

8th Annual SMAANZ Conference
Central Queensland University
28 – 30 November 2002

THE BEST OF BOTH WORLDS



ABSTRACTS

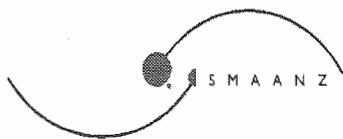


8TH ANNUAL

***SPORT MANAGEMENT ASSOCIATION OF
AUSTRALIA & NEW ZEALAND
CONFERENCE***

28 - 30 November 2002

Book of Abstracts



Central Queensland
UNIVERSITY

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CONFERENCE PROGRAM

FRIDAY -29 NOVEMBER

Theme: Keynote address (Room 1)

9.15-10.00	Smith	The AFL and the pursuit of the best of both worlds
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10.00-10.30 - Morning Tea

Session 1

Theme: Event management (Room 1)

10.30-11.00	Harrison-Hill & Fairley	Combining destination, sport, sponsor and event images: A holistic view.
11.00-11.30	O'Brien & Purchase	Leveraging hallmark sport events for business development through pre-event training: The Sydney 2000 experience.
11.30-12.00	Dickson, Griggs & Schofield	An exploratory investigation of event attributes sought by Ironman triathletes.

Theme: Multimedia (Room 2)

10.30-11.00	Turner	Analysis of sport broadcasting delivery systems
11.00-11.30	Nicholson	Media representation of sport in crisis: The construction of financial interpretive frames.
11.30-12.00	Leberman, van Hasselt & Garland	Best practice for sport organisation web sites

Theme: Government and policy (Room 3)

10.30-11.00	Saikaly	Casey City Council – Sports management lessons learnt from Victoria's fastest growing municipality.
11.00-11.30	Arthur, Carroll, Skinner & Booker	Local governments' role in sport education provision
11.30-12.00	Sam	Managing sport policy agendas (or the problem with problems).

12.00-1.00 - Lunch

Session 2

Theme: Professional sports leagues (Room 1)		
1.00-1.30	Woods	The Bosman case – A revolutionary development or an incremental step in the transformation of sport? European and Australian perspectives.
1.30-2.00	Booth	League-revenue sharing and competitive Balance.
2.00-2.30	Dickson & Cousens	Applying the Teaching-With-Analogies model to professional sports leagues.

Theme: Change (Room 2)		
1.00-1.30	Donaldson	Winds of change: Facilitation of change in an elite athlete environment.
1.30-2.00	Quick & Sotaridou	Conflict resolution in sport management: the South Sydney case study.
2.00-2.30	<i>Dickson</i>	<i>Implementing Change</i>

Theme: Media and online teaching (Room 3)		
1.00-1.30	Miller & Harrison-Hill	Exploring hockey consumers' internet information search needs
1.30-2.00	Turner, Westerbeek, Smith, Shilbury, Deane, Van Leeuwen, & Kellett	Development of an Online Sport Management Teaching Simulation – the Model for Interactive Decision-Making Applications in Sport (MIDAS).
2.00-2.30	Turner, Westerbeek, Smith, Shilbury, Deane, Van Leeuwen, & Kellett	Development of an online sport management teaching simulation – the Model for Interactive Decision-Making Applications in Sport (MIDAS).

2.30-3.00 - Afternoon Tea

Session 3

Theme: Structures (Room 1)		
3.00-3.30	Hoye & Auld	Centralisation and voluntary sport organisations: a review and reconceptualisation
3.30-4.00	Kellett & Fielding	Vertical and horizontal integration, consolidation and cooperation: Lessons from the professional tennis tour industry
4.00-4.30	Zakus & Bird	Integrating sport science specialist structures and systems into sport organisations: The exemplar of the Brisbane Lions

Theme: HRM (Room 2)		
3.00-3.30	Bradbury & Macky	Athlete selection: Gut feeling or rational process?
3.30-4.00	Hanlon	The personnel retention challenges emerging from pulsating major sport event organisations.
4.00-4.30	Roy & Santomier	Enhancing organizational effectiveness in sport enterprises through gainsharing.

Theme: Marketing and service quality (Room 3)		
3.00-3.30	Deane	Sport management complexities in Ancient Greece
3.30-4.00	Howat, Crilley, Mikilewicz, Edgecombe, Bell, & Murray	Trends in Australian aquatics centre use.
4.00-4.30	Howat, Crilley, Mikilewicz, Edgecombe, Bell, & Murray	Trends in Australian aquatics centre use.

SATURDAY – 30 NOVEMBER

Theme: Keynote address (Room 1)		
8.30-9.10	Mummery	Physical activity, social marketing and sport management – The pursuit of the best of all worlds

Session 4

Theme: Let's get physical (Room 1)		
9.15-9.45	Murray	You've got a friend: Adherence to exercise at fitness centres.
9.45-10.15	Dodd	The limitations of physical activity as a facilitator during the mid-life transition
10.15-10.45	Schofield & Mummery	Social marketing for physical activity health promotion: The 10,000 Steps Rockhampton media campaign.

Theme: Heroes and villains (Room 2)		
9.15-9.45	Garland & Ferkins	New Zealand sports stars as celebrity endorsers
9.45-10.15	Shuart & Santomier	The sporting hero: Implications for global marketers.
10.15-10.45	Davies	Organisational moral ethos, moral judgement and moral development in sports organisations - Insights from a Kohlbergian frame: A case study of Leeds United Football Club

Theme: Winners and losers (Room 3)		
9.15-9.45	Van Leeuwen & Quick	The impact of winning on customer satisfaction, repeat purchase intention and likelihood of product recommendation
9.45-10.15	Moxham, Lauder & Wilson	What happens when they lose? Implications for mental health.
10.15-10.45	Haimes	Identity in the Australian Football League

10.45–11.15 - Morning Tea

Session 5

Theme: Publishing workshop (Room 1)		
11.15-12.45	Shilbury	Publishing workshop

12.45-1.30 - Lunch

Session 6

Theme: Physical activity patterns (Room 1)		
1.30-2.00	Cuskelly	A comparison of playing and non-playing involvement in Australian sport: What do the latest ABS statistics reveal?
2.00-2.30	Stewart	National surveys of sport participation: What do they tell us, and who do we believe?
2.30-3.00	Louis	Golf practice growth in Belgium: Strategic and operational implications.

Theme: Industry connections (Room 2)		
1.30-2.00	Wiersma	The industry's response to SPARC
2.00-2.30	Sheppard & Guthrie	Key match ups: An analysis of sports industry relationships.
2.30-3.00	Smith & Westerbeek	Sport business in the global marketplace

Theme: Drinkers and scholars (Room 3)		
1.30-2.00	Bone	The Student Athlete Pathway Project
2.00-2.30	Senior	Booze, Boys 'n Sport - The Good Sports Accreditation Program.
2.30-3.00	Saikaly	Partnership perspectives of the Good Sports Accreditation Program in south-east Melbourne.


3.00-3.30 - Afternoon Tea

Meeting

3.30-5.00	SMAANZ AGM (Room 1)	
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GENERAL INFORMATION

Welcome	
Welcome to the 8 th Sport Management Association of Australia and New Zealand Conference. Central Queensland University and the School of Health and Human Performance are pleased to host this conference. We hope that your stay in Rockhampton is enjoyable and that the theme 'Best of Both Worlds' is both challenging and enriching.	
Conference team	Message board
Geoff Dickson Kim Gohdes Trevor Gear Stacey Dickfos Anna Skinner Kelly Joyner	A message board is located near the information/ registration desk. This board will be utilised to notify delegates of important announcements, or to signal to delegates or that the conference committee has received a message for them.
Help	
A coloured badge identifies each member of the conference committee. Please feel free to approach these people at any time during the conference.	
Conference venue	Name badges
Mercure Inn Cnr Bolsover and Denham Streets Rockhampton, Queensland 4700 PH: (07) 4927 6733 FAX: (07) 4921 0296	Your name badge is your official conference pass and should be worn to gain entry to all sessions and social functions.
Telephone/ fax	Mobile phones
Emergency telephone and fax services can be accessed at the conference venue. Please refer to the information/ registration desk with any requests.	We request that mobile phones be switched off during the conference sessions.

Sponsors
SMAANZ would like to thank the following organisations for their support of this conference:

Bookwise International

SOCIAL PROGRAM

Thursday night – Welcome reception
The registration function will be held at the conference venue.
Friday night – free
There are no social activities planned for Friday night. This is an opportunity for conference delegates to gather informally and enjoy the RockVegas nightlife including its bars, restaurants, pubs and cafes.
Saturday night - President's dinner
The president's dinner is a 3-course meal from 7pm until late at the conference venue.

KEYNOTE SPEAKER**KEEPER OF THE CODE – THE AUSTRALIAN FOOTBALL LEAGUE****Ross Smith****Game Development, AFL, Melbourne, Vic, Australia**

The Australian Football League (AFL) has four key strategic objectives with two of them being concerned with the conduct of the game; these are first, to manage the national competition and second, to develop the game to be the number one participant sport in Australia. While the success of the national competition is well documented in terms of attendances, memberships, television audiences, merchandise sales in relation to other football codes, the success of the AFL, working with affiliated state and territory bodies to administer, coordinate and promote the development of the game around Australia is less well known. To ensure that there is a balance between these two key objectives, the AFL created a department, AFL Game Development to establish and coordinate a national structure for the conduct of the AFL game at the community level around Australia. This ensures that there is in place an integrated range of quality programs that promote fun, enjoyment, skill development and competition facilitated by qualified coaches, umpires, trainers and volunteers who provide community clubs with the infrastructure for the ongoing development of the game. The AFL develops policies, practices and programs for the conduct of the game and, in collaboration with state and territory affiliates, implements them at both the national and community levels around Australia and in doing so, acts as the 'keeper of the code'.

The AFL backs these policies with strong financial support for the conduct of the game at both national competition level and grass roots, community level. It must be recognised that while the AFL supports the development of the game at the latter level, the contribution represents less than 10 percent of the estimated total expenditure on grass roots football. However, AFL financial support has attracted other sources of funding that has developed local sporting facilities for example and has led also to the implementation of quality national programs such as coach and umpire accreditation and AFL Auskick. The AFL recognises that there is an interdependency between the two levels of the game and recent research on the return on investment on programs in community football found that there were positive returns in overall interest in the AFL game, watching games on television and attending AFL games as well as increasing participation in the game from both the perspective as a player and as an 'entangled' other such as a parent or sibling.

As 'keeper of the code', the AFL is concerned about quality issues for three key groups: first, the customers of AFL games, second, the AFL players and third, the participants at the grass roots level in both the metropolitan and country areas.

The AFL has made significant contributions to stadia around Australia in which AFL games are played to ensure that spectators are attracted to the venue, can watch the game in comfort and have access to appropriate amenities. Admission prices are carefully set with the capacity of a family to afford entry to games a high priority and, when they are at games, the presentation is a major factor in retaining their interest as ongoing customers of the game.

AFL players participate under well established codes of behaviour and, under a Collective Bargaining Agreement, are required to make each year five appearances for the AFL and 12 for their club. In 2003, the AFL is working to have each AFL team visit regional centres around Australia for a four day training camp in February when they will visit schools, clubs, hospitals and, overall, connect with the community.

In 2001, the AFL undertook a comprehensive review of the state of the AFL game beneath the national competition. Ten initiatives were identified to secure and grow the position of the game. These initiatives are in three broad areas: strengthening grass roots football by building quality club environments, boosting growth in traditional and new northern markets and improving the effectiveness of football's infrastructure. The AFL is now working to implement, over time, the recommendations in that report.

The AFL takes very seriously its role as custodians of the game that is played across Australia at both the national and community level.

KEYNOTE SPEAKER**SOCIAL MARKETING OF PHYSICAL ACTIVITY – A CALL TO ARMS FOR SPORT MARKETING****Kerry Mummery****Central Queensland University, Rockhampton, Qld, Australia**

The use of commercial marketing approaches to influence social behaviours, not to benefit the marketer, but to benefit the target audience and general society has been termed "Social Marketing". Born as a discipline in the 1970s, social marketing uses the same principles that are used to sell products to consumers to "sell" ideas, attitudes and behaviours. Social marketing has been used extensively in international health programs, and is being used with more frequency in Australia for such diverse topics as drug abuse, smoking cessation and the prevention of drink driving. Of special interest to the field of leisure management is the use of social marketing to promote health-related physical activity. The 10,000 Steps Rockhampton project is an example of a whole-of-community physical activity promotion project based on some of the basic principles of Social Marketing. Within the project, pedometers are promoted as the commercial product to be used to measure the daily step count in the population. Although the pedometer represents only the tip of the marketing 'iceberg' within the project, it offers an interesting combination of tangible product marketing and concept or social marketing. The presentation will introduce the product – health-related physical activity, cover the product history, ranging from exercise to incidental physical activity and the present processes currently used in its promotion as part of 10,000 Steps Rockhampton.

LOCAL GOVERNMENT'S ROLE IN SPORT EDUCATION PROVISION**David Arthur, Jak Carroll, James Skinner & Ray Booker****Southern Cross University, Lismore, NSW, Australia**

The Sport Education section of the Australian Sports Commission (ASC) is concerned with providing national leadership in the training of sport coaches, officials and administrators. It oversees the National Coaching Accreditation Scheme, National Officiating Program, Volunteer Management Program, and Club and Association Management Program. While it is agreed that competent coaches, officials and administrators are essential to the development of sport at the grassroots level, there is some debate about the role local government should play in their training and development (Carroll, 1995, Shilbury, 2001). To help clarify the situation, a team from Southern Cross University undertook a national study on behalf of the Sport Education section of the ASC this year.

The study had three main objectives: (1) to make recommendations regarding the potential for local government authorities to play a role in the delivery of sport education at the community level; (2) to make recommendations regarding how the ASC can assist local government authorities realise the potential they have in the area of sport education; and (3) to consider other areas, apart from sport education, where there is potential for the ASC to work more closely with local government in the future.

Data was collected through focus groups and semi-structured interviews with local government authorities throughout Australia. It was felt that the interaction inherent in a focus group discussion would generate extra ideas and solutions than would not be achieved with either a self-administered questionnaire or purely through one-on-one interviews. As Krueger (1994) states: "People open up in focus groups and share insights that may not be available from individual interviews, questionnaires or other data sources" (p. 32).

The results of the study identified some barriers in the delivery of sport education to the local, grassroots level. These findings suggest that the relationship between federal, state and local governments in the delivery of sport education needs to be refined.

THE STUDENT ATHLETE PATHWAY PROJECT

Ian Bone

Australian University Sport, Rockhampton, Qld, Australia

Australian University Sport seeks to undertake a comprehensive research project termed the "Student Athlete Pathways Project". In recognition of the need to integrate the pathways between mainstream and university sport, Australian University Sport (AUS) and the Australian Sports Commission (ASC) have agreed to commit to a project known as the Student Athlete Pathways (SAP) Project.

The key aims of the SAP project are 1) to enhance opportunities for greater involvement by universities in the development of sub-elite and regional sports 'centres of excellence'; 2) improve community access to campus sports facilities and services; and 3) to link sub-elite and elite university sport with mainstream sport.

Work relating to aspects of this project, namely the 2007 World University Summer Games bid, has been underway for sometime. In relation to the remaining aspects, AUS has identified the key stakeholders whom will benefit from this project and/ or from whom assistance in relation to this project will be greatly appreciated. AUS has assembled and consulted with a Reference Group of stakeholders including universities, sport industry organisations and the Commission to facilitate the remainder of the outcomes required and through this consultation process developed a project structure incorporating the feedback of the Reference Group.

LEAGUE-REVENUE SHARING AND COMPETITIVE BALANCE

Ross Booth

Monash University, Clayton, Victoria, Australia

In his *Journal of Sports Economics* article 'Revenue Sharing and Competitive Balance in Professional Team Sports', Késenne (2000, p.56) states that the aim is '... to clarify the apparent confusion in the literature about the impact of a revenue sharing arrangement on the competitive balance in a sports league'. However, the analysis of revenue sharing by Késenne (2000) implicitly centres on the sharing of revenue generated by individual clubs such as, for example, gate revenue. This suggests another possible source of confusion in the literature, namely, that revenue sharing means different things to different authors.

From Késenne's (2000) review of the literature on revenue sharing, it is not obvious that the nature of the revenue sharing arrangements being analysed by these authors varies considerably. But a close examination of this literature reveals that the revenue sharing arrangements are not always of the gate revenue sharing-type that Késenne (2000) seems to have in mind.

This paper attempts to contribute to the debate on revenue sharing by analysing the effect on competitive balance and on player wages of an increase in shared league-revenue, such as from an increase in league-negotiated national TV rights revenue. Taking into account only the effect of the relative quality of teams (as measured by teams' respective win percents) on team revenues, it is shown that an increase in shared league-revenue increases competitive balance and player wages in a league comprised of win-maximising teams. This outcome is different from the outcome in a league comprised of profit-maximising teams where there is no effect on either competitive balance or player wages.

ATHLETE SELECTION: GUT FEELING OR RATIONAL PROCESS?

Trish Bradbury & Keith Macky
Massey University, Auckland, New Zealand

The sports management field still has a way to go when considering the human resource management (HRM) practices of player selection methods and determining position qualifications (the selection criteria). Major controversies have been caused by unclear or unspecified selection procedures (On Olympic selection, 1992; Too fat to go to Barcelona, 1992; Wallace, 2002). Issues surrounding team/athlete performance, training and development, and career commitment are also relevant.

Selection policies and procedures may be written or verbal, formal or informal. They should include athlete selection criteria and processes but again these may be formal or informal in practice. HRM best practices, however, indicate that these processes should clearly explain the skills, qualities and performance standards selectors are seeking and the decision making process used to make this selection (Developing a National Team Program Workbook, 1995). Ideally, athletes should be aware of what exactly is required to make the team.

Selection decisions for a variety of reasons can damage athlete's careers. These selection decisions may affect their future career in the sport; endorsement, sponsorship and income opportunities; employment and education opportunities; and travel to name a few.

Best practices in human resource management indicate that sport organisations and coaches should provide a fair and equitable selection procedure based on selection criteria which the athlete and their coaches/managers are well informed of. This pilot investigation for a national level study identifies the selection procedures implemented by fifteen regional coaches in the North Harbour locality of New Zealand by way of semi-structured interviews. By comparing the resulting data to the HRM literature strategies for the development of sound selection methods and criteria are identified and a correct path for selection procedures recommended.

A COMPARISON OF PLAYING AND NON-PLAYING INVOLVEMENT IN AUSTRALIAN SPORT. WHAT DO THE LATEST ABS STATISTICS REVEAL?

Graham Cuskelly
Griffith University, Brisbane, Qld, Australia

This paper follows a line of research pursued by the present author which has examined volunteer participation and involvement in sport from a human resource management perspective. The purpose of this paper is to explore the findings of a 2001 Australian Bureau of Statistics (ABS) report on involvement in organised sport and physical activity (ABS Catalogue Number 6285.0). At the 2001 SMAANZ conference, data pertaining to sport volunteers from two previous ABS reports of volunteer work in Australia (1995 and 2000) were analysed for evidence of changes in rates and hours of volunteer work. It was concluded, contrary to popular opinion, that overall rates of volunteer participation in sport were not in decline, but on average volunteers were contributing less hours. The 2001 ABS report of organised sport and physical activity was released after the 2001 SMAANZ paper was presented. The 2001 ABS report provided an opportunity to shed new light on the issues, findings and implications discussed in the 2001 SMAANZ paper.

Using secondary analysis of selected tables from the ABS (2001) report on sport involvement, comparisons are made between players and non-players in order to examine differences and similarities in their characteristics including gender, age group, labour force status, birthplace and region. Types of non-playing involvement are also broken down in terms of number of roles, types of non-playing roles, hours of involvement and non-playing qualifications. Because comparable data on non-playing involvement were reported in 1993, 1997 and in the present report, some changes in volunteer participation are also analysed. The analysis reveals some differences in rates of non-player involvement (eg, by gender, age group) and some downward trends in involvement for sport officials (referees and umpires) and sport administrators, including committee members. The implications of these results for research into involvement and retention policies and practices for sport volunteers are discussed within the context of a human resource management framework.

ORGANISATIONAL MORAL ETHOS, MORAL JUDGEMENT AND MORAL DEVELOPMENT IN SPORTS ORGANISATIONS - INSIGHTS FROM A KOHLBERGIAN FRAME: A CASE STUDY OF LEEDS UNITED FOOTBALL CLUB

John Davies

Victoria University, Wellington, New Zealand

This paper outlines and examines the case of Leeds United Football Club's (LUFC) involvement in what has become known as the Woodgate/Bowyer affair - named after its young stars, the England international player, 19 year old Jonathan Woodgate, and his colleague, 22 year old Lee Bowyer, former captain of the England U21 team, and their alleged part in events outside a central city night club that culminated in the alleged assault of an Asian student. The case spans a nearly two year period which begins with the initial arrest and release of the players on bail in January 2000; the laying of formal affray and assault charges against the players in March 2000; and which extends to jury trial in February 2001, a retrial in October 2001 and the jury verdict in December 2001.

The paper uses a Snell-Kohlberg framework to examine issues of organisational moral ethos and to provide a profile of organisational moral development in a professional sports organization. The framework addresses issues relating to moral governance, the basis of moral authority in the LUFC organisation, the nature of implicit socialisation processes within the organization, the moral values underpinning the normative structure of organisational relationships, and the extent to which the sports organisation's values embrace the needs of stakeholders. The paper concludes by attempting to demonstrate how the Kohlbergian framework can facilitate multi-level analysis of moral development manifest at the level of the individual and of the organization, and of relationships linking individual development to the organisational profile.

SPORT MANAGEMENT COMPLEXITIES IN ANCIENT GREECE

John Deane

Deakin University, Burwood, Vic, Australia

Without doubt, formalized, institutionalised sport management education has developed a degree of sophistication over the last three decades, establishing hallmarks of specialization, complexity and refinement. Personal observation from teaching and learning in sport management suggests that undergraduate students believe;

- (i) that sport management has only recently become sophisticated
- (ii) that sport management, if it existed in earlier times, must have been relatively naïve and simplistic
- (iii) that there is little professional value in understanding distant historical precedent

It is not the purpose of this paper to ask why students might believe such things (although one might point an indicative finger at a lack of general historical perspective in their own lives and the absence of purposeful history curricula in sport management programs), but to illustrate the level of sophistication of identifiably sport management practices of an earlier time; in particular, the ancient Greek world from archaic, classical and Hellenistic periods.

The paper considers the cursory and limited historical reference to the ancient Greek world in sport management literature and its limited interface with extant sport history literature. Texts, journals and conference proceedings in sport management seem to do little to promote an understanding that not only was sport management in the ancient world sufficiently sophisticated to warrant a fuller consideration in sport management education, but that its legacy of experience may resonate in the professional lives of twenty-first century sport managers. That the modern manager might share some of the challenges of their ancient counterparts may indeed, empower them, no matter how distant or different be the socio-cultural milieu.

Chronologically, the paper covers the period from about 1200 BCE to near the end of the fourth century AD and focuses principally upon the work of facility and event sponsors and managers – the agonothetai, the athlothetai and the Hellanodikai.

The paper contends that historical case studies, by their chronological distance and socio-cultural remove from the present, permit fresh reflections on contemporary values, attitudes, beliefs and practices and urges sport management educators to consider a greater commitment and interface with sport history.

AN EXPLORATORY INVESTIGATION OF EVENT ATTRIBUTES SOUGHT BY IRONMAN TRIATHLETES

Geoff Dickson, Harvey Griggs and Grant Schofield
Central Queensland University, Rockhampton, Qld, Australia

The purpose of this exploratory research was to establish whether it is possible to build Ironman franchises that support a whole range of price options and product/service types, and if so, under what conditions? Personal interviews and focus groups with athletes competing in Ironman New Zealand 2002 were conducted regarding the attributes that they desired most (or least) in the Ironman New Zealand participant package. Ironman triathlon is an ultra-distance sporting event involving swimming (3.8km), cycling (180km) and running (42km). Ironman is trademark operated by World Triathlon Corporation and is assigned to 17 franchisees throughout the world. All events are packaged and entries to the event are sold to athletes (the customer) in a similar manner for a similar price regardless of location. In addition to the right to participate in the event, the package price (around \$450 .00 Australian) includes numerous activities over a 3-5 day period. The other key feature of these Ironman races is the ability to qualify for the World Triathlon Championships in Kona (Hawaii).

The results from the personal interviews and focus groups indicate that there is diversity within the participants as to the extent to which they are attracted to 1) the ability to compete alongside professional/elite triathletes; 2) the ability to qualify for Hawaii; and 3) the Ironman status of the race. There was much greater consistency when participants spoke of their perception that an Ironman race was likely to be conducted to more exacting standards than a non-Ironman event as well as their opposition to a relay-team format option. By understanding the hierarchical structure of the Ironman consumer choice process, the Ironman marketer is better able to position his/her event and build a franchise so that customer satisfaction and organisational benefits are enhanced.

APPLYING THE TEACHING-WITH-ANALOGIES (TWA) MODEL TO PROFESSIONAL SPORTS LEAGUES

Geoff Dickson¹ and Laura Cousens²
¹Central Queensland University, Rockhampton, Qld, Australia and ²Brock University, Canada

The purpose of this presentation is to 1) promote use of the Teaching-With-Analogies (TWA) model within sport management teaching and learning; and 2) provide three useful analogies that may assist a sport management student better understanding the interorganisational relationships and subsequent behaviour of the organisations within a Professional Sports League (PSL).

The TWA model (Glynn, Duit, & Thiele, 1995) provides guidelines for using analogies. In this model, the goal is to transfer ideas from a familiar concept (the analog) to an unfamiliar one (the target). If the analog and the target share some similar features, an analogy can be drawn between them. The process of comparing the features is called mapping. The basis of the TWA model consists of six operations that the teacher carries out when drawing an analogy 1) introduce target concept; 2) review analog concept; 3) identify relevant features of target and analog; 4) map similarities; 5) indicate where analogy breaks down; and 6) draw conclusions.

The foundation premise for these analogies is that PSLs are a federated network. A federated network (Provan, 1983) consists of two types of organisations. The first is the Federated Management Organisation (FMO). The second type of organisation is the Federation Affiliate (FA). The purpose of the FMO is to act in the collective interests of all FA's. In a PSL, the FMO is the central administration of the league. The FAs are the teams, organisations or franchises that provide the athletic contest.

The first analogy to be presented is that it is suggested that PSLs are analogous to atoms. Second, it is argued that PSLs are analogous to the earth's solar system. Third, the atom analogy is extended to incorporate the inert-reactive-inert model of PSL expansion (increase in number of affiliates) and contraction (reduction in affiliate numbers).

THE LIMITATIONS OF PHYSICAL ACTIVITY AS A FACILITATOR DURING THE MID-LIFE TRANSITION

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Human development and, in particular, adult personality literature has suggested that dominant themes exist at certain developmental 'life stages' and that between these stages, transitional periods exist. Of the several transitional stages that are said to exist across the life course, the 'mid-life transition' has received much attention. Men experiencing the transition have been known to change their behaviour and life-style dramatically, initiating the term 'mid-life crisis'. Research in the 1970s suggested that it was a common occurrence. Leisure theorists are of the view that active participation in a range of leisure can assist in alleviating problems that may exist at transitional periods. The current study sought to ascertain, firstly, whether Australian men experience a transition or crisis at mid-life and, secondly, if leisure participation may have a facilitating effect on adjustment. The study examined the influence of three types of leisure activity, these were, activities of a physical nature, activities of a cultural nature and an equal amount of both physical and cultural activities. The population under investigation were men aged between 45 and 55 years of age. The sample (n=288) was drawn from two Sydney Universities, self-employed insurance agents and men who responded to newspaper articles and an ABC radio program. Methodology consisted of a review of literature and secondary data in the areas of psychological and social psychological development, physical and cognitive changes, leisure and life satisfaction and middle-aged men. A questionnaire survey was employed for the empirical study. A 'Personal Leisure History' chart detailed men's leisure and sport participation from age 20 till the current time and respondents were asked to indicate their leisure preferences (physical, cultural or both) at three periods during their life.

Key findings indicated that only four percent of men experienced a crisis at mid-life due to adjustment difficulties, however, one quarter of respondents experienced mid-life as very difficult or worse. Significant events were more likely to be responsible for men experiencing a crisis. The most significant finding was that a relationship was shown to exist between preferred types of leisure and a question relating to mid-life adjustment. An analysis of preferred leisure types indicated that men who prefer physical activity tend to find mid-life more difficult than other life stages – these men are also more restless. The opposite was true of men who preferred *both* physical and cultural activities. This type of analysis has not been undertaken in the past so comparisons cannot be made. Of the men who had to give up activities at mid-life (predominantly physical/sporting activities) almost one fifth were not able to successfully replace them. A relationship was found to exist between these men and the inability to cope with mid-life adjustment. Lifestyle diseases are a major problem for middle-aged men thus physical activity should be encouraged throughout the lifecycle. However, results suggest that a balance of both cultural and physical activities is preferable if leisure activities are to contribute to successful mid-life adjustment.

The results of the study highlight significant social and policy issues. The increased number of individuals in older age groups in the foreseeable future will result in increased health care costs, funding pressures on levels of taxation and changes in the pattern of family support. Increasingly, middle-aged men will become a social burden, as death rates are much higher than for women. Degenerative diseases, related to lifestyle (in particular lack of exercise), are a major problem for middle-aged men. Social policy has the potential to change this situation with the introduction of health and leisure education programs. Regular participation in active forms of leisure may be one of the best methods for curbing rising medical costs and contributing to a satisfying lifestyle. Physically fit people are less prone to sickness and injury, have lower rates of heart disease and are better able to enjoy life to its fullest. Educational programs targeted at this group may also 'capture' those men who have a limited repertoire or have been unable to replace leisure activities.

WINDS OF CHANGE DIVING NEW ZEALAND - A CASE STUDY

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The only truly constant in life is change yet in sport we often get stuck in ruts and avoid change. To successfully facilitate change in the elite sport environment requires a tension between two visions: A clear picture of where we are now, and a vivid image of how we would like things to be.

This is the position Diving New Zealand found themselves in at the start of the new millennium. The sport was floundering particularly at the elite level. A lack of professionalism, a lack of quality coaching, limited access to facilities and limited international competition has seen New Zealand athletes falling behind the rest of the world. It was apparent to all those involved that major change was needed if New Zealand divers were to become more competitive on the world stage.

Change came initially in the form of a highly skilled, very professional coach from China. This individual was the catalyst for major changes particularly at the elite level. Much of the change revolved around what this coach saw as basic necessities for elite diving. These included total dry-land training facilities, improved access to pool facilities, increased training hours and New Zealand's elite divers based in one centre. Over a relatively short period of time the majority of these demands were met.

This study analyses the change process utilised and the impact this has had on those directly and indirectly involved, and the organisation as a whole. Kanter, Stein and Jick's (1992) Big Three model of change along with Kolb and Frohman's (1970) Planning model of change provide the benchmark for this process.

This study is inspired by qualitative methodologies and utilises in-depth interviews coupled with the process of interpretive evaluation to explore the relevant issues.

The findings of the study signify the importance of carefully planning the process of change and considering the 'costs' of change on those directly and indirectly involved. Both the literature reviewed and the research results indicate that the elite sport environment exists for athletes to operate in. Individual athlete well-being is rarely considered. The standard of diving for those involved in the elite programme has unquestionably improved, yet the question that remains is at what cost?

The results of this study provide some valuable insights for sport organisations into the process of moving from amateurism to professionalism and the need to make this a participative process that is carefully planned and implemented.

This paper will outline the details of the actual change, the context or environment surrounding the change. It will include issues such as environment, culture, structure, and politics; as well as the impact the process of change has on those involved, particularly the athletes.

NEW ZEALAND SPORTS STARS AS CELEBRITY ENDORSERS

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Celebrity athlete endorsement of products and services has become prominent in the promotional mixes of New Zealand companies and organisations. For years researchers have pondered how successful celebrity athlete endorsement really works. Most suggest that some form of transfer of positive images takes place between the celebrity and the product or service they are endorsing. Considerable research exists on celebrity athlete endorsement overseas (for example, Kahle and Homer, 1985; Ohanian, 1990; Brooks and Harris, 1998; Erdogan, Baker and Tagg, 2001; James and Ryan, 2001) but little in New Zealand or with New Zealand's celebrity athletes. While there is evidence that source-credibility models sometimes fail to predict unsuccessful celebrity-product "match-ups (see, for example, Kamins, 1990; Ohanian, 1990), some of these models provide a viable research design for addressing this issue. Sport marketing managers and their advertising agencies often seek guidance in matching celebrities with products and services. Hence the overall objective of this research is to assist in that regard as well as to replicate celebrity endorsement research carried out in other countries.

We will report the results of a pilot study to be carried out in the latter half of 2002. Ohanian's (1990) 15 item source-credibility semantic differential scale (which features three key dimensions: endorser attractiveness, expertise and trustworthiness) will be used to examine consumer attitudes to several celebrity athletes in their endorsement of several products and services. Celebrity athletes under consideration are Bernice Mene (netball), Mandy Smith (hockey), Dean Barker (yachting) and Justin Marshall (rugby). Products under consideration are sport drinks, bottled water, milk, deodorants, pain relief, margarine, honey, banking and motorcycles. Familiarity with the chosen celebrities and an assessment of the effect their testimony could have upon consideration for purchase will be measured too. Students at two different tertiary institutions will form the sample, with data collection during lectures.

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CULTURE & IDENTITY IN THE AUSTRALIAN FOOTBALL LEAGUE

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This paper is part of ongoing research into the organisational culture and identity of an Australian Rules Football League (AFL) club to determine what effect culture and identity have on the strategies that the club employs, which in turn affects how well it performs as an organisation.

It is expected that this research, which is the first to explore organisational identity and culture within an Australian sporting organisation, will make a significant contribution to the body of knowledge on organisation theory by extending contemporary interest in organisational identity and culture into the sports area. For the club, the research will provide a framework for understanding how its core ideology and sense of purpose, manifested through its espoused values and beliefs, can influence its strategic direction and its performance both on and off field.

The literature to date has treated culture and identity as separate concepts that can be explored independently of each other whilst at the same time the literature expresses organisational identity through cultural components such as artefacts and symbols. The research adopts the idea of organisational identity dynamics (Hatch and Schultz 2002), which extends Mead's (1934) work on social identity and the concepts of "me" and "I" to organisational life and theory. This paper follows Hatch, Schultz and Mead's work, which contends that culture and identity are inseparable concepts in an organisation because the development and evolution of each is partly a result of the other. Identity and culture are connected by the desire of people to behave in accordance with certain beliefs and values so that they will be seen in a certain way, either by themselves or others. The overriding concept is that organisational identity becomes embedded in culture through reflection and consequently identity is expressed through culture. The research is being undertaken as a single ethnographic case study employing partial participant observation techniques and collecting data through interviews, document analysis and interviews.

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THE PERSONNEL RETENTION CHALLENGES EMERGING FROM PULSATING MAJOR SPORT EVENT ORGANISATIONS

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The turnover of personnel results in organisational ineffectiveness, an unstable workforce (Cooke, 1997), an inconsistent work flow, and high costs associated with new employee recruitment and training (Ingilis, Danylchuck, & Pastore, 1996). In order to avoid the occurrence and consequences of personnel turnover, managers need to align their management and HR practices with the different categories of personnel they are responsible for (Saul, 1996). Due to the nature of personnel involved with pulsating major sport event organisations, with the majority of them being outsourced, seasonal or volunteers, retention can become a problem. Evidence of this is provided by Graham, Goldblatt and Delph (1997), who emphasised that many personnel involved in events are on contracts and these people generally begin to look elsewhere for employment at the concluding stages of their contract. They may even leave during the final days of the event (Catherwood & Van Kirk, 1992).

Toffler (1990) coined the term 'pulsating organisation' to reflect organisations that expand and contract. This term has relevance for major sport event organisations. They generally operate with a small core of personnel for much of the year, expand substantially in the lead up to an event, then afterwards personnel numbers shrink in size. This effect poses substantial challenges in delivering a quality retention process for many major sport event organisations.

The purpose of this study was to determine and analyse the retention process for event managers at pulsating major sport event organisations. The research population consisted of managers from two annual events: the Australian Open Tennis Championships and the Australian Formula One Grand Prix. These managers were selected using stratified purpose sampling, and purposeful random sampling. A total of twenty-one semi-structured interviews were performed to ascertain the induction process before a major sport event. Interviews ceased once information became repetitive. Each interviewee's transcript was entered into NUD*IST qualitative data analysis software. Data were coded and indexed for both theme and content. A second researcher also coded the data using a dual coding process. Furthermore, secondary data were systematically compared (Denzin and Lincoln, 1994), whereby policy documents and operation manuals used by managers for induction purposes were gathered. The findings have revealed that due to the pulsating nature of the AOTC and AFOGP, special retention challenges emerged. However, there was no operational documentation to guide event managers on how to cater for these challenges. Consequently, inconsistent and haphazard retention practices were performed. This paper concludes by recommending a model, which has been designed around the event cycle, in order to provide assistance for event managers with retaining full-time, outsource and seasonal personnel. The assistance this model provides to event managers is significant, as it illustrates the need to switch between different retention strategies depending on the event's cycle and the personnel category that required retention. On a broader scale, managers of similar organisations could incorporate this model when developing, implementing, and evaluating their retention practices.

COMBINING DESTINATION, SPORT, SPONSOR AND EVENT IMAGES: A HOLISTIC VIEW

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Sport events can be an important motivator for travel behaviour. Although the majority of sport events have arisen as a celebration of sport, there is clearly a trend that government bodies are aware of their potential for tourism. This is being evidenced through the establishment of events divisions within existing regional, state and national government bodies. Research has also focussed on the economic impacts such events can derive through tourism (Mules & Faulkner 1996). This focus on the destination and destination benefits is being furthered in the newly developing literature that concentrates on leveraging the destination image through events (Brown, Chalip, Jago & Mules 2002). While this literature discusses strategic matching of destination and event images, the image of the sport itself has been largely ignored.

The sponsorship literature has suggested that the largest benefits to brand image are derived when consumers perceive a meaningful match between the brand image and the event (McDaniel 1999). From a sports management perspective then, it would seem important a meaningful match be developed not just between the event and the destination or the event and the sponsor, but that congruencies should be evident between the four elements, including destination image, the image of the event, the image of the sponsor's product and the image of the sport itself, in the minds of consumers. If strategically matched these images should allow event managers to create meaningful brand associations for the event that attracts sponsorship, draws spectators/participants, leverages the destination and showcases the sport.

This project identifies the key images that consumers associate with two sport events and explores consumers' perceptions of sport image, sponsor image, destination image and event image. The research focuses on two annual sporting events: the Honda Indy 300 (on the Gold Coast) and the Tooheys New Melbourne Cup. Open-ended questioning was used to derive a compilation of images and perceptions that depicted consumers' association sets for these two sport events. Analysis of the association sets identified relationships between key images across destination, sponsor, sport and event. The results form the basis of a conceptual framework uniting destination image, sponsor image, sport image and event image.

TRENDS IN AUSTRALIAN AQUATICS CENTRE USE

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Public aquatic facilities are both high capital investiture facilities, as well as being often central to the social lifestyle of a community. Consequently, awareness of the latest trends in aquatic centre use can help to ensure that such facilities are of optimal benefit for the communities they serve.

This paper presents collated data outlining two key features of aquatic centre operation. Firstly, trends in usage patterns in Australian aquatic facilities over the past three years (1999-2001) were appraised from data collected from 44 aquatic facilities across Australia. This includes trends in service quality perceptions and customer satisfaction of users of these facilities. Secondly, trends in operational performance (referred to as operational management or "efficiency" indicators) are examined from data collected from over 100 aquatic centres across Australia during the nine year period, 1993-2001.

The data in this study indicates that over 50% of all people attending public aquatic centres live within 5 kilometres of their centre and similarly, more than 50% have been users of their centre for over two years. Aquatic centres recorded very positive customer advocacy figures, with 98% of respondents indicating that they would be willing to recommend their centre to other prospective customers. In turn, 60% of the sample recorded that they were either satisfied or very satisfied overall, as a customer of their centre.

Customer service quality (CSQ) was examined by focussing on 20 specific attributes of service quality that were common to aquatic centres. Customers had the highest expectations for issues such as the cleanliness of the pool water and the facility, as well as the experience and knowledge of staff. Disconfirmation measures (the gap between customers' expectations and their perceived performance for each service quality attribute) indicated that strengths of Australian aquatics centres (in this sample) were attributes relating to staff, especially their friendliness, responsiveness, and presentation.

Twenty-two operational management performance indicators have been compiled for each year from 1993 to 2001. These annual indicators allow for comparisons in trends between groups of different types of centres for indicators such as expense recovery, energy costs, secondary spend, and staffing costs. These indicators are expressed as medians, which recognise the middle-performing centre for that specific indicator. Results highlight the generally lower operational financial performance of centres that have outdoor pools compared to those that are mainly indoor multi-use facilities. For example, centres that are primarily outdoor pools registered a median "Expense Recovery" (Gross receipts/gross expenditures) of between 63% to 70%, while multi-use indoor centres maintained a median cost recovery of 99%-100% (or break even) during the 1993-2001 period. Discussion will include the application of these benchmarks and trend data by aquatic centre operators for use in strategic planning, marketing and diagnostic decision-making.

CENTRALISATION AND VOLUNTARY SPORT ORGANISATIONS: A REVIEW AND RECONCEPTUALISATION

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Centralisation within voluntary sport organisations has been the subject of numerous studies over the last 20 years. Centralisation is a critical component of organisational structure and essential to understanding change in sport organisations. It has been reviewed briefly in several key sport management textbooks (Slack, 1987; Parkhouse, 2001) and also by a number of sport management researchers as a means of establishing the conceptual framework for their particular research objectives. As such, centralisation has been measured and conceptualised in a variety of ways. Furthermore, reviews of centralisation in individual studies have been either somewhat brief or narrow in their focus as they have tended to concentrate on the conceptual frameworks, measures and methods that inform the pertinent study, rather than an extensive examination of centralisation and voluntary sport organisations. Consequently a range of different interpretations of centralisation and how it has evolved in sport organisations may exist.

This paper conducts a comprehensive review of research on centralisation in the sport management domain and subsequently synthesises, integrates and critiques the current knowledge of centralisation as it applies to voluntary sport organisations. Articles were selected from the major journals in which sport management research has been published during the period 1982 to 2001. The articles were categorised according to five different themes in the use of the concept of centralisation. These themes were: exploring the dynamics of change in centralisation within voluntary sport organisations; using centralisation to assist in categorising organisations; exploring the concept of centralisation itself; the relationship between centralisation and organisational effectiveness; and, the relationship of centralisation to organisational size.

The paper identifies potential flaws in the use and interpretation of centralisation as it applies to voluntary sport organisations. Furthermore the paper raises implications for research objectives, conceptual frameworks, methods, and measures and suggests future directions to further explore centralisation in sport organisations.

VERTICAL AND HORIZONTAL INTEGRATION, CONSOLIDATION AND COOPERATION: LESSONS FROM THE PROFESSIONAL TENNIS TOUR INDUSTRY.

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This research paper examines the professional tennis tour industry, focusing on three major professional tours: the ATP Tour, the WTA Tour, and the Masters Tour. The professional tennis tour industry is a partnership among labour (the players), agencies, governing bodies, entrepreneurs (who organize and promote tournaments), sponsors and media. The partnership has never been an easy one, nor has it been consistently cooperative. In order to produce the tennis match (the core product of the professional tour industry) each of the partners perform different tasks, bear different costs, and share unequally in the rewards. In essence, each partner competes with the other partners to capture a financial return from the value they create for tennis consumers. This paper investigates the tennis tour organizations, and the relationships among present tennis tour industry partners. It discusses industry partner cooperation, competition, and consolidation, and then outlines consequences for the professional sport in the 21st century.

The first part of this study analyses the governance of the professional tennis tour industry. It is noted that the organization, marketing, and presentation of the core product (the tennis match) within each of the tours, and across each of the different professional tours is inconsistent. Tennis governing bodies have struggled to gain control over their own industry, and therefore their core product. This has had profound impact upon the other tour partners, who have in essence risen to compete with governing bodies in order to gain control within the industry.

The second part of the current study analyses industry partner actions to control the professional tour industry. Sponsor investments and strategies have provoked uneasiness among other partners. Tour governing bodies have had no interest in integrating sponsorships between Tours, and very limited interest in integrating sponsorship within their respective tours. Many tournaments therefore have sought (by necessity) their own sponsors, which may or may not be in harmony with professional tour sponsors. Sport agencies, on the other hand, have been the forces behind consolidation and integration of the tennis tour industries. Sport management agencies control several activities within the professional tennis tour industry, including tour organising bodies, individual tournaments, and many players. Their ability to coordinate marketing efforts across and within tournament events gives them greater power with potential sponsors.

As a result of integrating analysis of governance structure and business actions, it is suggested that the professional tennis tour industry must consider a number of key success factors for tour success. These key success factors are discussed with reference to the tennis industry, and are extended in their application to other professional sport industries.

BEST PRACTICE FOR SPORT ORGANISATION WEB SITES

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According to Delphy and Bosetti (1998), the Internet is the fastest growing medium of mass communication and marketing in the world today. Web sites have the capability of providing a large range of information and services to both national and international consumers at a cost comparatively lower than for other advertising media (Kahle and Meeske, 1999). The field of sport marketing has also identified the importance of the Internet, particularly web sites, which are increasingly important avenues for the marketing of sport organisations (Shilbury, Quick and Westerbeek, 1998). Despite this growth there has been little empirical research in the area, with Kahle and Meeske (1999) suggesting that there is a demand from both the academic and practitioner community to further understand the areas of web site marketing and management.

This research study had two objectives: (1) Establish a framework of best practice for sport organisations in their web site design and (2) Evaluate New Zealand sport organisations' web sites against that best practice.

Three hundred and eighty four international sport organisations from Australia, Great Britain and North America were invited to participate in an email survey. Seventy-three (19%) responded. The web site population was limited to all twenty-nine Olympic sports, as well as four world championship sports - cricket, netball, rugby and rugby league. Most respondents were either webmaster, CEO or communications managers. The research produced a framework of twenty recommended best practices within the areas of design, content, interactivity, electronic commerce, security, marketing and management. Fourteen of the fifty-seven New Zealand sport organisations responded to the subsequent questionnaire relating to the framework developed. The findings suggest that the framework developed from the international sport web sites is pertinent to the New Zealand context. One notable difference was in the area of e-commerce – half the international sport web sites sold tickets, apparel, memorabilia and publications, whereas only three of the fourteen New Zealand sites did so. One notable similarity was recognition that interactivity with fans was important. Barnes and Cumby (2002) suggest that while most reviews of excellent web sites focus almost solely upon functionality, addressing the emotional side of fanship through Internet communication still presents a substantial challenge. This research would indicate that having a good website in terms of the criteria identified in the framework, is vital for a sport organization if they are to keep pace with the commercialisation of sport in a global context. As this is one of the first studies to suggest a framework of best practices for the management of web sites in sport organisations, future research could include testing the framework with different sport web sites.

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GOLF PRACTICE GROWTH IN BELGIUM, STRATEGIC AND OPERATIONAL IMPLICATIONS

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In Belgium, the implementation of new golf courses does not facilitate a proportional increase in the number of golfers. This is unique in the European Community. Therefore, this research investigates two primary issues related to golf practice. The first is the assessment of the image of golf and golfers within the Belgian population (Eagly and Chaiken, 1993). Is golf perceived as a sport for seniors and high-income earners (Taks et al., 1994)? The second aim is to determine the potential expansion of this sport in Belgium. The research is exploratory and attempts to identify means of stimulating an increase in the number of golfers in Belgium, in order to ensure the profitability of the golf facilities. Data were collected in the form of a survey (500 questionnaires), including samples of golfers from one fifth of the country clubs in Belgium, as well as individuals not practicing the sport. The factorial analysis used in this research summarizes the data in macro-characteristics. For most of the players, initiation is done under the impulse of friends or by the family. The average age of the Belgian golfer is 47 years and the average seniority in the practice is more than 7 years. Principal component analysis associates eight dimensions to the profile of the sport and the golfer. Although our sample is differentiated on the basis of age, sex and civil status, a common view of the sport becomes clear. The decline of the fees implemented since 1987 does not allow yet to speak about democratisation. Contrary to our starting intuition, the attitude towards the golf is favourable. The perception of this sport is mainly related to mental and physical health. This should lead to a more voluntary recruitment among the junior and the senior categories of people. The research confirms a market potential, and gives suggestions for promoting the sport (Fazio, 1986).

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EXPLORING HOCKEY CONSUMERS' INTERNET INFORMATION SEARCH NEEDS

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Tania is a hockey player and Mum. Her two children also play hockey. Tania uses the Internet weekly to search for fixture times and to send in competition entries for her club. When she has a specific training problem she will also search the forums for advice and will visit chat rooms when particular well-known players or coaches are hosting sessions. Her teenage daughter uses the Internet to email and chat with hockey friends she only sees on weekends at competitions. She also likes to keep up to date with all the news on the Hockeyroos. Tania's young son uses the Internet to find images and facts about hockey for school assignments. He also has a number of international hockey "buddies" he keeps in contact with through messaging. He also likes to send hero-emails to his hockey idols when they are competing at international events.

This scenario highlights some of the varied needs that sporting consumers are satisfying through using the Internet. Sport is one domain that has a large presence on the Internet. Recent research in the US found that 27% of consumers accessed sport web sites at work (Hiestand 2002). Indeed numerous websites are listed for every sport, both official sites created by the sport organisations, and unofficial sites created by sport fans. Aside from web pages, the Internet also provides other avenues of computer-mediated communications (CMC), such as emails, chat rooms, news groups, bulletin boards, discussion groups and other similar forms of interaction. While there is a continuing stream of research on the number of users and the organisational benefits of the Internet within the sports domain, there is a distinct lack of research on understanding the needs and motivations that Internet users are attempting to satisfy through their participation in and consumption of the Internet. (Korgaonkar & Wolin, 1999). This paper will begin to address this gap by exploring hockey consumers' Internet information search needs.

Through in-depth convergent interviewing methodology, this paper focuses on the motivations of hockey consumers and the needs they are trying to satisfy when using the Internet and CMCs. The outcome of this study is a conceptual model that describes the information search needs and motivations of hockey consumers who use the Internet to search for sport information. The research focuses on needs from the vantage point of the consumer. Through a better understanding of users' needs and motivations for participation in and consumption of the Internet, sporting organisations such as Hockey Australia, may gain a better understanding of the Internet's potential, and how the Internet fits within their overall marketing and relationship marketing strategies. The conceptual model also provides a platform for further research.

WHAT HAPPENS WHEN THEY LOSE?

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Sport for many people, becomes an all encompassing aspect of daily life. Committed spectators spend time, energy and lots of money on 'being a fan'. But what happens to all of this money, time and emotional energy, when the team loses.

This presentation explores the notion that the dominant perspective is to equate sport with health and well-being when in fact sport may be detrimental to the physical and psychological health of communities and individuals, when individuals over identify with teams.

During this presentation the health issues that spectators deal with when their favourite team loses are explored. The paper examines the consequences of this over identification and discusses how this phenomenon can be detrimental to (a) the wellbeing of communities with increased ethnic/religious tensions; (b) increases in attendances at accident and emergency facilities for violent injury; and (c) increased incidence of alcohol related spouse and child violence

The paper draws on clinical examples specifically from the discipline of mental health, as well as on research conducted in Scotland on the consequences of the team loss. The ethical responsibility of sports people in recognising the negative impact of sport is often overlooked in the pursuit of success and finance and as such, is also an issue given consideration.

YOU'VE GOT A FRIEND: ADHERENCE TO EXERCISE AT FITNESS CENTRES

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One of the major barriers for participation in physical activity and exercise may be self-presentational concerns. Self-presentation refers to how people attempt to influence and regulate the impressions that others may form of them (Kowalski, Crocker & Kowalski 2001). If an individual doubts their ability to present a positive image of themselves to others, social anxiety may result. In exercise and physical activity domains, the social anxiety experienced is typically based on the individual's negative perceptions of their body. This subset of social anxiety is referred to as social physique anxiety (SPA). Higher levels of SPA have been shown to be related to lower self-esteem, higher levels of depression and body dissatisfaction (Diehl, Johnson, Rodgers & Petrie 1998), and higher BMI.

Research on SPA has clearly indicated that individuals with higher levels of SPA are more likely to be preoccupied with the size and shape of their body, but also less likely to participate in exercise as a mechanism to reduce weight and change their body shape (Crawford & Eklund 1994). Consequently, SPA can be one major barrier to participation in physical activity, sport and exercise programs. This may be particularly the case for fitness centres, which may create a climate that exacerbates SPA through presentation of visual cues, such as instructors that highlight (both implicitly and explicitly) the importance of being slim and toned. This is an unrealistic ideal for many that exacerbates their anxiety and sense of lack of belonging. Beyond concern for the individual (and wider society), this can also have major implications for managers of commercial facilities such as fitness centres that require a certain level of membership to survive.

However, as the concept of SPA has only been researched for a little over a decade, there has been limited research examining the role of a number of potential moderators of SPA. One key variable that appears to have been overlooked so far is the role that an 'ally' may play in minimising the effect of SPA on exercise withdrawal. For example, attending a fitness centre with a friend may, for an individual with higher levels of SPA, reduce the level of anxiety experienced. The concept is grounded in social comparison theory, specifically Asch's (1951) experiments on how the presence of an 'ally' can minimise the effect of other sources of information.

This presentation examines the role that an ally can play in minimising SPA. It presents empirical data to test the hypothesis that the presence of a friend(s) at visits to a fitness centre will significantly decrease levels of SPA for individuals who score higher in SPA, which in turn will lead to increased program adherence. Implications for managers of fitness centres are discussed.

MEDIA REPRESENTATION OF SPORT IN CRISIS: THE CONSTRUCTION OF FINANCIAL INTERPRETIVE FRAMES

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This paper proposes that during times of sporting crisis, in which a club or league's capacity to reproduce itself in its existing form is threatened, the media contextualise and interpret the event by referring to financial imperatives.

During times of crisis, particularly when it is proposed that a club relocates or clubs merge, the print media are a crucial source of news and information because the event is outside the experience of most media consumers. As such, the media is often charged with transforming a problematic reality into a comprehensible text (Hall et al, 1978). It is clear that one of the primary methods that the media employs in developing a comprehensible text is the construction of interpretive frames in which there is a financial imperative. Furthermore, the media also use financial interpretive frames to sustain crisis event narratives. This finding has important implications for sport management generally and successful sport media management more specifically.

Three Australian Rules football case studies are used in this paper as the basis for an examination of the media representation of crisis events in sport and the construction of financial interpretive frames. The South Melbourne Football Club relocation to Sydney in 1981/2, the Footscray 'fightback' campaign in 1989 and the Fitzroy Football Club's merger with the Brisbane Bears Football Club in 1996 were all seminal moments in the commercial evolution and maturity of the Victorian and Australian Football Leagues. Furthermore, they illustrate the tension between the competing interests of corporate and commercial interests and traditional social and geographic contexts (Hess and Stewart, 1998; Andrews, 1999, 2000).

LEVERAGING HALLMARK SPORT EVENTS FOR BUSINESS DEVELOPMENT THROUGH PRE-EVENT TRAINING: THE SYDNEY 2000 EXPERIENCE

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In the lead-up to major international sport events, elite athletes usually undertake pre-event training – a period of training in the host country/region to become familiar with local climatic, cultural and living conditions. To date, however, research on ways to market to and attract these sport tourists is non-existent. Similarly, studies on the potential opportunities that pre-event training camps offer for regional sport, business and tourism development, are equally sparse. Consequently, the aim of this research was to examine the Australian experience of pre-event training camps in the lead-up to the 2000 Sydney Olympic Games. In particular, a relationship marketing approach was employed to examine, (a) the procurement of pre-Games training camps by regional stakeholders; and, (b) the subsequent strategic leveraging of pre-Games training for regional business and tourism development. Data for the study were collected as part of a larger research initiative on the tourism impacts of the Sydney Games, conducted and funded by the Cooperative Research Centre for Sustainable Tourism (CRCST). Primary data included over 200 interviews with key sport, tourism, and other related private sector actors, as well as interviews with members of federal, state and local government departments throughout Australia. Marketing collateral, strategic planning literature, and mass media reports constituted the secondary data. The key relationships that emerged from the data were, (i) among actors concerned with sport, business, and tourism development; (ii) among Australian cities/regions and foreign stakeholders; and, (iii) business-to-business relationships of both a domestic and international scope. Interestingly, the regions that were ultimately more successful in attracting Olympic teams organised regional cross-sector taskforces early on. The taskforces consisted of prominent local actors from the public sector, as well as actors from local Chambers of Commerce, media agencies, tourism, hospitality, education, and, of course, sport. The findings of this study have implications for both academics and practitioners interested in sport, sport events, and the leveraging of the opportunities they present. As sport managers, our events make considerable demands on the public purse – both for subsidies and for public services. These investments are often legitimised on the grounds that the economic benefits generated from staging our events will justify the often sizeable expenditure necessary to stage them. Thus, our claim to the public purse depends on the capacity of our events to generate tangible short- and long-term benefits through tourism, business and economic development. Most studies to date, however, have focused merely on the short-term – concentrating more on the immediate impact of the event. The approach suggested in this research demands a re-focus beyond the immediate *impact* of an event, and more towards the devotion of resources to the actual *leveraging* of the opportunities that the event presents.

Such a re-focus towards integrated strategic leveraging initiatives recognises that the event itself is *not* the intervention, but rather, represents a temporally limited set of opportunities to foster and nurture the desired longer-term impacts. Therefore, the opportunity to make our events more financially viable by enhancing the sustainability of their longer-term impact, and in the process, to better justify our claims for public and private sector support, is presented. Finally, the potential for expanding the study's findings to the business leveraging of future hallmark sport events is considered.

CONFLICT RESOLUTION IN SPORT MANAGEMENT: THE SOUTH SYDNEY CASE STUDY

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Over the last decade rugby league in Australia has endured major conflict. The sport underwent turmoil that briefly resulted in dual competitions, non-sustainable economic conditions, a significant loss of fan support and foundation clubs cut from the competition in the name of rationalisation. One such club was South Sydney. Using conflict resolution as a theoretical base this study examined the expulsion and readmission of South Sydney to the premier competition. Rahim (1992) classifies conflict on the basis of the source or the antecedent conditions of the conflict and further classifies it by level and style. In total Rahim identified eleven sources, four levels and five styles of conflict. With regard to the rugby league management decision regarding South Sydney the following sources were pertinent. There was a Conflict of Interest, Conflict of Values, Goal Conflict, Substantive Conflict and Institutionalised versus Non-Institutionalised conflict. Similarly conflict was perceived at the Intra-group, Inter-group and Interpersonal levels. The one style of conflict that was clearly evident was the Dominating Style, which inferred a high concern for self and low concern for others. This qualitative study employed a triangulated methodology by exploring the secondary literature and by examining both media reports and legal proceedings. In addition personal interviews and correspondence with rugby league club officials and players took place. It was concluded that Rahim's classification not only provided an appropriate retrospective framework for analysis, but would also be useful in determining potential triggers to future conflict.

SPORTS MANAGEMENT LESSONS LEARNT FROM VICTORIA'S FASTEST GROWING MUNICIPALITY

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The City of Casey has a population of over 193,000. Casey is Victoria's fastest growing municipality and the third fastest in Australia. Located in south-east Melbourne's growth corridor Casey's population is expected to reach 320,000 by 2021 equalling the size of Canberra.

With 70% of the population under 40 years of age the demand for leisure, recreation and sporting facilities, programs and services is significant. As the largest sponsor of sport in Australia, local government provides a connection between many individuals, family, clubs and associations. This connection provides much pressure on resource allocation and commitment to priorities.

Unprecedented growth has forced Council, at times, to react to community pressure to provide adequate participation opportunities. In recent years, a more strategic approach has enabled Council to be proactive in planning and delivering services to meet community expectations.

Strategic issues including the provision and management of community facilities, training and support, program co-ordination and assistance, sufficient funding and involvement in community partnerships, are being tackled by the City of Casey.

These issues are particularly important for Casey as it develops from a cluster of growing suburbs to a maturing municipality with viable and sustainable regional opportunities. Forming community partnerships with the local sports industry has provided Casey with an edge in providing quality sport, recreation and leisure opportunities but also in tackling social issues such as alcohol in sport.

As one of Australia's most innovative Councils, Casey continues to learn from past events and develop strategies to guide future action and development. This paper will draw from these early lessons and provide sports managers with a focus for future activities and useful information on the value of shared responsibility, community engagement and maximising opportunities for all.

PARTNERSHIP PERSPECTIVES OF THE GOOD SPORTS ACCREDITATION PROGRAM IN SOUTH-EAST MELBOURNE

Philip Saikaly
Casey City Council, Narre-Warren, Vic, Australia

This presentation outlines the partnership experience involved in delivering the Australian Drug Foundation's Good Sports Accreditation Program in south-east Melbourne. Good Sports assists sporting clubs to enhance their community role through policies and practices to promote responsible alcohol management.

A Steering Committee was established with representatives from the Australian Drug Foundation, Cardinia Shire Council, Cities of Greater Dandenong and Casey, RoadSafe Outer South East Community Road Safety Council, Victoria Police, Melbourne Sports Network and the Hawthorn Football Club. Implementation began without external funding.

This consultative partnership has addressed the issues of hands-on support, selection of priority sports, development of appropriate incentives, alcohol training and education, accreditation process, media liaison and liquor licensing. As a result of negotiations between Steering Committee members varying organisational priorities have been identified and accommodated. The pooled resources have then been allocated to achieve agreed priorities.

One year into the program, the Steering Committee has exceeded its target of recruiting three clubs per municipality per year with 31 clubs recruited in the first six months and five already accredited to Level 1.

A further success of the Steering Committee model is the ability to attract additional resources through demonstrated commitment and a collaborative approach across organisations versus an individual agency approach.

Ultimately, the Steering Committee has provided a model for replication across metropolitan Melbourne with a hands-on approach based on social marketing principles. These social marketing principles contribute to building a partnership between health promotion and sporting organisations that will become increasingly common as government, independent agencies and sporting organisations work closer together to engage the community in health management issues.

MANAGING SPORT POLICY AGENDAS (OR THE PROBLEM WITH PROBLEMS)

Michael Sam
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Agenda setting is commonly understood to constitute the first stage of a policy cycle that subsequently leads to the development of alternative solutions, decisions on courses of action and the implementation/evaluation of plans. While there are numerous flaws to such an epistemological position (in terms of explaining how policy is actually made), it nevertheless reflects to some extent how social policy makers perceive this process to occur and *ought* to occur (c.f. Amis & Burton, 1996). At its most basic, agenda setting is about how governments and their agencies come to recognise and interpret social problems. Public inquiries, select committees and taskforces play important roles in this regard, as they are appointed by governments to address specific areas of policy concern. In countries like Australia, Finland, Canada and New Zealand, public inquiries into sport hear a wide range of opinions concerning the nature of problems facing the sector. Ultimately, the manner in which such problems are recognised, if they are recognised at all, is a significant determinant of how problems will ultimately be addressed (Howlett & Ramesh, 1995).

In sport as with other policy fields, policy problems are often expressed through dominant ideas or paradigms, as when organisations are perceived as "amateurish" or lacking in professional management "best" practice. Moreover, the perceived legitimacy of problems rests on how they are represented (as when things are purported to have reached a "crisis"). Thus, problems and agendas are more than empirical claims regarding the general state of a policy sector. They are social constructions that comprise an important part of framing debates and securing interests. This study examines New Zealand's Ministerial Taskforce on Sport, Fitness and Leisure (2001) and analyses the process through which policy problems were recognised and interpreted.

Information was gathered through interviews with Taskforce members, observations of public consultations and analysis of committee documents. Policy problems identified were that New Zealand sport lacked leadership, a culture of competitiveness and suffered from fragmented and uncoordinated structures. The role of problem definition in the policy formulation process is discussed. Comparisons are briefly drawn between this inquiry, Australia's Federal review (Shaping Up, 1999) and Canada's recent sport policy initiatives (Building Canada through Sport, 2001).

ENHANCING ORGANIZATIONAL EFFECTIVENESS IN SPORT ENTERPRISES THROUGH GAINSHARING

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The changing nature of business brought about by gains in technology, increased consumer and employee demands, and global competition place enormous pressures upon managers of sport enterprises. Successful managers continue to strive for ways to meet stakeholder demands. Organisational effectiveness is defined as the net satisfaction of all stakeholders in the process of gathering and transforming inputs into outputs. Inherent in the definition of effectiveness is the need to balance seemingly conflicting stakeholder desires. Gainsharing, the fastest growing non-traditional pay-for-performance reward system, represents one approach to enhancing organizational effectiveness. While there is no universally agreed upon definition of gainsharing, most programs are accurately characterized by the following definition. Gainsharing is an organizational system of employee involvement with a financial formula for distributing organization wide gains (Bullock & Lawler, 1984). Gainsharing plans involve employee participation in the form of a suggestion mechanism or team involvement and utilize a financial formula for paying out to employees a portion of productivity and/or cost improvements (Steers & Porter, 1991). Gainsharing should be viewed as a complex organizational development intervention and not simply as an incentive system (Doherty, Nerd & McAdams, 1989; Hatcher & Ross, 1991; and Hatcher, Ross & Collins, 1989). In other words, it is more than a profit sharing plan because of the group focus, suggestion mechanisms incorporated, and the basis for comparison being productivity gains/cost savings and not profits. Aspects of gainsharing plans that influence organizational effectiveness include: 1) attraction and retention of employees; 2) increased motivation to enhance performance; 3) increased skill development; and 4) improved organizational culture/motivation leading to increased participation. These four dimensions do not act directly on organizational effectiveness, but serve to increase the individual's level of effort and/or creativity. Findings of improved productivity following gainsharing implementation have been consistent (Hatcher & Ross, 1991) leading to improved products/processes and reduced cost of production. The theoretical and conceptual dimensions of organizational effectiveness within sport organizations are well documented (Frisby, 1986; Chelladurai, 1987; Chelladurai & Haggerty, 1991; Slack, 1997). The purpose of this paper is to build on current research and to provide a model of how gainsharing plans have the potential to enhance organizational effectiveness in sport enterprises. The specific objectives of this presentation are: 1) to examine the relationship between gainsharing plans and organizational effectiveness; 2) to identify factors that determine whether particular gainsharing plans will be successful; and 3) to present an integrated model of how particular gainsharing factors enhance organizational effectiveness within sport enterprises. Research concerning gainsharing plans in sport enterprises is lacking. This suggests the need on the part of sport managers for heightened awareness of the link between gainsharing plans and organizational effectiveness. This paper presents a general model of organizational effectiveness and builds on this model to identify specific aspects of gainsharing that interact to enhance organizational effectiveness within sport enterprises. A strong case is made that gainsharing plans have the potential to improve organizational effectiveness in sport enterprises. Therefore, sport managers should consider them for adoption.

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SOCIAL MARKETING FOR PHYSICAL ACTIVITY HEALTH PROMOTION: THE 10,000 STEPS ROCKHAMPTON MEDIA CAMPAIGN

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The 10,000 Steps Rockhampton project is a community-based, multi-strategy health promotion program focussing on physical activity and the social determinants of health in a regional Australian setting. The paper describes the processes involved in the construction and evaluation of a physical activity health promotion media campaign.

Recent research evidence has demonstrated a strong link between moderate daily physical activity and a range of serious non-communicable chronic diseases such as cardiovascular disease, type-2 diabetes, stroke, some cancers, and psychological health (Bourchard, 2001, US Surgeon General, 1996). Importantly, it has also been shown that this daily activity need not be done all in one exercise session but can be accumulated in much shorter bouts (Boreham, Wallace, & Nevill, 2000). The 10,000 Steps Rockhampton media campaign had two major aims. The first was to raise awareness of the benefits of regular moderate physical activity to the community. The second was to promote the accumulation of 10,000 steps a day using electronic pedometers as a goal for sufficient activity to achieve health benefits.

Broadly, all media messages had two components which targeted the two groups of the population who were inactive and most likely to remain inactive with no intervention. The groups can best be explained through psychological behaviour-change theory. Specifically, the transtheoretical model of behaviour change "stages of change" model categorises people into a particular group depending upon their stage of action for a particular behaviour. The two groups targeted were the "pre-contemplative" group – those who were not even considering starting any regular moderate physical activity in the near future, and the "contemplative" group – those who considering starting regular moderate physical activity in the near future but had not yet done anything about doing so.

Media materials were developed in three areas – print, television, and radio. For all three media the messages were similar: Each message was broken into two parts. The first part was designed to reach the pre-contemplative group. This was an explanation of the benefits of regular moderate physical activity. The second part was aimed at the contemplative group. This explained how to realise the goal of regular daily moderate physical activity by accumulating 10,000 Steps a day. A circular process of design evaluation for media materials was carried out using the project staff, a community-based group of stakeholders in health-related physical activity (the local physical activity task force), community focus groups, and a panel of experts overseeing the project (the health promotion advisory group). This paper will present the media materials used in this social marketing campaign and discuss preliminary outcomes.

BOOZE, BOYS 'N SPORT ~THE GOOD SPORTS ACCREDITATION PROGRAM.

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

This presentation outlines the development, implementation and successes to date of the Good Sports Accreditation Program. This Australian Drug Foundation initiative supports community based sporting clubs to manage alcohol responsibly via an accreditation model whilst maintaining their financial viability. This evidence based program provides a framework for a community development approach to health promotion, providing quality resources, encouraging collaboration and local ownership while increasing community action and strengthening the skills of the individuals involved.

To receive Good Sports Accreditation, a sports club is required to comply fully with their liquor license, provide non-alcohol related player payments and incentives, offer access to safe transport options and cement all positive practices in a written club policy.

Participating clubs have demonstrated the potential for success of the accreditation model, citing enhanced image in the community and increased junior membership as some of the benefits. Clubs provided training for bar staff and club management, increased knowledge of the liquor licensing laws, maintained profits through increased membership and alternative fundraising sources.

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

KEY MATCH UPS: AN ANALYSIS OF SPORTS INDUSTRY RELATIONSHIPS

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This work-in-progress (Masters thesis) research combines the 'best of both worlds' through the application of academic literature and practical field research to identify the various types of relationships in the sports industry. Exactly what each relationship involves, the required levels of commitment and the subsequent benefits will be discussed then developed into a practically oriented conceptual model of use to both practitioners and academics alike.

Research has revealed that sports industry relationships tend to be one-dimensional terminal contracts, with minimal interaction between the parties involved (Pitts & Stotlar 1996; Shilbury *et al* 1998). The static nature of such relationships means valuable knowledge, skills and resources are not being shared, thus failing to maximise possible benefits from such relationships (Venkatesh *et al* 2000). To maximise such benefits the various types of collaborative arrangements or relationships must be clearly understood.

There are several types of relationships evident in the sports industry (Shilbury *et al* 1998). These range between the two extremes of one-off 'spot' transactions and co-marketing alliances (Contractor and Lorange 1988). Co-marketing alliances involve coordination in multiple marketing aspects, often extending into research and co-development (Bucklin and Sengupta 1993). Such a synergistic approach affords opportunities otherwise unattainable given current resource constraints (Shrader 2000). The problem is such agreements are not suitable for every situation. Hence the importance of developing a model with which to analyse the various forms of relationships and maximise potential benefits (Ashill *et al* 2001).

The proposed conceptual model (work-in-progress) takes the form of a continuum used to identify the various forms of relationships based on five key factors, revised from the literature. These are nature of dependency, relationship type, organisational form, ease of replication and degree of fit. A second model will be developed to depict the various factors affecting the effectiveness of the relationships. It is hypothesised that these factors are longevity of relationship, expected outcome, relationship management, partner match and uncontrollable market changes.

A realist approach adopted as the nature of this research involves 'searching, albeit necessarily imperfectly, towards an understanding of the common reality of an economic system/market in which many people and organisations independently operate' (Perry *et al* 1999; pp. 18). Such an approach is justified given the paucity of published research on identifying and maximising the benefits from relationships in the sports industry.

It therefore stands to reason that case study research, by way of six in-depth interviews, will be used to rigorously research this market. Yin (1994) notes that case-study research is especially appropriate for research where relatively little is known about the exact dynamics and relationships involved. Such an approach should also provide meaningful data for practitioners to utilise when analysing or considering entering relationships.

As this is work-in-progress, data collection has not yet been completed. This data will then be analysed, culminating in a discussion of the findings and the two proposed conceptual models for presentation and further discussion.

NATIONAL SURVEYS OF SPORT PARTICIPATION: WHAT DO THEY TELL US, AND WHO DO WE BELIEVE?

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In July 2001 the Australian Bureau of Statistics (ABS) produced a detailed comparative study of its own sport participation surveys and the surveys produced by Sweeney and Associates, a private market research organisation. The ABS Study was titled *Sport Data on Participation and Attendance: How do Results from the ABS and Sweeney Research Compare?* This paper seeks to critically review the national sport participation surveys by discussing the findings of the ABS study, and examining the differences between the ABS and Sweeney survey results.

The primary difference between the ABS and Sweeney surveys centred on their methodologies. The ABS sampled 13,000 households with one informant being interviewed from each household. The sample covered all major cities, every state, and many rural regions. In all, 99% of the Australian population was represented in the survey. The data was collected over four quarters of one year, and covered adults over 18 years of age. The interviews were done face-to-face. In contrast Sweeney sampled 1500 informants from only Adelaide, Canberra, Brisbane, Perth, Melbourne, and Sydney. There were no informants from Hobart, Darwin or regional Australia. In all, about 62% of the Australian population was represented in the survey. The data was collected during December and January, and covered people from the age of 16 years to 65 years. The interviews were conducted over the telephone.

The framing of questions also varied between surveys. Whereas the ABS included 'walking' as a sport activity, Sweeney did not. Sweeney instead used a 'bushwalking and hiking' category. Sweeney divided gym activities into 'workout' and aerobics, but ABS used a single 'aerobics and fitness' category. Moreover, while ABS specified a 12-month time scale for participation, Sweeney did not. In addition, Sweeney provided informants with a list of 56 sport activities to assist their recollection of sport participation. The ABS showed informants a number of prompt cards with a sample of activities listed.

There were many significant differences between the survey results. For instance, whereas ABS say the participation rate for running is 4.8%, Sweeney reckons it is 20%. ABS say that 7.7 of adults play tennis, but Sweeney finds that the rate is nearer 24%. In general, the Sweeney participation rates for the 'top ten' sports are two to three times higher than the ABS rates. The Sweeney report concludes that 88% of Australians engage in regular physical activity, but the ABS figures indicates an activity rate of only 59%.

A number of specific conclusions emerge from this analysis of national surveys of sport participation. First, it is clear that the different methodologies for collecting the data can mostly explain the different sets of results. Second, the Sweeney data overstates the actual participation rates, whereas the ABS data understates them. Finally, it is crucial to recognise the weaknesses of both data sets when using the data to support an argument, proposal or policy.

ANALYSIS OF SPORT BROADCASTING DELIVERY SYSTEMS

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Todreas (1999) refers to broadcasting as having undergone three eras of development. The first era saw the introduction of the broadcast period between 1950-1975 in which the industry was developed with the input of a few major broadcasting networks. The second era emerged around the 1980s when cable (or subscription) services were introduced with an extension into cable and public/commercial operators dominated the field. The third era, referred to by Todreas as the digital era, commenced in the mid-late 1990s and is evolving at the present time with the introduction of new broadcasting services from within the confines of the technology sphere, as well as the emphasis on the importance of content providers. Each era has seen an evolution in the content and regulatory requirements associated with broadcasting where the basis of influence has shifted from high levels of control by the broadcasters to a greater influence of content creators and digital technology providers.

The era of digital broadcasting creates a significant focus on the core delivery opportunities and applications. A number of delivery system components can be identified and associated with sport broadcasting, all of which are having a significant impact on sporting organisations. Within the sports broadcasting environment these digital delivery systems are creating greater access and opportunities in terms of:

- The **delivery methods** available (Free-to-Air; Subscription [Pay / Cable]; Pay-Per-View [PPV]; Internet and; Mobile Services);
- The **delivery windows** that exist (Live; Delayed / Replay; Highlights; Archival / Video-on-demand [VOD] and; News [extended]);
- The **delivery regions** (International coverage; National coverage; Local coverage and; Narrowcast coverage);
- The **delivery services** (Public broadcasting services; Commercial broadcasting services; Specialist broadcasting services) and;
- The **delivery distribution mechanisms** (Terrestrial; Satellite; MMDS [microwave]; Cable; Wireless).

This paper describes each of the delivery system components identified above. The development of each component is addressed with respect to its relevance to major and minor sporting organisations from key perspectives. These perspectives include content and exposure applications, the revenue raising opportunities, and the sponsorship and advertising applications that emerge.

DEVELOPMENT OF AN ONLINE SPORT MANAGEMENT TEACHING SIMULATION – THE MODEL FOR INTERACTIVE DECISION-MAKING APPLICATIONS IN SPORT (MIDAS)

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On-line instruction primarily via the World Wide Web has evolved in recent years with Web-based courses now being offered by many disciplines in higher education (Weil, 2001). Many institutions now offer either an array of business units or their entire curriculum on-line (Phillips, 1999). The pedagogy of Web based instruction raises questions regarding the methods employed, the associated benefits, and the outcomes achieved. Bennet (2002) reiterates the thoughts of many authors (Brooks & Brooks, 1993; Duffy & Jonassen, 1992; Roblyer et al., 1997; Weiss et al., 2000; Wulff et al., 2000) in supporting a constructivist methodology as the framework for initiating on-line learning programs.

Experiential learning via on-line approaches is developing into a key educational method used in sport management curricula. This approach to teaching is used both to illuminate discipline-specific principles and to provide students with opportunities to apply theoretical principles to real-world management and marketing situations. The Model for Interactive Decision-Making Applications in Sport (MIDAS) is a project that seeks to enhance the professional decision-making capabilities of students through a computer simulation. Originating within the Deakin University Sport Management program, it develops the University's approach to on-line teaching. The purpose of this workshop is to demonstrate this on-line decision-making simulation through three distinct stages, with a key focus framed around sharing the on-line teaching experiences of the workshop attendees.

The first stage of the workshop will be to outline the concept and the ultimate development of the simulation. The initial focus of the project was centred on the sport management facility and event management unit, which is taught at both undergraduate and graduate levels on-campus within Deakin University. The development of a Web-based simulation in facility management initially involved developing a framework of overall unit delivery to incorporate six learning modules, each of which will be discussed in the workshop. The second stage will reflect on the student input through impressions gained arising from two student focus groups. The first group represented an undergraduate third year facility management class that undertook an initial two hour user acceptance testing process. The second group comprised a Masters class in facility and event management who worked through the modules over a six-week period. The group experiences were collated and reviewed. The third stage is to seek the input and experiences of other workshop attendees with respect to their involvement with experiential learning programs. The introduction of new interactive features coupled with the decision-making applications contained in this demonstration seeks to extend the generic approach to online cases. The approach reflects a desire to continue developing the field of sport management teaching into the future.

THE IMPACT OF WINNING ON CUSTOMER SATISFACTION, REPEAT PURCHASE INTENTION AND LIKELIHOOD OF PRODUCT RECOMMENDATION

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This study was concerned with assessing the impact of three different levels of seasonal winning on a number of consumer behaviour variables; customer satisfaction, repeat purchase intention and likelihood of product recommendation. The study was conducted within the context of the season ticket service of the National Basketball League (NBL).

A considerable body of research points to winning as an important independent variable in understanding the consumer behaviour of sport spectators. Some of this research concludes that winning plays a substantial role in spectator attendance (e.g., Branvold, Pan & Gabert, 1997; Greenstein & Marcum, 1981; Whitney, 1988). Other research points to the importance winning plays in spectator enjoyment (Wann & Schrader, 1997; Zillmann et al., 1979). However, no research could be located that specifically investigates the influence of winning on customer satisfaction, repeat purchase intention and the likelihood of product recommendation. Further, studies to date have typically operationalised winning as either game outcome or winning percentage. This paper argues that winning can also be operationalised on a number of different levels. Within the context of professional team sports played over a season there are (1) competition winners in the traditional sense (i.e., the grand finalists); (2) teams which win enough games throughout the season to qualify for the playoffs; and (3) teams which fail to qualify for the playoffs.

Self-administered mail questionnaires were distributed to 800 season ticket holders across 10 NBL clubs with 577 useable questionnaires being returned. Analysis of variance revealed that season ticket holders of grand finalist as well as play-off qualifying clubs experienced higher levels of customer satisfaction, repeat purchase intention and likelihood to recommend the season ticket service than season ticketholders from those clubs which did not make the playoffs. No significant differences were found between season ticket holders from the grand finalist club and the playoff qualifying clubs.

This research indicates that winning does influence the consumer behaviour variables of interest to this study and therefore does much in helping us come to a greater understanding of the sport consumer. Most important though, it demonstrates that a club which makes it to the playoffs may reap just as many benefits in terms of generating customer satisfaction, repeat purchase and product recommendation as the club which wins the grand final. It is recommended that clubs, particularly those with a 'win at all costs' mentality, consider the results of this research when contemplating the purchase of the highly expensive services of only the very best players and coaches.

THE INDUSTRY'S RESPONSE TO SPARC

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Exit Hillary Commission; enter Sport and Recreation New Zealand (SPARC). SPARC is the entity that was created as a result of the Graham Report, *Getting Set for An Active Nation: Report of the Sport, Fitness and Leisure Ministerial Taskforce* (2001). SPARC was formed following the merger of the Hillary Commission, the New Zealand Sports Foundation and the policy arm of the Office of Tourism and Sport.

In May 2002, SPARC announced its new name and on the 14th of June officially launched its vision and strategic direction (SPARC, 2002). A SPARC roadshow has commenced across the country, radio talk shows have broadcast public opinions, print media has interpreted and mis-interpreted, and sport and recreation organisations across New Zealand continue to speculate about SPARC. The organisation's statement of intent and key performance indicators are due to be released in late July.

This paper will present an overview of SPARC and a summary of the sport and recreation industry's response to this new entity. In August 2002, two months after the launch of SPARC, questionnaires will be sent to the seventeen regional sports trusts, eighty-five territorial local authorities/councils, and ninety-five national sport organisations. The questionnaires will investigate general knowledge of SPARC, opinions on early announcements of the strategic direction and vision of this new organization, and gauge the reactions to the published statement of intent and key performance indicators.

Anecdotal evidence suggests the industry has concerns over the discontinuation of the Community Sport Fund, a fund that has supported hundreds of sports clubs over the years. There has also been strong initial reaction to the announcement of seven priority sports, and some uncertainty over the lack of detail on how the promised increased public funds for sport and recreation will be prioritised and distributed. This paper will establish baseline data on the industry's initial response to the organisation with follow-up research proposed for 2003 to track the opinion trail one year later.

The paper follows on from the work of Ferkins (2001), when industry response to the Graham Report was investigated through interviews with key players in sport and recreation in New Zealand. Recommendations from the Graham Report included the disbanding of the Hillary Commission, and this paper will investigate the industry's response to the entity that was created as a result.

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Ministerial Taskforce on Sport, Fitness and Leisure (2001). *Getting Set For an Active Nation*. New Zealand Government: Wellington.

SPARC (2002). *Our Vision, Our Direction*. Sport and Recreation New Zealand: Wellington. (www.sparc.org.nz)

THE BOSMAN CASE – A REVOLUTIONARY DEVELOPMENT OR AN INCREMENTAL STEP IN THE TRANSFORMATION OF SPORT? EUROPEAN AND AUSTRALIAN PERSPECTIVES

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There has been a good deal written by sports lawyers, sociologists and economists about the *Bosman* case¹ and much of it with good reason. This has been due to the fact that within Europe, the *Bosman*² decision was seen as a major intrusion into the way in which things were conducted by sporting organisations in the sporting world. This intrusion was resented, especially by many sports governing bodies and clubs who supported a more "non-interventionist" approach by the legal system. The supporters of this "non-intervention" approach by the legal system argued that sport was different, sport had a social significance³, that the complex issues involved in sport were best understood by the sportsmen themselves⁴ and therefore, the courts should recognise those differences and not intervene. However, in Europe *Bosman* challenged that philosophy. Before 1996, Jean-Marc Bosman was a relatively unknown professional footballer in Belgium, but a professional in the multi-million dollar industry employing thousands of footballers. *Bosman*, like *Dennis Tutty's*⁵ High Court challenge in Australia before him, went to the European Court of Justice and challenged the fabric of sports governance and the power of clubs to determine a player's future as well as challenging sports' self regulation, autonomy and the power it exercises. The decision in favour of *Bosman* had widespread ramifications throughout Europe. According to many noted sports law academics, *Bosman* became "synonymous with football's own cultural revolution" and the name *Bosman* was seen as being "linked with economic disaster and the transformation from football as a sport to football as a business."⁶ The decision was thus considered by many in Europe to be a revolutionary development in sports governance and the involvement of the law in sport. In this presentation it will be shown that from an Australian perspective, *Bosman* would not be considered to be a revolutionary development but just another incremental step in the transformation of sport from a privileged, protected industry with its unlawful practices into a modern commercial enterprise, subject to national laws and economic realities.

¹ See for example, Morris, P et al, 'EC law and professional football: *Bosman* and its implications' [1966] 59 *MLR* 893; Bitel, N, 'After *Bosman* – they think its all over' *Sport and the Law Journal* [1996] 4 (1) 41; O'Keefe, D and Osborne, G, 'The European Court scores an own goal' [1996] *Int. J Comparative Labour Law and Industrial Relations*, 111, Gardiner, S et al, 'Sport and the Law' (2002) London: Cavendish

² For a full discussion of the *Bosman* ruling see *Union Royale Belge des Societies de Football Association ASBL v Jean-Marc Bosman* [1995] C-415/93, 15 December 1995

³ For a fuller discussion of the social significance of sport see Gardiner, S, Felix, A, James, M, Welch, R, and O'Leary, J, *Sports Law* (1998) London: Cavendish, 1-76 and 'The Balance Between the Game and the Money' a study commissioned by the Netherlands' Ministry of Health, Welfare and Sports (Sports Directorate)

⁴ In a cricket case involving ball tampering and where he refused to review a tribunal decision, the judge stated that he saw nothing complex about the issues of the hearing and was satisfied that they (the issues) were best understood by the cricketers. See *Hollooake & Anor v Western Australian Cricket Association & Anor* (1994) 11 WAR 423

⁵ *Buckley v Tutty* (1971) 125 CLR 353

⁶ See for example, Caiger, A and O'Leary, J 'A new rainbow: The promise of change in professional football' (2002) A reading provided by Anglia Polytechnic University in its International sports Law Masters course.

INTEGRATING SPORT SCIENCE SPECIALIST STRUCTURES AND SYSTEMS INTO SPORT ORGANISATIONS: THE EXEMPLAR OF THE BRISBANE LIONS

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This study adds to the literature in sport management by focussing on the people (human resource management--HRM) practices and units of a highly successful and innovative sport organisation. It breaks new ground by looking at the sport specialist units in sport organisations to disclose how these units must be understood. Whilst most organisational analyses focus on the organisational location and operation of the main management functions (finance, marketing, media relations, etc.), this study breaks out the box on the organisational chart, usually identified below the coaches, as "the team" or "athletes." Clearly more needs to be understood at this level of the sport organisation and how sport managers are to integrate these important non-playing human resources and practices.

Sport organisations have many unique features that differentiate them from other organisations in society. A key unique feature pertains to the people management aspects of identifying, obtaining, developing, and preparing athletes to deliver performances that are integral to the sport in question. For sport managers this means that they must have some understanding of sport science. First, to identify specialists such as exercise physiologists, flexibility trainers, nutritionists, physiotherapists, sport therapists, psychologists, running coaches, offensive and defensive coaches, skill coaches, strength coaches, and other specialists. Then they must integrate these specialists into specialised units in the sport organisation itself. It is in these fields that sport specific knowledge, skills, and abilities are required to further that organisation's effectiveness.

This study looks at the specialists, units, and systems that the Australian Rules Football (AFL) Club the Brisbane Lions employ. First, the specific specialists are identified and then the specialised units are located within the overall organisation. From this, an organisational chart and the connections between units provide a visual image of how these specialised units are integrated into the Lion's organisation. Then, the paper explores the systems in place that allow these specialists and the specialised organisational units to operate most efficiently (and arguably effectively). Data will be gathered through on-site visits, inspecting organisational documents, and through interviews with key organisational personnel (e.g., coaches, managers, sport specialists). The interviews will be semi-structured to allow for open-ended discussion of the people management philosophies, practices, structures, and systems identified.

The data derived will be compared to those generally associated with sport organisations in terms of people management and structure. However, much of the current literature on sport organisations looks at macro topics at the national level (e.g., Shilbury & Deane, 2001) and international level (e.g., Thoma & Chalip, 1996) or more generic human resource management topics (e.g., Frisby & Kikulus, 1996; Slack, 1997, pp. 231-252) and managing human resources (e.g., Doherty, 1998). There is, in fact, little research into the sport science specialised, specific units of sport organisations, even in dedicated books on the topic of human resource management in sport (e.g., Chelladurai, 1999). In other words, the focus has been on normal HRM topics and practices that any organisation would cover.

The Brisbane Lions at the time of writing are one of the top teams in the AFL. They are innovative of many specialised practices in preparing their athletes for competition. Some of these practices include cool rooms to counteract Queensland's climate, different flying arrangements for athletes to away games, use of oxygen during air flights, and saline drips during half time (which was deemed illegal, unethical, and subsequently banned by the AFL). These practices have been copied by other AFL clubs, which points to mimetic isomorphism occurring, a topic raised in the discussion of this case study.

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Slack, T. (1997). *Understanding Sport Organizations: The Application of Organizational Theory*. Champaign-Urbana, IL: Human Kinetics.

Thoma, J. E. & Chalip, L. (1996). *Sport Governance in the Global Community*. Morgantown, WA: Fitness Information Technology.

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