

President's Welcome

Welcome to the 10th conference of the Sport Management Association of Australia and New Zealand (SMAANZ)!

Since our first SMAANZ conference in 1995, which was also hosted by Deakin University, a lot has happened and dare I say, a lot has been achieved by an active SMAANZ membership. The way that SMAANZ has advanced compared to its international sister organisations such as the North American Society for Sport Management (NASSM) and the European Association for Sport Management (EASM) represents best practice in our still developing field of academic inquiry and application. Right from the inception the SMAANZ Board has taken a line of focused, structured and (financially) prudent growth, rather than moving with the often dramatic changes in direction and constitution of the sport industry as a whole. This had led to a still modest, but very clear position of SMAANZ in the Australian and New Zealand sport management landscape. The foundation has been laid to progress to the next level of prominence and influence.

In that regard, the 10th year of SMAANZ conferences presents a perfect point in time to evaluate past performance, increase the deliberation and collaboration between sport management scholars and practitioners, and use newly gained insights to set out direction for the future. A future, that in 10 years from now, should see a SMAANZ that has become an important voice in regard to informing and influencing the constitution and direction of the sport industry in Australia and New Zealand. I am confident that this 10th conference will greatly contribute to kick-starting that future.

I wish all delegates and guests challenging, insightful and enjoyable days at SMAANZ 2004!

Hans Westerbeek
SMAANZ President



Welcome from the Conference Chair

On behalf of the Bowater School of Management and Marketing, the Bowater Trust, and the sport management staff at Deakin University, it is with great pleasure that I welcome you to the 10th Anniversary conference of the Sport Management Association of Australia and New Zealand (SMAANZ). I particularly want to welcome our industry delegates, and all of our international guests. I hope that you each have an opportunity to enjoy the conference and all that the host city of Melbourne (Australia's 'sporting capital') has to offer.

I also hope that you will enjoy the opportunities to explore the sport academic and practical nexus. The highlight of the 10th Anniversary SMAANZ conference is the inclusion of a day especially for the practice of sport management and I hope that you take the opportunity to network with colleagues and friends (new and old) in the industry. The Bowater Trust is the generous sponsor of our Industry Day.

In addition to the quality presentations that characterise the Industry Day are the excellent presentations in the Academic Program. The program is the result of a stringent review process coordinated by Pamm Kellett. I would like to take this opportunity to thank the reviewers who assisted Pamm in the development of such a high quality program.

I believe this year's conference includes something for everyone attending. In addition to the Industry Day and Academic Program my team and I have made sure to include a number of optional social activities, such as the traditional Golf Day as well as something new by way of a Wineries Tour in the beautiful Yarra Valley. We have also scheduled some free time to allow you to explore and enjoy Melbourne and its surrounding regions.

Please enjoy the hospitality of Melbourne and the Grand Hyatt Hotel, and please do not hesitate to contact myself or any other member of Deakin University's sport management staff if we can assist you in any way.

Linda Van Leeuwen
Conference Chair



SMAANZ 2004 Conference Committee

| | |
|-------------------|---|
| Linda Van Leeuwen | Conference Chair |
| Pamm Kellett | Academic Program Director |
| David Shilbury | Industry Day Program Director |
| Paul Turner | Audio-Visual & Web Coordinator |
| Popi Sotiriadou | Social Program Coordinator |
| Emma Sherry | Registration Desk Coordinator & Volunteer Manager |
| Jenny Treloar | Registrations & Administrative Support |

Our Volunteers

Annabelle Brougham
 Caroline Moore
 Erica O'Keefe
 Ilona de Rauche

Our volunteers are honours students within the Bowater School of Management and Marketing. Erica and Ilona are honours students in the Sport Management Program, Annabel within the Management program, and Caroline within Marketing.

Registration and Information Desk Hours

| | | | |
|---------------------------|--------|----|--------|
| Wednesday 24th Nov | 4.30pm | -- | 6.30pm |
| Thursday 25th Nov | 8.00am | -- | 6.00pm |
| Friday 26th Nov | 8.00am | -- | 5.00pm |
| Saturday 27th Nov | 8.30am | -- | 3.30pm |

Conference Emergency Contacts

| | | |
|-------------------|---|--------------|
| Linda Van Leeuwen | – | 0408 324 831 |
| Pamm Kellett | – | 0407 972 601 |
| David Shilbury | – | 0418 537 242 |



Members of the SMAANZ Board

| | |
|---|---------------------------|
| Hans Westerbeek (La Trobe University) | President |
| Terry Woods (Southern Cross University) | Vice President |
| Paul Turner (Deakin University) | Treasurer |
| Clare Hanlon (Victoria University) | Secretary |
| Graham Cuskelly (Griffith University) | Ordinary Committee Member |
| Lesley Ferkins (Unitech) | Ordinary Committee Member |
| Tracy Taylor (University of Technology, Sydney) | Ordinary Committee Member |
| Robin Pentecost (Bond University) | Student Representative |
| David Shilbury (Deakin University) | Journal Editor |

Foundation Members of the SMAANZ Board

On our 10th anniversary we would like to acknowledge SMAANZ's foundation board members.

| | |
|-----------------------------|----------------|
| David Shilbury | President |
| Shayne Quick | Vice President |
| Stephen Thompson (Deceased) | Treasurer |
| Hans Westerbeek | Secretary |
| Trish Bradbury | Board Member |
| Laurence Chalip | Board Member |
| Robin McConnell | Board Member |
| Terry Woods | Board Member |
| Adele Van Rosmalen | Student Member |



Program At A Glance

| | | |
|---------------------------|----------------------------|--|
| Tuesday 23rd Nov | SMAANZ official activities | SMAANZ Board Meeting |
| Wednesday 24th Nov | Social Activities | Winery Tour Golf Day |
| Thursday 25th Nov | Industry Day | Morning and Afternoon Workshops Cocktail Reception |
| Friday 26th Nov | Academic Program Day 1 | Keynote Concurrent Sessions Publishing Workshop |
| Saturday 27th Nov | Academic Program Day 2 | Concurrent Sessions Symposia SMAANZ AGM Conference Dinner |



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Industry Day Program

This year SMAANZ is introducing an additional and special day into their conference program. Supported by the Bowater School of Management & Marketing's Bowater Trust, the first day of the conference is designed to be of particular relevance to the sport management practitioner. Key industry people from a diversity of sports will address a range of issues that regularly confront today's sport managers. As you can see from the program below, the day is divided into a series of keynotes followed by workshops and by a cocktail reception at the conclusion of the day. The benefits of attending this particular day of the conference include: (a) an enhanced capacity to deal with the challenges the sport industry regularly throws at us; (b) the chance to meet with leading researchers to discuss your research requirements; and (c) a great networking environment.

| | | | |
|-------------|---|--|--|
| 8.15 | Registration | | |
| 8.45-9.10 | Official SMAANZ Conference Opening | | |
| 9.10-9.20 | Overview of Industry Day: <i>Professor David Shilbury</i> | | |
| 9.20-10.30 | Keynotes, Mayfair 1: Planning for Sport Development <i>Ross Turner</i> General Manager Game Development, Cricket Australia <i>David Matthews</i> General Manager Game Development, AFL | | |
| 10.30-10.50 | Morning Tea | | |
| 10.50-12.20 | Concurrent Workshops: Planning for Participation | | |
| | <i>Facilitator: Chris Green</i> | <i>Facilitator: Danny O'Brien</i> | <i>Facilitator: Terry Woods</i> |
| | Mayfair 1 | Mayfair 2 | Mayfair 3 |
| | Workshop 1: Player Retention (3 x 15 mins + discussion) | Workshop 2: Branding & Marketing (3 x 15 mins + discussion) | Workshop 3: Managing Volunteers (3 x 15 mins + discussion) |
| | Participation trends: What the data are saying <i>Clare Hanlon</i> <i>Victoria University</i> | Identifying and communicating with special populations <i>Tracy Taylor</i> <i>University of Technology, Sydney</i> | Participation trends: What the data are saying <i>Graham Cuskelly</i> <i>Griffith University</i> |

| | | |
|--|--|---|
| Delivery systems: Designing effective pathways <i>Brendan Denning Development Manager, Hockey Australia</i> | Using elite athletes to promote participation <i>Mark McAllion Manager Community Cricket, Cricket Australia</i> | Supporting core volunteers (1) <i>Brendan Lynch Manager Corporate Services, Swimming Australia</i> |
| Product development: Providing effective programs <i>Ann West Participation Development Manager, Tennis Australia</i> | Using major events to promote participation <i>Julie Sarll CEO, Vicsport</i> | Supporting core volunteers (2) <i>Nigel Taylor CEO, Surf Life Saving Victoria.</i> |
| 12.20-12.45 | Outcomes from Workshops: Identifying Research Agendas | |
| 12.45-1.45 | Lunch | |
| 1.45-2.30 | <p align="center">Keynote, Mayfair 1: Governance, Leadership and Management for Performance</p> <p align="center"><i>Kate Palmer CEO Netball Victoria</i></p> | |
| 2.30-3.00 | Afternoon Tea | |
| 3.00-4.30 | Concurrent Workshops: Governance, Leadership and Management | |
| <i>Facilitator: Lesley Ferkins</i> | <i>Facilitator: Mark McDonald</i> | <i>Facilitator: Paul Turner</i> |
| Mayfair 1 | Mayfair 2 | Mayfair 3 |
| Workshop 1: Governance (3 x 15 mins + discussion) | Workshop 2: Leadership (3 x 15 mins + discussion) | Workshop 3: Management (3 x 15 mins + discussion) |
| Foundations of contemporary sport governance <i>Russell Hoye La Trobe University</i> | De-mystifying leadership <i>Pamm Kellett Deakin University</i> | Performance management & organisational effectiveness <i>Hans Westerbeek, La Trobe University</i> |
| Managing board performance <i>Neil Busse Chair, Harness Racing Victoria</i> | Empowering women leaders <i>Noeleen Dix Program Manager, Competitions, M2006</i> | Performance management (1) <i>Sue Crow CEO, Softball Australia</i> |
| Ethical behaviour: The role of the board <i>Jean Du Plessis Deakin University</i> | Empowering future leaders: Predicting leadership needs <i>Rob Nethercote CEO CAMS</i> | Performance management (2) <i>Mark Rendell CEO Bowls Australia</i> |
| 4.30-5.00 | Outcomes from Workshops: Identifying Research Agendas | |
| 5.00 | Wrap up and Close | |
| 5.15 | Cocktail Reception | |



FRIDAY, NOVEMBER 26 – MORNING SESSIONS

| | Mayfair 1 | Mayfair 2 | Mayfair 3 | Grosvenor 1 |
|-------|---|--|---|---|
| 8.30 | Opening Keynote | | | |
| | Community Sport Development | Volunteers | HR Issues | Research Advances |
| 9.30 | Tower J., Jago L. and Deery, M. <i>Relationship Success in Community Based Sport</i> | Simpson K. and Payne, W. <i>Rural Sport Volunteering: Considerations for the Future</i> | Howat G. and Murray D. <i>Identifying the Underlying Personality Characteristics of Effective Sports Officials</i> | Smith A.C.T. <i>Evolutionary Psychology: New Perspectives on Sport Marketing?</i> |
| 10.00 | Maher S. and Harris J. <i>Participation Through Health – Cricket Hitting Sixes!</i> | Downey J. and Leberman S.I. <i>The Age of the Volunteer: A Comparison of Motivation for Volunteering in Sport Organisations in a New Zealand Provincial Centre Between Older and Younger Adults</i> | Turnbull J. <i>AFL Recruiting Managers: Roles and Responsibilities</i> | Sotiriadou K., Quick S. and Shilbury D. <i>Sport Development Research Alternatives: The Use of Grounded Theory</i> |
| 10.30 | Morning Tea | | | |
| | Ethics | Motivating Masters Athletes | Sport Broadcasting | Governance |
| 11.00 | Sherry E., Shilbury D. and Wood G. <i>Too Many Hats? Conceptualising Conflict of Interest in Australian Sport Management</i> | Francis G., Downey J. and Martin A. <i>The Unlikely Success of Leisure Marching: Growth Without Structure</i> | Solberg H.A. <i>The Markets for TV Sports Rights: Towards a Natural Market Equilibrium</i> | Hoye R. <i>Governance Reform in Australian Racing</i> |
| 11.30 | Slabik S. and Wong J. <i>Perceptions of Fair Play and Ethical Behaviour in Sport</i> | Guthrie J.C., Rose E. and Todd S.J. <i>Motivating the Oldies: What Makes Them Want to Participate in Masters Games?</i> | Turner P. and Shilbury D. <i>Determining the Professional Sport Broadcasting Marketplace in Australia</i> | Davies J. <i>Framing Governance: Multiple Perspectives on the Role of Boards and Board Formation: New Zealand Case Studies</i> |
| 12.00 | Wiersma C. and Fleming J. <i>Do They Eat in the Lunchroom? An Investigation of On-campus Student Placements</i> | Taylor G. and Downey J. <i>The Elder Driver: Motivation to Exercise Among the Elderly</i> | Woratschek H. and Schafmeister G. <i>The Determinants of Broadcasting Fees</i> | Ferkins L. and Shilbury D. <i>Sport Governance: Investigating Questions of Board Strategic Capability</i> |



| FRIDAY, NOVEMBER 26 – AFTERNOON SESSIONS | | | | |
|--|--|---|---|---|
| | Mayfair 1 | Mayfair 2 | Mayfair 3 | Grosvenor 1 |
| 12.30 | Lunch – Presentation to Bursary Winner, Millicent Kennelly | | | |
| | Revenue Sharing | Elite Athlete Development | Pedagogy | Sport and Media |
| 1.30 | Rascher D., Nagel M., McEvoy C. and Brown M. <i>Is Free Riding a Problem in Sports Leagues?: Adverse Incentives Caused by Revenue Sharing</i> | Kennelly M. (Bursary Winner) <i>Sport and Terrorism: How do Elite Australian Athletes Frame Terrorism Post 9/11?</i> | Brown S. <i>Delivery of Sport Education in Rural and Regional Australia: A Case Study</i> | Edwards A., Skinner J. and Fuller T. <i>The Impact of the Internet on the Sports Industry</i> |
| 2.00 | De Rauch I. and Kellett P. <i>Shared Revenue in the AFL: Its Implications</i> | Price N. <i>Game of Two Halves: The Career Development, Planning, Awareness and Education of Elite Young Rugby Players</i> | Jowdy E. and McDonald M. <i>Impact of Experiential Learning Courses on Student Emotional Competency</i> | O'Brien D., Cousens L. and Dickson G. <i>Investigating Change in the Sport Media-Nexus in North American and Australian Professional Sport Leagues: An Organisational Field Approach</i> |
| 2.30 | | Ringuet C., Hooper S. and Schamasch P. <i>An Athlete-Centred Service Provision Model for the Facilitation of Elite Athlete Development</i> | Danylchuk K., Nicholson, M., & Stewart, B <i>International Sport Management: A Case Study in Creating an International Learning and Teaching Community via WebCT</i> | |
| 3.00 | Afternoon Tea | | | |
| 3.30-5.00 | Publishing Workshop | | | |

| SATURDAY, NOVEMBER 27 – MORNING SESSIONS | | | | |
|--|--|---|--|---|
| | Mayfair 1 | Mayfair 2 | Mayfair 3 | Grosvenor 1 |
| | Sport Consumer Behaviour | Organisational Learning | Challenges in Sport Industry | Sponsorship and Endorsement |
| 9.00 | Chen M. and Park S. <i>A Study of Market Segmentation Among Adolescent Consumers of X-treme Games</i> | Louis M. <i>Sport Administration and Life Long Learning</i> | Woods T. <i>Legal Challenges to Drug Testing: Implications for Sporting Organisations</i> | Charbonneau J. and Garland R. <i>Perceptions of New Zealand's Celebrity Athletes: The General Public's View</i> |
| 9.30 | O'Keefe E. and Van Leeuwen L. <i>Thoroughbred Horse Racing Spectators: Motivations for Attendance and Identification of Market Segments</i> | Bird M. and Zakus D. <i>The AFL in Queensland: Management Scapes and Sport History Inform Sport Management</i> | Gilbert K. and Petri-Uy B. <i>The Problematics of Sport Development in Post Conflict Conditions</i> | Fullerton S. and Taylor D. <i>Sport Sponsorship: A Comparison of Attitudes Held by Australian and American University Students</i> |
| 10.00 | Fairley, S. <i>Sport Fans: Social self, community, and consumption.</i> | Hood N. and Downey J. <i>Tackling Organisational Learning: Using Senge to Assess a Provincial Rugby Football Union's Learning Capabilities</i> | Gilbertson D., Davies J. and Butler G. <i>Challenges Facing New Zealand's National Sport Organisations: Chief Executives' Perceptions</i> | |
| 10.30 | Morning Tea | | | |
| | Symposium 1 | Symposium 2 | Symposium 3 | |
| 11.00-12.30 | Sotiriadou K. and Shilbury D. <i>Sport Development Processes Framework: From Theory to Practice</i> | Schwarz E. and Bradbury T. <i>Experiential Learning from a Global Perspective</i> | Stewart B., Dickson G., Booth R. and Macdonald R. <i>The Future of the AFL and the Lessons of History and Economics</i> | |

| SATURDAY NOVEMBER 27 – AFTERNOON SESSIONS | | | | |
|---|--|--|--|--|
| | Mayfair 1 | Mayfair 2 | Mayfair 3 | Grosvenor 1 |
| 12.30 | Lunch | | | |
| | Spectators | HR Issues in Sport | Organisational Effectiveness and Change | Marketing Issues |
| 1.30 | Chiu P. and Chen M. <i>Effects of the Spectators' Characteristics and Media Coverage Impact on the 42nd World Archery Championship</i> | Bradbury T. and Sayers J. <i>Appearance Management and Fitness Workers: A Survey into Recruitment Practices</i> | Gilbert K. <i>Managing Micro-politics in the Sports Industry</i> | Nagel M., Rascher D. and McEvoy C. <i>Exploitation or Maximization of Revenues: The Use of Native Peoples as Mascots</i> |
| 2.00 | Weston R. <i>What Characteristics Foster the Success of national Leagues?</i> | Murray D. and Howat G. <i>Exercise Dependence: Identifying the Personality Characteristics of 'At Risk' Participation</i> | Granger S., Downey J. and Palmer F. <i>Professionalism and the Grass-Roots: Organisational Change in Amateur Sport Clubs</i> | Hercus A. <i>Athens Olympics 2004: Minimizing the Impact of Ambush Marketing on Beach Volleyball as an Olympic Discipline</i> |
| 2.30 | | Shimon P., Galily Y., Lahav L. and Schechter C. <i>The Transition of Retired Military Officers to a Second Career in Sport Management: The Israeli Case</i> | Steinberg J. & Danylchuk K. <i>Making Waves: A Comparative Case Study of the Organizational Effectiveness of Swimming Natation Canada and Australian Swimming Inc</i> | Charbonneau J. & Garland R. <i>Athlete Endorsers: If the Athlete is the Brand, Does the Product Matter?</i> |
| 3.00 | Afternoon Tea | | | |



Symposia

**Saturday, November 27
11.00am – 12.30pm**

SYMPOSIUM 1, MAYFAIR 1**SPORT DEVELOPMENT PROCESSES FRAMEWORK:
FROM THEORY TO PRACTICE**

Kalliopi (Popi) Sotiriadou and David Shilbury
Deakin University, Victoria, Australia

The aim of this workshop is to introduce and explore the Australian Sport Development Processes Model, which represents a research endeavour designed to overcome the paucity of literature in this domain. The model depicts that at the hub of successful sport development there are three major and interrelated requirements: a) stakeholders; b) practices; and, c) pathways. Sport development stakeholders provide the unity and teamwork necessary for sport development practices that, in turn, provide the required sport development pathways. These pathways, as a result of sport stakeholder involvement and policy implementation (Houlihan & White, 2002), allow sport development processes to occur. The model suggests that there are three interrelated processes, which involve attracting, retaining and developing the most skilled athletes. These three processes build participation and use sport performances to positively influence community involvement with sport. For each process to be successful, a different combination of stakeholder involvement and practices (hence resulting pathways) is necessary.

This workshop will be interactive in that participants will be asked to consider traditional models of sport development (Eady, 1993; Woodman, 1988) and discuss the strengths and weakness of these models. This discussion will serve as an introduction to the building of the Australian Sport Development Processes Model. This model is the result of a grounded theory approach to researching sport development processes in Australia. Seventy four National Sporting Organisations' annual reports were examined over a period of four years prior to the Sydney Olympic Games. The thesis yields substantive theory on sport development processes, and explains the pathways and relationships among sport development facets. This theoretical component of the workshop will facilitate discussion designed to examine the application of the model in practical terms. Current work in cricket, touch football, tennis and other sports by the researchers will be the basis for considering pathways and systems as they pertain to sports development. Workshop participants are invited to consider the potential that the model offers to sport development officers, policy makers and sporting organisations at all levels around Australia.

Drawing upon the theoretical and practical implications of the new model, this workshop aims to engage participants through various activities that will combine participants' experiences in sport development and the application of the model to their particular setting.



SYMPOSIUM 2, MAYFAIR 2**EXPERIENTIAL LEARNING FROM A GLOBAL PERSPECTIVE****Eric Schwarz****Daniel Webster College, New Hampshire, USA****Trish Bradbury****Massey University, Palmerston North, New Zealand**

Experiential learning has increasingly become an integral part of the education process for sport management students. There seems to be many different concepts and methodologies utilized worldwide for the administration of these programs. However, there have not been many forums to discuss the global nature of experiential learning.

This symposium will provide a forum for presenting and discussing experiential learning in sport management. The following topics will be covered:

1. The evolution of experiential learning from a theoretical standpoint.
2. The types of curricular and co-curricular experiential learning utilized in the sport management educational process
 - a. practica/internships/co-operatives
 - b. field experiences
 - c. site visits
 - d. consulting projects
 - e. volunteerism
3. Real world examples (case studies) of students who have converted their involvement in experiential learning into significant entry-level employment.
4. Discussion about how experiential learning builds partnerships with the sport management industry, helps promote our institutions, and can aid in the recruitment and retention of students at our universities.

The conclusion of the symposium would be a report of a survey conducted by the presenters involving a sampling of sport organizations (major professional, minor professional, amateur, non-profit, corporate, public (parks and recreation), high school/college sport, leagues, governing bodies, etc.) in our respective regions (North America and Australia/New Zealand). The results of this survey will identify what sport organizations look for in a sport management graduate - and if experiential learning puts students a step ahead when trying to secure employment after graduation.

SYMPOSIUM 3, MAYFAIR 3

EXAMINING THE AUSTRALIAN FOOTBALL LEAGUE: THE LESSONS OF HISTORY AND ECONOMICS

The Australian Football League (AFL) has been a popular subject of research at previous SMAANZ Conferences. This symposium brings together four researchers who have previously examined different historical and economic aspects of the AFL.

The papers build upon each other and provide a rich base of data and reasoning for the symposium, where all four presenters (and the audience) will debate the relative success of recent AFL strategies and identify the leading issues facing the AFL and Australian football in the next decade.

Abstracts for the symposium and all three papers (Stewart and Dickson; Booth; Macdonald) follow.

Symposium outline:

| | | | |
|----|--------|------------------------------|---|
| 1. | 15mins | Bob Stewart Geoff Dickson | AFL Development 1982-2004: Visionary and Transformative or Opportunistic and Incremental |
| 2. | 15mins | Ross Booth | Economic Analysis of Devices to Improve Competitive Balance in a League of Win-Maximising Clubs |
| 3. | 15mins | Robert D. Macdonald | Econometric Analysis of Competitive Balance in the AFL |
| 4. | 30mins | All presenters | Symposium: The Future of the AFL and the Lessons of History and Economics. |

Cont....

SYMPOSIUM 3:

AFL DEVELOPMENT 1982-2004: VISIONARY AND TRANSFORMATIVE OR OPPORTUNISTIC AND INCREMENTAL

Bob Stewart
Victoria University, Victoria, Australia

Geoff Dickson
Auckland University of Technology, Auckland, New Zealand

By any measure the Australian Football League (AFL), and its antecedent, the Victorian Football League (VFL), has been Australia's best performing sports league. It is not only the best attended league, but it also generates annual revenue of more than \$150 million, well ahead of National Rugby League (NRL). While the game's progress has been punctuated by a number of critical incidents and crises, it has continued to grow.

The commercial development of the VFL during the post-WWII period was initially mapped by Stewart (1985) who identified six stages, the final one being a structural and legal crisis that emerged between 1982 and 1984. Andrews (1999, 2000), also explored the AFL's shifting status and structure, and used Stewart's stages as a platform to build a model of crisis management that combined structural change with community fragmentation. However, neither Stewart's nor Andrews' analysis has been updated to take into account the significant changes that have occurred over the last ten years. This paper will examine the period between 1982–2004. The aim is to identify and explain those external problems and incidents that threatened the VFL/AFL's progress, and assess the VFL/AFL's strategic responses. The year 1982 was chosen as a starting point since it corresponded with a highly turbulent time in the history of the VFL/AFL, and signalled a shift in the way the game was governed (Nadel, 1999). A number of critical incidents will be discussed, and their effect on the strategic direction of the VFL/AFL evaluated.

This paper aims to show that between 1982 and 2004 the VFL/AFL pursued a policy of national expansion, and while there were occasional mishaps, mismanagement, and missed opportunities, it was in the main achieved. It is concluded that the strategic direction of the AFL was set in 1985 with the Commission's endorsement of the report titled *Establishing the Base for Future Success* (Carter, 1985). However, this not to say the AFL has performed well in all areas of its operations over this 22-year period. The great strategic failure of the AFL is that despite its national expansion and massive growth in revenue, some of its member-clubs are close to insolvency. In addition, mergers of Melbourne clubs have not occurred, the multiple roles played by the AFL's key power brokers have been often compromised, the threats from soccer and rugby are still real, and the game's international status is problematic.

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SYMPOSIUM 3:

**ECONOMIC ANALYSIS OF DEVICES TO IMPROVE COMPETITIVE
BALANCE IN A LEAGUE OF WIN-MAXIMISING CLUBS****Ross Booth****Monash University, Victoria, Australia**

This paper summarises and extends economic research by Booth (2000; 2004) into the effectiveness of labour market devices (such as player drafts and salary caps) and revenue sharing rules (gate and league-revenue sharing) in improving competitive balance in a league comprised of win-maximising clubs, such as the AFL.

This research adapts Fort and Quirk's (1995) model of US professional team sports leagues by assuming that clubs are win maximisers (subject to a budget constraint) rather than profit maximisers as is typically assumed in the US literature, and finds some significantly different outcomes than under the profit maximisation assumption.

It is shown that free agency results in a less equal distribution of player talent under win maximisation; that both gate sharing and increases in shared league-revenue tend to equalise playing strengths (which is not the case under profit maximisation), and that the so-called 'invariance proposition' (that a player draft will not change the underlying distribution of player talent) does not necessarily hold in a league comprised of win-maximising clubs.

The conclusion reached is that in a league of win-maximising clubs (such as the AFL), any one device used on its own might not be sufficient to improve competitive balance. It is suggested that a combination of a national player draft, a team salary cap and gate and league-revenue sharing is likely to be more successful.

These theoretical conclusions can be compared with the historical and empirical analysis of competitive balance in the AFL of other presenters in this symposium.

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SYMPOSIUM 3:

ECONOMETRIC ANALYSIS OF COMPETITIVE BALANCE IN THE AUSTRALIAN FOOTBALL LEAGUE

Robert D. Macdonald
University of Melbourne, Victoria, Australia

Debate surrounding the definition, causes and measurement of competitive balance has long been central to the discipline of sports economics (e.g. Rottenberg, 1956; Neale, 1964; also see *Journal of Sports Economics* (2002) vol. 3(2) special edition on competitive balance). While there is often a considerable lag, the lessons of this research do eventually influence the strategies of professional sporting leagues (e.g. Victorian Football League, 1985; Australian Football League, 1994).

Although several authors have tackled the definitional problem at previous SMAANZ Conferences (e.g. Booth Dickson, 1996; Stewart & Smith, 1996; Macdonald, 2000; Booth, 2001), there has been a dearth of econometric analysis of competitive balance in Australian professional team sport. Building on the historical themes and theory developed in the earlier papers of this AFL Symposium, this paper presents econometric data on the relationship between competitive balance and the system of labour market regulations adopted by the Australian Football League (AFL).

This paper begins with a brief overview of the types of competitive balance measured and then presents results from a series of OLS regressions. These models regress several alternative measures of seasonal competitive balance against dummy variables representing different labour market regulations implemented in the AFL between 1968 and 2003 and control variables including the number of AFL clubs and a time trend variable. This modeling approach follows from a detailed review of the prevailing econometric approaches to analysis of seasonal competitive balance in sporting leagues (see Macdonald, forthcoming).

The general trends in these models suggests a very small, but statistically significant, improvement in the seasonal competitive balance of the AFL since 1987 – the inaugural season of the 14 club national competition and where the salary cap and national draft were both in operation. Analysis of long-run competitive balance, as measured by the concentration of premiers, grand finalists, finalists and wooden spooners, also supports the view that the competitive balance of the AFL has improved since 1987. These findings are compared to the results of similar econometric analyses of seasonal competitive balance in the National Basketball League and the National Rugby League.

Cont....



SYMPOSIUM 3:**THE FUTURE OF THE AFL AND THE LESSONS OF HISTORY AND ECONOMICS****Bob Stewart****Victoria University, Victoria, Australia****Geoff Dickson****Auckland University of Technology, Auckland, New Zealand****Ross Booth****Monash University, Victoria, Australia****Robert D. Macdonald****University of Melbourne, Victoria, Australia**

The Australian Football League (AFL) faces great internal and external pressures as the competition enters its 109th season in 2005. Continued debate over the Competitive Balance Fund, Total Player Payment Cap and National Draft concessions; the commencement of negotiations for a new television rights agreement; and intensified competition from rugby and soccer for players, spectators and sponsors all combine to create an unprecedented threat to the viability of the AFL. Or do they?

This symposium brings together the historical and economic themes introduced in the three papers to discuss these and other the key issues facing AFL Commissioners and footy fans alike in the next decade, along with the effectiveness of current AFL strategies.

A research agenda for the next decade of economic research on the AFL will also be discussed.



Abstracts

Abstracts in Alphabetical Order

THE AFL IN QUEENSLAND: HOW MANAGEMENTSCAPES AND SPORT HISTORY INFORM SPORT MANAGEMENT

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This study reports on a research project with two separate but related goals. The first goal was to develop a theoretical framework that enables an historical examination of the management of a sport within its “social totality”. The second goal was to write a social history of the early development of Australian Rules football in Queensland, toward understanding and informing sport management. A theoretical model was developed to contextualise the sport and its management. Through this contextualisation of a major sport and the development of its management emerged the concept of “managementscapes”.

To understand the strength and potential of any sport we need an understanding of its past. The sport of Australian Rules football has a rich and varied history in the state of Queensland. In spite of a tradition that spans over one hundred and thirty-eight years, there is no published or formal history of the sport in Australia’s most northerly state. The current custodians of the sport have virtually no records of competitions or management of the first seventy years of its existence.

Currently very little academic work exists on the sport other than that of Howell and Howell (1992) within their history of Queensland sport before Federation, and brief mentions by Blainey (2003), Grow (1998a, 1998b), Hess (2000), and Mullen (1958). Dudley (1989) and Horton (1989) also give some details on the early years of Australian Rules football in Queensland within their studies on other sports. The history applied here contextualised the sport in order to understand its ebb and flow, growth, stagnation, decline, and overall development. A sport indigenous to Australia, such as Australian Rules football, that has failed to diffuse in any meaningful way beyond Australia’s boundaries, has a real need to understand its local strengths and weaknesses, and the depth of the roots of involvement within a global environment. A deep understanding of the historical, ethnographic, and the social, economic, and cultural development of the sport will assist current management and other interested parties. This analysis tracked the changes, patterns of change, and placed them within global, national, regional, and local contexts. This aligns with Phillips (2001) and Horton (1996) encouragement to use concepts of globalisation theory in any historical analysis of sports and its managers.

Micro concerns about the sport’s management are considered in conjunction with macro concerns of power, ideology, culture, and social structural factors (Greendorfer, 1992). A deep cultural understanding of the social totality of the sport through examination of how history, ideology, and social structure influenced the involvement of Queenslanders in Australian Rules football will assist in informing current and future participation and management in the sport. This analysis of the sport took place within the context of elements of globalisation theory and its touchstones of the political, cultural, economic, and social influences on the diffusion of sport (Appadurai, 1990,

1996; Maguire, 1999). Phenomena such as migration, inter-colonial rivalries, economic imperatives, charismatic leaders, various management practices, and their relationships to elements of globalisation theory are identified. Whilst globalisation theory may only be a recent field of study, global influences on the diffusion of sport have been taking place since at least the middle of the nineteenth century.

Through the developed concept of managementscapes, a thorough understanding of how the sport's management developed is established. The theory of Richard Gruneau (1999) guides this conceptualisation. He says that, "today's dominant tendencies in sport coexist with a multiplicity of residual, emergent, and alternative structures, activities, bodily practices, and aesthetics" (p.98). Each new era of the sport takes something from the past with it. The ways in which sport was structured in the era under review has become increasingly residual in comparison to the early twenty first century and, "the relentless expansion of capitalism's universal market" (p.97). It is still, however, important for a sport to know where it has come from. It is also important to track any patterns in its expansion, contraction, continuities, and discontinuities.

The genesis of Australian Rules in Queensland from 1866 through to 1890, as studied here, represents a period of development that some would identify as a phase in which sport in western industrial capitalist economies were "modernising". Of particular interest to this work will be what Gruneau (1999) calls the "agency" of individuals and groups as they grappled with the complexities of "organising" a sport within wider social structures. Through the concept of managementscapes, the challenge of organising the sport is captured. The agency of individuals and groups in the "negotiations, struggles, and compromises" of the sport in Queensland is the focus of the managementscapes.

The actual management of the sport and the people that undertook this management is the ultimate focus of this work. How managementscapes inform and provide a tool for understanding sport management practice across time adds to the knowledge base of the field. It also provides heuristics for current practice.

APPEARANCE MANAGEMENT AND FITNESS WORKERS: A SURVEY INTO RECRUITMENT PRACTICES

**Trish Bradbury and Janet Sayers
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This paper will present an empirical study investigating the issues around the aesthetic labour of fitness workers employed in New Zealand's fitness industry. Aesthetic labour's most overt manifestations are 'looking good' and 'sounding right' for the job and within the fitness industry, the requirements to look good and sound good are particularly accentuated. Being fitter, better looking and more enthusiastic about exercise is a pre-requisite for the job of a personal trainer for example.

This study is based on a survey of the recruitment practices of the fitness industry and the types of aesthetic skills required of fitness workers. It is based on recent work which has examined aesthetic labour in the hospitality industry (Nickson, Warhurst, & Watt, 2000; Nickson, Warhurst, Witz, & Cullen, 2001; Sturdy, Grugulis, & Willmott, 2001). The survey instrument used is adapted from studies of the selection and recruitment practices in the retail, bar/restaurant, and café sectors in Glasgow carried out by Nickson, Warhurst, & Watt (2000).

In addition, this study follows up the survey with semi-structured interviews of workers in the fitness industry performing customer service roles. The purpose of introducing the interviews is to supplement the survey responses with workers' reflections on the characteristics of the aesthetic skill requirements that they learn through work, and also what they bring into work in terms of their knowledge of themselves and their interests (Jenkins, 1992).

The use of fitness workers in this study will enable reflection and refinement of Nickson, Warhurst and Watt's thesis regarding 'styles' of service encounters and 'embodied labour'. The discussion will focus around the themes of embodiment, cultural capital and consumption. Stream participants will be invited to provide feedback on the presentation as it is the first phase of a larger project aimed to investigate and perhaps identify characteristics of a style of 'Kiwi' labour.

There are several implications and activities for fitness industry management to consider that arise from this study. These include: the provision of training and development opportunities for customer-facing staff; the use of research to identify the perceptions and preferences of fitness clientele in regards to customer-facing staff; and the awareness that that some customer-facing staff are portraying an educational message which is potentially negative and disparaging to the clientele. These implications are potentially applicable to other areas of the sport industry with customer-facing staff.

DELIVERY OF SPORT EDUCATION IN RURAL AND REGIONAL AUSTRALIA: A CASE STUDY

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In 2002, the Australian Sports Commission conducted a workshop to address the plight of coaching and officiating in rural and regional Australia. The workshop was comprised of 50 delegates involved in the delivery of sport education from around Australia. The outcomes of the workshop identified a number of critical factors and broad solutions to address the delivery of sport education to rural and regional areas. A common theme identified by the delegates was a need for more flexible education and training options provided by the sport industry (Australian Sports Commission, 2002).

The purpose of this paper is to describe a case study exploring a flexible model of sport education delivered in a regional setting in Victoria. A case study of the Central Highlands Sports Assembly's (CHSA) education program to address the declining retention levels of officiating in the Ballarat regional was conducted. Participant observations and semi-structured interviews with key stakeholders of the program were used to develop the case study. A model for curriculum development projects, known as the Research Development and Diffusion (RD&D) Model, was used as a theoretical framework for the case study. The RD&D model assumes that curriculum reform involves a sequence of four steps where experts identify the problem, find a solution, diffuse and disseminate the solution, and the solution is then adopted by the user group (Marsh & Willis, 2003).

The CHSA is a not-for-profit community organization located in a regional centre in Victoria. In 2001, the CHSA established an advisory group for officiating, consisting of key informants with regional knowledge and involvement in officiating from netball, basketball, soccer and Australian Rules football. Key issues identified by the officiating advisory group included problems associated with recruitment and retention of officials, lack of education and support for officials beyond the accreditation courses, abuse and harassment of officials, and inconsistent reporting procedures for officials. For the past three years a number of strategies to address these issues have been implemented by the CHSA. A series of generic workshops for young and inexperienced officials was developed and delivered by the CHSA. Evaluations of the workshops have shown participants gained a positive learning experience and have increased their level of confidence to officiate competently. The model of sport education used by the CHSA was found to follow the four steps of the RD&D model. However, an additional step not included in the RD&D model was identified between the third and fourth step for the case study. The additional step involved the monitoring and assessment of the educational strategy. The finding of this study describes a model for the development and delivery of sport education that has been used successfully in a regional setting. A modified version of the RD&D model to include an additional step to monitor and assess the effectiveness of the educational strategy could be used as an alternative framework for the sport industry involved in the delivery of educational programs in regional and rural Australia.

ATHLETE ENDORSERS: IF THE ATHLETE IS THE BRAND, DOES THE PRODUCT MATTER?

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Ron Garland
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The benefits that accrue to brands from celebrity endorsement, the characteristics of effective endorsers and the potential risks involved for brands using celebrity endorsers have all been well researched (Kamins, 1989, Erdogan, 1999, James & Ryan, 2001, Pornpitakpan, 2003). The focus of much of the literature has been on the transfer of the pre-existing celebrity image to endorsed brand or product through the endorsement process (Shilbury, Quick & Westerbeek, 1998, Shank, 2002). Apart from Till (2001), few studies have investigated the influence of the pre-existing image of the product endorsed on the image of the celebrity endorser – in essence, reverse image transfer.

This paper reports the results of an exploratory study investigating reverse image transfer with celebrity athletes. As public interest and media coverage has intensified, peak performing athletes are increasingly regarded as viable and valuable celebrity endorsers. In this study, two named high performing celebrity athletes, David Beckham and Anna Kournikova as well as two generic high performing celebrity athletes, Marty and Franny, were evaluated.

Selected attributes from Ohanian's (1990) 15 item source credibility scale were used to first establish celebrity athlete image and then post test this image after respondents had been exposed to a series of print advertisements featuring the celebrity athlete endorsing either a positively or negatively perceived product. The results are unequivocal: endorsing negatively perceived products such as cigarettes damages celebrity athlete image on both attractiveness and trustworthiness dimensions. Conversely, positively perceived products such as orange juice appear to have no statistically significant effect on celebrity athlete image. Interestingly, endorsing negatively perceived products had a stronger impact on perceived attractiveness and trustworthiness for female athletes than their male counterparts.

These results have implications for athletes, their agents and their corporate partners when considering endorsement proposals. Choice of product for endorsement does matter! As celebrity athletes like David Beckham increasingly derive substantial amounts of their income from brand endorsement or even reinvent themselves as brands in their own right, there is a need to take the potential for reverse image transfer into consideration in endorsement choices.

**PERCEPTIONS OF NEW ZEALAND'S CELEBRITY ATHLETES:
THE GENERAL PUBLIC'S VIEW**

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Ron Garland
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This paper reports part of an ongoing research study into celebrity athlete endorsement in New Zealand. Previous papers have presented findings from convenience samples of the public as well as a study of advertising practitioners' perspectives (Garland & Ferkins, 2003; Charbonneau, Garland & Hyland, 2004). The current paper, based on a random sample of 392 adult New Zealanders surveyed by mail in mid-2004 (a 45% response rate), discusses the general public's view of celebrity athlete endorsement of products and services.

For years advertisers and researchers have pondered how successful celebrity athlete endorsement really works. Most suggest some form of positive image transfer takes place between celebrity and endorsed product with source-credibility models in their various forms becoming the preferred research design. The overall objective of this research is to assist sport marketing managers and their advertising agencies in matching celebrities with products and services. Building upon work by Garland & Ferkins (2003), Ohanian's (1990, 1991) 15-item source-credibility scale, and two single-item measures (a probability scale and a constant-sum scale) were used to examine the potential 'endorsement fit' for four New Zealand sporting heroes. The athletes examined were Bernice Mene (former New Zealand national netball team captain and spokesperson for health promotion), Sarah Ulmer (current world record holder in cycling and spokesperson for McDonalds salads), Stephen Fleming (New Zealand's most successful cricket captain and endorser of several products including the deodorant brand Rexona) and Justin Marshall (All Black rugby's most capped halfback). The public judged all of these athletes as physically attractive sports stars in a focus group prior to this survey.

Respondents were asked their level of involvement with each applicable sport, familiarity with each athlete, their evaluation of each athlete using the Ohanian scale, their opinions of each athlete as a potential endorser of an isotonic sports drink and finally the likelihood of trying the sports drink if each athlete was its endorser. Then all four athletes were matched against potential endorsement of several other products – bottled water, deodorants, honey and bank accounts.

Preliminary research results show that the two female celebrity athletes were more popular for product endorsement of isotonic sport drinks and honey whereas the two captains (Mene and Fleming) were accorded "best fit" for bank accounts. However, matching celebrities to products for potential endorsement opportunities is a complex issue, leaving scope for judgement and intuition alongside quantification. More definitive results will be available in November at the conference.

A STUDY OF MARKET SEGMENTATION AMONG ADOLESCENT CONSUMERS OF X-TREME GAMES

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X-treme Games (also called the X-Games, eXtreme Games, or action sports) have become more popular among adolescent consumers and many sports scholars and marketers considered that adolescent consumers will be a big and main market of X-treme Games (Bennett, Henson, & Zang, 2003; ESPN, 2001). A market segmentation is a group of consumers with similar needs and behavior that differ from those of the entire mass market (Blackwell, Miniard, & Engel, 2001). By exploring and understanding different segmentations through marketing research, sports marketers determine which groups of consumers offer the greatest sales opportunities for the organization. Shank (2001) pointed out that there are a variety of factors that influence an individual decision to attend sporting events, such as fan motivation, demographics, fan identification, sport involvement, etc. Moreover, Bennett et al. (2003) suggested that event popularity and familiarity, fan identification, and individual preference are the important segmentations among adolescent consumers' perception of the action sports industry segment. Therefore, the purpose of the study was to examine the differences between the adolescent consumers' demographics on the popularity and familiarity, fan identification, and individual preference of X-treme Games. In addition, the study classified these adolescent consumers into different groups to identify the market segmentations of X-treme Games.

Two hundred and seventy two adolescents in Taiwan (54.7% male and 45.3% female) replied the survey with a total return rate of 68%. A revised 24-item Action Sports Questionnaire (Bennett et al., 2003) was utilized to measure these adolescent consumers' perceptions on the popularity and familiarity, fan identification, and individual preference of X-treme Games. Furthermore, the reliability and validity of the Action Sports Questionnaire were reconfirmed for the current sample. Based on the results of MANOVA, there was a significant difference between gender on the popularity and familiarity of X-treme Games ($F(1, 262) = 16.55, p < .05; \eta^2 = .13$). Moreover, the cluster analysis revealed that there are two market segmentations among the adolescent consumers of X-treme Games. One is the group of considering himself/herself is a computer literate and browsing sport information through the Internet; the other segmentation is the group of not considering himself/herself is a computer literate and browsing sport information through other sources. In summary, this present study will help to direct those future efforts in the area of sport marketing as well as the theoretical development of sports consumer behaviour.

EFFECTS OF THE SPECTATORS' CHARACTERISTICS AND MEDIA COVERAGE IMPACT ON THE 42nd WORLD ARCHERY CHAMPIONSHIP

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The spread of modern sport events are considered to provide an interesting example of globalisation. Sport events not only provide an attraction to get people together, but also attract media involvement. In addition, the effects of sport events are important to local political elites and to event organisers. The value of media exposure generated by a sport event is often built into economic estimates of the event's effect (Chalip, Green, & Hill, 2003; Shih, 1998). The 42nd World Archery Championship was held in the Central Park of New York City on July 14 to 20, 2003. More than 500 archers from at least 60 countries competed in the qualification and elimination rounds. Additionally, as an Olympic qualifier, forty-six individuals and the top eight teams in the World Championships won positions for their countries in the 2004 Olympic Games in Athens. Archery is a modern sport, while the timeless skills of shooting a bow and arrow remain. Since the unique feature of the 42nd World Archery Championship which attracted many spectators to the event.

The purpose of the study was to examine the effects of the spectators' characteristics and media coverage impact on the 42nd World Archery Championship. One hundred and sixty nine spectators (60.9% male and 39.1% female) replied to the survey with a total return rate of 43%. A revised 35-item Media Coverage Impact Inventory (Shih, 1998) was utilized to measure these spectators' perceptions on the media coverage impact of the 42nd World Archery Championship. Furthermore, the reliability and validity of the inventory were reconfirmed for the current sample. Based on the results of multivariate analysis of variance (MANOVA) and univariate analysis of variance (ANOVA), there were significant effects among the spectators' family life style levels, occupations, and lifestyle levels on the media coverage impact of the 42nd World Archery Championship. Consequently, this present study will help to direct those future efforts in the area of market segmentation as well as the theoretical development of sports consumer behaviour.

**INTERNATIONAL SPORT MANAGEMENT:
A CASE STUDY IN CREATING AN INTERNATIONAL LEARNING AND
TEACHING COMMUNITY VIA WEBCT**

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Matthew Nicholson
Victoria University, Victoria, Australia

Bob Stewart
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Concurrent with the expansion of sport management opportunities has been the growth and increased sophistication of the academic discipline (e.g., Pitts, 2001; Soucie, 1994, 1998; Stier, 2001), an increase in the number of sport management programs around the world (Stier, 2001), and an expansion in the variation and types of course offerings that are available within these programs (Danylchuk & Boucher, 2003). One of the more recent course delivery formats is WebCT, a software platform used for online courses in universities and colleges around the world. It enables students to access subject material, send e-mail, engage in discussions, and submit work in a password protected and stable online environment. Subject leaders are able to track the progress of all students enrolled in the subject, including the first and last time a student accesses the WebCT subject site, the number of times a student accesses the subject homepage, the number of pages visited by a student within the WebCT subject site, and the number of original and follow-up discussion postings.

While WebCT has been widely used for course delivery in many disciplines in recent years, it is typically offered within the confines of an individual university. This presentation will provide an overview of a unique partnership between three universities from around the world (Victoria University-Australia, University of Western Ontario-Canada, and Georgia Southern University-United States), which resulted in the delivery of an 'International Sport Management' (ISM) subject/course/paper in 2003.

The ISM project created a common subject that was delivered fully online. It adopted a case study approach, whereby each institution designed a localised case study, through which generic and global sport management practices and theories were examined. Students accessed WebCT, as well as a multimedia CD-ROM, and collaborated in asynchronous discussions.

This presentation will examine the ways in which subjects and courses can be 'globalised' by using innovative approaches to online learning and teaching. It will examine both the successes and challenges of the ISM project, as well as reflect on how global subjects and courses might be created through international partnerships and collaborations. Finally, the presentation will provide a commentary on the resources, training, infrastructure and strategic thinking required to create a global curriculum in a local environment.

FRAMING GOVERNANCE – MULTIPLE PERSPECTIVES ON THE ROLE OF BOARDS AND BOARD FORMATION: NEW ZEALAND CASE STUDIES

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This paper seeks to build on the work of Lynall et al. (2003) to explore links between governance, organisational life-cycle and board life-cycle that are reflected in board formation and ongoing board composition. The paper presents a brief overview of theoretical frameworks and alternative conceptualisations of governance that have been developed to describe and understand governance, the role of boards and their diverse contribution to aspects of governance. Such frameworks range from the resource-based view of organisations to institutional theory, social network and agency theory, and the viable systems framework of Beer. The paper then adopts a meta-framework underpinned by life-cycle notions that facilitates the development of complementary theoretic views and multiple perspectives of the role of governing boards and governing bodies in sport. Using case studies of major New Zealand sports organisations involved in rugby union and netball, the paper suggests that insights about board formation, the persistence of board composition, and board effectiveness, can be better understood through the employment of multiple frames and the development of multiple theoretical perspectives.

SHARED REVENUE IN THE AFL: ITS IMPLEMENTATION

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Revenue sharing has been long established in sport. Rottenberg (1956) defined revenue sharing as "... the total revenues of all teams in major leagues pooled and shared equally by all teams" (as sighted by Booth, 2003, p.3). The concept of revenue sharing has broad appeal. It is a practice that is applied in an Australian Government setting, Corporate Business setting and in particular sport. The National Football League (NFL) is an example of a sporting league implementing a revenue sharing scheme. The NFL's revenue sharing scheme is often used as a model of best practice. The AFL is one such sporting organization that has used this model of best practice in the creation of a revenue sharing in its competition (AFL, 1999).

In promoting an environment in which all clubs can compete, the AFL established an "Equalisation Policy" comprising of a shared revenue scheme. The perceived benefit for the AFL in creating a competitive environment is that it encourages spectator and corporate business support. However, current media reports and club financial data indicate that there is an increasing gap between the rich and poor clubs in the AFL competition (Smith, 2004). This raises concerns about the effectiveness of the policy in reaching the league's intent in the implementation of revenue sharing in the AFL competition.

Two perspectives were used in the study, the AFL and AFL clubs. It was necessary to gain two perspectives to understand the implementation of revenue sharing in the AFL's national competition. The study investigated the AFL's intended use for the shared revenue and compared the managerial decision making of clubs in relation to their usage of shared revenue. A convenience sample was used. For the club perspectives, only the 10 Victorian based clubs were included. The 10 clubs were divided into three categories based on their revenue generation for the 2003 football season. Two clubs from Category One, two clubs from Category Two and two clubs from Category Three participated. A financial or managerial representative from each club was interviewed. For the AFL perspective one key managerial representative was interviewed. All interviews were semi-structured in nature. And all interviews were transcribed verbatim. The transcripts were coded in three stages; open, axial and selective. In coding the data media reports, financial reports from the AFL and AFL clubs and existing literature were utilised to further support the findings.

Results indicated that there was a difference between the league and clubs in their respective perceptions of revenue sharing. The league and clubs understood the concept differently. This is not surprising given that perceived differences were based on their subjective understandings of fairness and their individual positions within the league compared to other clubs. Those clubs that were more profitable had differing views on the fairness of the policy than those that were less profitable. The findings from the research have implications for club managers at all levels of professional sport. The implications for revenue sharing policy development and implementation in the AFL are discussed. The findings of the research are not limited to the AFL sport setting. How this operates and how our understanding of revenue sharing can be applied in other sport settings and non-sport setting is considered.

THE AGE OF THE VOLUNTEER: A COMPARISON OF MOTIVATION FOR VOLUNTEERING IN SPORT ORGANISATIONS IN A NEW ZEALAND PROVINCIAL CENTRE BETWEEN OLDER AND YOUNGER ADULTS

**John Downey and Sarah Leberman
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Sport organisations in New Zealand are increasingly having difficulty attracting sufficient volunteers for all areas of sport. The growing number of older people in the population could be targeted for recruitment if the motivational priorities of those who already serve were better understood. To this end forty-five female and fifty-five male sport volunteers ranging from 25 to 80+ years from a sample of sport organisations covering individual (athletics, rock climbing) and team sports (netball, softball) in the Manawatu area answered questions about what motivated their participation. Those involved completed measures of their motive to volunteer using a questionnaire adapted from one used by Cnaan and Goldberg-Glen, (1991) to test motivation. Volunteers from this group took part in one of two group interviews to provide a qualitative measure.

Factor analysis of the ratings resulted in the identification of three categories, altruistic, social and material. This reflected what has been found in the literature and previous research (Caldwell and Andereck, 1994; Williams, Dossa & Tompkins, 1995; Australian Council of Social Services, 1996; Johnson, Twynam & Shultis, 1996; Farrell, Johnston, & Twynam, 1998; Green and Chalip, 1998; Chelladurai, 1999; Stier, 1999).

Commonalities and differences between the groups were identified in the group interviews. The volunteers in the sample over 55 years of age shared the same general motivational priorities and passion for sport with those under 55 years but filled a slightly different profile in other areas. More of the older volunteers interviewed were competitor/volunteers than those in the younger age groups. The older age group also attached greater importance to the competitive, fitness and health elements of sport.

These differences need to be taken into account in the recruitment and retention of older sport volunteers. It would be profitable for sport managers to cater to the needs of their older athletes in the area of coaching (Downey, 2003) to facilitate their ongoing involvement as competitors as a means of ensuring their continued services as athlete/volunteers. For future research a bigger study using a sport specific motivational measure that covered factors such as the importance of long term sport participation, competition and health related fitness benefits, would further clarify some of the questions raised in this study.

THE IMPACT OF THE INTERNET ON THE SPORTS INDUSTRY

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James Skinner

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Tim Fuller

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Although debate continues over the impacts of the Internet on society there is little doubt that it has contributed to the accelerated globalizing processes that have characterized the later part of the twentieth century (Giddens, 2001). New concepts, such as the information society (Dearnley and Feather, 2001), the information age (Castells, 1997; 2000) and the digital economy (Margherio, 1998) are becoming common language as the Internet is becoming increasingly merged into sport-related mainstream media (Kemp, 2001). For sports consumers this has led to increased access to information on teams, leagues and governing bodies as the Internet has provided a range of opportunities for sport businesses and sport consumers online. This extension of sport into new communication realms not only facilitates ready access to given sports but in doing so can impact on all components of the sport industry (Kemp, 2001). Moreover, Evans and Smith (2004) have suggested it is through an appropriate mix of sport and the Internet that a sporting organisation can gain a competitive advantage. However, despite the fact that the growth in Internet use has been exponential, in May 2002, an estimated 605.60 million people used the Internet, compared to an estimated 16 million in December 1995 (Moragas, Kennett and Sedo, 2003) many sport Internet sites are not achieving their potential and are subsequently not servicing those sport consumers who have a direct interest in the sport or sport organisation. This presentation demonstrates how an Australian surfing web-site markets itself to the cyber community and as a consequence its target market usage has continued to increase. Aspects of Internet governance and community links provide an exploratory framework in which this analysis occurs.

SPORT FANS: SOCIAL SELF, COMMUNITY AND CONSUMPTION

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Spectator sport is one particularly conducive context for the study of symbolic consumption as the symbolic value of sport products is high (Cialdini, Borden, Thorne, Walker, Freeman, & Sloan, 1976). Social self, sense of community, and consumption have been identified as key variables in understanding symbolic consumption (Belk, 1988; Holt, 1995; McAlexander, Schouten & Koenig, 2002; McCracken, 1986). It is clear that these variables are related, however, there is a lack of clarity and consensus as to the order of effects. Holt (1995) suggests that consuming a particular product or brand creates opportunities for interaction with other consumers of that product or brand which can generate a sense of community between product users. While some researchers have identified the self as a motivator of consumption (e.g., Houston & Walker, 1996), others have identified the self as an effect of consumption (e.g., Kleine, Kleine, & Kernan, 1993; McCracken, 1986; 1987; Mick & Buhl, 1992). In the latter, consumption objects and brands are said to possess cultural meanings that are used as symbolic resources aiding in the construction and molding of one's self or identity. Others believe that a reciprocal process exists among social self, sense of community, and consumption (e.g., McAlexander, et al., 2002).

This study examines the relationships among social self, sense of community, and consumption. Data were collected via random sampling of fans at three rugby league home games (N = 243). Three models are constructed depicting the expected relationships among the variables based on a review of the literature: (1) social self ? consumption ? sense of community, (2) sense of community ? consumption ? social self; and (3) a reciprocal relationship between social self, sense of community, and consumption. The hypothesised models were tested using structural equation modeling. A reciprocal relationship was found to exist between social self, sense of community, and consumption, expelling the possibility of a uni-directional relationship. The final model and its implications for sport marketing are discussed. Future research directions are also discussed.

SPORT GOVERNANCE: INVESTIGATING QUESTIONS OF BOARD STRATEGIC CAPABILITY

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David Shilbury
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The governance of sport organisations and the work of the board is one of the oldest institutions within the field of sport management (Kikulis, 2000). In a fast moving environment, governance remains central to effective and efficient management of sport organisations (Hoye & Auld, 2001). Moving from a committee or council of representatives to the modern board of directors, governance is a necessary and institutionalised component of all sporting codes from club level to national bodies, government agencies, sport services organisations and professional teams around the world (Kikulis, 2000). For many involved in the sport sector, 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 area. While the status and legitimacy of the board remains, the professionalisation of sport organisations has signalled significant changes for the work of this group. The introduction of paid executives, player payments, increases in income and expenditure, media scrutiny and a wider range of stakeholder interest, for example, has presented major strategic issues to those responsible for governing the organisation. How responsive are boards in charting the organisation's future course as a consequence of this rapidly changing environment? What, indeed, is the strategic contribution of individual board members? How pro-active are contemporary sport boards in developing the organisation strategically? What are the factors that both constrain and enable sport boards to think and act strategically? How can the new era of sport boards build their strategic capability?

These questions are, as yet, unanswered by empirical research. Indeed, the strategic role of the board in sport organisations is an area of research that is under-developed in the sport management literature. Further, sport boards need to consider their strategic capability in light of research undertaken in the corporate and non-profit governance setting, which identifies strategic capability as a critical, yet under-developed component of board work (Carver, 1997; Johnson, Daily & Ellstrand, 1996; Stiles, 2001; van der Walt & Ingley, 2003).

This paper considers options in research design for sport management, that are suited to answering questions of this nature. It does so by first proposing a tripartite model of power and influence, based on work by Pettigrew and McNulty (1995, 1998) that informs inquiry into this line of questioning. More specifically, this model assists in identifying those aspects of organisational life that impact on the strategic functioning and capability of the sport board. The paper then sets out how the use of qualitative research methods might assist in building knowledge in the context of board work, within sport organisations.

THE UNLIKELY SUCCESS OF LEISURE MARCHING: GROWTH WITHOUT STRUCTURE

**Gail Francis, John Downey and Andy Martin
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Leisure marching started in New Zealand in 1990 with two teams in Tauranga and has grown to 120 teams nationwide 14 years on. It was developed specifically for older women as a non-competitive recreational sport. The sport has no formal organisational structure in that there are no national or local governing bodies. According to Coakley (1998) leisure marching does not fully conform to the definition of a sport. It does involve physical exertion, relatively complex physical skills and individuals participate through both intrinsic and extrinsic motivation, but there is no formal institutionalised structure either nationally, regionally, or locally. Membership to leisure marching is made as easy as possible. A group of women decide to start a team, they give themselves a name, write to the newsletter Link with contact details, through the newsletter the team is welcomed to leisure marching. There is no bureaucratic organisational structure which tells the teams the rules and regulations of leisure marching as there are no rules and regulations which teams have to abide by to participate.

The purpose of this study was to explore motivation to participate, level of commitment and reasons for attraction to the activity of leisure marching for older women. Data was collected during a display day at Taupo, a provincial centre in New Zealand. Responses to the questionnaire were received from 326 female leisure marchers. The questionnaire was divided into three sections each one pertaining to a different aspect of motivation. There were 27 items exploring the motivation to participate (adapted from Cnaan & Goldberg-Glen, 1991; and Downey & Leberman, 2002), 21 items for the level of commitment (adapted from Alexandris, Zahariadis, Tsorbatzoudis & Grouios, 2002) and 12 items to gauge the level of attraction (adapted from Racours, Souville and Griffet, 2004), to leisure marching. Participants were given the opportunity to write about their own experiences with leisure marching on a separate page.

Using factor analysis of the data gathered, three motivational categories, altruistic, social and material, and high levels of commitment and attraction were identified. The social nature, lack of competitiveness and casual organisational structure of the activity were identified as prime factors in the involvement for the majority of the women.

In New Zealand there has been a drive to encourage physical activity for all the population (SPARC 2003). Statistically, older women are the most inactive group in the population (SPARC Facts, Older Adults 2004). Leisure marching appears to be providing an appropriate physical activity for older. Using the motivations of why older women participate in leisure marching may assist sport managers and policy makers in developing appropriate programmes and physical activities for older women, which they will not only start but continue to maintain participation.

SPORT SPONSORSHIP: A COMPARISON OF ATTITUDES HELD BY AUSTRALIAN AND AMERICAN UNIVERSITY STUDENTS

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This study is a replication of an earlier one that compared attitudes held by American and New Zealand university students. The two samples in this study are comprised of 221 US students and 102 Australian students. The survey sought opinions on 21 aspects of sponsorship. Included were issues germane to competition, social responsibility, costs, ambush marketing, image, category exclusivity, and impact on purchase intention. The final statement was a general overview that sought an overall assessment of the impact that sponsorship has on sports in the respective countries. The instrument has been used in a mail survey of the general American population; it is currently being translated for the purpose of collecting data from a comparable sample in France.

Though sponsorship is a comparatively recent phenomenon, its implementation is based upon a number of theoretical and pragmatic considerations. Sponsorships today focus on business objectives, and ultimately, the bottom line. Consider the statement that “anonymous sponsorship, even philanthropic, is rare.” This quote from Abratt et al. (1987) captures the essence of sponsorship today. Companies seek to benefit from a financial perspective; no longer are philanthropic or ego-related motives sufficient. Sponsors seek to capitalize on their target market’s awareness of their association with an event or property deemed important by consumers who comprise the sponsors’ target markets. It is believed that sponsorship can increase awareness; presumably it can also increase both interest and desire on the part of the consumer. Thus, we can see the role that sponsorship can play in creating the first three steps in the hierarchy of effects (AIDA) model. To achieve the final step, action, the sponsor needs to engage in a concerted effort to leverage its relationship (Spencer 2004).

Roy and Cornwell (2003) surmise that brands with high levels of equity have an advantage over their counterparts, thus there may be an inherent advantage for large MNC’s such as Coca Cola, Heineken, and Toyota. Congruence between the sponsor and the sponsee impacts cognitive and affective responses on the part of the consumer; the assumption in this regard is that the absence of a logical fit between the two entities will have a negative impact on both recall rates and the positive emotions on the part of the consumer that the sponsor is seeking as a means of changing attitudes and driving sales. This phenomenon is explained by congruence theory. Consumers seek cognitive consistency and they are more prone to recall the relationships that are in harmony with their expectations (Srull 1981). Crimmins and Horn (1996) specifically looked at Heide’s Balance Theory and inferred that sponsorship is more effective when this consistency is present. This issue was also addressed in earnest when the concepts of self-evident and strategic linkages for sponsorships were delineated (Cornwell 1995). Further credence was provided when a study by Pham and Johar (2001) indicated that companies and brands that, from the consumers’ perspective, seem to be related to the

sponsored property are more likely to be identified as actual sponsors when measuring recall upon the completion of the event. This would partially explain why Wendy's was so successful in its efforts to ambush the McDonald's sponsorship of the Olympic Games.

Another key theoretical construct is that of involvement. In the case of sports, high involvement can be construed to be characteristic of the segment of fans that expresses a high level of identification with an event, team, sport, or player. These fans are often less sensitive to team performance (and pricing concerns) (Sutton et al. 1997), and it has been suggested that they are more likely to acknowledge and purchase from those firms that sponsor their favorite sports entities (Gwinner and Swanson 2003). Other studies that found highly involved fans to be more adept than their low-involvement counterparts in the identification of an event's sponsors were in the area of golf (Lascu et al. 1995) and the World Cup of Soccer (Meenaghan 2001). This premise is consistent with social identity theory (Hogg and Turner (1985) and Wann and Branscombe's (1995) supposition that an individual's self esteem can be enhanced via the emphasis of the positive aspects of the group to which that individual belongs. In regard to sponsorship, this phenomenon may be a driving force for sponsorships in the area of cause-related marketing. Interestingly, and providing a basis for cross-cultural studies such as this one, it has been noted that involvement may play a larger role in some countries than in others. For instance, it has been noted that American fans exhibit a higher degree of involvement than do Greeks and Koreans (Dalakas and Kropp 2002).

An early effort to develop a conceptual framework for sponsorship resulted in the delineation of five distinct target audiences: consumers, channel members, financial institutions, government (and community) leaders, and employees (Gardner and Shuman 1988). For the consumer segment (the focus of this study), the basic construct is that awareness, brand salience, and enhanced image will drive sales (Cornwell 1995). It is evident that there are several theoretical dimensions that serve as the foundation for effective sponsorship. Still, most research has focused upon the pragmatic manifestations of any theoretical basis, and it has explored many of the issues covered in this project. A glaring deficiency is that while most of the studies have looked at a single country; there is a clear need to engage in more meaningful cross-cultural research.

Students in both countries expressed agreement with the statement that sponsorship has had a positive impact on sports. In general, the students are open to the idea of sponsors from foreign countries. They also believe that it is a good way for a marketer to gain a sustainable competitive advantage. From an operational standpoint, they agree that sponsorships are more effective when the sponsor's product is related to the property being sponsored- e.g. Adidas and the World Cup. Somewhat disconcerting is the finding that both groups are generally open to the idea of ambush marketing; apparently they view it as an effective use of resources. They also tend to agree that the cost of sponsorship drives up the prices paid by consumers.

T-tests were used to identify differences between the two groups. Of the 21 items, only three statistically significant differences were documented. None of these were on the key applications and outcomes issues such as attitudes toward ambush marketing, category exclusivity, impact on prices, venue naming rights, or impact on purchase intentions. The three items where differences were documented were that Americans

were more positive regarding both the ability to gain a sustainable competitive advantage through sponsorship and the belief that sponsorship is a good approach for establishing good relations within their community. The final difference concerned the belief that sponsorship has had no negative impact on the image of sports; again the Americans were somewhat more optimistic in their assessment (In this case, the Americans were somewhat less negative as both groups slightly disagreed with the statement.).

While the noted differences were statistically significant, the managerial implications are mediated by the fact that the absolute differences were small and that no meaningful differences were documented for the remaining 18 items. Thus, it is evident that the two groups are relatively homogeneous. This compares to the earlier NZ/US study where differences were documented on ten of the 21 items. While the Australian and New Zealand markets are often viewed as a single entity by European and North American marketers, this study gives reason to question this aggregation. There is a need to compare the Australian and New Zealand markets- both from the students' perspective and by looking at the general population. The sponsorship arena is under-researched; as a result, investing in any property is a risky business decision.

Arguably, research on sponsorship has emphasized the practical aspects of the strategy (Cornwell & Maignon, 1998). How do we establish goals; what types of linkages exist; how do we leverage; how can the impact of ambush marketing be minimized; and how can we measure effectiveness? These are issues of extreme importance to practitioners. This study provides new insight about a key segment in the Australian market. While it primarily addresses the practical aspects, it does consider the theoretical foundations that are beginning to emerge. Issues such as involvement, social identity theory, reference groups, hierarchy of effects models, and congruence theory should be explored in more generalizable studies; these along with many additional theoretical dimensions make sponsorship a fertile effort for future research endeavors.

MANAGING MICRO-POLITICS IN THE SPORTS INDUSTRY

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This paper reports on the findings which arose from a qualitative study that investigated the micro-politics which occurred between managers, athletes and coaching staff while the researcher was travelling with disabled Australian teams to interstate and international competitions.

The presentation offers a review of literature in the area of micro-politics and how they relate to the management of disabled sports teams. In the review a theoretical stance to the study of micro-politics is provided through the work of Ball (1987), Sparkes (1992) and Gilbert (2000) which sets the scene for the qualitative design and implementation of the study.

A case study approach using an ethnographic perspective and the constant comparative method of Glaser and Strauss (1967) and Strauss and Corbin (2001) was adopted to assist in the generation and interpretive aspects of the data collection. In all, forty four managers, athletes and coaching staff were interviewed, audio taped and transcribed over a three year period in order to provide a case study to understand the nature of micro-politics in disabled sport and the outcomes of micro-political actions between the individuals who were involved in the sports teams.

In the discussion section the paper argues and provides examples of the notions of power (Foucault, 1967), coalition building (Smith, 1979), self interest (Morgan 1983) and conflict (Gilbert, 2000) which are prevalent in elite disabled Australian sport. These theoretical linkages are followed by other specific examples of the juxtaposition between theory and practice which are further developed through the notion of individual micro-political actions. Additional suggestions are provided which offer research topics for future investigation of the micro-political phenomenon within the Australian sporting context.

Finally this paper highlights the need for students of sport management to be aware of the pitfalls and problems involved in managing elite teams of athletes and coaches and suggests that one of the major factors in the continued development sports management will be our ability to better understand and to discuss the micro-political concepts and constructs embedded within the sporting context of the teams.

THE PROBLEMATICS OF SPORT DEVELOPMENT IN POST CONFLICT CONDITIONS.

Keith Gilbert
Deakin University, Victoria, Australia

Barbara Petri-Uy
The United Nations Mission d'Administration, Kosovo

This presentation, inspired by the development of disabled sport in Kosovo after the United Nations peace keeping force and United Nations Interim Mission in Kosovo (UNMIK) began its Humanitarian Intervention in 1999, examines the role played by the United Nations representatives in sport development programming in the early stages and the difficulties encountered throughout the past few years in the organisation and management of the UN sponsored programs.

Initially the paper views the historical context of Kosovo from a life history (Sparkes, 2001) perspective after the effects of post conflict conditions. It does this by reviewing the trauma of ethnic cleansing and the effects of NATO bombing on the population and the infrastructure of the country.

Following this discussion we turn to the specifics of the development of disabled sport in Kosovo. This was achieved by interviewing athletes (Spradley 1969), leaders of the sports community and UN officials. This is presented in narrative format (Clegg, 2000; White, 1987) and highlights the many difficulties experienced by the United Nations Program Advisers for the Ministry of Culture, Youth and Sports.

The qualitative study weaves the theoretical concepts of development and political strategy (Bourdieu, 1993 & Houlihan 1994) throughout the narrative which in particular highlights the development of the disability areas of sport in the state. It emphasises why there has been the need for disability sport to be utilised as a political instrument in Kosovo. It highlights intercommunity reconciliation and socio-economic development and the extreme need to repair infrastructure and provide sound sports policies which are grounded in the political development of the interim government for disability athletes. Furthermore, it highlights the plight of women with disabilities in the development of post conflict sport in Kosovo.

We provide concrete examples of the successes and failures of the disability groups over the past few years and their quest to achieve notoriety within the boundaries of sport and of future campaigns designed to develop the area.

Finally, we argue for the development of human rights for disabled athletes in Kosovo and as such there is an expectation that this presentation will provoke strong discussion at the conference which might lead to further research in the area of sport development in post conflict conditions.

CHALLENGES FACING NEW ZEALAND'S NATIONAL SPORT ORGANISATIONS: CHIEF EXECUTIVE'S PERCEPTIONS

**Dai Gilbertson, John Davies and Glen Butler
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This paper reports findings from a 'Strategic Futures For Sports' research project that seeks to determine the perceptions of National Sporting Organisation (NSO) Chief Executive Officers (CEO's) about the future operating environment for sport in NZ, and the organizational changes required to operate effectively within it.

Some of the key external forces identified by CEO's are reduced voluntarism, increased competition for sponsorship, changed work and leisure patterns, non-sport recreation initiatives, and shifts in government funding.

Following identification of key environmental forces perceived by CEO's as likely to impact the future operating environment, the necessary 'shifts' regarded by the CEOs as required for NSOs to master the new environment are identified. Some key 'shifts' are: strengthened links between clubs and NSO's, a shared national vision, costs of coaching seen as an investment, positive media coverage and improved internal communication.

Chief Executive Officers were also surveyed about aspects of internal organizational change, (with subsequent interviews adding richness to the survey data) and, the forces that will drive or inhibit necessary changes within the National Sports Organizations are charted. Principal drivers and inhibitors were organization 'culture' and available skills and competencies.

It is concluded that sport CEOs regard the effective management of myriad internal forces impinging upon their organizations as being as critical to their long-term well-being as their reaction to external forces. As such, there is a degree of optimism that such recognition will allow NSO's to take steps to proactively manage their own future.

**PROFESSIONALISM AND THE GRASS-ROOTS:
ORGANISATIONAL CHANGE IN AMATEUR SPORT CLUBS**

**Shanon Granger, John Downey and Farah Palmer
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Over recent years much academic focus has been given to the study of organisational change across a variety of institutional or industry settings (Amis, Slack, & Hinings, 2002; Greenwood & Hinings, 1988; Laughlin, 1991; Meyer, 1982; Walsh, Hinings, Greenwood, & Ranson, 1981; Zucker, 1977). These studies have highlighted the various change patterns that have occurred within organisations as a result of an environmental jolt, disturbance or defining outside dynamic. For instance, in 1995 the International Rugby Board declared the sport of rugby union to be open, which legitimated the change to professionalisation of the game. The study of rugby organisations and their responses to this landmark shift has been the subject of significant dialogue (Edwards, 2002; Howe, 1999; McConnell, 1996; Obel, 2001; O'Brien & Slack, 1999;. O'Brien & Slack, 2003, 2004; Pearce, 1998; Sheard, 2002; Skinner, Stewart, & Edwards, 1999). Of note however, is the lack of dialogue and consideration being given to the effect this landmark shift is having on the historical foundations of rugby union, its grass-roots clubs.

A qualitative case study utilising in-depth semi-structured interviews with eight Club Administrators across four clubs from a New Zealand second division rugby province was undertaken. The contextualist approach of Pettigrew (1985, 1987) which calls for the examination of three areas related to change (content, context and process), was used as a theoretical focus for the analysis of the data. This approach to change does not focus solely on environmental pressure as a source of change. The contextualist approach emphasises the interrelated role over time of environment, (context) structure and human agents in shaping the change process (Pettigrew 1987). It was found that the beliefs, values and traditions expressed within rugby clubs had a marked effect on the change patterns displayed. This was evident in a number of the rugby club's decision-making processes and structures which tended to reflect the institutionalised practices of the past despite efforts to try and reorientate this important organisational component toward professionalism. The study suggests that changes to organisational design and structure were brought about by a combination of the professionalisation of rugby in conjunction with changes to the economic and societal environments in which the various organisations operate. The research provides an initial starting point for further discussion of organisational change within New Zealand rugby organisations.

MOTIVATING THE OLDIES: WHAT MAKES THEM WANT TO PARTICIPATE IN MASTERS GAMES?

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A combination of an aging population and a focus on exercise is seeing a growth in the involvement of adults aged 40 and over in both structured and unstructured sport. One outcome of this growth is the advent of Masters Games. The Games have become a phenomenon around the world and continue to attract growing numbers of participants. Understanding why people become involved in Masters' sport is fundamental to effective marketing to this market.

The research question can therefore be described as being the development of a greater understanding of motivational orientations in sport, with particular emphasis on an aging population.

The project is at a conceptual stage and the authors will be seeking constructive feedback from the SMAANZ conference. However, it is envisaged that the project will draw upon the model of contextual motivation in physical education, as developed by Standage et al, 2003, Self-Determination Theory (investigating the role of self-determination at different stages of exercise behaviour and the desire people have to feel or not to feel self-determined) (Deci & Ryan, 1985), and research undertaken by Ken Hodge (University of Otago) in conjunction with Prof Linda Petlichkoff (Boise State University, USA), and Prof Lew Hardy (University of Wales, UK) on the development of a conceptual model and a line of research investigating 'motivational orientations' in sport. It is envisaged that the research will complement the work currently being done by Ken Hodge and Justine Allen (University of Waikato), who are examining the 'motivational orientation' profiles (achievement goals & social goals) of people who choose to participate in Masters Games sports.

It is envisaged that, as for much of the previous research in this area, a questionnaire will be the primary research instrument, however, it is proposed that in-depth interviews with participants at Masters Games, preferably around a table laden with beer, will also be employed.

ATHENS OLYMPICS 2004: MINIMIZING THE IMPACT OF AMBUSH MARKETING ON BEACH VOLLEYBALL, AS AN OLYMPIC DISCIPLINE

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Event managers and official sponsors have campaigned vigorously against a practice referred to as ambush marketing (Crow & Hoek, 2003). It is seen as a practice whereby another company, intrudes upon public attention surrounding the event, thereby deflecting attention towards themselves and away from the sponsor (Meenaghan, 1994).

Nowhere is the concept of ambush marketing at a sports event more evident than at the Olympic Games, the world's largest multi-discipline sports event. The International Olympic Committee (IOC) receives substantial income streams through its TOP's programme of sponsorship (IOC, 2004). To protect this revenue the IOC has increasingly, since the 1996 Atlanta Olympic Games, adopted a very proactive stance on protecting their sponsors from cases of ambush marketing (IOC, 2004).

Beach Volleyball debuted as an Olympic discipline in 1996. The 2004 Olympic Games Beach Volleyball competition was held over 12 days with 28 sessions being undertaken. A comprehensive anti ambush marketing strategy was undertaken during the competition both within the field of play, stadium and its nearby surrounds (ATHOC, 2004).

This presentation analyzes the strategies adopted by the Athens Olympic Games Organizing Committee (ATHOC), International Olympic Committee and the International Federation of Volleyball (FIVB) to reduce the impact of ambush marketing at the 2004 Athens Olympic Games Beach Volleyball Competition. The study was undertaken onsite by the researcher utilizing his position as a member of the FIVB's Control Committee, overseeing the running of the discipline.

**TACKLING ORGANISATIONAL LEARNING:
USING SENGE TO ASSESS A PROVINCIAL RUGBY FOOTBALL UNION'S
LEARNING CAPABILITIES**

**Neil Hood and John Downey
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This research discusses the profile of a learning organisation as described by Senge's (1990) 'five disciplines for building learning capabilities', which include personal mastery, mental models, shared vision, team learning, and systems thinking. The qualitative study describes the organisational status of a Provincial Rugby Union (PRU) in New Zealand, in relation to Senge's profile of a learning organisation. Semi-structured interviews were conducted with six past and present PRU personnel, including Board members, elite team management, marketing manager, and the Chief Executive Officer. Further data were gathered by utilising a data-mining process of internal and external PRU-related reports. Some aspects of Senge's learning organisation model were partially identified to be at work in the PRU including elements of personal mastery, shared vision and team learning. However, it was found that the organisation has been and still is somewhat constrained by learning disabilities, such as previous management/event failures, non-systems thinking, and internal power struggles. Possible reasons for the learning disabilities include governance structures and management policies, which in line with Senge's model exacerbate the likelihood of stakeholder power struggles and the influence of historical baggage. Implications of this research for sport managers includes highlighting that organisations must identify the characteristics of each learning discipline before beginning the task of determining developmental procedures, which it must undergo to become a learning organisation. These findings add further substance to many aspects of Senge's original work and the considerable literature on organisational learning that followed Senge's seminal piece, particularly around aspects limiting organisation learning. The findings also reinforce the view of Senge and several other subsequent studies, that for an organisation to learn it must first overcome existing learning disabilities.

IDENTIFYING THE UNDERLYING PERSONALITY CHARACTERISTICS OF EFFECTIVE SPORTS OFFICIALS

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The performance of sports officials, particularly referees/umpires, is central to ensuring that high level sport provides an entertainment spectacle for millions of spectators (including television viewers); just as effective officiating adds considerably to the enjoyment of millions of community sports participants each week. Ineffective performance of sports officials in team sports is often reflected in the uneasy relationship between officials and participants (Dickson & Webb, 1999; Rainey & Cherilla, 1993; Sifkus, Howat & Crilley, 2004).

In addition to referees performing effectively, recruiting and retaining sufficient numbers of officials to adequately service weekly sports events is becoming an increasingly pressing issue. There is evidence of a general decline in the number of people willing to officiate in sports in Australia (Australian Bureau of Statistics, 2001). Cuskelly and Hoyer (Australian Sports Commission, 2004) reported that abuse and harassment was raised as a major reason for the loss of officials, although it was recognised that “other organisational, cultural and social issues” may also affect the retention of officials.

Across a range of disciplines, a plethora of research has focused on the underlying characteristics of a person, which are expected to influence effective and/or superior job performance as demonstrated in specific actions or behaviours (Boyatzis, 1995; Crilley & Sharp, 2003; Wallace & Hunt, 1996). An Australian Rugby Union (ARU) study focused on observable behaviours or actions when identifying the competencies, which are most important for effective refereeing (Dickson, 2000). Some of these competencies can be found in the Australian Rugby Union (ARU) “Australian Referee Evaluation Form” used to rate the performance of higher-level referees. While competencies as observable behaviours can be assessed, little research appears to have examined the underlying personality characteristics that might influence the performance of sports officials.

A framework for examining the underlying personality characteristics relevant to sports officials is the “Big Five” personality dimensions - *extroversion*, *agreeableness*, *conscientiousness*, *emotional stability*, and *openness to experience* (Barrick & Mount, 1991; Daft, 2005). In relating personality characteristics to effective officiating it is appropriate that specific characteristics from each of the dimensions are firstly identified (eg via focus groups and a modified Delphi process involving ‘experts’).

This first phase of a more comprehensive research project focussed on identifying the underlying personality characteristics that might influence the effectiveness of sports officials via use of focus group meetings and a modified Delphi process (Cho & Kim, 2003) and was piloted in South Australia (SA) with senior rugby referees. This information was used alongside the relevant literature to finalise a list of personality

characteristics that was included in a questionnaire administered to senior SA referees to rank and rate the importance of the characteristics expected for effective refereeing.

This research suggests that an improved understanding of such characteristics could assist in the recruitment of new officials as part of talent identification programs. Additionally, access to suitable screening instruments would help identify whether specific characteristics should be targeted in the training and development for officials. Later phases of the research will examine the relationships between such characteristics and referee performance and retention.

GOVERNANCE REFORM IN AUSTRALIAN RACING

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Prior to 1992, thoroughbred horse racing in Australia was governed by Principal Clubs in each state within a framework of government regulation. In the last twelve years, the majority of state and territory governments across Australia have deregulated the governance of racing activities and privatized many of the state run Totalisator Agency Boards (TABs). Four of the States have established statutory bodies as the de facto Principal Clubs to discharge the responsibilities that had previously been controlled by the most prominent race club in the State. Victoria is the only State that has created an unlisted public company limited by guarantee to govern thoroughbred racing activities. Racing within the two Territories remain governed by the original Principal Clubs and one State (Western Australia) has created a commission structure for the governance of racing. In effect, the state governing bodies for racing in Australia now take four different forms: the original Principal Club arrangement, a corporatised structure, a public company with paid directors, or a state controlled commission.

Using resource dependence theory, this paper reviews the rationale for and the processes of the governance reforms that have occurred in racing and analyses the impacts of deregulation. Resource dependence theory seeks to explain organizational and inter-organizational behavior in terms of those critical resources which an organization must have in order to survive and function, and as such provides a framework for the analysis of the differences in governance structures between the racing governing bodies and the resultant relationships that have developed with the government and private sectors in each state.

Data for the study were collected from a variety of archival records (annual reports, government reports and Hansard extracts) and through semi-structured interviews with key informants from racing governing organizations and regulatory agencies. The results of the study highlight the various rationales and mechanisms of government and industry reforming the governance of the state based racing industries, and the resultant co-operative arrangements developed between industry governing bodies, government regulatory agencies and the privatized TABs. These rationales include the need to enhance the independence of governing bodies, reduce real or perceived conflicts of interest, improve accountability mechanisms, improve the skills and experience of people in governance roles, and facilitate the development of commercial relationships with the privatized TABs.

IMPACT OF EXPERIENTIAL LEARNING COURSES ON STUDENT EMOTIONAL COMPETENCY

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Structured as an experiential learning course, it is believed that students enrolled in sport event management will not only gain hands-on, practical experience in planning and executing a major event, but over the course of the semester students will also acquire a deeper understanding of themselves as individuals and as members of an organisation. One way of conceptualising personal growth as an outcome of learning from experience is emotional intelligence (EI) (Bar-On, 1989,1996,2000; Boyatzis, 1982,1998; Cherniss & Adler, 2000; Goleman, 1995,1998; Mayer, Salovey & Caruso, 2000; Salovey & Mayer, 1989). This study utilized Goleman's framework of emotional intelligence in the workplace (1998). Goleman's EI-based theory of performance (1995; 1998), emotional competency is the source of learning. Emotional competencies are learned capabilities (e.g. empathy, communication, adaptability, self-assessment, emotional self-awareness) manifested in behaviors based on emotional intelligence that determine our potential for learning and improving practical skills and performing well in today's workplace (Goleman, 2001). An individual's ability to improve emotional competency requires an organisational culture and environment similar to those created within an experiential learning course- one that encourages reflection and opportunities to work on emotionally competent behaviors, encouraging students' active participation and experimentation in exploring the interactions, feelings and observations they confront during the semester long experience.

The purpose of this pilot study was to understand how and if experiential learning courses positively contribute to students' emotional competency. Data were collected from twenty undergraduate students enrolled in a sport event management class in the form of participant observations, one-on-one meetings with students, journal entries (informal and formal), peer evaluations, and a final reflection paper and exit interview. The selection of themes and questions for guided reflection was an iterative process based on data obtained from journal entries, instructor's observations and meetings with individual students and groups. Analysis of data was performed on a student-by-student basis to form an in-depth understanding of the growth experienced over the course of the semester. Initial results indicate evidence of improvement in some emotional competencies on the part of students. During in-depth interviews conducted at the conclusion of the course, students had a greater understanding of themselves in terms of communication, empathy toward classmates and self-assessment of feelings of stress and anxiety. The strength of these pilot study results have lead to a larger research study that will utilize Goleman's Emotional Competence Inventory (ECI) to measure the emotional intelligence of students prior to and at the conclusion of an experiential learning course.

SPORT AND TERRORISM: HOW DO ELITE AUSTRALIAN ATHLETE'S FRAME TERRORISM POST 9/11?

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The terrorist strikes of September 11, 2001 have significantly impacted on many aspects of the international sports industry. Security and counter-terrorism planning for major sporting events has become a complex, multi-million dollar task. To date, a limited amount of academic inquiry has linked sport and terrorism. In particular, literature has considered the impact of terrorism on sport venue security and risk management, sports tourism and sports media. The specific aims of this study were to provide insight on how elite Australian athletes' view terrorism. It is commonly noted that terrorism is a form of psychological warfare, designed to create fear in a population. While sports fans have the option of staying home when the perceived threat of terrorism at a sporting event is high, elite athletes, as public figures representing nation states, do not have the same degree of choice. Consequently, this study aimed to determine whether terrorism has impacted on elite athlete's participation in sport. Using a combination of face to face and written interviews, this research also investigated the support athletes are given by their sporting organisations in relation to the issue of terrorism, and whether this support is adequate. The framework used in this investigation was Norbert Elias's figurational or process sociology (Dopson, 2001; Elias, 1997). This framework was chosen because of the emphasis it places on considering the broader context of an issue. For example, both terrorism and sport have been influenced by processes of globalisation, such as the development of media technologies and the increased migration of people (Cronin, 2003; Maguire, 2000). This research provides the first step in identifying the viewpoints of athletes on terrorism, and the extent to which it impacts of their participation. The results will be used to make recommendations to sporting organizations on areas of concern to athletes, particularly in regard to the degree of support they receive from their sporting body.

SPORT ADMINISTRATION AND LIFE LONG LEARNING

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Sport facilities development requires a good degree of adaptability. Researches in organisational effectiveness have identified several antecedents (culture, trust and sense of history) in order to adopt a proactive diversity management strategy (Fink, Pastone & Riemer, 2001). Special focus must then be given to personal competence. A variety of studies in different service industries have proved the important role of the human element of service organisations on the quality of service delivery (Gremler & Gwinner, 2000; Brady & Cronin, 2001). This is evident in industries where services are highly intangible and heterogeneous (Zeithaml & Bitner, 2003). To manage changing organisations, there is a need for more personal activity planning and responsibility for taken steps (Watts 1995) than with traditional management.

The aim of this research is to analyse the changing nature of the administration sector in sport in the 1990s and early years of the 21st century. It particularly concentrates on information collected to determine a dynamics for sport administrator's career. The study considers dimensions to measure effectiveness: interaction, physical environment and outcome. Interaction refers to the interpersonal interactions between customers and staff that take place during service delivery. Physical environment refers to the tangible factors of the organisation; a variety of studies emphasised the influence of the physical environment on customers evaluations. Finally, the outcome is defined as the technical quality as what the customer is left with when the production process is finished.

Data were collected from fifty sport managers from national, regional and local level sport organisations that took part in the European project for long term education. The task of the survey was to find out the evaluation of training programme and the new demand for future training. The main attention was paid to the factors that determine and promote professional development of career conception understanding and evaluation. A factor analysis procedure is performed in order to evaluate the reliability of the multidimensional measurement scale. Because of the multidimensionality of the construct, an alpha coefficient was computed in order to determine the extent to which each competence shares the same common core.

The results showed that the most important factors for the attitude towards promoting professional development of sport managers are the need of competence (45.4 %) and personal willingness (29.7 %). The results of the research revealed that the dominating factor is "acceptance in society". Perception about the outcome of a mission in sport administration appears sometimes difficult because of their long term nature. This is an issue that needs further research across different sport services. Understanding of the current developments in sport administration, the ability to solve budget questions, legislative knowledge and ability to communicate were the most relevant competencies needed for sport managers.

The current political changes in the enlargement of Europe puts pressure for academics as well as for sport politicians to follow the general trend of the European job market and to make the appropriate decisions relative to a sector life long learning.



PARTICIPATION THROUGH HEALTH - CRICKET HITTING SIXES!

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This paper explores the significant links that exist between health promotion and sport, and demonstrates how these can be capitalised to increase participation in healthy and welcoming environments. The paper showcases how a State Sporting Association (SSA), Cricket Victoria, has accessed the VicHealth Partnerships for Health Scheme to create a Club Development Program (CDP) which aims to facilitate an increase in active (players) or involved (coaches, umpires, administrators, supporters etc) participation of individuals.

For over a decade, VicHealth funded SSA's to 'buy out' tobacco sponsorship and in exchange for funding, SSA's were required to refrain from accepting tobacco related sponsorship and promote a range of health messages at SSA events. Examples included, Eat Well - Live Well, Booze Less - Be Your Best and Active for Life.

Recognising in early 2001 that the nexus between tobacco sponsorship and sport had been successfully broken, VicHealth sought to create a new partnership relationship with SSA's which would focus on promoting participation in healthy environments. The Partnerships for Health (PfH) scheme was developed and currently involves funding 51 SSA's to increase participation in healthy and welcoming environments.

Cricket Victoria (CV) has sought to apply a range of health promotion strategies in the conception, development and implementation of its Club Development Program. John Harris, Community Cricket Manager provides an insight into the range of elements employed to help make the CDP successful including program flexibility, ownership afforded to participating clubs and the appointment of Club Liaison Officers. Whilst it is too early to determine the success of the program in relation to increases in participation, there are several implications that have already been identified for managers in sport.

What has already been revealed to CV is that to achieve success with its club-based program, the program needs to be developed, implemented, evaluated and modified from the 'bottom up' using grassroots CLUB volunteers who possess frequently unrecognised expertise, skills, knowledge and experience. Another very significant revelation has been the discovery that money is NOT a motivating factor in the recruitment of individuals and/or clubs to be involved in the program.

Cricket Victoria strongly believe that the Club Development Program will facilitate increases in participation – by both the active (player) and involved (coach, official, administrator) participant and all of this is being achieved with a 'participation through health' lens.

**EXERCISE DEPENDENCE:
IDENTIFYING THE PERSONALITY CHARACTERISTICS OF ‘AT RISK’
PARTICIPANTS**

**Duncan Murray
Griffith University, Queensland, Australia**

**Gary Howat
University of South Australia**

The importance of the role that regular physical activity plays in prevention of a range of lifestyle diseases, such as heart disease and obesity is well accepted (Zmijewski & Howard 2003). Participation in regular physical activity has been associated with many benefits, both physical and psychological for the individual, including increased positive affect, improved cardio-vascular fitness and improved self-esteem (Hausenblas & Symons-Downes, 2002; Loumidis & Wells, 1998; Zmijewski & Howard 2003).

However, although the benefits of regular physical activity are accepted, extreme levels of physical activity and exercise may result in negative consequences (Szabo, 1998), such as over-use injuries, extreme weight loss and social isolation (Hagen & Hausenblas, 2003). Individuals who exercise to this level may ultimately develop exercise dependence, ‘...a craving for leisure-time physical activity that results in uncontrollable excessive exercise behaviour...’ (Hausenblas & Symons-Downes, 2002, p 90.). Individuals with exercise dependence give higher priority to exercise than to other domains of their life, possibly resulting in impairment in their social or occupational lives (Veale, 1995). They may also experience other symptoms, such as anxiety, guilt, and decreased self-esteem (Pierce, 1994).

Clients with exercise dependence create significant concerns for managers. Potential for personal harm is high, and the possibility exists for managers to be held negligent for allowing such clients to continue to exercise without some form of identification, counselling or intervention. Consequently, there are both professional and legal pressures for managers to be able to identify clients who may be ‘at risk’ of developing exercise dependence.

Studies have identified relationships between exercise dependence and a range of personality traits, including neuroticism, obsessive-compulsiveness and perfectionism (Hagen & Hausenblas, 2003). However, these studies have been isolated and have failed to place these personality traits within a generally accepted theoretical framework. From a management perspective, existing studies have failed to provide a simple effective instrument that may assist in identifying participants ‘at-risk’ of developing exercise dependence.

A focus on the ‘big five’ factor personality dimensions - *extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience* (Barrick & Mount, 1991; Daft, 2001) may address both of these issues. It provides a more encompassing and established theoretical framework to examine how exercise dependence may relate to specific personality traits. Similarly, there are a number of well-developed tests to measure the ‘big five’, allowing for simple measurement and identification of

individuals who rate high in a particular trait. This would be of key benefit to managers of fitness and health centres, who could incorporate measures of any personality traits that are closely related to development of exercise dependence into their standard health-based screening instruments for new clients.

This presentation provides a background to exercise dependence, outlining historical and contemporary research in the field, as well as legal issues facing managers of fitness centres. In addition, data are presented that were obtained from four fitness centres (n=196) in two Australian cities in 2004 on relationships between predictors of exercise dependence and personality characteristics. Respondents were requested to complete an instrument that measured the five personality factors via the Five Factor Personality Inventory (Hausenblas & Symons-Downes, 2002), their beliefs in exercise via the Exercise Beliefs Questionnaire (Loumidis & Wells, 1998), their anxiety relating to their body and appearance (Social Physique Anxiety Scale) and their current level of exercise, in frequency, duration and intensity. Relationships between levels of exercise, as well as indicators of propensity to exercise dependence, to the five-factor model of personality were identified.

Results show support for the premise of using the five-factor personality model as a tool to identify participants 'at-risk' of potential developing exercise dependence. Findings indicate that some of the five factors were significant in their relationships with a number of the variables used to indicate a tendency towards exercise dependence. The complete scope of these results will be discussed. In addition, implications for the industry of the research findings will be outlined, focussing on incorporating key personality trait identification into existing health-based screening instruments for new clients of fitness centres.

NOTE: This paper links with another paper looking at the big five dimensions, 'Identifying the underlying personality characteristics of effective sports officials.' by Gary Howat and Duncan Murray.

EXPLOITATION OR MAXIMIZATION OF REVENUES: THE USE OF NATIVE PEOPLES AS MASCOTS

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The debate concerning native peoples as mascots has received considerable attention in the United States over the past 10 years. Though designed to serve as a compromise, the June 2004 Illinois Board of Trustees decision to retain the use of Chief Illiniwek as the mascot for the University of Illinois at Champaign has further intensified protestors who believe “the Chief” is disparaging to Native Americans (Asmussen, 2004). At the University of North Dakota, intense discussions in the schools’ administration regarding the use of “Fighting Sioux” as the school’s nickname were silenced when Ralph Engelstad insisted upon retaining the nickname in exchange for \$100 million dollars for a new arena and other university projects (Gunderson, 2001). In 2001, the 11,406 seat state-of-the-art Ralph Engelstad Arena was opened on the Grand Forks, North Dakota campus.

In 2003, a United States district court reversed an earlier Trial Trademark and Appeal Board’s decision that had revoked the National Football League’s Washington Redskins’ exclusive right to the use of the term “Redskins,” trademarked by the team in 1967 (*Harjo v Pro-Football, Inc.*, 2003). The case was decided on issues related to trademark law rather than solely based upon the disparaging nature of the term “Redskins,” which has resulted in further discussions of the cultural impact of the potential exploitation and degradation of native peoples in educational and professional sport.

Although this presentation will provide an overview of the legal, social, public relations, and ethical ramifications of the native peoples as mascots debate, its primary focus will be to investigate the financial impact of sport administration decisions in this area. In the authors’ opinion, too often the discussions of this controversial topic fail to account for a) the millions of dollars generated for select teams and leagues through licensed merchandise sales, b) the millions of dollars at stake in fundraising endeavors, c) positive and negative brand equity ramifications for professional and educational athletic programs who may contemplate changing their mascot and logo, and d) excessive costs faced by some educational institutions that potentially prohibit the changing of a disparaging nickname to one that does not cause contempt or disrepute.

In an era of revenue sharing in North American professional sport and declining governmental support in United States collegiate and interscholastic sport, maximizing revenue through sources such as licensing is becoming increasingly important in order

for firms to achieve and sustain competitive advantage on the field and on the court. The attempt to balance social justice with financial realities will be thoroughly discussed.

**INVESTIGATING CHANGE IN THE SPORT MEDIA-NEXUS IN NORTH
AMERICAN AND AUSTRALIAN PROFESSIONAL SPORT LEAGUES:
AN ORGANISATIONAL FIELD APPROACH**

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**Laura Cousens
Brock University, Canada**

**Geoff Dickson
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At the organisational field level of analysis, a focal organisation has key suppliers, resource and product consumers, regulatory agencies, and of course, competitors (DiMaggio & Powell, 1983). The organisational field in which professional sport leagues are embedded represents a context in which the collective beliefs, or “logics,” of actors, and the strategic decisions these logics underpin, have evolved over time. Over the last 20 years, the fields encompassing North American and Australian professional sport organisations have been subject to changes of a global nature including, for example, the emergence of new technology, and the globalisation of world markets. A third area of global change that is of particular interest to this research has been the shifts that have taken place in both domestic and international broadcasting landscapes. Amid this turbulent climate, the relationship between professional sport organisations and the broadcasting-entertainment complex has become increasingly close. Indeed, in some high profile cases, sport has been vertically integrated into broadcasting corporations. The purpose of this research, therefore, was to develop an understanding of how these global environmental shifts, in particular, the increasingly tight sport-media nexus, have impacted upon strategic decision-making in two professional sport contexts, that of Australia and North America.

Previous research conducted at the organisational field level of analysis (Cousens & Slack, 1996; Greenwood & Hinings, 2000; O'Brien & Slack, 2003, 2004; Scott, Ruef, Mendal & Caronna, 2000) has focused attention on changes in a single focal organisational field. While insight into the dynamic interplay between and among the dimensions of fields (actors, exchange relationships, governance structures, logics of action, capital at stake) enhanced our understanding of the multifaceted nature of shifts at this level of analysis, a comparative investigation of two evolving fields has yet to be undertaken. The current study explores how the global influences referred to above have impacted upon strategic decision-making at the domestic level – both in North America and Australia. The comparative nature of the study, in turn, has facilitated analyses of both the actual strategies employed, and the common and idiosyncratic issues that have impacted upon their formulation and implementation in both contexts. As professional sport increasingly becomes part of the global broadcasting and entertainment complex, the development of a deeper understanding of the salient strategic issues, particularly those impacting upon professional sport, seems critical.

Data from secondary sources provided information to profile the major Australian and North American professional sport leagues, and to conduct comparative analyses of changes in the numbers of key actors, and the strategies enacted by these actors in both

organisational fields. Of particular interest were shifts in the numbers of broadcasting and new media buyers of league or franchise products. The data for the comparative strategic analyses were drawn from numerous collections of media accounts of the business activities of the leagues and franchises on both continents over a 20-year period from 1982 to 2002.

As important new actors from the broadcasting and entertainment industries have entered the domain of professional sport, the logics underpinning decision-making in both the North American and Australian contexts have profoundly changed. In the contestation between new and old logics, of particular interest has been the role played by culturally derived and historical practices in shaping actors' strategic choices in their shifting competitive landscapes. Implications of this research for contemporary sport theorists and managers are discussed.

THOROUGHBRED HORSE RACING SPECTATORS: MOTIVATIONS FOR ATTENDANCE AND IDENTIFICATION OF MARKET SEGMENTS

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Thoroughbred horse racing, the ‘Sport of Kings’, is a sport that has typically failed to attract the attention of sport management researchers. The Australian thoroughbred racing industry is valued at close to \$8 billion and employs more than 240 000 people, making it a significant contributor to the Australian economy. At present the industry is faced with several challenges including declining attendance numbers, the effect of which is compounded by rapidly rising costs and substantial competition in the industry (Racing Victoria & Country Racing Victoria, 2003).

Grounded in sport marketing and general marketing theory, the purpose of this study was two-fold. First, the study aimed to build upon the current understanding of sport consumer behaviour by investigating general public spectator motivations for attendance at thoroughbred race meetings. Second, the study aimed to use these motivations as a basis for market segmentation.

A growing body of research has examined the motivations driving spectator attendance at sporting events. Most of this research has focussed on identifying motives that are thought to influence an individual’s general interest in sport, and developing instruments to measure these motives. Although these instruments have provided valuable insight into the motivations that apply to sport in general, they do not include other emotions or desires that may be important in specific sport situations. It is evident from recent research that spectator motivations do differ between specific sport settings (James & Ross, 2004; Wann, Schrader & Wilson, 1999). Furthermore, several authors including James and Ross (2004) have suggested that marketers need a better appreciation of sport consumer motivations that cut across sport and those that are unique to specific sports. This study therefore extended previous research by investigating motivations of sport consumers relative to a specific sport (i.e., racing).

Although market segmentation is a vital element of marketing strategy, there is a paucity of empirical research in the literature devoted to this area of sport marketing. Several researchers in the tourism and event marketing literature (e.g., Bieger & Laesser, 2002; Formica & Uysal, 1998) have shown that basing market segmentation on motivations provides far greater insight into consumer behaviour than using demographic information alone. The current study used this knowledge as a rationale for identifying market segments in the thoroughbred racing industry based on spectator motivations.

Data collected from a survey of general public spectators at a major Victorian metropolitan race meeting in 2004 was the basis for data analysis. The survey instrument was administered by a team of interviewers using an on-site intercept procedure. A total of 130 useable questionnaires were collected. The questionnaire comprised several sections including one on motivations for attending the race meeting. This section consisted of 14 items measured on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Factor analysis of the 14 motivational items identified three underlying factors. These factors encompassed (a) socialising, (b) racing, and (c) socialite prestige motivations. Cluster analysis revealed three distinct market segments of racing spectators based on their motivations for attending the event. These segments were also distinct on several behavioural and demographic variables.

Both theoretical and practical implications arise from the results of this research. The results make an important contribution to sport marketing theory by investigating spectator motivations in a new research context. Furthermore, this research shows the value of motivations-based segmentation in the sport industry. By gaining an understanding of what motivates consumers to attend their events; thoroughbred racing clubs will be in a position to develop more targeted promotional campaigns. The results also provide racing clubs with information that will assist in developing products that better satisfy the needs of their consumers.

THE CAREER DEVELOPMENT, PLANNING, AWARENESS AND EDUCATION OF ELITE YOUNG RUGBY PLAYERS

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“One of the only inevitabilities in high performance sport is that all elite-level competitors will have to terminate their sporting careers, some athletes experience adjustment problems when faced with retirement” (Lavallee, & Anderson, 2000, p. 249). The athletes’ quality of adaptation to career termination and transition is likely to depend on the kinds of opportunities for career development that occurred since the inception of their athletic careers (Fortunato, 1996; Taylor & Ogilvie, 1998). This refers to the development of lifeskills, career development and planning, education and preparation for life after sport.

Due to the relatively recent rise of rugby to professionalism and the lack of research into this area of young players lives, an opportunity has been provided to open new issues for discussion in this area of professional sport management, and gain some insight into the specific and fairly unique situation that elite young rugby players must operate in.

This paper focuses on the career development, planning, awareness and education of elite young rugby union players. More specifically this paper examines how young athletes are prepared and educated during their elite playing careers, both through their own means and that of their respective clubs and unions for a life after sport and the ways in which this is facilitated or inhibited. How are young athletes prepared for the realities of life after professional sport and what infrastructure is in place to assist them? What are the perceptions and perspectives of the athletes, coaches and management staff when it comes to the career development, planning, awareness and education of elite young rugby player’s?

The 2003 World Champion Under 21 New Zealand Rugby Team and the NSW Academy Rugby Team were used as the major participants for this study, as well as relevant coaching, administration and management staff. These athletes are at the peak of their junior careers and many are at the transition stage between semi-professional and professional careers as rugby players. Unfortunately for some of these athletes this may be as far as they go in their career as an elite rugby union player.

A qualitative research approach with a grounded theory methodology was employed to explore, identify and understand the career development, planning, awareness and education of these young elite rugby players. The research involved in-depth interviews with 25 elite young rugby players, questionnaires and document analysis. In depth interviews were also conducted with relevant coaching and management staff and a selection of athletes from other sports.

Preliminary results from this study have shown that these athletes are generally not prepared for a life after sport, have not undertaken a great deal of career development or planning and have low levels of career awareness. These players generally held education of importance but found it near impossible to combine that and professional sport. On the basis of this research it appears that there is a long way to go for both athletes and management in addressing the issues of athlete career development, planning, awareness and education.

**IS FREE RIDING A PROBLEM IN SPORTS LEAGUES?:
ADVERSE INCENTIVES CAUSED BY REVENUE SHARING**

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Many sports leagues have established policies to satisfy the objectives of the franchise owners. Most research posits owner objectives as some combination of profit maximization and winning (Késenne 2000). Winning is a zero sum game, but profit making is not. A fundamental belief in sports is that a certain degree of competitive balance is preferred in order to maximize demand and revenues. In order to attempt to attain the proper balance, leagues implement revenue sharing, salary caps, player drafts, and other rules. These measures have been occasionally criticized by league officials, owners, players, and fans who feel that some teams may be “free riding”, where an owner’s objectives are more satisfied by being a low-cost provider (i.e., possessing a low talented, but inexpensive team) and making more money from the shared revenues than by following the lead of other teams who consistently attempt to maximize their opportunity to win by employing the best players available (Monk 2000). This is a problem if a poorly performing team affects the profit of other teams that are trying to maintain an optimal degree of competitive balance throughout the league.

In the early years of the National Football League (NFL), despite the persistent efforts to help financially struggling teams and to keep the league operating under a financially competitive system, the amount of revenue that was shared was less than 30% of total receipts (Neumann and Tamura, 1996). Presently, even with NFL owners collecting the revenues from a 17.6 billion dollar television contract as well as millions from sold out facilities each fall Sunday, it is estimated that between 70% and 80% of NFL revenues are shared amongst the teams (NFL Conforming Statements). This potentially presents a problem as larger shared revenues increase the likelihood that low-cost providers may free ride under the NFL’s financial system. For example, the Cincinnati Bengals of the NFL had the worst record in the league from 1990-1999, yet are estimated to have been the 5th most profitable, not because the team had relatively high revenues, but because it had very low costs. The Bengals unwillingness to attempt to field a competitive team led to a lawsuit from the local government claiming the team had taken tax payer dollars for a new stadium and had simply pocketed the money rather than use the increased revenue to improve the teams’ performance (Hyman, 2003). If it is the case that the Bengals or some other teams are free riding, it is in the interests of the league as a whole to change the rules to limit or prevent the adverse effects of revenue sharing.

This paper investigates revenue sharing, and attempts to determine whether it enhances competitive balance or simply transfers revenue amongst owners in NFL and has the

adverse affect of creating incentives to free ride. The relevant literature for the topic primarily includes research on sports league models and the impacts of various attributes (summarized by Késenne, 2000). A theoretical model was developed that posits that free riding is a possible consequence of revenue sharing. An empirical analysis (utilizing 1990-1999 NFL financial data) was performed testing whether it appears (based on the financial decisions of teams) that free riding is taking place by some teams. The analysis specifically examined how profit varies with talent choice (proxied by player payroll and separately by wins) controlling for other factors that affect profit like market size. Preliminary results showed that some teams do appear to be free riding on the rest of the league and that it is a problem for competitive balance and overall league financial success. As the amount of money shared has increased, the free riding incentive and impact has also increased.

Although the implication is straightforward, the adjustment of league revenue sharing rules is not necessarily an easy task to accomplish. The central planner of the league, in this case the NFL Commissioner, should adjust revenue sharing (and other relevant rules) to better align the league's incentives with those of the majority of individual teams. However, given most league rules requiring more than a simple majority for financial structure changes to occur, it may not be practical to instantly expect enough teams to buy into the idea of changing established revenue sharing rules. The results of this study will be discussed in light of the varying revenue sharing rules governing league sports.

AN ATHLETE-CENTRED SERVICE PROVISION MODEL FOR THE FACILITATION OF ELITE ATHLETE DEVELOPMENT

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The increasing competitiveness in international sport and the growing professionalisation of elite athletes and their sports are demanding continued improvement in the organisation and administration of all areas affecting athletes' personal and performance development. This development is required for the successful commercial exploitation of high performance sport and to assist elite athletes to cope with increasing pressures to continue producing winning performances (Pensgaard and Roberts, 2000). Further, the demands of media, sponsors and spectators, when coupled with the personal pursuit of performance excellence are compromising elite athletes' health and wellbeing (Miller and Kerr, 2002). Integrated systems for managing these demands must be implemented to control the many factors which contribute to the overall development of elite athletes and hence their continued sporting and personal success (Gould et al, 1999).

This research was designed to develop an athlete-centred service provision model to conceptualise the multifaceted needs of elite athletes in the 21st century and the support they require to maximise their personal and performance development. Data were collected through 76 semi-standardised in-depth interviews with elite athletes and members of the International Olympic Committee (IOC), National Olympic Committees (NOCs), government bodies, and international and national sporting organisations. These were conducted in eight countries, one year before a major international competition (ie the Olympic Games).

The paper will report the most commonly identified needs of elite athletes and the support services required to maximize personal and performance development. A further focus will be the need for an athlete-centred sports system delivering comprehensive and high quality support services to meet the personal and performance needs of elite athletes. The benefits of an athlete-centred service provision model and collaborative working partnerships to enhance an integrated service delivery and provision of resources to elite athletes will also be discussed.

**TOO MANY HATS?
CONCEPTUALISING CONFLICT OF INTEREST IN AUSTRALIAN SPORT
MANAGEMENT**

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Corporate sponsorship, team franchises, broadcasting rights and players' salaries are all indications of the ever increasing move towards a model of corporate sport (Shilbury & Deane, 2001). As sport continues to become more professional and bureaucratised, so too does the management of sport itself. Sport managers utilise the experience and knowledge gleaned from the broader business sector to further develop their sporting organisations. This phenomenon is evidenced by their readiness to embrace mainstream business management practices in order to try to ensure best practice (Shilbury & Deane, 2001).

Sport managers are looking to utilise the theories and concepts of business ethics to assist their decision-making processes and the management of their sporting organisations. A raft of ethical issues confronts sport, both on and off-field. Increased professionalism off-field has led to a greater focus on the accountabilities and ethical dilemmas faced by sport managers, such as fiduciary responsibility to stakeholders and ethical sponsorship choices, such as the ban on tobacco advertising at Australian sporting events. The application of ethics and moral values to the business environment applies across all sectors, however in the non-profit sector "because we expect more good, we accept less bad" (Rubin, 1990, p. 211), and as such, the expectations of ethical conduct placed upon the sport management arena may be different to those of more mainstream business organisations.

The increasingly professionalised role of the board of directors in corporate sport has been subject to public and media attention, predominantly on the governance of sporting organisations and conflict of interest situations. A conflict of interest may be described as a conflict that occurs when a personal interest interferes with a person's acting so as to promote the interest of another when the person has an obligation to act in that other person's interest (Boatright, 1992). The inherent tension within a conflict of interest situation is the balance between the roles and responsibilities of business with moral and ethical values. A number of cases in Australia have been reported where the duties and obligations held by a director of a sporting organisation or club have potential to, or actually conflict with those of a salaried position, such as stadium management, broadcaster, coach or management role within another sport organisation. Concepts such as; morality, role conflict, agency theory, obligation and duty, and judgement found throughout the conflict of interest literature are drawn upon to develop a conceptual framework of conflict of interest within the sport management arena. This conceptual framework suggests that although the occurrence of conflicts of interest in sport management may have the same structural elements and tensions between business and ethics as those in mainstream business, the societal expectations and values placed upon sport and sporting organisations is higher, and in light of these expectations, public interest is heightened and the complexity of the conflict of interest is subsequently increased. The application of this conceptual framework to the sport management arena will provide focus for the identification of future research efforts into the ethical problems of conflict of interest in the practice of sport management.

THE TRANSITION OF RETIRED MILITARY OFFICERS TO A SECOND CAREER IN SPORT MANAGEMENT: THE ISRAELI CASE

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Since Israel became an independent state in 1948, there has been a steady stream of Israeli Defense Forces (IDF) military officers retiring from active service. Lately, as a result of drastic cuts in the military budget, a growing number of officers are in transition from active military service to a second career in the civilian sector, including the field of Sport Management.

Little research exists about the transition of retired military officers to a second career in Sport Management. The purpose of this study is to examine the trend of retired senior military officers' transition to a second career in Sport Management.

The subjects of the study were ten high ranking male officers in the IDF. Ranks ranged from Lieutenant Colonel to General. The group was assumed to have a common background as they were all retired after a long-term career in the IDF. Some of the subjects had served as commanders in battlefield units while others were posted in administrative and sport related positions.

The procedure of the study included personal interviews with all subjects. During the first part of the interview we collected data regarding their activities in their different positions during their military service. The second part of the interview dealt with issues regarding their new position in the field of Sport Management. The subjects were divided into two groups, one with a military background having a correlation with military fitness and sport activities, and the second with no connection to sport during their military service.

The results of this study indicates strong links between success in military positions and a successful career in the field of Sport Management. Furthermore, the results show that subjects with some background in sport and fitness during their military position tend to attain a better position in the field of Sport Management during the course of their second career. Another finding indicates that higher military rank in the IDF influences the position level in the second career in the field of Sport Management. All ten subjects were considered highly successful in their transition to a second career in the field of Sport Management.

Despite the recent trend in Israel regarding the topic under discussion, only limited references and research are available. Nevertheless, the limited research about transition from the military to the civilian sector in management positions indicates that the main motivation for the former officers is the opportunity to apply their unique managerial experience and abilities in managing and organizing immense involved projects.

Apparently, the main problem that these retired military officers face is the different styles of management. While in the military they were accustomed to issuing commands and orders to their soldiers, now they need to adjust to a management system in which they have to elucidate and reason with their employees.



Despite the apparent differences in the essence of the military and sport “businesses,” we could actually identify a common pattern between the two professions in the study. The officers use the basic skills of management and leadership that they have acquired during their extensive military career in order to advance in their second careers in Sport Management. There is a similarity between the military system and most Sport Management systems in Israel, in that both are supported by governmental budgets. Furthermore, military officers are used to operating in the best interest of the public and the government.

RURAL SPORT VOLUNTEERING: CONSIDERATIONS FOR THE FUTURE

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Volunteerism is widely regarded as being an important part of the social fabric of a community, particularly in rural and regional communities. Volunteer based organisations provide the social interaction and cohesion that brings people together, creating community spirit and social capital. The majority of sport and recreation clubs in rural Australia are totally reliant upon volunteers (Driscoll & Wood, 1999).

However, rural Australia is facing many difficulties within its volunteer based organisations. Organisations such as schools, sporting clubs, health services, churches and emergency services face the difficult task of competing against each other for the pool of available volunteers; a pool which is diminishing due to the demographic changes and ageing population in many rural areas of Australia (ABS, 1998).

This study investigated the current sport volunteer level in a rural setting and attempted to identify factors affecting sport volunteerism in the selected rural communities.

The methodology used to explore these factors was twofold. Firstly, focus groups were conducted, involving sport volunteers from a rural town (less than 400 people) and a rural centre (less than 1500 people). The second method utilised was a random sample questionnaire, with approximately 1000 surveys mailed to throughout the rural Shire.

The rural sport volunteer rate was found to be 12.9%, compared with the Australian rate of 9.5% (ABS, 2001). Factors found to be affecting sport volunteerism included the responsibility being left to a limited number of volunteers; the lack of community (sport) leaders; the impact of changes in government legislation, particularly on intellectual capital and fundraising; the effect of aging communities on volunteer numbers and the number of young people leaving towns to pursue education and employment. Quantitatively, this study found that 40% of sport volunteers are over the age of 60 and 40% have been volunteering for more than 20 years. These results highlight serious concerns for sport volunteering in rural areas, both now and for the future. The current factors affecting sport volunteers, such as those identified in this study, need to be addressed to assist the future of sport volunteering in rural areas. This study concluded by making recommendations on how the identified current issues may affect the future of rural sport volunteering. These recommendations have been discussed with a consultative group of community stakeholders, with specific actions for the future.

PERCEPTIONS OF FAIR PLAY AND ETHICAL BEHAVIOUR IN SPORT

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There has been an increase in the dismay, discussion, monitoring and articles concerning the decline of ethics in sport over the last few years (e.g., Kerasotis, 2002; Drape, 2002; NCAA Sportsmanship and Fan Behavior Summit, 2003; Josephson, Dec, 2002). Len Marrella, in his book, *In Search of Ethics*, discusses the erosion of moral values in society in general. The usual question arises, “Is sport a microcosm of society?” The media seems to exploit overly aggressive players, and provide the listening public with reasons why players do what they do such as, “he had to foul him hard there, he had no choice”. Fechter noted that athletic administrators and coaches made assumptions and judgments on athletes’ perception of fair play based on observable behaviour.

This study examines athlete attitudes about what fair play is, and what actions demonstrate ethical behaviour in sport. The design of this study is: firstly, that the results on fair play and ethics in sport are not based on observation, but by asking athletes what they think is ethical, and what behaviours they actually exhibit. Secondly, the questions used in the survey instrument were developed by a focus group of athletes. Sixteen questions were developed measuring attitude or perceptions of fair play. Eighteen questions were developed for the respondents to indicate their behaviour, relative to fair play, during actual competition. Validity on the questions was evaluated (Cornbach, 1971). Data of the study were gathered from 293 (171 males and 122 females) athletes from ten National Collegiate Athletic Association (NCAA) Division III member institutions during the spring sport season. In addition to the 34 Likert Scale questions, demographics on gender, sport participation and years played at the collegiate level were recorded.

Descriptive statistics and ANOVA analysis of the survey indicated that there were significant differences in responses by the athletes according to sport, gender, and the different years of participation. These differences were noted with both the questions on demonstrated sport behaviour, and the questions on perceptions of fair play.

The findings in this study will add more detailed information to the body of knowledge in ethical sport behaviour. Furthermore, this study provides more accurate information regarding the perception of fair play held by athletes. Both coaches and administrators can utilize the results of this study when developing educational programs on fair play and ethical behaviour in sport for their athletes.

EVOLUTIONARY PSYCHOLOGY: NEW PERSPECTIVES ON SPORT MARKETING?

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Evolutionary psychologists view the human mind as a product of evolution, and therefore recognise that certain psychological mechanisms have been shaped by evolutionary pressures. However, the veracity of evolutionary explanations as catalysts for behaviour is still under hot debate. This paper considers how sport consumer behavioural tendencies might be employed by sport marketing practitioners and as a vehicle for the further theoretical exploration of sport consumption. It reviews the position and research of evolutionary psychology, explains its potential as a marketing perspective, examines its criticisms, and reveals its utility to sport marketing practitioners. The paper concludes that a consideration of the benefits of evolutionary logic as a means of exploring sport consumption behaviour does have merit, but it does not mean that socio-cultural explanations for consumption behaviour should be displaced from our awareness.

Although not without controversy, since the publication of Wilson's (1975) book on socio-biology, Darwinian interpretations of human behaviour have gained momentum, most recently under the generic banner of 'evolutionary psychology' (EP). Saad and Gill (2000), demonstrated the exponential increase in citations in social science journals of the term evolutionary psychology and its complementary branches. Despite its growing popularity, within the context of marketing and consumer behaviour, EP has infrequently been employed as an analytical tool. Two notable attempts have come from Lynn, Kampschroeder and Pereira (1999) who linked inherent preferences for certain neonatal features to the design of toys and other commodities for children, and Saad and Gill (2000), who provided a comprehensive overview of the relevance of EP to marketing. Similarly, although Smith and Westerbeek (2004) touch upon the utility of EP to sport consumer behaviour in their commentary on fan tribalism, its application to sport marketing has been tangential at best. This critical review concludes that sport marketers need to be vigilant about distinguishing the "Paleolithic puffery" (Freese, 2002: p. 49) from the evidence. Three conclusions are drawn: First, that it is advantageous for sport marketers to obtain a superior grasp of the machinations of the human mind; secondly, that such a goal will be bolstered by a better appreciation of the purpose for which the mind was designed; and finally, the cognitive architecture of the mind is of direct relevance to sport consumption behaviour.

THE MARKETS FOR TV-SPORTS RIGHTS: TOWARDS A NATURAL MARKET EQUILIBRIUM

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The markets for TV sports rights went through a period of strong increases on the most attractive right fees during the 1990s – following in the footsteps of North America where this development started in the 1970s (Fort 2003; Solberg 2002; Baskerville Communication 1999; Turner and Shilbury 1997). Since then, however, there have been signs of stagnation. Several deals have turned out to be less profitable than expected, and many networks have been hit by the “winner’s curse”, e.g. Kirch Media (Germany) and ITV-Digital (UK). In 2002, New Corporation took a write-down of \$909 million on unprofitable North American deals, while NBC reported losses on their National Basketball Association deal (NBA) estimated at \$300 million over two seasons. This development has paved the way for market concentration. Some networks have gone bankrupt, while others have merged with former rivals, e.g. in Spain and Italy. Furthermore, the eagerness to launch new TV sport channels now seems to be lower than in the 1990s (Solberg, 2003).

This paper will analyse the consequences of this development by means of microeconomic theory, with special attention on cost theory and auction theory. The production and transmission of TV-programmes is a typical *economies of scale* production, which requires considerable “starting up” costs, while the variable costs are relatively moderate. This has been further strengthened by the introduction of the new digital technology, which has required extremely expensive investments. Moreover, the economy of scale characteristic is further strengthened in cases when sports right fees are expensive and fixed. As is typical for public goods, the programme related costs are independent of the numbers of viewers, once a programme is being broadcasted. Due to these characteristics, a network cannot reduce the costs by broadcasting the programmes to a smaller audience if income is reduced. Neither does it help much to reduce the variable costs, e.g. by using fewer commentators or cameras, when a large proportion of the total costs are fixed.

These characteristics represent a limit to how many TV-sport networks that can survive in the same market. They can also lead to more market concentration, e.g. by merging rivalling channels into fewer, and larger networks. If the tendency of increased market concentration continues, it will also influence the choice of auction procedure. Sellers whose main objective is to maximise the revenues should consider sealed bid auctions instead of open bid auction (e.g. English auction). The latter procedure works best if there is tough competition, combined with a high correlation in values among the bidders (McAfee and McMillan 1987). However, in English auction, the dominant strategy will be to bid slightly above the next highest bid. Thus, if the correlation in the bidders’ evaluations is weak, combined with low competition, then the seller should prefer auction procedures that produce less information for the bidders, e.g. secret bid procedures or Dutch (descending) auction. A channel that has no information on the rivals’ bids will be running the risk of losing potential profitable contracts, by bidding too greedy. This fear of losing profitable contracts can motivate risk averted channels to submit higher bids, compared with in an open bid auction. Another alternative is to implement reservation prices. A third alternative for the seller(s) is to launch their own channel(s) – or at least threaten to do so, as the Italian Serie A clubs have done for several years – as a way of upholding the competition.

SPORT DEVELOPMENT RESEARCH ALTERNATIVES: THE USE OF GROUNDED THEORY

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This paper presents a methodology for undertaking research into sport development in Australia. The research used grounded theory as the method. Glaser and Strauss formulated grounded theory as a qualitative research approach designed to generate theory which is embedded in systematically gathered and analysed data (Bryman, 1988; Glaser & Strauss, 1967). Wells (1995) suggested that the aim of grounded theory is to explain social phenomena and the resources that are required to support the social processes. Grounded theory is attractive as it uses the natural setting to understand social constructions.

Strauss and Corbin (1998) commented that grounded theory has come to rank among the most influential and widely used modes of qualitative research. The method is highly applicable for researchers aiming to either expand or generate new theory. Grounded theory can yield a substantive theory on the phenomenon under analysis. It has become very popular in the disciplines of nursing and organisational studies. However, the sport management discipline has largely neglected this method. Therefore, the objective of this study was to assess the efficacy of grounded theory using sport development processes in Australia for exemplification.

The presentation will demonstrate how the grounded theory method was used to derive a framework that illustrates sport development processes and pathways in Australia. The method uses empirical evidence, evolves from data and is a viable option for sport management research.

**MAKING WAVES: A COMPARATIVE CASE STUDY OF THE
ORGANIZATIONAL EFFECTIVENESS OF
SWIMMING NATATION CANADA AND AUSTRALIAN SWIMMING INC.**

**Julie Steinberg and Karen Danylchuk
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In any organizational analysis, organizational effectiveness is considered the “ultimate dependent variable” (Chelladurai, 2001, p. 351). Sport organizations are no exception to the importance of effectiveness evaluation. Due to their voluntary nature, sport organizations are often considered to be of particular interest, but neglected by organizational theorists (Koski, 1995). Access to financial resources is competitive amongst National Sport Organizations (NSOs) and there is a concomitant pressure to ensure that money is well spent and that sport organizations are operating effectively in order to achieve the highest level of performance at international competitions (Kikulis, Slack & Hinings, 1995). The purpose of this study was to examine organizational effectiveness in two swimming NSOs. The opinions of major stakeholders of Swimming Natation Canada (SNC) and Australian Swimming Inc. (ASI) were sought to gain insight into reasons for Australia’s road to dominance in the pool over the past 10 years.

There are many organizational effectiveness evaluation techniques and to choose the most highly regarded is very subjective, as researchers have not yet universally accepted a definition of organizational effectiveness (Chelladurai, 2001; Steers & Black, 1994; Webb, 1974). The multiple constituency approach was considered appropriate for this study, as it is an all-encompassing model, emphasizing the organization’s need to satisfy the expectations of all interest groups (Chelladurai, 1987). A qualitative, case study approach examining the stakeholders (administrators, coaches, athletes, sponsors, media, volunteers) of the two NSOs was used. Data were attained either face-to-face or over the telephone, by conducting open-ended, semi-structured interviews with 10 Canadian and 17 Australian participants. A review of official written documentation was used to verify information expressed by interviewees. Interviews were tape recorded and later transcribed verbatim.

During the data collection and analysis, categories and themes emerged, and comparative methodology was used to draw conclusions regarding a comparison of each country. Nine out of ten SNC stakeholders agreed that SNC was an ineffective organization, while all agreed that ASI was effective. All ASI stakeholders concurred that ASI was an effective organization and SNC was ineffective. High performance results (i.e., Olympic Games medal tallies) were the leading indicator of effectiveness for both countries’ participants. All ASI interviewees indicated that the organizational effectiveness had improved over the past several years due to the professionalism of staff, leadership changes, and the changes in governance. Six SNC participants, both internal and external to the organization, viewed leadership as a major limiting factor facing SNC. The structure of the organization was also a concern for external stakeholders, while senior administration expressed dissatisfaction with funding levels. Canadian participants attributed the success of ASI to the culture of the country and funding levels accessible to the organization. Australian participants could not offer any strengths of SNC, but recognized weaknesses in funding levels, as well as in the

Canadian sport structure and the coaching leadership within the country. In order for SNC to improve their performance at the international level, it was suggested by SNC participants that they restructure the organization, focus resources on high performance, undergo a leadership change and encourage grassroots development. Strategies to improve effectiveness of ASI included coach education and grassroots development.

Although this study focused on two specific National Sport Organizations, the results have implications for organizations around the world. Organizational effectiveness is an issue that knows no borders and concerns managers interested in optimizing performance at all levels, from grassroots to elite athletes. The impressions of stakeholders involved are important to consider as their expectations play a role in determining the success of the organization, which must be satisfied. This study has determined that factors, such as a supportive culture, sound organizational structure, adequate funding, and strong leadership, are paramount to an organization's effectiveness.

THE ELDER DRIVER: MOTIVATION TO EXERCISE AMONG THE ELDERLY

**Graeme Taylor and John Downey
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The regional sports trust network within New Zealand is entrusted by central government with the responsibility of getting more people more active more often. Regional sports trusts are required to work with communities ranging from pre-school to the elderly. The manager of Sport and Recreation Wanganui undertook this study in an attempt to better understand the determinants of lifelong physical activity by interviewing older adults with a self reported lifelong adherence to physical exercise.

This research comprised four individual case studies, two men and two women, in which the activity profiles, living arrangements, social network relationships, attitudes to activity, educational level, and economic status of the individuals were studied. The participants were all Wanganui residents 65 years of age and who participate in a weekly activity programme consisting of indoor rowing, light weight and resistance training, yoga and stretching at a Sport and Recreation Wanganui managed facility.

All of the respondents reported physical activity as being an integral part of their lifestyle over the life span. This did however vary according to their living arrangements at any particular time. There were consistent themes throughout the interviews that suggested that in aging the people interviewed maintained the same habits and activities developed in their earlier years. Costa and McCrae (1980), O'Brien Cousins and Keatings (1995) and Atchley (1999), a researcher who has dedicated over three decades to research on this topic, proposes that individuals are predisposed to preserve and maintain longstanding patterns of thought and behaviour as they move into older adulthood therefore continuing with many of the habits and lifestyles that have been an integral part of their lifestyle.

All respondents stated that there was considerable importance of physical activity to the participants in the development of their sense of self efficacy and life satisfaction both for trying new activities and resisting the negative perception significant others sometimes had of physical activity for the elderly. Self efficacy reflects an individual's belief as to their ability to perform a particular task. De forche and De Bourdeaudhuij, 2000 and Kelly and Freysinger (2000) have emphasised the role that social expectations and cultural beliefs play in determining the physical activity and leisure experiences the elderly are prepared to experience.

Clearly lifelong physical activity needs to be based on the development of self efficacy both in early life and by paying attention to the development efficacy in regard to physical skills at all stages of the lifespan. The results support the long standing theoretical perspectives incorporating the hypothesis of the activity and continuity theory of aging. This suggests that providers, like regional sports trusts, of physical activity programmes need to be aware of the importance of the skill development components of their programmes and market the programmes to the elderly as being accessible, attainable, affordable, sociable and enjoyable.

RELATIONSHIP SUCCESS IN COMMUNITY BASED SPORT

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Operations in commercial enterprises, community agencies, and government are increasingly expected to develop better relationships and partnerships (Sheth & Parvitayar, 2000; Tushnet, 1993; and Walker, 2000). These relationships are expected to generate increased efficiency and greater sustainability for programs and services (Birch 1999). Within the sport industry, research has investigated how professional sports manage relationships at a variety of commercial settings, e.g., relationships with sponsors (Lachowetz, Sutton, McDonald, Warnick and Clark, 2002; and Shani, 1997) and managing relationships in the NBL (Cousens, Babiak, and Slack, 2001), but no studies have been found that investigate relationship development and management in the not-for-profit sport sector.

Within Australia, an important element of sport delivery is based at community level sport clubs that use local venues for training and competitions on a daily basis. Some sport clubs and venues work collaboratively to generate outcomes that are mutually beneficial. However, many sport organisations and sport venues operate in a confrontational manner that generates undesirable outcomes for all stakeholders concerned (Tower, 1999). Little is known about what makes the relationship between sport venues and sport clubs successful.

With a particular emphasis on sport teams and venues, this paper examines the factors that community agencies identify that make their relationships successful. A qualitative study was used to identify and clarify the factors in the community and sport setting that lead to successful relationships. Semi-structured interviews were used to explore the range of factors that respondents deemed as relevant in their relationships with other agencies. Purposive or purposeful sampling was used to select 17 agencies that represented a cross-section of relevant cases. The sample was spread across the education, community service, sport venues, and sport organisation sectors in order to reflect the breadth of settings from which the background literature has been drawn.

Results are interesting at two levels. Initially, there was little acknowledgement from the respondents that relationships required attention to be managed, rather, they tended to evolve without much strategic initiative. It was assumed that the relationships and partnerships would just happen. The results also identified a range of factors that were important in the management of the relationships. These factors corresponded with the range of constructs that have been identified in the literature but tended to put a more personal focus on them regarding the role of individuals and the skills that they bring to the relationship.

The results from this study supports the concept that relationships need to be managed, and provides some direction for the factors that need attention in order to manage successful relationships.

AFL RECRUITING MANAGERS: ROLES AND RESPONSIBILITIES

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‘As AFL clubs have progressed towards (full-time) professionalism, the role of the Recruiting Manager has also progressed to become a skilled management position crucial to the success of the club.’ (Hunt, 1998)

This oral presentation presents data provided in 2004 by Recruiting Managers from the 16 AFL clubs pertaining to their roles and responsibilities and follows the recent research of Hunt (1998) and Fantasia (2000) on this topic.

Research and information gathering was conducted using a questionnaire utilising qualitative (from a Likert 1-5 scale) and quantitative data based on previous interviews, formal meetings, informal discussions and relevant documentation.

Findings related to Recruiting Manager’s Duties, Support Staff and Recruiting Networks, Technology Usage, Talent Identification and possible Future Issues will provide AFL clubs with information that allows them to benchmark their recruiting practices and provides foundation for future discussion and planning within the AFL industry.

DETERMINING THE PROFESSIONAL SPORT BROADCASTING MARKETPLACE IN AUSTRALIA

**Paul Turner and David Shilbury
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Sport broadcasting markets reflect the breadth of delivery and significance of broadcast coverage to the sport broadcaster and sporting organisation. Negroponete (1995) indicated that in the digital broadcast environment, there are different coverage considerations that will ideally require different distribution pathways. Negroponete (1995) further expresses that eventually the opportunity exists in the digital era to have an audience of one, or as is currently the case, retain an audience of many.

The professional sport broadcasting market is examined within this paper. A determination of geographic composition, audience profile and market distribution as it applies to the Australian sport broadcasting environment is undertaken. This assessment is made through examining the impact of sport broadcasting on three integral participants in the professional sport broadcasting market. This impact will be addressed from the perspective of clubs in the NRL and AFL competitions, as well as sport broadcasters.

A qualitative research methodology, supporting a realist approach was undertaken (Stiles, 1995). In-depth interviewing of senior managers of 11 AFL clubs, 10 NRL clubs and 8 sport broadcasters was undertaken. Data was analysed, coded and the emergent themes were identified through the application of QSR NVivo qualitative software.

Results were collated and addressed from the perspective of each of the groups under analysis. These results were broadly categorised under the general themes of exposure; region; revenue; club channel and; audience. Within the parameters of these themes were further sub-themes specific to the outcomes associated within each category.

The results clearly show the existence of a distinct club focus identifying the way in which the sport broadcasting market is perceived. Major findings identify a distinct focus by all groups on the insufficiency in size of the Australian market. Equally, the way in which clubs are representative of particular regions causes some consternation amongst each in terms of maximising available sport broadcasting opportunities. Results are presented and opportunities for future research are discussed.

WHAT CHARACTERISTICS FOSTER THE SUCCESS OF NATIONAL LEAGUES?

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This paper examines a range of national sports leagues or competitions formed in Australia in the past 3 decades with respect to the characteristics of the sports which have engendered success or failure in terms of improving attendance and participation. The basis for the study is a 1997 report on the impact of national leagues on Western Australian sport. Taking the sports surveyed in that report, this study seeks to uncover what key characteristics may be identified with the successes and what has characterised those that have been unsuccessful both before and after 1997. Specifically, are there aspects of the "personality" of a sport (as defined by Sanchez and Sutton-Brady (2004) which make success at national league level more likely?

Secondly, based on existing literature (Bitner, 1992; Hansen & Gauthier, 1985; Melnick, 1993; Pease & Zhang, 2001; Wakefield & Swan 1995; and Macpherson, Garland and Haughey, 2000), we attempt to match the characteristics there identified to a servicescape structure (following Bitner (1992) and Abubakar and Mavondo (2001) which we link to the "personality" concepts.

This paper provides a case study of two sports to illustrate the approaches taken in the wider study.

**DO THEY EAT IN THE LUNCHROOM?
AN INVESTIGATION OF ON-CAMPUS STUDENT PLACEMENTS**

**Cindy Wiersma and Jenny Fleming
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Industry placements, practicums, or co-operative education experiences are integral to many university programmes in sport management. Most students gain work experience with organisations external to the university. However, at Auckland University of Technology (AUT), not unlike many other universities, there are numerous opportunities for placements within the Division of Sport and Recreation where students are undertaking their study. This paper will discuss the results of a qualitative study (in progress) which examines the experiences of students and academic staff involved in cooperative education within the Bachelor of Sport and Recreation at AUT. Through focus group interviews, the experiences of students placed with external organisations will be compared with students undertaking their co-operative placement within the university. In addition, the impact on student learning and the affect on academic staff within the university will be explored. The paper will discuss a number of ethical dilemmas that are created for the co-operative education coordinator, the supervisors and the students themselves during university based co-operative education experiences.

The sociocultural view of learning suggests that learning can be seen as a social process within a culturally determined community of practice (Eames and Cates, 2004). Co-operative education students, therefore, may learn not only through participation in the activities of the workplace but also through social interaction with work 'colleagues'. Due to the nature of the staff / student relationship there are limited opportunities for social interaction when students undertake their experience within their own university environment. The impact of this relationship on student learning will be compared with students undertaking their co-operative experience with an external sport and recreation organisation. The study is being conducted through focus group interviews and data collected will be subjected to coding and content analysis.

Ethical dilemmas that present themselves include issues of privacy, intellectual property, and access to areas normally restricted to staff within the division. These and other issues will be investigated from the perspective of both academic staff and student.

LEGAL CHALLENGES TO DRUG TESTING: IMPLICATIONS FOR SPORTING ORGANISATIONS

Terry Woods
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There can be little doubt that the issue of drugs in sport is a major challenge for the sports industry. This can be evidenced by the fact that:

- ◆ since 1999 almost every issue of the Australian and New Zealand's Sports Law Association's journal have carried feature articles and cases on the issue¹
- ◆ the IOC², international and national federations of sport have developed anti-doping policies³
- ◆ the World Anti Doping Agency and national sports drug organisations⁴ have been established and
- ◆ one of the leading roles played by the Court of Arbitration for Sport is in drug related matters⁵

This paper will address the complex legal issues associated with the use of drugs in sport.

A number of cases and sports' policies and have been assessed to ascertain if the procedures established by sporting organisations have been sufficiently rigid enough to meet existing legal requirements.

¹ See for example, *ANZSLA Commentator* issues: vol 9 n 1; vol 9 n 2; vol 9 n 3 and vol 10 n 2

² Jacques Rogge said in his first public statement: "the priority for the Olympic movement is the fight against doping." See Buti, & Fridman, S. *Drugs, Sport and the law* (2001). Qld:Scribblers, p vi

³ See www.getbig.com/info.ifbb/faq-isfc.htm where the International Sports Federation Charter includes a section on the "Fight against Doping". An example of an Australian national sports policy can be found with Canoeing Australia at http://www.canoe.org.au/pdf_rules/bl-01-anti_Doping.pdf.

⁴ See WADA at <http://www.wada-ama.org/> and for a national example see ASDA at <http://www.asda.org.au>

⁵ See <http://www.tas-cas.org/en/juris/frmjur.htm> for recent decisions on drug related cases.

THE DETERMINANTS OF BROADCASTING FEES

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University of Bayreuth, Germany

Guido Schafmeister
University of Bayreuth, Germany

Broadcasting fees are the major source of income for German Soccer Clubs. Previous research on club income is concerned with stadium tickets (i.e. Noll 1974, Hart et.al. 1975, Bird 1982, Scholfield 1983, Jennett 1984, Peel/Thomas 1988 and 1992, Czarnitzki/Stademann 2002) and not with broadcasting fees. The research question of this paper is: Which factors influence the broadcasting fees?

A necessary step to develop a price model is to identify the sources that bring money into the market. Analyses of the German TV-market show that TV-viewers and TV-advertisers bring the money. As broadcasting fees are negotiated before the season starts, the focus must be on the expected demand of TV-viewers. But, the TV-viewers demand will be relevant only if they have a sufficient purchasing power to buy products and services. The TV-advertisers' willingness to pay depends on their expected advertising revenue. The expected advertising revenue depends on the overall sales expectations and the above mentioned expected demand in respect of purchasing power.

But, the German TV-market changed in 1984 when private broadcasting stations were allowed. Before, only public broadcasting stations were on the market. The bargaining power now favors the supply side, namely the soccer league who sells the broadcasting rights collectively for all clubs and games. The demand side consists of all TV-stations and each additional TV-station weakens the bargaining power of the demand side, as the supply side gets a new potential customer. Thus, for the statistical analyses, two separate periods have to be analyzed. The early period, called the monopolistic period, starts with the first payment for broadcasting rights in 1965 and ends in 1983. The later period goes from 1984 to 2002 and is called the competitive period.

The indicator of bargaining power is the number of TV-stations on the market. The number of soccer club members is used as an indicator of the expected demand. Other studies show (i.e. Schellhaaß/Hafkemeyer 2002), that people would be more likely to watch sports on TV, if they built up consumption capital. Consumption capital is defined as knowledge about a type of sports (i.e. knowing the rules). Club members are assumed to have this knowledge and thus their number seems to be an appropriate indicator of the expected demand. The indicator of the expected sales opportunities is the TV-stations' revenue from selling slots for commercials.

Five hypotheses are tested. H1: If the bargaining power of the demand side decreases, the broadcasting fees will increase. H2: The higher the consumption capital in respect of the purchasing power the higher the broadcasting fees. H3: If TV-advertisers have higher expectations of the sales opportunities, the broadcasting fees will be higher. H4: In the competitive period the influence of the expected sales opportunities is stronger than in the monopolistic period. H5: In the competitive period the main influencing

factor are the expected sales opportunities. The models for both periods had a good overall fit. For the monopolistic period, hypotheses two and three are confirmed. For the competitive period, hypothesis three, four and five are confirmed.

The lessons to learn from these analyses are that not broadcasted sports have to stimulate the process of building up consumption capital of a target group with sufficient purchasing power. If broadcasted, the income of a type of sports depends on the advertising market.



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* This list reflects the delegates registered at the time of printing, 11 November 2004

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