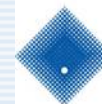


The nature of sport relationships influence sport organisations' capacity to contribute to their community

Presentation to World Leisure Congress –
October 2008

By
John Tower
Leo Jago

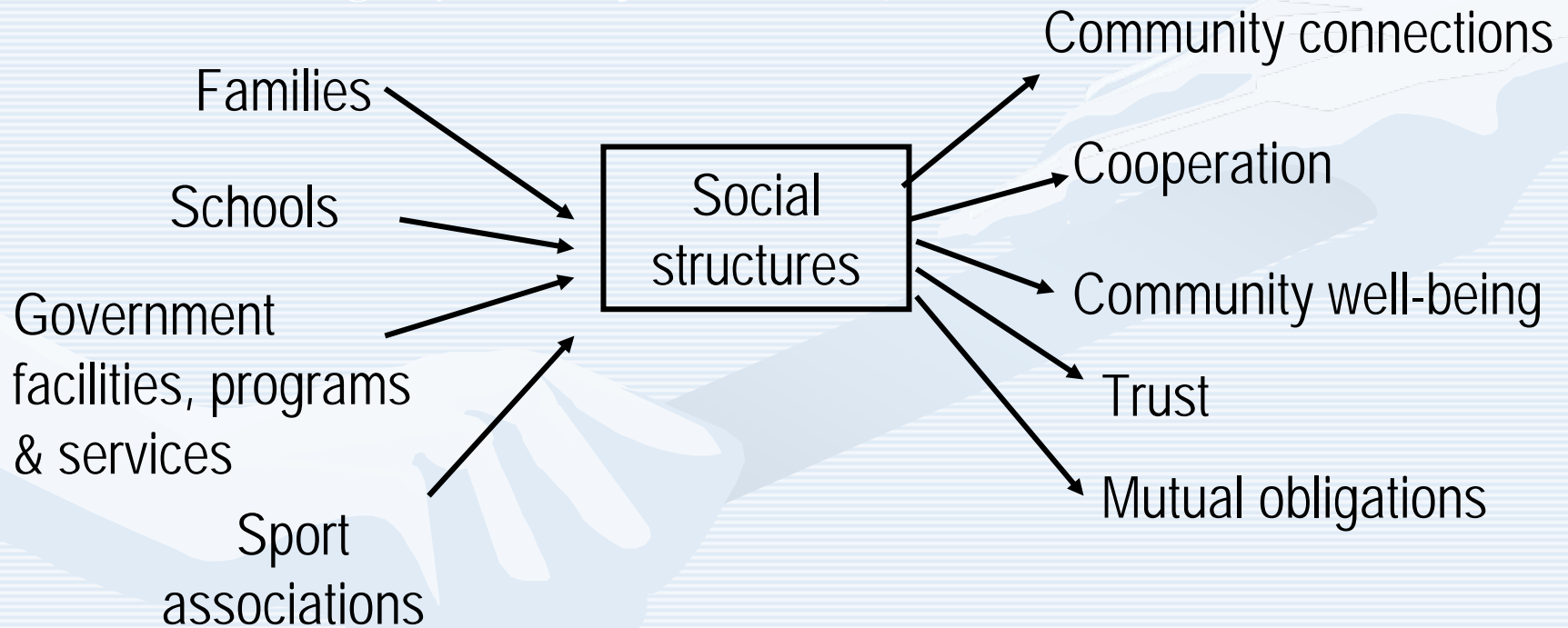


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Bowling alone – is this the sport to be encouraged?

- Decline of social engagement in America (Putnam, 1995)
- Sport has capacity to contribute to social capital (Driscoll & Wood, 1999; Hemingway, 1999; Jarvie, 2003).

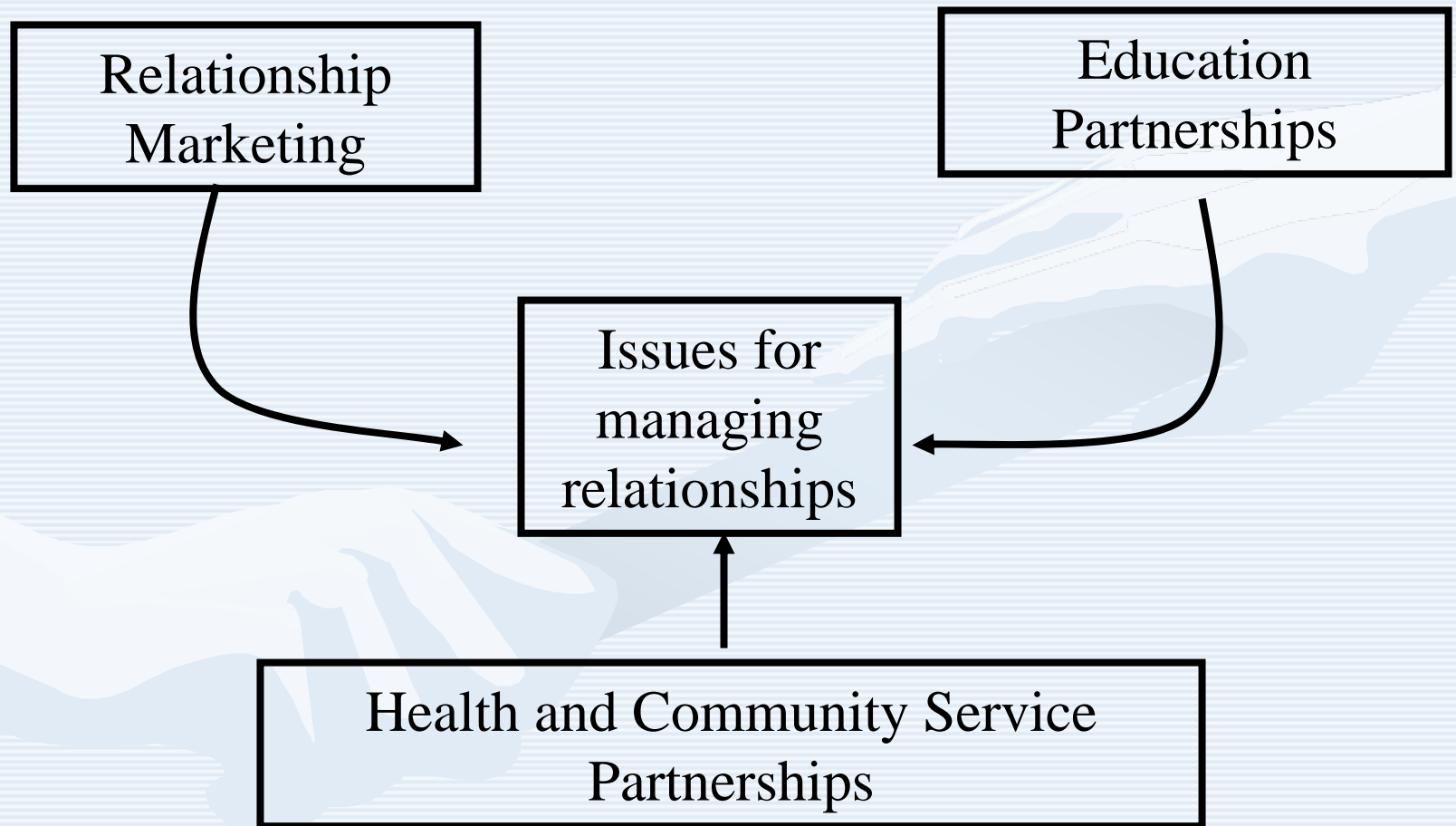


Sport relationships are complicated

- Commercial outcomes
- Commercial and community outcomes
- Community outcomes



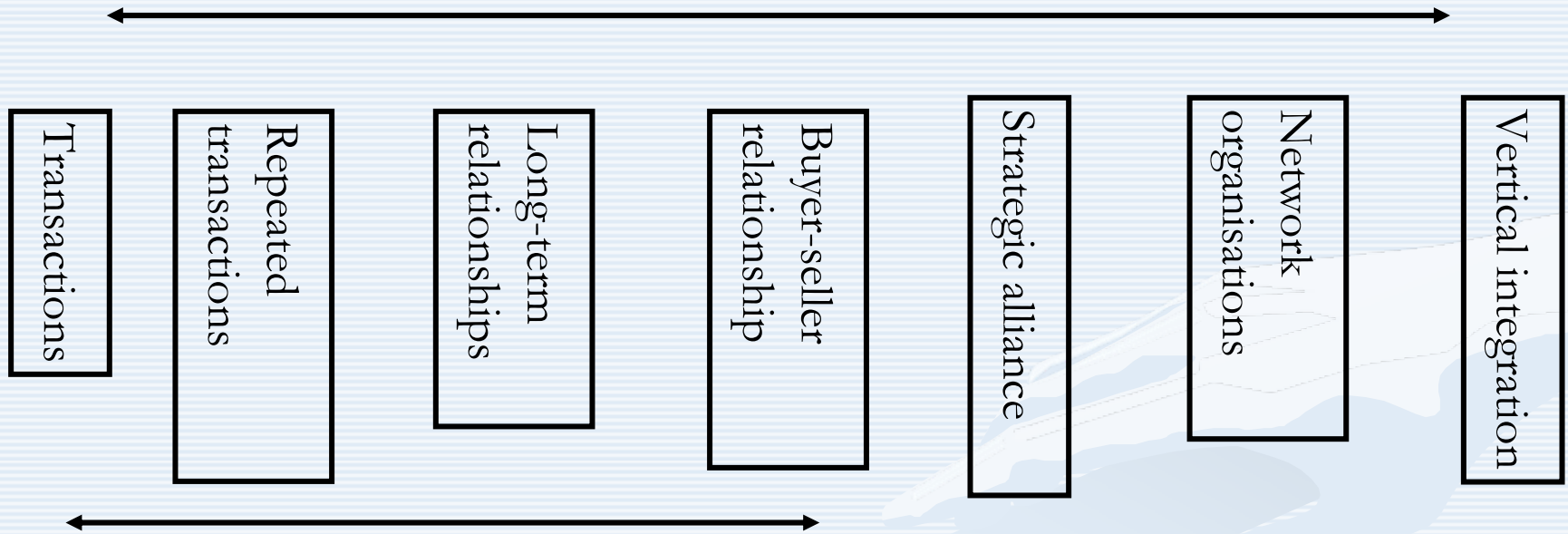
Understanding relationships from 3 perspectives



Relationship outcomes

Internal outcomes	External outcomes	Both internal and external outcomes
Problems can be solved more easily	Develop sense of community ownership and pride	Provide increased services
Increased usage	Increased community involvement and support	Reduce service duplication and increased use of complementary resources
Produce cost and other savings	Provide more experience and knowledge of a program	Improve communication networks
Provide possibilities for increased revenue, funding and resources	Increase lobbying strength	Assist making a bigger impact
Enhance stability	Share the power of leaders and other influential people	
Enhance the legitimacy or credibility of one or more of the partners	Increased awareness of programs to different community sectors	
Help develop new ideas and approaches	Able to reach more diverse people or minority groups	
Increase capabilities of managers		
Assist in the development of cooperative marketing strategies		
Better use of limited resources		
Increased organisational flexibility		

Relationship continuum



Transactions

Collaboration

(Fontenot & Wilson, 1997)

Tenant /
Landlord

Strategic
Alliance

Integrated
collaboration

Research problem & method

- Problem
 - What are the outcomes that can be generated from the relationships?
 - Are there differences among respondents in relationship outcome ratings?
- Qualitative studies explored relationship issues
- Quantitative study
 - Questionnaire to sport associations from six sports and indoor sport venues
 - Ratings of relationship outcomes
 - PCA of outcomes
 - Correlations
 - ANOVA



Qualitative results

- Relationships are generating positive outcomes:
 - *“We can work together to try and develop something that is bigger than what both of us could do on our own”.*
 - *“we can come up with new ideas to deliver our services”*
 - *“the different perspectives provided a basis for the development of new programs”.*
- Respondents did not think about how to manage their partnership

Quantitative Results

- All outcomes had ratings $>$ mid-point – scores ranged from 4.2 to 5.1 (seven point scale)
 - Internal and external outcomes
- Principal components analysis
 - Component called Tangibles (9 variables) – included both internal and external outcomes.
- Medium to high correlations between relationship construct performance and relationship outcomes
- ANOVA – Tenant / landlord relationship had lower ratings for relationship outcomes than strategic alliance and integrated collaboration relationship

Relationships contribute to community development

- Sense of community ownership & pride
- Improved communication networks
- Increased community involvement & support
- Increased awareness to different communities
- Reach more diverse people & minorities
- Tangibles component – includes internal and external outcomes



Implications for sport and recreation managers

- Need to consciously manage relationships
- Adopt collaborative relationships rather than strict contract arrangements
 - Improve internal operations
 - Achieve more positive community outcomes
- Policy implications to encourage cooperation amongst sport and recreation organisations



Implications for sport and recreation research

- Explore relationship outcomes in other sport and recreation settings, e.g., arts, and other community settings
- Identify factors of how to better manage relationships
- Understand broader social impacts of sport and recreation community relationships
- Understand other community services' relationships



Conclusion



- Community development outcomes achieved by positive relationships
- Focus on relationship management
- Shift relationships from tenant / landlord to collaborative arrangements