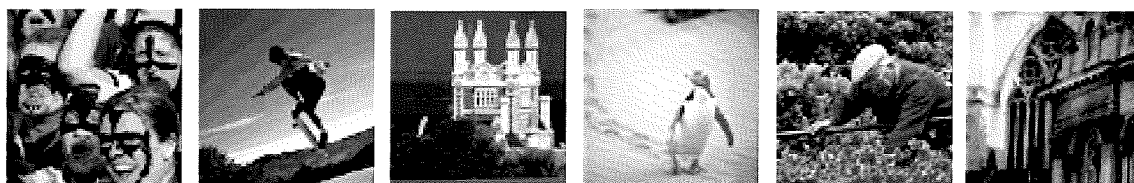
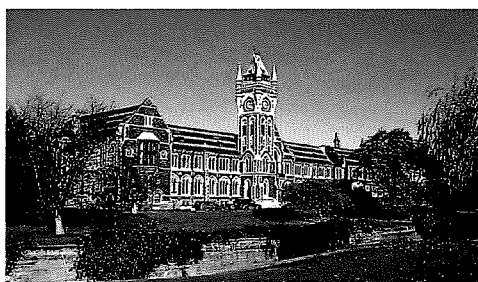


9th Annual Sport Management Association of Australia & New Zealand Annual Conference



PROCEEDINGS



**27 – 29 November, 2003
University of Otago
Dunedin, New Zealand**



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SMAANZ 2003 Conference Committee

Conference Chairman	John Guthrie	University of Otago
Convenor of Abstracts	Mike Sam	University of Otago
Convenor of Golf	Steve Sheppard	University of Otago
Conference Manager	Anna Guthrie	University of Otago

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	Graham Cuskelly	Griffith University
	Sheranne Fairley	Griffith University (Student Rep.)

<http://www.gu.edu.au/school/ist/services/smaanz>

Contacts

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Conference fax	479 8172	Attention SMAANZ
Phone messages	479 7697	

Registration & Information Desk

Wednesday 26/11	3.00pm – 6.00pm	CO 2.07 (2 nd level Commerce Building)
Thursday 27/11	8.00am – 6.00pm	CO 2.07 (2 nd level Commerce Building)
Friday 28/11	8.00pm – 5.00pm	Staff-room (2 nd level Commerce Building)
Saturday 29/11	8.00pm – 4.30pm	Staff-room (2 nd level Commerce Building)

PROGRAMME

Wednesday 26 November **SMAANZ Board meeting**
Commerce Division Board Room
CO 4.19/4.20 10.30am – 4.30pm

Thursday 27 November **Golf**
Transport departs Clyde Street @ 10.15am

Harbour Cruise
Transport departs Executive Residence @
1.30pm

Welcome Reception
6.00 – 7.30pm
Executive Residence, cnr. Clyde & Forth Sts.

Friday 28 November

8.30am

Conference Opening

Room 2.03

9.00 – 10.30

Concurrent Session 1

(Rooms 6.26, 2.03, 2.04, 2.07)

Room	Author(s)	Topic: Sport Policy
✓ 6.26	Piggin, J. <i>Univ of Otago PhD</i>	Managing challenges through the sport policy process
✓	Sotiriadou, K, Quick, S., & Shilbury, D.	Identifying the roles and interrelationships of sport development stakeholders in Australia
	Woods, T.	Keeping the law at arm's length: An analysis of the legal implications of athletic selection disputes

Room	Author(s)	Topic: Sport's Commodification and Commercialisation
2.03	Fuller, T, Skinner, J., & Edwards, A.	The commodification of the surfing industry in the Gold Coast region
	McKerrow, M., & Arthur, D.	The response of the Australian rugby union community to the commercialisation of the code
	Chiba, N., & Jackson, S.	Managing sport migration: The rugby player drain from New Zealand to Japan

Room	Author(s)	Topic: Consumer Behaviour
2.04	Voges, K., Pope, N., & Brown, M.	The effect of sport sponsorship stimuli on consumer perceptions of a cola brand
	Hsieh, L.-W., & Chen, M.-Y.	Exploratory consumer behaviour in athletic footwear: A measurement cross-validation by gender
	Murray, D.	Highly involved customers of fitness centres: Is involvement a false construct in consumer behaviour research

Room	Author(s)	Topic: Sport Management Curriculum 1
2.07	Wiersma, C., & Bradbury, T.	Job ads: A pragmatic look at competencies
	Bradbury, T., & Wiersma, C.	Academia and industry: Ever the twain shall meet???
	Dickson, G., & Zakus, D.	Determinants of sport marketing course content and the bias of corporate sport

10.30 – 10.45 Morning Tea

**Commerce Staff-room 2nd floor
Commerce Building**

10.45 – 12.15

Concurrent Session 2

Room	Author(s)	Topic: Governance
6.26 ✓	Ferkins, L., & Shilbury, D.	Theoretical foundations of contemporary sport governance: The partnership of research and practice
✓	Rauter, E., Carroll, J., Booker, R., & Arthur, D.	The Australian Sport Commission's approach to improving the governance of national sport organisations
	Hoye, R.	Leader-member exchange theory and board performance

Room	Author(s)	Topic: Sport Fans
2.03	Pentecost, R., & Spence, M. T.	An empirical analysis of the effect of the Personal Fanaticism Scale (PFS) on motivations, involvement and future intentions
✓	Van Leeuwen, L.	Social identity – Club identity: The uniqueness of thoroughbred racing spectators
✓	Fairley, S.	Sport fan tourism: Motives and experiences

Room	Author(s)	Topic: Event Sponsorship
2.04	Birks, D., Dawson, P., Tomlinson, P., & Murray, S.	Organising and managing sponsorship for a major sporting event: Lessons from the Manchester Commonwealth Games, 2002
	Hsiao, C.	Event sponsorship: Spectator perceptions at the Athletic Games of Taiwan
	Jiang, K., Chadwick, S., Thwaites, D., & Jin, J.	Insights into the role and application of corporate sponsorship in Beijing's bid for the 2008 Olympic Games

Room	Author(s)	Topic: Sport Management Curriculum 2
2.07	Emery, P., King, L., & Marchal, S.	Building educational bridges with professional sports clubs in the UK
	Santomier, J., & Hogan, P	Noetic partnering with students using sport industry-based problems in the teaching/learning process

12.15 – 2.00pm

Lunch @ mystery destination
Buses depart from Clyde Street entrance
@ 12.25pm

2.00 – 3.00pm

BRIDGES WORKSHOP – Room 2.03
Workshop leader: Hans Westerbeek
(Drinks vouchers for evening function issued at this workshop)

2.45 – 3.30pm

Tea/Coffee “to go” available in staff-room

3.00 – 4.30pm

Concurrent session 3

Room	Author(s)	Topic: Sport Management and Gender
6.26	Daley, S.	The sports manager, the print media and the representation of elite female athletes – a learning approach
	Lamb, D.	An exploratory and thematic approach to the study of gendered participation in understanding experiences of sport and leisure
	Brown, S., Otago, L., & Swan, P.	Women in sport leadership roles: Can women’s sport leadership grants make a difference

Room	Author(s)	Topic: Sport Tourism
2.03	Harrison-Hill, T., & O’Brien, D.	Regional sport events: Investigating the potential for sport, tourism and economic development through stakeholder relationships
	Dowell, R., & Arthur, D.	Off piste: Climate change and sport tourism management: Comparing views of skiers and snowboarders in New Zealand and Australian ski Fields
	Taylor, T., Toohey, K., & Lee, C.-K.	Post-terrorism impacts on mega sport events: The 2002 World Cup

Room	Author(s)	Topic: Managing umpires and officials
2.04	Cuskelly, G., & Hoye, R.	Problems in the recruitment and retention of sports officials
	Hanlon, C.	Umpire crisis in regional areas: Strategies to reduce the trend
✓	Kellett, P., & Shilbury, D.	Umpires as participants: Implications for recruitment, retention and management

Room	Author(s)	Topic: Professional Sport League Structures
2.07	Dickson, G., & Cousens, L.	The management of strategic change within federated networks: Tracks, archetypes and their application to the restructuring of professional sports leagues
	Booth, R	Trade of players and draft choices and competitive balance
	Davies, J.	Competitive balance in sport: Exploring the influence of international professional competition on national and provincial Sports

4.30 – 5.30

LECTERNS WORKSHOP – Room 2.03

Workshop leaders:

Matt Shank and John Guthrie

(Drinks vouchers for train trip issued at this workshop)

6.00

Early bus to LARNACH CASTLE

Departs Clyde St entrance to Commerce Building

6.30

MAIN buses to LARNACH CASTLE

Departs Clyde St entrance to Commerce Building

7.00 – midnight

**CONFERENCE BANQUET:
LARNACH CASTLE**

Saturday 29 November

8.15

**Team meeting (that's everyone!!):
Room 2.03**

8.45 – 10.15

Concurrent session 4

Room	Author(s)	Topic: Sport Sponsorship Models and Approaches
2.03	Birks, D., Dawson, P., Tomlinson, P., & Murray, S.	A generic model of sport-sponsor relations
	Simpson, L.	The sport sponsorship decision-making process of NZ small firms: A conceptual model
	Shaw, S.	Convention only? Critical approaches to sport sponsorship

Room	Author(s)	Topic: Organisational Dynamics and Performance
2.04	Chen, M. Y.	Organisational dynamics of non-profit sport organizations in Taiwan: An analysis using structural equation modelling
	Louis, M.	Organisational performance evaluation
	Westerbeek, H., & Smith, A.	A new approach to performance management

Room	Author(s)	Topic: Olympic Governance
2.07	Gilbertson, D.	'Olympism' in New Zealand: A case study of unity?
	Zakus, D.	Change and development of the International Olympic Committee: Structural and governance issues

10.15 – 10.30 Morning tea – Commerce Staffroom

10.30 – 12.00 Concurrent session 5

Room	Author(s)	Topic: Planning and Programmes
2.03	Lamb, D.	Developing a professional approach to the continued development of the sports coach
	Howat, G., Adamson, D., & Murray, D.	Strategies to increase female participation in rugby union in Australia

Room	Author(s)	Topic: Marketing and Media Relations
2.04	Craw, M.	A comparison of Australian sporting organisation's views of various aspects of internet marketing
	Chang, J.	Alliance or network? A comparative case study of cooperation between non-profit sport organizations and for-profit enterprises
	Turner, P., & Shilbury, D.	Equalisation of exposure associated with professional sporting league broadcast agreements

Room	Author(s)	Topic: Trends and Issues
2.07	Hughes, S., & Shank, M. D.	Examining the link between competitive intelligence and strategic planning in the sports industry
	Danylchuk, K. & Weese, J.	Special session on international trends in sport management: The Canadian Perspective
	Smith, A., & Westerbeek, H.	The radical future of sport business: Modelling the future of technology

12.00 – 1.00pm

Lunch

Executive Residence

1.00 – 2.30pm

TOWERS WORKSHOP – Room 2.03

Workshop leader: David Shilbury

2.30 – 4.00pm

SMAANZ AGM

CO 2.03

4.30

Transport to Dunedin Railway Station

Departs Clyde Street entrance @ 4.30pm

5.00pm

Taieri Gorge Train departs Dunedin Railway Station. Returns 1.00am.

A GENERIC MODEL OF SPORT-SPONSOR RELATIONS

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This paper develops a generic model of the various relationships that arise when firms engage in sports sponsorship. In doing so, our model primarily focuses upon the inter-relationships and the exchange of monetary and non-monetary values between the main actors involved: the sponsors, the sponsored (which may either be a sporting event, sports team or an individual athlete/player), the media and spectators/consumers.

The nature of the relations between these various actors is often complex. Whilst sponsors are an important part of funding for sport, this involvement is not costless for the sponsored. In return for their sponsorship, sponsors expect to receive (among other benefits) corporate hospitality and (close) access to the sport's main officials and athletes/players. An important issue is the 'strategic fit' between the sponsor's target consumers and the sport's spectators i.e. the extent to which the characteristics of the sponsor's target consumers match the characteristics of the sport's spectators in an actual and/or aspirational sense.. A 'close fit' may generate positive externalities for both parties, in terms of an enhanced brand image (and sales) for the sponsor and the possibility of future (higher) sponsorship revenues for the sponsored.

The extent of these externalities depends, in part, upon the portrayal of the sport by the media (see also Meenaghan and Shipley, 1999). However, whilst the media are attracted to covering sport in order to generate higher (media) ratings, the extent to which this coverage enhances a sponsor's image also depends upon the sponsor's own relationship with the media. In this respect, we note that sport sponsorship can have an adverse effect upon the media's regular advertising income and may also compromise public broadcasting guidelines. Tensions may also arise between all parties, when a sponsor's immediate product market rivals place media advertisements that surround the coverage of the sporting event/team or athlete – a tactic known as 'ambush marketing'. Indeed, it is often the case that sponsors have to leverage their sponsorship through traditional marketing forms (Meenaghan, 1983; Otker, 1988).

Our paper considers these issues in further detail by drawing upon examples from individual and team sports and sporting events. We conclude that it is only through a full understanding of the various interplays between the main actors, can the relationship between sport and sponsorship be successfully managed.

**ORGANISING AND MANAGING SPONSORSHIP FOR A MAJOR SPORTING
EVENT: LESSONS FROM THE MANCHESTER COMMONWEALTH GAMES,
2002**

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‘Manchester has made its mark and changed the Commonwealth Games forever and every country will learn. Manchester has shown how you can get a job done on time, on budget and successfully. Its been a community event as well as an international event’.

Steve Bracks, Premier of Victoria

(Quoted in ‘Lessons Learned: Review of the 2002 Commonwealth Games in Manchester for DCMS, Sport England and Manchester City Council’)

In this paper, we explore the interrelationships between the various parties involved in the sponsorship of a major sporting event. We do so by considering the recent experience of the Commonwealth Games held in Manchester, 2002. The Games are the second largest multi-sport event in world sport (after the Olympics) and sponsorship has become an increasingly important source of income. The Manchester Games generated in excess of £55 million in commercial revenue (double that of previous Commonwealth Games), with sponsorship income being considered as highly successful in terms of revenue generation, especially when set against the context of the worst media recession for some years.

Based upon 10 qualitative exploratory interviews, we reflect upon the experiences of representatives from the Manchester Game’s event management team, two major sponsors, the main broadcasters (including 4 interviews with television producers from the host broadcaster, the BBC) and the marketing team of the City of Manchester. We consider a range of issues including how sponsors were identified and approached, the nature of these negotiations and the nurturing of relationships between the main parties. We particularly examine the relationships between sponsors and broadcasters, evaluating what value broadcasters may get from sponsors, and how sponsors manage ‘broadcaster relations’ to support their sponsorship, PR or advertising activities. We also consider what ‘strategic fit’ could mean in event sponsorship, given the array of relationships that have to be developed and nurtured. This exploratory work will continue with further interviews with broadcasters, managers and researchers from the previous Commonwealth Games in Kuala Lumpur and the forthcoming games in Melbourne. This work will help to form a more focused research agenda that links relationship management to the notion of strategic fit and that links sponsor/broadcaster relations to concepts of integrated marketing communications.

TRADE OF PLAYERS AND DRAFT CHOICES AND COMPETITIVE BALANCE

Ross BOOTH

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Sports economists such as Fort and Quirk (1995) argue that in professional team sports leagues in the US, if team owners try to maximise profits, unbalanced trades of draft choices and players can provide a substitute for cash sales of players and therefore also undermine the effectiveness of a player draft in increasing competitive balance (evenness of competition).

This theoretical paper extends the authors' model by analysing the effect of cash sales and trades in a league where team owners are win maximisers (that is, try to win as many games as possible subject to breaking-even financially), such as in the Australian Football League (AFL) where clubs are member-owned. In these circumstances, cash sales will undo the effects of a player draft only if wage levels are relatively high, and then only partially.

Where the cash sale of player contracts is banned, it is shown that if wage levels are relatively high, unbalanced trade of player talent can act as a (partial) substitute for cash sales when team owners are either profit maximisers or win maximisers.

The role of a salary cap in preventing unbalanced trades is discussed, and whether the circumstances that would lead to unbalanced trades in a league of win-maximising teams should be of concern.

ACADEMIA AND INDUSTRY: EVER THE TWAIN SHALL MEET???

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Cindy WIERSMA, Auckland University of Technology, Auckland, New Zealand

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This research is a continuation of a study completed by Wiersma and Bradbury (2003) on core competencies required by sport managers as identified through job advertisements. The research identified core competencies required of candidates, and expected by employers, to gain a career in the sport industry. The next research question to be asked is: are academic institutions offering the course curriculum to provide these competencies to emerging sport managers?

To answer this question an email questionnaire will be distributed to members of three world-wide sport management associations, the European Association of Sport Management (EASM), the North American Society of Sport Management (NASSM), and the Sport Management Association of Australia and New Zealand (SMAANZ). The questionnaire will ascertain whether or not sport management programmes are teaching those competencies identified by Wiersma and Bradbury (2003). The data will be analysed via SPSS and content analysis.

Sport management researchers such as Zeigler (2002), and Masteralexis and McDonald (1997) support the view that a global consensus on physical education and sport management curriculum should be attained. This research will collect data to identify the composition of global sport management curricula. The results will provide a summary of these curricula and will identify the composition of a "best practice" sport management tertiary programme of study. Future research could be undertaken to ascertain whether a global consensus of the researched curricula can be made.

WOMEN IN SPORT LEADERSHIP ROLES: CAN WOMEN'S SPORT LEADERSHIP GRANTS MAKE A DIFFERENCE?

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For the past 25 years, affirmative actions have been implemented in an attempt to advance the status of women in sport around the world. Despite these efforts, there continues to be a serious imbalance in the number of women in sport leadership roles (Edwards, Skinner, & O'Keeffe, 2000; Ferris, 2000; McKay, 1997; Wensing, 2000).

Many barriers have been shown to inhibit women either succeeding or choosing to engage in leadership roles in sport. Wensing (2000) identified a number of barriers faced by women in sports leadership roles in Australia and New Zealand. Men's established connections, discrimination by men, women's lack of networks and limited professional opportunities were all identified as major reasons for women's under representation in coaching and administration positions. Before the issue of gender equality for women in leadership and decision making roles can be addressed, there is a need to further understand what leadership actually means for women in sport in order to effectively direct policy and affirmative actions (Edwards, Skinner, & O'Keeffe, 2000; Ferris, 2000).

This three-year research project aims to gain a greater understanding of what role affirmative action through women's leadership grants has in the development of women's leadership in sport. It will also provide an insight into: leadership styles, traits, behaviours and values of women in sport leadership positions; identify key success factors and barriers that inhibit women to become leaders; and identify factors that attract and retain women in sport leadership positions. As this research project unfolds, it is hoped this knowledge will shape and direct future strategies to develop and increase women's participation as leaders in sport and contribute to the understanding of leadership theories in relation to women.

The first year of the research project has involved a review of seven women's leadership grant schemes delivered in Australia. The review focused on the types of activities funded and the outcomes of evaluations of the various grant schemes. Also a content analysis of reports and interviews conducted with the 12 recipients of the Sport and Recreation Victoria's 2003 Women's Sport and Recreation Leadership Grants Scheme has been undertaken. Three key themes have emerged from the findings: the grants have improved recipients' knowledge and skill level of sport management application; provided them with the opportunity to network and share experiences with other women in similar situations; and recipients had increased their levels of confidence to act as a change agent to improve opportunities for women/girls in sport and recreation.

ALLIANCE OR NETWORK? A COMPARATIVE CASE STUDY OF COOPERATION BETWEEN NON-PROFIT SPORT ORGANIZATIONS AND FOR-PROFIT ENTERPRISES

Jung-nung CHANG

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Given the difference in assumptions between for-profits and non-profits, this case-study research, by linking the transaction cost theory (Williamson, 1979; Bromiley and Cumming, 1993) and alliance- and network-related perspectives (Adler and Kown, 2002; Burt, 1992; Gulati and Singh, 1998; Halinen et al., 1999) as the theoretical basis, attempts to compare the cooperation models in two sport events jointly undertaken for years by two non-profit sport organizations and their sponsoring firms in Taiwan.

The China Motor International Gymnastic Cup was initiated in 1992 soon after Taiwan authorities relaxed customs restrictions on imported cars. Confronted with incoming challenges from abroad, China Motor Company, long protected under government policies, had no choice but to stage transformation by making competitive cars. To promote its new image, China Motor, in consideration of the similar characteristics of "strength" and "beauty" featured by both gymnasts and limousines, offered to cooperate with Chinese Taipei Gymnastics Association to jointly host the international gymnastic cup annually. Under the title sponsor strategy, the dyadic alliance over the years has proved successful in making China Motor's limousines some of the most popular in Taiwan.

In contrast, the cooperation in the High School Basketball League between the Chinese Taipei School Sport Federation and Nike was initially carried out on an event-by-event basis under the market mechanism. Their relations became a dyadic alliance after they joined efforts in 1997 to strategically promote star players in an aim to appeal to young idol-chasing fans. Such strategy later attracted other heterogeneous firms such as mobile phone producers to sponsor the games. As a result of network externalities, the cooperative ties later evolved into an embedded network bringing Nike, media, government authorities, consumers and other sponsoring firms onto a value co-production (Ramirez, 1999) platform after the federation managed to reinforce its network centrality with fair, transparent refereeing and a player-evaluating mechanism.

Based on in-depth interviews and related secondary data, this initial study has sought to develop a conceptual framework with normative propositions for sport groups wishing to gain increased autonomy in cooperation with commercial firms. With cooperation models as the unit of analysis, resource-integrating capability is found to be the key driving force behind the success of the collaborative endeavor. Expertise, previous cooperation experience, network ties, information transparency and complementarities in resources and capabilities are identified as constructs positively associated with resource integrating capability, which in turn leads to increased network centrality for the focal non-profit sport organization. Future research can operationalize the constructs underlying the propositions and develop more concrete hypotheses to empirically test for the generalizability of the developed framework.

ORGANIZATIONAL DYNAMICS OF NONPROFIT SPORT ORGANIZATIONS IN TAIWAN: AN ANALYSIS USING STRUCTURAL EQUATION MODELING

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The importance of organizational behavior (OB) theory development has been widely discussed in the literature (Mullins, 1999; Robbins, 1998; Williams & Hazer, 1986). Sport management scholars have also completed a volume of applied research for sport organizations (Chelladurai, 2001; Combs, 2000; Doherty, 1998; Li, 1993; Scott, 1997). Organizational dynamics are not only concerned with the factors that influence communication and interaction between members, but are also concerned with other forces in the physical, social, and cultural environments that influence these patterns and interaction. Thus, such studies can be very useful for organizational development and change. However, research is rarely found in which the focus has been to build a theoretical model for the phenomenon of OB for the nonprofit sport organizations (NPSOs) in Taiwan. Also, there are few studies that have addressed the relationships among the factors of organizational dynamics (e.g., personal characteristics, leadership dimensions, organizational size, or organizational outcomes) for the NPSOs in Taiwan. The purpose of the study was to address the organizational dynamics of (NPSOs) in Taiwan based on the conceptual frameworks of Williams and Hazer (1986), and Doherty (1998). This study constructed and tested a linear relationship model from the latent variables of personal characteristics, role conflict and ambiguity, perceived leadership dimensions, organizational size to explain the NPSOs outcomes which include members' job satisfaction, organizational commitment, turnover intention, and organizational effectiveness. In addition, the study examined the fit of the model assumed to underlie the organizational dynamics independently for male and female members of NPSOs in Taiwan. Three hundred fifty-two members of NPSOs in Taiwan completed the survey for a total return rate of 70%. Of the 352 NPSO members, 177 (50.3%) were male members and 175 (49.7%) were female members. The current participants ranged in age from 22 to 65 years old ($M = 36.08$, $SD = 9.27$). The results of structural equation modeling (SEM) analysis revealed that the modified organizational dynamics model provided a close model fit to the NPSO members in Taiwan. The results of SEM analysis revealed that the modified organizational dynamics model provided a reasonable model fit to the male and female NPSO members in Taiwan. In summary, the findings revealed that personal characteristics, role conflict and ambiguity, perceived leadership dimensions, organizational size significantly explained the NPSOs outcomes in Taiwan. This present study will help to direct those future efforts in the area of sport management as well as the theoretical development of organizational behavior in the sport management field.

MANAGING SPORT MIGRATION: THE RUGBY PLAYER DRAIN FROM NEW ZEALAND TO JAPAN

Naoki CHIBA and Steven JACKSON

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Increasing globalisation has led to a variety of changes to and pressures on contemporary sport organizations (Donnelly, 1996; Harvey, Law & Cantelon, 2001; Silk & Jackson, 1999). One particular consequence of globalisation has been the rising number of players who migrate from their home country to work/play in foreign countries (Bale and Maguire, 1994; Lanfranchi and Taylor, 2001). This problem has been especially significant within New Zealand rugby. Many New Zealand rugby players and coaches have recently moved to Britain, France, Italy, and Japan (Howitt and Haworth, 2002). These layer drains may have long term consequences in relation to retaining top players and by default, top level competition within the New Zealand Rugby Football Union (NZRFU). This study focuses specifically on the case of New Zealanders migrating to the Japanese Rugby Football Union.

In 2002, there were 98 foreign players in the first/second division of Japanese Rugby Football. Of these, almost half (48 players) were New Zealanders. Some players like Andrew McCormick or James Joseph were selected for the Japanese Rugby team in the 1999 World Cup Tournament. The migration of these players raises at least two key questions: (1) Why were New Zealanders attracted to go to Japan to play rugby? (2) What differences, conflicts and surprises did they encounter between New Zealand and Japan and their corresponding rugby football cultures? This study aims to gain first hand knowledge about the characteristics, motivations and experiences of New Zealand players in Japan. The study involved individual interviews with three New Zealanders who played for the All Blacks and were members of corporate teams in Japan in order to gain in-depth knowledge of the phenomenon. The content of the interviews included their migratory motivation, issues related to national identity, nature of the contracts with Japanese corporate teams and the differences of rugby football culture between New Zealand and Japan.

The preliminary results indicated that players were motivated by attractive contracts and the opportunity to experience a distinctive culture. They indicated that there were many differences between New Zealand and Japan in terms of the systems and organization of rugby teams, human relationships and the methods of training. With respect to conflicts two New Zealand players who were of Pacific Island descent, felt some personal conflict in representing the New Zealand team.

A COMPARISON OF AUSTRALIAN SPORTING ORGANISATIONS VIEWS OF VARIOUS ASPECTS OF INTERNET MARKETING

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This study compared Australian sporting organisations' (ASOs) views of various aspects of Internet marketing. Local, state and national level ASOs (with web sites) were represented in this study and were defined as not for profit, limited by guarantee, proprietary limited companies. The ASOs were all member organisations of the Australian Sports Commission (ASC) - an Australian federal government funded agency whose role is to oversee, guide and support sport participation in Australia. The study was motivated by the growing appeal of the use of the Internet for the purpose of profit (Pope and Forrest, 1997; Johns, 1998).

One hundred ASOs were proportionally clustered into three regions: (1) South East region (Victoria and Tasmania), (2) North East region (New South Wales, Queensland and the Australian Capital Territory and, (3) the West region (South Australia, Western Australia and the Northern Territory). Clustering of ASOs by region provided data that enabled comparison to be made, thus providing an insight into Internet marketing according to the geographic locale of ASOs. Descriptives, ANOVA and Scheffe using critical alpha of .05 were used for the analysis of the data. Sixty-seven ($n = 67$) respondents completed the survey.

Of the 98 items in the survey (provided in a 4Ps framework), statistically significant differences were found for 49. Of the 49 12 were in the South East Region, 19 were in the North East region and 18 were in the West region. Noteworthy comparisons of differences revealed the following:

The **South East region** were more likely to generate revenue from advertising via the Internet, more likely to offer merchandise for sale in the future via the Internet, prone to spending more money for Internet marketing, much more likely to receive less revenue than cost for Internet marketing and more likely to conduct forms of gambling such as Fantasy Sport.

The **North East Region** were more likely to have team /league Internet marketing web sites, more likely to charge subscription fees to its online customers, prone to believing that other ASOs are profiting from Internet marketing and more likely to avoid using a tactical approach to its Internet marketing.

The **West region** were the youngest in years online, more likely to not increase spending on its Internet marketing, more likely to use its web site to market a high profile athlete and are more likely to use the Internet to sell tickets to sporting events.

The study offered some tangible representations about the use of Internet marketing for ASOs and the information should be used to assist new-adopters of Internet marketing (those ASOs who do not yet have an online presence) and early-adopters of an Internet marketing presence (those ASOs that already have a web site), to update, re-develop, and/or re-implement an online marketing tool. Also, sporting organisations (including new and early adopters) who are located outside of Australia and have a similar infrastructure of administration to ASOs, should use this study as a point of reference.

PROBLEMS IN THE RECRUITMENT AND RETENTION OF SPORTS OFFICIALS

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Recent research by the ABS (2001, Cat. 6285.0 Involvement in Organised Sport and Physical Activity) has revealed that the number of officials (referees and umpires) in sport has declined 26% since 1997. However, the reasons for this decline are unclear. ASC research (2002) and anecdotal evidence suggests that harassment of officials by players, coaches and spectators may be one of the reasons that the number of sports officials is declining. The ASC (2002) survey found that 78% of respondents had witnessed abuse of sports officials and 83% were of the opinion that not enough was being done to reduce or eliminate such abuse. In response to these problems, during 2002, the ASC conducted a series of forums called "A fair go for officials". Some sporting organisations have also responded to declining numbers of sports officials by developing and implementing their own programs. A prominent example is the AFL's program entitled "We're not playing for sheep stations". Abuse and harassment may not be the only reasons that the number of sports officials is declining. Other reasons may include lack of support from sport organisations, lack of clear career paths for officials in sport or other organisational, cultural and social issues. Little research has been conducted in this area, despite evidence of the declining numbers of officials in sport.

This research uses the Sport Commitment Model (Scanlan et al., 1993) as a theoretical framework. It examines social constraints, sport enjoyment, personal investments, involvement opportunities and involvement alternatives in relation to commitment to sports officiating. This paper will report the results of a study conducted on behalf of the Australian Sports Commission that identifies the nature, extent, and cause of the problems associated with the recruitment and retention of sports officials in a selected number of sports. The paper specifically compares the practices of National and State sport organisations about recruitment and retention issues with the perceptions of practicing sports officials. The paper concludes with a discussion of recommendations aimed at addressing issues of common concern in the recruitment and, in particular, the retention of sport officials and makes recommendations for further research.

THE SPORTS MANAGER, THE PRINT MEDIA AND THE REPRESENTATION OF ELITE FEMALE ATHLETES – A LEARNING APPROACH.

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In a post feminist era the dilemma facing sports managers today is how to promote their female athletes physical ability while at the same time presenting appropriate images of their femininity and sexuality. There is no easy answer to this problem. "Damned if they do, damned if they don't," describes the dilemma facing female elite athletes, and their sports manager in determining how best to present themselves publicly.

Professional sport requires professional management. Sport managers work in a highly competitive industry and part of that involves winning sponsorship dollars from major corporations; an area closely related to the securing of media coverage. Sponsors are attracted to sports teams and athletes who command media interest. Therefore within the sports industry there is a need for sports managers with a comprehensive understanding of both the media and sponsorship. The representation of elitewomen athletes is a particular challenge because many want an image that promotes their athleticism while still maintaining their femininity.

ALPHA is the first Greek letter of the alphabet and is often used to describe something new and original. This research centres on the development and trial of a new media evaluation tool. The ALPHA (analysis of text, location, photographs, headings of athletes) media analysis model provides sports managers and students with a comprehensive tool to analyse, evaluate and understand the current level of media coverage of their particular sport over a period of time. Application of the model was tested on newspaper coverage of elite female sports during the Olympics and a non-Olympic period. The research illuminated key issues relevant to the media coverage of elite female athletes. From the results teaching boxes have been developed in order to illustrate how use of this tool can enhance the education of sports managers.

While this research showed that there had been some improvement in the amount of media coverage given to elite female athletes, there is still a need for sports managers to work towards improving the quality of that coverage. The ALPHA media analysis model provides sports managers and athletes with a means to make informed choices because they can effectively evaluate media coverage. As such this research adds to the overall development and professionalisation of the sports industry.

SPECIAL SESSION ON INTERNATIONAL TRENDS IN SPORT MANAGEMENT: THE CANADIAN PERSPECTIVE

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Sport management continues to grow as an academic area in North America and around the world. The results of Stier's (2002) survey revealed that 202 programs existed internationally—166 undergraduate, 119 master level, and 36 doctoral level. The vast majority of programs are offered by American institutions and 12 are offered by Canadian universities. There has also been an expansion in the variation and types of course offerings that are available within these programs. Universities have been forced to hire sport management professors at unprecedented levels to meet the demand for this popular and growing area of study (Weese, 2002).

This session will provide an overview of the sport management curricular programs in Canadian universities as well as the issues and trends facing these programs. The results of a survey conducted of the 12 Canadian universities offering a sport management curriculum will highlight the diversity in how sport management is taught throughout the Canadian university system. As well, ideas gathered at a NASSM workshop to address the primary areas of concern of the sport management personnel at these 12 universities will be presented. For example, in spite of the growth of sport management as an academic area of study in Canadian universities and within the academy, some programs have recently been eliminated and others are fighting for their survival. This situation can be attributed to various factors, such as the challenges of faculty recruitment and retention, and a lack of understanding for the area and/or an under-appreciation for the field of study. A second area of concern facing sport management programs relates to the impact of the double cohort in Ontario and the Echo Boom, mostly felt in Alberta, British Columbia, and Ontario. Unique strategies in the delivery of sport management programs are currently being utilized to address these demographic realities. Universities offering graduate sport management programs are also facing special challenges of their own, such as insufficient number of faculty members to teach in the programs, faculty having extensive undergraduate responsibilities, too few or too many sport management students, competitive research funding for graduate students, and limited opportunities for cognate courses. Faced with these challenges, faculty members require time to renew and recharge through vehicles such as sabbatical and educational leaves, exchange programs, visiting scholar programs, and conference travel.

**COMPETITIVE BALANCE IN SPORT: EXPLORING THE INFLUENCE OF
INTERNATIONAL PROFESSIONAL COMPETITION ON NATIONAL AND
PROVINCIAL SPORTS – THE CASE OF NEW ZEALAND’S NATIONAL
PROVINCIAL CHAMPIONSHIP OF RUGBY**

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The paper outlines an attempt to assess alternative measures of competitive performance and competitive balance in one of New Zealand’s elite football competitions – the National Provincial Championship of rugby. The study spans the introduction of professionalism to rugby, and provides a unique opportunity to assess associated changes in competitive balance.

THE MANAGEMENT OF STRATEGIC CHANGE WITHIN FEDERATED NETWORKS: TRACKS, ARCHETYPES AND THEIR APPLICATION TO THE RESTRUCTURING OF PROFESSIONAL SPORTS LEAGUES.

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Researchers are concerned with the development and performance of many forms of interorganisational network (Gulati & Garguilo, 1999; Oliver, 1990; Podolny & Page, 1998). Professional sports leagues are often structured as federated networks (Provan, 1983). The inclusion and exclusion of affiliates is one of the most important strategic level decisions required of a federated network's management (Dickson, 2000). The restructuring of a professional sports league is an ideal opportunity to study how federated networks bring about this type of change to their configuration. Greenwood and Hining's (1988) suggested that concepts of 'tracks' and 'archetypes' are central to understanding the change process. These concepts were utilised to challenge the notion that change is a linear process and to underpin a model of change within organisations that permits the temporal dynamic of change, as well as incomplete and abandoned efforts to change to be understood. Tracks help explore the direction of change as well as to explain the incidence and nature of change and the absence of change between archetypes. Archetypes refer to the ideas, beliefs, and values connected with structural and systemic attributes. Change occurs when an organisation moves away from one design archetype towards another. Existing application of the tracks concept to organisational change within the sport management literature has focussed on change within sporting organisations, as opposed to changes in the relationships between organisations. This research seeks to determine whether these concepts are effective in explaining efforts to bring about structural change to an interorganisational network structured as a federation. In doing so, the unit of analysis is shifted away from the individual organisation to the network. A preliminary review of the organisations affiliated with the premier Australian Football and Rugby League competitions within Australia since 1980 suggests that a variety of track types have been evident in the restructuring of these leagues. This suggests that tracks and archetypes concepts, though conceived to explain change within organisations, may be a useful framework in explaining change at the interorganisational level of analysis.

DETERMINANTS OF SPORT MARKETING COURSE CONTENT AND THE BIAS OF CORPORATE SPORT

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Determination of the appropriate content and context for a sport-marketing course (subject) is a function of many factors. Some of the more important determinants are the program (degree) within which the course is embedded, the extent to which the course may be embedded within a number of programs and the availability of other sport marketing or marketing related courses that the student has already accessed or is likely to access as part of their program of study. The extent to which these determinants exist and in what combination, suggest that there is difficulty in agreeing on the appropriate content for a sport-marketing course. In addition, there is often a bias within sport marketing courses and textbooks (Mullin, Hardy & Sutton, 1993; Pope & Turco, 2001, Shilbury, Quick & Westerbeek, 1998) towards the 'corporate sport' component of the sports industry, at the expense of the lower levels of the sport industry. Because sport-marketing courses tend to be contextualised within the corporate sport domain, it is feared that the content of these courses may not reflect the context and content knowledge necessary for students to best prepare for entry-level employment opportunities. The concern is that sport-marketing educators may be seduced by the mediated glitter of corporate sport and neglect the components of the sport system below the corporate sport level. In turn, these courses may inadequately prepare future professionals to work at this important level of sport. Sport marketing does not just occur in corporate sport organisations. It is important that the content and context of sport marketing courses reflect this. The purpose of this presentation will be to challenge audience members to reflect upon the content and context of their own sport-marketing courses and to share with the audience their approaches on how to best meet the learning needs of their sport-marketing students.

OFF PISTE: CLIMATE CHANGE AND SPORT TOURISM MANAGEMENT. COMPARING THE VIEWS OF SKIERS AND SNOWBOARDERS IN NEW ZEALAND AND AUSTRALIAN SKI FIELDS

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Snow quality, depth, duration of snow cover and diversity of the skiing terrain are important features of a destination for skiers and snowboarders. Greenhouse gases induced climatic changes will decrease the snow cover, depth and quality of snow, and impair winter tourism in most alpine countries. Hence for destinations dependent upon ski tourism for economic prosperity any impact upon the quantity and quality of the snow could have enormous effects.

Winters with little snow can be economically devastating to mountain communities and this paper presents the results of surveys of skiers and snowboarders conducted in Queenstown and Thredbo, both major winter sport tourism resorts in New Zealand and Australia respectively.

The research was undertaken to determine: i) whether skiers and snowboarders perceive that climate change could threaten skiing in New Zealand and Australia; ii) how skiers and snowboarders think they would adapt if there were more winters ahead with little natural snow; and iii) what skiers and snowboarders would consider as important when choosing a ski resort if there were more winters with little natural snow.

Research was conducted at the three major ski fields, Coronet Peak and The Remarkables, on the southern island of New Zealand, and Thredbo in Australia. Due to the information being sought and the sample size it was decided to gather information using a one sheet survey questionnaire which was distributed and collected by the author at "on-mountain rest houses" during food and refreshment breaks by skiers and snowboarders.

Results show that the majority of skiers and snowboarders are of the opinion that skiing in New Zealand and Australia could be severely affected by global warming. Lack of natural snow would have significant impact upon the destination choice of skiers and snowboarders surveyed, with many deciding to ski less often or travel overseas to ski. A small percentage would stop skiing altogether. The major factors that skiers and snowboarders would consider important when choosing a ski resort if there were more winters with little natural snow were lots of artificial snow, cheaper lift tickets and expansion lifts into higher terrain where there would be more natural snow. Factors that were perceived as less important included nightlife, fun activities and availability of non-snow activities.

The results of this study will be useful for alpine sports managers, commercial operators in ski resorts, tourism planners and government policy analysts in alpine regions when considering various strategies to adapt to climate changes.

BUILDING EDUCATIONAL BRIDGES WITH PROFESSIONAL SPORTS CLUBS IN THE UK

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Within the last decade, higher education in the United Kingdom (UK) has witnessed an educational revolution (Talbot, 1997; Taylor, 2000; Bennett, 2001). Ehrmann (1996) more specifically refers to the current triple challenge faced by most UK higher education institutions, namely to increase the 'accessibility' of high 'quality' education in 'cost-effective' ways. In practice, this has meant a rapid expansion of student numbers, greater levels of public accountability, as well as an increased focus towards the implementation of flexible student-centred and lifelong e-learning strategies (Taylor, 2000).

One relatively untapped niche in the sport management education market is that of professional sport, which is characterised by highly valued management attributes, such as competitiveness, determination, and accountability (SPRITO, 2003). Equally it is renowned for involving much free time and boredom (Seymour, 2002), considerable wealth, and even for the most successful of performers, providing a short-lived playing career. Directly after the playing career has ended, many professional sports performers endeavour to pursue a career in sport management; but where do they learn the knowledge, competence and skills to achieve this?

The purpose of this particular study is to determine the sport management educational needs of the regional professional sports club and performer; to identify key competences required of professional sports club managers; and to pilot e-learning communication methods with professional sport performers to enhance distance learning delivery and assessment. Using the professional sports clubs of North-East England as the population frame (7 sports clubs), the team sports of basketball, cricket, football, ice hockey and rugby union were invited to participate in this exploratory study. Adopting a case study approach for each club, the local environmental context was initially established via desk research and followed up by face-to-face interview with the person responsible for general recruitment and training at the club. The purpose of this recorded interview was to establish the professional sports club organisational background, culture, recruitment process and perceived education/training needs. General individual sport performer educational needs and e-learning communication methods were identified and piloted through interviewing three professional sports performers who were registered on the recently validated MSc Sport Management Distance Learning programme of study.

Since data is still being collected, no results and discussion can be provided at this moment in time. However, subject to acceptance, this presentation intends to introduce the project background, identify the professional sport club and performer education needs, and then summarise the key lessons learnt from this study.

SPORT FAN TOURISM: MOTIVES AND EXPERIENCES

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The literature on the consumer behaviour of sport fans predominantly focuses on attendance at home games, media viewership and licensed product purchases (Fisher & Wakefield, 1998; Jones, 2000; Kahle, Kambara, & Rose, 1996; Underwood, Bond, & Baer, 2001; Wann Melnick, Russell, & Pease, 2001). Limited research has focused on away game attendance or more specifically on fans who travel to follow professional sport teams to attend away games. Fans that travel interstate to follow sport teams devote a substantial proportion of their discretionary time and income to this activity. To gain a better understanding of this market, it is useful to understand the motives for travel, and the experiences had during the trip. This study examined the motives and experiences of six fan groups travelling interstate to follow their AFL team in the 2001 season. The researcher travelled interstate with each fan group, and collected data via participant observation and interviews with key informants. Results suggest that social components such as camaraderie and social support, and identification with the travel group are key proponents relating to both the motives for and experiences of interstate travel. Specifically, participants described their motivations and experiences in terms of the friendships and relationships formed as a consequence of being united by a common denominator (the team), or common goal (support for the team). Implications for marketing and for future research are discussed.

THEORETICAL FOUNDATIONS OF CONTEMPORARY SPORT GOVERNANCE: THE PARTNERSHIP OF RESEARCH AND PRACTICE

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Governance is an integral part of the practice of sport management. It is a necessary component of almost all sporting codes from club level to national bodies as well as government agencies, sport services organisations and professional teams around the world. For many involved in the sport industry, however, governance has been an invisible process - something that occurs as a matter of course. It is not until the organisation runs into difficulty that the spotlight is focused on this topic.

The significance of sport governance within the practice of sport management has not yet been fully investigated by sport management researchers. There are few empirical studies in the area (Hoye & Auld, 2001; Inglis, 1997; Shilbury, 2001). There is, however, a strong body of empirically-based knowledge available in other contexts such as corporate governance and non-profit governance that holds relevance for the management of sport organisations (Carpenter & Westphal, 2001; Chowdhury, 2001; Herman & Renz, 2000; Herman, Renz and Heimovics, 1997).

This paper will demonstrate the relevance of literature drawn from organisation theory, and corporate and non-profit governance for the study and practice of sport governance. In particular, it draws on critical concepts such as professionalisation, bureaucratisation, agency and stewardship theory, organisation effectiveness and decision making theory, to build a foundation for the study of sport governance.

This paper concludes that significant concepts (as exemplified above), provide relevance for sport management academics and practitioners because:

- they place governance in the context of an evolutionary pathway that is clearly documented, (organisation theory);
- they highlight the critical issue of ownership and stakeholder influence also relevant in the sport setting (corporate governance theory);
- they challenge the role of the board and organisation leadership in terms of organisation effectiveness and decision-making (non-profit governance theory).

Sport management practitioners and academics, in partnership, need to grapple with these aspects highlighted by the antecedent literature in our attempts to maximise the role of the sport board and the strategic management of the organisation.

THE COMMODIFICATION OF THE SURFING INDUSTRY THROUGHOUT THE GOLD COAST REGION

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It is evident that the sport of surfing has evolved as a commercial entity over the last 40 years (Booth, 1994, 2001). However, how surfing has evolved as a commercial venture over this period is a point of conjecture among authors (eg, Arthur, 2003, Booth, 1994, 2001; Lanagan, 2003; Young, 1983). In response to this conjecture, this paper will utilise postmodern theory in conjunction with a narrative research design to determine and explain the critical incidences that have been pivotal in the commodification of surfing throughout the Gold Coast region in Queensland, Australia. Data was collected through semi-structured interviews with informed members of the Gold Coast surfing community who have been involved or witnessed the commodification of the surfing industry throughout this period. This process allowed the researchers to gain first hand knowledge of the commodification process from a number of different perspectives. As an outcome, this paper provides new insights into the commodification process that has occurred in the surfing industry throughout the Gold Coast region. In doing so, it outlines the critical incidences that have contributed significantly to surfing now being viewed as a global business operation and not just as a sport.

'OLYMPISM' IN NEW ZEALAND: A CASE STUDY OF UNITY?

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This paper reports on the unifying impact and success of a participative-action-research method to the management of change in the Olympic Movement of New Zealand. The process attempted to re-organise around Olympic values - placing 'Olympism' at the core of the organisation. Process consultation reports are often opaque - in this case the actual data is provided. Newspaper reports of subsequent disunity identify a debilitating clash of ideals and explanations are offered. The change process is then compared to and extends the work of Kotter (1995). Implications of the process consultation are examined and lessons for intervention into sport organizations are stated.

UMPIRE CRISIS IN REGIONAL AREAS: STRATEGIES TO REDUCE THE TREND

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At the present time, there is a critical shortage of umpires in sport (Carter, 2002), but the situation is most severe in regional areas (Kemp, 2002). This shortage has been attributed, in part, to the continual abuse of umpires by aggressive coaches, players, officials and spectators (Sanders, 2003).

This paper seeks to first, examine what attracts umpires to regional sport leagues and second, analyse the strategies used to retain them. To achieve this aim, it is important to determine from those umpiring, what issues and pressures are evident with umpiring in regional areas, what attracted them and what retains them to umpiring. A series of focus group meetings were performed with retired and current umpires, representing regional cricket, netball, soccer and Australian rules football. Information was also gathered on the current and recommended strategies for attracting and retaining umpires, and the strategies tailored to cater for the regional environment.

As a result, this paper highlights the beliefs and pressures that influence people's decisions to undertake and remain umpires. In doing so, problems unique to umpiring in regional areas have been identified.

REGIONAL SPORT EVENTS: INVESTIGATING THE POTENTIAL FOR SPORT, TOURISM AND ECONOMIC DEVELOPMENT THROUGH STAKEHOLDER RELATIONSHIPS

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This project investigates how to maximize the development potential for sport, tourism and the local economy through small-scale regional sport events. Unlike sporting mega-events, where both the risk and potential are of immense proportions, small-scale sport events operate within the existing resource capacity of regional areas (Higham 1999). Regular season competitions, regional and national championships each attract sport tourists and excursionists and lead to economic and tourism benefits to the local region (Walo, Bull et al. 1996). At this scale, the potential for negative impact is minimal, however the sport and tourism development potential that these events offer, particularly through the enhancement of stakeholder relationships, remains largely unresearched. Through two case studies, this project is exploring these potentials.

Two small-scale regional events that attract active sport tourists were selected for the case studies. The sports, events and regional areas were chosen so that they offered points of contrast as well as similarities.

Two key data collection methods were employed. An expenditure and travel diary was provided to participants to determine the current economic and tourism impact of the events (Irwin, Wang et al. 1996; Sutton, Irwin et al. 1998). Interviews with key stakeholders were conducted to investigate the current relationships between the event organizers and the local community, government, tourism bureaus and the sport governing body (Chalip and Leyns 2002; Gibson, Willming et al. 2003).

Early findings illustrate that these small-scale events do bring tourism and economic benefits to the local host communities without great social impact. Indeed many local residents were involved in the sporting occasion as volunteers and spectators. However collaboration between the event organizers, local government, tourism bodies and sporting bodies was very much developmental. There also existed untapped potential for further development of the sports and of tourism associated with the events through expansion of these key stakeholder relationships.

STRATEGIES TO INCREASE FEMALE PARTICIPATION IN RUGBY UNION IN AUSTRALIA

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The continuing trend for fewer females to be involved in sport as they progress through their teenage years and beyond presents a major challenge to sports administrators. Especially challenged are those sports that are characterised by 'masculine' characteristics of physical power and body contact, such as the rugby codes. This research aimed to better understand the attitudes and behaviours of secondary school girls and women rugby players to generate strategies in order to encourage more females to become involved in rugby union.

The research utilised two major methodologies (a) focus group meetings of women rugby players ($n = 40$), and (b) a questionnaire administered to 12 to 17 year old girls ($n = 1144$) from nine schools throughout South Australia and New South Wales.

The issues, challenges and outcomes generated in focus group meetings of 40 female rugby union players from South Australia were compared to other research findings relevant to female participation in sport and recreation (eg Carle & Nauright, 1999; Chu, Leberman, Howe, and Bachor, 2003; Scraton et al., 1999; Thing, 2001). Major barriers to participation included: time use and family commitments; the importance of body shape, image, self-esteem, femininity and sexuality; and the fear of injury. In contrast, consistent with the "enrichment hypothesis" (Auster, 2001), reasons for participation in rugby included the strong social element and support from friends and family, along with feelings of empowerment and respect and the sense of teamwork.

The survey of secondary school girls identified clear trends for decreasing participation in physical activity and team sports with age. While 30% of respondents reported that they participated in contact sports either 'often' or 'very often', only 5.8% played rugby union, compared to almost 68% who had played touch. Over 63% of respondents felt that playing contact sport would be fun to play and exciting, almost 62% agreed that being part of a team was important to them, and 59% agreed that they would be willing to try a contact sport if they were taught the correct skills to avoid getting injured. The study found that, if changes or modifications (e.g. no tackles, less contact) were implemented to rugby union, 25% of the New South Wales respondents would consider playing rugby compared to 14% of the South Australian respondents. Accordingly, there appears to be potential to increase secondary school girls' participation in rugby union if a modified game was developed that is perceived to be fun, exciting, offers positive social team interaction, and is seen to be safe.

Strategies to encourage more females to become involved in rugby include: (a) promoting the 'fun' and 'exciting' nature of the game, along with the benefits of team camaraderie, friendships, and feelings of empowerment from playing rugby; (b) promoting rugby as a game where sexuality is not an issue; (c) modifying women's rugby to reduce the impact of body to body clashes, especially at club level where there is often a vast body size and

skill disparity between players; (d) attention to the capabilities of coaches to teach skills to protect players, to promote teamwork, and to make training enjoyable; (e) introducing younger females and new players to the game via a progression from touch, through Walla Rugby and/or Austag; and (f) considering the frequency and length of training sessions as well as the scheduling of competitive games to take account of the time constraints and family responsibilities facing many women.

LEADER-MEMBER EXCHANGE THEORY AND BOARD PERFORMANCE

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The professionalisation of Australian voluntary sport organisations (VSOs) over the last 20 years has been well documented (Auld, 1997). The increase in government funding for Australian sport in recent years has enabled VSOs to employ paid staff with specific skills in management, marketing, coaching, and sports science, thus enhancing the capacity of VSOs to deliver services to their members. Increased expectations of accountability on behalf of government for the use of taxpayer funds by VSOs have accompanied these funding increases. Part of the increased accountability requirements has been an expectation that VSOs will engage in efforts to improve the efficiency and effectiveness of the governance of their organisations (Commonwealth of Australia, 1999). However, a report to the Standing Committee on Recreation and Sport (SCORS) identified as a major concern amongst the sporting community the "perceived lack of effectiveness at board and council level in national and state sporting organisations" (SCORS Working Party on Management Improvement, 1997, p.10).

One reason for this lack of effectiveness could be conflict over the leadership of the board between volunteer board members and paid professional staff. Utilising leader-member exchange theory developed by Dansereau, Graen and Haga (1975), this paper analyses the dyadic relationship between leaders (board chairs and paid executives) and members (volunteer board members) within the boards of Australian VSOs and their relationship with board performance. The paper specifically examines the relationship between the quality of leader-member exchanges and board performance within a sample of 34 Queensland State Sporting Organisations. The results showed that executives and board chairs perceived the quality of the relationships between themselves as significantly higher than their respective relationships with board members. Higher levels of board performance were associated with the perception of higher quality relationships for all three possible pairings of executives, board chairs and board members. The paper concludes with a discussion of the implications such results have for further research into relationships within VSO boards.

EVENT SPONSORSHIP SPECTATOR PERCEPTIONS AT ATHLETIC GAMES OF TAIWAN

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World-wide expenditures on sponsorship have grown from \$2.3 billion in 1989 to \$24.6 billion in 2001, a 12 per cent increase from 2000 (Cornwell, 1995; International Event Group, 2001). There is a 12-fold increase from the \$2 billion dollars spent in 1984 (Lyberger & McCarthy, 2002). It can provide many of the same benefits that are provided by other promotion alternatives (Hsiao, 1998). Sponsorship has been identified as an element of the marketing mix that responsibility, strengthens consumer identification and demand, provides avenues for product development and penetration, influences key publics, cultivates legitimacy and enhances corporate culture (Cousens & Slack, 1996).

Corporate sponsorship is becoming one focus of sport marketing and fundraising for sport marketers and scholars in Taiwan. Samaranch, pre-President of International Olympic Committee, said (1993) if there are no sponsors, there are no games. Collegiate Athletic Games in Taiwan was beginning in 1970. This study was an attempt to ascertain if corporate involved in sponsorship could improve product and brand awareness and image, and to ascertain if people attending a sport event could accurately identify the official sponsors.

Sponsorship recall and recognition methodology was used, and a survey specific to the spectators was developed. Respondents included 1420 people who identified themselves as spectators. The research instrument sponsorship Recall, Recognition and Benefit Questionnaire was administered. Descriptive statement t-test and one-way ANOVA analysis were utilized for data analysis.

Within the scope of this study, the following conclusions were derived; (a) Through intermediate measures can examine the effectiveness of sponsorship advertising. When effectiveness is measured, recognition can get a higher rate than recall in common. (b) More than 60% of the audiences showed high scores in "increasing corporate image", and "increasing corporate exposures", "increasing host image", and "increasing host exposures". And reported a high score in three dimension (Event Identification, Purchase Intention, Corporation Image & Awareness Identification) of sponsorship effects. (c) The background (games, gender, degree) of respondents will influence the recognition rates on sponsorship benefits.

EXPLORATORY CONSUMER BUYING BEHAVIOR IN ATHLETIC FOOTWEAR: A MEASUREMENT CROSS-VALIDATION BY GENDER

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Marketing communication is viewed as a central element of the sport marketing process. Researchers who study information acquisition and utilization have attempted to categorize or create typologies to discuss and explain how consumers use various sources of information in making decisions relative to the purchase of products (Chen & Gray, 2002; Murray, 1991; Vogt, 1993). Moreover, Buttle (1992) pointed out that purchasing is a scene in which gender-role orientations are enacted. Females and males have different pre-purchase behavior, level of purchasing involvement, and information processing strategies in different products. Because females and males often occupy different social roles, they are subjected to different social perspectives. Thus, females and males employ significantly different information processing strategies (Darley & Smith, 1995). Baumgartner and Steenkamp (1996) provided a two-factor conceptualization of exploratory consumer buying behavior in which exploratory acquisition of athletic footwear is distinguished from exploratory information seeking. Their model of exploratory buying behavior tendencies (EBBT) was based on the optimal stimulation level (OSL) theory that verified two dimensions: exploratory acquisition of products (EAP) and exploratory information seeking (EIS). The purpose of this study was to demonstrate a method to cross-validate the EBBT inventory by gender with LISREL 8.52 software. The use of linear structure relationships to test the invariance of the measurement across multiple groups has barely been considered in the area of sport marketing. The total participants of this study consisted of 398 high school students in Taiwan (159 female and 236 male; mean age = 16.39 years, $SD = .83$). Based on the results of 2-group confirmatory factor analysis (CFA), the EBBT scale does fit the female and male high school students in Taiwan. However, the factor loadings are not equivalent across the two groups. In other words, the finding suggests that some items of the EBBT might be operating in a different way for male and female adolescents in Taiwan. Furthermore, identifying the sources of variability from different groups in response to this exploratory buying behavior tendency measure should lead to further sport product information seeking researches. Consequently, future studies using the EBBT for athletic products should first confirm its factor structure for the specific samples employed before proceeding to test major research hypotheses.

EXAMINING THE LINK BETWEEN COMPETITIVE INTELLIGENCE AND STRATEGIC PLANNING IN THE SPORTS INDUSTRY

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Strategists have spent decades researching the link between strategy and performance. Fundamentally, an effective strategy helps a firm to successfully position itself in a market. Successful positioning requires the delivery of high value at a low cost. Superior positioning requires the delivery of the highest value at the lowest cost (Walker, 2004). Absent a successful market position, firms lack competitive advantage and ultimately will demonstrate lower economic performance. The central role that performance plays in the management of the strategic process is so influential that attempts at research which ignore this variable are not viable (Venkatraman & Ramanujam, 1986). The variety of performance metrics previously defined and utilized in prior research underscores the centrality of its role. Researchers have applied accounting based measures, market-based measures and a broader array of operational measures such as innovation and market share.

Despite the obvious link between strategy and the ultimate performance of a firm, fewer researchers have focused on identifying the link between strategy and the process that informs the informational foundation to the strategic process. Competitive Intelligence is this link. Competitive Intelligence has been defined as the transformation of raw data into information to support business decisions (McGonagle & Vella, 2002). Since the vast majority of the strategic process involves collecting data about the environment, industry, competitors and the company itself, we should anticipate that the link between strategy and performance is mitigated by the existence and subsequent quality of the Competitive Intelligence function itself.

The sports industry is a multi-billion dollar industry with far reaching performance consequences for organizations that fail to position themselves appropriately. According to Mason (1999), the sports industry provides a unique environment for marketing decisions and processes to occur in a number of markets and at a number of levels. Sports teams that fail to understand and adequately evaluate these multiple environments will find their economic performance diminished. Despite the industry's obvious size and economic impact, few examples exist of the use of competitive intelligence in this industry. Recently, the Boston Red Sox recently hired a baseball statistician to assist the player personnel department in making more effective decisions regarding possible player acquisitions. There are also several instances of teams hiring head coaches away from their direct competitors. However, beyond these few examples, little is known about the existence and extent of use of competitive intelligence in this industry.

This proposal is intended to first provide a theoretical framework to explain the interaction between competitive intelligence, strategy and performance. Additionally, the research will provide evidence from a survey of over 1,800 sports industry professionals to quantify the relationship between strategy, competitive intelligence and performance in this industry. Researchers will also discuss the practical implications of these findings for organizations that are seeking ways to enhance their competitive position and subsequently improve their economic performance.

INSIGHTS INTO THE ROLE AND APPLICATION OF CORPORATE SPONSORSHIP IN BEIJING'S BID FOR THE 2008 OLYMPIC GAMES

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Following a two-year official bidding process Beijing was awarded the right to host the 2008 Olympic Games. The bid attracted corporate sponsorship valued at up to \$15 million. Amongst the organizations sponsoring the bid were domestic Chinese corporations such as Legend Computer Systems and China Minsheng Banking Corporation, and international corporations such as General Motors and Proctor and Gamble. This paper has three main objectives: to examine the motives underlying corporate sponsorship of the bid, to establish the key management issues associated with sponsoring the bid and to determine the nature of sponsorship evaluation techniques that have been employed. The study draws primarily upon frameworks developed by Thwaites (1995), and Arthur et.al. (1998), that relate to the effective organization and management of commercial sponsorships. An e-mail questionnaire based upon these frameworks was sent in Chinese to each of the 28 sponsoring corporations. A total of 19 completed questionnaires were received (giving a 68% response rate).

The findings of the study indicate that domestic Chinese, Asian and other international businesses were keen to become involved in promoting the bid, in particular corporations operating in the electronics and consumer goods sectors. There appeared to be a range of motives underpinning corporate sponsorship of the bid, including marketing and media-related motives, although expected corporate returns were identified as being the primary driver. Such motives embraced an enhancement of relations with the Chinese government, improved public image in China and the demonstration of good corporate citizenship. Corporations identified the general public, government and potential customers as being the most important target audiences for sponsorship. In terms of managing their sponsorship of the bid, corporations indicated that senior managers had primarily been responsible for organizing and managing their relationship with the Beijing bid committee, and that public signage, advertising and public relations had been the most popular techniques used to leverage the sponsorship. At this stage, there appears to have been little formal evaluation of the effectiveness of sponsoring the bid. Nevertheless, a limited amount of agency-based and in-house evaluation has been completed, and the paper reports these findings. The paper concludes by highlighting some of the key differences between bid sponsorships and other forms of sponsorship and makes a number of recommendations about how to successfully organize and manage bid sponsorships.

UMPIRES AS SPORT PARTICIPANTS: IMPLICATIONS FOR RECRUITMENT, RETENTION, AND MANAGEMENT.

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Umpires are central to the core business of most organised sports; however, many sports are experiencing difficulties in offering their core product to potential participants because they cannot provide umpires. Recent pilot research by the authors has begun to address the management of umpires by considering umpire motivations in Australian Rules football. It has been found that umpires consider themselves as athletes, and umpiring as a team sport. Literature concerning umpiring focuses on the physiological capabilities, requirements, and capacities of umpires for a limited number of sports (e.g., Coutts & Raeburn, 2000; Garden, Tatnell, Deller & Khan, 1996; Pyne, 2000). As a result, training schedules and accreditation schemes, based purely on technical skill and knowledge have been developed. If individuals who umpire consume the activity as a sport, what are the implications for management strategies to assist in recruitment and retention of umpires? The purpose of this research was to advance a model of management for the sport of umpiring.

The study of sport consumption facilitates an analysis and understanding of the ways in which people construct their lives through their choices of activities (Csikszentmihalyi, 1981). Equally, it allows the development of insights about derivative program management strategies such as recruitment and retention (e.g., Green & Chalip, 1998). Research that examines sport activity choice has found that identification with sport subculture (Green, 2001), benefits sought (Manfredo, Driver & Tarrant, 1996), and perceived barriers (Backman, 1991) are influential factors in participant decision. Understanding how umpires are socialised into umpiring, the rewards they seek (and actually receive), and the difficulties they perceive would assist in designing, at the very least, future recruitment strategies.

This study examines dimensions that relate to recruitment, retention and management in the sport of umpiring in Australian rules football. Each level of football competition is supported by a corresponding association that represents their member umpires. Collectively, these associations form the pathway for umpire career development and advancement. The current study used a cross sectional approach which included representation from umpire associations at each level of competition (amateur rural and metropolitan, semi-professional Victorian state, and professional AFL). The largest association at each level of competition was chosen for maximum access to umpire numbers and experience. Three different categories of umpires (goal, field, and boundary), each with different roles and tasks, are required to officiate in each game of Australian rules football. Umpires from each of these categories were represented from each umpire association in the current study. A convenience sample of umpires from each of the associations was chosen to participate in the study. A total of 22 umpires were interviewed using a semi-structured interview approach. All interview data was transcribed verbatim and coded using NVivo software. Umpires described their consumption of umpiring in similar ways.

Seven common conceptual dimensions emerged regardless of category (goal, boundary or field) and level (rural, metropolitan, state or national level) of umpiring. However, the way in which umpires understood these dimensions was found to be different depending on level and category of umpiring. Sub-cultural understandings, rewards perceived and sought, and apparent barriers to umpiring were found to be different between levels and categories of umpires. The seven dimensions, however, are not necessarily supported by current training schedules, administrative structures, or organisational functions. As a result, umpires themselves have developed a social system of unspoken rules. These rules set up isolating boundaries and function to create a complex system of "insiders" and "outsiders". These boundaries were found to be vital for umpire recruitment and retention. Implications for inclusive systems for management of umpires, and sport organisation structures are discussed. The potential for greater integration of umpires within sport systems is also considered. These points of convergence, and divergence are discussed as key insights into development and design of a program of umpire recruitment, retention, and management.

DEVELOPING A PROFESSIONAL APPROACH TO THE CONTINUED DEVELOPMENT OF THE SPORTS COACH. (LESSONS TO BE LEARNED FROM A UK PERSPECTIVE.)

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In this paper I will explore the outcomes and consequences of the report published by the Coaching Task Force in July 2002 for the future of Sport coaching in the UK. Likewise in New Zealand, Stephens (2000) has identified the need to develop the professional role of the sport coach and more recently the Australian Sports Commission is staging a national conference in November 2003, to invest in the future of coaching (www.ausport.gov.au/events/coachesofficial03). The main objective of this conference is to develop a more coherent and strategic approach in developing professionalism in coaches. This is the same rationale used by the coaching taskforce, who as part of their work undertook a comprehensive review of Sports Coach UK. The main focus of their evaluation will be discussed in light of improved strategy, collaboration and recruitment.

At the pre Commonwealth Games Conference in Manchester, UK there was a general consensus amongst the conference participants and speakers that the structure of UK sport and consequently coaching was in need of a major restructuring and organisation. As a result, it was only a short while later that the Sporting and Recreation Division of the Department for Culture Media and Sport set up a Coaching Taskforce. This Taskforce along with Sports Coach UK (formally National Coaching Foundation) was charged with the responsibility to highlight the key issues in order to develop and implement a coaching system to be recognised as a model of good practice. (DCMS 2002)

In the second part of the paper I will discuss some of the key issues that have impinged upon the development of sports coaching in the UK. It is important to note that these issues impact at all levels of coaching. So in order to develop professionalism and strategy in this sector, we need to understand how and in what ways these issues impact at different levels of coaching. A number of factors and influences were identified, from coaching at the foundation level to the coaching of elite athletes (Sports Coach UK 1999) Many of these Coaching issues have been presented, discussed and explored at several major sporting conferences throughout the UK, focussing on three key areas as coaching education, coach development and coaching development.

In the third part of the paper a number of national and local coaching initiatives will be identified and discussed. These initiatives will then be critically evaluated to give the reader a more realistic insight into the realities of putting into practice the recommendations of the Taskforce.

In concluding, I will critically evaluate the major structural elements of NZ coaching, and projected strategies for the future based primarily on the work of the Hillary Commission and now SPARC. As a result I have been able to identify the key issues impinging on the development of coaching in NZ. Finally a number of suggestions will be presented to advance the continued development of sport coaching in New Zealand.

ORGANISATIONAL PERFORMANCE EVALTUATION: APPLICATION TO SPORT INFRASTRUCTURES

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In many Western countries, the sport environment has completely changed in the last 20 years. Today's sport facilities cope with economical and social pressures. One of the major changes is the generalisation of more control systems. The growing demands on public funds has led governments to require delivery of outputs and outcomes. This evolution yields new efficiency criteria that constrain sport facility managers to revise the range of services they offer. Organisations seen to be failing are in danger of losing both political and public support and also public funding.

In this disturbed context, one new challenge for managers is to find the most appropriate organisational design. The above mentioned challenge relies upon the link between two elements: performance evaluation and organisational design.

The objective of the study is to identify performance measurement approaches and systems to help sport infrastructures measure their performance and meet their strategic objectives.

The first part of this research is devoted to the elaboration of a performance model that allows sport facility evaluation and benchmarking. We selected the approach suggested by Kaplan and Norton. They called it the Balanced Scorecard because it reflects the balance between short and long-term objectives, between financial and non-financial measures, between lagging and leading indicators, and between external and internal performance perspectives. The problem that we face in developing and applying such a model is that the criteria used to measure performance need to be critical to the success of the organisation and are sometimes conflicting.

Secondly, the study was applied on Belgian sport facilities to highlight the existing link between some organisational parameters and facility performance. We analysed which factors can explain the variation of the performance scores.

Some organisational aspects explained the performance score and we insist on the importance to confront the performance level with structural, process, cultural and political characteristics. The research findings illustrate the recognition of the political environment and the limited measurement of performance applications to date. Public funded organisations face difficulties in implementing performance measurement systems. The sport facility management wish to invest directly in their activity rather than to measure their effectiveness. There is also a lack of definition of contribution to government social targets.

The consideration of different performance measurement approaches, frameworks and models available with particular reference to the Balanced Scorecard should lead to managerial recommendations in order to develop non-financial indicators to provide, along with financial indicators, a balanced view of the current and future health of the activity.

THE RESPONSE OF THE AUSTRALIAN RUGBY UNION COMMUNITY TO THE COMMERCIALISATION OF THE CODE

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The sport of rugby union has been seen as a fully sanctioned professional code only since August 27th, 1995 when SANZAR (a combined administrative body representing South Africa, New Zealand and Australia) was hastily formed to counter the insurgence of the World Rugby Corporation. The repercussions for the sport of rugby union were enormous, as it became a commodified, commercialised, entertainment product. Whilst a number of authors have called for research into the commercialisation of sport in general, Hutchins & Phillips (1999), in acknowledging the commercialisation of rugby union, questioned the response of the rugby community to the phenomena within their sport. This paper examines the various impacts that the commercialisation associated with professionalism has had on members of the rugby union community and the implications for the administration of the game. In addition to examining respondent opinion to commercialisation, this study investigated the effect of commercialisation on the behaviour of the rugby union consumer, the effect of team loyalty on opinions and behaviour, and the perceived relative importance of various stakeholders within rugby union. This was achieved via attitudinal measures within a questionnaire distributed to rugby union community members at both a metropolitan and a regional survey site. The findings suggest that commercialisation is acknowledged as a necessary evil by the majority of rugby fans but is viewed negatively by a small proportion of respondents. A small minority indicated that commercialisation had diminished their consumption of the game. The researchers recommended that in order to maintain the success and viability of the game, rugby union administrators must continue to monitor the attitudes and subsequent behaviours of rugby consumers to issues such as commercialisation, and ensure that commercial operations are appropriately balanced so as not to impact negatively on the spectator experience. The future survival of rugby union in the entertainment marketplace, whilst reliant on corporate support, relies also on the continued support of rugby union fans and supporters.

HIGHLY INVOLVED CUSTOMERS OF FITNESS CENTRES: IS INVOLVEMENT A FALSE CONSTRUCT IN CONSUMER BEHAVIOUR RESEARCH?

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A large body of literature exists intimating that customers that are highly involved with a product or service are more likely to be on-going users, positive advocates and demonstrate higher levels of behavioural loyalty to that product or service (for example, Houston and Rothschild 1984). This also appears to be the case for leisure or sport-based products or services, with studies by McIntyre (1989) and Houston and Rothschild (1984) suggesting the same types of consumer behaviours from customers highly involved in leisure pursuits.

However, a study of 208 fitness centre participants suggests that the link between high levels of involvement and the behaviour of consumers may not be as straightforward as generally accepted, specifically for highly involved fitness centre users. The study assessed customers' level of involvement using Laurent and Kapferer's (1985) Personal Involvement (PI) scale in addition to measures of consumer behaviour including: behavioural intentions, customer satisfaction, service quality perceptions and levels of customer advocacy.

Results were equivocal. On one hand, they indicated that highly involved customers at fitness centres did show some of the typical signs of consumer behaviour as has been found in previous studies. For example, highly involved customers reported significantly higher levels of overall satisfaction with the centre. However important differences to those suggested in the literature were also noted. For example, highly involved customers in this study were *not* significantly more likely to strongly recommend their centre to potential users, questioning the widely accepted link between customer advocacy and the level of involvement of the customer.

These findings suggest that many assumptions relating to the consumer behaviour of highly involved customers in leisure or sport settings (Havitz and Dimanche 1999; Houston and Rothschild 1984; McIntyre 1989) may need to be questioned. Of key importance for sports and leisure organisation managers is that these findings, contrary to the commonly accepted view held for some years, suggest that the level of involvement of the customer may not confidently predict their consumer behaviour. The implications of this are discussed further.

AN EMPIRICAL ANALYSIS OF THE EFFECT OF THE PERSONAL FANATICISM SCALE (PFS) ON MOTIVATIONS, INVOLVEMENT AND FUTURE INTENTIONS

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In 1995 sports was ranked the 11th largest market in the U.S.A. (Shannon, 1999). Though accounting for 69% of the \$US 24.6 billion global sponsorship dollar (Keller, 2003), relatively little is known about the effect of sports sponsorship as a marketing activity (Cornwell & Maignon, 1998; Speed & Thompson, 2000) and our insight into the sports fan is limited (Hunt Bristol & Bashaw, 1999). Thus, organisations involved in sports marketing need a more thorough understanding of how to segment sports fans as well as the resultant behaviours of specific sports consumers (Burnett, Menon, and Smart 1993).

Defining what is a sports fan and understanding their behaviours has clear practical import. To address this issue, using a sample of 201 attendees at an International Tennis Event, we: 1) created and tested a construct that captures level of fanship that can be easily adapted to other sport domains, thereby creating the ability to segment sport fans into three groups to improve targeting efforts; and, 2) tested the effect that level of fanship has on motivation, involvement and intention variables.

Factor analysis and Bartlett's sphericity test verified the convergent validity of the scale (Hair, Anderson, Tatham, and Black, 1998). High item-to-total correlations and Cronbach alpha established reliability (Hair, Anderson, Tatham, and Black, 1998). Significant ANOVA's and contrast tests followed by post hoc tests supported the tripartite segments developed (Stevens, 1996; Glass and Stanley, 1984).

Our overarching supposition was that linear relationships would exist between level of fanship and various latent factors (e.g., the more serious the fan, the greater the affective involvement); but that in not all cases would differences due to variations in level of fanship be significant. Between groups comparisons on psychological and behavioural factors that capture motivations, involvement, and intentions statistically supported our supposition. Findings also countered Mahony and Madrigal's (2000) notion of spurious loyalty, i.e., that attendance frequency could be weakly related to psychological commitment.

Implications and applications of the findings and areas for potential research are discussed.

MANAGING CHALLENGES THROUGH THE SPORT POLICY PROCESS

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Max Weber once wrote that every system attempts to establish and cultivate the belief in its own legitimacy (Roth & Wittich, 1978). Jones and May (1999) extrapolate this notion when stating that ongoing legitimacy of an organisation “will, in part, stem from the success of the organisation in presenting a public image of itself as a capable, trustworthy and acceptable service” (p. 119).

Presenting an organisation as capable, trustworthy and acceptable is a goal of all managers and policy makers. However, these factors are often negotiated and challenged over time between various stakeholders. This is readily apparent in the New Zealand sport and recreation sector today, where the recently constituted crown agency, Sport and Recreation New Zealand (Sparc) has received both criticism and applause from various stakeholders upon the release of their strategic planning documents.

This research will specifically investigate how such criticism is managed, guided by the following questions:

- 1) How does Sparc attempt to structure and change the beliefs of their members and those they affect?
- 2) How is Sparc, and Sparc policy challenged, resisted and negotiated by those they seek to influence?
- 3) How are contradictions and challenges to Sparc and Sparc policy managed?

Notions of dominance, power and negotiation are the central focus of this research. These issues will be explored through critical discourse analysis. Interviews and participant observation will also be utilized.

The research will focus on periods in which there is expected to be an abundance of challenge, resistance and negotiation concerning national sport policy, particularly with regard to policy implementation and elite sport.

THE AUSTRALIAN SPORT COMMISSION'S APPROACH TO IMPROVING THE GOVERNANCE OF NATIONAL SPORT ORGANIZATIONS

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In 1997, the Standing Committee on Recreation and Sport published a report on management reform in Australian sport. This report identified the governance of national and state sporting organizations as a key area that needed to be addressed in order to achieve improved performance by Australian sport organisations.

While governance is a broad and often misused term, in the context of this report governance referred to both the decision-making structures adopted by a sport and the practices of a governing board. In this regard, the report questioned the value of the traditional federal structure adopted by most sports, while also suggesting the need for boards to take a clear leadership role and adopt more business-like practices.

Since that time the Australian Sport Commission (ASC) has taken an active approach to improving the governance of national sporting organizations, particularly through its Management Improvement Program (MIP). The MIP provides assistance and support to national sporting organisations (NSOs) in relation to their structure, governance, management and strategic direction.

In addition to helping NSOs with governance education programs and governance reviews, the ASC published its own best practice guidelines for sport governance in 1998. More recently, the ASC funded the 2003 Crawford review into the structure, governance and management of soccer in Australia.

This paper outlines how the ASC's best practice guidelines were developed and describes its approach to improving the governance of NSOs. It concludes with some implications for tertiary educators in the field of sport management and for researchers in the area of sport governance.

NOETIC PARTNERING WITH STUDENTS USING SPORT INDUSTRY-BASED PROBLEMS IN THE TEACHING/LEARNING PROCESS

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Using sport industry-based problems and issues to promote the development of professional intellect in sport business students redefines the teacher-student relationship. It takes this relationship from the traditional instructional paradigm (universities exist to transmit information) to a learning paradigm (universities exist to produce learning). The learning paradigm (Barr & Tagg, 1995) focuses on a noetic (pertaining to the intellect) partnership between teachers and students, where the role of the teacher changes from primarily expert lecturer to designer of learning methods and environments, collaborator in learning, and empowerer of learning, and where the role of the student changes from passive recipient of information to active participant in his/her learning. Such a noetic partnership helps hone professional intellect in sport business students.

According to Quinn, Anderson, and Finkelstein (1996) professional intellect is comprised of four levels (of increasing importance) that are viewed as necessary to be developed in enterprises for economic competitiveness in a global economy. These levels are: cognitive knowledge (or know-what) which involves the basic mastery of a discipline; advanced skill (or know-how) which involves the ability to apply the rules of a discipline to complex real-world problems; systems understanding (or know-why) which involves having a deep understanding of the web of cause-and-effect relationships underlying complex problems; and, self-motivated creativity (or care-why) which consists of will, motivation, and adaptability for success. Hogan and Santomier (1997) recommended that faculty in business and sport management attempt to promote these levels of knowledge in individuals and that professional ethics be subsumed under the category of self-motivated creativity (care-why), as ethical issues pervade these fields.

The presenters will: 1) juxtapose the instructional paradigm with the learning paradigm; 2) discuss the appropriateness of the learning paradigm for global education ideals; 3) introduce the concept of professional intellect as adapted by Hogan and Santomier (1997) for sport business students; and 4) demonstrate how sports industry-based problems such as the 2002-2003 ethics charges involving members of the U.S. Olympic Committee can be used in a Problem-Based Learning (PBL) format. The presenters will conclude that Problem-Based Learning using sport industry-based problems represents a noetic partnership with students that offers a better fit than the instructional paradigm given the dynamic and varied demands that students will meet as sport business professionals.

CONVENTION ONLY? CRITICAL APPROACHES TO SPORT SPONSORSHIP

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Sport sponsorship is undoubtedly a powerful element in the marketing mix, with international companies committing over \$30bn (US) to it annually (IEG, 2001). Yet, firms' decisions regarding who, and who not, to sponsor contribute to an ever increasing imbalance between athletes who are financial 'haves' and 'have nots' (Shaw & Amis, 2001). The purpose of this paper is to explore how these financial imbalances can be challenged without damaging the long term appeal of sponsorship to firms.

The 'fit' between a sponsor and athlete is defined by three major influences: the ability of an athlete to express the values and beliefs of the sponsoring company; mimetic pressures within the industry; and the ability of athletes to gain positive media attention for their sponsor (Shaw & Amis, 2001). Traditionally, media 'fit' has been considered the most influential factor in firms' decisions to sponsor (Shaw & Amis, 2001). This decision is based on a process of exchange (Bauman, 1990) in which sponsors choose to focus on media exposure. This process has been successful in creating some multi-millionaire athletes yet ignores successful athletes and sports that are unattractive to the media. Recently, however, there has been a growing mood to consider alternate processes and outcomes (Bednall, et al., 2001). One alternative is examined, using current industry examples, which is underpinned by organisational decision making that espouses an ethic of moral sensitivity (Bauman, 2001). In this practice, 'fit' between sponsor and athlete or sport is defined primarily by the athlete's expression of values and beliefs, with mimetic and media pressures initially taking a secondary role. Not only does this benefit a more diverse group of athletes, firms' decisions to determine their sponsorship outlay ethically may also appeal to consumers who wish to spend their disposable income on the products of ethically minded organisations (Strong, 1996). Job satisfaction for organisational employees may also increase as they appreciate an association with morally sensitive sponsorships (Lantos, 2002).

In conclusion, I suggest that while, for some, the proposal outlined here may seem far fetched or utopian, there is a potential to challenge such arguments and develop sport sponsorship agreements that are underpinned by the philosophy of moral sensitivity. This will ensure more equitable distribution of funds for athletes and sports and enable organisations to define and develop their own standing as morally aware, within the constraints of their corporate philosophies.

THE SPORT SPONSORSHIP DECISION-MAKING PROCESS OF NZ SMALL FIRMS: A CONCEPTUAL MODEL

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If one is to consider the growth of professional sport, both in large countries and in New Zealand, the importance of sport sponsorship and the marketing involved with it becomes quite clear. This domain is said to be the backbone of professional sport growth, in terms of the large amount of exposure and revenue that a well-executed sponsorship plan can create (Meenaghan and Shipley, 1999; Meenaghan, 1983; Pope, 1998; Hoek and Gendall, 1999). However there is a deficit of research that focuses on understanding the needs of small firms who enter into a sport sponsorship arrangement (Cornwell and Maignan 1998). It is essential that sport marketers become more aware of the factors involved in the small business sponsorship decision-making process and are thus able to create a sponsorship proposal that encompasses all of these aspects, whilst considering the individual needs of each particular business (Hoek, Gendall and West, 1990). Additionally, sport marketers must consider the sometimes limited marketing resources and skills of small business owners and endeavour to provide sponsorship support tailored to an individual business's needs (Carson and Gilmore 1999; Haugh 1999; Stokes 1999).

This research looks both at the current marketing thought surrounding sport sponsorship and through qualitative personal interviews with small New Zealand firms involved in high profile sport sponsorship, provides a model of the decision-making factors that influenced these firms to undertake sport sponsorships. This model is compared to the decision-making factors identified in the current sport sponsorship literature and key differences highlighted.

THE RADICAL FUTURE OF SPORT BUSINESS: MODELLING THE FUTURE OF TECHNOLOGY

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The critical assessment of future scenarios in order to establish pragmatic policies and strategies is essential for the long-term prosperity of the sporting industry and its stakeholders. This paper seeks to broadly map a future for the sport business industry and demonstrate the veracity of a rigorous, triangulated methodology.

In addition to a literature review and environmental scanning, this research employed four methods of data collection and interpretation. Trend extrapolation was used to examine phenomenon over a period of time. Trend extrapolation assumes that present conditions will remain stable and that present behaviour will persist into the future (Ramos, 2001). As this is an invalid assumption, cross-impact analysis supplemented the trend extrapolation by analysing a series of pivotal trends in the light of the occurrence or non-occurrence of additional related events (Eichler, 1982). This was undertaken in matrix form. Cross-impact analysis enabled the researchers to systematically examine the interactions among events. However, these events were limited to pairs. Third, the Delphi Method was used to solicit consensus from a small panel of sport management and marketing experts (N=8). As consensus is difficult to achieve even amongst a small group, the final technique involved the development of future scenarios (Slaughter, 2001). These scenarios represented the culmination of the research process and encapsulated the alternatives corroborated through triangulation. Thus, the data collection and interpretation phases of the research occurred cumulatively, each layer adding a new perspective that the previous method lacked. As a result, four data collection and interpretation methods provided a more rigorous and detailed set of results than the application of one technique alone (Slaughter, 2002).

Although the research process yielded a significant volume of data concerning the future of the sport business industry, this paper focuses upon the potential influence of technology. The evolution of artificial intelligence (AI) and nanotechnology will massively influence the future of sport-entertainment. Every conceivable aspect of sport, from broadcasting to drug testing, performance enhancement to spectating could become unrecognisable. Although it has no predictive power, future thinking is a prospecting skill that can shape the future in vision and collective purpose (Bussey, 2002). With that end in mind, an awareness of potential key issues that could arise in the future of sport business is useful in policy decision-making.

IDENTIFYING THE ROLES AND INTERRELATIONSHIPS OF SPORT DEVELOPMENT STAKEHOLDERS IN AUSTRALIA

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Since the mid 1970s, the Australian Federal government's involvement in sport development has been most keenly felt in the sport policy arena. Such policies have in turn been implemented by a myriad of National Sport Organisations (NSOs) and other accredited sport agencies. Numerous scholars (e.g., Armstrong, 1985, 1987, 1988; Booth, 1995; Farmer & Arnaudon, 1996; Mishra, 1990; Semotiuk, 1987; Shilbury, 2000; Shilbury & Deane, 2001; Stewart-Weeks, 1997; Webb, Rowland, & Fasano, 1990; Woodman, 1988) have elaborated on the context of the relationship between these agencies and the processes in the formulation and implementation of government policy.

This research illustrates that the above stakeholders are inextricably linked and operate in solidarity in implementing sport development processes, which covers the development of participants ranging from a recreational to an elite level. This study explores the Australian Federal government's involvement with sport development and the way in which it relates to and cooperates with NSOs in the implementation of sport policy. It contends that it is only through an accord between the government and sporting organisations that successful sport development outcomes arise.

The purpose of this research was to investigate the roles and interrelationships of sport development stakeholders in Australia. Using the principles of grounded theory a qualitative approach was employed to develop a theoretical framework to identify the above interrelationships. Thirty-six NSOs annual reports from 1999 to 2002 were collected and analysed. The selection of data from the annual reports was guided by theoretical sampling. The analysis of data was directed by grounded theory coding processes and constant comparison procedures.

This study provides the first empirical sport policy analysis in relation to sport development in Australia. It indicates that while the Federal government is the most important stakeholder in sport development and policy formulation, it is not alone. A number of sporting organisations at the National, State and Local levels as well as several other significant stakeholders are crucial to the delivery of policies and programs. The outcomes and associated framework defines the roles and links between stakeholders and illustrates that for balanced and coordinated sport development efforts, stakeholder unity of purpose and action is essential.

It is concluded that sport policy developers operating at the government or organisational level develop an understanding and appreciation of the role, relationships and importance of the stakeholders and organisations involved in sport development processes. The framework not only illustrates the sport development stakeholders' interrelationships, it also operates as a general guide of the unique role each stakeholder has to play in achieving sport development goals ranging from increasing mass participation numbers to maintaining successful elite performances.

POST- TERRORISM IMPACTS ON MEGA SPORT EVENTS: THE 2002 WORLD CUP

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The inherent relationship between sport and tourism has been the focus of an ever expanding body of research and knowledge (Gibson, 1998, 1999; Hinch & Higham, 2001; Standeven & DeKnop, 1999). The repositioning, restructuring and growth occurring in sports tourism has been driven by multiple factors at national, regional and global levels, and has been facilitated particularly by the growth of mega events (Getz, 1998; Kelly, 2000; Nogowa, Yamguchi, & Hagi, 1996). The fortunes of sport tourism are closely tied to globalisation trends and forces and therefore subject to the effects of global events such as the terrorist attack on the United States in September 2001 (Wicks, 2002). 9/11 affected countless countries, economies, political systems, social and community life. Sports tourism has experienced the ramifications of this event on several levels.

Sport-related tourism impacts of 9/11 have been highly visible and far ranging in their consequences. Amidst debates and discussions about safety and security many sports events went ahead as scheduled and were considered to be successful from both sport and tourism perspectives. One example of this was the 2002 Football World Cup. This mega event was jointly hosted by Korea and Japan. While tourist numbers were less than anticipated before 9/11, the event still attracted a significant number of spectators who were willing to travel. For example, the Korean Ministry of Culture and Tourism had lowered the anticipated number of foreign visitors in June 2002, to 460,000 from the original target of 640,000, because of the adverse market conditions.

This paper reports on an investigation of the effects of terrorism on World Cup spectators in Korea, specifically how security measures impacted on spectators' level of enjoyment during games. The information was collected by a survey questionnaire, which was handed to departing tourists at Incheon airport, Korea. The sample size was 277, with respondents representing 18 countries. The majority of these were from Korea (50%), Japan (21%) and China (11%). Some 57 percent were male and 43 percent were female. The mean age of respondents was 31 years. A significant number, 46 percent, had only attended one game in Korea, with the remaining 54 percent having been to more than one game.

In terms of the associated impacts of 9/11 on their decision to travel to the World Cup, 10 percent had considered not coming to the World Cup because of security related concerns and 15 percent had families concerned about their attendance. Most respondents (76%) felt either safe or very safe with the security measures taken by the event organisers. Respondents reported that security measures were most obvious at the Stadia, followed by the airport, police presence, on transport, army and least obvious at accommodation sites. Only a small minority of respondents (6%) thought that the security measures put in place for the event detracted from their level of enjoyment.

The findings indicated that security was not a major factor in respondents' decisions to attend the 2002 World Cup, despite the events of 9/11. While we only surveyed those who attended, and therefore did not access the opinions of people who decided not to travel to the event because of security concerns, it could be expected that some of the travellers would have been tentative about their ultimate decision to attend the event. The research found very few people that were in the latter category. The majority of respondents, dedicated sport tourists, replied that they were going to make the trip regardless of perceived security risk. Even though security was not significant in their decision to travel to the World Cup, once they were in the country significant proportions were conscious of the safety measures undertaken by the organisers. The reported perceptions of the survey respondents was that the World Cup organisers successfully instituted tight security to prevent terrorism incidents and these measures did not detract from sport tourists enjoying their football.

EQUALISATION OF EXPOSURE ASSOCIATED WITH PROFESSIONAL SPORTING LEAGUE BROADCAST AGREEMENTS

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The importance of television in the distribution of professional sport is reflected by the rights agreements that are in place, the exposure that television generates from a regional through to a global audience, and the impact of television on marketing and sponsorship arrangements. The Free-to-air (FTA) and PayTV environments reflect a key area where this has occurred within Australia. These two broadcasting spheres have involved alteration to the business and playing conditions associated with professional sport leagues. Associated with the evolving dynamics of FTA and PayTV delivery systems is the level of exposure that teams receive as a result of the broadcast. Within the Australian television market, this exposure is affected predominantly by the reach that surrounds each delivery system. FTA delivery, through primarily a terrestrial signal, reaches close to 100% of the population. PayTV, through either cable or satellite subscription distribution, currently entertains only approximately 30% of Australian households. The capacity to reach a broader mass-market base clearly exists in the FTA framework as it currently stands within Australia.

A key feature of the broadcast of Australian professional sporting league competitions is the way in which agreements are made by the league governing body and align strongly with the equalisation policies inherent within these leagues. These policies equalise distribution of the revenues received across all clubs in the league regardless of the way in which their games are broadcast. Whilst revenue is equally distributed, other individual club related broadcasting issues covering exposure, marketing and sponsorship are often ignored. The broadcaster often wants the best teams and therefore ultimately the best game, the league focus is to promote the sport more broadly rather than any particular club individually, while the club wants to maximise sponsorship and club branding to broad markets through the TV exposure (Swanick, 2001). This can lead to inequities.

The type of discrepancy present is highlighted by Reilly (2003) who identified that during the broadcast of AFL games into Melbourne, clubs such as Collingwood and Essendon had appeared 12 times out of 12 rounds on free-to-air TV while clubs such as St Kilda had appeared 4 times on FTA and 8 times on PayTV. This inequity of exposure has the capacity to impact negatively on club marketability.

Introducing exposure as representing a critical element of the sport broadcast, this paper examines broadcast equalisation from the perspective of the exposure component inherent in a league agreement. Implementing an inductive framework, a sample of Australian professional sporting league club Chief Executive Officers [CEO] (N = 20) were interviewed to ascertain their perceptions on the FTA and PayTV exposure received by their club. Each CEO was questioned in depth on a range of issues surrounding the exposure context. Each interview was analysed, transcribed and coded using QSR NVivo software in order to reflect the components associated with exposure.

Results indicate that a clear discrepancy can be applied to individual club exposure on free-to-air television. Key elements associated with fixturing (timing, game allocation, opposition), sponsorship, broadcaster power, league table, ratings and audience drawing power of the club were issues that arose. All CEOs were mindful of the need by the league to develop the game, and the importance of the broadcast revenue aligned with the equalisation policy. Equally, all also felt that the capacity for a club to develop its corporate advantage, growth opportunities and independence are somewhat restricted by the league and broadcaster agreement when isolating the issue of exposure.

SOCIAL IDENTITY – CLUB IDENTITY: THE UNIQUENESS OF THOROUGHBRED RACING SPECTATORS

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Most research into the social identification of sport spectators has focused on identification with teams (Fisher, 1998) and other fans (Wann & Dolan, 1994). Very few studies (e.g., Schurr, Wittig, Ruble & Ellen, 1998) have acknowledged the diversity of additional sport 'targets' with which spectators can identify, one of which is the sport organisation.

However, like team identification and fan identification, the identification a spectator has with a sport organisation has considerable influence over his or her consumer behaviour. Van Leeuwen (2001) for example found that spectators' identification with professional sport clubs (i.e., club identification) influenced season ticket holder: (a) expectations; (b) perceptions of performance; (c) satisfaction; and (d) repeat purchase intentions.

Like Van Leeuwen (2001), the current study centres on the club identification of sport spectators. However, this study focuses on a particular spectator cohort that typically does not attract the attention of sport management and sport marketing researchers, that is thoroughbred racing spectators. A basic premise of this study is that the club identification of racing spectators is different from the club identification of most other sport spectators. This is largely due to clubs for sports such as basketball and football having their own team competing on typically a weekly basis throughout the season, whereas racing clubs do not. Yet, it is the interclub rivalry associated with other types of sports, which emphasises the distinctiveness of one club from another and hence plays a key role in their spectators' club identification.

The purpose of the current study was to explore the club identification of thoroughbred racing spectators. Specifically, a conceptual model of racing club identity, depicting its determinants and outcomes was developed from an extensive review of literature. Additionally, a number of strategies to enhance identity levels, and potentially improve club membership retention levels, were proposed.

The study makes important contributions to Social Identity and Sport Marketing Theory. Furthermore, the study is timely due to many racing clubs struggling to attract and retain members in an environment of rapidly rising costs and substantial competition (Racing Victoria & Country Racing Victoria, 2003).

THE EFFECT OF SPORT SPONSORSHIP STIMULI ON CONSUMER PERCEPTIONS OF A COLA BRAND

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Most work on brand attributes has focussed on analytic models of categorization such as multi-attribute judgments (Meyer 1987; Sujan and Bettman 1989), which operate at the stimulus level. In contrast, nonanalytic models take into account prior experiences and similarities with existing knowledge of like brands, a process not necessarily under voluntary control (Liu 1999; Neal, Hesketh and Andrews 1995). In addition, consumer perceptions of a brand's attributes may be either concrete (physically related to function) or abstract (not necessarily related to the functional aspects of the brand), although it is the latter that has been identified as being more prone to the subjective response of the individual (Herrmann and Huber 2000).

Given these distinctions, and the fact that abstract attributes appear to be more prone to change, one would expect that marketing communications would find it easier to impact on abstract, as opposed to physical, attributes. A particular case of an abstract attribute is corporate image, which has been reported as being favorably affected by sponsorship stimuli (Javalgi, Traylor, Gross, and Lampman 1994). However, a replication of that study (Pope and Voges 1998) found that such an effect disappeared under conditions of prior use of the brand, lending support to the nonanalytic model. It would also appear to support earlier contentions that information processing can be either stimulus- or memory-based (Alba, Hutchinson and Lynch 1991). In the former, information and direct observation are compared. In the latter, data are retrieved from memory prior to comparison.

The question being addressed in our research is whether the action of sport sponsorship on consumer perceptions of brand attributes acts at the analytic, stimulus level (ie, provision of information to compare) or whether it acts on memory of pre-established attribute perceptions and therefore in a nonanalytic mode. The specific study reported here forms part of a larger research project investigating the effects of sport sponsorship on consumer perceptions, and explores both the analytic (stimulus) and nonanalytic (memory) effects of a sponsorship stimulus on a consumer's perception of a sponsoring brand's physical attributes and the corporate image of the brand's manufacturer, an abstract attribute.

Our first hypotheses in this study address a brand's physical attributes in the presence of a sponsorship prompt. Hypothesis 1a examines the stimulus/analytic process and Hypothesis 1b addresses the memory/nonanalytic process:

- H1a: An individual subjected to a sponsorship prompt prior to evaluating a brand's physical attributes will rate those attributes higher than a similar individual presented with the same brand without a sponsorship stimulus.
- H1b: An individual's rating of a brand's physical attributes will be increased after the presentation of a sponsorship prompt.

Similarly, our second hypotheses address the same processes in the light of an abstract attribute (in this case, corporate image):

- H2a: An individual subjected to a sponsorship prompt prior to evaluating a brand manufacturer's corporate image will rate that abstract attribute higher than a similar individual presented with the same brand manufacturer without a sponsorship stimulus.
- H2b: An individual's rating of a brand manufacturer's corporate image will be increased after the presentation of a sponsorship prompt.

Finally, there is considerable evidence that sport involvement will enhance or amplify the effect of sponsorship (Celsi and Olson 1988; dYdewalle, Vanden Abeele, Van Rensberger, and Coucke 1988; Pham 1992) although this has been disputed (Lardinoit and Derbaix 2001). Similarly, there is evidence that product involvement will lead to enhanced and stronger levels of brand attribute perception and brand commitment (Warrington and Shim 2000; Zaichkowsky 1985; Zaichkowsky 1986). Therefore it was necessary to allow for the interference of these factors. In the present study they were treated as covariates in the main effect. Furthermore, there is evidence that women in a group setting are more susceptible to emotional contagion than men (Gump and Kulik 1997) and other evidence that they have superior elaborative powers to men (Meyers-Levy 1994; Meyers-Levy and Maheswaran 1991; Meyers-Levy and Sternthal 1991). In order to allow for any differences between the sexes gender was included as an independent variable in the current study.

A NEW APPROACH TO SPORT PERFORMANCE MANAGEMENT

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Few Australian sport organisations have attempted to systematically develop a performance management framework beyond 'on-field' sporting achievements. The *Sport Performance Management Model* takes as its inspiration developments in corporate performance management systems, which emphasise 'balanced' approaches that include efficiency and quality dimensions (Hale, 1998; Kaplan & Norton, 1996; Kaufman, Thiagarajan & MacGillis, 1996; Weimerskirch & George, 1998). However, the model has evolved specifically for sport organisations through research, consultation and refinement following implementation. This research was designed to provide the foundation for such a framework within the Tennis Division of Tennis Australia. Desk research examining Tennis Australia and Tennis Division documentation, in conjunction with 10 in-depth interviews with key divisional managers, provided the data from which a model was developed. Following a follow-up meeting with department managers within the Tennis Division where the model was developed and ratified, all staff within the Division (N=55) completed a questionnaire. The purpose of the questionnaire was to quantify the results obtained from in-depth interviews concerning the activities in which their time is spent. The results of this assessment of the division suggested that its efficiency is impressive. However, demonstrating this efficiency is problematic as most of the outputs delivered by the Division go unnoticed even though they are fundamental to the success of the organisation. The consequence is that the excellent work performed by the members of the division is difficult to improve upon without internal benchmarks, and the Division's performance might be vulnerable to staff turnover. The solution is a performance framework that can begin the process of capturing this information for future use. The development of a sport specific performance measurement model solves these problems by providing the 'big picture' context in which the Division works, and shows how and where information needs to be collected in order to accurately measure the performance of the Division and its constituent departments.

JOB ADS: A PRAGMATIC LOOK AT COMPETENCIES

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Sport management in New Zealand is quickly evolving with the advent of professionalism and commercialism. With this evolution has come the need for new competencies by the sport manager. Key words generally used to define the term "competency" include ability; adequately qualified or capable; knowledge, skill and attitude; traits; standards; or presence of characteristics (Allen, 1991, McClearly, cited in Zeigler, Bowie and Paris, 1988, Shuttleworth, 1990). These are all used in relation to meeting job requirements and activities effectively and successfully.

The initial purpose of this research is to review the competencies previous researchers identified as required by sport managers. Secondly, the research aims to identify any new competencies required in this age of professionalism and commercialism.

A thorough literature review of sport management competencies was undertaken via the Sport discus database. The new competencies will be identified through the examination of sport, fitness, and leisure job advertisements placed in the New Zealand Herald and in the North Shore Times Advertiser. Job advertisements will be collected and analysed over a three month period commencing 1 July, through to 30 September 2003. The data will be analysed via content analysis, frequency counts, and then concept mapping in order to cluster the identified competencies.

The research outcome will offer an up-to-date collection of the competencies identified by the industry needed to work in the New Zealand sport industry in this millennium.

**KEEPING THE LAW AT ARM'S LENGTH: AN ANALYSIS OF THE LEGAL
IMPLICATIONS OF ATHLETIC SELECTION DISPUTES –
RECOMMENDATIONS FOR ENHANCING THE AUTONOMY OF SPORT
GOVERNING BODIES**

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Within Australian sport, information and guidelines on the subject of athletic selection has not been readily available to sporting organisations, to selectors, to athletes or to the legal fraternity (ANZSLA, 2002). The aim of this study was to redress that issue by equipping Australian sport with selection guidelines that would see them spend less time “running to court” and more time “running their sport”.

The study begins by placing athletic selection disputes into a sports law context and identifying the problems involved with inappropriate athletic selection procedures. The Australian Olympic Committee and Australian Canoeing experiences at the Sydney 2000 Olympics are highlighted to show the recent growth in athletic disputes and the issues that now confront sporting organisations (Morling, T.R., 2001). For these governing bodies alone, the disputes proved to be costly, time consuming and the genesis of poor morale.

This study then reviews and analyses specific cases in athletic selection disputes to highlight how litigation in this area has evolved. Selection disputes are discussed in the context of legal issues such as discrimination, negligence, restraint of trade, natural justice, unfair dismissal, contracts, misleading or deceptive conduct and where sporting organisations have acted beyond their powers.

The study then discusses the need for Australian sport to have effective athletic selection policies and concludes by recommending “athletic selection” guidelines for Australian sport to develop and implement.

It is recommended that by following these guidelines, sports’ governing bodies will become more accountable to their stakeholders be able to “enhance their autonomy by keeping the law at arm’s length”.

CHANGE AND DEVELOPMENT OF THE INTERNATIONAL OLYMPIC COMMITTEE: STRUCTURAL AND GOVERNANCE ISSUES

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The International Olympic Committee (IOC) formed in 1894 continues to be a leading global sport organisation. It took a strong controlling position in the late 19th century and maintains that position today, although a contested one. This statement is based on the IOC's power over other international and national sport governing organisations. In other words, it came into existence when the field of sport was expanding and expanding globally. It was able to fill a void.

Early in its existence the IOC structure and operation reflected the board governance of the times. That is, it modelled the English club board and various social movement organisations of the day. Members, not necessarily elected, but merely interested in the sport, filled a number of roles and performed the organisational tasks of the club/sport. There was no administrative staff (i.e., paid staff) for many years in all sport organisations.

The role de Coubertin played in the operations of the IOC ensured its continuity. However, as the IOC grew in size and stature it became important to have full-time paid staff. This staff, along with the formation of an Executive Board in 1923, point to a major change in the structure and governance of the IOC.

The organising principles, organisational structure, and nature and function of the IOC board governance have not varied widely from those established by Pierre de Coubertin at the end of the 19th century. We find these elements in the Charter of the IOC. Further, adherence to these principles and mission led to crises in the late 20th century. These events publicised current issues in the IOC structure, systems and governance. The question that begs attention is how the IOC can continue with a mix of values, principles and processes into the 21st century.

Clearly organizational change and development occurred. It will be argued that since Juan Antonio Samaranch became IOC president in 1980 there have been dramatic contradictions between the mission and the operation of the IOC. Some of these surround the commercialization of the Olympic Games, others around managing a huge multi-national corporation. This is especially so in terms of the way in which this organisation is governed. Has, however, this change and development gone far enough?

This paper proposes to use the history of the IOC toward understanding the implications for the IOC of its current organisational structure and board governance. Structural models from consultant's reports to the IOC and the IOC's own versions will be presented and discussed. Also, several board governance models will be presented and discussed. The issues facing the IOC point to issues that affect many sport organisations and the nature of their governance. A short discussion of this topic is included.

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