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Hans Westerbeek, Camilla Brockett and Damian Farrow, ISEAL, Victoria University, Australia

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WELCOME TO MELBOURNE!

A warm welcome to the World Congress on Elite Sport Policy, brought to you by the SPLISS Consortium and ISEAL, Victoria University’s Institute of Sport, Exercise and Active Living. It gives me great pleasure, on behalf of fellow SPLISS Consortium members Veerle De Bosscher, Simon Shibli and Maarten van Bottenburg, to be your host for this exciting conference.

Similar to our first conference in Antwerp in 2013, we are expecting delegates from more than 25 different nations at this year’s event. And as a conference on the topic of ‘policy’ should be, I believe that we have brought together a great mix of academics and practitioners, both in regard to the conference program and its delegates, to discuss, debate and advance the field of elite sport policy. As always, a conference such as this, albeit short in duration, takes a huge amount of time and effort to pull together.

To that end I would like to single out the members of our Local Organising Committee in particular, for their amazing drive, enthusiasm and professionalism in making the 2015 event a reality. Lili Hodnik, Michael Clayton, Camilla Brockett and Damian Farrow, huge thanks! We also are indebted to the members of our Advisory Committee and our Scientific Committee, our Keynote and Invited Speakers, and all of our parallel session speakers and workshop facilitators. Finally, without the support of our remote but close Professional Conference Organiser, Arko Sports Media, this event would not have happened.

A special thank you to all those SPLISS researchers who were part of the SPLISS2.0 project that has resulted in the publication of ‘Successful Elite Sport Policies’, which will be formally launched at the conference.

I look forward to two days of intense and engaged conferencing, meeting old friends and making new ones, and above all, advance our theory and practice in regard to this exciting field of investigation and application – elite sport policy.

Regards,

Professor Hans Westerbeek
Chair, World Congress on Elite Sport Policy
Member, SPLISS Consortium
SPLISS

On behalf of the SPLISS Consortium members, welcome to our conference on elite sport policy in Melbourne. When the SPLISS project began in 2003 elite sport policy research was largely uncharted territory and very much a niche area for a small group of researchers. In 12 years the SPLISS project has:

. grown into a global collaboration between 15 nations;
. inspired other researchers to do similar research in other nations;
. become a key strand in most sport management related conferences; and
. staged its own international conferences in Antwerp 2013 and Melbourne 2015.

These achievements and the continued interest of policy makers, national sports organisations, sports administrators and academics is clear evidence of the importance of the systematic study of elite sport policy in the third millennium. In recognition of this, this conference has been well timed, as it served as the launching pad for the book ‘SPLISS 2.0’: successful elite sport policies. An international comparison of the Sports Policy factors Leading to International Sporting Success in 15 nations, of which the results will be broadly discussed and extended during presentations and workshops.

Where we naively started the SPLISS 1.0 project thinking that we may identify a uniform best practice pathway towards building a perfect elite sport development system; we now know that it is not so much the whole of system structure, but much more the unique combination of system pieces that result in a variety of different approaches that deliver elite sport success.

None of this would have been possible without the hard work and commitment of the contributor nations. Many have worked tirelessly and with limited resources to undertake the vast amount of work involved in compiling the various inventories and surveys that make up the raw data.

We receive many questions from nations interested in taking part in a SPLISS 3.0 project. The goal of SPLISS is to further develop elite sport policy research and to help nations increase the effectiveness of their elite sport policy. I’d like to use this opportunity to invite (supra)national organisations worldwide to support, in particular less developed sport systems, in taking part and assist SPLISS in establishing a coordination structure that is manageable on even a larger scale.

SPLISS has been a great project to be involved in. In addition to the papers and the book there has been the opportunity to present the findings at conferences all over the globe. Researchers involved in the project have gone on to achieve doctorates and professorships whilst others have been elected to prestigious national level sports committees in their
countries. In addition we have all formed productive research collaborations and made many new friends along the way. These outcomes are the essence of successful international research projects - long may they continue.

Regards,

Prof. Dr. Veerle De Bosscher
Vrije Universiteit Brussel
Chair of SPLISS
## SCIENTIFIC COMMITTEE

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DETERMINANTS OF DEMAND FOR FOOTBALL GAMES IN BRAZIL AND ENGLAND

KEYWORDS: SUPPLY CHAIN, FOOTBALL, DEMAND
AUTHORS: BRUNO BENEVIDES, SANDRA MARIA DOS SANTOS (CORRESP)
CONTACT: BRUNOITALOBENEVIDES@YAHOO.COM.BR
INSTITUTE: FEDERAL UNIVERSITY OF CEARA

AIM
This study uses an economical model, in line with the idea of Souza (2004) that demand for football matches follows a pattern, and the model is built to try to explain the demand according to a series of factors.

METHODOLOGY
This research is based on secondary data analysis generated through the databases of the Brazilian Institute of Geography and Statistics - Instituto Brasileiro de Geografia e Estatística (IBGE), by the Office for National Statistics (ONS), the Brazilian Confederation of Football - Confederação Brasileira de Futebol (CBF), Puri Consultancy - Puri Consultoria, Football Arenas National Registrar - Cadastro Nacional de Estádios de Futebol, BBC Sports Survey and the site Worldfootball, through the internet in its respective official sites. Analysis is based on the 380 matches occurring during the season of 2013, in Brazil as well as in England. All data of this research is referring to the year of 2013, except the average income of socio economic cohorts in Brazil, made available through IBGE, which refers to the year 2010.

CONCLUSIONS
From an econometrical model estimated by Minimum Squares of Two Stages - Mínimos Quadrados de Dois Estágios (MQ2E), the research delivered a number of factors explaining the demand for football in two countries.

For example, in relation to the behaviour of clubs as profit maximizing agents, the results confirm the hypothesis that English clubs are closer to the profit maximization margin than the Brazilian clubs, having a price-elasticity demand of -0,97.

It is suggested that the study is a base for comparison for future work about the demand for matches in the Brazilian and English championships.
ELITE SPORT POLICIES AND CLIMATE AT DIFFERENT GOVERNMENTAL LEVELS IN BRAZIL

KEYWORDS: ELITE SPORTS POLICIES, BRAZILIAN STATES, BRAZILIAN MUNICIPALITIES
AUTHORS: MARIA SILVEIRA BOHME (CORRESP), FLÁVIA BASTOS, LEANDRO MAZZEI, ARY ROCCO, CACILDA AMARAL
CONTACT: TERBOHME@USP.BR
INSTITUTE: SCHOOL OF PHYSICAL EDUCATION AND SPORT OF UNIVERSITY OF SÃO PAULO

AIM
To analyse and compare the policies and climate for elite sport in Brazilian states and municipalities.

THEORETICAL BACKGROUND
The competitiveness of nations on Elite Sports has been studied through comparative research on Elite Sport policies (De Bosscher, Bingham, Shibli, Van Bottenburg, & De Knop, 2008; De Bosscher, De Knop, Van Bottenburg, Shibli, & Bingham, 2009; Digel, 2002; Houlihan & Green, 2008). In 2009 we were invited to take part, as Brazil representatives in an international research entitled “Competitiveness of Nations in Elite Sport – an international comparison of elite Sport policies and climate (2011-2012)”, which was coordinated by SPLISS International Consortium. The Brazilian results on “Structure, organisation and governance of elite sport policies: an integrated approach to policy development” showed that its elite sport structure is complex and depends on two horizontal organization spheres: governmental and non governmental. Each sphere has three vertical levels federal, state, and municipal. It must be considered that Brazil has a continental land mass and is a Federal Republic consisted of 26 states, a federal district and 5565 municipalities. Since January 2014, taking advantage of the partnership signed with SPLISS consortium and with the financial support from the Brazilian National Research Council - CNPq, we have been carrying out a research, which has as its main objectives:

• How are financial support, governance, structure and organization politically regarded for elite sport?
• How are physical education, school sport and grassroots sports organized? Are there any relationships among them?
• How are sports talents identification programs and development systems performed?
• How are sport career and post-sport career supported?
• How are coaches’ provision and development like?
• How are regional, national and international competitions on these sport levels carried out?
• Do elite sports use scientific research and technological innovations? How is it done?

**METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS**

We included in our sample the states and their respective capitals, which produced more Olympic athletes training in the states, having the highest percentages of state budgets for elite sports, and those having the highest percentage participation in the Brazilian GDP. Thereby, the sample consisted of nine states, nine capitals and the Federal District. The same instruments used in SPLISS II project - “Competitiveness of Nations in Elite Sport – an international comparison of elite Sport policies and climate (2011-2012)” were translated and adapted for the present study, with permission of SPLISS consortium. The research had two parts named Theme A and Theme B. In Theme A “Elite Sport Policies”, the researchers answered 171 Inventories, being nine for each state nine for each capital, and nine for the Federal District. We have made literature review, documental surveys of sports organizations sites and interviews with managers and policy makers. For Theme B “Elite Sport Climate”, 30 performance directors, 12 coaches, and 444 athletes, all involved in elite sport in each participating state, answered three on line questionnaires.

**RESULTS, DISCUSSION AND IMPLICATIONS/CONCLUSIONS**

At present the data are being analysed according to the score methods proposed by De Bosscher, V., Shibli, S., Van Bottenburg, M., De Knop, P., Truyens, J. (2010). These will be presented at the World Congress on Elite Sport Policy in Melbourne.

**REFERENCES**


AN EXPLORATORY STUDY OF SPORTS BETTING IN AUSTRALIA: EXAMINING ITS IMPACT ON THE INTEGRITY OF SPORT

KEYWORDS: INTEGRITY, SPORTS BETTING, GAMBLING, MATCH-FIXING, SPOT-FIXING, INSIDER INFORMATION, CORRUPTION IN SPORT, POLICY, PREVENTION, MANAGEMENT

AUTHORS: REYNALD LASTRA (CORRESP)
CONTACT: RJ.LASTRA@GMAIL.COM
INSTITUTE: GRIFFITH UNIVERSITY

AIM
Betting on sport has grown exponentially over the years, and since the development of the internet a global betting market has emerged where punters are no longer confined by geographical borders and can bet on a wide range of sports, played anywhere in the world, at any time. However, the issue with the globalisation of the sports betting market is that it creates opportunities for betting-motivated corruption in sport. This type of corruption involves three key activities that negatively impact on sport integrity: match-fixing, spot-fixing, and the misuse of insider information. The majority of the literature surrounding this phenomenon, exists within the international context such as Rompuy (2015) in Europe, and Hosmer-Henner (2010) in North America. While betting-motivated corruption in sport has increasing prevalence overseas, it is an emergent issue in Australia. This under-researched issue requires further explanation.

THEORETICAL BACKGROUND AND METHODOLOGY
With limited studies conducted that have examined key cases of betting-motivated corruption in Australian sport, namely: Misra, Anderson, and Saunders (2013) and Bricknell (2015), this paper addresses the need to explore the perceptions of key stakeholders involved in Australian sport in relation to nature and extent of betting-motivated corruption in sport, as well as their perceptions surrounding the efficacy of existing systems, processes and practices currently in place to manage the potential threat of betting-motivated corruption on the integrity of Australian sport. Through a qualitative case study approach of three sports in Australia: Rugby League, Swimming, and Water Polo, the researcher was able to gain extensive insight into the perceptions of key stakeholders, namely: athletes, coaches, support staff, administrators, and referees, from each sport through 22 semi-structured interviews. Using thematic analysis, patterns of themes were identified across the data set and compared between each of the sports. Furthermore, the analysis of data included the use of three triangulation techniques to corroborate its findings: data triangulation, theory triangulation, and methodological triangulation.

RESULTS AND CONCLUSIONS
The paper highlights the nature and extent of sports betting within these three sports and its influence on sport integrity. Furthermore, the researcher identifies critical elements of best
practice in proactively managing the potential threat of betting-motivated corruption in Australian sport. In conclusion, the paper highlights key findings and makes recommendations for policy changes to better prevent and manage the potential threat of betting-motivated corruption on the integrity of sport among sporting organisations. Additionally, it makes suggestions for further research surrounding this phenomenon in sport within the Australian context.

REFERENCES
AIM

The authors propose a new approach to examining grassroots participation that incorporates organised and non-organised forms of sport. The recent ICC Cricket World Cup (CWC2015) is used as a case study.

LITERATURE REVIEW

A sporting mega event typically has a large number of visitors; occurs infrequently; has significant economic and social impact, and attracts considerable international media attention (Swart, Bob, Knott, & Salie, 2011). The potential of the ‘legacy’ left by mega sporting events is often used as a means to gain the support of the population of ‘candidate’ cities to apply to host the event (Veal, Toohey, & Frawley, 2012). Grassroots participation legacy refers to changes in participation in sport by the general population that occur due to these events being held. Grix and Charmichael (2012) refer to a link between a nation’s success in elite sport and grassroots participation where international sporting success from mega sporting events leads to greater participation in sport at the grassroots level. However, it is a relationship that researchers have found difficult to substantiate.

There has been a shift in participation from organised (e.g., club-based) to non-organised sports. For instance, in Australia more people are participating in non-organised sport whilst participation numbers in organised sport have stagnated (Australian Sports Commission, 2013). Thus, the measures of grassroots participation legacy should include participation in both organised and non-organised sports.

METHODOLOGY

Cricket Victoria provided access to a number of events associated with CWC2015. Data collection for the project occurred via ‘mostly’ structured interviews with 220 participants at these events before and during CWC2015.

RESULTS, DISCUSSION, IMPLICATIONS & CONCLUSIONS

Early on in discussions with Cricket Victoria it was obvious that they were interested in a measure that was more sophisticated than just whether the general population played
regular club cricket or not. From these discussions, the authors developed an initial version of grassroots participation ‘stages’ to represent the different forms of cricket that could be played. There is no suggestion that progression through the pathway is linear. The idea is to show some of the stages of cricket participation that are less formal than playing club cricket. However, the interview results suggested that there were different paths of grassroots participation that occurred for adults than for children.

Clearly, with just over one quarter of adults playing cricket the possibility exists to track whether those currently playing less formal forms of cricket transition into playing club cricket, or even progress from not playing at all into less-organised forms of playing cricket – and whether or not events such as the Cricket World Cup have influenced these changes.

The pathway to club cricket in junior ranks was much more defined, with children typically playing cricket with their school and/or progressing through the ranks of ‘MILO’ cricket. MILO sponsors in2CRICKET (5-8 years) and the MILO T20 Blast (8-12 years) which aims to progress children onto playing organised cricket. Some children were playing both school cricket and either MILO in2CRICKET or MILO T20 Blast. Parents often mentioned a

Although a large proportion of children were playing club cricket, the possibility exists to track the transition from not playing cricket into those forms of junior cricket that lead into playing club cricket.

The contribution of this article is not only the development of these more complex pathways (stages) for adults and children, but also the provision of a framework that will allow us to better track the effect of events such as the Cricket World Cup on transitions between such stages, and we will be able to assess more than just the simple progression into club cricket to determine such legacy.

ACKNOWLEDGEMENTS
The researchers would like to acknowledge the assistance of Cricket Victoria for providing access to the different CWC2015-related activities and to their organisers.

REFERENCES


ASSESSING ATHLETIC OFFICIALS ATTITUDES ON GENDER EQUALITY

KEYWORDS: MASCULINITY, SPORTS, COACHES, MENTORS, ATTITUDES, ATHLETES, DOMESTIC VIOLENCE, SEXUAL ASSAULT
AUTHORS: DESSIE CLARK (CORRESP), NATALIE JEANSONNE
CONTACT: DESSIE.L.CLARK@VANDERBILT.EDU
INSTITUTE: VANDERBILT UNIVERSITY

AIM
The purpose of this research was to test the efficacy of an intervention designed to change coaches’ perceptions on masculinity and gender equality. Additionally, this research assessed the link of these perceptions to violence against women and the implications of these attitudes for both teams and communities.

THEORETICAL BACKGROUND
Research indicates that male athletes are more likely to commit aggressive acts and other forms of violence against women than male non-athletes. Scholars theorize hegemonic forms of masculinity that depict men as strong, aggressive, and dominant may be perpetuated by sports culture, and that coaches can be an effective site of intervention for changing this culture. Therefore, it is important to determine how the influential relationship between athletes and athletic coaches can be used to promote healthy masculinity and gender relations within communities.

METHODOLOGY
This study uses a mixed methods approach to measure changes in male athletic coaches’ knowledge and beliefs after taking part in an educational program. Furthermore, this research assessed which methods work best to engage athletic coaches to take part in this work. This study employed the use of online surveys to assess coaches attitudes on topics related to masculinity such as; restrictive emotionality, self-reliance through mechanical skills, negativity towards sexual minorities, avoidance of femininity, importance of sex, toughness, and dominance. Additionally, participant observations and focus groups were conducted and analyzed through thematic coding. Due to limited research in this area, it is important to offer insight into the best ways to reach and motivate athletic coaches to work with athletes in order to prevent sexual and domestic violence and increase safety and awareness within communities.

CONCLUSIONS
It is crucial to identify coaches current attitudes on topics related to masculinity in order to further evaluate their capacity to transmit attitudes that promote gender equality to their athletes. Additional implications of this research include the potential to highlight the barriers of implicit beliefs in accepting and implementing explicit constructs.
REFERENCES
WHAT LEVEL PLAYING FIELD? THE DEVELOPMENT OF ELITE ATHLETES IN DEVELOPING SPORT SYSTEMS

KEYWORDS: PAPUA NEW GUINEA, DEVELOPING SPORT SYSTEMS
AUTHORS: LEIGH ROBINSON (CORRESP)
CONTACT: LEIGH.ROBINSON@STIR.AC.UK
INSTITUTE: UNIVERSITY OF STIRLING

AIM
The purpose of this research, carried out in Papua New Guinea (PNG), was to investigate the system used to develop elite athletes in order to inform elite sport development going forward.

LITERATURE REVIEW
Research investigating elite sport development systems has identified macro-, meso-, and micro-level foci to the factors impacting on the development of elite athletes (de Bosscher et al. 2006, Oakley & Green 2001, Houlihan & Green 2008). This research has identified the ‘trend towards a homogeneous model of elite sport systems’, highlighted by Oakley and Green (2001, p. 9). This desire for a level playing field, demonstrates a belief in the need for such a system in order to be successful. However, most, if not all of this research has been with developed, western or ‘rich’ sport systems. Given the increasing costs of participation in sport at the global level and the increasingly competitive nature of this environment (Shibli et al. 2012) the applicability of this ‘homogenous’ approach to less developed sport systems needs to be considered as these nations also have high performance objectives requiring them to compete within this environment. As the IOC principle of universality requires all sporting nations to compete at the Olympic Games, it is important to understand if the ‘playing field’ is, or can be level.

METHOD
The research approach was a single case, embedded design and comprised three phases to create a case study of the elite sport system of PNG. Case study research was appropriate for this research as it makes use of multiple sources of evidence in order to create a picture of the phenomenon under investigation. The first component of the research was a ‘state of play’ audit that evaluated current PNG elite sport provision using the Macro/meso/micro structure apparent within the elite sport policy literature. The second was an on-line questionnaire of a small number of key stakeholders that further investigated the key areas that emerged from the ‘state of play’ audit. The final aspect of the research was semi-structured interviews in order to explore a number of issues that arose in the first two parts of the research. The questionnaire data were analysed manually, with qualitative comments being coded using terms associated with the factors perceived necessary for elite sport success. The interviews were transcribed verbatim and subject to content analysis which
allowed coding of responses in relation to a number of aspects, such as the PNG context, the role of NFs and the existing system.

RESULTS AND DISCUSSION
The sporting culture in PNG can be described as healthy in the sense that most adults are very active on a daily basis and sport is a social activity for many people. The notion that sport can bring positive benefits to a country has been adopted by the government of PNG and sporting excellence as an area of government focus. However, the government has yet to become actively involved in the development of an elite sport policy. There is an absence of a coordinated and focused elite sports system in PNG, in part due to the lack of a current national sports policy. Without a policy to guide the efforts of the various sporting stakeholders, the establishment of a coordinated elite sports system is difficult. In addition, the production of athletes that have the potential to be elite has been largely left to the volunteer-led, under-resourced National Sports Federations, meaning athletes do not receive the comprehensive support needed to produce results at an elite level.

It is clear from this research that PNG’s elite sport system is missing many of the factors required for sporting success and those factors that are present are at a basic level. Consequently, there is no elite sports system with genuine high level quality development pathways for athletes. The substantial weaknesses in some areas such as sport science support and facilities require significant investment, suggesting that the elite sport system in PNG is far from reflecting the homogenous model to be found in more developed sport systems. Thus, for PNG, as with many other nations, the elite sport playing field is not level, nor is it ever likely to be. This research calls into question the appropriateness of a range of issues to do with elite sport in PNG, such as the government’s stated commitment to sporting excellence and the participation of PNG at the Olympic Games.

REFERENCES
BACKGROUND
The impact of the environment on daily training practices for Paralympic athletes may differ. While motivation was found to be similar between Olympic and Paralympic athletes, contextual factors were found to impact Paralympic athletes differently to Olympic athletes (Dieffenbach & Statler, 2012). The World Disability report addresses how environments may impact on functioning of people with disability (World Health Organization, 2012). One theoretical framework that considers the impact of the environment on physical activity specifically for people with a disability is the Physical Activity for People with a Disability model. The model considers how accessible venues, assistance of others, specialised equipment and social influence may impact physical activity participation (van der Ploeg, Hidde P, van der Beek, Allard J, van der Woude, Luc HV, & van Mechelen, 2004). Increasing knowledge and understanding the degree in which environmental determinants impact on training for Paralympic athletes intends to provide sport policy direction for producing optimal environments for Paralympic athletes.

AIM
The purpose of this research was to identify environmental barriers and facilitators to training and performance for current and aspiring Australian Paralympic athletes. Investigating existing environmental barriers and facilitators in the daily training environment of athletes in training for Rio Paralympic Games aims to inform sport policy stakeholders on the key elements required to foster a climate supportive of international success for Paralympic athletes. Understanding the environmental barriers and facilitators to Paralympic performance from the views of the Paralympic athletes can inform stakeholders on where resources may enable athlete’s to continue to strive for medals toward Rio.

METHOD
Semi-structured interviews were conducted at various training and competition venues in Queensland and Victoria. Participants were purposefully selected and included Paralympic medallists, Paralympic athletes and elite athletes with a disability in training for Rio 2016 Paralympic games. All participants had represented their sport at a National or International level and are in contention to participate at the Rio 2016 games. Athletes were interviewed about their training experiences and what environmental barriers and facilitators they perceived to impact their training. Interviews were transcribed verbatim and coded using
Content analysis. Content analysis incorporated main themes of the Physical Activity for People with a Disability model to understand which environmental determinants have the most significant impact on training and performance for athletes currently training for Rio 2016 Paralympic Games.

RESULTS
Initial results indicated that environmental determinants had the potential to impact athletes, acting as a barrier or facilitator to training and performance for Australian athletes in training for Rio. The views of athletes around Australia demonstrated five specific elements impacted athletes. These elements included transport, finances, equipment, social impact and facilities.

DISCUSSION
Studies addressing barriers and facilitators to sport for Paralympic athletes found the role of the environment can be a contributor to Paralympic success. From the perspective of athletes, access to training venues (Jaarsma, Geertzen, Jong, Dijkstra, & Dekker, 2014) and having access to innovative adaptive sporting equipment (Hambrick, Hums, Bower, & Wolff, 2015) impacted training and preparation for Paralympic athletes. Australian athletes experienced similar barriers and facilitators to training.

CONCLUSION
Examples and viewpoints from Australian athletes demonstrated how each of the five elements acted as a facilitator or barrier toward training and performance for Australian Paralympic athletes.

REFERENCES
MANAGING ELITE SPORT POLICY: AN AUSTRALIAN CASE STUDY

KEYWORDS: ELITE SPORT POLICY GOVERNMENT OLYMPIC GAMES
AUTHORS: LISA GOWTHORP (CORRESP)
CONTACT: LGOWTHOR@BOND.EDU.AU
INSTITUTE: BOND UNIVERSITY - BOND INSTITUTE OF HEALTH AND SPORT

BACKGROUND
The structure of the Australian sports system is a top-down hierarchy overseen by the Federal Government. The Australian Sports Commission (ASC) is the government body responsible for overseeing the governance, management and funding of National Sporting Organisations (NSOs). The NSOs are responsible for achieving success at international sporting competitions, including the Olympic Games. The ASC provides the majority of high performance funding and resources for NSOs, that rely heavily on this support to operate effectively in order to achieve international sporting results. In the lead up to the 2012 London Olympic Games, the ASC was responsible for managing the relationship with NSOs. In this role the ASC implemented national policy documents, planning and reporting procedures for NSOs to fulfil, in order to provide accountability measures for government funding and for measuring international sporting performance. A disappointing performance by the Australian Olympic Team at the London 2012 Olympic Games saw a change in the management and implementation of elite sport policy, designating responsibility of elite sport performance to the Australian Institute of Sport (AIS), a division of the ASC. The AIS is now responsible and accountable for leading the delivery of Australia’s international sporting success through the elite sport policy titled ‘Australia’s Winning Edge’ (Australian Sports Commission, 2015).

AIM OF RESEARCH / METHODOLOGY
The aim of the research was to compare organisational relationships under the various sport policies from 2009 – 2016 to determine the effect of government involvement in elite sport operations. The research also sought to determine the significant operational changes that occurred following the implementation of ‘Australia’s Winning Edge’. The emphasis of the research was the examination of the relationship between the ASC/AIS and Olympic NSOs, bearing in mind that the ASC and the AIS are Federal Government agencies, thus also providing insight into the role of government in elite sport management.

This research examined the relationship between the ASC/AIS and Olympic NSOs to determine the effect the relationship has had on Olympic performance in the lead up to the 2012 and 2016 Olympic Games. Five Olympic NSOs were examined, including; Athletics Australia, Cycling Australia, Rowing Australia, Swimming Australia and Yachting Australia. All five NSOs are successful Olympic sports in Australia, who have consistently achieved results at previous Olympic Games. Furthermore, each NSO receives significant funding from the ASC/AIS and as such, are expected to continually achieve success at the Olympic Games. The ASC/AIS-NSO relationship was examined through an agency theory framework. According to
agency theorists, problems within an organisation are usually associated with relationships among stakeholders and underlying ‘contracts’ or working arrangements that are the basis of these relationships (Mason & Slack, 2005).

The research incorporated a qualitative methodology that utilised document analysis, insider information and semi-structured in-depth interviews in a longitudinal study spanning five years.

RESULTS
The findings identified reasons for government involvement in elite sport and highlighted the implications associated with government involvement in daily NSO operations. Prior to the London 2012 Olympic Games, the NSO’s preference was to gain high performance sport advice and leadership from the AIS, as the ASC was not perceived as having expertise in elite sport and, therefore, unable to add value to an NSO’s high performance operations. Following the London 2012 Olympic Games, the AIS took over the responsibility for managing NSO relationships; however findings suggest the transfer of staff from the ASC to fill vacant AIS high performance roles did little to assist in providing high performance expertise to NSOs.

The results suggested that government-led agendas often frame sport policy, rather than the longer term interests and development of specific sports. In addition, the findings highlighted concerns regarding the sustainability of elite sport programs and continued international sporting success due to changing government sport policy, and limited funding and resources to fully support elite sport programs. Furthermore, the findings also identified a lack of a unified and collaborative elite sport system in Australia, with government led performance targets adding additional pressure to NSOs struggling to maintain expected performance outcomes.

REFERENCES
THE ROLE AND CHALLENGES OF CLUBS IN DELIVERING ELITE SPORT DEVELOPMENT GOALS: THE CASE OF TENNIS IN FLANDERS

KEYWORDS: ELITE SPORT, SPORT CLUBS, TALENT DEVELOPMENT
AUTHORS: JESSIE BROUWERS (CORRESP), POPI SOTIRIADOU, VEERLE DE BOSSCHER
CONTACT: JESSIE.BROUWERS@GRIFFITHUNI.EDU.AU
INSTITUTE: GRIFFITH UNIVERSITY

AIM AND RESEARCH QUESTION
Sport clubs play an important role in the attraction and retention of members (Sotiriadou, Wicker, & Quick, 2014) and offer opportunities for talent to emerge (Sotiriadou & Shilbury, 2009). Even though the contributions of sport clubs to community engagement and sport participation is well understood (e.g., Breuer & Wicker, 2011) far less is known on their role on elite athlete development (Brouwers, Sotiriadou, & De Bosscher, 2014). The aim of this study was to (a) investigate the role and involvement of tennis clubs in talent and elite player development, and (b) understand the potential challenges clubs encounter in their efforts to develop talented players.

LITERATURE REVIEW
In addition to the provision of mass participation programs, part of the organizational culture of a sport club can be to support young talents in their sporting endeavours (Wicker & Breuer, 2013). However, competitive sport is time and cost intensive, for both the athletes and the sports club as clubs with many competitive athletes have higher expenditure to pay out on coaches, training lessons, and competition fees (Wicker, 2011).

METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS
This study included semi-structured interviews with head coaches of seven tennis clubs in Flanders (the Northern part of Belgium). Clubs were selected based on two criteria: (1) the number of club players that met the criteria to train in the federation program and (2) clubs awarded with the quality label “top tennis school” by the federation. Thematic coding assisted with the identification of (a) the roles of clubs, and (b) the challenges that clubs encounter with regard to elite player development.

RESULTS
Data analysis showed that the role of clubs on talent and athlete development varies according to (a) the developmental stage of the players and (b) the clubs’ resources to support talented players. Specifically, even though all the participating clubs were involved with talent identification and talent development for U12 players (e.g., coaching, programming and providing support at national competitions), only three of them were able
to provide the necessary support for players over the age of 14. These three clubs were able to extend their player development services for longer because they had multiple highly educated and experienced coaches, strengthening and conditioning facilities, and external budgets at their disposal to invest in talent and elite player development. Moreover, these clubs had established cooperation with local schools, physiotherapists, and medical centres to support their players.

The challenges that clubs encountered with regard to elite player development relate to their limited budget and the lack of experienced coaches. An example of the implications of these challenges is that clubs cannot afford to send their best coaches with players to international competitions. Other challenges for clubs include the lack of training facilities, a pool of talented players of the same age group/level to train together, and agreements with local schools to provide more flexibility for players.

**DISCUSSION AND CONCLUSIONS**
These findings show the importance of the financial (e.g., budget), human (e.g., coaches) and contextual (e.g., facilities, cooperation with other parties) resources required to provide talent and elite player development support. Clubs that seek to extend their talent and elite player support for players after the age of 12 should further build on their ability to offer athlete support services. However, in order to gain access to the required resources, clubs would need to cooperate with schools, gyms, and physiotherapists. In their efforts to do so, the national tennis associations can play a key role in providing guidance and facilitate the formation of cooperation between clubs and organisations with much needed human, financial and contextual resources in order to optimise their services for players who pursue an international tennis career.

**REFERENCES**
HOW HAS COMPETITIVE BALANCE CHANGED IN ELITE ATHLETICS? A COMPARISON OVER THE LAST TWO DECADES

KEYWORDS: COMPETITIVE BALANCE, ELITE ATHLETICS, DOMINANCE
AUTHORS: JASPER TRUYENS (CORRESP), VEERLE DE BOSSCHER
CONTACT: JASPER.TRUYENS@VUB.AC.BE

THEORETICAL BACKGROUND
International competition at Olympic Games has become increasingly competitive. More nations have developed medal winning capability and new countries have entered the Olympic market (Shibli, De Bosscher, van Bottenburg, & Westerbeek, 2013). In such a dynamic competition, the strategy and performance of a country cannot be understood independently of the competitive environment within which the country operates (Spanos & Lioukas, 2001). The objective of this paper is to evaluate the historical and the current level of competitive balance in one specific sport (athletics). Previously, Ramchandani and Wilson (2014) compared the historical trends in competitive balance at the Commonwealth Games, while De Bosscher, Dubois and Heyndels (2012) evaluated the internationalisation in athletics between 1986 and 2006. Based on the IAAF top 100 rankings, De Bosscher et al. (2012) indicated that high levels of static and dynamic internationalisation reflected the high competitive nature of elite athletics. Elite athletics became more international; dominant countries lost market share and new countries entered competition.

METHODOLOGY
Competitive balance was measured using three different indicators for competitive balance; the concentration ratio of the top 4 performers (CR4), the coefficient of variance (CV) and the Herfindahl-Hirschman index (HHI). They were applied to the top 8 point awarded in the placing table of world championships (WCs) and Olympic Games (OGs) between 1993 and 2013 (16 competitions). The placing table quantifies nations top 8 performance by converting top 8 places into specific points (8 points for a gold medal, 7 points for a silver medal, etc.). The analysis provides a longitudinal comparison (for all events, men and women separately) as well as a comparison between different discipline groups. Spearman rank correlation analysis was used to analyse the change of competitive balance over time. For each indicator, scores of all 16 competitions were ranked, with 1 representing the most balanced edition and 16 for the most unbalanced. To evaluate the trend of competitive balance, correlations between these rankings and the ranked competitions between 1993 (rank 1) and 2013 (rank 16) were calculated. Positive correlations imply a reduction of competitive balance or an increasing dominance. Negative correlations are interpreted as an increase of competitive balance and a more open competition as dominance decreased.
RESULTS AND DISCUSSION

The current state of competitive balance for 2013 indicates that more than 71% of all participating countries were unable to achieve a top 8 ranking, whereas more than 82% did not win any medal at all at the 2013 Moscow WCs. According to the analysis of CR4 in 2013, long distance running was the most unbalanced (men (76.85%) and women (84.26%), while throwing events for men (50.00%) and jumps for women (59.03%) were most balanced or competitive. Changes regarding the proportion of medal winning and top 8 level countries between 1993 and 2013 were not significant. Overall, between 1993 and 2013, there has been a significant reduction in competitive balance based on all three indicators (.509 ≤ r ≤ .609, p < .05). Whereas no indicator demonstrated a significant reduction of competitive balance in male events in athletics, all indices do for women events (.664 ≤ r ≤ .796, p < .01). Looking at the most balanced and most unbalanced competitions, two of the three indicators of competitive balance (CR4 & CV) pointed at the 2000 Sydney Olympics as most balanced, while the HHI indicated the 1997 and 2001 World Championships as the most balanced or competitive competition. The most dominated or unbalanced competitions are the 2011 WC (for CR4) and 2012 OG (for CV and HHI).

The discipline specific analysis revealed a significant decrease of competitive balance for women middle distance running events (.951 ≤ r ≤ .721, p < .02) and women long distance running events (.768 ≤ r ≤ .856, p < .01), demonstrated by all three indicators. No significant changes were found for throwing, multi-event and race walking events. For male events, no significant reductions of competitive balance have been found since 1993. Only for throwing events, competitive balance improved significantly according the HHI (r=-.564, p < .03).

Competitive balance in athletics has reduced during last two decades. Especially women middle and long distance running events show a strong and significant reduction in competitive balance. Even though De Bosscher et al. (2012) found that competition has become more international, these results indicate that top 8 success became more unbalanced or dominated. These findings set the scene for an exploration on the strategy of market leaders how they prioritise government investment among sports/events and allocate organisational resources to achieve international sporting success.

REFERENCES


THE GLOBAL SPORT IMPACT PROJECT 2015: FROM CONFUSION TO COMMON GROUND

KEYWORDS: DELPHI METHOD, SPORT, LEGACY, IMPACT, DEVELOPMENT, INDEX
AUTHORS: MICHAEL LINLEY (CORRESP), ERIC SCHWARZ, HANS WESTERBEEK
CONTACT: ERIC.SCHWARZ@VU.EDU.AU
INSTITUTE: VICTORIA UNIVERSITY

AIM
As the costs associated with bidding and hosting of mega-events continues to escalate, the need to establish the benefits of these undertakings rises in step with governments coming under increasing scrutiny over the value of these events (Preuss, 2007). Yet despite billions of dollars spent each year in bidding for, and hosting major sports events around the world, many benefits are claimed but in reality there is currently no internationally recognised standard for assessing the benefits of hosting major sporting events, with each federation or organiser applying its own methodology.

An increasing body of research on the potential benefits and models for classifying them but the lack of agreement on a method for comparing events and their potential impacts stark and limits prospective hosts from assessing their potential and past hosts their legacy.

The Global Sport Impact Project is a partnership between The Institute of Sport, Exercise and Active Living (ISEAL) at Victoria University in Melbourne, Australia and Sportcal in London that builds on the initial work by Sportcal in developing an index of sporting events and their hosting cities and nations. The GSI project is designed to establish a comprehensive and consistent model to assess impact across multiple dimensions, across events of different scale and over time. In understanding how the events differ in impact the GSI project seeks to enables prospective hosts to be selective in their bids and more carefully place the event within their strategic development plans and financial resources.

THEORETICAL BACKGROUND
The terminology of recent years for the associated and myriad of impact the hosting of events can have on the organizer has morphed to one of ‘legacy’ but without any agreed definition of either the term itself nor its constituent components (Gratton & Preuss, 2008).

Without a clear definition of legacy the time over which attendant benefits of the event’s hosting can be ascribed increase, as does the opportunity for confusion in determining a measure of an event within a host’s event portfolio. (Preuss, 2007) That the Global Sport Impact Project focus is on the impact of event rather than ‘legacy’ is therefore not a semantic choice of terminology. It creates a time and event bound constraint under which event benefits might be considered without resorting to claims of induced benefit. This
approach allows smaller events that do not require invest in new infrastructure to be considered alongside larger scale events on comparable and consistent basis.

METHODOLOGY
A literature review of 200+ papers on differing dimensions of event impact and research reviews (Mair & Whitford, 2013) identified six core areas (Pillars) of event impact, namely: Economic, Social, Sport, Media, Brand and Environmental. These areas were tested within expert groups and found to be robust and consistent at the higher order, with sub-areas (Drivers) identifying specific dimensions of the Pillars to be measured. The design and validation of a measurement tool for comparative assessment of impact includes qualitative and quantitative phases. The qualitative phase conducted as a Delphi study to confirm the dimensions established in the literature review across a global expert panel, before empirical quantitative scoring of the events based on the dimension weightings.

A Delphi study is a “group facilitation technique, which is an iterative multistage process, designed to transform opinion into group consensus”. (Hasson & Keeney, 2011). For a qualitative study to be called ‘Delphi’ the four core elements required “are anonymity, iteration, controlled feedback, and statistical aggregation of group response” (Rowe and Wright, 1999). This iterative method enables the GSI project to determination a consensus from a diverse independent views across a global panel of academic, government, national and international sporting associations, city officials and event practitioners.

The consensus on all elements of the proposed GSI model will be established across three survey rounds, however the scope of this paper is limited to the results of the first round of the Delphi study and the statistical analysis breadth of views expressed by the panel.

FINDINGS
Discussion of the findings of Round 1 of the model will be provided. Whilst noting the areas of strong consensus from within the panel, the analysis will seek to identify the area of difference in the assessment of impact priorities between event owner and event host, the variations in the initial weightings assigned to sport [elite development] vs. social [active community] as beneficiaries of event hosting, and the priorities for development of impact assessment beyond the mega-events that draw so much of researchers attention.

REFERENCES
EUROPEAN UNION FUNDING FOR SPORTS FACILITIES AT LOCAL LEVEL - FACILITATOR TO SPORT PARTICIPATION AND ELITE SPORT SUCCESS IN THE CZECH REPUBLIC

KEYWORDS: EU FUNDS, REGIONS, PARTICIPATION, ELITE SPORT
AUTHORS: JANA NOVA (CORRESP)
CONTACT: NOVA@FSPS.MUNI.CZ
INSTITUTE: MASARYK UNIVERSITY

AIM OF THE STUDY
The cohesion policy and European funds used as a tool for its implementation has had a significant impact on the economy of the Czech Republic. Operational programmes at regional level in the programme period 2007-2013 allowed various projects in the 7 regions (so-called Cohesion Regions NUTSII) to be supported. Many of them were aimed at the development and reconstruction of sports facilities. Therefore the objective of this study is to identify the extent of this targeted funding in the Czech regions and to explore of how it is viewed by local and sports authorities in the regions with regard to the impact on participation in sport and also elite sport. Thus the study makes a contribution towards the knowledge regarding the understanding of EU funding as one of the possible facilitators for sports development purposes.

THEORETICAL BACKGROUND
Sports policy in the Czech Republic over the last three decades has emphasized participation in sport as well as support for elite sport and the situation with regard to the utilization of EU funds for the provision of sporting facilities and opportunities for the masses resembles the situation in Finland as described by Green and Collins (2008). Although participation in sport is one of the critical factors in the third pillar model SPLISS (De Bosscher et al., 2008) at the same time De Bosscher et al. (2013) also emphasise that the claims made by policymakers that elite sport and mass participation benefit one another is a complex issue and elite sport cannot be regarded as a simple extension of mass participation.

METHODOLOGY
The extent of financial support from Regional Operational Programme schemes for the development of sports facilities in 7 regions in the Czech Republic in the period 2007 up to 2015 was explored. The profound content analysis of relevant documents on EU fund spending and the examination of the lists of beneficiaries in each region were conducted. This hard data has been supplemented by mail survey and semi-structured face-to-face interviews held with local authorities and representatives of selected sports associations. The sampled population was deliberately chosen from the locations with the most significant financial EU fund allocations for sport facilities so as to map the reflection on the
hidden potential of the improved infrastructure of sport with regard to participation in sport and the enhancement/support of elite sport.

RESULTS, DISCUSSION AND CONCLUSIONS
As by July 2015 in 7 regions the total amount allocated for Regional Operational Programmes was €4.995 billion. Analysing the structure of beneficiaries there were 971 sport-related projects out of 6728 supported. The amount allocated for projects related to sport and the development of sport infrastructure reached almost 12% (€598.9 million) out the overall allocated amount for regional development. In all regions 852 kilometres of bike paths were constructed. The detailed analysis of all 7 regions and the detailed structure of supported projects (i.e. cycle paths, multi-purpose and special-purpose sports fields, public sports fields, running tracks, swimming pools, sports centres and leisure facilities for disabled sports) will be presented at the conference as well as the results from the mail survey and semi-structured face-to-face interviews.

The European Union in its key documents (European Commission, 2007, 2014) supports participation in sport and encourages EU member states to implement all measures (including EU funding schemes) to increase it. But little is known about how to measure and evaluate the impact of this targeted funding in the long term with regard to the expected rise in participation level and the success in elite sport as well. Therefore this paper on the basis of the country case study emphasises the inevitability of adopting the appropriate measuring mechanism in terms of the effectiveness and effectivity of EU funding in sport which is fully in the hands of the national and regional authorities. This would also allow identifying the links between participation and elite-focused policies and thus suggesting the appropriate policy instruments which will be in tune with them.

REFERENCES
INCENTIVE EFFECTS OF ELITE SPORT POLICIES

KEYWORDS: INCENTIVES, HUNGARY, COMPETITIVENESS, UNCERTAINTY
AUTHORS: TAMÁS STERBENZ (CORRESP), ERIKA GULYÁS, ESZTER KOVACS
CONTACT: GULYAS@TF.HU
INSTITUTE: UNIVERSITY OF PHYSICAL EDUCATION

AIM AND RESEARCH QUESTION
The aim of the research is to complement the findings of the SPLISS research through an analysis of the effectiveness of current Hungarian sport funding models. The study also intends to bridge the related literature with the existing practice.

The study attempts to provide a better understanding of why the financing and incentive mechanism has different effects on various sport disciplines and how incentive schemes for athletes should be built up by national sports governing bodies or federations to promote the achievement of international success.

The huge gap in success and efficiency between certain individual and team sports in Hungary encouraged the authors of this paper to examine the incentive structure of various Hungarian sports (Sterbenz, 2014). The field of incentive theory provides diverse opportunities to analyse sport contests (Symanszki, 2003). In this research this theory is applied to the incentive mechanism of elite sport policy.

THEORETICAL BACKGROUND
According to the related literature Hungary is considered an exception among the examined countries, as its performance at the Olympics cannot be explained by the country’s statistical data, like population, GDP (Andreff, 1996).

With the fact that the Hungarian government declared sport a strategic sector in 2010 while assigning significant additional resources to this area and began supplementing the traditional state funding of individual sport disciplines by introducing a new corporate tax relief system for five team sports (football, basketball, ice-hockey, handball, water polo) to solve its financial problems related to sport funding (Gulyás, 2015).

As Bosscher et al. (2013) showed that funding is highly correlated with success in case of Olympic sports the authors would like to understand the incentive effect of the state funding on sport performance.

The theoretical framework for this paper comes from Lazear and Rosen (1995), who developed a tournament theory model in which organizations compensate agents based on their relative performance rather than on marginal revenue product, as neoclassical economics predicts. An important variable in their model is the amount of noise, that is, to what degree external factors (e.g. the opponent or referee, or luck) affects the probability of
winning. Noise, in statistical terms, means production or market uncertainty. When there is more noise (so that uncertainty becomes relatively more important, workers (athletes) will try less hard to win because the effort they make has a smaller effect on whether or not they win). In production environments that are very uncertain (e.g. team sports), large raises in salaries, which have an asymmetric function, must be given in order to offset the tendency of rational actors to reduce the effort they make.

**METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS**
Significant data collection was conducted under the research supported by the IOC PhD Student Research Grant Programme and the Hungarian Olympic Committee, within which 16 prioritized sports and five team sports which benefited from a tax relief system were analysed. The data collection was based on the SPLISS methodology (De Bosscher, 2008), but the aim was to supplement SPLISS findings by comparing existing financial structures of various sport disciplines in Hungary. At this micro level, salaries, scholarships, grants and other financial allowances were analysed and calculated to determine whether actual practices aligned with the theoretical framework.

**RESULTS, DISCUSSION**
The outstanding results of Hungarian sport are partly explained by the asymmetric incentive scheme of individual sports and the flat, or symmetric, structure in terms of team sports.

In addition to the amount of funding, the allocation of the financial resources and the composition of the decision-making forums also affect the efficiency of the sport system.

The next step of this research will be to compare international practices to determine the principles resulting from the structures of the different sport disciplines and the exact role of noise on sporting performance.

**REFERENCES**
WHAT MAKES HUNGARIAN ELITE SPORT SUCCESSFUL?

KEYWORDS: ELITE SPORT, HUNGARY, COMPETITIVENESS
AUTHORS: ERIKA GULYÁS (CORRESP), TAMÁS STERBENZ
CONTACT: GULYAS@TF.HU
INSTITUTE: UNIVERSITY OF PHYSICAL EDUCATION

AIM AND RESEARCH QUESTION
The aim of this paper is to present the initial results of significant research conducted under the IOC PhD Student Research Grant Programme with the support of the Hungarian Olympic Committee.

Hungary has had a long and successful history at the Summer Olympics as it has nearly always found its place among the top ten countries in the medal tables, but the performance of its commercial global team sport has been decreasing radically over the last few decades despite the strong political and social will to have successful professional team sports. The main objectives of the research were, on one hand, to understand why Hungary is successful in specific sports and, on the other, to understand the reasons Hungary underperforms in professional international sports. A further aim was to explore the relationship between elite sport policy systems and success in international competitions.

THEORETICAL BACKGROUND
The SPLISS studies (De Bosscher 2008, 2013) pointed out that increasing international sporting competition has forced governments to invest more money in elite sport development to maintain their success in elite sport as the supply of medals remains basically constant and the demand for success is increasing (more nations are taking part and are able to win medals). There are diminishing returns on investment, which means investing more money does not automatically lead to greater success, so efficiency in terms of allocation of resources is a key.

In order to be able to determine the factors which make a nation’s elite sport successful, we must understand the determinants of productivity (Porter 1990; De Bosscher 2008). Szymanski (2003) assumed that different organisational structures and incentive systems are needed to achieve elite sport success in both individual (e.g., tennis, swimming, etc.) and team sports (e.g., soccer and basketball). Sports were divided into these two categories throughout the research, with the distinction resting on the unit of competition (its productivity function) and the nature of the demand for the contest.

METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS
Due to our use of the SPLISS model, mixed research methods were applied for the data collection based on information gained through an overall questionnaire and interview with the main stakeholders, coaches and athletes within national sport federations (De Bosscher 2010). Each questionnaire included approximately sixty mostly closed, semi-structured
questions, which are related to the nine main pillars. The data collection was focused on the sixteen prioritized sport federations and the five team sports which benefited from a tax-relief system. Secondary data were collected regarding the national public funding for sport, elite sport and sport by sport since 2010, and an Infostrada database was used to analyse historical performance in the different disciplines and to compare Hungarian performance with that of other countries.

RESULTS AND DISCUSSION
This research will provide information to policy makers about the competitive position of Hungary in elite sport and, in this respect, explore the critical success factors which will allow Hungary to assess how best to manage its future success in an increasingly competitive international environment. Moreover, this research represents the first attempt at providing a comprehensive analysis of Hungarian sport. The evaluation of the data has not yet been completed as we are planning to include the results from the summer of 2015.

REFERENCES
THE ELITE SPORT CLIMATE IN NORTHERN IRELAND

KEYWORDS: ELITE SPORT, INFRASTRUCTUTE
AUTHORS: PAUL DONNELLY (CORRESP)
CONTACT: PAULDONNELLY@SPORTNI.NET
INSTITUTE: SPORT NORTHERN IRELAND

AIM AND INTRODUCTION
Northern Ireland is one of four home nations that comprise the United Kingdom of Great Britain and Northern Ireland. For Olympic sport, elite sport policy is coordinated at UK level and the four home nations compete as 'GBR'. However, the home nations also compete in some sporting events in their own right. They all take part in international football as separate nations and the Commonwealth Games is a multi-sport event in which they also compete separately. The purpose of this paper is to report on the elite sport climate found in Northern Ireland’s own high performance system using the SPLISS methodology (De Bosscher et al. 2006).

METHODOLOGY
Northern Ireland is a member of the SPLISS 2.0 consortium and took part in the transnational data collection and sharing exercise over the period 2010 to 2013. The inventories for the nine pillars were completed initially via workshops conducted with senior staff in Northern Ireland's high performance system over an intense two day period. These were subsequently transcribed, written up, and sent out for sense checking and sign off from those who had contributed to the workshops. Around the same time, online surveys for athletes and coaches were conducted to get the views of the key stakeholders in the system. The sum total of this data was subsequently analysed and reported in a nation-specific report and has subsequently been incorporated into the meta-analysis of all 15 SPLISS 2.0 nations. This paper is concerned with Northern Ireland in isolation.

RESULTS
Northern Ireland fares well in relation to the national coordination of financial inputs (sports funding) and activities regionally. There are two drivers of this high score. First, Northern Ireland is a relatively small country and consequently there is no confusion or duplication of responsibilities at lower levels of control than national level. Second, is the key administrative role played by Sport NI in co-ordinating sport, in what is a complex elite sport structure in the UK and the island of Ireland (Sport Northern Ireland, 2012).

An increasingly important success factor is that long-term policy plans (4-8 years) are developed for elite sport and communicated in public, regularly evaluated and supported financially. The system in Northern Ireland is rated highly as there are clearly articulated planning horizons in place in NI. The fact that these planning horizons are managed by a non-departmental public body (Sport NI) is a particular strength in that an ‘arm’s length’ body will be less affected by a change in government where priorities might change with...
changes in political persuasion. This structural approach is seen globally as being more desirable for elite sport than if the system was being administered solely by a department within government.

The feedback derived through SPLISS suggests that the current system in NI is proficient in, and recognises the significance of, consultations with sports specialists and participants in shaping elite sport policy. Indeed, according to feedback from elite performers and their support teams, the system in Northern Ireland features towards the top of the distribution in relation to the notion that athletes and coaches are regularly consulted about their specific needs. Sport NI's ability and willingness to consult regularly on the policy decisions it makes is key to being able to respond in a timely manner in the fast changing world of elite sport.

Despite these seemingly positive findings about the structure and climate for elite sport in Northern Ireland, it does not always translate into international sporting success. In the 2014 Commonwealth Games for example Northern Ireland was found to have a negative residual score when comparing actual success with success predicated on the basis of macro-economic factors such as population and wealth. Furthermore, Northern Ireland is overly reliant on one sport, boxing, for the majority of its success. The high performance system in Northern Ireland is in its relative infancy and although the ingredients are correct, it takes time for this to bed in and to deliver results that support the notion that there is an effective high performance system in place.

REFERENCES
THE GOOD SPORTING CULTURE: FACTORS UNDERPINNING SUCCESSFUL SWEDISH TALENT ENVIRONMENT

KEYWORDS: TALENT, SPORTING ENVIRONMENTS, TALENT DEVELOPMENT
AUTHORS: PER GÖRAN FAHLSTRÖM (CORRESP), PER GERREVALL, MATS GLEMNE, SUSANNE LINNER
CONTACT: PERGORAN.FAHLSTROM@LNU.SE
INSTITUTE: LINNAEUS UNIVERSITY

INTRODUCTION
Carlson (1988) studied Swedish tennis during its peak period and identified several common patterns among the successful players, such as later specialisation, experience from several other sports etc. But he also found common results regarding their club background. To describe and understand the cultural factors underpinning successful talent development Carlson used the bio-ecological model of human development (Bronfenbrenner, 1979) which focuses on the context and its microsystem, meso-system, and macro-system. According to (Alfermann & Stambulova, 2007) successful talent development environments in sport are defined as teams or clubs that manage to continually produce top-level athletes on the basis of their junior athletes, and provides them with resources for coping with future transitions. Henriksen (2011) studied talent environments in the Nordic countries and (inspired by Bronfenbrenner) he developed the Athletic Talent Development Environment model (ATDE) to describe the framework of success within these environments. Further Henriksen (2010) introduced the Environment Success Factors model (ESF) with the purpose to capture the interactions, activities, resources, etc. within the environment. These total resources are, according to Larsen (2013), significant for the transition to senior elite level and facilitate the step into professional sports.

The aim of this project is to study the dynamic process and interaction between athletes, coaches and other significant persons through a holistic and comprehensive coverage of successful Swedish talent environments. Underlying research questions: How can the successful environments empirically be described? How are the talent programs presented through official documents? How do different actors, – athletes, coaches, parents, managers etc., – describe the environment?

METHOD
The project is carried out in two steps: (1) Interviews have been made with representatives from 12 Swedish sport federations to identify successful talent developing environments, i.e. academies, sport clubs or regional centres. The contacted sports were Athletics, Badminton, Basketball, Figure skating, Floorball, Handball, Ice hockey, Orienteering, Shooting sport, Soccer, Swimming, and Tennis. These results have been analysed and the gathered empirical data serves as a resource base for the second step. (2) Data collections are now being made
in 8 chosen successful talent environments, Athletics, Basketball, Floorball, Handball, Ice hockey, Shooting sport, Soccer and Tennis. The environments were chosen based on variation of sports and variation organisational design, i.e. clubs, regional cooperation and academies. The data collection is made using document analysis, observations, and interviews based on the results from studies by Henriksen (2010) and Larsen (2013).

RESULTS
The results from the sport federation interviews showed that the successful environments, regardless of sport, were characterized by: extensive access to training facilities, dedicated and well-educated coaches and leaders, a strong local/regional support, stable and sufficient economy and training designed for long term development. The training groups are characterized by with strong, supportive relationships. The younger athletes are influenced and stimulated by the presence of older successful role models. The results show great similarity with the earlier referred studies.

DISCUSSION
The findings in this study indicate that individual talent development is strongly influenced by the sport context, the talent environment. These environments have clearly designed policies and programs. The training is focused on long-term development and the efforts of the athletes as well as their sport goals are supported by the wider environment. The organisational cultures are strong and coherent are allowing and encouraging sport diversification.

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Larsens, C. H. Made in Denmark” Ecological perspectives on applied sport psychology and talent development in Danish professional football. Odense: University of Southern Denmark, Institute of Sports Science and Clinical Biomechanics, Faculty of Health and Sciences 2013
A METHOD TO ESTABLISH THE CURRENT UNIQUE CIRCUMSTANCES OF ELITE SPORT IN BRAZIL

KEYWORDS: SPORT POLICY, SPORT MANAGEMENT, ELITE SPORT
AUTHORS: ALBERTO REINALDO REPPOLD-FILHO, SELDA ENGELMAN, ALAN FERREIRA
CONTACT: AREPPOLD@PORTOWEB.COM.BR
INSTITUTE: FEDERAL UNIVERSITY OF RIO GRANDE DO SUL

AIM
The aim of this study was to develop a method of establishing the current unique circumstances of elite sport in Brazil, with a focus on Olympic and Paralympic Sport. The justification for such a study is that sport policy makers in Brazil have no precise information to formulate policy and take decisions about elite sport. The study is a joint project of the Brazilian Ministry of Sport and the Olympic Study Centre of the Federal University of Rio Grande do Sul, and is carried out with the aim to became a legacy of the 2016 Olympic and Paralympic Games for the future generations of Brazilian athletes.

THEORETICAL BACKGROUND
The study took as a reference point the SPLISS (Sports Policy factors Leading to International Sporting Success) theoretical framework. For the pillars proposed by SPLISS, specific instruments for data collection and analysis were developed to attend to Brazilian needs and characteristics.

METHODOLOGY
The study, for example, included sport legislation as a specific factor in sport success. Legislation is a key factor in Brazilian sport, since a significant amount of financial and other resources for sport are established in Federal, State and City laws. Therefore, a method was developed to identify, collect and analyse all Brazilian legislation on elite sport. This part also involved the construction of a typology of Brazilian sport legislation.

A guide to the collection of basic information in different Brazilian databases about the sources and destinations of financial resources was also developed. For sport infrastructure and equipment, a questionnaire was constructed for sport federations, with questions related to quantity and quality of training and other sport facilities, as well the characteristics of all sport equipment used by them. In this part of the study, computerized processing of georeferenced data were also used, which enabled the association of the location information of sports facilities to other information available in the project databases.

For sport participation, a questionnaire was constructed to survey the level of participation of the Brazilian population in sport. In relation to talent identification and support to athletes, questionnaires were formulated for athletes, coaches and sport federations. For
science, technology and innovation in sport, a guide to the collection of basic information in Brazilian databases on science and technology was elaborated, and questionnaires to coaches, athletes, sport federations, and sport scientists were constructed. The aim of these instruments was to collect information regarding the processes of production, distribution and consumption of science and technology in sport and how these have impacted the performance of Brazilian athletes.

In relation to the participation and performance of Brazilian athletes in national and international competitions, instruments for documentary analysis in electronic and non-electronic archives of Brazilian federations were developed. The analysis of the data and information produced by the use of such instruments involve qualitative and quantitative methods. Finally, an information system to processes all the data collected and information produced in the study has been constructed.

RESULTS
As a result, a method of establishing the current unique circumstances of elite sport in Brazil was constructed. Whilst SPLISS proved to be an important theoretical and methodological reference, it was insufficient to deal with some peculiarities of the Brazilian sport system. The main difficulty was related to the important role played by legislation in the Brazilian sport context, which made it necessary to develop a very specific method to deal with such a situation.

REFERENCES
WHAT ACTUALLY CHANGED? USE OF THE SPLISS MODEL IN THE EVALUATION OF THE ELITE SPORT REFORM IN FINLAND

KEYWORDS: ELITE SPORT POLICY, REFORM, SPLISS MODEL, EVALUATION
AUTHORS: JARI LÄMSÄ (CORRESP)
CONTACT: JARI.LAMSA@KIHU.FI
INSTITUTE: KIHU - RESEARCH INSTITUTE FOR OLYMPIC SPORTS

AIM
This paper analyses the effects of the Finnish elite sport reform on the national elite sport policy and on the national structure of sport. Finnish elite sport reform started in 2011 and it had two objectives: First, to create a long term vision and strategy for the elite sport and second to modernize the old bureaucratic and complex sport system. A special national elite sports development group was resourced for two and a half years to implement the aims of the reform.

Finland has also participated in SPLISS II study, where comprehensive data of Finnish elite sport were collected just before the reform process. The idea of this paper is to repeat selected parts of the SPLISS study for the evaluation of the reform process.

THEORETICAL BACKGROUND
The SPLISS model recognizes nine general elite sport policy dimensions under which all the critical success factors influenced by sport policies, can be classified (de Bosscher et. al. 2010). Financial resources and coordinated policy structure were evaluated as the most critical pillars for the success of the Finnish reform process.

There is a growing volume of research about the elite sport in Nordic countries (e.g. Andersen & Ronglan 2012; Böhlke 2006). These studies show that elite sport in Nordic countries has been influenced by the international trends, such as professionalization and strategic approach to elite sport policy. However, these studies also indicate that there are still some unique features of the traditional sport movement culture left in these countries e.g. important role of voluntary work and balance between mass participation and elite performance. In relation to the SPLISS model, the question raised in this paper is whether the Finnish elite sport policy has moved towards the strategic model or is still based more on the traditional model.

METHODOLOGY
This study uses the SPLISS II framework to evaluate the changes in elite sport policy in one country (De Bosscher 2010). The critical success factors of two pillars: 1) financial support to elite sport and 2) organisation and structure of sport policies are updated by the data from 2014-2015. Those results are compared with the original SPLISS –study results from the year 2010 and all changes in the policy are analysed.
RESULTS
The implementation of the Finnish elite sport reform continues in 2015. Mainly, because the reform has expanded into large scale process involving all the areas of sport and physical culture. The aim of having more horizontal and vertical coordination of elite sport activities has been partly realised by the establishing of the independent elite sport unit inside NOC. However, the Ministry of Education and Culture still has a decisive role in the allocating of elite sport funding. The national lottery money allocated to elite sport has increased from 22 m€ in 2010 to 30 m€ in 2014.

There has been minor changes in the organisation and structure of sport policy since 2010. Total of seven out of 22 critical success factors have been changed in pillar 2. Only one factor has changed remarkably; the full-time management staff in NOC.

DISCUSSION
This paper aimed to use SPLISS model, especially the two pillar questionnaires, as a tool to evaluate the Finnish sport reform. The results indicates that a couple major and many minor policy changes in has been made. However, there remain many challenges for the more efficient coordination of the independent actors of Finnish elite sport. With some adjustments, the SPLISS model could be used as an evaluation tool of the elite sport reforms.

REFERENCES
HIGH PERFORMANCE JUDO: FACTORS FOR INTERNATIONAL SUCCESS

KEYWORDS: HIGH PERFORMANCE SPORT INTERNATIONAL SUCCESS FACTORS JUDO
AUTHORS: LEANDRO MAZZEI (CORRESP), LEANDRO MAZZEI, LEANDRO MAZZEI
CONTACT: LEANDROMAZZEI@USP.BR
INSTITUTE: SPORT SCHOOL OF PHYSICAL EDUCATION AND SPORT OF UNIVERSITY OF SÃO PAULO / VRIJE UNIVERSITEIT BRUSSEL

AIM
The aim of this study was identify success factors in international Judo.

THEORETICAL BACKGROUND
This study is an example of how sport policies may differ regarding one sport. Therefore, the results of this study can serve as an example to others studies with similar goals: identify the success factors in one specific sport. A number of research projects emerged over the last few years with different methodological approaches, but usually with the common purpose: described how sports policies occur in different countries, and point out common actions which lead to international sporting success (De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006). Even national sport policies are complex due to their different histories and cultures, in general, each country has a high-performance sport policy system which athletes are trained, and national teams are sent to international competitions (Andersen & Ronglan, 2012; Sotiriadou, 2013). Understanding a high-performance sport policy as a system requires an understanding of the relationship among the resources (inputs), process, products (outputs or results) and environment. This approach is useful to analyse the sport development in a country (Lyle, 1997). However, there is a gap in in research that seek to identify the international success factors, as the focus on just one sport and the analysis of inputs, processes, products the environment all together. This study also aims to contribute with respect the methodological processes in research on sports policies and international sporting success.

METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS
This study has a qualitative approach. To identify the critical success factors in international Judo, the sample of this study consisted of 33 individuals, including athletes, coaches, national performance directors and experts from 11 different countries. Semi-structured interviews were conducted with the individuals and the transcripts of the interviews were analysed using Content Analysis. The basic procedure of Content Analysis involves defining categories and subcategories, the purpose is to identify the messages content and obtain indicators (quantitative or not) which make it possible to relate the concepts corresponding to a particular research problem. In this study, the categorisation process used a deductive approach, which mean the categories are defined based on evidence from the literature. Therefore, in this study the categorisation was based on the 9 SPLISS pillars: Financial resources; Organisation, structure, and integrated approach to sport development; Sport culture and participation; Talent identification and development system; Support for
athlete’s careers and retirement; Sport facilities; Support and development of coaches; System of national and international competitions; and Scientific research applied to sports. There were also considered for categorisation the concepts of Systems Theory (inputs, processes, output and environment), particularly in relation to environmental factors. For Content Analysis, were used the QSR NVivo version 10.0 software.

RESULTS, DISCUSSION AND IMPLICATIONS/CONCLUSIONS
The procedures of the content analysis resulted in the identification of 878 textual elements. These textual elements were grouped into 12 categories (which can be considered pillars) as follow: 01 Organization, Structure and Sport System; 02 Sport participation in all levels; 03 Financial resources for Judo; 04 Quality of Coaches (in Base and Elite level); 05 Events (Competitions and Internships); 06 Athletic career support and post career options; 07 Environment: Politics, Industry and Media; 08 Tradition and History; 09 Training facilities; 10 Fighting Spirit and Professional Sport in a country; 11 Talent identification and development and 12 Scientific support and innovation. Results showed that the 9 pillars of the SPLISS model are also relevant in one particular sport (Judo in this case). However, the particular Judo context provoked two situation: first, the adaptations in the SPLISS 9 pillar; second, the creation of 3 other new pillars. These 3 new pillars (categories 10, 11 and 12) are related to the environment. For a consistent validation, the authors proposes a subsequent quantitative study, which aims to confirm the qualitative results in a larger sample of Judo stakeholders (managers, coaches, athletes, and experts). It was made an exploratory factor analyses with 406 Judo stakeholders. More details on this quantitative analysis (sample, instrument and analysis) will show in the World Congress on Elite Sport Policy 2015. Nevertheless, the previous results validate the qualitative analysis.

REFERENCES
PUBLIC ACCEPTANCE OF ELITE SPORT POLICY

KEYWORDS: ELITE SPORT POLICY, OUTCOME, PUBLIC ACCEPTANCE, CONTINGENT VALUATION METHOD, STRUCTURAL EQUATION MODELLING

AUTHORS: HIROAKI FUNAHASHI (CORRESP), YOSHIYUKI MANO
CONTACT: H.FUNAHASHI@AONI.WASEDA.JP
INSTITUTE: WASEDA UNIVERSITY

INTRODUCTION

More often than not elite sporting success has been seen by governments as a resource valuable for its malleability and capacity to help achieve a wide range of non-sporting objectives (Green & Houlihan, 2005). This is related to the conviction that international success can be achieved through public policy by adopting a more strategic approach to elite athlete development. This has led to increasing competition in international sports with an extensive investment by governments through their exchequer and lottery funding. As the supply of medals (success) remains essentially fixed (the IOC has indicated that it would like the number of events to be capped at around 300), and the demand for success is increasing (more nations taking part and more nations winning medals), the ‘medal market’ adjusts by raising the ‘price of success’ (Shibli, 2003). Nations are required to invest even more just to maintain their success and standing still means going backwards because international success increasingly depends on the actions of rival nations (De Bosscher, Bingham, Shibli, Van Bottenburg, & De Knop, 2008). The current elite sport system’s nature and increasing public investments worldwide highlight the importance of public acceptance of promoting elite sport policy as a national strategy. Based on the above, this study aimed to achieve the following research questions: 1) How much is the public valuation of elite sport policy?, 2) How a nation can increase the public acceptance of elite sport policy?

METHODOLOGY

For the first study, data was collected from 850 stratified randomly selected Japanese by means of an Internet survey. A contingent valuation method (CVM) was employed to estimate the public valuation of elite sport policy on a monetary scale. Respondents were asked to state their maximum amount money they want to pay (willingness to pay: WTP) for achieving the official policy goal stated in ‘The Sport Basic Plan’ (Japan being ranked in the top-five in total number of gold medals in the summer Olympics and the top-ten in winter) using a double-bounded dichotomous choice question. The mean and median WTP was estimated through a log-logit model using the statistical software N LOGIT 5 (with LIMDEP 10).

For the second study, data were collected from 921 Japanese respondents by means of a Internet-based survey. Five socio-psychological constructs were analysed in order to identify their impact on public acceptance of elite sport policy: personal benefit, social benefit, risk, trust, and athletes as role models. Structural equation modelling (SEM) was used to test the causal model consists of ten hypotheses developed through literature reviews (e.g. H1:
When the public perceives that elite sport success provides an increase in personal benefit, the promotion of related policies will receive greater acceptance. Prior to SEM, a confirmation factor analysis (CFA) was conducted to assess the adequateness of the measurement model.

**RESULTS**

The results of the first study revealed that median WTP was 421 JPY (about 3.4 US$) with a certain amount of validity, which was calculated from the whole population as 43.9 billion JPY (about 355.7 million US$). Our results suggest that Japanese believed that social-psychological benefits generated by the elite sports policy exceeded the government elite sports budget (about 16 billion JPY).

The analysis of the second study demonstrated that public acceptance is positively determined by their perception of personal/social benefits and negatively by perceived risks. These constructs are further determined by the public’s trust in elite sport policy actors and athlete role model perception. Presently, there is a high degree of probability that Japan will further expand its elite sport expenditure to achieve great success in 2020. This study found that in order to achieve this by gaining public acceptance, Japanese elite sport policy actors needs to increase the public’s trust and cultivate athletes who act as role models for society. These actions will make people perceive greater (personal or social) benefits from elite sport success and fewer risks that can be potentially associated with the elite sport policy, which, in turn, leads to more acceptance of policy promotion.

**REFERENCES**


FOUR-YEAR TRENDS IN SPORT PARTICIPATION: RETENTION AND DROP-OUT - THE ISSUES FOR ELITE SPORT

KEYWORDS: SPORT PARTICIPATION DROP-OUT
AUTHORS: ROCHELLE EIME, JACK HARVEY, MELANIE CHARITY, MEGHAN CASEY, HANS WESTERBEEK, WARREN PAYNE
CONTACT: R.EIME@FEDERATION.EDU.AU

BACKGROUND
A large sport participation pool from which to draw and establish talent is essential for elite sporting success. There is, however, limited knowledge about participation trends, including information on retention and drop-out by gender in organised, club-based sport, either cross-sectionally across the lifespan or longitudinally. The measurement and analysis of sport participation data is vital to help inform strategic management of sport programs and policy developments (Eime, Sawyer, Harvey, Casey, Westerbeek, & Payne, 2015) with a view to maximising continued sport participation and increasing the pool of talent. The aim of this study was to identify sport participation retention and dropout trends across the lifespan, by gender, in four popular Australian sports over a 4-year period, with a particular focus on the ages 4-14 years where most participation occurs.

METHODS
All Victorian participant membership records from four popular team sports over a 4-year period were analysed: 2009-2012 for two sports and 2010-2013 for two sports. All participants in the base year were tracked over the 4-year period, and classified as either a 1-year participant, a discontinuous participant, or a continuous participant (participating for all 4 years) within a given sport.

RESULTS
A total of 408,544 participant records were analysed, comprising 69% males and 31% females. Many participants were very young (n=77,938 4-6 years). Across the lifespan, except for the 4-year olds, at least 40% of participants in each age band participated continuously. Rates of continuous participation were much lower for ages 4-6 years (32%-42%), and generally lower for females than males. The retention rates for those aged 4-5 were considerably lower for females (14%-24%) than that for males (34%-35%). There were high rates of continuous participation for those aged 10-14 before participation considerably started declining with age. Participation trends across the lifespan were generally consistent for males (except at age 4) whereas for females the participation patterns fluctuated more.

CONCLUSION
The high numbers of very young participants (4-6 years) and corresponding low retention rates require further investigation, as does the much lower rates of retention for females in general, and during adolescence specifically. It seems that the drop-off in sport participation
during adolescence occurs at the same time when people would enter the elite sport pathway. This is probably not to be unexpected given that currently the national funding for sport in Australia is heavily skewed towards high performance/elite rather than grass-roots community sport (Australian Sports Commission, 2014), and this prioritization may contribute to a lack of sport opportunities for adolescents and adults. Paradoxically in the current Australian sport policy framework, if Australia is to strive for success on the elite international stage, an increased focus on grass-roots participation may be part of the answer. This may provide sport the capacity and drive to tackle the retention issues, especially for adolescent females and it may increase the talent pool for elite sporting success, and at the same time contribute to a more active and healthy nation.

REFERENCE
PREDICTING ELITE LEVEL AND REDUCING TALENT DEVELOPMENT COSTS

KEYWORDS: TALENT IDENTIFICATION TALENT ORIENTATION SPORTS COMPASS
AUTHORS: JOHAN PION, VEERLE SEGERS, MATTHIEU LENOIR
CONTACT: JOHAN.PION@UGENT.BE
INSTITUTE: GHENT UNIVERSITY

INTRODUCTION
Choosing a sport that fits their individual characteristics is essential for children to keep them involved in sports. The Flemish Sports Compass is a generic test battery designed to advise children in their sports choice. The test battery includes anthropometric, physical and motor performance measurements and it has the special quality that, in addition to talent detection and talent orientation, it also enhances various derivative test batteries for talent identification. The talent characteristics measured by the Flemish Sports Compass are not only good at predicting and identifying elite level, they also predict attrition in sport. Five different studies provide opportunities to develop a specific talent system that reduces the cost of talent development without losing talents.

AIM
Choosing a sport that fits their individual characteristics is essential for children to keep them involved in sports. The Flemish Sports Compass is a generic test battery designed to advise children in their sports choice. The test battery includes anthropometric, physical and motor performance measurements and it has the special quality that, in addition to talent detection and talent orientation, it also enhances various derivative test batteries for talent identification.

METHODS
The Flemish Sports Compass consists of field tests appliable in the range between elementary school children and elite sport schools students. On the one hand it is possible to discriminate between different performance levels and on the other this test battery has the ability to detect sport-specific characteristics and consists of 17 generic tests. 5 anthropometric measurements i.e. stature, sitting height, body weight, fat% and BMI; 8 physical performance tests i.e. endurance shuttle run, sit and reach, shoulder rotation, 10x5m shuttle run, standing broad jump, counter movement jump, curl-ups and knee push-ups; and 4 motor coordination tests i.e. 3 KTK-subtests, balancing backwards, moving sideways and jumping sideways and a ball dribbling test were assessed. The different studies consisted of 5613 primary school children for the detection study; 2346 athletes of elite sports schools for the orientation study; 756 young gymnasts and 23 elite volleyball players for the talent identification studies.

RESULTS
Five original studies reported the applicability of the Flemish Sports Compass. The first study highlighted the potential for primary school children. In this study the differences between
the sport specific profiles are less pronounced than in the second study. The same statistical technique resulted in a 96.4% correct classification of students of the Flemish elite sport schools into nine different sports, (Pion, Segers et al, 2014). These two studies indicated that the generic test battery could be deployed on beginners (talent detection) as well as elite athletes (talent identification). The third study indicates that the generic tests of the Flemish Sports Compass also are able to distinguish between medalists in international competitions and sub-elite volleyball players (Pion, Fransen et al, 2014). All players were included in the same talent development program and the elite-level athletes were of a high to very high performance levels according European competition level in 2013 (bronze medallists).

The talent characteristics measured by the Flemish Sports Compass are not only good at predicting and identifying elite level, they also predict attrition in sport. In the fifth study, survival analysis was applied (Pion, Lenoir et al 2015). Three cohorts of female gymnasts (n=243; 6-9 y) completed a test battery for talent identification. Performance-levels were monitored over five years of competition. Kaplan-Meier and Cox Proportional Hazards analyses were conducted to determine the survival rate and the characteristics that influence dropout respectively.

The fifth study indicated the importance of predictive analytics of a generic test battery. It was shown that artificial neural networks reduce the risk of missing gifted athletes, when selecting the high potential athletes and how the cost of talent development can be reduced without losing talents (Pion, Hohmann, et al 2015).

**DISCUSSION**

The different studies provide opportunities to develop a specific talent system for a small country. Flanders’ disadvantage is, that it is hard to compete with giant nations such as China, Russia and the United States. However, the disadvantage of being small is an advantage at the same time. Smallness reduces the risk of missing one single talent. A coordinated approach is necessary, because implementing different talent programs in every single sports federation leads to fragmentation of the scarce resources. Talent detection in primary schools is the first step to be taken. Furthermore, the combination of different predictive models for talent selection can avoid de-selection of high potential athletes and reduce the costs.

**CONCLUSION**

The different studies provide opportunities to develop a specific talent system that reduces the cost of talent development without losing talents. The generic talent detection test battery turns into a system of talent orientation and becomes a precursor for sport specific talent identification test batteries. Indeed the Flemish sports compass is a generic test battery for talent detection and talent orientation. Derivative test batteries can be developed for talent identification purposes in different sports. The main part in these test batteries consists of the generic tests, supplemented with sport specific field tests.
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WHY THE HOME ADVANTAGE AT THE OLYMPIC GAMES IS OVERRATED: RELATING HOST MEDALS TO INCREASED PARTICIPATION

KEYWORDS: OLYMPIC GAMES; SUMMER OLYMPICS; WINTER OLYMPICS; HOME ADVANTAGE; INTERNATIONAL OLYMPIC COMMITTEE (IOC).
AUTHORS: STEPHEN PETTIGREW (CORRESP)
CONTACT: PETTIGREW@FAS.HARVARD.EDU
INSTITUTE: HARVARD UNIVERSITY

INTRODUCTION
Academic studies have found some evidence for the home advantage at the Olympic Games (Balmer, Nevill, & Williams, 2001; Balmer, Nevill, & Williams, 2003; Bernard & Busse, 2004; Kuper & Sterken, 2003; Rathke & Woitek, 2008). This issue is further explored in this paper.

THEORETICAL BACKGROUND
Johnson and Ali (2000) argue that “there are undeniable advantages to being the hosting nation” (18), and find that host nations win, on average, 24.87 more medals than non-host nations. They argue that lower transportation costs and climatic advantages explain at least part of this increase.

The research of Bernard and Busse (2004) indicates that host countries win an additional 1.8% of medals and attribute this advantage to minimized costs of attendance, specially tailored facilities, crowd effects on judging, and increased motivation by the athletes themselves.

Rathke and Woitek (2008) argue that, “hosting the Olympic Games considerably increases the public support for (and therefore the money and effort invested in) sports in the years before the Games” (521).

Balmer, Nevill, and Williams find that a significant home advantage exists for events that are subjectively judged, while no such advantage was found for objectively judged events (Balmer et al., 2003, 469). While the host effect is only temporary, according to Kuper and Sterken this is a factor that is not limited to the Games hosted by the respective country: “At the recent versions of the Games countries that will host the next version of the games perform better. (…) This is a time-to-build argument: it takes long run planning to create a group of optimal performing athletes”.

While giving divergent reasons, all the mentioned authors agree that a home advantage is evident at the Olympic Games. Our contribution to the literature is to link the Olympic
success of host countries to their increased number of participants rather than their climate, facilities, increased public spending, supportive crowds, or biased judges.

METHOD, RESULTS AND CONCLUSIONS
Our paper evaluates whether Olympic hosts increase their medal count and the extent to which such increases can be attributed to an increase in the number of participating athletes. Starting with the Olympic Games in 1952 in Helsinki, we included all 16 Summer Games until 2012 in London and all 17 Winter Games until Sochi in 2014 in our analysis. Our data comes from Sports Reference, a sports statistics website with a section on the Olympics. We find that there is not a statistically significant increase in the number of total medals or gold medals won by a country when they host. Furthermore, we find that there are statistically and substantively huge increases in the number of athletes for host countries. When we account for increased participation by looking at the ratio of medals to athlete, we find that the home advantage decays to almost zero.

REFERENCES
SOCIAL IMPACT OF INTERNATIONAL MAJOR SPORTS EVENTS PERCEIVED BY HOST COMMUNITY

KEYWORDS: SOCIAL IMPACT; LEGACY; SPORTS EVENTS; HOST COMMUNITY
AUTHORS: DONGFENG LIU (CORRESP)
CONTACT: DONALDDF@HOTMAIL.COM
INSTITUTE: SHANGHAI UNIVERSITY OF SPORT

RESEARCH QUESTIONS
This empirical study seeks to explore the impact and legacy of the past overall portfolio of major sporting events hosted in Shanghai perceived by local residents. Specifically this paper seeks to answer following research questions:

• What is the impact and legacy of hosting major sporting events perceived by local residents?
• Do Demographic Variables make a difference on the perceived impact of major sports events?
• What is the impact of perceived legacy on attitude toward the future bidding for major sporting events?

LITERATURE REVIEW
The importance of assessing the perceptions of local community toward mega sporting events has been well acknowledged as residents are one of the most important stakeholders of hosting sports events and their support is crucial to win a bid for any mega event and subsequently to organize the event successfully. The existing literature on perceived impact or legacy of sporting events mainly examined host (or non-host) community’s perception of specific events through case study, and little is known about the overall perception of major sports events in general. Accordingly, this paper seeks to bridge the gap by focusing the overall perception of major sports events. The study of this overall perception of hosting major sporting events is important because more and more cities are developing overall event strategies and bidding and hosting a diverse portfolio of major sporting events on a regular basis (Smith, 2005; Liu, Gratton, 2010; Ziakas, 2014; Ziakas & Costa, 2011a, 2011b). The study of perception of major sporting events in general is feasible as suggested by schema theory. A schema is a cognitive representation of expectations about a domain, and schemas are thought to be hierarchically organized (Chalip, Costa, 2005). While people have a schema for each sport event, they also have a general schema for sports event. As a result, it is possible to ask people about their perceptions and attitude toward the overall sports events portfolio hosted in their city. While impact is caused by a short term impulse, legacy is more about long-term changes as a result of structural change brought by an event (Preuss, 2007).
METHODOLOGY
An empirical survey study was conducted in which data was collected from residents of Shanghai in the last week of November of 2013, and in total 450 questionnaires were eventually distributed and collected for further analysis. Procedures in SPSS 15.0 were utilized to analyze the perceived social impact of hosting major sporting events through calculation of descriptive statistics, exploratory factor analysis (EFA), ANOVA, one sample t test, and regression analysis.

RESULTS
Exploratory factor analysis based on 450 valid questionnaires revealed 6 impact factors including four positive ones and two negative ones. One sample test was conducted to examine the level of these impacts (p<0.01). Among the four positive impact factors, “image and status” was rated the highest, followed by “international exchange and cooperation”, “infrastructure development”, and “economic and tourism development”. It can also be noted that while the residents identified two dimensions of negative impacts, the factor “environment pollution and security concern” was below the midpoint, and the other negative factor “inconvenience of life” was only slightly higher than the point of indifference.

This study also tested the influence of perceived impact by residents on their attitude toward future bidding for major sports events. While the results showed that four out of six impact factors were significantly predictive of the attitude, two impact factors did not affect residents’ attitude: “economic and tourism development” “inconvenience of life”.

REFERENCES
NEW PERSPECTIVES ON THE OLYMPIC MOVEMENT: A COMPARATIVE INVESTIGATION OF NATIONAL OLYMPIC HOSPITALITY HOUSES

KEYWORDS: OLYMPICS, HOSPITALITY HOUSES
AUTHORS: RICHARD BAKA (CORRESP)
CONTACT: RICHARD.BAKA@VU.EDU.AU
INSTITUTE: VICTORIA UNIVERSITY

INTRODUCTION
This research explores the emergence of ‘Olympic Houses’ organised by various NOCs during the time of the Games. To date this field has been devoid of significant research studies and lacks a broad body of knowledge. This comparative investigation of several nations traces the historical background and the motives behind their establishment, structure, sponsorship and internal evaluations.

METHODS
Primary and secondary written sources associated with these topics were examined. Extensive use was made of interviews of key Olympic House staff, Olympic athletes, their families, sponsors of National Olympic Committees and other Olympic officials. Participant observation techniques were employed with the author attending the 2008 Beijing Summer Olympic Games, the 2010 Vancouver Olympic Winter Games and the 2012 London Summer Olympic Games.

RESULTS
Olympic Houses were found to be a relatively new concept and are primarily the domain of the more established and successful Olympic nations, although the format, programs and services of Olympic Houses varied considerably. It was found that most Olympic Houses served a very valuable role of “distraction management” for Olympic athletes. They also were a means of giving a larger profile to sponsors of National Olympic Committees as well as a “home away from home” for key individuals associated with an Olympic Team.

DISCUSSION
It appears that Olympic Houses are here to stay as part of the overall Olympic movement. It would seem that they serve a useful role in the overall high performance programs of a number of Olympic nations. Although they are still very much on the periphery of the Olympic Movement, the International Olympic Committee seems interested in monitoring but not governing this area.
REFERENCES
NO SENIOR CLUB, NO TALENT PATHWAY?
A COMPARATIVE ANALYSIS OF ‘STAND ALONE’ JUNIOR SPORT CLUBS AND ‘JUNIOR SECTION’ SPORT CLUBS IN AUSTRALIA

KEYWORDS: JUNIOR SPORT; PARTICIPATION; PERFORMANCE;
AUTHORS: JONATHAN MAGEE (CORRESP), RAMON SPAAIJ, RUTH JEANES, SEAN GORMAN, DEAN LUSHER, KAREN FARQUHARSON, RYAN STORR, CAITLYN MACKENZIE, GEORGIA MCGRATH
CONTACT: JONATHAN.MAGEE@VU.EDU.AU
INSTITUTE: VICTORIA UNIVERSITY

AIM
In the Australian sport system the future stars are currently children who are required to move through the foundation-participation-performance levels of the sport development pyramid to the elite level (Eady, 1993). Junior sport clubs thus play a key role in attracting, engaging, and harnessing the athletic talent of children in a sport system that seeks to broaden the participation base to maximise the performance apex of the pyramid (Donnelly, 1991; Sotiriadou, Shilbury and Quick, 2008). As sport however is competitive by nature there is a tension between providing opportunities for all (participation) and developing talent (performance) at the junior sport level (Spaaij et al, 2014). This paper focuses on how junior clubs consider participation and performance by paying particular attention to differences between clubs that are ‘standalone’ (those no senior club attached) and those that are a ‘section’ of a wider sport club (those with a senior club attached).

THEORETICAL BACKGROUND OR LITERATURE
With regard to junior sport clubs Lyle (1997) has identified that different programs can be implemented – those for membership/participation development needs (Type I), talent identification and transition to elite levels (Type II) and specific elite talent development (Type III). For Type II junior clubs the program should be designed “for young participants of all abilities and skill levels” (Sotiriadou, Shilbury and Quick, 2008, p.257). However Sotiriadou, Shilbury and Quick (2008) argue that Type II junior sport clubs operate in something of a quandary as whilst the program should cater for all abilities it tends to targets those who demonstrate aptitude and skill level that can be potentially harnessed into elite adult sport. Thus, this questions the inclusivity aspect of Type II junior clubs and how the focus of the club is less on participation (recreation, thus taking part) but more on performance (thus, winning), hereby creating the aforementioned tension (Spaaij et al, 2014).
METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS
The findings in this paper are part of an ongoing, broader research project into diversity and inclusion issues in junior sport clubs in Victoria, Australia. Nine case study clubs form the research base and are investigated using a mixed-methods approach of interviews, participation observation, surveys and social network analysis. The clubs cover five sports (Australian Rules, netball, football, basketball and cricket) and are a mix of standalone clubs or a club where the junior component is a ‘section’ of a larger club. One key theme within the research is the participation/performance tension and whether junior clubs consider themselves to be a club that provides sporting opportunities for all participants or is more focused on harnessing those participants with the greatest sporting talent. In this paper, interview data collected from various club members will be presented to illuminate how clubs consider this tension.

RESULTS, DISCUSSION AND IMPLICATIONS/CONCLUSION
The paper demonstrates that at Type II junior clubs the tension between providing sporting opportunities for all and harnessing ability of the most talented participants is complex with individual clubs developing their own approaches. A key finding is that junior clubs that are ‘standalone’ focus much more on participation and equal participation as they consider themselves not to have an elite pathway as no senior club exists for the players to exit into. In contrast, those junior clubs that are a ‘section’ of a wider club with a senior team consider themselves to have a responsibility toward talent identification by providing players with a pathway to develop into the senior team. It is concluded that clubs which are ‘standalone’ create an environment where taking part is more important than performance with equal participation as its central philosophy. Conversely junior clubs that are part of a club with a senior club attached see the focus to be more on performance and winning with the junior club considered a talent pipeline to the senior side. The implication is that the participation/performance tension is viewed differently at ‘standalone’ junior clubs and those with a senior club attached.

REFERENCES
SURVEY OF UK OLYMPIC AND PARALYMPIC SPORT SCIENCE, SPORTS MEDICINE AND ATHLETE PERFORMANCE LIFESTYLE PROVISION PRIOR TO THE LONDON 2012 GAMES

KEYWORDS: SUPPORT SERVICES OLYMPIC PARALYMPIC
AUTHORS: KEVIN THOMPSON (CORRESP), COLIN ALLEN, GUY TAYLOR, HANS WESTERBEEK, FRASER MCLEAY
CONTACT: KEVIN.THOMPSON@CANBERRA.EDU.AU
INSTITUTE: UNIVERSITY OF CANBERRA

AIM
The aim of this paper is to report on a survey of 37 UK-based Olympic and Paralympic sports with respect to their athlete support service provision prior to the 2012 Olympic Games.

THEORETICAL BACKGROUND
In 2006, the UK government pledged £200 million (in addition to the £60 million a year already invested in Olympic and Paralympic sport) to allow UK Sport to scale up their activity and to develop a world-class service-provider system in terms of sports science, sports medicine and athlete lifestyle support. Subsequently, UK Home Country Institutes of Sport (HCIS; England, Scotland, Wales, Northern Ireland) became the principal providers of support services to Olympic and Paralympic sports. In addition, the Talented Athlete Scholarship Scheme (TASS) was established in 2003 by the UK Government’s Department of Culture, Media and Sport and UKSport, to develop a network of athlete-friendly Universities to deliver support services for sport-nominated athletes in further and higher education. To date, there is a lack of research investigating the support services that sports utilised and their capability to do so.

METHODS
The survey was part of a Knowledge Transfer Partnership between TASS and Northumbria University (UK). A questionnaire was developed containing a mix of 68 open and closed questions and administered to Performance Directors and High Performance Managers in summer and winter Olympic/Paralympic sports (n=55) with 37 responding (62.7% return rate). Northumbria University Ethics Committee approved the experimental design.

RESULTS AND DISCUSSION
65% of the 37 responding sporting organisations employed between 5 and 30 staff in their performance programme (administration and service providers), with 25% employing less than 5 staff and 10% employing more than 30 staff. 43% or fewer sports employed their own
sport science, performance lifestyle advisor or talent ID staff, however 65% employed physiotherapists and 54% sport physicians demonstrating a trend toward providing “in-house” clinical services. In rank order, sports nominated their key services (most popular first) as: physiotherapy, performance analysis, medicine, strength and conditioning, performance psychology, talent ID, physiology and nutrition. The reliance of sports on external providers was set to continue after the 2012 Olympic Games, with sports perceiving that 80% of their athlete support services would be provided externally by the HCIS (30%), TASS (21%), private providers (21%) and Higher Education Institutes (HEIs, 8%). Sports reported that support services delivered by a HEI network would be a little worse than those delivered by the HCIS (mean 2.18, SD 0.87 on a 5 point Likert scale, 5=A lot better, 1=A lot worse), likely because the HCIS employ specialised and dedicated support staff.

Ten sports were not willing to disclose their budget spend on support services for each athlete pathway. Of the 27 responding sports, a significant number did not invest in support services for Junior and Talent pathway athletes. Specifically at the Junior-athlete level, 96% of responding sports provided <£1000 of funding support for services per athlete per annum. At the Talent level, 59% sports spent <£2000/athlete/annum on support services with 30% of sports not investing at all. A third of sports provided support services funding of £3000–7000/support/athlete/annum at Talent level. At Development-athlete level, approximately 70% of sports spent >£3000/athlete/annum on support services; while at Podium-athlete level 56% of sports spent more than £9000/athlete/annum, however one sport reported spending as little as £500-1000/athlete/annum.

95% of sports agreed or strongly agreed that they would value a long term commitment with a service provider with 92% willing to commit for more than a year and 68% favouring a commitment term of at least 4 years. When deciding upon which support service providers to use sports selected the following factors in rank order of importance (mean,SD; 5 point Likert scale: 5 most important, 1 least important): quality of service available (4.03,1.15), available funding (3.83,1.35), athlete location (3.79,0.63), sustainability of (service) provider (2.73,1.03), frequency of service provided (2.55,1.37), access to facilities (2.38,1.20), performance environment at provider facilities (2.00,0.86) and quality of facilities (1.93,1.12).

**IMPLICATIONS AND CONCLUSIONS**

The High Performance functions of sports employ relatively small numbers of staff and, perhaps with the exception of clinical staff, favour employing external athlete support service providers. With limited spend available for support services, particularly at Junior and Talent levels, sports seek high-quality service providers for short (1 year) to medium (4 year) commitments.

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BETWEEN INCLUSION AND EXCLUSION: OPPORTUNITIES AND CHALLENGES FACING THE ORGANISATIONAL INTEGRATION OF PARALYMPIC ELITE ATHLETES

KEYWORDS: INCLUSIVE SPORT STRUCTURES, ORGANISATIONAL INTEGRATION, PERSPECTIVE OF PARALYMPIC ELITE ATHLETES

AUTHORS: SABINE RADTKE (CORRESP)

CONTACT: SABINE.RADTKE@FU-BERLIN.DE

INSTITUTE: JUSTUS LIEBIG UNIVERSITY GIESEN

AIM
Elite-level performance in disability sport is the outcome of national policies of systematic support and development, which in turn are anchored in the overall socio-cultural framework of a country along with its sports structures (cf. Brittain, 2006; Howe, 2008; Thomas & Smith, 2009). In a pilot study it was established that structural disadvantages existed in Germany in comparison with models of support in other countries (Radtké & Doll-Tepper, 2010). The object of a further research project carried out at the Free University of Berlin from 2010 to 2013 was to undertake a comparative, cross-cultural analysis of the conditions under which new talent is recruited and developed in Paralympic sports in Canada, the United States and the United Kingdom (Radtké & Doll-Tepper, forthcoming). In my talk I will look into the question of how inclusive the sports structures are in these three countries and explore the resultant opportunities as well as challenges for officials, coaches and athletes.

THEORETICAL BACKGROUND
Drawing on the phase model of care quality researcher Avedis Donabedian (1966), indicators of quality management related to talent identification and development in disability sport are divided into structure, process and outcome quality.

METHODOLOGY
Sixty-four telephone interviews were carried out with officials, coaches and athletes of the three countries. In order to validate the hypotheses, an online survey was undertaken (N = 87).

RESULTS, DISCUSSION AND IMPLICATIONS
The process of transformation towards inclusive sports structures must be initiated as a top-down strategy. Opposition on the part of office-holders needs to be countered by rational arguments of cost efficiency. Furthermore, at the emotional level, strategies must be used to
remove inhibitions in contacts with disabled people. Opportunities for individual talent development must be provided in inclusive settings, although segregated settings must also still be possible.

REFERENCES


INTERNATIONAL SPORTING SUCCESS FACTORS FOR UNITED KINGDOM PARALYMPIC ATHLETES

KEYWORDS: INTERNATIONAL SUCCESS FACTORS, PARALYMPIC, ELITE, ATHLETE, DISABILITY, ATHLETICS, UK, STRUCTURES.
AUTHORS: REBECCA PEAKE (CORRESP)
CONTACT: R.PEAKE@SHU.AC.UK
INSTITUTE: SHEFFIELD HALLAM UNIVERSITY

AIM
The aim of this paper is to identify the critical success factors that influence international sporting success for Paralympic athletes in the sport of athletics in the United Kingdom.

THEORETICAL BACKGROUND
Competition in international sport for disabled people is increasing and more nations are adopting strategic approaches to development of Paralympic athletes. Elite sporting success has frequently been regarded as a resource valuable for its malleability and its capacity to help achieve a wide range of non-sporting objectives (Green & Houlihan, 2005). Much of the focus of this discussion has centered on Olympic sport, neglecting to consider Paralympic sport as an elite, professional entity worthy of consideration in its own right.

The British Paralympic Association (BPA) has identified the biggest obstacles to future success in Paralympic sport as being the strength of grassroots involvement and the number of people playing sport at community level. The Active People Survey (2008–2009) shows that 57.1% of the adult population does not participate in any sport. Importantly, the survey shows that this rises considerably to 79.2% when considering disabled people, and perhaps even more alarmingly, only 6.5% of disabled people regularly participate in sport. With the growing number of competitions and prestige events such as the Paralympic Games, there has been a shift from sport for those with disabilities being solely for the purpose of its therapeutic abilities, to that of elite-level competition that carries intrinsic prestige (Kavanagh, 2012).

Jaarsma et al. (2014) acknowledge that the limited previous studies into Paralympic athletes were not based on a framework or theory, which has led to a lack of coherence in their results. This observation is consistent with the author’s experiences and it provides some initial justification for the proposed research approach, that is, the application of the SPLISS conceptual framework (De Bosscher et al., 2006). The nine pillars of sport policy factors influencing international sporting success model will be used to determine international sporting success factors in a Paralympic context. There have relatively few comparative studies in sport, and there is a notable gap in this regard concerning Paralympic sport. In order to ensure international comparability is possible, the framework must be considered in a Paralympic context. This research will therefore examine the elite sport structure of
Paralympic Athletics in the UK and will form the basis of further research in the area of Paralympic elite sport structures.

**METHOD AND RESEARCH DESIGN**

This research will consider micro-level factors as classified by De Bosscher et al. (2006) by exploration of individual athlete perceptions of key success factors. Data for this research will be obtained by semi-structured interviews with six Paralympic Athletes in the UK. All athletes included in the study will be ranked in the International Paralympic Committee (IPC) top 10 for the 2014 season. This research will be exploratory as it will highlight and explore an unexplored and uninterpreted phenomenon. This will help to improve understanding of Paralympic elite sport structures and will enable further research in this emerging area whilst providing in-depth, rich data and descriptions upon which to build new theory. This research seeks to identify and explore international sporting success factors in Paralympic sport, as experienced by the athletes.

**RESULTS**

Results for this research are not yet available as interviews are scheduled to be conducted in July, 2015. The results will be transcribed and analysed in time for the conference.

**REFERENCES**


THE ROAD TO THE NATIONAL TEAM.
CAREER PATHWAYS OF SWEDISH TOP ATHLETES

KEYWORDS: TALENT, SPECIALIZATION, SAMPLING, CAREER PATHWAYS
AUTHORS: PER GÖRAN FAHLSTRÖM (CORRESP), MATS GLEMNE, PER GERREVALL,
SUSANNE LINNER
CONTACT: PERGORAN.FAHLSTROM@LNU.SE
INSTITUTE: LINNAEUS UNIVERSITY

INTRODUCTION
This paper is a part of an extensive project studying different significant factors influencing the career pathways of Swedish top athletes. The project included areas as demographic data, family background, work and education, sport background, debut age and age of specialization and investing, different career steps, results, injuries, sport environments, the impact of coaches and significant others etc.

The sport talent discourse is dominated by the controversy regarding early specialization or sporting diversification and sampling. The DMSP model (Cote & Fraser-Thomas, 2007) outlines two typical career pathways, through early specialization and investing or sampling and later specialization and investing. Bridge & Toms (2012) showed participation in three or more different sports at 12-15 years of age increased the probability of reaching elite sport level. Recent studies (Storm et al, 2012 and Fahlström et al, 2014) have identified variations and mixes between the pathways to elite level described in the DMSP model. This specific abstract focuses on sporting background, debut age, age of sport choice and specialization among national top-level athletes

METHOD
The questionnaire was distributed to 349 Swedish top-athletes representing 40 Sport federations. 328 athletes, 195 women and 133 men returned their questionnaires giving an answering rate of almost 94 %. The questionnaires were digitally scanned and processed through Statistical Package for the Social Sciences (SPSS version 22). The respondents represented various sports. 62 % were involved in individual sports and 38 % in team sports.

RESULTS
The results showed that the athletes came form a sport habitus background (Lund & Olofsson, 2009). To a great extent their parents had sport experience as athletes or coaches/leaders, very often in the same sport. The results also show that athletes come form a strong socio-economic background and that the parents often have an academic education.

A general description of a typical Swedish national team athlete would look like this: Their first involvement starts at the age of 7, the boys slightly earlier than the girls. More than 80%
have been involved in at least one more sport, 60% in two and about 40% an at least three other sports.

Most of the athletes make their sport debut in another sport than their later chosen sport. At the age of 15 they start focusing on one sport and at the age of 16 they start the elite investing in just one sport.

These results are corresponding with the recent studies (see for example Storm et al 2012 and Fahlström et al, 2014).

**DISCUSSION**

The findings in this study indicate that the talent programs and talent identification systems have to be more flexible to match the different individual pathways to elite level. The standardized talent programs and the traditional talent “stairways” are discussed since they run the risk of missing talents who don’t seem to fit expected sport activity patterns. Further the impact of the family background is discussed and the challenge of attracting individuals with different socio-economic background.

**REFERENCES**


FUNDING POLICIES IN OLYMPIC WINTER SPORTS: COMPARING EIGHT NATIONS

KEYWORDS: OLYMPIC WINTER GAMES, FUNDING, OLYMPIC WINTER SPORTS, OLYMPIC DIPLOMA

AUTHORS: ANDREAS WEBER (CORRESP), VEERLE DE BOSSCHER, HIPPOLYT KEMPF
CONTACT: ANDREAS_CHRISTOPH.WEBER@BASPO.ADMIN.CH
INSTITUTE: SWISS FEDERAL INSTITUTE OF SPORT MAGGLINGEN SFISM

INTRODUCTION
National elite sport funding of Olympic winter sports differs between diploma-winning nations. Some nations diversify their funding (CAN, JAP, etc.), others focus (AUS and NED), and some are stuck in the middle (SUI and FIN).

Meanwhile the pre-results of correlation between funding and success of AUS, GBR and SUI show that funding of GBR and SUI correlated significantly to success only in the past while for AUS also to the future success in 2014.

AIM
The aim of this paper is to compare the national funding policies of eight diploma-winning nations (i.e. top 8 places) at the Olympic winter games. The emphasis of the study lays on the funding per Olympic winter sport. This paper aims to answer two questions: first, whether the funding is rather focused or diversified and second, if the funding is based rather on success in the past or the potential in the future.

LITERATURE
According to the literature on management of firms, a major approach to increase competitiveness of a firm is to either focus or to diversify the investments, avoiding to be stuck in the middle (e.g., Hooley, Piercy, & Nicloud, 2008; Porter, 2008). Meanwhile, research on the management of elite sport systems found evidence that nations specialize in certain sports or disciplines (e.g., Houlihan & Zheng, 2013; Truyens, De Bosscher, Heyndels, & Westerbeek, 2013).

So far, there is a lack of research on how the national funding policy per sport supports this specialization at the Winter Games. One can assume that nations are rather focusing their scarce financial resources to specialize in a sport. This process is supported by relating the funding to success in the past and the future.

METHOD
This research is part of the SPLISS 2.0 study (Sports Policy factors leading to International Sporting Success). National elite sport funding data per winter sport (Skiing, Skating, Biathlon, Bobsleigh and Skeleton, Luge and Curling) is collected in 2011 in 15 Nations. The data of diploma per nation was derived from the online database managed by Infostrada. Funding and diploma data of eight diploma-winning nations at the Winter Games were used
for the purpose of this research. The 2011 funding of the National Olympic Committee resp. National Sport Agency and/or the national government is analyzed in relation to the past or future success of the respective nation at the Winter Games. To analyze the nations’ funding prioritization based on past success, traditional success in the long run and recent success is distinguished. Traditional success is defined as the number of diplomas won per nation between 1988 and 2010, recent success includes only the results of 2006 and 2010, while future success is measured in 2014.

In a first step, the focus of funding (i.e. concentration) is compared applying the Hirschman-Herfindahl index (HHI) commonly used in economics to analyse concentration (Coulter, 1989). To evaluate further how nations prioritize, funding per Olympic winter sports can be related rather to past or future success in the respective sport. In a second step, the correlation between funding per sport and past or future diploma data is analysed applying the Spearman coefficient of correlation and other tests. Finally, the nations are clustered according to their funding concentration in 2011 as well as the correlation of their funding and their past or future success.

**PRE-RESULTS**
The results showed relevant differences between the concentrations of funding in 2011. The most focused funding policy is applied by Australia (HHI = 0.85), followed by the Netherlands (= 0.61). The most diversified funding is applied by Korea (= 0.18) followed by Canada (= 0.27), Japan (= 0.30), and Great Britain (=0.34). Finland (= 0.43) and Switzerland (= 0.42) are sort of stuck in the middle.

The correlation results between funding and success are only available for AUS, GBR and SUI so far. The correlation of funding in 2011 to past success is for all three nations significant (p-value < 0.05), while the correlation to future success is only significant for AUS (correlation = 0.76).

**DISCUSSION AND CONCLUSION**
The researched nations are applying different funding policies: some nations are rather focusing their resources while other are rather diversifying them. FIN and SUI are stuck in the middle. The management literature on firms, has identified such a position as being unfavourable for firms. Further research is needed to validate this finding in the context of the Games.

The pre-results of the correlation analysis shows that funding in 2011 is rather correlated to past than future success. This result leads to the assumption, that the funding policy of nations is rather based on success achieved in the past than the potential in the future. AUS shows the straightest forward specialisation by their funding policy related both to past and future success. Clustering all researched nations will enhance the understanding of the funding policies of nations to specialize in Olympic winter sports.

**REFERENCES**
EVALUATING THE PLACE OF EQUESTRIAN SPORT IN THE LONG TERM ATHLETE DEVELOPMENT (LTAD) AND THE SPORT POLICY FACTORS THAT LEAD TO INTERNATIONAL SPORTING SUCCESS (SPLISS) MODELS

KEYWORDS: EQUESTRIAN SPORT, LTAD MODEL, SPLISS MODEL
AUTHORS: DONNA DE HAAN (CORRESP), IAN HENRY, POPI SOTIRIADOU
CONTACT: D.DE.HAAN@HVA.NL
INSTITUTE: AMSTERDAM UNIVERSITY OF APPLIED SCIENCES

AIM
The aim of this paper is to review the appropriateness of existing micro- and meso-level models within a sport specific context. In this case, the chosen sport was equestrian, specifically the Olympic disciplines of Dressage, Showjumping and Eventing. The research question driving this investigation was: “Can existing micro- and meso-level models be applied to Equestrian sport?”

THEORETICAL BACKGROUND
Equestrian sport is unique in that (a) male and female athletes can compete together, (b) it involves the collaboration of a human and equine athlete, and (c) there is a very broad age range of competitors at elite level. For example, within the Olympic context, to date the youngest equestrian competitor was a 16 year old female and the eldest was a 72 year old male. Therefore, within this sport-specific context, there appears to be several unique variables which may influence success. The factors that determine elite sport success can be examined at three levels; macro-, meso-, and micro-level (De Bosscher De Knop, Van Bottenburg, & Shibli, 2006). Whilst studies at a macro-level cannot offer practical implications that policy makers can apply to influence the society or the economy of a country, analyses across the micro- and meso- levels are important in order to provide a holistic view of athlete development and practical recommendations (De Bosscher, Sotiriadou, Brouwers, & Truyens, in press). In addition, Sotiriadou, Gowthorp, and De Bosscher (2013) and De Bosscher, Sotiriadou, Brouwers, and Truyens (in press) recommend that these analyses require the consideration of sport specific issues in order to provide deep evaluations and context for the use and place of these models.
METHODOLOGY

In order to answer the research question, a case study approach has been applied to investigate the appropriateness of existing models within a sport-specific context. At a micro-level the Long Term Athlete Development (LTAD) model (Balyi & Hamilton, 2004) was chosen. At a meso-level, the Sport Policy factors that Lead to International Sporting Success (SPLISS) model (De Bosscher, De Knop, Van Bottenburg, & Shibli, 2006) was chosen with specific focus on pillar 4 (talent identification and development systems). To assess the relevance or fit of these two models, policy documentation from the British Equestrian Federation (BEF) which includes information on athlete profiling and performance pathways was reviewed.

RESULTS

According to the BEF, introduction to riding generally occurs around the age of 6 years, with riders then specialising in a specific discipline around the age of 16. Therefore, with regards to the LTAD, equestrianism does not fall into either an early or late specialisation framework but is an ‘early start, late specialisation’ sport. Even though the structure of competition provides lower age range classifications (there is no ‘masters’ classification. The majority of senior members of the British Equestrian Team will have had access to the performance pathways and will have ridden on Junior or Young Rider teams at the point of specialisation. Therefore, we can say that talent identification and development at the point of specialisation (micro-level) and performance/competition pathways (meso-level) has a degree of synergy. However, due to the potential longevity of equestrian sporting careers, and the required combination of an elite rider with an elite horse, it is difficult to map this at a senior level.

CONCLUSIONS

With regards to SPLISS model pillar 4, the BEF has clear performance pathways for athletes. Specifically, the World Class Programme of UK Sport identifies talent and ensures they reach their potential and deliver the best results (BEF, 2014). However, unlike other sports, equestrianism faces a unique challenge in that there is a need for both a World Class athlete (the rider) and a World Class horse. Therefore, the sport has had to develop a plan to cope with this multi-dimensional need, the result of which is a World Class Programme (BEF, 2014). This preliminary investigation highlights the difficulty in profiling equestrian athletes using age as a variable and the added performance consideration of the need for an elite equine athlete. Due to these sport-specific variables, we conclude that equestrian sport does not ‘fit’ within the traditional LTAD model and requires a unique ‘dual athlete – horse and rider’ talent identification and development system. Whilst we have been able to apply existing models to this sport-specific case, further research relating to athlete profiling will provide useful information with regards to the development of sport-specific frameworks of talent identification and development.

REFERENCES


ELITE FEMALE ATHLETE RETENTION: THE CASE OF ROWING

KEYWORDS: ATHLETE RETENTION, FEMALE ATHLETES, COACHES
AUTHORS: POPI SOTIRIADOU (CORRESP), DONNA DE HAAN
CONTACT: P.SOTIRIADOU@GRIFFITH.EDU.AU
INSTITUTE: GRIFFITH UNIVERSITY

AIM
The aim of this paper is to present elite coaches’ views on the factors that affect female athlete engagement and retention within rowing. The research question driving this investigation was: “How are athlete development processes unique to the context of female elite athletes?”

THEORETICAL BACKGROUND
Recent pressures from the IOC’s Olympic Agenda 2020 to reach 50/50 representation in playing, coaching, volunteering of females in sports globally (IOC, 2015) reflect growing trends on gender equality in sports. A key issue within this context is the challenge of attracting and more importantly retaining female elite athletes (e.g., FISA ranking 22nd among the 25 International Federations in women athlete representation at the 2012 London Olympic Games; FISA, 2014). Elite athlete retention in general has received an interest from an applied science perspective. These studies are helpful in offering advice for instance on ways to assist athletes in their physical and psychological recovery (e.g., from injury). However, details on female specific needs and gender specific pressures during their careers is rather limited leaving high performance managers and coaches unable to adopt and advance their educational and professional development activities and practices accordingly. Further to this, female athlete retention and achieving a 50/50 representation in sport becomes an unattainable goal.

METHODOLOGY
To investigate the phenomenon, the study used the athlete retention properties of the ‘attraction, retention, transition and nurturing’ (ARTN) model (Sotiriadou, Shilbury, & Quick, 2009) and applied them into the context of female elite rowers. A staged approach to data collection that included three phases was used to collect data. Phase 1 was a systematic literature review to identify themes that need further exploration in Phase 2. The result of the systematic review pointed toward 13 themes including cultural or country specific influences, coach education needs, physiological and social characteristics. These themes were further discussed in a focus group (Phase 2) with representatives (4 national level coaches and 3 female Olympic athletes) of the Dutch National Rowing Federation. Analysis of the focus group data resulted in 6 higher order themes: (a) Defining success, (b) Coach education, (c) Communication, (d) Socio-cultural issues, (e) Coach-athlete relationship, and (f) Role of the coach. Using these themes, the research team designed an interview schedule for Phase 3. This phase included semi-structured in-depth interviews with elite rowing coaches during the 2014 World Rowing Coaches Conference, in Rio de Janeiro, Brazil. Using a
convenience sample, a total of 14 coaches who represented 9 nationalities and had coaching experience in over 18 countries were interviewed.

RESULTS
The results from Phase 3 show that at a micro level, the coaches believe that female athletes are affected by marriage and children related commitments, are adverse to risk in their careers, prefer to have a realistic perspective on their future goals with clear timelines, and they are more process rather than end-goal (i.e., success) oriented compared to their male counterparts. At a meso level, coaches spoke about taking on a proactive approach in general and specifically the need to (a) educate girls against misperceptions of rowing on women’s bodies, (b) connect with schools to increase the pool of young girls joining the sport, and offer (c) career planning to existing athletes. Last, at a macro level, certain country specific traditions, cultural and social norms influence the development pathways and the overall environment within which female athletes join and maintain their participation in rowing.

These findings mean that, according to coaches’ opinions, elite female athletes face multilayered pressures varying from a micro to a more macro level. The complexity of these pressures is only starting to emerge with these findings having significant practical and future research implications. As an immediate response to these findings, rowing federations should consider including gender-specific education courses within coach education programs to ensure coaches are cognisant of female related subtleties. This education will enable them to adapt their coaching style to prevent or manage micro and meso level issues.

CONCLUSIONS
This study investigated the phenomenon of female athlete drop-out from the perspective of coaches leaving room for the voice of elite female athletes to be heard. In order for the study recommendations to have greater impact, and in response to the study’s limitation, a follow-up study with data from athletes is necessary. A study of this nature would offer comparisons between coach and athlete perceptions. Theoretically, this is the first study that has applied the properties of the ARTN framework in a gender-related sport development study. This application advances the use of the ARTN in a new context showing the framework’s relevance to gender related contexts.

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EFFECTIVENESS OF "MEDAL POTENTIAL ATHLETES" AS AN INDICATOR FOR PERFORMANCE OF A COUNTRY AT THE OLYMPIC GAMES

KEYWORDS: ELITE SPORT, SPORT POLICY, OLYMPIC GAMES
AUTHORS: KATSUYOSHI SHIRAI (CORRESP), RYOSUKE TAKAHASHI, TAKAHIRO YOTSUYA, KAZUYA TOKAIRIN, TAKESHI KUKIDOME, TAKAHIRO WAKU
CONTACT: KATSUYOSHI.SHIRAI@JPNSPORT.JP
INSTITUTE: JAPAN SPORT COUNCIL

BACKGROUND
It is clear that the global race to win medals at international sporting events, such as the Olympic Games, has been intensified in recent years. While a number of countries develop elite sports policies to increase the chance of winning more medals, it is also critical to develop an indicator to assess the effectiveness of those policies.

There are many studies to predict the number of winning medals in Olympics Games. Bernard & Busse had succeeded to predict number of medals in a with using Tobit model in Sydney 2000 Olympic Games. They defined that total GDP is one of the best indicator to predict number of medals in Olympic Games.

Shibli & Bingham forecasted the performance of China as the host nation of the Beijing 2008 Olympic Games.

From the government point of view, assessment of the effectiveness of investment is becoming more and more important. So development of indicators to assess the progress of competitiveness is one of the issue for government and strategy of elite sport policy.

AIM
The purpose of this study is to develop an indicator of competitiveness in the Olympic Games and to examine the effectiveness of our concept of “Medal Potential Athletes (MPA)” as the indicator.

METHODS
We defined MPA as the individuals, pairs and teams that came higher than 8th place in the nearest World Championships prior to an Olympic Games. In our research, we had identified the MPA of the London and the Sochi Olympic Games and studied their performance at those Games. We examined the correlation between each country’s MPA and its total number of medals (NM) by using Pearson product-moment correlation coefficient. We also
analyzed the medal winning rate of countries that ranked in top 10 in medal count, and compared it to the performance of Japan at these two Olympic Games.

RESULTS
We found a strong correlation between MPA and NM. The correlation coefficient was r=0.97 in the London 2012 Summer Games, and r=0.91 in the Sochi 2014 Winter Games. This suggests that the correlation between MPA and NM is statistically significant in both summer and winter Games.

Furthermore, we found that in the London 2012 Games and the Sochi 2014 Games, among the top 10 countries in medal count, the average of the medal winning rate was 29% and 28% respectively. Looking at the case of Japan of which the medal winning rate was 32% in London yet scored low at 15% in Sochi, we can argue that improving the medal winning rate in the Winter Olympic Games is a critical issue for Japan.

CONCLUSION
Because there are very high correlation between MPA and NM, we conclude that our definition of MPA effectively indicates the potential of the medal count, and thus competitiveness in performance of a country at an Olympic Games.

REFERENCES
ELITE SPORT IN DEVELOPING COUNTRIES: THE CASE OF LEBANON’S PARTICIPATION IN THE OLYMPICS

KEYWORDS: LEBANON, DEVELOPING COUNTRY, ELITE SPORT, OLYMPIC GAMES
AUTHORS: DANYEL REICHE (CORRESP)
CONTACT: DR09@AUB.EDU.LB
INSTITUTE: AMERICAN UNIVERSITY OF BEIRUT

BACKGROUND
This presentation is a case study of an under-researched area, elite sport in developing countries. Its focus is on Lebanon, a small, multi-ethnic country in the Middle East with less than 6 million inhabitants. The topic is relevant, since Lebanon represents the majority of countries (119 out of 204) that did not win a single medal at the last Summer Olympic Games. 85 countries won medals in London in 2012, among them some developing countries. However, most research is conducted on those developed countries that are on top of the medal rankings.

There are three journal articles on Lebanese sport. Reiche authored the first one in 2011, analyzing the role of sectarianism in Lebanese sports. Confessionalism, a term derived from political science literature to describe the proportional allocation of political positions among religious communities, produces conditions that only allow for competition within sects. Participating in international sports is one of the rare opportunities for Lebanese athletes to represent the entire country rather than a single sect. While previous research mainly focused on sectarianism in national sports leagues, this work aims to focus on Lebanon’s motives to participate at the Olympics and the polices used to promote its athletes.

In her work from 2012, Stanton focuses on Gabriel Gemayel, the founder and long-term head of Lebanon’s National Olympic Committee. Stanton highlights the ways in which elites in small states can strategically use international organizations to bolster their state’s position regionally and in the international community. She also argues that the constant participation of Lebanese athletes in international events aimed to develop domestic participation in sports.

In the latest work on Lebanon, published in 2015, Nassif and Amara analyze the structure of the national sport system. The Ministry of Youth and Sports (MYS) and the Youth and Sports Committee in the Lebanese Parliament were both formed in 2000. For Nassif and Amara, it is evident that confessionalism strongly influences various sports institutions in the country: “The fact that a sport is dominated by one religious community reduces significantly the number of people interested in it. Generally, athletes, referees and trainers are more prone
to choose a sport which is managed by people of their own community” (Nassif and Amara 2015, 7).

AIMS

• What are the motives of a country to participate in the Olympics even if it is not likely to be successful at the Games? Lebanon is suitable for such a case study since the country has only won 4 medals in its entire Olympic history, yet it has participated in every single Summer and Winter Olympics since its independence in 1943 (apart from 1956).

• What are the conditions and policies in Lebanon for elite sport and particularly Olympic success? While results from the first research question might also apply to other developing countries, the second part of my work will identify characteristics that are unique to Lebanon.

METHODS

In addition to a review of related literature, policy documents and newspaper articles, interviews with stakeholders in Lebanon, such as former Olympic participants, representatives of the Ministry for Youth and Sport and the National Olympic Committee, as well as with the referenced scholars who conduct academic work on Lebanese sports have been conducted.

RESULTS

I will argue that like other developing countries, Lebanon’s participation in the Olympics mainly serves as a tool of legitimacy for a country that received its independence relatively recently, and has been subject to considerable external interference during its brief history. However, while some other developing countries with even smaller GDPs manage to have some sporting success, the sectarian nature of the Lebanese sport system serves as the main barrier for winning medals at the Olympics, since the government’s funding system for the sport sector is based on political rather than performance criteria.

CONCLUSION/DISCUSSION

It is not impossible for developing countries to have elite sport success, as the examples of Cuba and Ethiopia show. However, such successes are usually based on specializing in specific sports like marathon (Ethiopia) and boxing (Cuba). This requires the capacity of the government to identify medal-promising sports and to promote elite sport athletes in army and other state sponsored clubs as it is done in Cuba and Ethiopia.

REFERENCES


DEVELOPING A THEORETICAL MODEL TO COMPARE NATIONAL PARA-SPORT POLICIES – PARA-SPLISS

AUTHORS: AURELIE PANKOWIAK, CAMILLA BROCKETT, VEERLE DE BOSSCHER, HANS WESTERBEEK
CONTACT: AURELIE.PANKOWIAK@LIVE.VU.EDU.AU
INSTITUTE: INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING, VICTORIA UNIVERSITY

RESEARCH BACKGROUND/AIMS
The growth and profile of the Paralympic Games over the past 20 years has been phenomenal. This has been accompanied by a growing number of countries entering the ‘global sporting arms race’ for international Paralympic success, which is driving an increased desire to strategically invest in systems policy for optimising Paralympic athletes’ development and success. However, many athletes continue to face various environmental and organisational barriers inhibiting their opportunities to reach elite level performance. Examining national policies that could efficiently support elite development pathways for athletes with physical, visual and intellectual disabilities can play an important role in addressing this issue. The aims of this project are therefore to: 1/ identify key national policy elements influencing international Paralympic success, and 2/ develop, validate and empirically test a national para-sport policy framework.

LITERATURE/THEORETICAL BACKGROUND
Elite sport systems development has interested a number of sport management and policy researchers over the past 10 years. These studies have helped us understanding the trends and strategies characterising nations’ interventions towards international sporting success. However the focus has been almost exclusively on Olympic success and elite ‘abled-bodied’ sport. Sport management and policy literature on elite para-sport development is scarce (Misener and Darcy, 2014). To address this gap, the researchers have identified the SPLISS (Sport Policy Factors leading to International Sporting Success) model (De Bosscher et al., 2008) as a relevant theoretical framework to start with, mainly due to its analytic focus on factors situated at the policy level. In recognising the very complex and fragmented organisation of para-sport at the national level (Thomas and Guett, 2013) and the numerous barriers that continue to affect the opportunities for athletes with disabilities to develop at the elite level (Misener and Darcy, 2014), the intention of this project is not to simply apply the SPLISS model to the Paralympic context but rather to use the sound framework it offers as point of reference.

RESEARCH APPROACH AND METHODOLOGY
The research will be conducted in four phases, following an explorative and mainly qualitative design. Drawing from the SPLISS studies, the involvement of the main stakeholders of the Paralympic movement (eg. performance managers, coaches and athletes
with disabilities) will be a key methodological approach. The first phase will explore key policy factors of successful Paralympic sport systems, through literature review and interviews with key stakeholders (current phase). In phase two, a theoretical framework of elite para-sport policy pillars and critical success factors will emerge from focus group consultations with expert researchers. In phase three, the theoretical model will be validated following an iterative process through surveys involving all stakeholders of the Paralympic movement (Delphi method). The intention is to then empirically test the model in the Australian context.

An advisory committee composed of a range of representatives from the disability sport and research community will be consulted throughout the research project in order to: promote inclusion in the research process, ensure that perspectives of all groups are represented and avoid any risks of reinforcing ableist views.

IMPLICATIONS
Firstly, the findings will improve our theoretical understanding of sport policies as they relate to elite para-sport systems development. Secondly, the validated policy framework will set the groundwork in preparation for a multi-country comparative study on the efficacy of national Paralympic sport systems. The outcomes of this research have direct practical implications for para-sport decision makers, managers, coaches and athletes with disabilities.

Overall, the intentions of this project are also to develop interest in researchers from the ‘mainstream’ sport management area to examine the different sectors that compose the para-sport business, as well as benefit the main stakeholders of the Paralympic movement, namely the Paralympians, by contributing to the development of opportunities to pursue a career at the elite level.

REFERENCES
OFF AND RACING: BENEFITS OF SPORT PARTICIPATION FOR INDIVIDUALS WITH AN IMPAIRMENT AND CURRENT PRACTICES IN PRESCRIPTION

AUTHORS: LAUREN K BANTING, CLAIRE JENKIN, GABRIELLE ANSEMS, CAMILLA BROCKETT
CONTACT: LAUREN.BANTING@VU.EDU.AU
INSTITUTE: INSTITUTE OF SPORT, EXERCISE AND ACTIVE LIVING

AIM
The aim of this research was to understand the evidence that exists in relation to the benefits of sport participation for people with an impairment. Further, the research aimed to explore whether medical and health professionals understood the range of benefits and whether they accurately use this information to advise their patients to participate in sport. A systematic literature review and exploratory survey were conducted to achieve these aims.

BACKGROUND
In Australia, sport is seen as part of the culture, and Australians take pride in the successes of our elite athletes and sporting teams. Additionally, being physically active provides a number of physical and mental health benefits, such as reducing the risk of heart disease, stroke, high blood pressure, type 2 diabetes and some cancers, as well as improving bone density, muscle strength, and psychological wellbeing. The General Sport Survey (Australian Bureau of Statistics, 2006) indicated that participation in sport is lower for people with an impairment (53%) as opposed to those without an impairment. A report by the Australian Sports Commission (ASC) indicates that 75% of people with an impairment who currently participate in sport would like to participate more, and those who do not participate would like to engage more with sport. (ASC, 2011) For people with an impairment, many barriers to sport participation exist (Block, Taliaferro & Moran, 2013; Ellis et al., 2013) including cost, access, organisational and governmental support, acceptance, safety and inclusion policies. These barriers, in addition to conflicting advice from health professionals and their own personal preferences can make navigating the sport and physical activity difficult. The responsibility is currently placed on the individual and potentially their parents to find information related to sport, evaluate this information and then decipher whether opportunities are suitable, safe and appealing to them.

DESIGN AND METHOD
A systematic review of the literature was conducted as the first phase of a project that compared the gap between literature findings and known benefits of sport participation among medical and allied health practitioners. Phase two involved an exploratory survey.
that was distributed to medical and allied health practitioners using a snowball recruitment technique (N = 234).

The systematic literature search returned more than 6000 research records which were reviewed by the research team. A systematic literature review identified 225 peer-reviewed research articles relating to the benefits of sport and physical activity participation for people with an impairment. The benefits were broadly categorised as physical, functional, psychological/mental and social. The research primarily focused on the physical and functional benefits of participation, more than 70% of the articles addressed one or both of these categories.

The survey results indicate that practitioners rate psychological and social benefits as among the most likely and most important benefits to come from sport participation, which was not in line with the focus of the research. Social interaction was independently identified by 25% of participants as being one of the two most important benefits of sport participation. When asked to rate the benefits of participation in sport, the average rating for all of the nominated benefits was ‘likely’.

**DISCUSSION AND IMPLICATIONS**

One of the interesting findings of the research was the discrepancy between the focus on the benefits of sport and physical activity in the literature, and the benefits identified by the health professionals. The literature focused extensively on the physical and functional benefits. While the survey respondents certainly agreed with these benefits, they felt that the social outcomes were more important and more likely to occur. Plans to provide resources to health professionals should include more detail regarding the variety of benefits that can be gained, focusing on some of the more physical and functional benefits, particularly those relating to physiological health, body composition and gross motor function. Practitioners demonstrated an interest in patients’ treatment that extended beyond direct treatment plans and addressed the holistic health of the individual and their overall wellbeing in society. There is an opportunity to capitalise on this interest and good will by making sport prescription and promotion easy and effective (the benefits are well documented and prescription is based on information specific to the individuals’ age, ability and skill level), which will hopefully result in higher uptake among individuals with an impairment.

**REFERENCES**

Introduction/AIM
To counteract Australia’s declining sport performance results, the Australian Sports Commission developed the 2012-2022 Winning Edge Strategy in collaboration with key sporting partners around the country, setting out a number of ambitious targets including being a top 5 medalling nation at the summer Olympics and Paralympics. A key element to this policy plan is to ensure “high performance athletes have the right support at the right time along their pathway to international success”.

For the past three years, Victoria University researchers have engaged with an international consortium on a 15-country study into how sport policy leads to international sporting success (SPLISS: Sports Policy Factors Leading to International Sporting Success). One of the key factors for success is the support that is provided by government and industry during an athlete’s career and also the post career support that is planned for and provided upon retirement. Specifically, athletes reported they were better able to focus and commit to their sports training if they were not burdened with concerns about what they were going to do after their athletic career finishes.

The SPLISS study found post-career support and planned retirement impacted athletes commitment and focus to their sports training. Australia sees this as an opportunity to gain competitive advantage, to positively influence international sporting success by creating a dedicated focus on developing and implementing post-career support programs for athletes during, as well as after their sporting careers have finished.

The long-term aim of this project is to build a world leading digital platform and database that supports Australian athletes in the progression of their elite and post-elite careers. But in order to optimise post-career support services for elite athletes, it was first necessary to (1) identify the key transitioning periods that have the potential to negatively impact an athlete’s career or post athletic career, and then (2) examine the results in light of the current support services that are offered to elite athletes, initially, in the Australian context.

Method
A systematic review of literature was undertaken in June 2015. Only empirical research and reviews thereof included were those: written in English language, qualitative and quantitative designs and written within sporting context were included. Papers were excluded if they specifically related to athletes’: clinical psychology, performance,
physiology, training, biomechanics, coaching, nutrition, specialisation, bio-medicine, genetics, sexual behaviour, drug use, doping, racism and abuse, as well as sport policy and/or sport management not specifically related to athlete transitions, and/or opinion and editorial articles. Articles were identified if they had any combination of twenty search terms across three categories in the title or abstract. A total of 2616 papers were retrieved, that were iteratively refined to 60 relevant papers for final analysis.

Subsequent to the content analysis, the literature was aligned with two contemporary Australian athlete development models - ‘3D-AD’ (Gulbin & Weissensteiner, 2013) and the ‘FTEM Framework’ (Gulbin, Croser, Morley & Weissensteiner, 2013). The 3D-AD model considers the multi-dimensional, holistic nature of an athletes’ development, while the FTEM Framework was used to consider and relate the findings to the High Performance Pathway of Australian athletes.

RESULTS/DISCUSSION
The importance of balancing ones sporting career with other areas of life has long been emphasized and acknowledged in sport policy here in Australia. More recently, an emphasis has been placed on athletes from a number of nations to undertake a dual career (e.g. EU guidelines, the IOC consensus statement and ISSP position stand). However, researchers argue that dual career studies are contradictory in their findings (Vilanova & Puig, 2014).

Importantly, a number of athletes do experience adjustment issues following retirement (15-20% of elite athletes, Stambulova, 2009, and 10% of Paralympians, Jeffreys, Gallagher & Dunne, 2015), deselection or injury, as well as transitioning within the elite sporting pathway. This systematic literature review revealed a number of key themes, specifically athlete attributes and environmental factors found to facilitate successful transitioning, within and out of sport elite sport. This presentation will illustrate and discuss these key variables to successful transitioning along the FTEM sporting performance pathway and present a number of recommendations for future directions.

REFERENCES
PROFESSIONAL PRACTICE PAPERS
‘SPORT FOR LIFE’ EVENTS. BONDING SPORT DEVELOPMENT AND DEVELOPMENT THROUGH SPORT IN REMOTE AREAS OF EAST TIMOR

KEYWORDS: SPORT DEVELOPMENT, SPORT FOR DEVELOPMENT, SOCIAL BUSINESS, SOCIAL ENTREPRENEURSHIP
AUTHORS: LOÏC PEDRAS (CORRESP), NUNO DELICADO
CONTACT: LOIC.PEDRAS@SPORTIMPACT.ORG
INSTITUTE: SPORTIMPACT

AIM
SportImpact is a social enterprise operating in East Timor with a mission to promote human development through sport. In order to extend its activities to the remote areas of the country, SportImpact developed the ‘Sport for Life’ events for Timorese children. The aim of this paper is to describe how these events combined sport development and sport for development actions and partners in order to maximize its impact, sustainability and legacy.

PRACTICE DESCRIPTION
‘Sport for Life’ is a low-cost multi-sport event organized in partnership with national sport federations (NSFs), non-governmental (NGOs), public and private organisations. It comprises several objectives: bring communities together; empower communities to define their own future, as opposed to waiting for external support; capacity building and job creation; increase physical activity; promote education, health, peace and the environment within the locals; develop local clubs and increase their regional activity; develop simple sport infrastructure and equipment; identify sport talent for national teams. ‘Sport for life’ events consist in the three phases: a) before the event, where an event management workshop is done with the locals preparing and empowering them for the coming work; b) during the event, the organisation of the event itself with the help of the partners and the newly trained locals; c) after the event, legacy-minded actions such as the creation of a SportImpact local club that will host the local units of the different sports, the event sport equipment that stays for youngsters to continue playing sport, and the distribution of publications containing key messages on sport, education, health, peace and environment. ‘Sport for Life’ is organised in different practice sectors. Some sectors are organised by NSFs and are sport development based (i.e. sport practice as an end), where children are introduced and play a given sport. Other sectors are managed by NGOs organisations and are sport for development based (i.e. sport practice as a mean), where sport is used to approach education, health, peace and environment issues. Also, during the event there are strict no-smoking and no-littering policies. The participants are organised in small groups and go through every sector in a rotation system until every group has played in every sector.
CONTEXT DESCRIPTION

East Timor is a Southeast Asian country situated north of Australia, sharing the island of Timor with Indonesia. This newly independent country (2002) has a violent past. It was a Portuguese colony until 1975 and the same year was invaded and occupied by Indonesia. East Timor has an estimated population of 1.2 million people, from which circa 40% lives above the poverty line (i.e. with less than 1.25USD per day). The country has poor infrastructure, specially its road system, compromising communications between its 13 administrative districts. Sport is also undeveloped. Despite international sport recognition and governmental support to operate, most Timorese’ sport organisations have little or no activity. Through the International Olympic Committee, SportImpact helped, back in 2002, to establish the East Timor Olympic Committee and also helped several NSFs in their start. In 2014, SportImpact came back and organized 3 capacity building workshops in Dili (East Timor capital city) directed to the volunteers and professionals of the East Timor sport system (e.g. Olympic Committee, NSFs). With the help of the newly capacitated trainees and the support of their organizations, SportImpact organized a pilot event in the national stadium to celebrate the International Day for Sport for Development and Peace. Based on the insights of the pilot and on the need to extend activity to remote areas, a new set of 8 ‘Sport for Life’ events was planned. Partnerships were established with sport development organisations, such as NSFs, and NGOs that use sport as a tool for development. Public institutions helped promoting the event and bringing the children to participate. Private sector partners helped sponsoring the event logistic needs.

IMPLICATIONS AND LEARNING

‘Sport for Life’ has not reached its full potential nor accomplished all its goals. Impact assessment is an on-going challenge. There are limitations to understand the outcomes accurately in order to improve organisational performance and allocate resources more effectively and efficiently. Also, the temporary impact of a sole event has its own constrains and needs substantial work on its legacy. Stakeholder involvement is a key issue in respect to the size and quality of the event. NSFs did not perceive the importance of talent identification to elite sport development. Communication allowed to raise curiosity and break inertia in some organisations that later became partners. Future events should expand to sub-municipalities and villages.
MENTORING AS A MECHANISM TO DEVELOP ELITE ATHLETES AND COACHES

KEYWORDS: MENTORING, ELITE ATHLETES, ELITE COACHES
AUTHORS: DANIEL GOULD (CORRESP)
CONTACT: DROGULD@MSU.EDU
INSTITUTE: MICHIGAN STATE UNIVERSITY

INTRODUCTION
A mentor is generally thought of as guide, tutor, adviser or counsellor. Mentoring occurs when the mentor, who is typically more experienced or older, helps the mentee grow and develop in some way (Gould & Mac Intosh, 2014). While formal mentoring programs have been used extensively in business, education and youth development settings they have less often been employed in elite sport environments. However, mentoring has the potential to help develop and prepare elite athletes, coaches and support personnel.

AIM
This presentation will demonstrate the potential of mentoring in elite sport and has three purposes. These will be introduced next.

MENTORING RESEARCH CONCLUSIONS
First, key principles identified in mentoring research from a variety of fields will be summarized. Specifically, a review of the mentoring literature reveals that mentoring works in that mentoring effects are robust having been shown to be effective in a variety of educational, sport and business settings (Wanberg, Welsh & Hezlett, 2003). The effectiveness of mentoring has also been shown to depend on individual differences factors related to the mentor and the mentee such as levels of motivation, cooperation, and involvement. Mentoring effectiveness is also influenced by broader environmental factors such as the community and the culture the mentor and mentee are situated in. The longer one is mentored the more effective mentoring is, with 12 to 18 months being the minimum length needed to show effects. The quality of the relationship between the mentor and mentee has been found to be one of the most important factors influencing mentoring success. The closer and more trusting the mentor-mentee relationship the more effective mentoring is. The mentor/mentee match is considered critical for program success. While there is evidence that natural mentors, who are often untrained, can have an important influence on mentees, formal mentoring program research shows that mentor training is important. For example, leading experts in the area suggest the mentors should have at least 6 hours of training.

EXAMPLE SPORT BASED MENTORING PROGRAMS
After these research-based mentoring principles are discussed, Purpose 2 will be addressed. Specifically, two elite sport mentoring applications will be described. The first is the US National Wrestling Coaches Association Coaching Leadership Academy, a leadership training program for college wrestling coaches in the United States. In this program coaches...
complete a series of online modules on key leadership topics including developing a program vision, marketing and fund raising, and developing team captains. They also participate in a two-day leadership seminar where they discuss these topics and other topics in detail. At this in person meeting the participating coach also works with a highly experienced mentor coach who leads discussions with the coaches during the two days and then is available to them as a mentor for the next year. The second mentoring application is the US Tennis Association’s Athlete Mentoring Program, a developing program where former elite professional tennis players mentor young up and coming players. Mentors take part in a one-day mentor training session and then participate in both group and individual mentoring sessions. Mentors are then carefully matched with mentors and initial meetings are held. Mentor and mentee functioning is then monitored by a program administrator.

**OBSTACLES TO MENTORING**

Finally, the third purpose of the presentation will focus on identifying obstacles to developing successful mentoring programs in sport. These include the cost, selecting mentors who do not adopt an educational orientation or lack organizational skills, finding time to provide adequate mentoring training, identifying the key criteria to match mentors and mentees on, and getting mentors to ask questions versus constantly providing answers.

**IMPLICATIONS**

It is suggested that those interested in developing mentoring programs for elite athletes follow the guidelines developed by the National Mentoring Partnership (Mentor/National Mentoring Partnership, 2005) and the American Psychological Association (2006).

**REFERENCES**


PARALYMPIC SPORTS IN BRAZIL

KEYWORDS: PARALYMPIC SPORTS. STRUCTURE. FINANCING. BRAZILIAN PARALYMPIC COMMITTEE.
AUTHORS: SAMUEL MONTENEGRO (CORRESP), ISMAR CRUZ, ALIPIO NETO, PATRICIA KOCHI
CONTACT: SAMUELMM@TCU.GOV.BR
INSTITUTE: FEDERAL COURT OF ACCOUNTS OF BRAZIL

AIM
The purpose of this paper is to enhance understanding about the operation of the Brazilian Paralympic sports system. The analyses included the rules in force, system structure and financing of actions related to the Paralympic sports in Brazil.

In the capacity of a supreme audit institution, the Federal Court of Accounts promotes studies on supporting the development of Brazilian sports with federal government resources, in order to allow proper actions for controlling the investment of such resources and for encouraging improvements to the system’s operation.

METHODOLOGY
The data were collected from the Ministry of Sports, the Brazilian Paralympic Committee, all of the Brazilian sports management entities, and federal state-owned companies involved in sport sponsorship, through various questionnaires.

RESULTS
Private entities develop the Brazilian Paralympic sports, particularly the Brazilian Paralympic Committee and Brazilian sports management entities (confederations). Such entities are part of the National Sports System, whose purpose is to promote and improve elite sports practices. There are no Paralympic federations related to Paralympic sports. Therefore, the Paralympic confederations undertake the role of organizing the modalities according to their duties.

SOME CONCLUSIONS
Although this is a private system, its operation depends on government resources, which represent 96% of the total resources. From the total amount, 84.8% are federal government resources, and responsibility for the majority of such resources falls on the Ministry of Sports.

The study revealed peculiarities in the Brazilian Paralympic sports management, in comparison with the Olympic sports.

The structure of the Brazilian Paralympic sports is embryonic at best, with only seven confederations dedicated to Paralympic modalities, in addition to eight Olympic confederations that started acting in Paralympic modalities.
Unlike what happens in Olympic sports, the committee directly manages five modalities, by virtue of the fact that there are no confederations bound to it.

By extending the scope of analysis, there is expressive participation of federal government resources in financing Paralympic sports, a characteristic that is similar to what happens in Olympic sports. In an equal manner for both segments, there is low participation of internal resources and of private sponsorships, corresponding, as to the Paralympic segment, to 3% and to 1% in relation to the total amount within the term from 2010 to 2014, respectively. Therefore, participation of private sponsorship is still residual, although it has increased within the mentioned term, by virtue of Rio 2016 Paralympic Games.

Despite the smaller amount of available resources and smaller number of entities involved with the Paralympic sports developed, compared to the Olympic ones, there has been significant improvement in results of Brazil in the ranking of the last editions of the Paralympic Games, moving from the 14th position in Athens/2004 to the 7th position in London/2012.

The conclusions of this paper point out the need for an international comparative study on how other countries have structured their Paralympic sports segments in order to improve the Brazilian system and to promote major development in this segment, particularly concerning the number of athletes.
GOVERNANCE OF THE BRAZILIAN ELITE SPORTS SYSTEM

KEYWORDS: GOVERNENCE, STRUCTURE, BRAZILIAN SPORTS SYSTEM
AUTHORS: ALIPIO NETO (CORRESP), ISMAR CRUZ, PATRICIA KOCHI, SAMUEL MONTENEGRO
CONTACT: ALIPIODS@TCU.GOV.BR
INSTITUTE: FEDERAL COURT OF ACCOUNTS - BRAZIL

AIM
This paper is about understanding how the Brazilian elite sports system operates.

PRACTICE DESCRIPTION
The study included the structure of the Brazilian elite sports system and its governance mechanisms, specifically looking at the existing policies, guidelines and controls. It’s important to the Federal Court of Accounts of Brazil to understand this system, because of the fact that almost all of its funds come from public resources, specially, from the Ministry of Sports.

CONTEXT DESCRIPTION, ACTORS INVOLVED
The Brazilian Sports System is mainly composed of the Ministry of Sports, the Brazilian Sports Council and the National Sports System. The purpose of the Brazilian Sports System is to ensure regular sports practice by all the population and the objective of the National Sports System, formed by the Brazilian Olympic Committee (COB), by the Brazilian Paralympic Committee (CPB) and by the olympic and paralympic confederations, is to promote and to improve elite sports practices.

Concerning the system policies, the Ministry of Sports leadership is limited, despite the fact that its resources correspond to 94% of all resources managed by the main components of the National Sports System. The performance of the Ministry and its organization are inadequate, given its leading role in Brazilian sports. The agency has a deficient structure considering all of its duties and, therefore, it lacks operational capacity to act as proper coordinator of the sports system actions.

Besides, there is no National Sports Plan to provide the guidelines to the system components actions. The Ministry of Sports should have elaborated this plan, but itself lacks a strategic plan to direct its own performance.

Without consistent policies and guidelines, the system lacks consistent interaction among its components. Therefore, there is neither coordination nor convergence of actions. Nowadays, there are no established interaction mechanisms among the components of the National Sports System and with the Ministry of Sports. Unaligned actions result in a likely waste of resources. Furthermore, there is no clear definition of the duties of each system component.
Concerning the system controls and accountability, the existing controls are not sufficient to reduce the corruption risk, with a low level of transparency concerning the public resources management by the components of the National Sports System.

**IMPLICATIONS AND LEARNING**
There are deficiencies concerning the governance mechanisms necessary for a consistent and effective Brazil elite sports system. Therefore, Brazil faces the risk of not achieving its medal table target at the 2016 Rio de Janeiro Olympic Games. Besides, that’s a goal that might be unsustainable for the post-2016 period.

Considering this, benchmark studies are necessary in order to understand and to adapt to Brazil the best practices in other countries elite sports systems. In addition, there is a need for supplementary studies to assess the Ministry of Sports governance level, since it’s the most important actor of the Brazilian sports system, to encourage improvements in such system as a whole.
POLICY AND INVESTMENT SPEEDS UP PERFORMANCE

KEYWORDS: COLOMBIA, SUCCESS, SPORT PERFORMANCE, NATIONAL PRIDE, SOCIAL COHESION.

AUTHORS: JUAN CARLOS QUICENO, ANGIE BAEZ, JOSÉ F. RIVERA, ANGELA VALERO, JAMIR SANCHEZ, CARLOS VILLEGAS

CONTACT: CVILLEGAS@COLDEPORTES.GOV.CO

INSTITUTE: COLOMBIAN MINISTRY OF SPORT (COLDEPORTES)

AIM
The aim of the paper is to share the experience of developing a successful high performance sport system in Colombia that has projected the Country as an emerging global sports power; and to demonstrate how there is a relationship between the policies and investment of a National Government and the success of an elite sport program that has appealed, to some extent, to the documentary and ethnographic analysis of the SPLISS pillars, in the last four years. The Government of Colombia, fully committed, through its Sport Ministry (Coldeportes), collaborates with the National Governing Bodies and the Olympic and Paralympic Committees in pursuit of a common success dream by formulating policies and programs such as the Sport Decennial Plan -2009/2019- (COLDEPORTES, 2009)

PRACTICE DESCRIPTION
For the current National Government, sport is a top priority, it not only transformed Coldeportes (Presidencia de la Republica de Colombia, 2011) into a Minister, but also increased its budget in 243,8%, over the last four year (Oxford Business Group, 2014); understanding that by doing so, not only contributes to the positive image of the Country, as athletes are one of best ambassadors, but also to boost the national pride uniting the nation like never before.

Some other keys for success identified are: a) recognizing the innate talent of Colombian athletes driven by this Government through grass-roots and social community programs like “Excel yourself / Intercollegiate” (Supérate / Intercolegiados) (COLDEPORTES, 2015) and “Talent and Reserve Program”; b) developing a long-term strategic plan; c) providing the proper funding; d) appointing high-level national and international coaches (National Coaches Program); e) setting up a methodological and technical team to follow up prospective and elite athletes and coaches (Sport Excellence Program) (Coldeportes 2011); f) building a state of the art Sport Science Center, as part of the Coldeportes´ High Performance Center complex in Bogotá; g) designing a National Anti-Doping Program (Presidencia de la Republica de Colombia, 2005) to permanently educate all the stakeholders and test athletes; h) fortifying the “Colombian Sport Excellence Program” a five-category talents incentive program; and i) expanding, renovating and optimizing the sport infrastructure all over the Country.
CONTEXT DESCRIPTION, ACTORS INVOLVED

After the success Colombia had in London 2012, many eyes have turned to the Country with the intention to see and learn from this sport process and there is a desire to share these experiences, understanding this success as the result of planning, team work, perseverance and serious work made in long term.

Becoming an emerging global sports power is the result of a, close to two decades, process in which Colombia has made a significant progress at regional events such as the Bolivarian Games, South and Central American Games and the Pan American Games, as well as world championships. All this progress was evident at the London Olympic Games where Colombia obtained a total of 8 medals, in seven different disciplines. At the Paralympic level, the progress has been equally significant, winning 4 medals in the last two editions of the Paralympic Games.

IMPLICATIONS AND LEARNINGS

To leave a lasting legacy out of this successful times, Colombia is in the process of updating the existing National Sport Law of 1995 and building a set of Sport Science National Guidelines, an initiative to standardize and harmonize criteria in all sports and all regions in Colombia and set protocols in 7 different Sport Science areas: Technical-Methodological, Sport Medicine, Physiotherapy, Nutrition, Sport Psychology, Doping Control and Psychosocial Development.

To achieve this success, the Government has implemented some strategies to work on the grass-roots, that inspired the “Excel yourself/Intercollegiate Program”, a yearly program of sport and academic competitions for boys and girls from 7 to 18 years of age, competing in various sport disciplines, backed up by an incentive plan that also recognizes teachers, educational establishments and municipalities’ efforts. The program that registered more than 2.2 million participants last year, aims to generate opportunities for social development, improve the quality of life and detecting new talents in all municipalities of Colombia. In addition to that, Colombia has a base of 1.800 high performance athletes in different disciplines, to feed the National teams that compete in international events.

The Colombian successful case might be an opportunity both, for the international network of researchers to consider de Colombian case for study and comparison; and for the Colombian Sport Science Center Researchers to embrace, once and for all, the SPLISS model and to observe how their nine pillars have been or can be applied, contributing to the broaden the scope of the model. The Colombian example may also offer a new prospective for the SPLISS model in the sense that not only delivers medals, but more importantly brings social cohesion, and prestige in the global context.

REFERENCES


THE LEGACY OF LE GRAND DÉPART TOUR DE FRANCE Utrecht 2015

KEYWORDS: Legacy, International Sport events, Tour de France
AUTHORS: Bake Dijkstra (Corresp), Froukje Smits, Hans Slender, Paul Hover
CONTACT: B.Dijkstra@uu.nl
INSTITUTE: School of Governance

AIM
The aim of the abstract is to describe the research we are conducting in Utrecht to the legacy of the first two stages of the Tour the France 2015 in the city of Utrecht – The Netherlands.

PRACTICE DESCRIPTION
Le Grand Départ Tour de France 2015 took place in Utrecht on the 4th and 5th of July 2015. Because sport events are often (partly) public funded, they are expected to generate benefits for the local community (Gratton, Shibli, & Coleman, 2005; Dickson, Benson, & Blackman, 2011; Hiller, 2000). This is the same in Utrecht; the total budget of organizing Le Grand Départ in Utrecht is €15.2 million from which €6 million is invested by the local municipality. The organizing committee ‘Le Tour Utrecht’ intended to leverage the event (Chalip, 2006; Schulenkorf & Edwards, 2012) by creating a major side-event program in advance to the first two stages which started a 100 days before the 4th of July.

Utrecht University, School of Governance is carrying out a research on the legacy of Le Grand Départ Tour the France in Utrecht in 2015. This research is commissioned by the organizing committee of Le Grand Départ in Utrecht and is based on the project plan in which several legacy goals are mentioned. In our research we underestimate three forms of legacy: 1) Organizational legacy; what is the experienced cooperation between the several governmental and commercial organizations before, during and after Le Grand Départ? To what extend do organizations in Utrecht cooperate to create any social legacy and to what extend do the involved organizations focus on creating leverage? 2) Economic legacy; what is the economic impact of the visitors (Preuss, 2006) of Le Grand Départ and the spending of the organizing committee? How is the event leveraged for future economic benefits (O’Brien, 2008; Sallent, Palau & Guia, 2011). 3) The social legacy; to what extend do the residents of Utrecht perceive social benefits (Ohmar, Jones & Wilks, 2006; Heere et al., 2013) from the side-event program which is carried out before and during Le Grand Départ.

CONTEXT DESCRIPTION, ACTORS INVOLVED
The research was by Utrecht University in cooperation with Utrecht University of Applied Sciences, Mulier Institute and Hanze University of Applied Sciences. Our client is the organizing committee of Le Grand Départ which cooperates closely with the local government of Utrecht. The research is carried out by taking of surveys by participants and visitors of 15 (of the 150) side-events in the official side-event program and by visitors of the two stages of the Tour de France in the city of Utrecht. We are also carrying out several
interviews and focus groups with representatives of governmental and commercial organizations to get insights in the organizational process towards (the legacy of) Le Grand Départ. The focus groups and interviews are carried out twice with the same respondents; first in March (three months before Le Grand Départ) and a second time in September/October. By that we are trying to get a good insight in the goals and intentions of the collaborating organizations in advance to Le Grand Départ and the perceived value of Le Grand Départ for the organizations after the event has taken place.

IMPLICATIONS AND LEARNINGS
The research is finished by early November. Now, after the first round of interviews and focus groups we can say that the assumption of the organizing committee by letting lose any direct control over the goals of the side-event program has led to two main developments in advance to Le Grand Départ: 1) The cooperation between several executive organizations is not controlled by the organizing committee but there are several very good examples of new (possibly sustainable) collaborations between these organizations. Most of the time cultural organizations are in the lead in the development of new partnerships, for example with sport organizations. The potential value of these collaborations can be great for upcoming events in Utrecht. 2) There is not enough cooperation between major marketing and tourism organizations in Utrecht. The goal of the organizing committee to make an international brand of Utrecht is hard if several marketing and tourism organizations do not have the same goal and do not have the budget and manpower to cooperate well.

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