne & Graham 1994), workgroup size (i.e. number of people in workgroup) (Burroughs & Eby, 1998) and sport involvement (i.e. an individual's interest in a specific sport activity) (McIntyre & Pigram, 1992). The hypothesised relationship between these variables and SoC are that the greater a volunteers role clarity, the greater their sense of community at the event (H1); the greater a volunteers goal clarity, the greater their sense of community at the event (H2); the more a volunteer perceives that they have received individualised consideration, the greater their sense of community at the event (H3); the greater the size of the volunteer's team, the greater their sense of community at the event (H4); the greater a volunteer's sport involvement, the greater their sense of community at the event (H5); the greater a volunteer's role clarity, the greater their sense of community at the event (H6). Participants were recruited from the 2010 World Rowing Championships, 2010 World Rogaining Championships, 2011 IPC Athletics World Championships, and the 2011 ITF TaeKwonDo Championships. In an Exploratory Factor Analysis (EFA), all items loaded to as expected except role clarity and goal clarity items. These items loaded to a single, higher order construct labelled clarity. Clarity refers to an individual's comprehension of their role in the organisation and comprehension of the organisation's goals/purpose. Internal consistency (Cronbach's alpha) for all of these scales ranged from 0.694 through to 0.940. Bivariate analysis indicated a number of significant correlations. Community was positively correlated with team size (r=.165), clarity (r=.645), and involvement (r=.157). Community was negatively correlated with supervision (r= -.258). Supervision was negatively correlated with clarity (r= -.315). Clarity was positively associated with involvement (r=.188) and team size (r=.199). Tenure was also positively correlated with team size (r=.289). The regression model was significant (F = 40.918, p < 0.01) and explained 41.2% of the variation in SoC. However, only the clarity-SoC relationship was statistically significant (Beta = .406, p < .01). The additional changes to SoC associated with tenure, team size, leadership (individualized consideration) and involvement in the presence of clarity are not significant. The results suggest that the managers of volunteers need to provide specific understanding of the volunteer's role as well as an understanding of the organisation's purpose.

THE INTERPRETATION OF BEIJING OLYMPIC MASCOTS "FU WA" IN THE CONTEXT OF MASS COMMUNICATION

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This research interprets the Beijing Olympic Mascots "Fu wa" in the context of mass communication. The "Fu wa" design embodied traditional Chinese art, cultural ingredients, Olympic concepts and promoted the harmony between human and nature. The first part of the analysis is based on the reporting of "Fu wa" via internet websites home and abroad, the analysis of past academic research on "Fu wa" and mass media interpretation of "Fu wa" based on the newspaper research of the People's Daily and Xinmin Evening Newspaper's "Fu wa" reports during Nov, 2005 and the whole year of 2008.

Most "Fuwa" reports are in either sports or Olympic section, covered from a limited angle as sports contents. In theme structure "Fuwa" was mainly covered as the mascot itself, in the reporting forms of illustration and dispatches. Another major reporting angle was the economic exploitation of Fuwa's. In terms of reporting orientation, news has mostly using praise and honorable positive reports, and lacked critical view, fairness and objectivity. These two newspapers also didn't offer explanations or response to negative voice against "Fuwa".

The second part of the research was based on a survey of people's acceptance and attitudes towards the "Fu wa" design. First, most local audience accept "Fuwa" as Beijing Olympic Mascot, close 70% of audience said they like "Fuwa" design, over 70% of audience evaluated the design as above average. Second, in order to achieve a compact comprehensive design, "Fuwa" designer have over applied various art elements and cultural symbols. The complexity of Fuwa confused the audience with the number and the concepts. Last, in the perspective of art representation, most people agree that "Fuwa" has partly embodied and represented the regional characteristics, history, cultural of China, a combination of Olympic culture with traditional Chinese culture as well as a combination of east and west. This research will provide some useful information for future mascot's designs, media reports on Olympic mascots and the following exploits of Olympic Mascots.

SUSTAINING NEW WOMEN'S SPORT PROGRAMS: GRIDIRON FOOTBALL FOR GIRLS

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Across the globe, sport participation rates for girls continue to lag behind those of boys. While girls seem to be interested in sport, finding and growing sport opportunities that meet their specific physical, psychological, and social needs is challenging. From a sport development perspective, it is essential to understand the factors that lead to the growth and sustainability of emergent sport programs. Clearly, the structural components form the scaffolding to create and sustain these programs. Yet structural components alone may be insufficient.

This study will extend our understanding of program sustainability by examining the acceptability of an emergent girls sport in the United States--girls high school flag football--in terms of the psycho-social and socio-cultural forces in which they are embedded. Consequently, the study sought to identify the views of key stakeholders in an effort to determine points of leverage for developing new programs and sustaining (and growing) existing programs.

This study utilized a mixed-method approach with survey data from the participants, and semi-structured interviews from participants, parents, and league administrators, document analysis, and field observations from four flag football sites in four different US regions. Two sites are continuing to grow, while two sites have ceased operations. The programs have developed outside of the traditional high school sport context, but have been designed to include teams representing the high schools in team name, colors, and eligibility. In this way, the program structure is somewhat of a hybrid between school and club sport.

Survey data revealed that the overwhelming majority of girls have had a positive experience participating in flag football and for many of them it is their favourite sport. This data also revealed that flag football provides a new opportunity for many girls who do not play school-sponsored sports, and/or have not played private club sports. Interviews with participants and their parents revealed that the hybrid structure provides a sense of freedom in terms of playing style and physical and social opportunities. That is, girls who had not felt comfortable in the traditional high school system, discovered an acceptance both in skill-level and social integration within the hybrid structure. Parents liked the identification with the school system, combined with the independence of the club coaching model. Results also revealed, however, a feeling of marginalization within the high school system that was a challenge to growing participation.

In practice, it seems that school affiliation is necessary to provide the girls with a sense of legitimacy for their experience. At the same time, the reduced time commitment of the hybrid model allows for broader participation both in terms of the number of athletes participating in this sport, as well as the breadth of sport opportunities available to the girls.

IS THEIR ROOM FOR WOMEN IN THE GLOBAL GAME?

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This research project focuses on the future of Women's Football in the Asian Football Confederation (AFC), specifically on the question: "What are the major barriers to the development of women's football in the AFC?" This research was initiated as a result of a large gap in knowledge, particularly in relation to the history of women's football in Australia, Fédération Internationale de Football Association (FIFA) and AFC stated support for the women's game and the academic literature which exposed the myriad of barriers which existed to the development of women's football worldwide.

The outcomes of the research clearly supported the academic literature in relation to those barriers which exist and that hinder the development of women's football. These include, gender discrimination, marginalisation, cultural and religious belief, lack of media attention, shortage of facilities, lack of qualified coaches, limited promotion of female role models and the expectations of women regarding sporting activity.

Qualitative research methodology was used in the development of a comprehensive survey questionnaire, which was distributed to 46 nations, represented by the AFC. A total of 18 respondents completed the survey (39%), including Confederation members Chinese Football Federation, Vietnam, Malaysia, Oman, India and Australia. The surveys were completed by a number of different Confederation representatives ranging from Association members, team managers, executive secretaries and a match commissioner. The survey included collected responses in relation to the perceived barriers to the development of the women's game in the AFC and the global context, the role of FIFA in the development of the women's game, the role of Australia in the AFC as the new member nation, the role of the Women's World Cup and the future of the women's game in general. This method was selected as it allowed for information to be gathered from a wide number of participants, located across a number of competing nations in Asia. Focus groups were also used with industry and academic members.

The research reinforced academic literature and listed the main barriers to development as being; Lack of resources, Poor marketing and promotion, Lack of media attention, Poor public interest, Religious beliefs and lack of development programs. My further postgraduate research will address the knowledge gap in relation to women's football in Australia and recognize the history of success and development of the women's game and endeavor to explain why this has been ignored for so long.

COMPARING THE TEAM*ID SCALE AT VARYING STAGES OF SPORT TEAM INVOLVEMENT

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Social Identity Theory (Tajfel & Turner, 1979) suggests that individuals associate with groups to gain a positive and distinct social identity. Social identity represents that part of an individual's self concept which derives from their knowledge of their membership of a social group together with the value and emotional significance of that membership. Team identification specifically represents identification with sport teams has been researched in a number of contexts within the sport management literature. Although Social Identity Theory suggests identification to be multi-dimensional, the vast majority of these enquiries have conceptualised and measured the construct uni-dimensionally. Recent developments have provided multi-dimensional team identification measures that have displayed initial levels of reliability and validity.

These multi-dimensional measures provide indications of what the dimensions of identity are, however no research has explored how the dimensions interact or which may be the most salient. This research proposes to explore the dimensional make-up of identity by comparing and contrasting the dimensions of identity within a stage-based sport involvement hierarchical model. Specifically, the six dimensions described by Heere and James' (2007) TEAM*ID scale (Private Evaluation, Public Evaluation, Sense of Interdependence with the Group, Sense of Interconnection with the Group, Behavioural Involvement, Cognitive Awareness) will be analysed within the Psychological Continuum Model (PCM) (Funk & James, 2006) providing a preliminary insight into the structure of identification within groups of escalating connection. Thus, the following research question drives this investigation. RQ1: How do the dimensions of team identification operate within the Awareness, Attraction, Attachment and Allegiance levels described by the PCM?

Data for this study were collected from fans and members of a new sport team located on the Gold Coast, Australia (N = 1719). Respondents completed the 18-item TEAM*ID scale along with nine involvement items required for segmentation into the PCM groups. Segmentation resulted in the following stage distributions; 38% (N = 657) of respondents were placed in the Awareness stage, 32% (N = 549) in the Attraction stage, 22% (N = 383) in the Attachment stage and 8% (N = 130) in the Allegiance stage. ANOVA with Games-Howell post hoc tests compared the mean scores of each TEAM*ID dimension across the PCM groups. Each dimension reported a significant increase ($p < .05$) in line with the PCM hierarchy. In terms of the highest scoring dimensions, Private and Public Evaluation reported the largest mean scores across each stage. This suggests that the evaluative dimension is the most salient team identification dimension.

Findings may be explained by the theoretical underpinnings of Social Identity Theory. Unless an individual evaluates the team favourably, and perceives the team to be generally accepted by society, identification is unlikely to occur. Sport marketers may use this information to design marketing campaigns which consistently highlight that the team offers positive associative benefits both in individual settings and in group settings. Future research should investigate the dimensional stability of team identification using longitudinal designs that track the same people over time.

SOCIAL CAPITAL DEVELOPMENT: THE ROLE OF PROFESSIONAL SPORTS CLUBS

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The purpose of this study is to examine whether a relationship exists between fan identification and social capital. Specifically, this study investigates whether fan identification has any effect on the social capital components of trust, reciprocity, volunteering and networks. Social capital is often referred to as the "glue" that holds a community together as it is based on the social interactions between people. Sport has often been considered to be a source of production of social capital; however, this concept has not been examined from the perspective of sport fans of professional sporting clubs. Fan identification may act as a source of social capital production as the fans seek to create their own identity, identify with similar others and form friendships, thus creating networks. The research aimed to determine whether fans identified with a professional sporting club might foster the development of social capital in that community.

The Central District Football Club (CDFC), a team in the South Australian National Football League (SANFL), was used as a case study to investigate social capital development amongst fans identified with the club and team. A non-probability purposive sample of 352 respondents was drawn from people with some identification with the CDFC. The questionnaire was designed to measure the various components of social capital: network sizes, trust in the community and at the club, community involvement and reciprocal behaviour. The questionnaire was also designed to measure the level of fan identification with the CDFC.

Results of the exploratory factor analysis suggest that respondents are strongly identified not only with the CDFC but also with the SANFL in general. Two factors; individual feelings of identification, and external feelings towards the team based on the team's success, were extracted. Four social capital factors accounted for 66.74% of the total variance explained. Regression analysis indicated that individual feelings of identification was a much stronger predictor of social capital than external feelings. Regression analysis for social networks indicated that identification accounted for 30.2% of the variance. Again, individual feeling was a much stronger predictor. Fan identification had no effect on volunteering and reciprocal behavior was not significant. However, a fourth component, community, was identified and this factor relates to feelings towards the community within which respondents reside.

These findings suggest that fan identification with a sporting club may lead to creation of social capital. Increased levels of trust and network formation were both identified and provide strong support for this premise. Development of a successful sporting team in the community, especially in a disadvantaged area, may be one way to build certain social capital components. Professional sporting clubs may seek to become more visibly involved with the local community to develop the trust aspect, and can create social networking opportunities, both of which add to the social capital development within the community.

REPAIRING THE TARNISHED IMAGE OF PROFESSIONAL AUSTRALIAN FOOTBALL LEAGUE PLAYERS

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Professional sportspersons operate in an environment where positive image is a highly valued commodity to generate significant commercial value. Off-field transgressions, on the other hand, can severely damage the reputation and marketability of an individual, club, and sport, as witnessed by recent media reports of Australian Football League (AFL) players and managers. While the importance and value of image repair theory (IRT) is well established in the literature, it has been predominantly used to explain the short-term corporate communication reaction to a crisis or incident. Originally derived from organisational rhetoric and applied to apologia contexts, it is widely used in corporate settings as a retrospective public relations tool to apportion or accommodate responsibility and blame. However, IRT has rarely been appraised in professional sport contexts or used prospectively to prepare planned discourse and future action.

The purpose of this study is to determine the nature and extent of off-field misbehaviour by AFL players from 1st January, 2005 to 30th September, 2010, and to analyse the image repair strategies used by AFL clubs and players in the aftermath of off-field misbehiour. To determine the complexity of incidents and contextualise the AFL transgression problem, a newspaper audit of *The Age* and *Herald Sun* was conducted from 1st January, 2005 to 30th September, 2010. These media sources were chosen across this random selected time scale because they are the most read newspapers in the state of the investigation and they provide daily coverage of the sport. Once the scope of the problem had been determined, three case studies were selected on the basis of the most frequent occurring and serial club/player incidents. For each of these case studies, artefacts (club/news websites and press release/conference data) were obtained to identify how the incident unfolded and how the message strategy and sequence were reported. Textual content theme analysis was electronically undertaken using Benoit's image repair strategic framework.

The historical review revealed that reporting of AFL transgressions is a regular occurrence with an average of 27 incidents per year. The most frequently occurring incidents involved alcohol and violence, despite recent club and league prevention programs used to reduce the likelihood of these events occurring. When communicating in the aftermath of a crisis, honesty appears to be the best policy. Most sport consumers seem willing to forgive transgressions if those involved take responsibility for their action, apologise and then demonstrate positive action to prevent the incident reoccurring. Following allegations of wrong doing, timely and accurate Club communications were deemed most important to avoid social network myths evolving. This study provided evidence of a full range of public relations discourse genres used in AFL settings, either singularly or in combination. Successful apologia appeared to be where discourses were truthful, sincere, timely, and contextually appropriate. Furthermore, approaches were more acceptable where they combined the short-term nature of image repair with long-term development of sincere renewal and rebuilding. By understanding the context, use and effectiveness of specific image repair strategies, management are better able to prepare successful prospective action plans that incorporate aligned communication tools, tactics and methods.

WORKING CONDITIONS AND COMPETENCIES OF MANAGERS IN SWEDISH SPORT

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Leadership within elite sport is rapidly changing. The demands and complexity has increased and the responsibilities of the managers include a long list of very different tasks (Houlihan & Green, 2008). It is very often almost a balancing act between different perspectives, such as stability – change, risks – opportunities and short-term decisions – long-term strategies. The factors that are influencing the actions of the managers are constantly changing. This is particularly striking in Sweden, where the sport development is characterized by a shift from a popular movement-based, nonprofit sport system to a sport characterized by increased professionalization. In this context it is interesting to study the constructions of elite leadership and the competencies what required and seen as significant. This presentation focuses on a part of an ongoing two-year collaboration project between the Swedish Athletic Association and Linnaeus University. The project is studying the national team managers who are expected to lead the national team at the 2012 Olympics. The cooperation includes both education and research efforts. The research should increase the body of knowledge regarding issues affecting elite leadership competencies and sustainable leadership. In addition the research is supposed to contribute to the methodological development for practice-based research within the athletic field. The purpose of this part of the project is to empirically describe the national team managers working conditions and competencies. General research questions focus on: constructions of elite leadership, attitudes concerning the national manager position, required knowledge, skills and competencies, expectations, requirements, obstacles and opportunities.

The data collection is based on close cooperation between the Research Group and team managers. For two years, the Research Group had access to the national team managers and coaches during championships/competitions, training camps and regional and national meetings. The methods for collection of data include individual logbooks, focus groups, surveys and interviews. In the research process empirical data were regularly used for increasing the knowledge base of the managers/coaches to contribute to the further development of their work situation.

The first preliminary data from this ongoing project show that most managers/coaches have a complex work and life situation. This depends very much on fact that their positions as managers often are very low paid or even not paid at all, due to the Swedish sport system combining voluntary and professional sport. So they try to organize their every day situation with sport commitments and an "everyday" job to earn a "normal" salary. It is also obvious that there are very large differences in education levels between the managers/coaches and that there are no formal education criteria from the Swedish Athletic Association. Furthermore the in this context the defining a top-level manager/coach is a person currently working with high performing athletes not necessarily high educated managers.

The project has research and development purposes. The research aims to increase knowledge of elite leadership conditions and competence requirements in a context characterized by constantly changing conditions and intensive international competition. The development objective is in the long-term perspective to contribute to the development of education of national team managers to better meet actual competence requirements. Further the aim is to contribute to the development of the national team organization and the recruitment of to the new managers. Finally the close cooperation between the scientific group and the managers may lead direct changes in ongoing activities.

ACTIONS RESEARCH ON ELITE SPORT MANAGERS – A SWEDISH EXAMPLE

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Linnaeus University and Swedish Athletic Association are engaged in a two-year project regarding the national team managers who are expected to lead the National team at the 2012 Olympics. The cooperation includes both education and research efforts. The research should increase the body of knowledge regarding issues affecting elite leadership competencies and sustainable leadership. In addition the research is supposed to contribute to the methodological development for practice-based research within the athletic field. The main objective of the two-year project is to describe and theoretically analyze the working situation and competencies of managers in Athletics. The project also includes a critical reflection on the opportunities and obstacles for sustainable elite sport leadership.

The objective with this presentation is to describe and discuss research methods relevant for practice-based, activity close research projects. We will also critically discuss the pros and cons of the methods used within this participatory project with close research cooperation with managers and officials from Swedish Athletic Association.

The research methodology of the project has been characterized by access and presence. For two years, the Research Group had access to the national team managers/coaches during championships/competitions, training camps and regional and national meetings. The ambition of the project has been to a build on close collaboration throughout the research process through an approach where the researchers have been present for a longer period in continuous dialogue with the managers The scientific knowledge is built by describing the experiences of the managers, but also by a process where the researchers challenge practitioners and question them in a greater educational, cultural and social context. In dialogue with the managers the researchers can support a reflection in which research perspectives can complement practical sport knowledge, yet based on an independent and critical perspective. The research may thus contribute both to the development of participating coaches during the process, but also contribute to the body of knowledge concerning managing of elite sport athletes in general. The knowledge can also benefit questions regarding leadership in other fields and contexts.

Our interest is to capture how the coaches themselves produce the image of elite leadership. Data collection is executed through several different methods:
- Individual logbooks/diaries including reflections in relation to their everyday work
- Forums with discussions among the managers based on the logbooks
- Individual interviews carried out through the two-year project
- Focus Group discussions through the two-year project, regarding elite sport leadership, championship skills etc based on previous experience, lectures, literature and video recordings during the project period
- Survey for mapping of the work situation
- Audio and video recordings of training and competition situations with individual follow-up reflections
- Follow-up interviews focusing on the audio and video recordings.

To develop knowledge of the daily activities of modern elite sport managers new research methods are required. Combination of data collection methods and new forms of cooperation between researchers and practitioners are needed. For the development of the scientific field a reflective debate on these methods is significant.

THE "SPIRIT" LIVES ON: THE LEGACY OF VOLUNTEERING AT THE SYDNEY 2000 OLYMPIC GAMES

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Legacy plays an ever-increasingly important role in the Olympic Games as the event continues to explode in size, scope, and cost. The International Olympic Committee (IOC) now has a specific focus on legacy in its Olympic Charter (Rule 2, Article 14) which states that the role of the IOC is "to promote a positive legacy from the Olympic Games to the host cities and host countries" (IOC, 2007, p. 15).

Hosting an Olympic Games has traditionally delivered a physical legacy to the host city and country through major building projects in preparation to host this major event. Hosting an Olympic Games can, however, also deliver less tangible legacies, such as social and psychic legacies. These legacies, as discussed by Preuss (2009), are less obvious, but equally as profound. Despite the considerable discussion of Olympic legacy, one legacy that has not received adequate attention is the legacy of volunteerism. The Olympic volunteer legacy can be profound as over 50,000 volunteers are utilized during each Olympic Games. Research suggests that volunteering at an Olympic Games may be the impetus for a volunteering career – both at future Olympic Games and for local community organisations (Fairley, Kellett, Green, 2007).

Nostalgia, friendship and camaraderie, the Olympic Connection, and being "a part of something" were all motives for continued volunteerism from one Olympic Games to the next (Fairley, Kellett, Green, 2007). However, little is known about how volunteering at one Olympic Games impacts an individual's predisposition towards volunteerism in the longer term beyond the Olympic Games. Understanding the wider impact and ongoing legacy of Olympic volunteering will assist those involved in recruiting and retaining volunteers. This knowledge will improve legacy planning and volunteer management practices.

This study aims to extend our understanding of Olympic legacy by examining the continuing social legacy of volunteerism resulting from the 2000 Sydney Olympic Games. The study focuses on the "Spirit of Sydney" volunteer group. The group formed at the closing of the 2000 Sydney Olympic Games in an effort to keep the "spirit [of volunteering] alive" post-event. Since the Sydney Olympic Games, group members continue to volunteer in various capacities around the globe. The group meets on a regular basis in Sydney to share volunteering stories and discuss opportunities to volunteer, both within and outside of the Olympic Movement.

Ethnographic interviews were conducted with Spirit of Sydney group members. Results indicate that the volunteering legacy includes an increased knowledge base of volunteering and event management, knowledge transfer from event to event or organization through sharing of positive and negative experiences and lessons, streamlined volunteer procedures, and an enhanced social network of volunteers which results in a propensity to volunteer. The results also reveal that career volunteering builds the individual's volunteering skill set, enabling new ideas and solutions to be created. This process could potentially form a model of best practice for volunteering organisations.

"INTUITION" & NATIONAL LEVEL ATHLETE SELECTION

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Athlete selection is an important process within elite sport. This process can vary from being highly regulated utilising 'objective' criteria, to a more intuitive process utilising more 'subjective' criteria. Specifically, the present study focused on understanding the perceived role (if any), function, and the underlying process of using 'gut feelings' or 'hunches'- what we will refer to broadly as 'intuition' - when making athlete section decisions. Qualitative data was collected (through semi-structured interviews) from 23 (representing 23 different sports) New Zealand national coaches/selectors. Thematic analysis was conducted of this data with the assistance of NVivo software. This analysis yielded interesting insights into the use of 'intuition' and more generally the athlete selection practices of these national coaches/selectors. Although all sports bodies included in this study had 'objective' selection criteria for athlete selection, many participants described various ways in which intuitive type decision making was involved in the selection process. However it needs to be pointed out that participant's conceptualisation of 'intuitive type decision making', and more generally, the term 'intuition', varied widely. At one end of the continuum 'intuition' is simply seen as a type of 'clinical' judgment whereby the coach or selector is merely using their expertise to combine/integrate the various performance measures/criteria. Whereas at the other end of the continuum 'intuition' is seen as having a somewhat 'magical' aspect to it, whereby the coach/selector 'just knows' what the right decision is, or should be, in relation to selection. In particular, the results are discussed in relation to the following four areas of interest:
1. How these coaches/selectors define 'intuition' in the present contest;
2. If/and under what conditions is 'intuition' seen as an effective athlete selection method;
3. What are the effects in relation 'face validity' (i.e., perceived fairness from the athletes perspective) of using 'intuition' to select athletes;
4. Finally, to what degree is the use of intuition in athlete selection similar to the way intuition is utilised in workplace selection decisions.

EVIDENCE OF SPORT DEVELOPMENT AND SPORT FOR DEVELOPMENT IN THE PACIFIC

Ross Fraser and Nick Cassidy

There has been recent growth of some sport development (SD) operators in the Pacific region, both in organisational capacity and in their use of sport for development (SFD) strategies, and the latter are proving to benefit the development of the sport itself. There is also evidence of local community development organisations (CDOs) attempting to further their goals by implementing both traditional SD programmes and other less formal sporting initiatives. In recognition of the increasing value of sport to promote developmental agendas, new partnerships are forming and old partnerships are strengthening between stakeholders of sport and stakeholders of development. This research paper will present a primarily qualitative investigation of two organisations in Vanuatu: Vanuatu Cricket Association, essentially an SD organisation, and Wan Smolbag Youth Centre, a holistic youth development organisation, which are both implementing SD and SFD initiatives concomitantly. Whilst working towards different goals, both organisations appear to be aware of the role both sport and development together can play in helping to achieve them.

Research into the use of SD and SFD strategies is still in a formative stage and any evidence of effective practices in developing contexts, either qualitative or quantitative, is limited. Further research, relevant to both international development and SD stakeholders, is needed for two reasons. Firstly, it will assist in justifying the use of SFD programmes which promote social, educational and health goals, and demonstrate the qualitative impacts of sport development in a developing country. Secondly, it will assist in opening up the space for dialogue on both the effectiveness of current programmes and implementation strategies, and the possible synergies between SD and SFD programmes in a Pacific context, thus helping to guide future initiatives. This presentation has two objectives. Firstly, to enhance academic and industry understanding of combination SD and SFD practices by analysing: programme evolution, implementation and outcomes, and lessons learned in two organisations in Vanuatu. Secondly, to stimulate dialogue on the value, in developing countries, of SD organisations and CDOs exploring partnerships and strategy-sharing initiatives.

The presentation focuses on a study of two organisations directly involved in SD and SFD in Vanuatu. It will involve: organisational review; analysis of programme data; document review; and interviews with participants, programme facilitators and development stakeholders. The research is currently in progress and will be completed by October 2011. Permission to undertake the study has been granted by both organisations and the research is currently in the desk analysis phase. A schedule to conduct interviews and collect data in country is in place and planned to commence in August 2011. Conclusions are yet to be established. It is likely that further avenues for research will be identified: The extent to which SD and SFD practices can benefit the growth of a sport and help achieve development outcomes is a growing concern in the Pacific, and by exploring two current instances the research will contribute to the evidence base and provide a reference point for various industry stakeholders. It may also assist in identifying questions for future research.

ORGANISING SPORT AT MEGA-EVENTS: THE CASE OF SYDNEY 2000

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Organising the Olympic Games is a highly complex task involving many individuals and stakeholders. In 2000, the City of Sydney staged the Summer Games. The agency with primary responsibility for the Games was the Sydney Organising Committee for the Olympic Games (SOCOG). Two additional organisations also played a important part in the organisation of the Games: the Australian Olympic Committee (AOC); and, the New South Wales (NSW) Government. The research investigated the AOC role, as the host national Olympic committee, in the organisation of the Games. In particular, the study examined AOC's involvement in the establishment of an Olympic entity called the SOCOG Sports Commission (SSC). Furthermore, the research examined the impact the SSC's organisational power had on the management of the SOCOG Sport Program (SSP), the SOCOG functional area responsible for the management of sport.

The analysis of organisational power was a central feature of this research. The interdependent and fluid organisational network, involving SOCOG, the AOC, and the NSW Government as the financial underwriter of the Games, and the resultant formation of the SSC, is analysed using Elias's concept of human figurations. Rather than considering organisational situations and developments in static terms, Eliasian process sociology argues that the place of organisations cannot be separated from the broader social and historical contexts in which they operate (Elias, 1994; Newton & Smith, 2002). From an Eliasian perspective, the organisation of the Sydney Games was the result not only of recent developments but also of countless social and organisational figurations that developed over many years prior to Sydney winning the bid to stage the Games in 2000. In this regard, the organisation of the Sydney Games was the result of both planned and the unplanned consequences of Olympic organising over which no one individual had total control.

To address the specific research questions, a multi-methodological approach was employed. This involved collecting and analysing data from three main sources. The analysis was informed by organisational practices that were observed by the researcher, as a Sydney 2000 employee, from 1998 to 2001. Data were also collected from internal SOCOG documents and related external documents. In addition, 35 interviews were conducted with former SOCOG, AOC and NSW Government officials and managers.

The findings from this research suggest that the AOC played an important role in the organisation of the Sydney Games. The involvement of the AOC in the organisation of the SSP was shaped by two key dimensions: the organisational knowledge and networks of the AOC; and, the organisational power of the AOC. The sport experience and Olympic networks of the AOC influenced the SOCOG strategy of organising the 'athletes' Games'. The organisational power relations maintained by the AOC throughout the Olympic planning process placed it in a position where it was able to establish an autonomous decision-making authority within SOCOG known as the SSC, which had carriage of all sport-related and sport-specific decisions for the Sydney Games. However, even with the considerable power the AOC maintained within SOCOG, it was still interdependent on key Olympic stakeholders, such as the NSW Government, the IOC and the international sport federations, in order to deliver the 'athletes' Games'.

In conclusion, this research has management implications for the IOC, future host NOCs, and mega-sport event organisers, particularly in relation to event organisational design and governance. In the past, only a small amount of research has been conducted on the role of the host NOC in the staging of the Olympic Games. This study has attempted to fill this gap.

STRATEGIC MARKETING PRACTICE IN GOLF CLUBS: A MULTI-COUNTRY CONTEXT

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Interest in strategic marketing as a means of achieving organisational success has broadened from the "for profit" business sector to the non-profit domain which is typified, in a sporting context by sport organisations such as golf clubs. In the UK, Australia and New Zealand, sport participation for the wider citizenry has traditionally been delivered through community-based voluntary sport organisations such as sports clubs. With the onset of a "more commercial" economic and political climate, some sporting codes have moved from more volunteer administered organisations to more professionally managed sport businesses. Consequently, measures of sport club success are now going beyond on-field success and numbers of participants, and moving towards other parameters such as long-term profitability and overall operational effectiveness.

This study applies the normative model of strategic marketing planning and its associated marketing practices to golf club administration in the three countries listed. Comparatively, more Australians and New Zealanders play golf at least once a year than any other nationalities in the world: Australia, 455,000 golfers are members of clubs; in New Zealand, 125 000 members across 385 golf courses open to the public; UK - the "home of golf" - 2600 golf courses open to the public and 2.2 million members. Our study (pilot-tested with members of Golf NZ's national executive) used a web-based self-completion survey of golf secretaries/managers. The populations from which clubs were selected were defined as those golf clubs that were affiliated to their national organisation, exceeded $A45 000 annual turnover, had in excess of 100 members, and had an e-mail address. E-mail contacts were gathered, with permission, from the relevant national databases. The overall response was 26%, and after editing, 307 clubs formed the sample. Using information derived from golf club managers/secretaries, the study investigates the implementation of marketing practices and their relationship with competitive business performance. Further elaboration is provided on those key practices that differentiate higher performing clubs as well as the relationship of club ownership (public versus private) to business performance. The findings show that implementation of strategic marketing practice is beyond its infancy; higher performing golf clubs are leading the way, while type of ownership has little noticeable impact. Golf club management can take heart from these results: embracing strategic marketing planning is both beneficial and wise business practice. Marketing implications of the results are discussed and areas for future research are highlighted.

NEW ZEALANDERS' VIEWS ON ABUSE FACED BY SPORTS OFFICIALS

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"Almost every time you blow the whistle, you upset half the players and at least half the crowd" is the harsh reality of officiating, at least in most ball sports. Anecdotally, officials appear to get harsh treatment both in the media and on the field of play, and are the topic of many fan conversations. For any sporting code, turnover of officials is a constant worry and there are a large number of academic studies devoted to officials "dropping out". While the crucial role played by officials is widely acknowledged, little research has been conducted in New Zealand about public perceptions of our sports officials. Contrast this with North America where, at least at the youth sport level, angry adult spectator behaviour directed at officials is relatively well documented. Much of their research calls for sport administrators to develop programmes to foster positive sportsmanship and manage youth sport parental sideline behaviour by sideline codes of conduct. However, the efficacy of these codes has not been reported. Recently, the New Zealand news media has carried stories of sideline mayhem in high school sport where at least one notable interschool rugby match only allows entry to the game after alcohol testing patrons. Sideline codes of conduct have been mooted but US experiences suggest they are difficult to police. Our study seeks to extend the knowledge, in a New Zealand context, about sideline behaviours and attitudes that spectators have about sports officials by exploring the extent to which questioning and scrutiny of sports officials is "acceptable" along with the extent "excessive" behaviour in this regard detracts from spectator enjoyment.

Abusive behaviours and attitudes (derived from the academic literature) fall into two broad categories, those we can label mildly irritating and those which are more serious. Abuse that might lead to criminal charges has not been included in this research. *Mild abuse* covers the acceptability or otherwise of loudly disagreeing with officials, of players answering back to officials, of spectators making smart or funny comments about sports officials, and of journalists writing articles that undermine officials. *More serious abuse* covers making nasty or derogatory comments about officials, verbally abusing officials to their face, and throwing objects near or at officials. Standard five-point Likert scales of agreement were used to measure these attitudes in a SPARC sponsored study into New Zealanders' perceptions of sports officials and sport officiating. 1800 adult New Zealand residents were randomly selected from the New Zealand electoral roll, surveyed by mail, yielding 692 valid questionnaires, an effective response rate of 41%. Some degree of social desirability bias was expected but our choice of a self completion survey instrument has hopefully minimised such bias. Our sample is "representative", aligning closely with census parameters. The New Zealand sporting public is relatively unanimous in its condemnation of abuse of sporting officials. While there is some difference of opinion on tolerance of "mild" abuse, the more serious examples of insulting officials to their faces, making audible derogatory comments and throwing objects at or near officials is roundly condemned. Interpretation of our survey results suggests that the New Zealand sporting public might be ready to accept a norms-based "anti-abuse of sports officials" campaign. Currently there are several government-sponsored social marketing campaigns in our media which draw heavily on social identity theory and if an anti-abuse of sport officials' campaign was to be created, a similar approach might be warranted. However, we suspect that cultural traditions and cultural mores might influence different levels of tolerance for spectators' sideline behaviour in a multi-cultural society such as New Zealand and suggest further research is warranted in this regard.

LEGISLATIVE RIGHT TO REGULATE PROFESSIONAL BOXING HEALTH RISKS

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The physiological and neurological hazards of professional boxing are well known and documented. The ongoing debate based, mainly, around medical and ethical issues, has not so far induced a tangible change in the sport. Calls for the cessation of boxing as a legitimate, main stream sport have not been accepted, (Sweden being the exception), in jurisdictions hosting professional or amateur bouts.

This presentation will examine the sport of boxing within the context of a State's legitimate right to regulate or criminalise a hazardous activity. The context of the analysis will establish, briefly, medical aspects of boxing injuries with emphasis on Traumatic Brain Injury. The focus of the presentation will be on the socio-economic costs and impacts of boxing injuries, the use of public funds and medical resources and legal relationships among main parties to a prize fight.

The objective of the analysis is to show that long term risks of a bout are not fully disclosed and also that economic pricing of those same risks is inadequate and does not compensate a boxer for an accepted bout. The analysis employs a legislative and literature review, as well as an examination of the rules and regulation of professional sanctioning bodies and published contractual agreements between promoters and boxers. The presentation will argue that by discounting monetary compensation available to a professional boxer the boxing industry is in effect relying on the State to subsidise private enterprises as medical and rehabilitation care is provided via the public health system. Due to the fact that State resources are limited, the use and application of those resources raises a legitimate right of the State to regulate the use of public funds among competing public needs.

The legislative intervention in professional boxing would not require a substantial financial investment in providing a new regulatory mechanism for the sport. As professional boxing is regulated in each jurisdiction through various Boxing Acts it will be argued new legislative provisions could be implemented through the established administrative and taxation system that are capable of imposing and collecting additional fees at any level of boxing industry participants: boxers, promoters, Federations, sparing gym operators.

MAXIMISING OLYMPIC PERFORMANCE – A FRAMEWORK FOR UNDERSTANDING THE RELATIONSHIP BETWEEN THE AUSTRALIAN SPORTS COMMISSION (ASC) AND NATIONAL SPORTING ORGANISATIONS (NSOS)

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Australia may have reached its maximum potential on the Olympic medal podium as other nations are becoming more competitive through the implementation of structured high performance systems and generous funding levels (Bloomfield, 2003). Studies (e.g., De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006 and Houlihan and Green, 2008) have determined various factors that affect Olympic performance, such as funding, talent identification, coaching and sport science, however minimal research specifically examines organisational relationships as a factor contributing to Olympic success. Fletcher and Arnold (2011) believe in order to maximise international sporting success, more attention needs to focus upon performance leadership and the management of Olympic programs.

An independent review of the Australian sport system ('the Crawford report') was conducted for the Federal Government in 2009, emphasising the Australian Sports Commission's (ASCs) role in the governance and leadership of sport within Australia and also recognising the need to build the capacities and capabilities of the NSOs. According to Crawford (2009), Australian sport is managed across multiple organisations and involves collaboration by many stakeholders, making cooperation and communication between the organisations, such as National Sporting Organisations (NSOs), a challenging task. This results in an ineffective sport system, with too many managers unable to make decisions quickly or efficiently.

This study examines the relationship between five Olympic NSOs (Athletics, Cycling, Rowing, Sailing and Swimming) and the ASC (the organisation overseeing high performance sport in Australia) to determine the effect their relationships have on Olympic performance. Utilising a mixed methods approach, data was collected via content analysis, questionnaires and semi-structured in-depth interviews with high performance staff from each NSO and also the ASC. Findings from the content analysis indicate the ASC and the Australian Institute of Sport (AIS) undertook a major restructure in 2010/2011 to better align high performance roles and responsibilities within each organisation. This change was a recommendation of the 2009 Crawford review and also supported by the various external organisational reviews undertaken by the ASC/AIS. The ASC/AIS restructure meant that its high performance staff within the AIS would drive NSO communications, guidance and direction. Questionnaire findings from the ASC and NSO staff identified relationship issues, such as poor communication, limited staff capabilities and insufficient levels of support, as having an impact on Olympic performance. The ASC's inability to make decisions quickly and the inability (or unwillingness) of the ASC to manage NSO boards in regard to their high performance decision making, was identified as a major concern by respondents from both ASC and the NSOs.

The outcome of the research will be applicable to high performance staff within the ASC/AIS and NSOs in an attempt to improve their working relationship in order to achieve greater Olympic success.

SPORT SATELLITE ACCOUNTS: THE EUROPEAN PROJECT

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It is widely recognised that sport is now a significant sector of economic activity. Terms such as the 'sports industry' or the 'sports business' are now used regularly at national and, increasingly, international level. What is less certain is what is meant by these terms. In some discussions, particularly in the United States, the sports business refers mainly to the major professional team sports that generate substantial income through sponsorship, payments for broadcasting rights, and income from paying spectators. In the European context, the sport industry is much broader and encompasses businesses involved in supplying goods and services across the whole of sport including those for mass participation sport.

Many European countries first tried to estimate the economic importance of sport in the 1980s as part of a coordinated Council of Europe project. However, in these studies, the overall definition of sport and the methodology used to estimate its importance varied from country to country which meant that it was not possible to make meaningful international comparisons.

On 11 July 2007, the European Commission adopted the White Paper on Sport, in which it announced that:

> 'The Commission, in close cooperation with the Member States, will seek to develop a European statistical method for measuring the economic impact of sport as a basis for national statistical accounts for sport, which could lead in time to a European satellite account for sport.'

Prior to this his announcement there was an initiative of the Austrian EU Presidency to develop a framework for sport satellite accounts and to establish an EU Working Group on Sport & Economics (WG). This paper delivers the results of this initiative for the UK by reporting the outcome of the first attempt to construct a UK Sport Satellite Account. The paper also provides comparisons with the other two European countries to have completed a satellite account for sport using the same methodology, Austria and Cyprus. Over the next year Poland, Germany, and the Netherlands will produce their own sport satellite accounts following the same methodology allowing comparisons across 6 European countries. The Satellite Accounts illustrate a very detailed methodology for measuring the size of the economic activity generated by the industry they examine. This is done by preserving consistency with the national accounts, which make use of international nomenclatures. The SSA will be consistent among European countries due to a consensus on the definition of the sport industry. This implies an agreement on which economic sectors, categories, and sub-categories are sport related. For the first time this research allows comparisons of the structure of the sport industry for different European countries.

THE IMPACT OF TECHNOLOGY ON SNOWBOARD JUDGING

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Half-pipe snowboarding is a Winter Olympic sporting discipline where competitors are required to perform aerial acrobatic routines on a half-pipe made of snow. Competition performances are currently assessed with a purely subjective measure termed 'overall impression' which takes into account the amplitude, degree of rotation, difficulty, style, and execution associated with each maneuver and with the overall routine itself. Like other sports that rely on subjective judging criteria, the methodology underpinning how judges score competition performance is open for debate and discussion. From an Olympic perspective, subjective judging protocols are also open for manipulation and corruption and the Olympics have had problems in the past with subjectively judged sporting disciplines.

It has however been documented that there are strong, positive correlations between objective key performance indicators specific to half-pipe snowboarding such as average air time, average degree of rotation, and subjectively judged competition scores in elite competition. Furthermore, as a result of recent advancements in sports-specific performance monitoring technology, it is possible to now automatically calculate air-time, amplitude, and degree of rotation specific to snowboarding and provide athletes, coaches and competition judges objective information that until this point has been unavailable. These developments create a situation where it is both possible and intuitively appealing to propose a competition judging protocol that incorporates objectivity and moreover these developments have implications for the practice and management of the sport at the elite-level.

Half-pipe snowboarding however, is not a traditional Olympic sporting discipline. Theoretically the activity itself exists indistinguishably between the vague boundaries of lifestyle, art, and sport and snowboarding has long been associated with an underlying anti-authoritarian and non-conformist cultural ethos. Snowboarding culture also appears athlete focused and competition judging protocols have historically taken into account criteria that athletes value. However, in light of the problems the Olympics has had in terms of accurately and reliably assessing performance using purely subjective measures, the judging criteria currently used in half-pipe snowboarding may have to adapt. As such, processes need to be put into place that allow for successful integration of innovative judging protocols made available by technology or other means when they become available.

This paper examines (using open-ended and in-depth interviews) the perceptions of the elite-level snowboard community (including officials, competition judges, coaches, and athletes) to how emerging technology and the associated objective information it can provide could interface successfully with the sport. This project is currently a work in progress and additional data will be presented at the conference however from the data already collected it is evident that successful implementation of emerging technologies into elite-level half-pipe snowboarding competition will be not be based on the type of technology developed but instead by the integration process which must feature a large element of control imparted to the key players within the sport. Suggested themes may include 1. Snowboarding's Cultural Ethos. 2. Snowboarding's Self-Annihilating Teleology Revised. 3. Resistance to Change. 4. Coveted Future Directions. 5. Practice Community Careers. 6. Acceptance of Change.

TEACHING SPORT MANAGEMENT ASIAN STYLE: AN EXAMINATION OF TEACHING METHODS IN SPORT MARKETING IN TAIWANESE UNIVERSITIES

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As Taiwan was one of the earliest countries in Asia to establish university departments of sport management in the 1990's, Taiwanese teachers have accumulated a diversity of teaching experiences in related courses. Literature reviews have shown that teaching methods in the classroom might differ from culture to culture (Chao, 1999). Seeking internationalization is not new for universities worldwide, but its importance is increasing. Moreover, the globalization of the sport industry has made the sport management field an ideal platform for embracing internationalization (Danylchuk, 2011). Universities are realizing the benefits of diversifying their student body and offering students an international content that will eventually help them succeed in a fast-changing globalized industry (Tamburri, 2007). To achieve this objective, more and more cross-cultural teaching opportunities are expected to increase through joint degree programs, offshore campuses, and even franchised courses and programs (Danylchuk, 2011).

Sport management programs, therefore, would benefit from understanding the diversity of teaching methods used in different cultures, as well as their effectiveness. In addition, as the number of universities that offer sport management programs have skyrocketed in recent years, concerns about the universities' teaching quality and students' learning effectiveness are also mounting. Without practical working experiences, university students, especially undergraduate students, often find it challenging to find interesting management subjects (Hsu, 2010). The appropriateness of the teaching method will directly affect students' learning interest and learning effectiveness. Teaching methods are the tools or the processes to reach the teaching objectives. Having clear teaching objectives in mind, teachers should realize the different teaching methods and select suitable ones to increase students' learning effectiveness.

Taiwanese sport management programs have recognized the need to identify commonly used teaching methods as well as their strengths and weaknesses. As sport marketing is one of the core courses in sport management, this study sought to examine sport marketing courses in Taiwan from a pedagogical perspective, specifically, the most commonly used teaching methods, the most effective or recommended teaching methods, as well as new and innovative ways to teach.

A qualitative research method of in-depth interviews was utilized with ten senior professors who have more than 10 years of teaching experience in sport marketing. These professors come from a variety of universities across Taiwan, and are among the first individuals to teach sport management-related courses in the country. The interviews were conducted face-to-face with questions provided in advance. Each interview was carefully conducted through semi-structured questions and lasted at least one hour. The interviewees were also asked to provide their syllabi for further examination.

The research results provided commonly used teaching methods. In order to reach course objectives, combining different teaching methods were also recommended. Future research should involve a comparison of the teaching methods in Taiwan with those in the Western hemisphere.

A LEGACY OF INCREASED SPORT PARTICIPATION – A LONDON 2012 OLYMPIC PROMISE OR AN OLYMPIC DREAM?

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This paper is based on the research for my PhD thesis which uses the case of the London 2012 Olympic and Paralympic Games (London 2012 Games) to investigate the potential to develop social legacy in the host country of a sport mega- event. While the economic benefits are considered the prime motive for hosting these events, (Malfas et al 2004), scepticism about the methodology used to generate such claims has led to an increased emphasis being placed on social benefits (Coalter 2008). My research has focused on the development of a sport legacy and in particular the contested notion that hosting sport mega -events can act as a catalyst for increased sport participation. Previous research suggests that there is little evidence to support this claim (Veal 2003, Murphy and Bauman 2007, Coalter 2008).There is, however, considerable anecdotal evidence of elite sport inspiring grass roots participation and mega events continue to promote the claim, no more so than in London's bid for the 2012 Games (Weed et al 2009).

Acknowledgement is made of the difficulty of establishing a direct causal relationship between an event and a sport legacy and the recommendation that to leverage opportunities requires a wider programme involving a range of stakeholders and to be linked to wider strategic development programmes. A more process orientated approach is therefore taken investigating the planning and initial activities of those organisations charged with delivering the London 2012 Games' sport legacy 'promise' - to get 1 million more people doing more sport. Data has been generated through semi-structured interviews with sport policy makers and both senior management and those delivering on the ground in the National Governing Bodies (NGBs). NGBs are considered central to the delivery of the sport participation legacy (Sport England 2008). This data is supported by analysis of relevant documentation.

The analysis of data uses the basis of realist evaluation: context + mechanism = outcome (Pawson and Tilley 2007). The proposed mechanisms to generate the legacy programme's outcome of increased mass sport participation are investigated to evaluate their potential to succeed based on the relationship with the wider contexts in which they are set. Early findings indicate that the main mechanism proposed: the inspiration of elite sport and the Games, has had limited success in achieving the desired programme outcome. This is seen to be a consequence of both the influence of the immediate contexts (e.g. geographical influence, age and current activity levels of the target groups) on the mechanism and the wider political, social and cultural settings in which the legacy programme is embedded.

It is anticipated that the research will provide transferable knowledge to other events where there is an intention to leave a legacy of increased sport participation. It is suggested that a key lesson to be learned is that more attention needs to be given to *how* it is intended to deliver the legacy and whether the delivery context will support the proposed mechanisms.

References are available from the author.

SPORT FOR DEVELOPMENT: ARE WE MISSING THE VALUE OF SPORT IN MAJORITY WORLD COUNTRIES?

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In the last decade sport has been increasingly used to support the attainment of a broad range of international development goals, from reducing poverty through to facilitating gender equity. A developing academic analysis has questioned sports capacity to support such complex objectives in majority world contexts as well as critiqued the colonialist tendencies of sport initiatives, many of which have been funded and driven by Global North policy makers and practitioners.

This paper seeks to examine sport with a majority world context but do so by moving away from the externally imposed international development agenda. The paper instead focuses on exploring local understandings of the role of sports within communities heavily affected by poverty. The data presented is drawn from the perspective of 12 Zambian young women who all played soccer for various local community teams and had done so for many years before, as they described, the sport for developed movement seized soccer as a tool for social development. The girls' discussions highlight the unrealistic expectations placed on sport as a tool for achieving complex social change and instead illustrate the much more realistic and meaningful value it has within their day-to-day lives.

The overriding themes emerging from the data was the value of soccer for providing friendship networks, collective support that enabled them to cope with the difficult realities they faced as well as creating a sense of hope for the future. The young women's narratives also illustrated their complex involvement with sport. Whilst within a development agenda sport is often considered un-problematically as a neutral tool, the detailed accounts of the young women illustrated the complex power dynamics that shaped their experiences. Similar to females in the Global North the young women continually had to negotiate homophobic stereotypes, tensions amongst team-mates and ongoing disapproval from the wider community.

The paper concludes by agreeing with Lindsey and Gratton's analysis that to fully understand the position of sport in a development context it is necessary to 'decentre' our examination away from the international sport for development movement and instead focus more explicitly on how it is perceived and valued at a local level.

RISK MANAGEMENT FOR COACHES – A LEGAL OR MORAL IMPERATIVE?

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The traditional view of the sport coach as having a duty of care for those athletes in her or his control is based on the principles of negligence law. In essence all coaches have a duty of care for all those athletes in their care and control and to protect them from all injuries which they can reasonably foresee would arise from their (the coaches) acts or omissions. This duty of care has been somewhat modified under the various "Civil Liability" statutes which place a far greater onus of responsibility on the athlete themselves. Also, the use of disclaimers and waivers as well as "incorporation", have served to reduce the risk of liability and personal attribution to the coach for injuries to athletes which are the caused by the coach.

However, there is also a moral element that needs to be considered beyond the strictly legal perspective. Is it appropriate for a coach, who is in the role of mentor, trainer and often *locus parentis*, to have the protection of the law? Does not the coach need to be far more 'personally responsible' for the well-being of the athlete? In short, should the coach be excluded from any legal protection? There is an argument to say that the coach, who holds such an important and significant role in the life and sporting career of an athlete, should at all times bare full and unlimited personal liability for any injury suffered by an athlete over which the coach had control.

The coach may well argue that this places far too great a burden of responsibility on him or her and that they should be entitled to the same protection under the law as any other citizen. Through a review of the legal and ethics literature, this paper will explore the issues, the law and the moral duties of the coach to the athlete and try to come to a view as to whether the legal position should outweigh or be outweighed by the moral imperative. It will therefore serve as a guide to not only coaches but also for sport administrators as to their role in protection of both athlete and coach.

MAKING THE MILLENNIAL MARK: LESSONS LEARNED BY THE YOUTH OLYMPIC GAMES

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The Youth Olympic Games (YOG) is the latest global sport event to be launched by the International Olympic Committee (IOC). The inaugural event was held during the summer of 2010 in Singapore with the initial Winter Games planned for January of 2012. This 2010 event expanded the direct influence of the Olympic movement on youth sport, and created a significant potential to impact the world's youth. Despite this potential, prior research results noted low levels of event awareness among the various stakeholders around the world such as coaches, athletes and PE and sport practitioners (Judge, Petersen, & Bellar, 2010). A survey of physical education and sport graduate student practitioners (*n* = 75), conducted in the United States approximately 30 days prior to the YOG, found significant differences in two factors related to the YOG: awareness and perceived impact. The data is self-evident that a discrepancy exists in awareness and attitudes levels amongst this representative sample.

Targeting the proper audience for the YOG was a key to creating the awareness necessary to effectively communicate to the masses and gain approval and adoption for the YOG. The IOC made the decision to target millennials (individuals born between 1980 and 2000) in an effort to foster accelerated adoption and loyalty by a generation most likely to impact upcoming youth athletes for the coming decades. But millennials think, act and believe differently than their predecessors. Using traditional marketing and advertising media to reach these consumers no longer has the intended impact. For example, the Newspaper Association of America (2008) reported that advertising revenue for newspapers declined by 18.1%. So how could the YOG reach its intended audience without these traditional mediums? The answer is through social media sites where the millennials congregate, communicate and collaborate. "Millenials are the first generation in human history who regard behaviors like tweeting and texting, along with websites like Facebook, YouTube, Google and Wikipedia as everyday parts of their social lives" (Keeter & Taylor, 2009). Without an effective social media campaign, the YOG missed the opportunity to create the marketing splash it needed to raise global interest and awareness for the inaugural Summer Games. Developing an impactful social media campaign requires insight into the needs and behaviors of the intended audience. With a better grasp upon the media usage and preferences of the millennials, the YOG could have launched a social media blitz to reach an entire generation of socially conscious, young people who value volunteerism above many other social norms (Qualman, 2009). Looking at the upcoming social media campaign for the Winter 2012 YOG, it's clear that the IOC learned some lessons. This presentation will review the basic characteristics and behaviors of millennial consumers, effective marketing techniques to reach this audience in meaningful ways and the marketing strategy changes adopted by the IOC to increase their reach and impact for the 2012 YOG.

FAN ENGAGEMENT 2.0: EXAMINING CURRENT SOCIAL MEDIA CONTENT AND PRACTICE FOR AUSTRALIAN PROFESSIONAL SPORT CLUBS

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In line with the advent of the media dominant sport consumer, the use of social media has emerged as a vital tool for sport marketers of professional sport organisations. Effective use of social media allows organisations to engage in direct and cost effective consumer communications to share news, promote interest and awareness in brands, gather feedback from fan bases, respond to crises or complement promotional campaigns. Given the array of uses and relative ease and speed of content delivery, opportunities and sources of competitive advantage exist for those engaging effectively with social media.

While dwarfed by the followings attracted by global teams and brands, social media has undergone considerable growth with Australian organisations, teams, events and athletes. This research focused specifically on the use of social media - in particular micro blogs (e.g., Twitter) and social networking (e.g., Facebook) - by Australian Football League (AFL) clubs. In the current year, AFL clubs average over 9000 Twitter and over 53,000 Facebook followers. These figures represent around 3% and 18% (for Twitter and Facebook respectively) of estimated national club supporter bases.

Despite its wide acceptance, there is a lack of scholarly research into the management and effectiveness of social media as a marketing tool. The aim of this research was to explore the nature of consumer-organisation interactions to learn more about the benefits, exchanges and best practice in this domain. The research focus was specifically on two areas; determining the content exchange taking place between parties, and exploring the processes used by clubs to operationalise and leverage social media.

Data were collected from case studies of professional AFL clubs. All social media communications over a period of one month (from clubs official feeds and sites) were collated and analysed to determine the level of activity and the type of content exchanged. This data was supported by interviews with mangers responsible for social media practice within clubs. Interviews were structured around key themes of strategy, functional responsibility, objective setting, implementation, integration with other marketing communication tools and evaluation. These themes mirrored promotional and sponsorship management frameworks established in marketing management literature and sought to engage respondents in an end to end discussion on social media practices.

Findings of the research seek to initially explore and describe the content exchanged and define the potential uses and benefits of social media for professional sport organisations and consumers. Further, analysis of organisational management processes seek to develop a framework for the management and evaluation of social media effectiveness aligned with best practice. The findings also seek to describe an agenda for future work in the area. In particular, research questions around the impact of social media consumption on fans or followers, the measurement of its effectiveness and its integrated role with other elements of the marketing communications mix present platforms for future work.

FUTURE SPORT MANAGERS: HOW DO THEY PREPARE TO USE NEW MEDIA IN THE WORKPLACE?

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By engaging in new media, sport organisations can achieve efficiencies in administrative processes (such as membership sign-up; ticketing; broadcast distribution channels; financial processes) as well as communication processes (such as deepening experience for spectators and participants; reaching new consumers; providing additional points of attachment or connection). When sport organisations engage in new media developments in the area of broadcasting, it necessitates change in stakeholder relationships and industry structures (e.g., Turner & Shilbury, 2010). Further, the utility of social media in communication strategies has been discussed as advantageous for sport organisations to engage with fans as well as participants (e.g., Moore, 2011; Beaubien, 2011), and for event managers to engage with event attendees (e.g., Hede & Kellett, 2011). Clearly, it is of paramount importance for sport managers to be able to understand and harness new media in order to create opportunities for increasing existing revenue streams, or creating new revenue streams for their organisations. However, there has been little research to determine the willingness of future sport managers to themselves engage in new media as implicated to be crucial for the future of the sport business. By examining the attitudes and behaviours of current postgraduate students studying the Master of Business (Sport Management) (the course) at Deakin University, this research sought to fill that gap.

The Deakin course (like others) incorporates content into degree program study about new media in sport. More importantly for this study, the course integrates the use of new media into the delivery of the course for all students—whether they study on-campus or wholly online. In other words, various forms of online technology are used so that students complete their degree by not only examining specific content about the future of such technology for the sport business, but they are required to use that same technology in order to successfully complete their degree. That is, students must use online technology for administrative requirements of degree completion (such as enrolment, submission of assessment items etc) as well as use various social media platforms for communication processes (such as to critically engage with course content via interactions with fellow students and faculty). This study examines their propensity to use such technology.

Twenty-four students took part in this study. Students were from three different units in the degree course. The attitudes and behaviours of the students were studied across one semester in the course in 2010. In order to understand the willingness of students (future sport managers) to engage in new media students were observed over 3 separate "engagement" activities over the course of the semester. Engagement activities were centred on a presentation from a sport industry professional about their business (that was available via podcast) and a series of issues for students to resolve (via engaging in new media platforms) related to the future of the business as presented by the industry professional. A series of online surveys, focus groups, and systematic observations were conducted after each engagement activity. Results suggested that while students recognise that new media is important for the sport business, they did not see it as important or useful in the context of their education. Students did not engage in the online environment. There was clearly a psychological disconnect between using online technology in the future (when they are employed in the sport business) compared with using it in the "here and now" and developing their education experience. The importance of designing activities for students that require them to use the online technology in ways that "mimic" how it might be used in the work setting, and the efficiency of doing that from a faculty workload perspective will be discussed.

DEVELOPING SPORT EVENT TOURISM THROUGH INTER-ORGANISATIONAL COLLABORATION: INTERACTION BETWEEN NATIONAL SPORT ORGANISATIONS AND SPORT TOUR OPERATORS

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This paper reports on the findings of a multiple case study of interaction between four Australian national sport organisations and an Australian based sport tour operator. The study demonstrated that national sport organisations can play a role in developing the tourism generated by their major events through strategically collaborating with sport tour operators. The four national sport organisations (NSOs) featured in this study were Tennis Australia, the Australian Rugby Union, Cricket Australia, and Football Federation Australia. These NSOs play a role in hosting major international sport events in Australia. Whilst maximising the tourism related benefits of major events has been a concern for host governments and destination marketers, it has been claimed that traditionally sport organisations have overlooked the significance of their events as tourism catalysts. In light of this claim, this research investigated why and how the four NSOs interacted with the entrepreneurial sport tour operator (STO) FanFirm. The findings indicated that the NSOs recognised the benefits of the tourism generated by their events and that through interaction with STOs, the NSOs could actively play a role in facilitating sport event tourism.

This investigation responded to a lack of research on the role, or potential role, of NSOs, and the NSO-STO nexus in delivering tourists to major sport events. To enquire into the NSO-STO relationship, this qualitative multiple case study involved an analysis of documentary evidence, such as the NSOs' annual reports, strategic plans and websites, followed by 17 in-depth interviews with key informants. The data were analysed through a three stage coding process. The data were used to develop an understanding of each of the four cases individually, as well as to conduct a comparison of cases.

The comparison of the four cases identified four major themes that encapsulate why and how the NSOs and FanFirm interact, as well as the outcomes produced through the interaction. The factors motivating and facilitating the collaboration were multifaceted. Broad contextual factors in the NSOs' operating milieus, or "distal preconditions", first led the NSOs to recognise the benefits of sport event tourism. The decision to collaborate was further influenced by "proximal preconditions", or factors that directly facilitated, or hindered, NSO-STO collaboration. The NSOs collaborated with FanFirm when both distal and proximal preconditions were favourable. The collaborations were managed through a process of "resource interactions", whereby both parties contributed resources to the development of sport tour packages. Resource sharing produced "relational outcomes". In particular, the NSOs experienced both financial and intangible benefits. This led to the conclusion that the NSOs maintained their collaboration with STOs like FanFirm for instrumental reasons. Further, the benefits of the NSO-STO interaction gave the NSOs an incentive to continue their relationships with FanFirm, as well as to continue playing a role in developing sport event tourism.

FOOTBALL 'WANTOK': SPORT AND SOCIAL CAPITAL IN VANUATU

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Many policies and programs that are based on the 'potential for sport' assume that sport is both a powerful and positive force for a variety of development outcomes, not least among them the creation and maintenance of social capital. In the developing world sport has also been used as a tool for social development, although it is clear that, as in the developed world, the use of sport is not a simple fix; the problems that sport and development agencies seek to address are often complex and intractable. In the main, much of the literature has focused on conceptualizing the *potential* linkages between social capital and sport rather than attempting to establish these links empirically. Several fundamental questions remain unanswered however - how and under what conditions can sport contribute to the creation, development and maintenance of social capital?

The aim of this research is to report the findings of a study that explored the nexus between sport and social capital in the South Pacific island nation of Vanuatu. Specifically, it explored the social networks that operate through football, and the resources that are available to members through these networks. In-depth interviews with players and administrators inside one of the football leagues in Vanuatu represented the primary data that were analysed within the study, and were used to develop the major themes and findings. Observational fieldwork was also conducted in order to confirm the findings established via the in-depth formal interviews, as well as provide additional insights into the ways in which the player-administrator/coach relationships worked in practice.

The results show that football clubs are sites for significant social capital development, whereby players receive resources such as employment, accommodation, food and transportation, as well as financial incentives and travel opportunities outside Vanuatu. In particular, it is evident that players are able to access employment opportunities that their level of education would not normally make possible. Players secure access to these social networks by gaining the trust of key club administrators and demonstrating their loyalty to the club. The research demonstrates that a type of football *wantok* exists, which like the traditional *wantok*, describes a dense social or familial network in which access to essential resources are only available to members of the network.

CSR PERFORMANCE SCORECARD – MONITOR EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY

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Corporate social responsibility (CSR) is taking on an increasingly important role on the public and research agenda as well as in modern business management. In the last two decades far-reaching economic, political, legal and social changes in the immediate context of European professional football have led to the fact that Corporate Social Responsibility (CSR) is both a challenge and an opportunity for the football business. The general demand for taking-over social responsibility influences the football industry particularly by virtue of a twofold mechanism: on the one hand, because this sport traditionally understands itself as a value-focused role model for society, on the other hand, football must also meet the same challenges as other business sectors, thanks to the high level of commercialisation.

Jean-Michel Aulas, the most recent president of the G-14, correctly indicated the demand for CSR-Controlling in professional European football: "In particular, we need to improve our measurement and evaluation of our social and community investments". A systematic review of current CSR strategies, activities, management approaches and measurements in European football does not exist at present. Taking this context into consideration, we developed a CSR Performance Scorecard model in order to measure long-term effects of social involvement on European football club level.

The presentation aims to introduce a continued developed model of the CSR Performance Scorecard, which based on more gathered data from European football clubs. Further, first results from the implementation of the CSR Performance Scorecard at a German first division football club will be presented and discussed.

In order to find adequate explanations for the previously mentioned aspects, it is necessary to combine qualitative and quantitative research. Furthermore, the combination of different methodological approaches underlines the validity of the results. In this study, the authors focused on qualitative research at first. In order to enhance the consistency of the findings, a methodological triangulation was considered. For this purpose, qualitative data from management interviews in Germany, England and Switzerland was gathered, and a standardized survey in the first divisions in England, France and Germany was conducted. Finally, the management of the selected German football club was interviewed in order to adopt the findings from the previous research to the specific situation of the club.

The results of our work show that even at this stage of research regarding Strategic CSR Measurement, the CSR Performance Scorecard reveals both slight effects, as well as clear potentials for improving the social involvement of a professional football club. The findings are particularly relevant for both researchers and sports managers/marketers because CSR has become an important challenge to the established sports sponsorship concept.

The CSR Performance Scorecard is the first approach to integrate CSR activities in the strategic management of football clubs and will help the management to control and monitor effects from CSR. By continued research the gathered data from the CSR Performance Scorecard will be provide answers how effective and efficient investments in CSR activities are for the football clubs.

THE INFLUENCE OF LEAGUE BRAND ASSOCIATIONS ON CONSUMERS' ATTITUDES TOWARDS THEIR FAVOURITE TEAM

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Sport brand architecture suggests that league brands impact consumers' attitudes and behaviours towards their favourite team. Consumers form brand associations about the league based on their perception of attributes of the league brand and the benefits that the league brand provides. However, the influence of league brand associations (LBA) on consumers' connection with a team remains unclear. The Psychological Continuum Model (PCM) functions as the theoretical framework of this study. The PCM suggests that external factors, such as socialising agents or a brand, and internal factors, such as personality and attitude, interact with each other and influence individuals' involvement with their favourite team. The Theory of Planned Behaviour (TPB) models determinants of social behaviour and suggests that intentions to perform a specific behaviour are influenced by individuals' beliefs about the behaviour. According to the TPB, the three dimensions of; 1) attitude towards the behaviour, 2) social norms and 3) perceived behavioural control, represent these beliefs which, in concert, can predict future behaviour (Ajzen, 1991). These dimensions reflect internal factors within the PCM. External factors can be represented through brand associations individuals form about their favourite league. The current study integrates the TPB within the PCM and is guided by the following research question: What is the influence of LBA on attitudinal outcomes of team fans?

Online questionnaires were sent to consumers of four football leagues (AFL, A-League, EPL, NRL) in eight metropolitan areas in Australia. Descriptive statistics and structural equation modelling (SEM) were employed to examine data of 770 respondents. The data was analysed with MPlus 6.1 utilizing the Satorra-Bentler estimate (MLM). The results of the SEM revealed an adequate fit for the measurement model, based on the following goodness of fit indices ($\chi^2 = 142.885$; $df = 30$; $\chi^2/df = 4.73$; RMSEA = .070; CFI = .97; TLI = .96; SRMR = .03). Attitudes ($\beta = .75$), social norms ($\beta = .44$) and perceived behavioural control ($\beta = .93$) were positively influenced by LBA, explaining 56% of the variance of attitude, 20% of the variance of social norms and 86% of the variance of perceived behavioural control. Further, attitudes ($\beta = .22$), social norms ($\beta = .08$) and perceived behavioural control ($\beta = .64$) collectively explained 71% of the variance of consumers' behavioural intentions to follow their favourite team. The model without the influence of LBA explained 7% less variance of consumers' intentions to follow their team.

The data suggest a strong influence of the league brand on consumers' attitudes towards their favourite team. Not only do team brand associations influence consumers' attitudes towards their favourite team (Gladden & Funk, 2001) but also LBA influence consumers' attitudes towards their favourite team, as suggested by their unique brand architecture. This highlights that brand associations sport consumers hold towards the league are important to develop positive behaviour related attitudes towards affiliated teams. Furthermore, results support Ajzen's (1985) suggestion that feeling in control of one's behaviour is a good indicator for future intentions to perform such behaviour. The current research suggests that theoretically, the 'league brand' is an influential external factor on individuals' attitude and future behavioural intentions towards the team. Practical implications are for league managers to focus resources on the creation of positive LBA, to help teams gain and maintain consumer bases and to focus marketing communications on aspects of the accessibility of the team, the stadium and team related media.

ETHNIC IDENTITY, ATTITUDE TOWARD PGA GOLFERS, AND INTENTION TO CONSUME RECREATIONAL GOLF

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There is a dearth of research that examines how ethnic identity and attitude toward professional golfers influences the consumption of recreational golf. The literature suggests that researchers have approached this topic from the perspectives of acculturation and assimilation. Study of ethnic identification can be an alternative approach; however, such an approach within the domain of golf is still lacking. This study investigates intention to consume recreational golf in relation to ethnic identity and attitude toward PGA golfers. To construct a survey, three existing scales were adopted (i.e., Deshpande, Hoyer, & Donthu, 1986; Hagger, Chatzisarantis, & Biddle, 2001; Oliver, 1981). Prior to the main data collection, the survey was pilot tested to examine reliability and validity. A convenience sample of 193 local golfers participated in the main study. To analyze the data, correlation analysis, confirmatory factor analysis, and structural equation modeling technique were used. The results of this study suggest that ethnic affiliation, ethnicity importance, and intensity to in-group identity well represent the ethnic identity construct, and this factor has significant positive influence on individuals' attitude toward PGA golfers [RMSEA = $.067_{(.029; .101)}$, CFI = .970, SRMR = .045, and χ^2/df = 1.85]. That is, individuals' ethnic identity can be reliably assessed from these three measurement items.

Relatedly, the strong positive structural relationship between the ethnic identity and attitude constructs indicate that recreational golfers' identity with their ethnic group (demonstrated by affiliation, ethnic importance, and intensity to in-group identity) is an important predictor of attitude formation toward PGA golfers. Although significant, the magnitude of impact of attitude on behavioral intention was a concern. In general, the overall findings of the current study provide an important theoretical foundation for understanding the psychological process of intention to consume golf. It is vital for marketers, event planners, and club owners to capitalize on this process in an effort to generate more golf related revenue. Event planners and club owners should continue to create opportunities for recreational golfers to enhance their identity with their ethnic groups. The tested model suggests recreational golfers are more likely to form a favorable attitude toward PGA golfers who speak the same language, belong to the same ethnic background, and have the same nationality. Event planners can enhance ethnic identity by hosting international level events similar to the Solheim Cup or Walker Cup, pro-am events where participants are partnered with their favorite PGA golfer (because ticket prices are typically expensive, a random lottery pick would generate more interest among middle-class recreational golfers), fan festivals with ethnic food concession services, and other related marketing efforts focused on fostering ethnic identity and attitude. Local clubs and event organizers will benefit from such events due to their ability to create more direct (e.g., ticket sales, merchandise sales), indirect (e.g., restaurant sales, accommodation related sales), and induced (e.g., creating jobs) economic impact.

THE LEGACY AND IMPACT OF SPONSORING MEN'S BADMINTON PLAYERS, TEAMS AND EVENTS IN ASIA: DEVELOPING A PRELIMINARY RESEARCH FRAMEWORK FOR DIFFERENT TYPES OF SPONSORS/STAKEHOLDERS

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The first men's Thomas Cup team event for badminton was held in 1948/49 with 10 countries taking part. Malaya beat Denmark in the finals. By 2010 Malaysia (formerly Malaya) won the Cup 5 times, China, 8 times and Indonesia, 13 times. In 2002, 54 countries competed for the Thomas Cup. Since 1984 all the biannual Thomas Cup finals were held in Asia, particularly Southeast Asia. Since the 1980s one Asian badminton equipment manufacturers began to dominate the elite badminton equipment market vis-a-vis the European brands through material research, product design and manufacturing innovation. By 2010, three Asian brands dominate the elite badminton equipment market worldwide.

There are no known longitudinal research showing the impact of badminton sponsorship of events, teams and players on branding of badminton and non-badminton brands. This research also attempts to study how badminton equipment manufacturers use sponsorship of badminton events, teams and players to create brand awareness and increase market share of products. The objectives of the paper are to show why (1) sponsorship of badminton events is an effective means for brand exposure in targeted countries in Asia, (2) sponsorship of badminton teams and players is an effective method to increase market share of badminton equipment, clothing and shoes, and (3) sponsorship of badminton teams and players is an effective method to increase brand awareness of non-badminton brands.

Outline of methodology: The research will refer to data on TV sports programming of badminton events by broadcast footprints, the broadcast days and hours for each event and the television ratings of each event. It will compare TV exposure of sponsor branding with other events like football and cycling. The research will also use case studies of the main and secondary sponsors of events, teams and players.

Results**:** The longitudinal data gathered from 1984 to 2010 suggests that sponsors prefer to sponsor major badminton events like the Thomas Cup finals that were held in Asian cities because of the media coverage primarily through TV programming.

Findings: The title or main sponsors prefer to sponsor major badminton events held in Asia because of many hours of TV coverage, high ratings and brand exposure. It would appear that sponsors of badminton and non-badminton brands are benefitting from the sponsorship of badminton events, players and teams in Asia because the evidence show sponsors are spending more sponsorship money on existing events, players and teams, as well as sponsoring more events, teams and players .

Conclusion: This study attempts to show that sponsorship of badminton players, teams or events, using specified research indicators, is a very effective way to create brand awareness in selected countries. It highlights the unique benefits of sponsoring badminton events, players and teams when compared to other sports or games.

WHY I DON'T GO: AN EXPLORATION INTO THE NEUTRAL AND NEGATIVE ATTITUDES PREVENTING ATTENDANCE

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In this paper, we explore the attitudes of individuals that are aware of a team, but do not attend the team's matches. We adopt a social identity approach (Tajfel & Turner, 1979; Turner, 1985) to provide initial illustrations of why individuals seek to identify with or distance themselves from social groups, such as sport teams. Individuals choose to affiliate with social groups that are relevant to them and perceived as being congruent with their personal values (Elsbach & Bhattacharya, 2001). Conversely, individuals seek to distance themselves from groups that are incongruent with their personal values, or are perceived to reflect badly on their self definition. We utilised this theoretical basis to explore reasons that people chose not to attend matches for a local soccer club. Specifically, the collection of data sought to explore factors impeding attendance for a community-based semi-professional sport team.

To investigate this problem, a questionnaire consisting of both closed-ended and open-ended questions was administered to registered participants (players, coaches, administrators, volunteers and referees) in a large soccer association in New South Wales. This sampling frame was targeted to investigate individuals that were involved in football broadly (through participation) but chose not to support the local team. The questionnaire was designed to explore perceptions of the locality's elite football team (Team A). A total of 75 individuals responded to the qualitative question addressing reasons for non-attendance and this group represents the sample drawn upon in this paper. The use of qualitative survey questions sought detailed explanations of the themes driving neutral and negative awareness attitudes.

The data revealed two themes explaining non-attendance: (a) cognitive apathy, which reflected a neutral attitude in relation to Team A; and, (b) disidentification, which represented a disassociative attitude. Cognitive apathy was explained by three sub-themes. First, irrelevance demonstrated that Team A was not related to respondents' interests. Second, external constraints highlighted obstacles such as time, family, and distance inhibiting attendance. Third, lacking information related to a lack of socialisation agents conveying information concerning Team A. Meanwhile, disidentification was also explained by three sub-themes. First, perceived club characteristics encompassed negative perceptions of club practices. Second, taking away reflected the perception that Team A did not give back to the local community that supported the team. Third, elite focus depicted a perceived funding concentration on Team A, rather than on grassroots participants.

This study provided support for earlier research acknowledging the role of perceived organisational values on identity processes. Cognitive apathy was driven by a lack of interest in the target group, structural constraints and a lack of socialisation processes. Disidentification occurred due to a specific incongruency between individual perceptions of what Team A should stand for, and practice; and what Team A was perceived to stand for and practice. Data highlighted that cognitive apathy and disidentification were both salient cognitive perceptions associated with individuals that did not attend. The findings present implications for sport teams to overcome cognitive apathy and disidentification through organisation-initiated efforts to disseminate information and promote teams.

EFFECTS OF TIGER WOODS TRANSGRESSIONS ON NIKE'S BRAND IMAGE AND PURCHASE INTENT

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Use of celebrities as brand endorsers is an important tool for marketers in achieving desired outcomes such as brand awareness and creation of favourable attitudes toward brands. However, brand endorsement is not without risks as endorser misbehaviour may harm the image of the brand endorsed straining relationships between brand, celebrity endorser and consumer. Recently, endorser icon Tiger Woods received considerable negative publicity on a global scale when it was revealed that he was involved in various infidelities leading to different reactions from his endorsement partners. Many of Woods' sponsors immediately ceased the endorsement relationship with him, believing continued connection would have adverse affects towards their brand. However Nike, a major sponsor of Woods, decided to maintain the endorsement relationship with the golfer. Using match-up hypothesis and associative learning theory to guide the study this paper investigates whether this decision by Nike to continue a relationship with Woods was correct by analysing the effects of his transgressions on brand image and purchase intent of Nike.

Quantitative data was collected through use of an online-questionnaire gathering people's opinions on brand images of Nike and Tiger Woods and purchase intent toward Nike products endorsed by Woods. Craik and Tulving's (1975) levels-of-processing cognitive assessment was used to determine the depth within memory of Woods' transgressions and how this may have influenced the brand image of Nike and consumers' purchase intent. Dependent on cognitive response about Woods, subjects could be placed into four groups providing a range of effect on subjects that reflected the level of processing within memory for Woods' transgressions. Respondents were grouped according to deepest, mid, shallow level within memory or not at all mentioned. Regression analysis revealed that relationships existed between the depth of processing Woods' indiscretions into memory and affects on Nike's brand image and purchase intent. Results also show when Woods endorsed Nike products, Nike's brand image significantly decreased but not to the point of achieving negative results. Interestingly, data revealed respondents who either processed his indiscretions into mid or shallow levels within memory or those who did not mention the indiscretion at all maintained significantly favourable attitudes toward the Nike brand. The group who processed Woods' indiscretions deepest into memory was found to be indifferent towards Nike's brand image but again mean scores revealed overall this group maintained favourable attitudes toward the brand. Results on purchase intent of Nike products endorsed by Woods showed that consumers were still prepared to purchase Nike even if they processed Woods' indiscretions deepest within memory.

Associative learning theory and match-up hypothesis suggest continued favourable brand image and purchase intent was maintained after the infidelity crisis due to the highly perceived fit between the athlete and sponsor i.e., Nike. The previous repeated pairing of Nike and Woods led to the formation of an immensely strong link between them enhancing each other's association sets and becoming a co-branded entity which together was able to overcome the negativity of the indiscretion. Furthermore, the match–up of the indiscretions to Nike and Woods could be perceived by consumers' as not being a strong fit therefore leading to weaker impacts upon brand and athlete. Overall, Tiger Woods' transgressions did depress Nike's brand image however it was able to maintain significantly positive scores with consumers who are still prepared to purchase Nike products endorsed by Tiger Woods. Hence, Nike's decision to continue the endorsement relationship with Woods appears justified.

AN AFL OWNED CHANNEL – GOOD OR BAD FOR FOOTBALL?

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The AFL is becoming a behemoth, not only in Australian sport but also in the Australian media. It has brought the rights to its own website back in-house after previously selling them to Telstra. It now owns 100% of AFL films, it has floated the idea with Geoff Slattery of buying him out of AFL photos and in August this year, AFL CEO, Andrew Demetriou, provocatively suggested the AFL might retain its own television rights when the 2012 deal expires and open its own channel on the National Broadband Network (NBN).

Ten years earlier, the AFL became one of the few sports in the world to have its own dedicated channel. In February 2002, Foxtel, having acquired the television broadcast rights to three matches, began transmission of a 24 hour AFL channel. At the time it was only the fourth channel in the world to focus on a single sport.

Fox Footy Channel was based in Melbourne and at its zenith produced an incredible 18 different shows per week (many of them live to air) about a single competition, the Australian Football League. Channels like Speed cover all kinds of motor sports, the Golf Channel has many different events to choose from and MUFC, Manchester United's TV channel did not have the rights to show games live. Fox Footy had one competition involving sixteen teams.

In its first year, subscribers to Foxtel had to pay an additional fee to see the AFL channel. In the second year, the channel was available to anyone who subscribed to the sport channels, at that time being Fox Sports 1 and 2. The company learnt from the first year that the churn rate (i.e. the number of people who sign up and then 'pull the plug') dropped dramatically if the subscriber had paid for Fox Footy. This was quantifiable proof the game was not just about tribalism, going to the games to cheer for your team and yelling "bawl," a nanosecond after an opposition player is tackled with the ball, it was bigger than that, much bigger.

For the first time, AFL officials dared to covet the one billion dollars from their media rights. It took until this year to do it. Telstra, Foxtel and Channel 7 paid a combined 1.25 billion dollars for the rights to show AFL games. Towards the end of the season, Demetriou floated the idea of the AFL turning its back on another billion dollar deal and setting up its own channel. There's no doubt the League could harness the resources and expertise to do it, but should they? If it could make even more money by retaining its own rights then it would be a boon for clubs but how will it make any difference to the fans? Will there be lower membership fees or cheaper tickets to games? One indirect benefit for some fans could be the continued investment in the survival of unprofitable clubs.

Should there be the equivalent of a 'separation of powers' between the AFL and those who cover and critique the game on behalf of the fans? An AFL owned channel could be the ultimate conflict of interest. Yes, it may give the clubs an even more lucrative dividend but how do journalists get past the gate if the AFL is also a media rival?

PERCEPTIONS OF LEGITIMACY AMONGST MEMBERS AND NON-MEMBERS OF A FEDERATED NETWORK: A CASE STUDY OF THE NEW ZEALAND REGISTER OF EXERCISE PROFESSIONALS (REPS NZ)

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The proliferation of fitness industry registers, as a form of self-regulation has become a global phenomenon over the last decade. Derived from increased marketplace pressures, these federated networks strategically attempt to enhance a field's perceivable professional legitimacy through self-imposed regulation. Previous studies in this area have generally overlooked how organisational managers perceive such occurrences. Consequently, this research identifies how fitness centre managers perceive federation affiliation and its legitimating benefits. A case study approach was utilised that involved 12 Auckland fitness centre managers and representatives from the New Zealand Register of Exercise Professionals (REPs NZ) and Fitness New Zealand. Following an interpretive mode of inquiry, 14 semi-structured interviews were conducted that involved a proportionate number of: (a) for-profit and non-profit fitness centres; and (b) REPs NZ affiliated or non-affiliated organisations. Network legitimacy conclusions were derived via thematic analysis.

Findings identified that although participants are congruent with the concept of industry self-regulation, there are fragmented views on how it should be strategically implemented and driven. Interestingly, the actual benefits experienced by affiliates at the organisational level are perceived as minimal whereas limitations are observed similarly by affiliates and non-affiliates. Tensions are also evident among affiliates and non-affiliates whereas similar tensions between for-profit and non-profit participants are largely absent. Additionally, regardless of sector differentiations, for-profit and non-profit centres are generally isomorphic. Conclusions from this research lend further support that managers are both strategically and institutionally motivated to acquire organisational legitimacy through participation in federations. Network legitimacy is also critical as it encourages field buy-in and federation dependencies via three critical components: network management legitimacy, affiliate legitimacy, and institutional structure. Future research on voluntary federations needs to identify how and what affiliates perceive as important to build network legitimacy. Consequently, substantive industry regulatory systems can be built, that are reciprocally beneficial for all its members.

'GAME, SET, MATCH'. EXPLORING THE ROLE OF FIT IN DISABILITY SPORT SPONSORSHIP RELATIONSHIPS

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Fit, match, or congruence (hereafter referred to as "fit") has been heavily examined within disciplines such as management and marketing. However, the concept within the sponsorship context has only recently received greater prominence within the literature. This is despite research suggesting fit considerably influences the effectiveness of sponsorship communications and brand equity perceptions. Currently, speculation is focused on whether fit is emphasised differently across diverse sponsorship relationships. As such, the current study seeks to explore the relevance of the relationship between fit and sponsorship.

The need to build, maintain and understand the nature of relationships with sponsors is paramount for a sponsored property. This is particularly pertinent to the ongoing viability of nonprofit organisations that rely heavily on sponsorship revenue. Nonprofit dependence on sponsorship income is a result of not only stagnation in government funding but also the increasingly competitive environment in which nonprofit organisations operate. Entities found in these circumstances include disability sporting organisations that play pivotal roles in delivering sport outcomes for the growing number of people with a disability in Australia.

Sponsorship partnerships with various disability sporting organisations are of critical importance to the future success of all Australian athletes with a disability. Further, the value provided to individual athletes with a disability that have been in, or are currently in, sponsorship agreements cannot be understated. Consequently, the focus of this research is to explore and deliver insight on disability sport sponsor-property relationships to increase understanding of unique aspects relating to their management. In particular, it is the role of fit in sponsor-property relationships that will be investigated and discussed with the purpose of gaining an appreciation of the motivations and relationships of corporate organisations who engage in, and leverage, such partnerships.

This research will adopt a case study methodology to examine fit in the context of disability sport sponsor-property relationships. Specifically, data will be collected through semi-structured interviews with sponsorship managers representing companies engaged with disability sport. These will be complemented with document analysis and a short ranking tool. While the majority of sponsorship spending is within sport, sponsorship partnerships within a disability context have not typically been studied and provide a setting where schemas firmly entrenched in the minds of consumers conjure images such as 'wheelchair' and 'disability'. This raises the question as to what possible differentiation exists between able-bodied sport properties and disability sport properties in the eyes of corporate organisations. As such, the motives for engaging in and the desired objectives in disability sponsor arrangements will be explored with the aim of developing insight into whether the context of disability sport alters the management processes of corporate partners. Outcomes look to add a new context to existing research on fit and sponsorship thereby extending sponsorship research and increasing knowledge of sport management at the elite disability sport level. Further, the research provides practical relevance in assisting disability sporting organisations and athletes with a disability to better understand and leverage both current and potential sponsors as ongoing benefit-exchange sources.

EXPLORING THE ROLE OF SPORT PROGRAMMES TO IMPROVE THE QUALITY OF LIFE AMONGST MARGINALISED, DISADVANTAGED AND 'AT RISK' YOUNG MEN

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A key feature of United Kingdom Government policy in the last 30 years is the use of sport programmes as a vehicle for social change aiming to benefit and improve the lives of marginalised, vulnerable and 'at risk' members of society. Sports policy makers and sports practitioners have sought to use the 'power of sport' through sport-based intervention programmes to tackle key social issues such as anti-social and deviant behaviour, unemployment and mental health, whilst at the same time seeking to develop active citizenship, community cohesion and social capital. A particular target group during this time has been 'at risk' young men. As a result of the perceived appeal of sport amongst this 'target group' there has been an increasing number of sport-based intervention programmes seeking to improve the quality of life of young men dealing with a range of issues from homelessness, mental health problems, substance abuse, anti-social behaviour and unemployment.

Using data collected from the co-authors' experiences as researchers, consultants and coaches across a variety of these initiatives, this paper initially examines the positive benefits experienced by 'at risk' young men on these programmes. The overriding themes emerging from the data concern how engagement with the sport programme improved participants' self-esteem, confidence, identity and belonging whilst at the same time helping them to gain both social and economic capital. The paper however then provides a critical examination of how sport programmes may not in fact be best suited to assist 'at risk' young and provides data to indicate how sport participation reinforced – and even increased – the negative feelings of desperateness, hopelessness and vulnerability that the programme was aiming to reduce or negate.

The paper concludes by asserting that whilst sport and physical activity has a potentially key role to play for 'at risk' young men, the expectations placed on sports programmes to achieve complex social outcomes needs critical consideration, especially by Government policy makers, sports policy makers, sports practitioners, deliverers and coaches.

RELOCALISING THE GLOBAL GAME: NEW ZEALAND FOOTBALL'S 'WHOLE OF FOOTBALL PLAN'

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Many sports do not have an integrated skills development plan, and until recently neither did football in New Zealand. New Zealand Football's 'Whole of Football Plan' is a strategic plan to increase participation and enhance the sport's skill levels of players, coaches, referees and administrators. The Plan shows a commitment to the relocalisation of the sport after a focus on the qualification of the senior men's team for the 2010 FIFA World Cup and for the Women's team in the 2011 FIFA Women's World Cup. Rolling out the Plan in 2011, initially at a junior level, shows a long-term commitment to the grass-roots of the sport.

Research on the 'Whole of Football Plan' was conducted using published documentation as well as semi-structured interviews with officials from NZ Football who were involved in the design of the Plan. The research is thus of a qualitative nature. Further research may be undertaken with club coaches and other participants as the implementation of the Plan advances.

The presentation focuses on the design of the 'Whole of Football Plan' and discusses how this is to be resourced and implemented. The intention is to present this as a model for other sports to consider and for conference participants to critique. A key point for discussion is that like football in New Zealand, all codes must respond to the challenges and opportunities presented by the professionalisation and globalisation of their sport. For example, one of the intentions of the 'Whole of Football Plan' is to create a pathway for players to proceed to a professional career and for many New Zealand players this will be overseas. While national teams appear in the 'Whole of Football Plan', it is likely that many elite adult players will be playing their football outside of the New Zealand Football environment and thus receiving coaching outside the 'Whole of Football Plan'. Issues such as global-local tensions must be integrated into any plans developed by national sporting associations, including those by New Zealand Football. How this can be achieved is worthy of further exploration.

SPORT SPONSORSHIP AS A STRATEGIC ALLIANCE

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The primary purpose of this paper is to provide an analysis of sport sponsorship from a strategic alliance perspective. There is significant recognition by academics and practitioners alike, that for contemporary sponsorship to function well, a sport property and a corporate sponsor ought to have an effective business-to-business relationship. Moreover, the management of these inter-organisational connections is pivotal to the success and longevity of sponsorship arrangements. Despite the increasing discourse on relationship management, there remains a paucity of research on the processes and motives that underlie the interactions between sponsor and sport property.

In pursuing these broad relational issues, this paper draws attention to the potentially lucrative interface between sponsorship literature and strategic alliance literature. There is significant overlap between these distinct areas, which warrants further exploration. With the proliferation of strategic alliances in the past 30 years, there has been a corresponding influx of conceptual and empirical research. As such this body of literature is now well developed, with research covering an expanse of strategic alliance governance issues in a range of industry contexts. By comparison, sponsorship literature lacks significant research depth and thus knowledge about strategic relationships between a sport sponsor and the related sport property.

The overarching goal of the research project is to provide an in-depth investigation into dyadic sponsorship relationships, including both formal and informal dynamics. The purpose here is twofold. First, to advance sport management literature, by applying well established strategic alliance theory to the sport sponsorship context. Second, to provide in-depth investigation into various aspects of sponsorship governance, with the goal of providing important insights for sport management practitioners. The project is commercial in confidence, but is based on a case-study of a leading Australian sport organisation and a targeted selection of their corporate sponsors.

In summary, this exploratory paper investigates the formalisation of strategic intent underlying sponsorship governance and inter-organisational decision-making. In doing so, it assesses the methodological suitability of a strategic alliance framework and, more broadly, whether this approach has implications for applied sport management practice.

SPORT SUPPLEMENTS: LEGITIMATE PERFORMANCE BOOSTER OR POLICY NIGHTMARE?

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Despite the boom in the use of supplements in Australian society, there has been little research done to examine their prevalence in the Australian sport sector. Consideration of the international literature on sport supplements suggests that the outstanding issues relate to (1) their efficacy, (2) the harm likely to result from their use, and (3) the level of informed choices that precede their use.

Accordingly, this research seeks to better understand the use of sport supplements in Australian communities by posing the following questions. First, how widespread is the use of sport supplements, second, what are the most commonly used supplements, third, how do gender and age play into their usage, fourth, are there differences between elite athlete and non-elite athlete usage, fifth, what claims are made for their effects, and what effects do users experience, sixth, how safe are supplements considered to be, seventh, are any substances considered to be harmful, eighth, who do users go to for advice on the best combination of supplements to take, ninth, is there a progression from supplements to prescription and illicit drugs, and finally, how comfortable are athletes with the lack of regulation over the use of sport supplements?

In order to address these questions a survey of one hundred and forty undergraduate sport studies students in an Australian university was conducted using a 30-item questionnaire. Almost all informants were involved in sport over 15% at the State or International level

Initial analysis revealed that the overwhelming majority of those surveyed take supplements to improve their sports training and performance, despite the fact that they rarely took supplements to achieve a general health benefit. Whereas only 8% of the survey sample had taken substances for non-sports effect, almost all used at least one sport supplement product.. Protein powders, mineral preparations and sports drinks were the most commonly used products. They were taken mainly for muscle building and hydration, and it was believed that the supplements were efficacious. While family and friends were the most frequently cited source of advice, a majority of the supplement users believed they were well informed about supplements and equally well informed about anti-doping legislation Conversely a number of problematic issues emerged, with over 40% stating that they were unaware if supplements could have harmful effects or side effects Many informants believed that supplements could lead to prescription or banned drug use, and 15% expressing concern over ethical issues. Encouragingly, a large majority opted for harm minimization strategies, which might enable informants to address their concerns. These emerged as follows (1) concerns about over-dosing, (2) the lack of effective labelling and warnings, and (3) anxieties attached to the use of "unnatural" products that blur the line between dietary supplements and banned ergogenic aids.

ONE SIZE DOES NOT FIT ALL: MEETING THE EXPECTATIONS OF MULTIPLE STAKEHOLDERS IN THE ELITE TEAM SPORTS DOMAIN.

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In November 2009, when Tiger Woods got into his car, careered down the driveway, struck a fire hydrant then came to an abrupt halt after hitting a tree, who could have predicted that incident would ricochet so dramatically, causing massive losses to the shareholders of some of his major sponsor companies? Nike, Accenture, Gillette, Electronic Arts and Gatorade all suffered an immediate impact from the car crash and subsequent scandal, with losses reportedly reaching over four percent of their aggregate market value. The disparity between the sponsors' expectations of Woods at that time was obvious. Nike remained supportive of Woods referring to the incident as a 'minor blip', others quickly disassociated themselves from him, at the same time learning the hard lesson about how celebrity endorsement can pose great risk to an organisation. The implications of disparity amongst sponsors, in fact, any stakeholder within an athlete's domain are complex and often conflicting, illustrating the need for more clearly defined performance measures amongst the parties involved. It is not uncommon for an athlete's numerous stakeholders to have different expectations, strategic goals and performance benchmarks. To an athlete whose focus is purely on being the best in the world competing within a very narrow margin of opportunity, stakeholder expectations, strategic goals and performance benchmarks may not always rank highly in their priorities.

The focus of this conceptual paper will be on the Australian Football League (AFL) for several reasons; the AFL is considered the highest commercialised sports league in Australia and is affiliated with many different stakeholder groups; the AFL is often surrounded by controversy linked to individual players and teams; there are conflicting opinions by academics and practitioners as to the role of professional players, their defined workplace and expected behavioural standards; and finally, there are numerous gaps in the literature about how to resolve these issues, taking a stakeholder theory approach.

MORAL FUNCTIONING AND ATTITUDES TOWARDS PERFORMANCE ENHANCING DRUGS IN YOUNG ATHLETES

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Research has shown how one's level of *moral functioning*, a concept based on Rest's four-component model of moral action, relates to a range of real and hypothetical sporting behaviours, including aggression, sportspersonship and beliefs about fair play. Efforts to understand why athletes use performance enhancing drugs have similarly begun to centre on how a person's moral beliefs (such as feeling guilty about drug use) predict attitudes towards the use of performance enhancing drugs and how such beliefs may act as deterrents to the intention to use drugs. The objective of this presentation is to examine the relationship between two components of moral functioning (judgement and intention), derived from Rest's moral functioning model, and young athletes' attitudes towards performance enhancing drugs. Two studies are described.

In the first study one hundred and fifty young athletes (aged 15-20 years) read a hypothetical scenario where the use of performance enhancing drugs had to be considered. Participants also completed the Performance Enhancement Attitude Scale (PEAS). The results of the first study showed that both aspects of moral functioning (judgement and intention) were significantly related to attitudes to performance enhancing drugs. Participants with a higher level of moral functioning had more negative attitudes towards performance enhancing drugs. The results of this study suggest that moral functioning may play a role in the decision to use performance enhancing drugs.

In the second study four hundred and eighty young athletes (aged 13-18 years) also read a hypothetical scenario where drug use had to be considered, completed the PEAS, were asked to state whether they had used performance drugs over the previous year, and completed a questionnaire that assessed the extent to which they used moral disengagement mechanisms (based on the research of Bandura and colleagues) to justify their drug use. Data analysis is currently underway. Preliminary analysis has confirmed the link between moral functioning and attitudes, and revealed that young athletes who are using performance enhancing drugs justified their decision-making through forms of moral disengagement, such as attribution of blame (conduct is justified as a response to real or perceived provocation) and displaced responsibility (conduct is blamed on pressures exerted by authorities and thus the athlete is not personally responsible).

Sport managers are grappling with the bewildering pace of medical research and the potential illegal benefits it has for athletic performance. These advances create new management challenges for sport managers. The results suggest that it may be possible for sport managers to develop training programs (similar to those found to have been effective in changing attitudes in other sporting contexts) that aim to educate young athletes and thus deter future drug use.

THE VALUE OF SPORT AND PHYSICAL RECREATION

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The Department of Economic Development, Tourism and the Arts (DEDTA), through Sport and Recreation Tasmania (SRT), supported a three-year project to examine the value of Sport and Physical Recreation (SPR) to Tasmania. The research quantifies the costs and benefits of SPR in Tasmania during the 2008-09 financial year and demonstrates the significant contribution that SPR makes to the state. This is the first time such a comprehensive and holistic regional analysis of the value of sport and physical recreation has been undertaken.

Key findings of the report include that for every $1 invested in SPR, over $4 in value is delivered in benefits to Tasmania, and that the estimated contribution by all tiers of government to SPR of $100 million is repaid 50 times over in returns to the community.

The conclusion is that although the current levels of investment in SPR yield a strong return, a more economically efficient outcome can be achieved by increasing the regular rate of participation. For example, a 10 per cent increase in SPR participation would generate an additional $905.3 million in annual benefits.

This paper describes the theoretical model developed for the analysis, the preference for cost benefit analysis over an input-output methodology, presents a brief summary of the findings, and discusses the unforeseen political consequences of the report's delivery.

VALUING AN INDIVIDUAL'S PARTICIPATION IN SPORT: SPORTS' CONSUMER SURPLUS AND IMPLICATIONS FOR POLICY

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When consumers engage in sport and physical recreation (SPR) or purchase a good relating to SPR they are assumed to derive some benefit from the decision. A rational economic framework imposes the assumption that decision-makers are acting to maximise utility in some fashion and do not intentionally make decisions that reduce this utility. Therefore, for each act of participation or consumption, there is assumed to be a gross benefit (or gross consumer surplus) attaching to that action or consumption.

At the very least, the gross benefit is equal to their expenditure on the items concerned. The revealed preference framework can therefore be applied to identify the minimum benefits associated with SPR expenditure. Yet how much would consumers be willing to pay above and beyond this amount for the full set of benefits that might accrue to them from regular participation in SPR? Or how much would you have to pay someone to give up their SPR participation?

To estimate the consumer surplus attached to SPR participation we engaged Newspoll to conduct a telephone survey of a representative sample of 1200 Australians aged 18 years or over. Respondents for the telephone sample were selected via a random sample process which included a quota being set for each capital city and non-capital city area, and within each of these areas, a quota being set for groups of statistical divisions or subdivisions; random selection of household telephone numbers within each area; and, random selection of an individual in each household by a 'last birthday' screening question.

Although it was unsurprising to find that people valued SPR much higher than the direct cost of participation, we found unique evidence for the theory that regular participants internalise a greater sum of benefits than occasional participants, and that the non-financial barriers to participation are much larger than previously thought. The implications for government and industry are discussed.

SOCIETAL BENEFITS OF SPORT: THE IMPACT OF IMPORTANCE PERCEPTIONS ON PARTICIPATION

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The benefits of physically active sport to both individuals and society are well documented and probably beyond reproach (e.g., Ham et al., 2009). The impact of related attitudes on the psychological process that underlies sport participation intentions and behaviours, however, remains unexplored. This research explores sport participant perceptions of the benefits available through involvement in physically active sport. It is argued here that these perceptions play an important role in an individual's intentions and eventual participation in sport. Developing an understanding of the psychological processes associated with sport behaviour will allow sport marketers to more effectively build and implement relevant messages that will resonate with consumers (Ko, Park & Claussen, 2008; McDonald, Milne & Hong, 2002). Further, examining a set of relationships beginning with attitudes and incorporating behavioural intention is a traditional framework for marketing research (Bagozzi, 1981).

Physiological (Warburton et al., 2006), psychological (Asztalos et al., 2009; Hagger & Chatzisarantis, 2005) and sociological (Coalter, 2007; Park, 2004) benefits are all believed to be attainable through sport participation. Three of Kang's (2004) societal orientation dimensions and accompanying questionnaire items are characterized similarly and were re-conceptualized as benefits attainable through sport participation by Naylor and Kim (2010). Taken together, the importance placed on the three dimensions of benefits are conceptualized as an Instrumental Attitude and combine with an affective component to represent an individual's attitude toward sport participation. The instrumentation is further tested in this research and relationships with other constructs are explored. Other constructs included in the research and operationalised through questionnaire items are Subjective Norms, Perceived Behavioural Control, Participation Intention and Participation Behaviour, in a traditional Theory of Planned Behaviour (TPB) framework (Ajzen, 1985).

The questionnaire was administered to a purposeful sample of over 700 sport participants to ensure an equitable mix of men and women and to be representative of a range of ages. Confirmatory Factor Analysis and Structural Equation Modelling were used to examine the psychometric properties of the re-conceptualized Instrumental Attitude measure and paths among the constructs of the TPB framework. The performance of the Instrumental Attitude variables was promising as factor loadings, AVE values and construct reliability statistics were acceptable. The higher-order Attitude factor was also statistically well supported. Further evidence is found here to support the fact that sport participants can conceive the multi-dimensional Attitude construct as it is operationalised and can differentiate among the three benefit importance dimensions. The hypothesized relationships between the Instrumental Attitude factor and the other constructs of interest were statistically supported.

This project contributes to the ongoing development of a scale to measure instrumental attitude towards sport participation, an activity to which significant benefits are attributed but for which associated marketing activities have been criticized (Graham & Graham, 2008). Evidence has been found in the current research to support the notion that people across an array of demographics value the importance of the benefits attainable through participation in sport and that the construct is related to participation. This should be of interest to managers who are tasked with developing participant based sport insofar as marketing activities can be targeted at attitudes which are becoming better understood.

CONSIDERING NEW MODELS FOR SPORT DEVELOPMENT: EVENT MANAGEMENT COMPANIES AS PROVIDERS

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Recently, the focus of much work in sport development has been to consider the sport policies and structures that underpin elite sport development systems internationally (Houlihan & Green, 2008; Sotiriadou & Shilbury, 2009). Originally, the concept of sport development was fundamentally about developing sport participation. Recently, any examination of policy and structure that underpin sport development at the community level of sport and how it is then integrated with elite sport systems has gathered some attention (e.g., Sotiriadou, Shilbury, & Quick, 2008). In their comparison of sport development in Australia and Finland, Green and Collins (2008) show that how the focus on sport development manifests itself (to elite or community level) is driven largely by tradition and policy agendas—and this can vary by country. An international comparison such as this highlights how such agendas impact the growth (or not) of sport development, and implicates the difficulty in changing sport development pathways in light of tradition and policy foci. Kellett and Russell (2009) have shown that in the Australian setting, skateboarding, while structured differently, is somewhat immune to traditional policy agendas more common in the Australian sport context. There is a need to further explore manifestations of sport development at the community level in sports that are non-traditional, which this intends to do studying sport development processes at the community level of participation in the sport of triathlon.

While models for sport delivery are quite different in the U.S. and Australia, triathlon is delivered similarly in both countries. Triathlon is unique in Australia in that the NSO's outsource the management of their events, as well as the formulation and delivery of sport development clinics to private companies, rather than developing and producing the product in house. In doing so, the governing bodies relinquish some control over how sport participation develops. This is similar in the US, where the NGB's only produce the championship events and depend on private companies to deliver all other events and development activities. The purpose of this study was to explore how event management companies influence sport development in triathlon. To this end, six triathlon race directors (3 from the U.S., 3 from Australia) were interviewed, each interview lasting 60-minutes. The semi-structured format probed for the director's perception of their organization's impact on the sport and the sport governing body's impact on their business, their role in the sport development process, and how they visualise the linkages within the industry. Using a grounded theory approach, the data were analysed using descriptive and pattern coding.

Results show similar issues in sport development for triathlon in both countries. Three overarching elements emerged: 1) the impact of the NSO/NGB on the event management company, 2) the impact of the event management company on the development of triathlon, and 3) the current structures with which the NGB/NSO and event management companies operate and how that impacts development. Event management companies can serve as a potential setting through which governing bodies can leverage sport development. However, event management companies are concerned more with registration numbers rather than ensuring registrants become long-term participants in the triathlon. While the event management companies' efforts to grow the number of event registrants (and therefore expand their market share) do grow participation (in line with governing bodies needs), their tactics are largely self-serving. There is evidence to support that non-traditional approaches to governing triathlon might be beneficial and warranted, if governing bodies properly leverage potential relationships with event management companies. Implications for sport development are discussed.

PERFORMANCE MANAGEMENT IN NON-PROFIT SPORT ORGANISATIONS IN NEW ZEALAND

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Performance management is an initiative that has been implemented within the traditional business environment since the early 1990's. It has evolved to become a fundamental process existing within this sector and an integral management system that can aid an organisation in monitoring and assessing its objectives and overall organisational performance.

As the modern sport organisation continues to adopt a more professional and 'corporate' approach it is essential that they too implement an effective performance management system within the organisation. The increasing pressure on the modern sport organisation in relation to competitiveness, efficiency and a call for greater transparency further illustrates why a performance management approach is so crucial to these entities.

15 qualitative semi-structured interviews have taken place with various individuals who work within 'Sport and Recreation New Zealand', 'New Zealand Cricket' and 'New Zealand Rugby Union' in order to gain information relating to current performance management practices such as the use of the balanced scorecard and the performance prism within these organisations.

The organisations involved have realised the need to fully adopt performance management processes and systems in order to increase and monitor their performance in relation to strategic planning, governance, sports policy and various other areas within these organisations but are yet to fully engage with best practice from the traditional business sector.

Performance management is an area that all non-profit sport organisations must further develop in order to increase and monitor critical areas of performance within their organisations.

ENGAGEMENT AND PARTNERSHIPS WITH THE AFL WESTERN BULLDOGS: MOVING FROM AN ORGANIC TO A STRATEGIC AND SUSTAINABLE MODEL

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The importance of 'collaborative advantage' (Lee, 2011) cannot be underestimated. Collaborative advantage refers to where outcomes are not possible when working independently, thus the need for organisations, community groups or businesses to enter into a partnership (Lee, 2011). Considering the amount of time required for organisations to establish a collaborative advantage, there is a need to ensure quality and sustainable partnerships.

To date, a model for collaborative advantage that concentrates on sustainability between industry and community organisations and a university has not been fully developed. To assist respective organisations in taking their engagement from an organic to a strategic level, to ensure mutual satisfaction and benefit between stakeholders is achieved and a continual and sustainable partnership is evident, a model for industry engagement has been designed. The model has been developed by Victoria University's Office of Industry and Community Engagement, cross referenced with the sustainable industry engagement model by the Australian Council for Private Education and Training (2010), reviewed by a Partnership Reference Committee and is currently being implemented. The model was the foundation for a pre-conference workshop (2011) and was a keynote presentation at the National Partnership between Employers and Tertiary Education Conference (2011).

The objective of this presentation is to provide those who collaborate with sport organisations an example of a sustainable model for industry engagement that has been created and implemented. The case study of the Australian Football League Western Bulldogs Football Club (WB) and Victoria University (VU) shall be used. The presentation shall highlight how initial connections in the 1980's between the two organisations have progressed to establishing a sustainable model for engagement. The model proved successful when the CEO of WB and Vice-Chancellor of VU passionately strengthened the partnership, yet despite them departing from their respective organisation during the same year, the model continued and has been further amended to strategically align with the new operations of each organisation. Examples of the components in the model that have been found to be mutually beneficial to both parties, a communication and reporting matrix and how the model can be applied to an operational plan will be discussed. The model is at the implementation stage, evaluation of this version shall be performed in 2012.

The sustainable model for industry engagement and case study example shall provide the audience with guidance on how a model designed to sustain a partnership can be formed and with information on the components the model comprises. The model takes the concept of partnerships to the next level in order to achieve a sustainable return on investment for all parties involved.

MOTIVATIONS AND DESTINATIONS OF JAPANESE OUTBOUND SPORTS FAN TOURISTS

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Over the last three decades the number of Japanese outbound tourists has increased dramatically and their motivations for tourism have diversified. For example, in the 2006-2008 period, these tourists' major reason for international tourism placed sports tourism at number four (after sight-seeing, relaxing and food/gourmet tourism), cited by 4% of Japanese outbound tourists. The majority of these tourists are spectators rather than participants, and their targeted sports tourism experiences tend to be Major League Baseball (MLB), the National Basketball League (NBA) and the National Football League (NFL) in the USA, followed by soccer anywhere in Europe.

This study examines the global diversification of Japanese outbound sports fan tourists and their motivations. Data were collected from Japanese general tourists (N=3,773) in an annual Japan Travel Bureau Foundation (JTBF) sponsored survey conducted by e-mail (response rate 94%) and of those surveyed, 9% (N=338) had experienced watching sports in foreign countries. This happened in more than 30 countries, and involved more than 50 sports. The major sports watched were baseball (40.8%) and soccer (20.4%). In addition, basketball (7.7%), Olympic Games sports (5.6%), golf (5.6%), rugby (2.7%) and marathons (2.7%) were also involved. From the same survey, 21 tourist motivations items and 20 sports fan motivation items were obtained using 7 points Likert scale (7.high-1.low) and these were subjected to factor analysis. Seven sports fan motivations (1.Enjoy game and learn a skill; 2. Social; 3. Relaxation; 4. Accomplishments; 5. Entertainment; 6. Drama; 7. Festival) and seven tourist motivations factors (1. Relaxation; 2. Gourmet; 3. Communing with nature; 4. Review of life; 5 Learning about a destination; 6. Shopping; 7. Kinship and Social) were extracted from the factor analysis.

These principal components are discussed in conjunction with a differential analysis between watching two major sports (Major League baseball in the USA and Soccer in European countries) while the characteristics of several other sports (basketball, Olympic Games sports, golf, rugby) are also reviewed from the perspective of sports and destinations.

While the tourist motivation score of European soccer fan (5.08) is not different from MLB fan (4.98), sports motivation score of European soccer fan (4.50) is higher than that of MLB (4.20). In terms of sports, Olympic Games (4.98) or rugby is high score (4.91). On the other hand, baseball (4.13) or basketball (4.11) is relatively low. Concerning each factor, while the sports motivation factor of enjoy game (4.93) and relax (4.60) are high in sports motivation factor, the tourist motivation factor of gourmet (5.32) and destination learning (5.22) are notably high.

SURF TOURISM, SPORT DEVELOPMENT AND COMMUNITY BUILDING: EXPLORING THE NEXUS IN REMOTE PAPUA NEW GUINEA

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This research explores the introduction of a commercial sport tourism venture into a remote community in Papua New Guinea (PNG), and addresses the question, *how can sport tourism be used to promote community building in a developing country?* The venture specifically focuses on surf tourism, and commenced operation in late 2009 with a mandate to facilitate community development. The surf tourism sector is an integral part of the multi-billion dollar global surfing industry (Buckley, 2002), and surf tourists are defined as individuals who travel to destinations for the express purpose of riding surfboards (Dolnicar & Fluker, 2003). Much surf tourism involves comparatively wealthy Western surfers travelling to remote parts of developing nations. Indeed, Ponting, McDonald and Wearing (2005) argue that surf tourism is now an important economic driver for thousands of communities in numerous countries.

With the majority of the world's commercial surf tourism based in remote corners of developing nations such as Indonesia, the Maldives, and some other Asian, South American and Pacific Island nations, it is typically relatively small host communities that bear the brunt of the sector's associated impacts. Buckley (2002) suggests that the mismanagement of surf tourism has resulted in crowding, economic leakage, and sociocultural and environmental degradation for many host communities. Meanwhile, Ponting et al (2005) note that surf tourism has historically acted as a "colonising activity", where surfers have ventured into remote areas and opened up new routes and systems of development, and ultimately, ". . . nudged unprepared destinations down the slippery slope to large scale industrialised tourism and its related issues" (Ponting, et al., 2005, p. 152). However, Buckley (2002) points out that, when *well-planned,* surf tourism can provide "… a key to development in the broader nature, eco and adventure tourism sector" (p. 421).

The Surfing Association of Papua New Guinea (SAPNG) is the national sport governing body of surfing in that country, and has taken a proactive approach to managing its fledgling surf tourism industry. The SAPNG has implemented formalised plans to build PNG surf tourism in a way that also grows surfing as a grassroots sport at the village level, and significantly, recognises host communities as the traditional custodians of surf tourism resources. Utilising an exploratory qualitative case study approach, this research explores the sport of surfing, its related tourism, and community development in remote PNG.

Key findings to emerge from the interview and ethnographic-type data are: (i) the social and economic impacts of sport (surfing) development at the village level; (ii) the notion of surfing as a "gift" to locals from visiting surf tourists, which threatens the "uncrowded surfing nirvana" myth propagated by the global surf media/marketing nexus (Ponting, et al., 2005); (iii) the importance of managing what Abel (2009) refers to as the "reverse spiral" of formal and informal alliances among stakeholders from government, surf sport governance, surf media, tourism, and local communities; and, (iv) challenges stemming from sustainably managing growth, as traditional and Western capitalist values do not easily sit side-by-side.

The findings contribute to our knowledge regarding the role sport tourism can play in community building and poverty alleviation, and specifically address Buckley's (2002) call for more cases on surf tourism. Such knowledge can be used to help decrease many remote communities' reliance on less sustainable activities like logging, mining and fishing. Put simply, this study offers evidence-based knowledge for sustainably managing sport tourism in developing countries.

DEREGULATION AND LIBERALISATION AS DRIVERS OF SPORTING SUCCESS: THE CASE OF KENYAN WOMEN'S MARATHON PERFORMANCES

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Kenya's sport delivery system was mainly controlled by the central government from 1964-1990 but, in 1991 the government introduced a liberalizing policy by withdrawing from the direct and daily governance and control of all sports governing bodies. This marked the genesis of privatized sports with a professionalized model where endurance running at the international sporting competitions became the main focus. The impact of the 1990 liberalization policy of the Kenyan elite running has never been included in empirical studies explaining Kenya's running success before. This study not only includes this 'missing link'- the 1990 liberalization policy, but also explains its impact on Kenyan performances from a managerial perspective using the Resource-Based View as the main theoretical base. The main tenant of this study therefore, was - for the first time - to examine how the Kenyan Government's 1990 liberalization policy impacted Kenyan endurance marathon running success-with a specials focus on women. The analysis was undertaken within a conceptual frame supported by of the Resource-Based View of strategic

The aim of the study therefore, was to evaluate the impact of the 1990 Kenya Government's liberalization policy on; (a) Kenya women's marathon performance from 1991 to 2011, (b) Kenya women's economic benefits over the same period.

The study used a non-experimental design which can be very useful in demonstrating short-term impacts of studies involving the comparison measurements taken before and after a policy change. "Before" refers to marathon performances and financial earnings derived from participation in selected marathon events prior to 1990 and "after" refers to the marathon and financial earning from selected marathon events after the implementation of 1991 liberalization policy. The equivalent terms for "before" and "after" are "pre" and "post". In this case the method involved the retrieval of archival data from official websites of selected marathons.

The results suggested that, there was a significant increase in Kenyan women's marathon performance as well as financial earnings derived from participating in selected marathon events.

In conclusion, the 1991 Kenya Government's liberalization policy may have been one of the most profound regulatory changes that have positively impacted Kenyan women's sports over the last two decades. In accordance with other studies the results suggests that financial resources may be one of the most critical ingredients in professional marathon performances.

THE IMPACT OF SPECIALIZED TRAINING CAMPS ON KENYA'S BOSTON MARATHON PERFORMANCES

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From 1964-1990, specialized Kenyan training camps were mainly controlled by the central government of Kenya. But in 1991, the Kenya government intervened by liberalizing Kenya's sports industry by withdrawing from the direct daily running and control of all sports governing bodies as well as training camps. This marked the genesis of privatized running camps-characterised by corporate sponsorship and private ownership. Since then (1991) Kenya has had great improvements in marathon events worldwide with the most profound being Boston Marathon. Apart from the drastic performances at the Boston Marathon, the rationale for choosing Boston Marathon was as follows: (a) it is one of the oldest exclusive marathons started in 1887 making it better for longitudinal trend analysis as compared to the Olympic Games where Kenya has participated 11 times as compared to more than 35 times at Boston Marathon (b) it is one of the earliest races to allow women to compete (c) it started awarding money in 1986 which may explain the motivation of both runners and Kenyan organizers extra attention to it (d) It is one of the world largest marathon events with a record of 38,708 starters in 1996 (e) it is open to all and has, over the years attracted top world class runners (f) it is one of the largest single day sporting events with massive media and spectator appeal making it suitable for archival research.

The aim of the study therefore, was to test; (a) the correlation between specialized training camps and Kenya's Boston Marathon performance from 1986 to 2011, and (b) evaluate the impact of specialized training camps on Kenya's rise in Boston marathon performance from 1986 to present.

With the help of archival data retrieved from local Kenya athletic federations (AK), International Association of Athletic Federation (IAAF) as well as leading Kenyan sports journalists, the study used; (a) Mann-Whitney-U test to evaluate the potential impact of specialized training camps on Boson Marathon Performance and Kendall Tau test to evaluate relationships between specialized training camps and performance.

The data revealed that there was a positive and significant association between the number of specialized training camps and Kenya runners rise in performance at the Boston marathon. Additionally, the results suggested a positive impact of the specialized training camps on marathon performances.

As supported by a growing number of studies, this finding strengthens the strategic use of specialized training facilities for elite performance enhancement. The study further reiterates the growing use of specialized training camps by Australia, Canada, China, UK, and USA in the preparation for world athletic events.

AN INTEGRATIVE REVIEW OF SPORT AND SOCIAL CAPITAL

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Once predominantly deployed in health and medical research the integrative review is increasingly forming the foundation of policy development. Within the academic community, integrative reviews are recognised as a comprehensive, evidence-based approach to reviewing literature. The continued growth of social capital as a theoretical backdrop and framework for research and analysis has led to a plethora of publications and studies across the social sciences. The sport and recreation landscape has not been immune to this pervasive term and it has infused its way throughout academic, public policy and private sector settings. Despite the prevalence of social capital in studies investigating the social impact of sport and relationships between sport and society there have been no attempts to rigorously review and synthesise these findings, or reflect on their wider implications as a body of knowledge. The purpose of this research is to conduct an integrative review on sport and social capital literature. The underlying research question is: How effective is sport in creating social capital? Using the terms sport and social capital, we searched the Scopus, SPORTDiscus, Google Scholar, Science Direct and Web of Science databases. We selected only those studies that involved the collection and analysis of qualitative or quantitative data. Conceptual papers were excluded. Two researchers independently assessed the quality of each article and extracted its key findings. This presentation provides an overview of the sport-social capital research trajectory in terms of the research questions, methodologies, methods and conclusions. Research gaps and directions and approaches for future research are also offered.

THE RELATIONSHIP BETWEEN SPORT EVENT VOLUNTEERS' COMMITMENT, SATISFACTION AND PERCEIVED ORGANISATIONAL SUPPORT

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Volunteers are utilised extensively in the preparation and execution of sporting events, and contribute substantially to their success. Although a significant amount of research focusing on organisational commitment, satisfaction and perceived organisational support (POS) exists within paid employment settings, comparatively little data addresses aspects of volunteer behaviour such as commitment, retention or performance, on volunteer outcomes such as satisfaction or benefits, or the nature of the organisational support provided to volunteers in the context of sport events. Consequently, the situation where there is little (if any) paid employment relationship between volunteers and their organisation, represents an ideal context in which to explore the relationship between volunteers' satisfaction and organisational commitment, and their perceptions of organisational support. As POS is a relatively new concept, its application within a voluntary context has been limited; an examination of POS amongst sporting event volunteers has not yet been performed.

This paper examines the importance of the relationships between satisfaction, affective commitment, POS and perceived supervisor support (PSS) of sporting event volunteers. The paper explores two research questions:
1. What is the relationship between sport event volunteers' perceptions of organisational support, volunteer satisfaction and commitment to both their role and their organisation?
2. What is the nature of POS of sport event volunteers?

From a two-stage study design, in which participants responded to a self-administered questionnaire, as well as participating in a series of focus groups and interviews, significant relationships amongst volunteer satisfaction, organisational commitment, POS and PSS were identified. Evidently, volunteer satisfaction and positive perceptions of organisational support resulted in a committed volunteer base. PSS was found to have very little contribution, which indicates that the respondents' perceptions of supervisor support do not contribute to their affective commitment. In contrast however, POS was found to be insignificant in predicting satisfaction, where affective commitment and PSS significantly contributed to the respondents' satisfaction, suggesting that the perceived support gained from the respondents' immediate supervisor affects their satisfaction, but the perceived support gained from the organisation does not affect satisfaction.

The paper also explores the nature of organisational support that can be provided to sport event volunteers, confirming that fairness, favourable rewards and participation in decision making are antecedents of POS, and should be present in volunteer management systems. The paper concludes with a discussion of the elements that comprise organisational support for sport event volunteers that may assist event management organisations design and deliver effective management practices which may enhance individual volunteer satisfaction and commitment.

THE DEVELOPMENT OF SPORT POLICIES IN SINGAPORE: BETTER MANAGEMENT OF SPORT EVENTS AND FACILITIES

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While sport participation in Singapore has witnessed impressive improvement across different age groups, it tends to decline gradually as people move up the age ladders (Singapore Sport Council, 2005). In addition, regular sport participation among blue-collar workers and housewives was quite low, compared with other occupational groups (Singapore Sport Council, 2005). The Singapore government believed that primary reasons for sedentary habits among the segments were lack of various programmes and poor facilities for sporting activities. As sport participation was principally derived from personal interests and intrinsic motivation, more enhanced sport events and customer-friendly sport facilities could inculcate sport habits to the general public and eventually drive their sport participation.

In 2006, the government established the Sporting Culture Committee (SCC) for the purpose of promoting strong sporting culture in the nation. In order to bring sport to everyone and put the value of sport into every individual, the SCC proposed 23 recommendations on four objectives. One of the SCC's objectives was "generating sporting opportunities for all" to advocate sport as a choice lifestyle and leisure activity for all Singaporeans (MCYS, 2008). For the achievement of this goal, the SCC emphasized that more sport events and facilities should be created available, so that everyone can easily take part in sport anytime and anywhere. Accordingly the SCC proposed eight recommendations on the development of sport events and facilities. Four recommendations on event management are (a) teach every child at least four sports; (b) create more play opportunities for every child; (c) initiate the Singapore Games; (d) host one marquee sport event every month. Four recommendations on facility management are (a) maximize usage of publicly-funded sport facilities; (b) create more playing spaces; (c) create 360º sporting environments; (d) encourage the private sector to manage sport facilities.

The presenter, who has been involved in the project as a committee member, will introduce the eight recommendations and explain the background, current status, specific strategies, and future implementations on each of the nine recommendations during the presentation. It is believed that the recommendations will build upon the current sport development efforts in Singapore. It would be also worthwhile to share Singapore's new sport policies in the areas of event and facility management with overseas scholars and practitioners.

INVESTIGATING SOCIAL IDENTIFICATION WITH SPONSORS/BRANDS – CASE STUDY OF THE QUIKSILVER PRO

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Sport events are frequently used as a marketing tool by sponsoring organisations; however the effectiveness of this strategy towards future purchase intentions has received limited theoretical attention. Moreover, in a sport context, studies on attitudes, identification and intentions to purchase have mainly been focused on sport teams and not on sponsors/brands.

Social identity theory was developed in the early 1970's and has predominantly been used in social psychology research. More recently, the theory has been utilised in numerous fields, and specifically within the business field has focused on social identification with organisations. In a sport context however, the theory has been used mainly in sport team identification and not on sponsors/brands. Social identity (Tajfel, 1974) can be defined as the need for a consumer to be part of a membership or affiliation to a group whereby the levels of identification increase with sense of belonging. Likewise, a spectator's emotional attachment or sense of belonging to an event, sponsor or brand can be explained using social identity theory. A sponsored event has the ability to draw an audience while concurrently informing the audience of the event's core values.

In a surfing context, the wearing of surf apparel is an evident form of identification with a lifestyle, group or brand. The bold colours, slogans (example Quiksilver's 'superfine since 69' and Billabong's 'since 1973') and logos of the apparel make it clear which brand a consumer is affiliated to. Moreover, the images seen on store fronts, posters, television, events, websites, magazines and newspapers drive this identification to a new height whereby consumers feel a sense of pride looking at the advertised brand. Another sense of identification is achieved through destination. An ongoing link with a particular region's beaches conjures a sense of identity with the location and hence encourages frequent patronage. This paper describes a conceptual model which will be used in a proposed PhD study which seeks to explore the following research question: Does identification with a sponsor/brand influence attitudes towards a sponsor/brand and lead to future purchase intentions?

A quantitative research design will be utilised to address the proposed research question. Data will be collected from the event spectators of the '2012 Quiksilver Pro' event held on the Gold Coast, using a self administered hand delivered survey. For this study, there are three main groups of people 1) spectators who view the event from the surf club, 2) spectators with access to the VIP area, and 3) spectators viewing the event from the beach. The population will first be stratified into these three groups and a disproportionate fraction will be drawn systematically from each strata. Regression analysis will be used to examine the relationships between identification, attitudes towards the sponsor/brand and intention to purchase.

A key contribution of the study is to increase knowledge about the role sport events can play in creating a positive attitude towards a sponsor/brand, which has received limited attention in the existing literature. Moreover, the lack of research in the surf sector globally, justifies the need to place more research focus on this burgeoning industry. This is especially significant given the emphasis of surfing as a sport on the Gold Coast.

IMPACTS OF LABOUR MARKET REGULATORY POLICY CHANGES ON STAKEHOLDERS IN THE AUSTRALIAN FOOTBALL LEAGUE DUE TO FRANCHISE EXPANSION

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During the expansion of franchises in a professional sport league, the league's stakeholders are directly impacted by the decisions that are made by the league during the expansion, especially in relation to any changes to labour market regulatory policies. Although there has been a significant amount of research into franchise expansion in sport, sport labour markets and stakeholders, there has not been any research into the impacts of labour market regulatory policy changes on stakeholders in professional sport leagues due to franchise expansion.

The purpose of this study was to examine the impact of labour market regulatory policy changes due to franchise expansion on stakeholders within the Australian Football League (AFL), the highest level of professional Australian Rules football in Australia. The study focused on how the stakeholders have been impacted by the changes to labour market regulatory policies with a focus on four key areas: 1) drafting, 2) player payments/salary caps, 3) trading, and 4) list sizes. The way the stakeholders managed the changes to these policies was also investigated. Data for this presentation was collected through a print media analysis over an 18 month period.

It was found that the stakeholders of the AFL had varying opinions as to whether the expansion was a positive (i.e. of overall benefit to the league and its member clubs) or negative (i.e. detrimental to the league and its member clubs) venture for the league and whether the AFL had taken into account the needs of the stakeholders when making the decision to expand the league from 16 to 18 franchises. It appeared that the stakeholders who were positively impacted by the changes generally had an affiliation with either of the two new franchises. On the other hand, the stakeholders who were negatively impacted by the changes generally were not aligned with the new franchises. For example, officials and coaches from current franchises lost access to high draft picks along with losing star players who signed with the new franchises, and players relationships with teammates were negatively impacted with doubts over who was going to remain with the franchise and who was going to leave and sign with the new franchises.

The study contributed to franchise expansion, sport labour market and stakeholder literature. Many questions were highlighted to further expand the amount of literature as well as providing suggestions for future research. The findings of this study highlighted that it is critical that when developing labour market regulatory policies for the introduction of new franchises, leagues thoroughly consult with current stakeholders so that the policies will be beneficial for all parties, and not just the new franchises.

JUSTIFICATION FOR GOVERNMENT INVOLVEMENT IN THE HOSTING OF SPORTS EVENTS: DO ECONOMIC IMPACTS MATERIALISE?

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Many local, regional and central governments around the world are becoming increasingly involved in the hosting of major sporting events. The estimation and accuracy of the predicted benefits and costs of hosting major sports events has come under close scrutiny from taxpayers and the media (Hone and Silvers, 2006). There are several studies that have examined the impacts of major sports events in Australia and the techniques used in event evaluation (see Burns, Hatch and Mules (1986), Burgan and Mules (1992), Dwyer, Forsyth and Spurr (2006) and Madden (2006) among others). There is very little, however, ex-post quantitative research in Australasia that indicates what the net impacts of events have been (Much of this type of research has its origins in the U.S. (Siegfried and Zimbalist, 2006). This research attempts to fill this gap by empirically examining the realised economic impacts of the hosting of eleven major internationally-oriented sporting events in New Zealand between 1997 and 2009.

Economic models of local area gross domestic product and tourism sector-specific employment are estimated to determine the ex-post economic impacts of the hosting of sports events on employment and incomes in New Zealand cities.

Results suggest that realised economic impacts are the exception, not the rule. Significant impacts on employment in the Accommodation, Cafés and Bars sector in host cities during the period in which the event was hosted were found for three of the eleven events, while significant impacts on local area incomes in host cities during the event period were found for four of the eleven events. These results call into question the appropriateness of economic impacts as justification for government involvement in the hosting of sports events in New Zealand.

The study suggests three improvements that can potentially be made to impact analysis: (i) factoring in the 'crowding out' effect of events, (ii) clearly articulating what the analysis is attempting to measure (to avoid misreporting in the media), and (iii) placing a greater emphasis on net economic benefits rather than impacts (i.e. measures of consumer and producer surplus). These suggestions will go some way towards a more appropriate (and accurate) economic justification for government involvement in the provision of sports events.

ORGANISATIONAL IDENTITY: THE SECRETS OF THE ST MARY'S FOOTBALL CLUB

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Community sporting organisations account for a large yet unexplored part of sporting organisational identity theory. This research investigates the way in which identity has been constructed, maintained and changed within the context of a successful, community-based sporting organisation. To explore organisational identity there were two central research questions:

- How identity was constructed and maintained at St Mary's Football Club.
- In what ways had the collective identity been changed or challenged over time.

From the literature review several broad tensions emerged. It is evident that there has been a dominance of national identity theory in regards to identity in sports discourse; there has been a split between social and psychological interpretations of identity, and a lack of agreed definitions. Overall, there has been a lack of theorisation about how sporting organisations, at a non-elite level, constructed and maintained identity. There has been also an absence of social and cultural analysis within these types of sporting organisations.

Over the course of a football season (October 2009 - March 2010) 28 interviews were conducted with members of the St Mary's Football Club community. As well as the interviews, there has been a triangulation of other sources of data, which included personal email correspondence, observational techniques and document analysis. From the interviews it was clear that identity had been constructed in several key ways. This included identity based on the biological and metaphorical construction of family; the physical space of the clubhouse; on male friendship and bonding rituals and in the changing role of women within the sporting club environment. The data also illustrated that the collective identity of St Mary's had been threatened by several key events identified by the interview participants. These events were the financial crisis, the introduction of the Tiwi Island 'Bombers' Football Club and the creation of the Territory Thunder Football Club.

I will argue that sporting organisations have to be able to respond to external and internal pressures, while at the same time allow individuals to construct multiple identities that form an ongoing, shared understanding of the organisation.

MONEY DOESN'T MATTER – DEVELOPMENT DOES: THE REASONS WHY NATIONAL OLYMPIC COMMITTEES ARE UNSUCCESSFUL AT MAJOR GAMES

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There are currently 205 National Olympic Committees (NOCs) that have the right to send teams to the summer and winter Games. However, 40% of NOCs have never won a medal at either Games and a further 25% have won less than 5 medals. Thus, it appears that most NOCs do not seem to be able to create the competitive advantage necessary for success at major Games. This competitive advantage is created by their national federations (NFs).

Funding distributed to NOCs, particularly to those most in need, by Olympic Solidarity was US$122 million for 2009-2013. Despite this, and despite regular attendance at major games, many NFs have not developed to a point where they can consistently develop elite athletes, or indeed function as relatively developed organisations. This is of concern given the amount of funding spent on these organisations and their role in developing/supporting a nation's sport system. The objectives of this presentation are to:

- Set out the reasons why many NOCs have not improved their performance at Olympic Games; and
- Make recommendations as to how national federations can be further developed.

A resource-based view provided the framework for the investigation. The key notion underpinning this perspective on competitive advantage is that success is based on resources and the way an organisation can use its resources to its competitive advantage. Resources are the assets under the control of an organisation while capabilities are the ability of an organisation to perform a coordinated set of tasks and utilize their resources to achieve an end result e.g. what they can do. The national federations (NFs) of a number of NOCs have been audited using the Readiness Assessment Tool (Minikin, 2009). This tool considers the resources, structures and capabilities that a national federation has in place and assesses the NF across an organisational development scale that ranges: 0 = no development to 4 = professionalised and specialised level of development.

The research shows that the NFs under investigation have not developed enough to create the competitive advantage required for success at major games. This is despite regular and not unsubstantial funding and attendance at major games including the Olympics. The lack of organizational development is due to poor resources and low levels of capability.

There is a need for these NFs to develop further as organisations and initial efforts should be on addressing the key weaknesses in the NFs identified by the RAT assessment. In addition, a programme of 'knowledge transfer' allows what capabilities that have been developed to be more widely spread. Resources could also be concentrated on priority sports and more accountability for existing funding needs to be set in place.

WOMEN'S PARTICIPATION IN CYCLING: A CASE STUDY OF CYCLING EDUCATION IN AUSTRALIA

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Cycling is the fourth most popular form of physical activity in Australia yet only 35% of participants are female (Australian Sports Commission, 2009). Only 10% of cycling participation, across both gender groups, occurs in organised forms (Australian Sports Commission, 2009), with males having a more prominent presence than females, in such organised forms of cycling (Bowles, Rissel, & Bauman, 2006). In response to this gender imbalance, cycling education has been suggested as a potential intervention to address a range of challenges faced by women (Bauman, et al., 2008). The aim of this research is to build on limited knowledge in the area of women's cycling participation and to better understand factors that women feel prevent or encourage their participation in different forms of cycling. Furthermore, the research seeks to identify specific outcomes of a cycling education program in relation to such factors, and participation. The study draws on literature from three areas (physical activity, cycling participation, and sport development), and uses an integrated conceptual framework to explore women's cycling perceptions, experiences and participation. This integrated framework, allows cycling to be discussed as a form of sport, recreation and/or transport, with barriers and motivators for each form discussed with participants.

A qualitative, case study approach is being used with two cycling education providers, from two major Australian cities. Women from beginner, intermediate and women's only courses, offered by these two providers, were the study participants. Recruiting participants from different groups allows similarities and differences in participant responses within and between groups to be explored. Data were collected through a series of interviews, where participants were recruited during cycling education sessions, and interviewed directly post participation, and at one to two further time points, to identify any changes in attitudes or behaviour. This paper will explain the conceptual framework of the study and present preliminary findings from stage one of the study, which involved the initial interviews with women from the two cycling education providers. The NVivo software package was used to analyse interview transcripts using coding processes. Themes that emerged relate to women's motivations for enrolling in the cycling education program, perceptions of different forms of cycling and reported barriers and motivators for participation. Results are largely framed within the context of the socio-ecological model, a model widely used in physical activity research. Findings are therefore grouped in relation to individual, social, physical environmental and policy/regulatory factors that determine women's participation, in relation to different forms of cycling, with the influencing role of education also being a focus.

This research adds to the limited body of knowledge focusing on women's participation in cycling. It also brings together sport development and physical activity literature, which often remain separate, despite obvious similarities in desired outcomes (sport and physical activity for health benefits). Two main points of difference from previous research are the inclusion of cycling education as an intervention component, and exploring cycling for a range of purposes, including sport, rather than focusing on transport and/or recreation alone. As such, this research can inform a range of policy makers, cycling clubs and cycling event organisers, regarding key factors that encourage and prevent women from participating in different forms of cycling, and the relevance of cycling education in offering a platform to facilitate increased participation.

DON'T PUT A SQUARE PIECE IN A ROUND HOLE: MATCH THE CEO TO THE STRATEGIC PLAN

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A key board role is the selection of a new CEO, referred to in the literature as a succession event. In studies with 'for-profit' organisations, a change in CEO often has significant strategic effects as well. Within sport, strategic plans are often used to articulate an organisation's strategic priorities. The development of a strategic plan requires a significant effort encompassing tasks such as external stakeholder consultation, thorough environmental analysis, and a SWOT analysis. The strategic plan, like CEO succession, is ultimately the board's responsibility. Combining these two board responsibilities, this paper looks to examine how the strategic plan is affected by the selection of a new CEO in Victorian State Sporting Organisations (SSOs).

As part of a study on the linkages between strategy and succession within SSOs, this study examined three cases that had recently undergone a CEO succession. All three cases had between nine and eleven staff, 7000 to 12 000 members and revenue between $1 million and $1.6 million dollars. In order to gain understanding of the impact the CEO had on the succession plan, a qualitative approach was used. In depth interviews with the President, a board member and the new CEO comprised the primary source of data. Annual reports and strategic plans were also analysed in conjunction with a variety of other documents.

A coding structure was established using themes developed within the literature for the initial coding process. Following an initial coding phase, this structure was reviewed and adjusted to reflect emergent themes. NVivo software was utilised to assist in the coding process.

All three organisations showed very little changes in their formal strategic plan and this was reflected in the CEO's attitude towards the strategic plan. One new CEO used the strategic plan as a way to guide and structure his goals and objectives, stating he's "focused on making [the strategic plan] something that is important, so reporting on it quite a bit and getting people used to reporting on it," whereas another indicated that he uses the strategic plan as his key performance indicators. Logically, it could be assumed that the board had selected candidates that would be aligned with this overall strategic view. In practice, it appears that a clear strategic focus was rarely used in the succession process evidenced by one CEO saying "I am a little surprised [the strategic plan] didn't drive more of the questioning and the intent of the interview."

There is a wide scope for boards to become more strategic with their succession process. The strategic plan can be used to assist in a variety of ways, such as developing the position description, creating interview guides and designing a performance review process. This increased use of strategy in succession will assist in ensuring a fit between the new CEO and the strategic direction of the organisation.

MAKING A DIFFERENCE IN DISADVANTAGED COMMUNITIES: A FRAMEWORK FOR SPORT-FOR-DEVELOPMENT (S4D) PROJECTS

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The number of aid organisations, NGOs and Government agencies pursuing the Millennium Development Goals and seeking to improve the everyday needs of disadvantaged communities has been growing over the past decade. While the analyses of individual sport and event initiatives highlights their capacity to impact positively on people and groups, they do not provide strategic guidelines, models or frameworks for community empowerment. However, such models are needed to foster practical research in the area of community development that can inform sport planning, management, leverage and evaluation.

In answering Chalip's (2004, 2006) call for a process oriented framework guiding the social utility of sport and event projects, this paper proposes the Sport-for-Development (S4D) Framework. The S4D Framework integrates the concepts of intergroup relations, community participation, and sport event management to provide opportunities and guidelines for ongoing social development within and between communities. It fills a gap in the sport and event literature, as it facilitates the meaningful understanding and measuring of direct social impacts and long-term social outcomes. Within the management and evaluation processes, special consideration is given to the relationships between local communities and international organisations that act as 'change agents' in the developing world. The fieldwork that has most inspired the establishment of the S4D Framework concerns the evaluation of 'Games for Peace' initiative in Sri Lanka, the 'Football for Peace' project in Israel, and the 'Wokabout Jalens' in Vanuatu. All these sport-based development programmes are designed to make a sustainable difference within and between disadvantaged communities.

Development programs often have different backgrounds, contexts, purposes and foci, which suggests that management, monitoring and evaluation needs to be flexible enough to account for the specific needs of participating communities. The S4D Framework was designed to provide this flexibility. It can be adapted to diverse social contexts; take into account different project purposes; and respect varying socio-cultural, economic, demographic and geographic nuances of communities. In the future, there is the need to apply the framework through a critical mass of sport-for-development case studies. These may further lead to the identification of Key Performance Indicators (KPIs) for subsequent qualitative and quantitative analyses. KPIs would allow for a more rigorous evaluation of impacts, outcomes, strengths and weaknesses of sport projects. In particular, a focus could be placed on assessing projects against their pre-determined goals and objectives, which can provide evidence of the 'success' of S4D initiatives to communities and other stakeholders.

It is suggested that the S4D Framework can be used to guide the strategic investigation of sport and event projects and their contribution to direct social impacts and long-term social outcomes for (disadvantaged) communities. It presents a holistic yet flexible management tool that can take account of cultural heterogeneity and programme diversity, whilst shaping implementation, directing evaluation, and encouraging future planning of development initiatives.

SPONSORED VIGNETTES DURING MEDIASPORT TELECASTS: A CASE OF THE 2007 AND 2008 NATIONAL BASKETBALL ASSOCIATION (NBA) FINALS

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Advertisers suggest that the general public views over 3,000 brand names and logos per day. From the brand name on an alarm clock to the many logos on a car, society is exposed to many marketing messages on a daily basis. How, then, does a television network attempt to ensure that broadcast sponsors' names and logos are seen by viewers? Often, a television network will embed marketing messages into the live coverage of the event, which has been found to be a successful method of marketing to a captive audience (Wenner, 1989). For example, companies may sponsor segments of a telecast, such as the halftime show or the "players to watch" element. This study uncovered how one television network, the American Broadcasting Company (ABC), embedded marketing messages into the play-by-play commentary of two end-of-season series, the 2007 and 2008 National Basketball Association (NBA) finals.

According to Condry (1989), the business of a television broadcaster is not the selling of advertisements, programmes, or goods and services, but the selling of audiences: "people in very large numbers who have little else in common except that they are all 'tuned' in at the same time" (p. 23). This has led television organisations to move away from viewing their audience as reactive individuals "who passively watch one game [or show] after another, doing little but ingesting food along the way" (Gantz & Wenner, 1995, p. 70) to "engaging and involving their viewers" (Livingstone, 1998). Once a viewer is attached and engaged with a programme, that individual is more likely to become, and remain, cognitively and emotionally absorbed, and continue to consume other media programming (Livingstone, 1998; Wann, Grieve, Zapalac, & Pease, 2008). Once a broadcaster is able to provide the audience with reasons for television watching, it is able to mediate the audience and sell this captive population to advertisers and sponsors. A common method for promoting third party goods and services is during the advertising breaks during MediaSport (Wenner, 1998) coverage (Abelman & Atkin, 2002). However, a newer phenomenon is the inclusion of sponsored messages during the description of the game.

According to Mullin (1983), there are three broad ways in which a broadcaster can embed marketing messages into the telecasts of sport. These are: promote third-party goods and services, promote the participation (i.e., playing) of sport, and promote the future viewing of network programmes. A content analysis was conducted on ABC's live telecasts of the NBA Finals to uncover how the ABC commercialised its broadcasts. Two salient themes emerged. First, the ABC promoted the NBA online store. Second, many segments of the Finals were sponsored. In both of these categories, third party companies were incorporated into the coverage of the Finals. Examples of the ways in which sponsors were incorporated into the coverage of the NBA Finals will be presented at the conference.

Implications of this study include an increased valuation of advertising and sponsorship due to the announcers' comments and the use of sponsored vignettes. Since these marketing messages occur during the event, rather than during advertising breaks, this may lead to greater audience viewership of the vignettes. Second, through the use of sponsored vignettes, advertisers are able to market to a captive audience (Wenner, 1989), as more viewers will watch these segments that are aired as part of the live coverage.

PADDLING FOR SUCCESS: A REVIEW AND EVALUATION OF AUSTRALIAN CANOEING HIGH PERFORMANCE POLICIES

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As competition for medals intensifies, in order to remain 'successful' at the Olympic Games, countries must continue to look for new ways to maintain a competitive edge over their competitors. There is a plethora of studies (e.g., De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006; Halsey, 2009; Stotlar & Wonders, 2006) that determine the factors that affect Olympic performance. These studies show that variables such as funding, facilities, talent identification, coaching, sport science and research, impact directly on international success. However significant these findings, without the country-relevant context and a sport-specific application they are arguably impractical to draw generalisations. This study examined the high performance policies of Australian Canoeing (AC) with the aim to transfer and apply existing knowledge to sport specific context. Using the combined findings and policy factors identified by De Bosscher et al. (2006) and Houlihan and Green (2008) this study used semi-structured interviews with the Australian Institute of Sport and AC's high performance staff and athletes. The interview questions were divided into two sections in order to investigate the twofold aim of the study: (a) to examine the participants' personal views of the factors that contribute to international success, and (b) to explore the participant's views of the importance of policy factors identified in previous research on international success. The findings from the first section illustrate that there are numerous sport-specific (e.g., boat technology) and country-specific (e.g., laid-back culture) factors that greatly influence the potential of the sport to succeed internationally. These factors appear to drive the relative importance of the policy factors examined in the second section of the interviews (e.g., coach education, planning systems, athlete pathways and support, competition opportunities). These findings reiterate the importance of studying HP policies on a sport-by-sport basis in order to obtain significant practical applications for policy directors. The results also complement existing knowledge on the HP policy domain as they pinpoint the importance of country and sport-specific policy analyses.

SOCIAL INCLUSION AND SPORT: CRITICAL REFLECTIONS ON SOMALI REFUGEES' ENGAGEMENT WITH SPORT

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This paper explores the role of sport in the lives of Somali refugees in Australia, with a particular emphasis on the ways in which participation in recreational sport affects their experiences of social inclusion and their access to and use of different forms of social capital (bonding, bridging and linking). The paper draws upon a three-year multi-sided ethnography undertaken with Somalis from refugee backgrounds living in Melbourne. In addition to participant observation at three local football (soccer) clubs, in-depth interviews were conducted with 39 players, club officials and volunteers, and a further 12 interviews with non-playing Somali Australians and community workers. The interviews were conducted at a variety of locations such as sports grounds, community centres, cafés and people's homes. Key respondents were interviewed multiple times at regular intervals, in some cases up to eight times throughout the data collection process. It is shown how social bonds and bridges developed in the sports context can engender a sense of belonging and inclusion, and contribute to the (re)building of community networks (local, national and transnational) that have been eroded by war, displacement and resettlement. However, the research also found that sport's contribution to the social inclusion of Somali refugees should be neither over-stated nor over-generalised. Bridging social capital in sport is relatively weak and few bridges are established between Somalis and the host community. Negative social encounters such as discrimination and aggression can highlight and reinforce group boundaries and social conflict. Access to and command of linking social capital is also unequally distributed across gender, age, ethnicity and socio-economic status. The research findings are used to reflect upon the policy and practice of community and sport organisations that use sports activities to engage resettled refugees.

PERFORMANCE ENHANCEMENT IN CLUB CYCLING: A LIFE-COURSE ANALYSIS.

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Cycling at the elite level has a long history of drug use. However, there is a dearth of research on competitive cycling at the club and community level. In order to fill this research gap, this paper aims to do three things, The first is explore the beliefs that club cyclists have about the issue of performance enhancement, the second is secure a better understanding of the sources of these beliefs, and the third is to reveal those practices they are prepared to undertake in order to secure a competitive edge. We interviewed eleven adult competitive cyclists from various Melbourne cycling clubs, and invited them to discuss their cycling histories and the strategies they have used to improve performance along the way. We used a life-course model of social behaviour together with narrative analysis to reveal those previous experiences and incidents that shaped their current cycling practices.

We found that that cycle technology, training, diet, supplements and prescription drugs were most often cited as the strategies they used in securing a competitive edge. The results also showed that the heaviest users of supplements and prescription drugs were those who had a long history of competitive cycling going back to their teenage years. On the other hand, those who used supplements and prescription drugs the least were those who had entered the world of competitive cycling later in their sporting lives. And, like similar studies of club cycling in Europe, this cohort of cyclists balked at using banned substances, but just like the participants in the European studies, a majority of them also understood that in order to effectively transition to the elite level, some form of drug-use was essential. While these results confirm that performance drives behaviour in highly competitive sport, they also suggest that sport managers who do not proactively embed codes of conduct in club policy documents, and fail to vigorously campaign against excessive competitive zeal, will be overwhelmed a by a sub-culture built on the mantra of 'all that it takes'.

GAME OVER: CAREER TRANSITION AND RETIREMENT EXPERIENCES OF INDIGENOUS AUSTRALIAN FOOTBALLERS

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International research into sport career transition and retirement (SCTR) has consistently found that life after sport is fraught with uncertainty for elite athletes, who have devoted many years to high performance roles. Planning for careers beyond sport is most important, and has been recognised by progressive, professional sporting bodies. Sport career transition programs have similar aspirations: to provide a framework through which athletes plan for retirement and a common pathway by which they transition out of sport into a new life and career.

This paper focuses on a key problem within the SCTR paradigm: namely, that it has been presumed that an end to professional sport requires a process of adjustment that is common to all players. However, that fails to acknowledge the situational complexity and socio-cultural diversity of professional athletes, a population group with varied personal circumstances and thus arguably different individual SCTR needs. The paper focuses on an athlete group that does not fit 'mainstream' participation in professional sport or, the 'conventional' SCTR policy milieu. Aboriginal and Torres Strait Islanders, the Indigenous people of Australia, still endure the legacy of European colonisation, leaving them economically vulnerable and socio-culturally marginalised. In professional sport, a small but significant number of Indigenous athletes have succeeded despite these contextual challenges. Several Indigenous participants have found careers in sport yet very little is known about their lives beyond the athletic domain.

To address this research gap, the paper addresses the SCTR experiences of ten former Indigenous AFL footballers, utilising interpretive phenomenological methodology and a Bourdieuian conceptual framework. Face-to-face interviews facilitated story-telling and narrative data collection. Bourdieu's sociological theories of habitus, capital and field provided an interpretive lens around which to frame and organise the interview responses. Findings indicate that Indigenous AFL footballers face complex post-sport challenges in respect of (a) the primacy of their athletic identity; (b) assumptions about their 'natural' acumen as athletes; (c) the impact of racialised stereotypes beyond sport; and (d) the sense of Indigenous responsibility for, and commitment to, extended families and traditional community networks. All of this means that SCTR is likely to be a complicated process for Indigenous AFL footballers. The paper concludes that Indigenous athletes need appropriate socio-cultural support at all stages of their sport career, and recommends full-time employment by Indigenous Liaison officers at AFL clubs. This strategy will be useful in assisting to prevent premature retirements and problematic transitions. Finally, there is a need for all personnel involved in AFL football at all levels to recognise the diversity of Indigenous players, and therefore come to understand the uniqueness of their SCTR experience.

WOMEN IN ELITE-LEVEL SPORT LEADERSHIP: COACHES, OFFICIALS AND ADMINISTRATORS

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Despite increased female participation in sport, there remains an under-representation of women in sport leadership positions, particularly at the elite level. Researchers have identified barriers that have inhibited women's progression to elite-level roles. Little is known, however, about the pathways or experiences of women who do advance to elite-level positions. The primary aim of this research was to explore how women overcome societal, organisational, familial, and personal barriers to obtain employment as elite-level coaches, officials and administrators (COAs). Participants from across Australia were recruited from the sports of athletics, basketball, soccer and swimming. Snowball sampling was utilised to identify COAs who were actively involved at the junior development, semi / professional and national / international competition levels. Semi-structured, in-depth interviews were conducted with 33 COAs in order to identify their career progression pathways, barriers experienced and strategies utilised. Interview data were analysed thematically in accordance with grounded theory methodology. Key findings include the development of a pathway model specific to each groups' career progression, and the identification of barriers faced and strategies employed by the participants. Coaches, officials and administrators generally progressed though four phases of career development, in which they negotiated barriers and developed strategies. Barriers arose primarily in the third stage, and were most prevalent at the organisational level, although barriers occurred across all levels and were juggled throughout participants' careers. Strategies were organised into five main groups: an internal locus of control, comfortable in male sport culture, intrinsic motivation, leadership qualities, and sources of support. Recommendations drawn from the findings are available to assist organisations promoting the advancement of women in sport leadership, including recruitment and selection, professional development and mentoring, and policy and legislation.

WOMEN LEADERS IN SPORT: THE AUSTRALIAN SITUATION IN AN INTERNATIONAL CONTEXT

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The increasing presence of women in key leadership positions across Australia, such as politics, banking and industry, may indicate that the gender barrier is becoming more permeable. The representation of women and men leaders at the elite level of sport, however, is far from equitable, and the representation of women leaders is not commensurate with rates of female participation in sport. Furthermore, a comparison of representation rates in Australia with those of other Western countries demonstrates that Australia trails by a considerable margin (between 20-30%). The representation statistics for coaches and administrators of key elite-level sport organisations (Australian Olympic Committee, Australian Sports Commission, Australian Institute of Sport, State Sport Institutes, National and State Sport Organisations, and professional leagues) will be dissected and compared with those of corresponding organisations in North America and Europe. Key policies and legislation governing equity representation and the notion of participation for all will also be compared, contrasted, and discussed. Recommendations are offered to improve opportunities for, and the representation of, women leaders in Australian sport.

FAIR GO, SPORT! A GAME OF FOUR QUARTERS

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Recent research by Victoria and La Trobe Universities identified sport as a significant site for homophobic harassment, discrimination and exclusion. This failure to nurture an open and welcoming culture in many sporting environments creates some unique challenges, not only for gay, lesbian, bisexual and transgender people, but also for sporting codes.

To better understand and respond to these challenges, the Australian Sports Commission has funded the *Fair go, sport!* project to increase awareness of sexual and gender diversity in sport and to promote safe and inclusive sporting environments for everyone.

During 2010 - 2011 Hockey Victoria has been working with the other project partners to develop a flexible model of engaging clubs on these issues that can be adapted to other sporting codes and their governing bodies.

This panel session brings together the key partners to explain and explore the project – the issues, the sport, the approach and the learnings. The session will be interactive and engaging, and showcase a range of positive approaches and activities.

Dr Caroline Symons, First quarter: The issues
What we know about the sporting experiences of gay, lesbian, bisexual and transgender people in Victoria

Ben Hartung, Second quarter: The sport
Why and how Hockey Victoria embraced the project and what it is learning

Peter Gourlay, Third quarter: The approach
How the project is using an action learning approach to engage hockey and develop interventions in four pilot clubs

Dr Gillian Fletcher, Fourth quarter: The learnings
How the project is using collaborative evaluation and the project's action learning approach to assess the impact of the project on hockey and determine how best to develop a flexible model of engagement that can be adapted to other sports

MAINTAINING UK SPORTS PARTICIPATION IN THE FACE OF PUBLIC EXPENDITURE CUTS: IS THE THIRD SECTOR AN ANSWER?

Peter Taylor
Sport Industry Research Centre, Sheffield Hallam University, UK

In the UK, significant public expenditure cuts pose a threat to continued policy efforts to increase sports participation. The public sector, via national agency initiatives, has been in the forefront of national efforts to increase participation - Sport England, for example, has an objective to increase the number of sports participants by one million by 2012/13. This policy to increase participation has included requirements for national governing bodies of sport (NGBs) to increase their participation numbers to match the one million target. Governing bodies which do not fulfil their requirements in this respect, specified as a key part of their whole sport plans, risk losing at least some of their government grant aid.

NGBs are organisationally at the top end of a large voluntary sport sector in the UK - about 150,000 clubs, 10 million members and 5.8 million volunteers. Requirements by government agencies to fulfil performance targets is just one of the ways in which the third sector is increasingly being seen as an alternative to government supply in sport. Other manifestations of this trend, which are apparent in but not confined to sport, are the increased use of external contracting of the management of public sports assets, particularly by trusts, and the development by the new coalition government of a 'Big Society' policy. Big Society policy includes the development of both contracting out of government services and volunteering and social enterprise, including trusts.

This presentation reviews the implications of an increased reliance on the third sector, particularly the voluntary sector, as agents of government policy. It does this with one policy objective in mind - increasing sports participation. After reviewing the constituent elements of Big Society policy, the implications of using the voluntary sports sector as agents of government policy are explored. The prime focus is on voluntary sports clubs, since these comprise the major part of the voluntary sports sector. Three aspects of their operation will be scrutinised - their willingness to take on the responsibility to increase sports participation; their capacity to do so; and the bureaucratic constraints to them doing so.

Secondary data analysis of four national surveys is used. First, the Active People Survey 4 (2009-10) provides evidence of how big the 'Big Society' already is in sport. This shows the absolute potential that a reliance on voluntary sector sport has to increase participation, which is actually quite restricted - nationally only about 10% of adult participants are members of sports clubs. Second, a 2009 Sport and Recreation Alliance survey of sports clubs demonstrates that only a minority of clubs are sufficiently formally organised and proactive enough to want to cooperate with government initiatives. Third, a 2002/3 Sport England survey of volunteers and associated qualitative research of issues facing sports volunteers demonstrates that many clubs face human capital constraints on their organisational ability to take on significantly more participants. Fourth, a 2010 Sport and Recreation Alliance survey of clubs demonstrates the extent of bureaucratic constraints faced by sports clubs - and who is responsible for these constraints. The presentation concludes that a reliance on Big Society policy to compensate for public expenditure cuts in the achievement of increasing sports participation would be mistaken.

A SPORTS FACILITY SIMULATION SOFTWARE MANAGEMENT GAME: ENHANCING TEACHING AND THE LEARNING EXPERIENCE VIA COMPUTER SIMULATION

Peter Taylor and Chris Moriarty
Sport Industry Research Centre, Sheffield Hallam University, England

Teaching and learning sport and leisure management can be very dull. Traditional methods are predominantly tutor-led, with the student in reactive mode at best, and in recording mode at worst. Assessments can be equally uninspiring, with unseen exams largely a test of memory and traditional essays requiring re-interpretation of other people's thinking as represented by the literature. Alternative methods such as 'live' case studies take a lot of setting up, are costly in time and entail risks of failure to deliver both the expected outcomes for organisational clients and the learning outcomes for students.

This paper considers the development, by the authors, of a computer simulation for the operation of a sports facility in response to the issues above. It has been used during the academic years 2009/10 and 2010/11 with second year undergraduate students at Sheffield Hallam University studying Sport Business Management. In developing this software the aims have been to create a tool for learning, teaching and assessment which is specific to the sport management field, is student-led and genuinely interactive, which enlivens the learning experience and is flexible in terms of time commitment. The simulation software can be used for assessments which are dependent on students critically reviewing their own management decisions as well as understanding key management principles.

A simulation-based approach to teaching trains learners how to become metacognitively competent. The steps involved in the process of running simulations further reinforce critical thinking and autonomous construction of knowledge. For example, during the briefing stage, participants engage in activities that empower them to plan their performance; during the simulation, performance results are made available immediately, providing feedback for students to reflect on immediately. Simulation tools allow groups or individuals to interact dynamically with a 'living' project. Because learners take responsibility for their learning, they begin to realize that the process of learning about making good management decisions is an ongoing process similar to many others they experience in their lives, not merely a classroom activity.

The simulation software engages students in a continuous process of:
- setting management objectives, performance indicators and targets;
- managing the simulated facility to these objectives by inputting a range of management decisions into the simulation;
- receiving immediate, software-generated feedback on performance;
- evaluating this performance and re-evaluating objectives, indicators and targets.

Once all decisions have been inputted, the simulation provides detailed financial and visitor data for the period of management.

Students' reflections have revealed that the simulation motivates them due to its novel and authentic nature, the fact that decisions are in the participants' hands and the fact that the simulation presents them with challenging problems and the need to constantly re-evaluate and re-calibrate decisions.

WORLD CUP SOCCER FIFA BRAZIL 2014: AN ANALYSIS OF PLANNING ACTIONS OF PERNAMBUCO - BRAZIL

Thiago Seixas[a,b,d], Carlos Augusto Mulatinho de Queiroz Pedroso[b,c], José Pedro Sarmento[e], Vilde Menezes[a], Thiago de O. Santos[f], Luciano Flávio Leonídio[b,d]
[a] *Boa Viagem Faculty*
[b] *Federal University of Pernambucoco, Brazil*
[c]*Maurício de Nassau Faculty*
[d]*Associação Caruaruense de Ensino Superior*
[e]*University of Porto, Portugal*
[f]*Ages Faculty*

A great deal of interest has emerged in recent years among researchers investigating the processes and benefits of hosting sporting events, specially sport mega events, such as Olympic Games, Football World Cup, Winter Olympics, and the Pan-American Games. A mega sport event can provide positive economic and social impacts, to the site that hosts the event, if it is well planned and executed. Such events attract much attention due to the fact that sport mega events have a great capacity to attract investment and provide, in turn, a high yield. This research is part of a thesis submitted in May 2010 at the University of Porto, Portugal. Objectives of the study were: (1) determine which interventions will be made in sports infrastructure of Recife and São Lourenço da Mata, by virtue of the 2014 World Cup, (2) determine how the population of Pernambuco participated in the elaboration of the "City Cup "and the proposals contained therein, (3) determine which professional qualification programs for event staff are taking place with support from the State Government, and (4) better understand the relationships between sport mega-events and their possible impact on host communities.

The methodology involved documentary analysis of 48 reports in Diario de Pernambuco collected between May 31, 2009 to March 31, 2010 and semi-structured interviews with the general coordinator of the Pernambuco Cup Committee. The study found that: 1 - The population of Pernambuco did not participate in the drafting of proposals for the 2014 World Cup; 2 - The Committee Cup Pernambuco was not focused on the development of sport as an objective in hosting a mega event like the FIFA World Cup and they will not build or revitalize sports facilities that allow the practice soccer; 3 - The Arena Pernambuco will be built in the form of a Public-Private-Partnership (PPP), where a private company will build and manage the Arena for 30 years after its construction; 4 - Professional qualification programs for the population of Pernambuco have not commenced. At the end of the study we believe that other host cities must focus all the process, since the bidding, in the people that lives in the host city and neighborhoods. This impacts and legacies must be aligned to the needs of the people. This study contributes with a vision that every Local Organizing Committees (LOCs) must plan actions that comprehend the local needs and specifically cultural aspects that involves the community. This is an important step to make happen the "Event Clime" or "World Cup Clime", contributing to a easier operationalization of any kind of mega events, like World Cup or even the Olympic Games.

LARGE-SCALE SPORT EVENTS: INFLUENCES ON SPORT DEVELOPMENT OUTCOMES

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Large-scale sport events are perceived to offer a range of potential outcomes for host cities. Sport development is one outcome that is often used to encourage public support and justify government spending on bidding and hosting large-scale sport events. Sport development is broadly defined in the literature to include "policies, processes and practices" that underpin the provision of opportunities and positive experiences in sport. Sport development has been associated with large-scale sport events through an assumption that the events can act as a catalyst to get more people participating in sport more often. However, studies investigating the relationship between large-scale sport events and sport development outcomes have not provided conclusive evidence to suggest such outcomes occur and there has been limited investigation into why this is so. Studies that have looked into the economic, tourism and broader social outcomes of events have highlighted the importance of coordination and cooperation between organisations to achieve such outcomes through large-scale sport events. In line with these broader studies, this research applies interorganisational theory as a framework to better understand the delivery of sport development outcomes from large-scale sport events.

A case study of the 2009 Sydney World Masters Games (SWMGs) was undertaken to establish how key organisations conceptualise sport development from a sport event and investigate how this influences sport development outcomes from a large-scale sport event. The case study was constructed with data collected through document analysis and in-depth interviews carried out with key organisations. The key organisations included: the event organising committee; the event governing body; relevant government departments; and relevant sport organisations.

Preliminary findings from this study will be presented. First, the conceptualisation of sport development outcomes by each of the key organisations will be outlined. Second, the similarities and differences between each organisation will be highlighted. It will be shown that sport development outcomes from the SWMGs were conceptualised differently across the organisations included in the study. Further, these organisations gave varying amounts of consideration to the planning, implementing and evaluating sport development outcomes.

The differences in how the organisations include in the study conceptualised sport development outcomes are seen to have contributed to ambiguous understanding of the sport development outcomes to be planned, implemented and evaluated through the SWMGs. This ambiguity meant that there was mixed sport development outcomes across the sport organisations involved in staging the event. It will be shown that the findings from this case study have important implications for event managers and policy makers with the popular phenomenon of large-scale sport events. Future research will consider the nature of relationships between these organisations and further factors that influence sport development outcomes from large-scale sport events.

UNIVERSITY SPORT IMPACT ON STUDENT SOCIAL CAPITAL

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The contribution of sport to communities' social capital is well documented and has been a focus for sport researchers for more than a decade. Sport acts as a community institution that engages community members to build friendships, develop trust, enhance tolerance for others and develop networks of reciprocity. Universities, as public institutions, deliver a range of activities and programs designed to engage students in university life with an expected outcome that the participants in the programs will benefit from social capital outcomes. Unfortunately, there is little evidence about the social capital outcomes for students who are involved in university activities and programs. The main objective of this research project conducted at an Australian university was to examine student engagement in university extra-curricular activities and programs and its relationship to social capital. The research aimed to investigate:

i)   university student engagement in a range of university extra-curricular activities;
ii)   students' levels of social capital;
iii)   the socio-demographic differences in student engagement and levels of social capital ; and
iv)   the relationship between student engagement and social capital.

A questionnaire was designed to gather data about:
i)   students' participation in university extra-curricular activities;
ii)   students' levels of social capital, i.e., proactivity with volunteering, friendships, safety and trust, tolerance of diversity, and reciprocity; and
iii)   students' socio-demographics.

The data were collected using a convenience sampling and quota sampling method. The convenience sample was drawn from students selected from around the university campus. The quota sampling method was designed to gather responses from students who were participating in some of the specific university extra-curricular activities and programs. The final sample included 529 respondents, of which 88.8% aged between 18-23 years old and 52.5% of them were male students.

A descriptive analysis of the data indicates that while the students had a moderate level of awareness of university extra-curricular activities, levels of participation were relatively low. Among the range of university extra-curricular activities available, the highest participated included university social media, university games, health and fitness classes and gym memberships, and the lowest participated included student leadership, student ambassadors, and clubs and association memberships. Levels of social capital were relatively low. In particular, respondents showed little willingness to be involved with volunteering (M = 2.687) and helping organise activities at university (M = 2.711). ANOVAs analysis found significant differences in levels of social capital based on course level and participation in university sport. The result of a correlation analysis showed participation in sport activities was positively related to levels of social capital, which was consistent with previous studies in different sport settings that found sport could help community build social capital. Implications of these results for both researchers and sport managers were discussed.

A STUDY OF ORGANIZATIONAL RELATIONSHIP IN SPORTS AND LEISURE ACTIVITIES FOR THE ELDERLY: A CASE STUDY IN TAIWAN

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In the context of the onset of an aged society, the issue of a growing elderly population has attracted attention around the world. Given this situation and considering the potentially huge need of aged care that may arise, many researchers have made efforts to promote a friendly sports and leisure environment for the elderly. Although the government and other related organizations have supplied sports and leisure resources for the elderly, the environment in Taiwan on the whole is not fully developed. The objective of the study was to understand the resources supplied by organizations for the elderly and investigate the distribution of these resources to sports and leisure. The methods employed by this study were content analysis and in-depth interviews. Eleven leaders from local governments and NPOs were chosen as the interviewees of the study.

The results showed that the government conducted sports fitness programs for the elderly in the community. In addition, multiple leisure curriculums and a professional system for instructors were developed to furnish their needs. Geographical location influenced the distribution of resources, since the central part of the community was usually more accessible to citizens; thus, the larger sports and leisure facilities and activities were mostly built and held in this area. Besides, every town and city had its own characteristic features, which were reflected in their sports and leisure activities. Next, in terms of human resources, the organizations depended mostly on the assistance of senior volunteers. Finally, although the government offered funds through diverse channels, the sports and leisure organizations still had unstable financial support. To conclude, a town located in the central area tended to have a relatively higher amount of and variety of resources; however, remote areas tended to receive insufficient administrative support from the government. Next, owing to a shortage of professionals and youth, the organizations faced problems mostly with regard to financial support and the execution of programs. In addition, given the unsteady financial support, the activities conducted by organizations were unstimulating. Finally, there was a lack of cooperation between government and third-sector parties, which then limited the opportunities available to the elderly to engage in activities. The results indicate that increasing the involvement of professionals in sports and leisure organizations and integrating sports and leisure resources within the community are the most urgent needs for the future. The surrounding literature on organizational relationship appears to be generally compatible with the more detailed results obtained in the present study.

COMPETITION AND GENDER: RECONSIDERING THE ROLE OF COMPETITION IN SPORT

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The nature of sport in western society is primarily based on a competitive win-at-all costs model. This is not surprising, considering competition is seemingly entrenched in every aspect of life. In classrooms and the workplace, it is common for teachers and managers to set up incentive programs that pit individuals against one another to establish performance rankings (Deutsch, 1979). Competition is so ingrained that is often taken for granted and its impact is overlooked. This is especially true in many sport systems. In fact, the term "sport" for many individuals is almost synonymous with competition (Grindstaff & West, 2006).

While sport is just one site that reinforces the importance and value of competition, it is arguably the most pervasive site and many sport-based ideologies lead individuals to assume that competition motivates and improves performance for all. However, empirical evidence does not always support these claims (e.g., Madsen, 1971; Orlick, 1978, 1981; Sherif, 1958, 1976; Vallerand et al., 1986). Rather, research suggests fundamental gender differences exist in the perception and role of competition (e.g., Gneezy, et al., 2003; Gneezy & Rustichini, 2004; Lambert & Hopkins, 1995; Pretty & McCarthy, 1991).

Numerous scholars have sought from various perspectives to uncover the reasons why sport participation rates and patterns differ for men and women. Differences in the perception and role of competition may explain some of these participation patterns. This study examines the meaning and impact of competition on the sport participation experiences of both males and females.

Utilizing a phenomenological approach, 80 college aged sport participants took part in semi-structured interviews and focus groups regarding the factors that impacted their sport experience. One of the main foci of the interviews and focus groups was the role of competition in their sport experience. Participants were asked to respond to the open-ended question, "Please tell me what impact competition had on your sport experience." The data were then analyzed and independently coded by two researchers, who searched for themes and patterns in the data. The authors then discussed any differences in coding, themes, and meaning until agreement was met.

The results suggest that the impact of competition on the participants' sport experience was not ubiquitous, and often fell along gendered lines. That is, nearly all of athletes seemed to embrace healthy levels of competition, particularly where they were competing *with* others against another team. However, with regard to internal team competition, male athletes were more likely to discuss how competition positively impacted their sport experience while females were more likely discuss how competition detracted from their sport experience.

For practice, these differences indicate that indoctrinating females into hegemonic win-at-all cost sport systems that pit individuals against their teammates in unhealthy competitive settings may help explain why female drop-out rates in sport are typically higher than males (Kirshnit, Ham, & Richards, 1989; Shakib, 2003). Rather, we should seek to understand and implement potential alternative sport models and managerial practices for both males and females that may not only be more healthy in the short term, but also more conducive for retaining participants over their lifetimes.

MEASURING EFFECTS OF CORPORATE HOSPITALITY AT SPORT EVENTS

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In the last decades Corporate Hospitality has been developed to an important communication tool for B2B companies as well as to an important revenue stream for sport event organizers. Despite these facts, Corporate Hospitality has hardly been the subject of academic research. The reasons vary from country to country. In some European countries like Austria, England and Germany strict legal regulation prohibits any action to measure effects. Further, the targeted objectives and target audiences are very heterogeneous and make it more difficult to measure and evaluate corporate hospitality activities. Finally, the invited guests belong to a very important group of stakeholders and companies do not want to ask these people to participate in any evaluation.

The presentation aims to introduce a model which recognizes affective and konative effects by corporate hospitality at sport events. The following research questions will be answered: 1) what kind of cognitive, affective and konative effects can be reached by corporate hospitality? 2) Which factors measure the cognitive, affective and konative effects? 3) Which cause relationships and which moderators need to be recognized in the model? Further a research design will be presented which can be applied to measure effects of corporate hospitality.

A meta analysis with theoretical and empirical findings from sport sponsorship, event marketing and relationship marketing has been done. The results have been linked to a theoretical model for effects of corporate hospitality at sport events. Further different methods have been analyzed in order to develop an appropriate research design which enables measuring the specific affective and konative effects of corporate hospitality.

As a result of the research a specific model of effects by corporate hospitality is provided. The model is based on the perception that corporate hospitality is a gift from the company for the guest. A gift is the basis for a social exchange between two parties and gifts base on the principle of the balance of exchanged goods. By accepting the invitation for a corporate hospitality measure the guest receives a gift which causes reciprocity and reciprocity is the main reason for a bond between both parties. Further psychological effects of corporate hospitality are trust, cognitive and affective commitment, and positive word of mouth.

The developed model is the first approach to identify effects by corporate hospitality at sport events ever. Unique is the fact, that corporate hospitality is percept as gift which causes reciprocity and finally a bond between the host and the guest. Further, the research design offers opportunities for researchers and practitioners to measure the effects of corporate hospitality.

WHY FEMALE UMPIRES QUIT: A GENDERED EXAMINATION OF OFFICIATING

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There is a growing body of literature that examines the experience of umpires (referees) in sport. However, the majority of the research in this context has examined male umpires in male-dominated sports. Although there are a number of women who do umpire, they are underrepresented in the activity itself, and in the management of it. On the one hand, this is not surprising because sport is a powerful cultural institution linked to the construction and reinforcement of gender inequities (Messner, 1988). An umpire upholds a powerful position on the sport field of play, and the activity is dominated by men (Rainey, 1995). On the other hand, sport organisations have recognised women as an important stakeholder in almost every other sector of their operations. Little is known about why women do umpire, why they continue to umpire, and equally importantly, why they quit. This research seeks to better understand the experience of female umpires.

Gender equity in sport has been a topic of consideration for some time. Although equity has not been reached in all sport settings, there is clear legislation, organisational policy, as well as program development and marketing that indicates women are increasingly recognised as an important market for sports to build in order to increase participation, spectatorship, and managerial expertise and diversity. Interestingly, although there is a global shortage of umpires (Kendall et al., 2009), there has been little research that has sought to better understand recruitment and retention of female umpires. The survival of sports is dependent upon strategies to recruit and retain umpires, yet there is little understanding of what strategies might be required to recruit women to the role, and more importantly, to retain them.

There is some research that explores how male referees' decision-making and discourse changes depending on the gender of athletes they are officiating. For example, research has found that although male soccer and handball players are more aggressive than female players, referees penalise women more frequently (Coulomb-Cabagno et al., 2005; Souchon et al., 2004). Further, Mean (2001) recorded the discourse of male referees during men's and women's soccer matches, and found the resulting discourse to be gendered. Referees dismissed challenges from female players more frequently than from males. He suggested that the routine (gendered) communication between official and player contributed to the structures that maintain power and reproduce hegemony. In these cases, it is clear that referees contribute to gender stereotypes. The current study seeks to understand if the paucity of female referees results from their experience in a gendered environment.

Utilizing a phenomenological approach, this study examined the experience of six female basketball umpires who were no longer officiating. The results indicated that participants in this study did not experience a strong sense of community with fellow umpires. They experienced gendered discourse from fellow umpires, inequitable managerial policies, and lack of consideration in managerial decisions. These experiences, coupled with very few female role models and a lack of mentoring were the key factors that impacted the felt sense of social inequity for female referees and detracted from their sense of community. These factors ultimately led to them discontinuing in the role. The practical implications of this research will be further discussed.

EXAMINATION OF THE CAUSAL EFFECTS BETWEEN DESIRE TO STAY AND RE-PATRONAGE WITH PROFESSIONAL GOLF TOUR TOURNAMENT IN JAPAN

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Professional golf tour tournaments in Japan have been established as popular spectator sports on a level with baseball and soccer. However, previous spectator research has not addressed spectator characteristics or factors affecting attendance at golf tournaments. Robinson & Carpenter (2002) and Robinson et al. (2004) indicated that attending professional golf tour tournaments is different from attending team sport events such as baseball or football in that the spectator is watching specific individuals compete rather than teams. Professional golf tournaments are characterized by their long duration in contrast to those of many team sport events, and as a result time spent at tournaments tends to be longer. The purpose of this study was to examine the influence of attendance motives and event operation on desire to stay and re-patronage among golf tournament spectators, and the relationship between such variables.

Research subjects in this study were taken from spectators at the 39th Bridgestone Open Golf Tournament 2010 in Japan. A written questionnaire was distributed to golf spectators at the event space and entrance hall by the researchers. Of the 550 questionnaires distributed, 498 usable questionnaires were collected, making a return rate of 90.5%. The questionnaires were adapted and modified from previous professional golf spectator research (Gauthier & Hansen, 1993; Hansen & Gauthier, 1993, 1994) and other spectator service research (Wakefield & Sloan, 1995; Wakefield & Blodgett, 1996; Hill & Green, 2000; Greenwell et al., 2002). The analysis of data was performed using hierarchical regression analysis. Confirmatory factor analysis was employed to identify the construct validity for all latent dimensions. The instruments used composed 26 items with 6 dimensions; "affection to player", "game of golf", "course setting", "event operation (include the factor of "pavilion", "equipment", "accessibility" and "social"), "desire to stay", and "re-patronage".

For prediction of desire to stay at golf tournament, the first step of the hierarchical regression analysis revealed that all attendance motives (affection to player, game of golf and course setting) contributed to the prediction of desire to stay ($\beta=.136$, $p<.01$; $\beta=.249$, $p<.001$; $\beta=.317$, $p<.001$). The second step of the analysis showed event operation to predict desire to stay ($\beta=.394$, $p<.001$) over and above the contribution made by attendance motives. The third step of analysis did not corroborate interaction between all attendance motives and event operation ($\triangle R^2= .004$, $p>.05$; $adj.R^2=.325$, $p<.001$).

For prediction of re-patronage, the first and second step supported all attendance motives and event operation ($\triangle R^2= .109$, $p<.001$). In the third step, game of golf and event operation both had significant direct effects on the re-patronage ($\beta=.229$, $p<.001$; $\beta=.369$, $p<.001$). There was also a significant game of golf x event operation interaction ($\beta= -.137$, $p<.01$). In addition to these results, in the fourth step, desire to stay also had significant direct effects on re-patronage ($\beta=.334$, $p<.001$, $\triangle R^2= .074$, $p<.001$; $adj.R^2=.370$, $p<.001$).

In conclusion, attendance motives and event operation had an influence on the desire to stay of spectators, and research findings have shown a strong re-patronage relationship to the desire to stay at tournaments. Event organizers can use the results provided in this study to assist them in their development of a systematic marketing plan that satisfies the needs and wants of current and potential spectators.

ENSURING CAPACITY OF GRASS ROOT SPORTS CLUBS

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Grass roots sports clubs are increasingly finding it difficult to form committees with the requisite skills and knowledge to successfully administer the club. On many occasions, clubs are able to recruit enough volunteers but they lack experience or ability to lead and coordinate activities (Boezeman & Ellemers, 2008; Harris, Mori, & Collins, 2009; Kim, Chelladurai, & Trail, 2007). It has become an issue of quality versus quantity for grassroots sports clubs.

The United Nations Development Program defines capacity as the ability of individuals and organizations to perform functions effectively, efficiently, and sustainably (Hall et al., 2003). Capability of committee members, who are normally volunteers, is paramount to the success of the grass roots clubs. Over 820,000 people (25.3% of the adult population) are involved as sport and recreation volunteers (Volunteering New Zealand and Office for Community Voluntary Sector, 2009). However, Longdill and Associates (2005) find that 80% of grass roots clubs struggle to fill roles on their committees and 65% of them sometimes without necessary skills and knowledge.

The aim of the presentation is to discuss preliminary findings of this research which is - volunteer capabilities as the cornerstone to enhancing sustainable committee capacity. This research in future will incorporate recommendations to enhance volunteer and sports club capacity through the lens of committee functioning, commitment and preferred skill development pathways.

This study collected data from committee members responsible for the administration of more than 100 different grass-roots sports organisations representing over 20 sporting codes, using an adapted capacity questionnaire from Longdill and Associates (2005) and Volunteering Australia (2008). 149 committee members responded to the online survey. Of them, three quarters have been serving in the committee for more than 3 years and a quarter more than 10 years.

Administration, accounting, grants, meetings, and communication are the staple skill sets needed for these committees. There are certainly structures and processes within the clubs with 75% having a budget and 89% of committee members being familiar with club policies and procedures and three quarters of clubs have budgets yet, around half feel their club is not well resourced both a financially or equipment and gear – this discrepancy highlights the need for committees to understand risk and reality when providing management and governance. Discerning capacity within clubs is a challenge when 91% of clubs have no appraisal process and only 40% of clubs having position or job descriptions, in contrast to this 85% of volunteers felt that the club made the best use of their skills and knowledge. Findings indicated that there is a sense of strength in capacity and capability within clubs however the lack of appraisal processes and position or job descriptions is at odds with this veneer of strength. Sustainability of club resources including financial and human capital is found to be a major challenge for clubs - they are 'a bridge too far' for many grass roots clubs. This research provides discussion and detail in developing capacity for grass roots sports clubs, particularly: the need to clarify roles, appraise performance and build the capitals needed for sustainability.

ANALYZING THE IMPACT OF SPORT INFRASTRUCTURE ON SPORT PARTICIPATION USING GEO-CODED DATA: EVIDENCE FROM MULTI-LEVEL MODELS

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Sport participation does not only contribute to satisfying individual needs such as individual fitness, fun, and well-being, it also has external effects like societal integration, socialization, democracy, and public health (Heinemann, 2005). For this reason, it is in the interest of municipalities to foster sport participation, a phenomenon which is determined by individual factors as well as by the supply of sport infrastructure (Wicker, Breuer, & Pawlowski, 2009). In this regard, it is important that the sport infrastructure is close to the residents' homes. The use of geo-coded data for analyzing potential influences between sport participation and available infrastructure has so far been neglected. Therefore, the rationale for this presentation is to outline the usefulness of both geo-coded data and multi-level analyses for research on sport participation. The presentation has two main objectives: To analyze the impact of sport infrastructure 1) on sport participation in general and 2) on sport participation in non-profit sport clubs.

For this purpose, a theoretical multi-level model based on Becker's (1965) household theory was developed. This model was tested using quantitative data from a sport participation survey in the city of Munich, Germany. In 2008, telephone interviews (n=11,715) were conducted to gather information about individual sport participation and further socio-economic characteristics (micro-level data). In addition, secondary data on the supply of sport infrastructure was made available by the city of Munich (macro-level data). Both, the micro- and the macro-level data are geo-coded. Based on the geo-coded data, the city of Munich was subdivided into 100 areas that allow a detailed analysis of the impact of local sport infrastructure on the sport participation of residents. As multi-level analyses are the appropriate method for analysing multi-level data (Osborne, 2000; Raudenbush et al., 2004), two multi-level models were estimated with sport participation 1) in general and 2) in non-profit sport clubs as dependent variable and the micro- and macro-level factors as independent variables. The multi-level models show that the number of swimming pools and dancing rooms (macro level) as well as age, age squared, education, time for children/relatives, and migration background (micro level) had a significant impact on sport participation in general. Sport participation in non-profit sport clubs was significantly determined by the number of indoor/outdoor sport fields, dancing rooms, and park area (macro-level), as well as by age, age squared, working time, time for children/relatives, female gender , and migration background (micro level). The findings with regard to the micro-level factors are in accordance with previous research on sport participation (for an overview see Downward et al., 2009). The use of geo-coded data was particularly useful to objectively measure the available sport infrastructure that is close to people's homes. Moreover, the application of multi-level analyses and macro-level factors (sport infrastructure) revealed interesting findings. The results imply that municipalities can increase sport participation by providing adequate sport infrastructure. The results of this study have practical implications for policy-makers in municipalities. They should particularly invest in swimming pools if they want to increase sport participation in general. If their goal is to increase sport participation in a non-profit sport club, they should make sure that enough indoor/outdoor sport fields are available.

RESEARCHING SCHOLARLY DISCOURSE: BIBLIOMETRIC ANALYSIS OF LITERATURE PUBLISHED REGARDING SPORT AND LGBT POPULATIONS

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With significant changes in the political climate surrounding the LGBT (Lesbian, Gay, Bisexual, Transgendered) populations, these populations are becoming a greater focal point for research within academia. A bibliometric analysis is important because it allows for the advancement of a discipline through evaluation of "journals that publish scholarly products, the impact of these journals, and of the most productive scholars within the profession" (p.435) (O'Connor, French, Sherrill & Babcock, 2001). Specifically, in the sport management and sport sociology fields, it is becoming increasingly important to determine the amount of LGBT sport research available and the trends of the research. The purpose of this 25-minute presentation is to highlight research from this bibliometrics study, which quantifies the amount of literature, published sources, authors and impact of the literature, specific to LGBT populations in sport.

Using O'Connor et al (2001) research as the framework for this study, published serials, journals, and published proceedings were reviewed for the years of 2001-2011. Serials were gathered from three databases, Academic Source Complete, SPORTDiscus and SocINDEX. Publications were included if they were found to fit the inclusion criteria of having a clear connection within the abstract of the publication to the primary (LGBT, GLBT, Gay, Lesbian or Homosexual populations) and secondary (sport, athletic, game, physical activity or recreation) terms. Additional criteria mandated that the literature must be originally published in English, and that one or more author(s) was identifiable. Literature written by organizations or institutions was not included.

The results of the pilot study produced the following findings: The amount of LGBT sport literature available through an initial search of all databases with no exclusions was (n= 10,937) published items. After defining databases a significant portion of the items were removed(n= 1,387). The number of items after review for connection and removal of duplicates (n=173) published items. The final amount of literature with removal of popular press articles was(n=116).The analysis examined the publishing sources for the serials and these were listed as (n=11) serials in the Journal of Homosexuality; (n=7) serials in Sociology of Sport Journal; (n=5) serials in the International Review for the Sociology of Sport. Finally, the authors, labeled as first author, were revealed as (n=6) Anderson, E.; (n=4) Elling, A.; (n=4) Sartore, M.

In the last ten years, literature focusing on the LGBT experience has been expanded with a significant increase in 2007. In 2007, 15 serials were published. It is also noteworthy that in the first half of 2011, 14 serials have been published. Topics include sexual orientation in college athletics, physical activities of homosexual populations, Gay Games research, and LGBT sport regulation and law. Based on the limited amount of literature available, a need exists for expansion of LGBT sport research. Additional statistics, including Bradford's law of scattering and Price's law of impact (O'Conner et al, 2001), will aid in further expansion of the research and enhance the scholarly discourse in this underrepresented inquiry within the sport domain. Specific to the discipline of sport management, it has become increasingly common for conferences, journals, and organizations to include a diversity and inclusion track. Therefore, understanding and determining the quantities, locations, and authors of existing research focused on LGBT and sport will prove beneficial in expanding the knowledge base and diversifying the research. A more in-depth knowledge of the LGBT population through literature will assist sport entities in better marketing to the population and understanding how the LGBT is a loyal target market.

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