



**Inaugural Sport Management Association of
Australia & New Zealand Conference**

Conference Program



**Deakin University
Sport Management Program
Bowater School of Management &
Marketing**

**Inaugural Conference of the
Sport Management Association
of Australia & New Zealand
27 & 28 November 1995**

WELCOME

Welcome to the inaugural conference conducted by the Sport Management Association of Australia and New Zealand. This conference represents the first formal meeting of the proposed association established to encourage and facilitate communication of research and investigation in sport management.

The first conference conducted by SMAANZ will see 27 papers presented over two days involving 32 different people. The papers will range in style content and research methodologies and without this forum many of these papers may not have been presented at all. Congratulations to all presenters and authors; you have ensured the success of this venture.

This inaugural conference is a deliberately no-frills operation. Its purpose has simply been to 'get SMAANZ going'. This goal has been achieved in spirit, and during this conference I expect in body as well. On behalf of the conference organising committee, I welcome you to this conference and to the Burwood Campus of Deakin University.

We welcome everyone and hope everyone has an enjoyable and memorable first conference.

David Shilbury
Conference Coordinator

1995 SMAANZ Organising Committee

Dr. David Shilbury
John Deane
Hans Westerbeek
Paul Turner
Lynley Hamilton

Conference Assistants
Kellie Bolton
Natalie Wallace

DAY 1 - MONDAY 27 NOVEMBER

8.30-9.00am Registration
Room - W206

9.00-9.20am **Conference Opening - Dr David Shilbury**
Room - W206 *Welcome by Professor John Smart, Head Bowater School of
Management & Marketing, Deakin University*

Session 1 - Organisational Culture & Sport Franchises - Room W206

Moderator: *Terry Woods*
9.20-9.45 **Organisational Culture in Western Australian Sports Associations**
 Sue Colyer (Edith Cowan University)
9.45-10.10 **Sporting Club Cultures: An Exploratory Case Study**
 Aaron Smith and Bob Stewart (Victoria University of Technology)
10.10- 10.35 **Risk Spreading and Agency Theory in Australian Sporting Franchises**
 Stephen Thompson and Ted Watts (University of Technology, Sydney)

10.35-11.00 Morning Tea

Session 2 - Management, Quality and Economics of Sports - Room W206

Moderator: *Laurence Chalip*
11.00-11.25 **Quality or Quagmire?: The Management Practices of Two Sydney
Sport Teams** - Shayne Quick (Victoria University of Technology)
11.25-11.50 **Application of Customer Service Quality Performance indicators to
Sports and Leisure Management** - Gary Howat, Gary Crilley and Ian
 Milne (University of South Australia)
11.50-12.15 **The Economic Parameters of Contemporary Sport: Lessons for Sport
Administrators** - Aaron Smith and Bob Stewart (Victoria University of
 Technology)

12.15 - 1.30 Lunch

Session 3 - Postmodernism and Bureaucratisation - Room W206

Moderator:	<i>Robin McConnell</i>
1.30-1.55	The Impact of Postmodernism on Australian Sport Bob Stewart (Victoria University of Technology)
1.55-2.20	Postmodernism and Sport Management Allan Edwards (Griffith University)
2.20-2.45	Bureaucratisation and Internationalisation: The Case of Snow and Ice Sports - John Deane (Deakin University)
2.45-3.05	Afternoon Tea

Session 4 - SMAANZ in the International Arena - Room W206

Moderator:	<i>Sue Colyer</i>
3.05-3.30	Sport Management: A New Zealand Perspective Robin McConnell (Massey University)
3.30-3.55	Sport Management: Perceptions from Visitors of the 3rd European Congress on Sport Management and Implications for SMAANZ Hans Westerbeek (Deakin University)
3.55-4.20	SMAANZ - The Beginning of ...? David Shilbury (Deakin University)
4.20-4.30	Short Break

Session 5 - The Creation - Room W206

4.30-5.45	SMAANZ - Constitution, Operating Charter-Ratification
6.00	Dinner - Our Restaurant - Deakin University, Burwood Campus.

Guest Speaker, Malcolm Speed, Chairman NBL, Managing Director Strategic Sports and Recreation.

DAY 2 - TUESDAY 28 NOVEMBER

Session 6**Concurrent Session A -Open Papers - Room W206**

Moderator:	<i>Shayne Quick</i>
9.00-9.25	The Commitment of Volunteers in Sport: Implications for Research Graeme Cuskelly (Griffith University)
9.25-9.50	Money and Medals - How Effective are Australia's National Sporting Organisations? - Russell Hoyer (Victoria University of Technology)
9.50-10.15	The Control of Sport: Pay-TV Barons versus Sporting Bodies - Eddie Baghdikian (Deakin University)

Concurrent Session B - Industrial Relations and Worker's Rights - Room Y2.04

Moderator	<i>Martin Hole</i>
9.00-9.25	Performance Appraisal and AFL Umpires Sandra Wilcox and David Shilbury (Deakin University)
9.25-9.50	Industrial Relations: The Changing Landscape for Sport Adele van Rosmalen and Fiona McKenzie (Deakin University)
9.50-10.15	The Effectiveness of the Common Law in Protecting an Athlete's Image, Likeness or Reputation - Sam Cusumano (Deakin University)
10.15-10.40	Morning Tea

Session 7 - Round Table Discussion, and Recall & Recognition - Room W206

Moderator:	<i>Stephen Thompson</i>
10.40-11.40	Developing Teaching Materials for Australian Sport Management Laurence Chalip (Griffith University) and David Shilbury (Deakin University)
11.40-12.05	Assessing the Impact of Stadium Advertising on Sport Spectators at the NBL Venues - Steven Ward and Terry Woods (Southern Cross University)
12.05-12.30	Recall of Sports Sponsorship Advertising Messages: The Influence of Personality and Value Orientation - Kevin Voges and Nigel Pope (Griffith University)

12.30-1.45

Lunch

Session 8 - Consumer Behaviour - Room W206

Moderator:

Bob Stewart

1.45-2.10

Probing Cognitions and Values in Sport Consumption

Laurence Chalip (Griffith University)

2.10-2.35

Comparing Purchasing Characteristics of Current SE Melbourne Magic Mini-Game Members to Non-Members - Lynley Hamilton (Deakin University)

2.35-3.00

Sport on Television. What is it Worth? - Paul Turner (Deakin University)

3.00-3.20

Afternoon Tea

Session 9 - Open Papers - Room W206

Moderator:

David Shilbury

3.20-3.45

Applying Management Strategies to Enhance Performance: A Case Study in Professional Rugby League - Ray Booker, Rudi Meir & Terry Woods (Southern Cross University) *h.s.m.*

3.45-4.10

Leveraging Sports Events for Tourism Development: A Critical Examination of Queensland's Plans for Sydney 2000 - Merrilee Barnes (Griffith University)

4.10-4.35

Women's Perceived Access to Elite Coaching in Australian Sport
Carol Fox (Victoria University of Technology)**Conference Close**

*The abstracts of the papers
presented at the conference are
organised alphabetically
by the last name of
the first author.*

**Inaugural Sport Management Association of
Australia & New Zealand Conference**

Abstracts



**27 & 28 November, 1995
Deakin University, Burwood Campus
Melbourne, Australia**

THE CONTROL OF SPORT: PAY-TV BARONS VERSUS SPORTING BODIES

Eddie Baghdikian, Deakin University

Like tug-of-war, a contest has developed between the Pay-TV barons and the sporting bodies in an attempt to capitalise on the drawing power of sport. For the Pay-TV barons, control of sport is recognised as a key success factor in building the all-important Pay-TV subscriber base (revenue). For the sports organisations, controlling their respective sport towards television broadcasting not only allows the organisation to enhance their sport's popularity and attraction to sponsorship but also to improve their financial situation. This paper attempts to identify the issues surrounding the management and control of sport in Australia by looking at what is at stake for both the Pay-TV barons and the sporting bodies, the make-up of each contestant, and how their game-plans could ultimately decide that outcome of the contest. A summary of the dynamics of the contest is also provided.

LEVERAGING SPORTS EVENTS FOR TOURISM DEVELOPMENT: A CRITICAL EXAMINATION OF QUEENSLAND'S PLANS FOR SYDNEY 2000

Merrilee Barnes, Griffith University

In recent years, sport tourism has emerged as a significant new subdiscipline within sport management. A pivotal component of sport tourism is the use of sports events to attract spectators. A particular problem has been to expand and extend tourists visits. One critical component of this concern has been to encourage visits (and consequent expenditures) beyond the event locale. The projected spike in tourism associated with Sydney 2000 provides a unique opportunity to explore methods and potentials for leveraging tourism derived from a hallmark sports event. How can destinations distant from the event - such as those in Queensland - obtain some advantage from the event? That concern has led to several proposals and substantial work by those in Queensland's tourist industry. The resulting tactics and uncertainties suggest new directions for linking sport and tourism management. Implications for sport management practice and training are discussed.

APPLYING MANAGEMENT STRATEGIES TO ENHANCE SPORTING PERFORMANCE: A CASE STUDY IN PROFESSIONAL RUGBY LEAGUE

Ray Booker, Rudi Meir and Terry Woods
Southern Cross University

Enhancing sport performance has been the focus of considerable research. While much of this effort has considered the influence of training strategies on physiological responses and adaptations to performance, there are also strategies from management theory that may positively influence sport performance.

Blanchard and Lorber (1984) have put forward their ABC model as a useful way of obtaining desired performance in the management field. The "ABC's of management" looks at the relationship between performance activators, job behaviour, and consequences. Hersey and Blanchard (1993) further suggested that in order to affect human performance in any organisation a number of systems need to be put in place. These include: (i) accountability systems; (ii) data systems; (iii) feedback systems; (iv) recognition systems; and (v) training systems.

Hersey and Blanchard (1993) have reported a number of successful productivity improvement interventions, utilising the ABC principles. It is for this reason and because of the intuitive appeal of the model to sport, that this approach was trialled in a professional sports coaching environment.

A modified model of the ABC's of management was developed for application in professional Rugby League. This model was used as an intervention strategy with a squad of professional players graded in the Australian Rugby League competition during the 1995 season. This strategy was used to decrease the frequency of "unacceptable" performance (i.e., behaviour) indicators at scheduled training sessions. The application of this intervention over a number of months during competition suggests that performance can be influenced in a positive way. Not only did players improve their performance at training as a result of this strategy, but other indicators, such as reduced penalty count against the team during actual competition, were positively influenced.

References:

- Blanchard K. & Lorber R., (1984), Putting the One Minute Manager to Work, Morrow: New York
- Hersey P. & Blanchard K., H. (1993), Management of Organisational Behaviour: Utilising Human Resources, Prentice-Hall: Sydney

PROBING COGNITIONS AND VALUES IN SPORT CONSUMPTION

Laurence Chalip, Ph.D.
Griffith University

A variety of techniques for estimating consumer preferences have been developed in recent years. Techniques include multi-attribute utility estimation, conjoint analysis, and various forms of psychometric scaling. Each relies on classical economic reasoning which specifies that two things must be determined in order to gauge consumers' utility: (1) the elements that are (or might be) included in consumers' utility functions, and (2) the value consumers attach to each element. Although there has been substantial work on sport consumption, researchers have lacked tools to empirically determine the concept and category systems used by consumers to appraise sport teams, events, or services. Recent work in psychology and anthropology has shown that simple associational methods can be used to derive concept and category systems. Friedmann (1986) argues that these methods could be profitably employed in marketing research. Recent tests of these methods with sport consumers are briefly summarised to demonstrate their potential merit for research into sport consumption. Studies of consumers' conceptual systems for American baseball teams show patterns consistent with expectations derived from other work, thus suggesting the method's validity. Further work in baseball and with Olympic audiences also suggests that when the method is combined with follow-up psychometric investigation, it can provide information that may allow promotional messages to be designed and targeted to optimise their impact.

DEVELOPING TEACHING MATERIALS FOR AUSTRALIAN SPORT MANAGEMENT:

A ROUNDTABLE

Laurence Chalip, Ph.D., David Shilbury Ph.D.
Griffith University, Deakin University

The vast majority of English-language, teaching materials in sport management have been developed in North America, usually with a focus on sport management in the United States. Although some of these materials are useful for Australian students (particularly when making cross-national comparisons), there are vast differences between the American and the Australian sport systems. There are comparable differences between the sporting cultures on the two continents. Consequently there is a profound need to develop teaching materials that are appropriate to Australian needs and contexts. There are three advantages: (1) such materials would more adequately illustrate problems, needs and circumstances in Australian sport; (2) such materials would more appropriately portray subtle cultural elements that underpin Australian sport; (3) such materials would allow Australian students to use, test, and extend their background understandings of Australian sport.

Several forms of material are particularly needed for Australian sport management educations. These include readings, assignments, and classroom

activities (e.g., debates, simulations, role plays). One of the most pressing needs is need for Australian sport management cases - particularly cases that include sufficient raw material (e.g., organisational behaviour, marketing, public relations, personnel, facility management, club management, strategic planning, event management, finance, entrepreneurship).

The content and use of varying forms of teaching materials, particularly cases, will be discussed during this roundtable. Participants will have the opportunity to share materials they have developed. The roundtable will also consider mechanisms for implementation of a consortium to develop and share cases and other teaching materials.

ORGANISATIONAL CULTURE IN WESTERN AUSTRALIAN SPORTS ASSOCIATIONS

*Sue Colyer, Ph.D.
Edith Cowan University*

This paper reports on a study of organisational culture in sporting and recreation associations in Western Australia. There is growing evidence that organisational culture contributes to organisational effectiveness. An objective approach was adopted for this study of organisational culture using an instrument developed by Quinn and Spreitzer (1991), based on the competing values model (Quinn & Rohrbaugh, 1981, 1983).

Ninety-nine respondents from ten different sport and recreation associations were received in response to the culture questionnaire. Associations with more than ten respondents each, were examined individually to identify organisational culture differences. Comparisons of perceptions of the organisational culture between employees and volunteers, as well as between sport and recreation personnel will be reported.

This paper discusses the differences in the organisational cultural profiles and the implications for the management of sport and recreation associations.

THE COMMITMENT OF VOLUNTEERS IN SPORT: IMPLICATIONS FOR RESEARCH

*Graham Cuskelly
Griffith University*

Despite recent trends towards the professionalisation of sport administration in Australia, sport is still a low-cost community based activity due largely to the continued participation and commitment of a substantial number of volunteers. However, there is evidence the number of volunteers in sport is declining (Daly, 1991). High turnover rates may be symptomatic of the level of organisational commitment of volunteers. A less committed volunteer is more likely to leave,

whether or not there is another volunteer available to fill their position. A range of personal, organisational, social and economic factors have been cited as possible reasons for volunteers leaving sporting organisations.

This paper examines the nature of organisational commitment and its development amongst volunteer sport administrators. Several conceptualisations of organisational commitment are discussed (Mowday, *et al.* 1982; Meyer and Allen, 1991) and a case is presented for the relevance of affective commitment in the study of volunteers. It reports some of the findings of a recently completed longitudinal study of volunteer administrators in sport (n=469) and provides evidence of a directional relationship between perceived committee functioning and organisational commitment. Also examined is the relative importance of a range of sociodemographic, behavioural and structural variables in explaining organisational commitment and how their importance wanes when committee functioning is introduced to the regression equation. The paper concludes with some implications and recommendations for further research, including several methodological issues in the study of volunteers in sport.

THE EFFECTIVENESS OF THE COMMON LAW IN PROTECTING AN ATHLETE'S IMAGE, LIKENESS AND REPUTATION

Sam Cusumano, Deakin University

Celebrities in the television and film industry and indeed, popular sportspersons have a publicity value which is now increasingly being used by advertisers to promote their client's goods or services commercially.

The primary purpose of employing such "stars" is to create in the minds of consumers a desire to acquire the product or service simply because of the consumer's affinity with the celebrity involved in the promotion of the product or service. The advertiser or promoter of a particular product or service uses the name, image, likeness or other distinguishing characteristics of the celebrity to successfully market a product or service.

The object of this presentation is to examine the adequacy of both the common law and statute law in preventing the unauthorised exploitation of a sportsperson's name, image, likeness or other characteristics for commercial gain by others.

Both the the common law of "passing off" and statute law will be examined. It will be contended that such laws do not adequately protect a sportsperson's name, image or likeness from commercial exploitation by others.

The principal difficulty with the law is the need for the aggrieved party to prove that the defendant's conduct amounted to a "misrepresentation", or it was misleading or deceptive.

The presentation will contend that to insist that an aggrieved party show that the defendant's conduct was "deceptive" or amounted to a misrepresentation is to place too heavy a burden on such aggrieved party. The view will be expressed that misrepresentation should not be the element of the action, but rather "misappropriation".

A comparison will then be made of the law in the U.S. and Canada, from which it will be seen that the laws there are far more appropriate than our own law to afford proper protection to the professional athlete.

BUREAUCRATISATION AND INTERNATIONALISATION : THE CASE OF SNOW AND ICE SPORTS

John Deane
Deakin University

The globalisation of later twentieth-century sport forms has, in significant part, depended upon the phenomenon of the bureaucratisation and internationalisation of discrete sport activities in the context of major social, technological and commercial movements of the later nineteenth and earlier twentieth centuries.

The conjunction of unique or specific shaping factors and prevailing general circumstances of that earlier period so impacted upon prototypical sport forms that some remained, at best, in their localised, nascent form, some almost imperceptibly evolved on a parochial basis, whilst others were to experience a rush to international prominence.

Disparate forms of snow and ice sport were not immune to such influences and the purpose of this paper is to examine the factors impacting upon selected sports in the nineteenth and twentieth centuries and to trace the advent and illustrate the complexity of the process of bureaucratisation and internationalisation. The paper will consider the parts played by the sports' administrators and the development of the Olympic Winter Games as one of the major consequences of this process.

POSTMODERNISM AND SPORT MANAGEMENT

Allan Edwards, Ph.D.
Griffith University

Initially dismissed as an intellectual fad, postmodernism now occupies a prominent position in all manner of academic disciplines. It is possible however, that many Sport Management scholars have not heard the tribunes of postmodernism announcing its imminent arrival. This paper examines the nature of postmodernism and explores its implications for Sport Management thought.

WOMEN'S PERCEIVED ACCESS TO ELITE COACHING IN AUSTRALIAN SPORT

Carol Fox
Victoria University of Technology

The study of women in sport has been a popular topic in recent times. Reports and studies on female athletes, women and the sports media, and women in sports administration, abound in both academic journals and popular forums. However, one aspect of women in sport research which appears to be under-researched is the area of coaching, particularly at the elite level.

There is a worldwide trend which shows that while the number of female athletes in sport has increased, there has been a decreasing proportion of women in the areas of sports administration and coaching. Not only are female coaching numbers on the decline, the distribution of females within the coaching fraternity is unequal. While equal opportunity for women is intended to apply to all spheres of sport, policies and programs have concentrated primarily on increasing athletic participation. However, for women to be treated equally in the world of sport, they need to have access to, and involvement in, all spheres.

There is nothing about the theory and practice of coaching which, when viewed apart from its social and cultural context, should lead to the exclusion of women. The under-representation of women in coaching cannot be justified or supported on functional or rational grounds, since they have many strengths they can bring to bear in these situations. Coaching need not be a male-only preserve.

This presentation will examine the literature that pertains to the issue of lack of women coaches in sport. Moreover it will offer a research agenda that will both discuss and analyse this problem in relation to the Australian experience. Statistics collected on the Olympic and Commonwealth Games clearly demonstrate the under-representation of Australian female coaches at the elite level. Only five of the thirty-six Australian team coaches who attended the 1992 Olympic Games were women, and of the fifty-nine Australian team coaches who attended the 1994 Commonwealth Games, only five were women. Eventually this project will not only uncover the circumstances that lead to a paucity in female coaches at the elite level, it will also provide strategies for the removal of barriers and the enhancement of career paths for Australian women athletes.

COMPARING PURCHASING CHARACTERISTICS OF CURRENT SOUTH EAST MELBOURNE MAGIC BASKETBALL CLUB MEMBERS TO NON-MEMBERS

Lynley Hamilton, Deakin University

The National Basketball League (NBL) has had a rapid rise in recent years, as both a participation and spectator sport, and is now enjoying success in capturing both media and public attention. Given the growth in recent times, the South East

Melbourne Magic Basketball Club (the Magic) are implementing a number of marketing strategies specifically aimed at attracting new members. The Magic is concerned that many of their regular supporters do not intend purchasing a membership package in the future.

This paper compares and contrasts *Mini-season Members* (attend seven games) of the Magic with supporters who attend a similar number of games but are not club members. In particular, the paper explores the characteristics, behaviours and attitudes of each group. This paper will also attempt to identify the factors which prevent non-members from extending their commitment to the Magic through membership.

The principle method used to collect data was through focus group discussions with both *Mini-season Members* and non-members. The paper, through the use of consumer behaviour models and the decision making process, determines if each group displays similar purchasing decisions.

MONEY AND MEDALS - HOW EFFECTIVE ARE AUSTRALIA'S NATIONAL SPORTING ORGANISATIONS?

Russell Hoyer, Victoria University of Technology

Australia's National Sporting Organisations (NSOs) have undergone significant changes in recent years. Such changes include an increase in salaried staff, the undertaking of strategic planning and an increase in the number and size of national competitions. At the same time there has been an increase in Federal government funding, a focus on the marketing of individual sports and an expansion in funding possibilities through Pay Television. With the 2000 Olympics being held in Sydney, Olympic sports are also experiencing significant change. Increasingly, attention is being directed and sharply focused on the performance of our elite athletes and their respective organisations.

Limited analysis of NSOs has occurred within Australia to determine what effect these changes have had on the sport itself, levels of participation, standard of competition and the actual performance of the organisation. Research has been conducted in North America (Frisby 1986; Chelladurai *et al.*, 1987; Chelladurai & Haggerty 1991) and the UK (Gratton & Taylor 1988; Theodoraki & Henry 1994) in the areas of measuring the effectiveness of NSOs using several models based on traditional organisation and management theory.

The rationale for the use of these evaluation models and the shortcomings established from the limited research in the sport management arena will be discussed in this paper. It will examine the issue of organisational effectiveness in relation to selected Australian NSOs. The presentation will outline a proposal to conduct a study of Australia's NSOs to address the following questions:

- How is organisational effectiveness measured in service organisations?
- What does organisational effectiveness mean in relation to NSOs?

- What is the most appropriate model to use in assessing NSOs effectiveness?
- How effective are Australia's NSOs at what they actually do?

APPLICATION OF CUSTOMER SERVICE QUALITY PERFORMANCE INDICATORS TO SPORT AND LEISURE MANAGEMENT

*Gary Howat, Gary Crilley, and Ian Milne
University of South Australia*

Based on the notion that quality management embraces efficiency and effectiveness, CERM (Centre for Environmental and Recreational Management) has developed prototypes for performance indicators of efficiency and effectiveness that can be applied to sports and leisure management decision-making.

This paper discusses effectiveness indicators based on the principles of customer service quality (CSQ) which measure customers' expectations compared to their perceptions of the organisation's actual performance. At a macro level of analysis, decision-makers can compare the difference between the mean scores for expectations and performance for each of the relevant service quality attributes that are important to their clients.

The main value of these results to managers is to identify any significant difference between clients' expectations and their perception of the organisation's performance. If a problem area is identified, further analyses of the data can be undertaken that focuses on specific target groups. Problem resolution can then be directed at these specific target groups.

The generic nature of the customer service quality attributes is intended to reduce the potential of respondent fatigue in completing the questionnaire. In turn, analyses of the data allows managers to focus on individual attributes by developing "tracking" questionnaires to determine what aspects of an attribute are a problem or a strength, and for which specific target groups. This process is further explained in the paper.

Besides the identification of strengths and weaknesses, the customer service quality (CSQ) results can be utilised as the basis for measurable objectives within an organisation's management plan.

Data from a major Australian yacht club and from Australian sports and leisure centres is used to illustrate how customer service quality (CSQ) performance indicators can be applied to sports and leisure management decision-making.

SPORT MANAGEMENT: A NEW ZEALAND PERSPECTIVE

Robin McConnell
Massey University

This paper provides an overview of the sport management sector of New Zealand sport and business, providing data to illustrate the growing role and economic forces. Discussion on occupation and career paths in this field will be linked to actual situations. From the advertised sport management positions in the private and public sectors for 1995, tentative propositions are drawn to suggest implications for academic and training programmes. Government policy and the national structure of sport organisation in New Zealand is explained in relation to training and qualifications.

Tertiary institution programmes in Sport Management are outlined, from a survey of all New Zealand tertiary institutions. This will provide an overview for Australian colleagues of the current state of Sport Management education, at undergraduate and graduate levels in New Zealand academic institutions. A critical consideration will be given to the focus and course provisions of these programmes. The programmes of one university will be drawn upon to illustrate complexities and challenges currently faced.

Recommendations will be made for possible future developments, with consideration given to increasing the New Zealand-Australia liaison and interaction. These will include: short-term course interchanges of staff; semester or academic year exchanges of staff; student exchanges; postgraduate student interaction and/or conference opportunity; practicum experiences for Sport Management students in the neighbouring country; liaison with other national and international bodies; and, greater awareness of programmes offered.

QUALITY OR QUAGMIRE?: THE MANAGEMENT PRACTICES OF TWO SYDNEY SPORT TEAMS

Shayne Quick, Ph.D.
Victoria University of Technology

In recent years the "buzz phrase" in management circles has been **Total Quality Management** or **TQM**. Although regarded by some as a fad, the concept of TQM has existed in Japan since the 1950s. More recently it was introduced into the United States in 1980 when an NBC White Paper refocussed management practice on quality rather than quantity. Given its somewhat obscure history it is still regarded as a relatively new management philosophy.

TQM can be defined as a customer focused management system that provides customer satisfaction through the improvement of work processes of all employees in an organisation that produces goods or services for customers. Moreover at the heart of TQM is the belief that, "unless management is prepared to change the way a business operates, and to commit resources to continuous improvement, a fatal

restriction is placed on the extent to which it can achieve total quality" (Sydney Morning Herald, 3/11/93; p51).

During the latter part of the twentieth century sport consumers have come to expect increased quality in products and services. Whether spectator sport or participant activity, sports' ability to compete for the entertainment or discretionary dollar is now predicated upon the delivery of quality service. While product unpredictability is part of the sport manager's lot, Walton, (1990) argues that "....it is essential to recognise that the...[TQM] method can transform not only the private but public sectors" (p14). As sport readily fits into both these categories, there is little doubt that the philosophy has particular relevance to sport.

There is an abundance of popular literature focused on mechanisms to ensure quality. However, it would appear organisations that adopt such practices exhibit the following common characteristics.

1. Top management is committed to quality transformation;
2. The organisations understand who their customers are;
3. They base decisions on data;
4. They understand there is a variation in every process;
5. They understand that the quality journey never ends, and,
6. They realise that people are at different points along the way.

This research will examine two Sydney based sports clubs of similar longevity in light of the above assessment of organisations that embody total quality practices. Through the use of a predetermined model it will assess if a TQM philosophy is in place, what the management performance indicators are, and, given that neither the **Sydney Swans** and **Sydney Kings** has met with anything more than limited on-field sporting success, how such quality manifests itself.

SMAANZ: The Beginning of...?

David Shilbury Ph.D., Deakin University

In 1986, the North American Society for Sport Management was formed as an alliance between Canada and the USA. Seven years later the European Association for Sport Management was born, and two active societies currently exist in Japan. Worldwide trends towards the professionalisation of sport have been responsible for the growth of sport management programs in the university sector. As has been the case in both Nth America and Europe, Australia and New Zealand is also experiencing these trends. The outcome of these trend has been the recognition and need to coordinate and promote the sport management profession. The proposed formation of the Sport Management Association of Australia & New Zealand is also an outcome of this need to coordinate curricula, share research interests and provide a forum to communicate the findings of researchers currently working and teaching in sport management.

The purpose of this paper is to examine the proposed operating charter of SMAANZ, and where and how it can contribute to the overall professionalisation of sport management. Issues to be explored will include the establishment of a regular conference and the introduction of a refereed journal. The Nth American and European experience will be considered in this review.

THE ECONOMIC PARAMETERS OF CONTEMPORARY SPORT: LESSONS FOR SPORT ADMINISTRATORS

Aaron C.T. Smith, Bob Stewart
Victoria University of Technology

The effects of the commercial development of sport in Australia have been strongly debated over recent years. Sports organisations have now largely adopted the operational and structural characteristics of business enterprises (Stewart 1990). Some commentators have focused on increasing levels of professionalisation in sporting organisations (Mills 1994; Auld 1993; Moore 1993; Watt 1992; Whitson 1988), while others have highlighted greater levels of bureaucratisation and specialisation (Slack 1985; Frisby 1986; Slack and Hinings 1987; Kikulis, Slack, Hinings, and Zimmerman 1989). The underlying argument presupposes an increasingly business-like approach to the management of sporting bodies, particularly at the elite level where players and administrators are often paid employees (Thibault, Slack and Hinings 1991; Auld 1993; Hogg 1988), and where adaptability, flexibility and customer service are seen as critical success factors (Peters 1993).

Many Australian sporting organisations now seek to achieve profits as much as premierships. A club must perform financially if it wants to survive in the highly competitive world of commercialised sport. With an increasing emphasis on commodification and entertainment, sport followers in Australia concede that professional sporting teams are, in large part, businesses, and a more systematic and 'serious' approach to the management of sport has emerged. This has led to an inexorable slide toward the implementation of 'business' practices in the administration to want to emulate private sector, profit driven enterprises. Moreover, the trend toward rationalisation and productivity has forced sports administrators to translate human and sport resources (particularly players) into economic equations in which division of labour, efficiency, regulation, standardised work practices and management control are the dominant variables (Stewart 1989).

While most sport administrators now acknowledge the advantages of managing sporting organisations as businesses, many lack an awareness of the features of sport that make it unique. These features include an interdependency between competing clubs (firms), a high tolerance for variable team performance; a high degree of club (brand) loyalty and personal identification, a structure in which additional matches cannot be readily fixtured (a fixed short run supply schedule), and fan (consumer) resistance to changes in the structure of sporting leagues and competitions (an aversion to product innovation). Without a clear understanding of these features and their commercial implications, sports administrators will fail to

capture the subtle workings of sporting organisations and consequently fail to maximise outcomes.

THE IMPACT OF POSTMODERNISM ON AUSTRALIAN SPORT

Bob Stewart

Victoria University of Technology

Peter Drucker, the eminent writer on management, concluded that sometime between 1965 and 1983 western society passed over a cultural and economic divide and 'entered the next century', or a period of postmodernity (Drucker 1989). There is now a substantial body of literature which indicates that endemic change, global television, consumer marketing and the dismantling of traditional hierarchies created cultural and commercial practices in which rationality, bureaucracy, mass and standardised production, permanence, depth and craft [the defining features of modernity], were overturned by contradiction, informality, customised and flexible production ephemerality, surface and spectacle [the defining features of postmodernity] (Hall, Held and McGrew 1992; Harvey 1989; Jameson 1991 and Lash and Urry 1987, 1994). The impact of postmodernism on organisational behaviour has been examined (Hames 1994; Peters 1993) but little research has been undertaken into sport to determine the extent to which it, too, may have been affected.

This paper aims to explore the impact of the postmodernisation process on sport by mapping the development of first class cricket in Australia from 1946 to the 1980s. The character of this development, and the critical incidents that occurred during this period were revealed using a combination of document analysis (utilising the minute books of cricket's governing bodies the sporting archives of the Australian Broadcasting Commission), interviews with past players and senior officials, the memoirs of players, and reports of journalists.

The results show that cricket had been transformed, and that this transformation commenced in the middle of the 1960s and accelerated through to the 1970s (precisely corresponding with Drucker's periodisation of the beginning of the process of postmodernisation). By the early 1980s Sunday games had become a permanent feature for international fixtures, customised seating in the form of private boxes had been created, time compressed, limited over games (which were confined to seven continuous hours of play) became more popular than the traditional five day (or thirty hour) matches, games were increasingly played under floodlights, coloured clothing dominated, players were marked as celebrities, corporate signage saturated the major venues, and emphasis was put on excitement, speed, the quick grab, the short attention span and sensory stimulation. By the end of the 1980s spectacular and dramatic contests became just as important as skill, craft and aesthetic display, and cricket traditions were value only in so far as they could be marketed to public in order to attract wider audiences. Moreover, the television programmer and viewer became the final arbiters of how the game should be scheduled and played. The results suggest that the process of postmodernisation is an essential tool for understanding the transformation of elite level sport over the past twenty years. The

results also demonstrate that sporting administrators whose decision making parameters are bound by tradition, bureaucracy, lackadaisical marketing and primitive systems of organisational development will continue to muddle through with few significant sporting successes.

SPORTING CLUB CULTURES: AN EXPLORATORY CASE STUDY

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Organisation culture is a significant factor in influencing the behaviour of individual employees and the overall performance of organisations. Culture conveys assumptions, norms and values, which in turn impact upon activities and goals; and in so doing orchestrates how employees undertake their work, and effects what they view as significant within the workplace. Culture has been related to performance and excellence in the marketplace (Peters and Waterman 1982), as well as employee commitment, cooperation, efficiency, job performance and decision-making (Wilkins and Ouchi 1983, Cooke and Szumal 1993). Organisational culture has been a useful instrument in unravelling the conundrum of organisational behaviour. In particular, a culture which is strong (Pettigrew 1979; Gordon and DiTomaso (1992) and appropriate (Scholz 1987) is viewed as a prerequisite for success.

However, little research has been undertaken into sporting club culture. This paper provides a detailed exploratory case study of an elite Australian football club in which data was gathered through the use of content analysis, participant observation and unstructured interviews. It is tentatively concluded that the club's success can be attributed in part to a strong culture which is characteristically masculine, achievement oriented, and disciplined, all within a club environment that rewards collective identity over individual self interest. At the same time, the club also possesses a culture which puts primary value on short term planning, and which prefers the familiar over the new and uncertain. However, these latter two traits do not fit neatly with today's rapidly changing leisure environment, and may therefore be no longer appropriate cultural practices for sporting clubs.

RISK SPREADING AND AGENCY THEORIES IN AUSTRALIAN SPORTING FRANCHISES

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Franchising is one of the oldest techniques for expansion. Australian sports are now embracing the concept in a more formal fashion than was previously done. Sports commonly utilised a loose group trading approach and the disadvantages of franchising, along with maturity of life cycle, has created the need for a more rigid format.

The theoretical bases of franchising have been examined with a hybrid model suggested for Australian sporting organisations. Examples from existing national

leagues have been compared in areas such as joining fee, annual fee, royalties, ownership, merchandising, length of contract, television rights and dividends.

Suggested guiding principles and a model franchising document has been developed from the above analysis in conjunction with a theoretical base.

SPORT ON TELEVISION, WHAT IS IT WORTH? AN INVESTIGATION INTO THE ADVERTISING REVENUE GENERATED THROUGH THE TELECAST OF AUSTRALIAN RULES FOOTBALL

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The purpose of this study is to determine how much revenue is generated from the telecast of a major sport program. The final three rounds of the AFL home and away season (total 40 hours telecast), and first round of the finals series (total 12 hours telecast) were reviewed in order to obtain an inventory of advertisements featured. This information was used to determine the value of the advertising revenue generated through the telecast of Australian Rules football.

The review determined the number of advertisements to appear during the telecast and calculated the revenue generated from the sale of the advertising space. The type of advertisement (who advertised) was also monitored.

The resulting advertising revenue figure was compared against the estimated value of television rights allocated to the AFL by Channel Seven. Further analysis included assessing the value of the telecast to the other key players (i.e., the advertisers themselves) as well as briefly assessing the placement of advertising throughout the telecast.

This paper is presented as a pilot study review in order to highlight the value of the advertising revenue which is generated through televised sport. The methodology will be developed further to obtain more advanced records reflecting the AFL position, as well as that of other popular televised sports (e.g., Cricket, Tennis, Rugby League etc).

INDUSTRIAL RELATIONS: THE CHANGING LANDSCAPE FOR SPORT

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In 1994, the Australian Industrial Relations Commission was notified of an industrial dispute between the Media, Entertainment and Arts Alliance (MEAA) and the Australian Sports Commission (ASC). The outcome of this dispute was the Australian Sports Commission (Professional Coaching Staff) Award 1995. The creation of formal rules and regulations for the employment of ASC coaches was an

unprecedented step for the sports industry and one that has been a catalyst to the industrialisation of auxiliary staff.

In 1994, a log of claims, entitled 'Australian Sports Organisations Award', was served by the MEAA on all National Sports Organisations (NSOs). Negotiations are currently underway between the union and the Confederation of Australian Sport who is representing NSOs in the conciliation process.

To date, the employment terms and conditions of coaches and auxiliary staff in the sports industry are unregulated. There are no standard or minimum salary structures, dispute resolution procedures, or work entitlements that deal with the unique characteristics of work in the sports industry. The action taken by the union will require NSOs, and eventually State Sporting Organisations, clubs, and health and fitness centres throughout Australia to address the way they manage their human resources. The implementation of an Award will provide sports auxiliary staff with career structures, protection and representation. It will provide sport managers with standard form contracts and management guidelines. The overall result should be a more professionally managed industry for those who work 'off-the-field', in the same way as it is for the athletes who do their work on it. The purpose of this paper is to explore the impact of this changing landscape of industrial relations in sport management.

RECALL OF SPORTS SPONSORSHIP ADVERTISING MESSAGES: THE INFLUENCE OF PERSONALITY AND VALUE ORIENTATION

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Reviews of research in consumer psychology suggest that there are a number of major psychological factors determining the effectiveness of advertising and other market-initiated stimuli on individual behaviour.

One of these factors is the perceptual process involved in noticing and reacting to marketer-initiated stimuli. In keeping with a large shift of interest to perceptual and cognitive processes in psychology generally, consumer psychology has started to emphasise this area.

However an emphasis on cognitive processes runs the risk of overlooking a second major factor, that of individual personality and value orientation. This factor can moderate the perceptual and cognitive process in a number of ways, from biases in the actual perceptual process, through to the formation of particular beliefs and attitudes about the product and sponsoring organisation.

The study reported in this paper used a simple measure of recall of sponsorship messages as an indication of the degree of perceptual processing and related this measure to a number of personality and value variables. A group of 154 subjects, ranging in age from 18 to 63 years, were asked to look at an action photograph of a motorcycle containing a number of sponsorship messages, some

obvious and some more difficult to determine. The photograph was then removed and subjects were then asked to write a paragraph using the photograph as a stimulus. This step acted as a "screening" activity to discourage rehearsal of the sponsorship messages. In addition, the stories were content analysed and the presence or absence of specific themes identified. A number of questionnaires assessing personality types and value orientation were then completed. Following this, subjects were asked to recall as many of the sponsorship messages as they were able.

Analysis of the data using correlation and regression techniques showed a number of relationships between various value orientations and personality types, and the level of recall of sponsorship messages.

ASSESSING THE IMPACT OF STADIUM ADVERTISING ON SPORT SPECTATORS AT AUSTRALIAN NATIONAL BASKETBALL LEAGUES VENUES

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This study investigated spectator's recognition and accurate identification of stadium advertising; effects of spectator characteristics on recognition; stadium advertising and attitudes towards advertised products; possibility of spectators buying advertised products. A 16 point questionnaire was distributed at three Australian National Basketball League (N.B.L.) venues. Significantly, 88.4% of respondents noticed advertising in N.B.L. venues and 87.4% of respondents could accurately identify advertising. Results demonstrated stadium advertising was an effective medium. MANOVA revealed individual spectator characteristics had no effect on recognition of stadium advertisements. Chi square revealed a significant relationship between advertising that "stood out" and purchase of products available for sale at venues. This was significant for advertisers selling products at venues in conjunction with stadium advertising. Results suggested stadium advertising was an effective medium and would help sports administrators attract corporate support.

SPORT MANAGEMENT: PERCEPTIONS FROM VISITORS OF THE 3RD ANNUAL EUROPEAN CONGRESS ON SPORT MANAGEMENT AND IMPLICATIONS FOR SMAANZ

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With the establishment of the North American Society for Sport Management in 1985, the recognition of Sport management as an academic area of study was formalised. The first University course in Sport Management (or rather Sport Administration, Ohio University, Ohio) started in 1963 and from that date, more programs evolved in the United States. Through the Journal of Sport Management, discussions were started pertaining to the structure and content of academic Sport Management programs and the practical relevance of those educational programs. With the Journal as medium of communication, many scholars will have benefited and

still do, from the different applications of Sport Management knowledge and insights of academics.

The sport system in the United States, however, can on many aspects not be compared with the sport system in Europe. Where sport participation and spectating in the United States is mainly driven by the athletic departments of high schools and colleges, Europe very much has a club driven system. This difference in systems has implications for the tasks, skills and responsibilities of sport managers and hence the programs that educate those (future) managers. It is therefore not logical to simply copy American job descriptions and academic programs and use them as they are in Europe. Two years after its inception it is time for EASM to start similar discussions to fit programs and managers to the specific needs of sport organisations in Europe.

This research surveys visitors of EASM's third conference. It distinguishes in the first place between academics and professionals, to detect if opinions on sport management as a profession and academic field of study are comparable. Also, the needs of the professionals in terms of knowledge and skills are compared with what academics think should be part of a curriculum. The research in the end, aims to create a general understanding of where sport management as a profession and academic area of study stands in Europe.

For SMAANZ, the research results will be useful in a comparable way. Australia and New Zealand, having sport systems based on the club structure, but more than Europe moving to highly professionalised elite leagues, can use the best of both worlds. Experience and information from the United States is already used to a high degree. The young 'European experience' will give SMAANZ extra information to assist in how and where to start the new organisation, which strategic goals to pursue, and where to focus their attention in terms of academic development.

PERFORMANCE APPRAISAL FOR A.F.L. UMPIRES

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The umpiring, refereeing and judging of sport is one form of sport employment which has traditionally been regarded as a hobby or pastime. Now, at the elite level in some sports, umpiring is fast approaching the status of professional sporting career.

The A.F.L.'S Umpiring Division regularly reviews procedures for the appraisal of umpiring performance. It is important that methods used to select, evaluate, promote and demote umpires are of a high standard, both to ensure that the needs of umpires and management are met, and that there is compliance with legislation. The need for a professional approach to human resource management and in particular to performance appraisal is recognised, since the appraisal of performance is a factor which ultimately influences umpires' performance.

The paper reviews the Division's appraisal procedures, and provides guidelines for the design and implementation of changes to the existing system. Research was undertaken in the form of a cross-sectional field study, and included personal interviews, non-participant observation, and a survey of the umpire population. The survey was conducted to identify umpires' needs in relation to the appraisal of their performance, and to determine whether boundary, goal, field and interstate umpires had different needs.

Results indicate that all umpires are quite similar in their beliefs. They are intrinsically motivated - the two primary reasons given for umpiring were 'love of the game', and 'challenge/excitement'. Umpires are also similarly stressed, by 'fear of error' and 'personal pressures'. In addition, all umpires were relatively inexperienced, and considered that appraisal of performance was most important to identify strengths and weaknesses for their development. Approximately half of all umpires were not satisfied with the current methods of performance appraisal within this organisation. Field umpires were the least satisfied, and the majority of dissatisfaction exists with methods used to evaluate match performances.