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**SPORT MARKETING AND THE INTERNET:
IN WHAT WAYS DOES THE WEB SITE CONTRIBUTE TO
MARKETING AND MANAGEMENT
IN SPORT ORGANISATIONS**

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2001

**Sport Marketing and the Internet:
In what ways does the Web Site contribute to
Marketing and Management in Sport Organisations**

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Abstract

The present study examined the contribution of the Internet and web site to the marketing and management of sport organisations.

It was found that the positive effects of the Internet and web site outweighed the negative for sport organisations. The Internet has experienced tremendous growth and widespread appeal, has advantages over other traditional forms of marketing and can offer information directly to the target audience.

A sample of 73 International Sport Organisation official web sites from Australia, Great Britain and North America was surveyed to measure web site practices. A web-based questionnaire and evaluative survey collected quantitative and qualitative information from this sample.

The results were analysed, together with literature theories and findings of previous studies, to suggest a framework of 20 recommended best practices that all sport organisations and teams should follow to maximise the effectiveness for the marketing and management of the web site. These best practices were grouped by seven web site areas: management, design, content, interactivity, electronic commerce, marketing and security.

The web site practices of a sample of fourteen New Zealand Sport Organisations were then tested against this framework. Organisations were surveyed to measure New Zealand web site practices using the same web-based questionnaire and evaluative survey. It was found that the majority of New Zealand Sport Organisations were currently following the framework of best practices suggested. Thus, the framework of 20 best practices was determined as appropriate for New Zealand Sport Organisations.

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1. Introduction

This study is important because it will bring together the literature on sport marketing and the Internet and examine ways the web site contributes to marketing and management in sport organisations. It is expected that the findings of this study, including a framework of best practices, will produce some original knowledge and be applicable for both the academic and practitioner communities.

1.1 The Internet and Web Sites

The Internet is the fastest growing mass communication and marketing vehicle in the world today (Delphy & Bosetti, 1998). It essentially consists of the infrastructure of a series of networks that link computers across the globe (Chaffey, Mayer, Johnston, and Ellis-Chadwick, 2000). These individual networks are managed by large computers called servers, which allow Internet users to access the information stored on the considerable number of computers around the world (Zimmerman, 2000). The technology behind the communication between the Internet servers is similar to that of telephone networks including phone lines, fibre optic cables and satellites (Zimmerman, 2000).

The Internet has existed since 1969 but was limited initially to simple text-only communication in the United States military and academic sectors, due to the expensive technological equipment requirements (Hanson, 2000). In the 1990s the World Wide Web (WWW or Web) was created and greatly reduced the barriers of entry to the Internet for the general public (Hanson, 2000). The WWW facilitated a user-friendly environment where information could be transferred with a mix of photos, video, sounds and text (Zimmerman, 2000). This in turn facilitated the sudden explosion in the global use of the WWW (Chaffey *et al.*, 2000). This was possible using the Hypertext Markup Language (html) which provided a standard format to define the text and layout of web pages (Chaffey *et al.*, 2000).

The WWW allows organisations and individuals to establish specific information areas on the WWW to convey their message/s. These areas are known as Web Sites and each has its own unique Web Address (Zimmerman, 2000). Any Internet user can access a specific web site by using a web browser such as Netscape Communicator or Microsoft Internet Explorer. All web addresses must conform to the standard Uniform Resource Locator (URL) format for consistency, so that the web browser can easily translate the address (Chaffey *et al.*, 2000).

Another popular form of communication using the Internet is Electronic Mail (e-mail) (Zimmerman, 2000). In 1998, it was estimated that 100 million people exchanged 2 billion messages a day (Zimmerman, 2000).

The Web Site also offers organisations an opportunity to generate online revenue through electronic commerce, subscriptions and web site advertising and sponsorship (Caskey and Delphy, 1998; Chaffey *et al.*, 2000). Electronic Commerce involves selling goods and services through the web site (Chaffey *et al.*, 2000).

Web sites allow the organisation or individual to communicate information to a potentially large audience. This combined with the increase in popularity and mainstream acceptance of the Internet makes the web site a powerful communication medium for organisations (Chaffey *et al.*, 2000).

1.2 Sport Marketing and the Internet

The Internet is becoming an important part of the sport marketing field as web sites are powerful marketing tools for sport organisations (Shilbury, Quick & Westerbeek, 1998). These sites have the capability to offer much information and many services, with the potential to reach both local and international consumers (Kahle & Meeske, 1999). The Internet essentially turns each individual or organisation that operates a web site into a broadcaster (Zimmerman, 2000). This means that they can communicate 'from a one to

many relationship' at a cost comparatively lower than for other advertising media, including television and radio (Zimmerman, 2000).

1.3 Sport Web Sites

1.3.1 Sport and the Internet

Sport web sites have traditionally been among the WWW's most popular locations for users (Caskey and Delphy, 1998). According to an Intelliquest Worldwide survey, 52% of online users stated they had used the WWW to obtain sports information in the past month (cited in Caskey and Delphy, 1998).

Like many businesses, sport organisations and teams currently utilise the Internet to host their web sites (Shilbury *et al.*, 1998; Mullin, Hardy and Sutton 2000; Parkhouse, 2001). The sport market is highly competitive and, along with other entertainment options, vies for a percentage of the consumers' entertainment dollar (Shilbury *et al.*, 1998; Shank, 1999). Therefore, sport organisations should maximise any resource or advantage they can, to gain a competitive edge. An example of such an advantage is a well managed and efficiently designed web site.

A web site can be very beneficial for a sport organisation as it communicates directly with consumers from a range of demographics (Delphy & Bosetti, 1998). The web site is also effective at interacting and stimulating interest with the existing fans of the sport organisation or team (Kahle & Meeske, 1999; Parkhouse, 2001).

1.3.2 New Zealand Sport Web Sites

It is almost impossible to accurately calculate the number of sport web sites in New Zealand. However, with the dramatic increase in the use of the WWW in the 1990s, many New Zealand sport organisations are creating an online presence. Another reason that could have prompted the creation of sport web sites in New Zealand is the popularity of sport and passion of sport fans in this

country. This is certainly the case for New Zealand's national game of Rugby Union, which has a comprehensive web site with the latest news, results and profiles concerning the national and provincial teams and players <<http://www.nzrfu.co.nz>>.

1.4 Rationale for the Research

While the Internet is growing at an exponential rate, the amount of research about the subject is not proportionate. This is especially the case in the sport management and marketing disciplines, with limited research undertaken in these specialised areas. This present study will attempt to add to the body of knowledge, by suggesting a framework of best practices for the marketing and management of sport organisation and team web sites. It is expected that the findings of this study will produce some original knowledge and be applicable for both the academic and practitioner communities.

Another rationale for undertaking this study was that the researcher has practical experience as the Web Site manager of a New Zealand National Basketball League team. The researcher was eager to examine the web site marketing and management practices of sport organisations and teams and compare these findings with existing academic theory. The researcher also felt that this research could offer valuable practical recommendations to sport web site academics and practitioners.

The researcher was also interested in ensuring that the recommendations would be relevant to the primary geographical audience of the research, New Zealand. This would be vital as the initial results are gathered from the international sport organisations and the framework of best practices may not be appropriate for the New Zealand environment. However, the New Zealand Sport Web Sites are also surveyed, to compare results and thus minimise the risk of inappropriate recommendations.

1.5 Research Objective and Questions

The overall research objective of this research was to examine the ways the web site contributes to marketing and management in sport organisations.

In order to meet the overall objective the following research questions were formulated:

1. What are the effects (positive and negative) of the Internet and web sites to the marketing and management of sport organisations?
2. What is the design, content, interactivity, electronic commerce, security, marketing and management of web sites currently utilised by selected sport organisations and teams from Australia, Great Britain and North America?
3. What framework of best practices should the sport organisation or team follow for their web site marketing and management?
4. Do current selected New Zealand sport organisations and teams web sites follow the proposed framework of best practices above?

1.6 Thesis Structure

1.6.1 Literature Review

Following the introduction, a literature review is provided to discuss the previous research that investigated the practices of sport web sites. The literature review demonstrates where this study fits with previous research conducted in the sport marketing and the Internet area and provides a basis for the methodologies of this study. The research in this area is grouped according to the seven Web Site areas discussed in the research questions above: management, design, content, interactivity, electronic commerce, security and marketing.

1.6.2 Method

The methodology of the study is then given to explain how the research was conducted, including sampling decisions, and the research instruments utilised. The selection of these research instruments is also justified by comparing them to other methods. The design of the web-based questionnaire and evaluative survey is provided to demonstrate how each web site section addresses the research questions. Details of the data analysis techniques and participant selection are then provided. Finally, the ethical considerations and issues of reliability and validity of this study are discussed.

1.6.3 Results

The results section reports the results from the web-based questionnaire and evaluative survey. Results from the International and New Zealand sport web site samples are discussed under nine web site management categories corresponding to the research instruments: general information, management, design, content, interactivity, electronic commerce, marketing, security and effectiveness.

1.6.4 Discussion

This discussion section will consider results of the present research in light of the research objectives and the literature reviewed. Firstly, the effects of the Internet and web site to the marketing and management of sport organisations will be addressed. Secondly, the practices of international web sites of sport organisations and teams will be reviewed considering the literature under seven web site categories: management, design, content, interactivity, electronic commerce, marketing and security. This section will also identify a framework of 20 best practices for the marketing and management of the web site in sport organisations. The practices of New Zealand sport organisations and team web sites will then be examined to identify if they currently follow this framework of best practices.

1.6.5 Conclusions and Recommendations for Sport Organisations

This present research is one of a limited number of studies that examine the relationship between the Internet and web site and the sport marketing and management areas. The conclusions and recommendations will discuss the findings from each of the research questions stated in the methods section 3.2. Firstly, the effects of the Internet and Web Site is examined. This will be followed by an explanation of the methods utilised to gather information on International Sport Organisation web sites. Thirdly, the main contribution of this research is discussed. This is the framework of 20 recommended best practices that sport organisations and teams should follow to maximise the effectiveness for the marketing and management of the web site. The practices of the New Zealand Sport Organisations were then tested against this framework. Finally, suggestions for future study will also be explored.

2. Literature Review

As stated in the introduction, while the Internet is growing at an exponential rate, the amount of research about the subject is not proportionate. This is especially the case in the sport management and marketing disciplines, with limited research undertaken in these specialised areas.

This literature review will describe the five categories of sport web sites. Then the theories and ideas proposed by the related sport web site studies will be examined with regard to seven web site areas: management, design, content, interactivity, electronic commerce, security and marketing. Finally, the relevance of this literature to the present study will be discussed.

2.1 Sport Web Sites Categories

Caskey and Delphy (1998) suggest that the sport web sites can be grouped into five different categories. The first group is content sites. These sites provide comprehensive information on an assortment of sports, including up-to-date scores, news and analysis. These are typically the most visited sport web sites and include ESPN <<http://www.espn.com>>, CCN/SI <<http://www.cnnsi.com>>, and CBS Sportsline <<http://www.sportsline.com>>. ESPN has been online since 1995 and is consistently one of the top 25 most trafficked sites across the entire WWW (cited in Caskey and Delphy, 1998). This group also includes the sports sections of online newspapers, magazines and other news sites.

The second group is the official sports athlete, organisation, team or league sites (Caskey and Delphy, 1998). These sites offer news, statistics and other information about the team and players intended for the fans of the team and the media. Some of these sites also offer a collection of official team or league merchandise for sale. One of the most visited web sites in this group is the official league site of the USA's National Football Association <<http://www.nfl.com>>.

The third group is the commerce web sites (Caskey and Delphy, 1998). These sites are primarily established to sell sports products and services. However, this group also includes web sites that offer visitors additional information about the product offerings and store locations for purchasing their products. An example of such an organisation is Nike <<http://www.nike.com>>.

The fourth group is the gambling sites that combine the characteristics of content and commerce sites (Caskey and Delphy, 1998). These sites generate revenue by selling the latest sports information and their tips through a subscription fee. An example of this is the New Zealand T.A.B. web site, that facilitates on-line betting on a variety of sports <<http://www.tab.co.nz>>.

The final group is the large number of fan sites on the WWW (Caskey and Delphy, 1998). These are unofficial web sites dedicated to an athlete, team league or sport. Fan Sites are often established for fans to voice opinions and display information about their favourite athlete, team, league or sport. Discussion areas are common on these web sites to facilitate communication between fans. This group also includes large unofficial sites such as NBA Basketball Hoopsworld which reports commentary and rumours about the teams and players <<http://www.bskball.com>>.

These five web site groupings offered by Caskey and Delphy (1998) are important because they describe the different types of sport web sites on the WWW. These groups are all relevant to the New Zealand situation, although there are few commerce and gambling sites in this environment when compared to the USA.

2.2 Web Site Management

Web site management includes the overall planning, objectives and goals, maintenance and financial considerations of the site (Pope and Forrest, 1997). Pope and Forrest (1997) proposed six essential factors that need to be considered for sport marketing web site management. These factors are

described as the six M's of interactive sport marketing on the WWW: mission, margins, metrics, mechanics, maintenance and marketing. Three of these factors directly relate to web site management, while the remaining three address site design, content and marketing, and will be discussed in those sections below.

Pope and Forrest's (1997) first factor was that the organisation should define the mission including the objectives and goals of the web site. Stakeholders from the team owners, sponsors and the executive committee should be involved in these decisions. An example of such an objective could be to improve team loyalty by increasing communication with fans. Chaffey *et al.* (2000) state that these objectives and goals should utilise the S.M.A.R.T. mnemonic to be effectively managed and evaluated: specific, measurable, actionable, relevant and timely.

The second factor offered by Pope and Forrest (1997) was the calculation of the web site margins including the costs and benefits. The web site should be treated like any other business operation, in that all costs should be taken into consideration when deciding whether to establish a WWW presence.

Pope and Forrest's (1997) third factor was that the organisation should evaluate the metrics of the web site. The metrics of the web site include an extensive analysis of the number of visitors to the site and the web pages that are most viewed. This can be achieved by utilising a web counter, which calculates the number of unique visitors over specified time periods, the type of web browser used and other valuable site management information (Chaffey *et al.*, 2000).

The factors offered by Pope and Forrest (1997) are valuable to sport organisations because they outline three crucial considerations of web site management. The importance of setting goals and objectives are very relevant for the sport organisations as these state the expectations and give direction to the site.

2.3 Web Site Design

The design of the web site encompasses the planning process, mechanics navigation and decoration of the site design (Pope and Forrest, 1997; Zimmerman, 2000).

The fourth interactive factor of sport marketing on the WWW offered by Pope and Forrest (1997) was studying the mechanics or design of the web site. This includes evaluating the costs of undertaking the actual work, keeping in mind the specified goals and objectives (Pope and Forrest, 1997). Zimmerman (2000) adds that if there is no suitable person on staff to design the site, outside specialist web companies should be hired, allowing for the added costs. Forrest, Pope and Murphy (1996) note that it is important to work with outside consultants who understand the building value of relationships with site visitors rather than simply focusing on the decoration of the site.

Both Chaffey *et al.* (2000) and Zimmerman (2000) note a critical part of the design is how the visitor moves around the site or site navigation, and the importance that the site has intuitive and consistent navigation design and a logical flow. Flow refers to organising the site so that it is obvious to the visitors what they expect to see if they click on a certain web page link. Chaffey *et al.* (2000) state that the design of the site menu is a crucial element in the navigation of the site. A link to the home page should be on every page to limit the chance of web site visitors becoming lost (Zimmerman, 2000).

The decoration aspects of web site design include the graphical and multimedia elements (Zimmerman, 2000). These elements can be very effective in reaching the goals and objectives of the site, or can in some cases hinder the effectiveness if they take away from the web site content. Chaffey *et al.* (2000) note that it is vital to ensure that the web pages are not full of graphics to minimise download time. While it is crucial to make the site distinguish itself from others, decoration should not compromise the consistency of design and ease of navigation (Zimmerman, 2000).

Chaffey *et al.* (2000) add that all of the stakeholders in the web site should be consulted during the design process to ensure that it will meet their needs. Opinions from members of the organisation's staff and potential web site visitors should be gauged through interviews, focus groups and questionnaires. Caskey (1998) adds that the web site should be designed with the target market of the organisation in mind. Other web sites should also be reviewed to gather ideas for the design of the site (Chaffey *et al.*, 2000).

The research on web site design is valuable because it gives practical solutions for sport organisations to ensure they are operating their site to the most effective level. It is important to consider the skills of the designer of the site as they will ultimately determine the success or failure of reaching the objectives and goals of the site. However, this research did not state whether the organisations should target a specific audience for their site.

2.4 Web Site Content

Web site content is the text and graphical information that is displayed on the site. Fresh content is a crucial element for attracting visitors, retaining their interest or achieving repeat visits to the web site (Delphy and Bosetti, 1998; Chaffey *et al.*, 2000; Zimmerman, 2000).

The fifth interactive factor of sport marketing on the WWW offered by Pope and Forrest (1997) was scheduling the maintenance of the site. This includes the content updating and ongoing construction of the site which is important to keep the site current and operating effectively.

Brown (1998) conducted a study that investigated the content of the 24 Major League Baseball Teams with web sites (USA). He attempted to group the content of these sites into the four elements of the marketing mix: price, product, promotion and place. It was found that 46% of all the information on the sites was devoted to product, 31% was attributed to place, 19% was used to promote the team, and 4% was utilised to provide information on price.

Table 1: Ten Most Frequently Used Web Site Categories for Major League Baseball Web Sites ^a

Category	Classification	%
Team Roster	Product	100
Player Biographies	Product	96
Ticket Sales	Price	96
News Releases	Product	96
1997 Schedule	Place	92
Ballpark	Place	80
Merchandise	Product	75
On-line Chat	Promotion	67
Public/Community Relations	Other	67
Player Transactions	Product	62

^a adapted from Brown, 1998

Table 1 illustrates the most common content categories were from the product and price areas of the marketing mix to conclude that the content analysis of web sites indicated that sport and the WWW were a perfect match for success in web-based marketing. This was because the sport web sites surveyed satisfied the web-based marketing characteristics suggested by site content researchers. These sites yielded a rich environment with subtle advertising messages, frequent information changes, a blend of promotion with non promotion and interactivity (Noack, 1996; Mainardi, 1997; Foskett, 1996; Griffin, 1996; Stevens, 1996, cited in Brown, 1998).

Forrest *et al.* (1996) conducted a study on the content of football team web sites in Australia, England and New Zealand. Fourteen of the 20 web sites surveyed were unofficial team sites. Forrest *et al.* (1996) found that the most common content elements were: news, results, links to other clubs, and displaying the team logo.

Delphy and Bosetti (1998) add that organisational brochures, advertisements and other print materials can be utilised as a part of the web site content.

Content need not be developed purely for the web site (Delphy and Bosetti, 1998).

The studies from Forrest *et al.* (1996) and Brown (1998) are useful for sport organisations as they provide a set of essential content elements. Brown (1998) also expands the marketing aspects of the content elements, underlining the powerful contribution the web site brings to the marketing of the organisation. However, these studies did not focus on how frequently the web site content should be updated for sport organisations.

2.5 Web Site Interactivity

Interactivity includes the elements of web sites that are specifically included to create direct interaction with visitors. An example of such an activity is e-mail, which is one of the commonly used forms of communication (Chaffey *et al.*, 2000). E-mails can contain text, along with attached documents and photos. This offers organisations a great direct marketing opportunity to communicate with a group of individuals by sending information through the various e-mail lists (Janal, 2000). E-mail lists can also be created for the organisation's web sites, where visitors can submit their own e-mail addresses and automatically be added to the list (Zimmerman, 2000). The organisation can then send out regular news, site content updates and special offers to those on the list (Janal, 2000).

Another web site element that stimulates interactivity is a message or discussion board (Zimmerman, 2000). This is where site visitors can interact with each other and members of the organisation. These messages are similar to e-mails, but appear in a public forum, where all site visitors can view them. Moderated boards require the approval from a member of the organisation before the message can be posted on the site, while unmoderated boards do not require this authorisation (Zimmerman, 2000).

Chaffey *et al.* (2000) and Zimmerman (2000) offer a list of other interactive elements that are effective at creating interactivity with web site visitors: auctions, competitions and games, customer surveys, chat rooms, guestbooks, on-line help, sport fantasy games, web page personalisation and voting or polls.

The research from Chaffey *et al.* (2000) and Zimmerman (2000) are valuable for sport organisations because they offer a set of methods to create interactivity with site visitors. E-mail lists and message boards are especially effective methods at communicating with the target audience of the organisation if utilised correctly.

2.6 Web Site Electronic Commerce

Caskey and Delphy (1998) conducted a study that investigated the viability of the WWW as a profitable sport marketing tool. Their research had a sample size of 45 USA sport organisations offering online sport content or marketed sport products. Caskey and Delphy (1998) found that three online revenue models were being used by these organisations: electronic commerce, selling web site advertising and sponsorship and subscriptions. Each of these models will now be examined.

Electronic Commerce relates to organisations selling goods and services on web sites. Caskey and Delphy (1998) suggested that sport organisations could sell the following through the electronic commerce model: apparel, memorabilia, publications, tickets, fan club registrations and member registrations to the organisation. Caskey and Delphy (1998) in a USA study found that 71% of the web sites sold merchandise and 41% sold tickets. However, they found this revenue model has been adopted only slowly by sport organisations, because of the low level of consumer confidence towards the security of online transactions. Currently only 26% of USA households participate in online shopping (Vanderbilt, *et al.*, 1997). However, if consumers become more confident in giving credit card information over the WWW and in the security of

the Internet, these online purchases could significantly increase (Chaffey *et al.*, 2000).

Another revenue model for sport organisations is site advertising and sponsorship. Both are growth areas of revenue for web sites (Caskey and Delphy, 1998). These include banner advertising which is a rectangular box located at the top of the web page (Hanson, 2000). This box includes a short message from the sponsor and a link to the advertisers web site if clicked on by the visitor. While this is a growing area, only the major content sport web sites are generating significant amounts of revenue currently (Caskey and Delphy, 1998). An example of this is ESPN which earned US\$5.7 million through advertising in the first half of 1997 (Caskey and Delphy, 1998).

Caskey and Delphy's (1998) third revenue model is subscriptions, including selling access to information for a fee through the web site. Sports content sites commonly include this service by offering exclusive analysis and commentary for a monthly or annual fee (Caskey and Delphy, 1998; Delphy and Bosetti, 1998). ESPN's "insider" service is currently charged at an annual rate of US\$39.95 (ESPN, 2001). Some of these sites also offer subscriptions to enter into fantasy sports leagues. These leagues involve visitors selecting a group of actual players' and earning fantasy points for the players real-life performance in games (Caskey and Delphy, 1998).

The research from Caskey and Delphy (1998) was important because it offers a set of electronic commerce models that can be utilised by organisations. The results of the study gave an indication of how frequently these models were in use by a set of sport web sites in the USA. The factors that must be taken into consideration for electronic commerce were also outlined by Caskey and Delphy (1998).

2.7 Web Site Marketing

The marketing of the web site is an important aspect of ensuring the success and maximising the effectiveness of the site (Chaffey *et al.*, 2000). The final interactive factor of sport marketing on the WWW offered by Pope and Forrest (1997) was planning the marketing of the web site. This includes internal marketing through related web sites and external marketing through traditional media advertising. These authors state that the web site should be fully integrated into the organisation's overall marketing plan.

Chaffey *et al.* (2000) proposed two methods to market the web site. The first of these is promoting the web site in Internet search engines and directories. An example of a search directory is Yahoo <<http://www.yahoo.com>>. This is vital because many potential web site visitors utilise these sites as the primary method to find sites about a desired topic (Chaffey *et al.*, 2000). Web surfers enter key words, and the search engine or directory returns a list of the most relevant sites (Hanson, 2000).

The second method offered by Chaffey *et al.* (2000) to market the web site is co-branding. This refers to an agreement with other web sites to display a link to your web address and vice versa. This could take the form of banner advertising discussed above or a simple link.

This research was important because it offered some practical methods to market and increase the public awareness of the site. Co-branding and submitting the web directories are effective low-cost methods of marketing directly to the target market of the organisation.

2.8 Web Site Security

Security of the web site is a significant part of reducing the risk of unauthorised access to the web site (Chaffey *et al.*, 2000). This can be minimised by using user codes and passwords so that only the authorised personnel can alter the web pages.

Backing-up the contents of the web site is a preventative measure against damage by unauthorised access by site “hackers” and viruses (Chaffey *et al.*, 2000). Regular back-ups can be performed using a range of storage media: floppy-disk, zip-disk or CD-ROM.

The web site security research from Chaffey *et al.* (2000) is valuable because it outlines the importance of minimising the risk of unauthorised changes to the site and computer viruses.

2.9 Relevance to Present Study

This review of the literature has demonstrated there is limited research completed in this sport marketing and the Internet area. However, the theories and concepts offered by the researchers in each of the web site areas was utilised in the present study.

The present research used the sport web site categories to select the sample for the research instruments. Only web sites of official sports organisations, teams or league sites were chosen as the results would be more relevant to the overall research aim.

The management factors from Pope and Forrest (1997) were utilised in the research methodology to gauge if sport organisations stated goals for their web site, took into account the costs of the web site and collected web site metrics.

The present research used the web site design elements defined above in the research methodology to measure how important a consistent design, navigation and graphical elements were to the sport organisations. Also examined were the mechanics of the design, which stakeholders were consulted, and which methods were used in the design process. The present study will add to the body of knowledge by gauging whether the target audience of the sites were considered in the design process of the site.

The findings from Forrest *et al.* (1996) Brown (1998) regarding the most common content elements in sport web sites was utilised in the present study. These elements were used as the main categories in the evaluative survey.

The present research used the web site interactivity concepts in the research methodology to measure which elements were being utilised and how the sport organisations perceived their effectiveness.

The web site online revenue models proposed by Caskey and Delphy (1998) was included in the research methodology to measure which models were being utilised or, if none were being used currently, which models the sport organisation would select in the future. The results of the study by Caskey and Delphy (1998) were also useful as they could be compared to the results of the present study.

The web marketing methods were used in the present study's research methodology to measure whether co-branding, banner advertising and web directories were being utilised and each method's perceived effectiveness in generating interactivity. How the web site was being advertised through the other forms of media was also measured in this study.

The present research used the web security methods in the research methodology to gauge whether passwords, user codes and content back-ups were being utilised and if there had been any past security breaches.

In conclusion, the present research will fill the gap in the literature culminating all of the theory and concept from past literature, testing the practice of current organisations, and then suggesting a framework of best practices for the marketing and management of sport organisation and team web sites.

3. Method

3.1 Research Objective

The overall purpose of this research project was to:

- Identify the contribution of the Internet and web site to the marketing and management of sport organisations.

3.2 Research Questions

1. What are the effects (positive and negative) of the Internet and web sites to the marketing and management of sport organisations?
2. What is the design, content, interactivity, electronic commerce, security, marketing and management of web sites currently utilised by selected sport organisations and teams from Australia, Great Britain and North America?
3. What framework of best practices should the sport organisation or team follow for their web site marketing and management?
4. Do selected New Zealand sport organisations and teams web sites follow the proposed framework of best practices above?

3.3 Sampling Decisions

Due to the number of sport web sites in the world, the research was limited to web sites from Australia, Great Britain and North America. These areas were chosen as they can be best linked to the New Zealand environment and the conclusions of this study were primarily targeted towards this country. In addition, these regions were also chosen because all of the web sites were written in the English language, so that the researcher could draw consistent conclusions with greater ease. Only official sport organisation and team web sites from current Olympic sports and world championships that the three countries/areas all compete in were selected to give more relevant results for the next section of the study.

The areas to be covered under the proposed framework of best practices primarily include web site: management, design, content, interactivity, marketing, electronic commerce and security. The results of the research are aimed at both the academic and practitioner audience, and offer practical recommendations to New Zealand sport organisations.

3.4 Population

The total population of sport organisation and team web sites across the three regions specified above was impossible to determine. There is no definitive list of sport web sites available, and even if there was, this list would constantly change with new sites becoming established all the time. This was also the case for New Zealand sport web sites.

As stated above, the study was limited to the population of all 29 Olympic Sports along with four sports where the three selected regions contest world championships: cricket, rugby, rugby league and netball.

3.5 Sampling

The researcher attempted to obtain a range of responses by approaching at least one national and one state/provincial sport organisation/association along with one national league team for each sport.

It is important to note that this research was not intended to be a representative sample of the population as results were intended to gather information, rather than draw conclusions about the population. The full range of Olympic Sports were included to ensure that a variety of sports were included in the research.

All selected web sites were approached via e-mail during August 2001. If no response had been gathered from the sport organisation, another e-mail was sent out two weeks later to make sure that participants had received a copy.

The e-mail sent to the organisation or team was personally addressed to the marketing, information technology manager or the webmaster, if no other contact information was known. The e-mail also requested that the questionnaire be passed on to the relevant person in the organisation, if the recipient was not the appropriate person to complete the questionnaire.

Participants were offered three ways of answering the questionnaire. Respondents could either e-mail the responses directly to the researcher, print out the questions and post a reply, or visit a specifically designed web page and answer the on-line secure form that was a replica of the questionnaire <<http://klik.to/sportwebsites.com>>. The web address included a short quick-link (klik.to) to make it easier for organisations to remember the address. The researcher designed and created the on-line questionnaire and utilised the free web page service offered through <<http://www.bravenet.net>> to host the web site. The form was tested for compatibility with Netscape and Internet Explorer browsers and pilot tested with Massey staff and other Internet users.

A hotmail account was established by the researcher and was used in all correspondence <sportwebsites@hotmail.com>. This was consistent with the on-line form entry, to aid in the professional approach of the research.

Sport Organisations were offered a copy of the research, in return for completing the questionnaire. A copy of the final thesis will be e-mailed to each respondent.

Large lists of sport web sites for the two sampling groups were formulated as the response rate was not expected to be very high, due to the nature of mail survey research which is typified by low response rates (Zikmund, 1997; Ticehurst and Veal, 2000).

The selection process of the two sampling groups was as follows:

3.5.1 International

A comprehensive list of 384 sport organisations (see Appendix 1) was created using the SPORTQuest <<http://www.sportquest.com>> online sport directory, the individual countries governing sport organisations and links from national sporting leagues web sites: British Olympic Sports: <<http://www.olympics.co.uk>> and Australian Sport Site Index: <<http://www.ausport.gov.au/>>. The projected sample size was 100.

3.5.2 New Zealand

A list of 57 New Zealand sport web sites (see Appendix 3) was compiled primarily through the official New Zealand Government Sport web site listings <<http://www.hillarysport.org.nz/>>. The Sport NZ web site was also used to find the regional and provincial web sites <<http://www.sportnz.co.nz>>. The projected sample size was 30. All Olympic and World Championship sports were included in the sample, if the web sites were found in this process.

3.6 The Research Instruments

To identify the positive and negative effects of the Internet and web sites, a comprehensive literature review was undertaken to discuss common themes and ideas. Real world examples were given to strengthen the advantages and disadvantages of the use of web sites. Web sites were also compared to other communication and marketing distribution channels.

The elements of web site marketing and management of web sites currently utilised by selected sport organisations was collected through two methods. These were a web-based questionnaire (see Appendix 6) and an evaluative survey based on web site design and content (see Appendix 7), conducted by the researcher. Both the International (Australia, Great Britain, North America) and New Zealand sport organisations were tested with the same questionnaire and evaluative survey.

The web-based questionnaire research method was selected as the most effective, fastest and lowest cost method to reach a large sample size from around the world (Zikmund, 1997). This method was also chosen because it gave the respondent the chance to answer at their convenience rather than being pressured to answer at a specified time as in other interview methods. According to Zikmund (1997) this would also increase the chance that the respondent will take time to think about their replies and give more accurate answers.

The use of e-mail to approach the organisation and the web-based questionnaire was also appropriate as it would be one of the best ways to communicate with the sport organisations' web site managers. This was a logical method to use as the study was aiming to discover the ways in which the sport organisation was managing and marketing the web site, and the web manager was the best person to answer the questionnaire.

The evaluative survey research method was chosen as it was the most effective method of collecting information about the design and content elements of the web site. The researcher could judge whether elements were present on the site by accessing the site from home.

3.6.1 Questionnaire

The first research method utilised was a web-based questionnaire which was completed by the sport organisation or team representative (see Appendix 6). The questionnaire collected both quantitative and qualitative information about the following web site management categories: design, content, interactivity, electronic commerce, security, marketing and overall management.

The design of the questions for the questionnaire built upon the existing research of Forrest *et al.* (1996) and Caskey (1998), with the researcher adding questions relevant to the information required for the study. Other academic sources were also utilised for each of the specific question categories (Sterne, 1999; Chaffey *et al.*, 2000; Hanson, 2000; Zimmerman, 2000).

The questionnaire was pilot tested on a small group of individuals to estimate the time required to finish the questionnaire and to check that the wording of the questions was easy to understand. It was found that the questionnaire took 15-20 minutes to complete.

The development of the nine sections of the questionnaire will be discussed in more detail below:

Web Site General Questions

The general questions (questions 1-7) were included to assist in classifying the type of sport organisation and overall purpose of the web site. These questions followed the guideline provided by Ticehurst and Veal (2000) that the opening questions should be relatively “simple” in nature to ease the participant into the questionnaire.

Web Site Management

Questions relating to the management of the web site were focussed on in questions 8-19. The management of the goals of the web site was a significant part of this section as it was important to determine whether sport organisations did set targets and if they achieved them. The number of part and/or full time staff employed by organisations to manage the web site was also included in this section. A five-point Likert scale was utilised to ask participants how involved top level management was in the management of the web site.

Web Site Design

Questions 20-23 considered web site design. This category was included to determine which individuals were responsible for the design of the web site and what factors were considered in this process. Question 23 was included to draw conclusions on the importance of the various web site design elements using four Likert scales.

Web Site Content

The management of web site content was then considered in questions 24-28 of the questionnaire. Significant aspects of this section were how often the web

site content was updated by the organisations and the degree of replication of information on the web site from other forms of media.

Web Site Interactivity

Questions 29-32 explored the level of interactivity with visitors to the web site. Participants were asked if they had the interactive elements of e-mail correspondence, a message/discussion board and an e-mail list on the web site. Such questions were included because responses indicate whether these were effective for interactivity, an important element of web site management.

Web Site Electronic Commerce

Electronic Commerce was the focus of questions 33-36. Organisations were asked what types of products and services they sold on the web site in this section. If the organisations did not currently participate in electronic commerce, they were asked if they were considering doing so in the future.

Web Site Marketing

Information regarding the marketing of the web site was considered in questions 37-39. The forms of media employed by the sport organisations to advertise their web site was asked, to determine the most common methods used. Specific web site marketing methods were also included to determine the effectiveness of banner advertising, co-branding, sponsorship and utilizing web directories.

Web Site Security

Questions 40-43 covered the types of web site security utilised by the organisation and how often organisations backed up their web site contents. This was included to determine how important security was to the participants and whether they had experienced any previous incidents where unauthorised personnel had altered the web site.

Web Site Effectiveness

Finally, five questions (questions 44-48) were asked to determine the overall effectiveness of the management of the web site within the organisation. Five-

point Likert scales were used to rate the effectiveness of each of the web site categories and the importance of the web site compared to other business operations. This was followed by three open-ended qualitative questions offering participants the opportunity to offer other effective and ineffective practices and further comments about their web site.

3.6.2 Evaluative Survey

The second research method was an evaluative survey conducted by the researcher (see Appendix 7). Only the sport web sites that submitted a questionnaire were analysed by this method.

This method primarily focussed on the web site design and content, as it was difficult to ascertain whether the web site was meeting marketing objectives as these were rarely stated on the web site. The researcher compiled a set of 16 questions covering web site design and content from a number of academic sources (Sterne, 1999; Hanson, 2000; Zimmerman, 2000). The aim of this process was to make it possible to draw conclusions about the web sites and identify the most utilised design and content elements. Therefore, the elements were relatively simple in nature in order to minimise subjectivity of measurement. The set of simple content and design elements were judged to be present or not by the researcher.

3.7 Participants

3.7.1 International

Seventy-three of the 385 Sport Organisations from Australia, Great Britain and North America completed the questionnaire, representing a 19% rate of return. An analysis of the International Sport Web Sites that responded by sport category is provided in Appendix 2.

3.7.2 New Zealand

Fourteen of the 57 New Zealand Sport Organisations contacted submitted the questionnaire, representing a 25% rate of return. An analysis of the New Zealand Sport Organisations that responded by sport category is provided in Appendix 4.

3.8 Data Analysis

The data collected was interpreted by entering the questionnaire and the evaluative survey results into the computer statistical package SPSS (version 11.0), allowing detailed data analysis, including calculating means for specific groups. The findings of this analysis can be found in the results, discussion and conclusions and recommendations sections of this report.

3.9 Ethical Considerations

The ethical considerations for this study related to the ways the questionnaire was conducted and the confidentiality of the results. Participants were approached through e-mail with the questionnaire as an electronic attachment. E-mail addresses were obtained through the information supplied on the individual sport organisation or team web sites. In the questionnaire, the researcher was identified as a Massey University Masters of Business Studies student through the covering letter / e-mail (see Appendix 5).

The following assurances regarding ethical considerations were outlined to the participant in the covering note (see Appendix 5) and questionnaire (see Appendix 6):

- The purpose of the questionnaire was stated.
- How much time the questionnaire would take to complete.
- What the respondent would be asked to do.
- Stated that Individual responses would not be identified through naming the person / organisation involved.
- Strict confidentiality was assured.

- Information would only be used for the purposes of the thesis.
- Contact information for the researcher.
- The participant had the right to withdraw at any stage.
- The participant had the right not to answer any question.

3.10 Validity and Reliability

Validity refers to the extent to which the data truly reflects the phenomenon that is being measured (Ticehurst & Veal, 2000). This could be an issue in this research as the low response rate to the questionnaire may limit the validity of the instrument. However, the research was not intended to draw conclusions on the population of sport web sites, but rather to collect information about the practices of sport organisations and make a general list of recommendations.

Reliability relates to the consistency of research findings if the study was repeated in the future (Ticehurst & Veal, 2000). As this research was the first to draw general recommendations about best practices for sport web sites, the reliability of the findings was difficult to measure. The framework of best practices for sport organisations could be tested in a future study to compare the results.

4. Results

Results from the International and New Zealand sport web site samples will be discussed under nine web site management categories: general information, management, design, content, interactivity, electronic commerce, marketing, security and effectiveness. Findings from both the web-based questionnaire and evaluative survey are included.

4.1 Web Site General Information

4.1.1 Respondents

International

Three hundred and eighty-four Official International Sport Organisation and Team Web Sites, from Australia, Great Britain and North America, were approached through e-mail (see Appendix 1). Seventy-three Sport Organisations completed the questionnaire, representing a 19% response rate. Of the 73 respondents, 43% were from Australia, 34% from Great Britain and 23% from North America. An analysis of the International Sport Organisations that responded by sport category is provided in Appendix 2.

New Zealand

Fifty-seven Official New Zealand Sport Organisation and Team Web Sites were approached through e-mail (see Appendix 3). Fourteen Sport Organisations completed the questionnaire, representing a 25% response rate. An analysis of the New Zealand Sport Organisations that responded by sport category is provided in Appendix 4.

4.1.2 Job Position Of Respondent

International

As can be seen in Figure 1, over half of the participating sport web sites had their Webmaster complete the questionnaire, that is 37 of 73 (51%). The next two most common participants were staff from Communications - ten (14%) and

General Administration - eight (11%). Respondents from other areas who participated included Marketing - six (8%), President/CEO - five (7%), Information Technology - four (5%) and Media - three (4%).

Figure 1: Job Position of respondents for International Web Sites

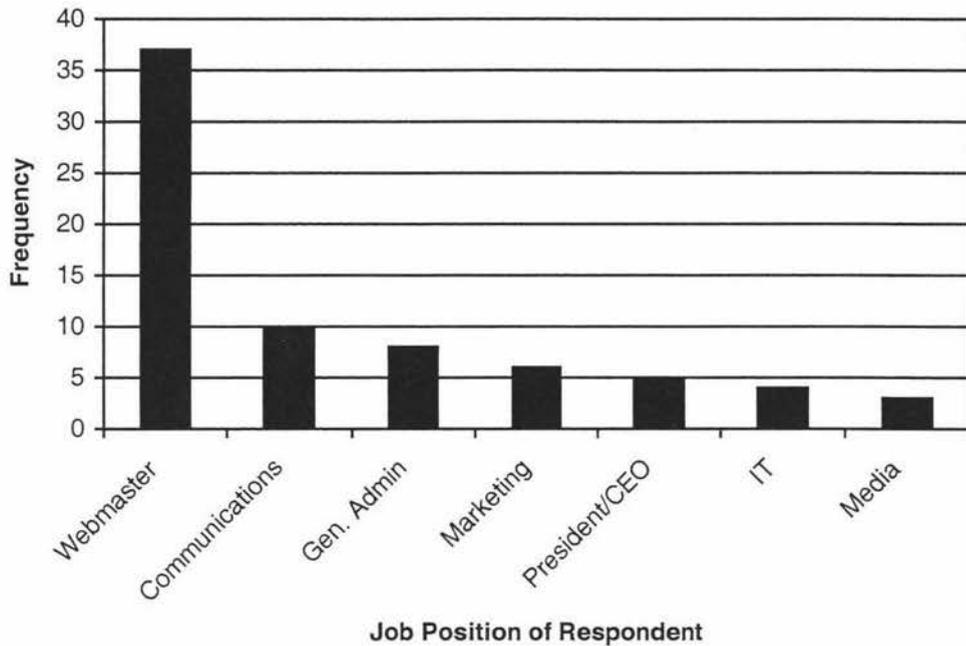
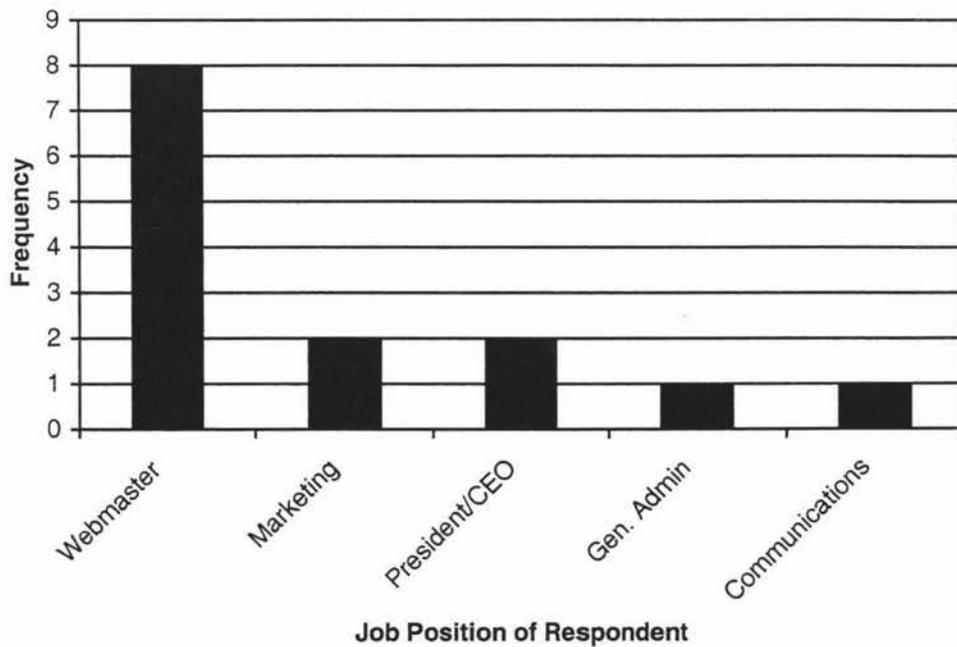


Figure 2: Job Position of respondents for New Zealand Web Sites



New Zealand

Figure 2 shows that over half of the participating New Zealand Sport Web Sites had their Webmaster complete the questionnaire (57%). The next two most frequent respondents were staff from Marketing - two (14%) and President/CEO - two (14%).

4.1.3 Web Site Age

International

Nearly two thirds of the sport web sites surveyed had existed for at least three years (64%). Furthermore, 15% of the international sport web sites had been in operation for more than five years. Only 11% of the participating web sites had been on-line for less than one year.

New Zealand

Just under 80% of the New Zealand respondents stated that their web site had been in operation for at least one year. Five of the organisations noted that their web site had been in existence for three to five years.

4.1.4 Web Site Pages

International

Half of the International Sport web sites that responded had less than 100 pages on their web sites. The average number of web site pages was 230. However, this number was skewed by the 10% of respondents with more than 1000 web site pages.

New Zealand

A large range of results were gathered for this question. Just under half of the participants stated that they had under 25 pages on their web site. However, three organisations had at least 200 pages and one had 500 pages.

4.1.5 Average Page Views Per Month

International

Fifty-nine of the seventy-three respondents answered this question. The average number of web site page views per month across all of the sport web sites was 76,964. This was distorted by some of the more frequently visited web sites stating they had over 500,000 average page views per month. The page views results indicate it was an inconsistent measure across all the sport web sites. Not all the web sites record these statistics and if they do, some may record only the number of unique visits, as opposed to recording a much higher figure for the “hits” or number of pages visited.

New Zealand

About 80% of respondents answered this question. The answers were very spread with responses ranging from 30 to 38,000 average page views per month.

4.1.6 Web Site Audiences

International

Table 2 illustrates that local (62%) and national (78%) audiences were considered by the majority of International Sport Organisations when establishing their web sites. The audience outside of their home country was considered a lower priority, although just under half of the web sites targeted the international audience (49%).

Table 2: Comparison of the geographical location of audiences considered by International and New Zealand Web Sites

Web Site Audience	International Respondents (%)	New Zealand Respondents (%)
National	78	84
Local	62	57
International	49	64
Other	6	7

New Zealand

As displayed in Table 2, the national audience was targeted by 84% of New Zealand Sport Organisations for their web site. Local and international audiences were not considered to the same degree, but still over half of the respondents considered each audience (57% and 64% respectively).

4.2 Web Site Management

4.2.1 Web Site Considerations

International

As can be seen in Table 3, the two biggest considerations when managing the web site for International Sport Organisations was offering information to organisation members (93%) and the public (86%). Interaction with the public and members were not considered by as many respondents, with 64% and 49% respectively. Electronic Commerce was considered by less than one third of the sport web sites who responded (33%).

Table 3: Comparison of the types of audiences considered by International and New Zealand Web Sites

Web Site Considerations	International Respondents (%)	New Zealand Respondents (%)
Information to Members	93	93
Information to Public	86	100
Interaction with Members	64	57
Interaction with Public	49	50
Electronic Commerce	33	21
Other	4	-

New Zealand

From Table 3, it can be concluded that offering information to the public and organisation members were considered the most by New Zealand sport web sites with 100% and 93% respectively. Interaction with the public and organisation members were not considered to the same levels with 50% and 57% respectively. Only 21% considered electronic commerce for their web site.

4.2.2 Goals

International

International Sport Organisations were asked if they had established seven web site management goals and if they were currently meeting them. Table 4 summarises this information and each goal is discussed below:

Table 4: List of web site goals considered by International Web Sites

Web Site Goal Category	Percentage that Stated Goal (%)	Percentage of this group that Achieved Goal (%)
Up-to-Date	90	89
Quality Standards	63	91
Page Views	27	75
Security	21	93
Revenue	15	55
Profit	10	71
Other	4	100

International Goals: Up-To-Date

From Table 4 the most common goal specified by the sport organisation and team participants was related to providing up-to-date information on the site (90%). When the sport organisations were asked to state these goals, some were very general with “as up-to-date as possible” being a common answer. Some of the sport organisations indicated a time frame for information to be placed on the web site, while others stated the web site should be updated weekly. Seasonal differences were also noted, as sport activities tend to intensify during either the winter or summer months, so too did use of the web sites. That is, more results and news items are put on the site during their respective busy season. Almost all (89%) of the participants indicated that they were reaching their up-to-date information goals.

International Goals: Quality Standards

Nearly two thirds of the participating sport organisation and teams indicated they had established quality standards for their web site (63%). The most

common theme across these goals was accuracy, quality of information and a consistent style and design across the web sites. Nearly all of the web sites stated they were reaching their quality standard goals (91%).

International Goals: Page Views

Just over a quarter of International respondents indicated that they had specific goals for the number of page views of their web site (27%). Among the goals provided, 12 (60%) explicitly stated a targeted numerical figure that they were aiming towards. Of those sport organisations that did have goals, 75% stated they were currently reaching them.

International Goals: Security

Only 21% of respondents stated they had specific goals for the security of their web site. This could be explained by the low percentage of organisations that practiced electronic commerce. Security is considered to be a higher priority in this area because customer details are transferred through the web site. Of those that specified these goals, 93% reached these standards.

International Goals: Revenue

Only 11 of the responding organisations stated they had goals for generating revenue through their web site (15%). These goals were not stated explicitly by the participants as most indicated they would like to generally increase sales or to attract more sponsors. Of those that did state revenue goals, 55% are currently reaching these guidelines.

International Goals: Profit

Only 10% of the International sport organisation participants indicated they had goals for the profitability of the web site. Nearly half of these goals were related to attracting more sponsors for the site itself. Five out of the seven organisations that have established profitability goals indicated they were reaching them (71%).

International Goals: Other

Other goals not covered by the above areas and specified by respondents were to use the web site to create a community atmosphere for their fan base, to keep ahead of other web sites that were a part of the same league/competition of the sport team and to use the e-mail capacity of the web site to save a large amount of expenditure by avoiding mailing expenses when distributing newsletters to members of the organisation.

New Zealand

New Zealand Sport Organisations were asked to specify if they had established each of the seven web site management goals and if they were currently meeting them. Table 5 summarises this information and each goal is discussed below:

Table 5: List of web site goals considered by New Zealand Web Sites

Web Site Goal Category	Percentage that Stated Goal (%)	Percentage of this group that Achieved Goal (%)
Up-to-Date	79	73
Quality Standards	50	86
Profit	21	33
Revenue	21	-
Page Views	14	-
Security	14	100
Other	14	-

New Zealand Goals: Up-To-Date

The most common goal specified by the New Zealand Sport Organisation respondents related to providing up-to-date information on the web site (79%). When the sport organisations were asked to state these goals, some were very general with “as up-to-date as possible” and “constant changes”. Three of the sport organisations indicated a specific time frame for information to be placed on the web site at the conclusion of a specific event. Nearly three quarters of

the participants indicated that they were reaching their up-to-date information goals (73%).

New Zealand Goals: Quality Standards

Half of the participating New Zealand Sport Organisations stated they had quality standards for their web site. Most of these goals were defined as “offering the highest quality and standards of information on the web site”. Nearly all of the web sites stated they were reaching their quality standard goals (86%).

New Zealand Goals: Profit

Three of the New Zealand Sport Organisations that participated in the questionnaire indicated they had goals for the profitability of their web site (21%). Nearly half of these goals were related to attracting more sponsors for the web site itself. One of the three organisations that have established profitability goals indicated they were reaching them (33%).

New Zealand Goals: Revenue

Only three of the responding New Zealand Sport Organisations indicated they had goals for generating revenue through their web site (21%). One of the organisations stated a numerical target that the web site should generate from the web site and the remaining two organisations gave the general goal of covering the costs of the site. Currently, none of the three organisations were reaching their revenue goals.

New Zealand Goals: Page Views

Only two of the New Zealand Sport Organisations respondents stated that they had a goal for the frequency of page views of their web site (14%). Both of the goals explicitly stated numerical targets and currently neither of the organisations were reaching those levels (100%).

New Zealand Goals: Security

Only two of the New Zealand respondents stated they had specific goals for the security of their web site (14%). Of those that specified these goals, all were reaching them currently.

New Zealand Goals: Other

Another goal not covered by the above areas but specified by respondents was to utilise the web site to facilitate online registration into the organisations' competitions. The ability for club teams to be able to enter information directly into the web site from a number of locations was also stated as a goal. Currently neither one of these goals was being achieved by the New Zealand Sports Organisation.

4.2.3 In-house Webmaster

International

Forty-eight of the 73 International Sport Organisations and Teams surveyed indicated that they employ an in-house webmaster to manage and maintain the site (66%). Forty-one of these organisations employed part-time webmasters and eight employed full-time webmasters. There is an overlap because some organisations employed from both categories. The majority of organisations employ one part-time webmaster (69%). This is in line with the large number of small sport organisations responding to the questionnaire with limited resources for the site. However, five respondents stated they employ two part-time webmasters and three organisations employ three part-time webmasters. Six organisations employ a full-time webmaster and two sport web sites are managed by two full-time webmasters.

It was found that from the 43 organisations that responded to this question, nearly half spent up to 20 hours a month on the site (47%). The next biggest category spent 21-40 hours on the web site (35%). Two organisations averaged over 100 hours of work on the site including one organisation allocating 150 hours a month.

Of the 29 participants who stated a reason for not employing an in-house webmaster, ten believed it was too expensive to employ an in-house webmaster (35%). This was the most common answer, and partly explains why seven organisations had a volunteer manage their web site (24%). For the purposes of this question, volunteers were treated as separate from the organisation and not in-house employees. Seven organisations indicated that they did not have webmaster expertise among their staff (24%). Lack of time, computer skills and space resources were also identified as reasons for not employing an in-house webmaster.

New Zealand

Six of the 14 New Zealand Sport Organisations respondents stated they employed an in-house webmaster to manage their web site (43%). Of those organisations with an in-house webmaster, five worked part-time on the web site and one worked full-time. Four organisations indicated the amount of hours spent on the web site by the in-house webmaster. These ranged from five to 40 hours a month, with the remaining two organisations stating that they spent 20 hours a month maintaining the web site.

Of the eight organisations that did not employ an in-house webmaster, the most common reason was that the New Zealand Sport Organisation lacked the expertise to manage the web site themselves. Two organisations indicated that the cost of employing an in-house webmaster was too expensive, and two others stated that their team sponsors currently manage the web site.

4.2.4 Web Site Profitability

International

When asked if the sport web sites were currently profitable (ie. revenue exceeding costs) only 15% of participants stated that it was operating at a profit. Just over half of the participants indicated that the web site was not covering its costs (57%). The remaining 28% responded that they did not know whether the web site was operating at a profit. This can be explained as the primary revenue generating activity for a web site is electronic commerce and only 49%

of the sport organisations surveyed currently sell products and services through the web site.

New Zealand

Just under four fifths of the New Zealand Sport Organisations that participated stated that they were not currently making a profit on their web site (79%). Three organisations did not know if they were making a profit (21%).

4.2.5 Top Management Involvement

International

It was evident that top management involvement in the web site was mixed and depended on the individual sport organisation set-up. On a five-point Likert scale, 14% indicated that the top management was highly uninvolved, 25% were uninvolved, 18% stated medium involvement, 23% were involved and 19% were highly involved.

New Zealand

The top level management involvement in the operation of the web site gave varied results for the participating New Zealand organisations. Four indicated that top management was not involved at all in the web site. However, at the other end of the scale, top management was heavily involved with the web site operations for five organisations.

4.2.6 Ranking Web Site Attributes

International

Web Site Content was by far the most important web site attribute that was considered by the 54 International Sport Organisations that answered this question, when managing the web site (Table 6). 82% of participating sport organisations indicated content as the number one ranked web site attribute and had a mean rating of 1.5 out of six. The design of the web site was the second most important attribute with 33% of respondents ranking it as the most or second most significant attribute. Interaction with web site visitors was the next most noteworthy with nearly half of the web sites ranking it among the top

three considerations (48%). The marketing function closely followed this with 35% indicating it was the fourth most important factor. The fifth most considered factor was electronic commerce, which had a mean ranking of 4.8 out of six.

Table 6: Ranking of web site attributes for International Web Sites

Web Site Attribute	Percentage of Rankings (%) (1=Most Important, 6=Least Important)						Row Totals	Mean
	1	2	3	4	5	6		
Content	82	11	-	-	1	6	100	1.5
Design	7	26	28	7	4	7	100	2.7
Interactivity	1	19	28	26	24	2	100	3.6
Marketing	2	11	21	35	22	9	100	3.9
E-Commerce	4	5	11	11	28	41	100	4.8
Security	4	8	13	20	20	35	100	4.9

Table 7: Ranking of web site attributes for New Zealand Web Sites

Web Site Attribute	Percentage of Rankings (%) (1=Most Important, 6=Least Important)						Row Totals	Mean
	1	2	3	4	5	6		
Content	89	11	-	-	-	-	100	1.1
Design	11	33	45	11	-	-	100	2.6
Marketing	-	56	-	33	-	11	100	3.1
Interactivity	-	-	56	33	11	-	100	3.6
Security	-	-	-	11	56	33	100	5.2
E-Commerce	-	-	-	11	33	56	100	5.4

New Zealand

Table 7 illustrates that web site content was the most important web site attribute for the majority of New Zealand Sport Organisations when managing the web site. 89% of participating sport organisations indicated content as the number one ranked web site attribute and it had a mean ranking of 1.1 out of six. The design and marketing of the web site were the next most important

attributes with 44% and 56% respectively of respondents ranking each as the most or second most significant attribute. Interaction with web site visitors was the next most noteworthy with over half of the web sites ranking it as the third most important consideration (56%). Security and electronic commerce were the least considered web site attributes by New Zealand Sport Organisations.

4.3 Web Site Design

4.3.1 Primary Designer Of Web Site

International

Nearly half of the participating sport web sites were primarily designed by a specialist web company, separate to the organisation (44%). This is in contrast to the one third of organisations that had their in-house webmaster design the web site. The next largest group was volunteer webmasters who were identified as members of the organisation (not employed) and accounted for 18% of the total. Three organisations indicated that members of their staff that did not specialise in web site design performed this function.

New Zealand

Specialist Web Site Companies were the most commonly utilised group that designed the participating New Zealand Sport Organisations web sites (43%). The next biggest group was the in-house webmasters who designed 36% of the web sites. The remaining designers were listed as volunteers, advertising agencies and sponsors.

4.3.2 Design Analyses

International

Table 8 shows that reviewing other sport web sites (77%) and discussion with staff (75%) were the most commonly utilised analyses when designing International Sport Organisation web site. Another analysis that was frequently used was reviewing non sport web sites with 41% of respondents stating they performed this function. Questionnaires and Focus Group studies were only utilised by 10% of respondents. One organisation indicated they used findings from their previous web site in the design process of their new site.

Table 8: Comparison of design analyses utilised by International and New Zealand Web Sites

Design Analysis	International Respondents (%)	New Zealand Respondents (%)
Review other Sport Web Sites	77	85
Discussion with Staff	75	77
Review Non-Sport Web Sites	41	54
Focus Groups	10	7
Questionnaires	10	7
Other	1	-

New Zealand

Reviewing other sport web sites (85%) and discussion with staff (77%) were the most frequently utilised analyses when designing the web site for New Zealand Sport Organisations (Table 8). Just over half of the organisations reviewed non sport web sites (54%). Focus Group studies and Questionnaires were only utilised by 7% of the organisations.

4.3.4 Designed For Target Market

International

Nearly all of the International Sport Organisations that participated stated they had specifically designed their web site to meet the needs of their target market (89%).

New Zealand

All but one of the 14 New Zealand Sport Organisations respondents stated they had specifically designed their web site to meet the needs of their target market (93%).

4.3.5 Design Attributes

International

Table 9 illustrates that simple navigation of the web site was a very significant attribute of the design with 70% indicating it was highly important and a further

29% stating it was important. This translated into a high 4.7 score on a five-point Likert scale. A consistent design was considered to be a vital design element for the sport web site, with 85% indicating it was either important or highly important. A graphical interface was less important when compared to other elements but was still important with a mean of 3.5. Multimedia elements including sounds and video earned a much lower mean rating of 1.9.

Table 9: Comparison of design attributes utilised by International Web Sites

Web Site Design Attribute	Percentage of Ratings (%) (1=Least Important, 5=Most Important)					Row Totals	Mean
	1	2	3	4	5		
Simple Navigation	-	-	1	29	70	100	4.7
Consistent Design	-	5	10	29	56	100	4.3
Graphical Interface	7	10	36	25	22	100	3.5
Multimedia	43	33	18	3	3	100	1.9

Table 10: Comparison of design attributes utilised by New Zealand Web Sites

Web Site Design Attribute	Percentage of Ratings (%) (1=Least Important, 5=Most Important)					Row Totals	Mean
	1	2	3	4	5		
Simple Navigation	7	-	-	36	57	100	4.4
Consistent Design	7	-	14	50	29	100	3.4
Graphical Interface	-	15	62	15	7	100	3.2
Multimedia	64	22	-	7	7	100	1.7

New Zealand

Simple Navigation of the site was considered to be the most important design element with a mean rating of 4.4 achieved on a five-point Likert scale for the participating New Zealand Sport Organisations (Table 10). A consistent design was considered to be a vital design element for the sport web site, with 50%

saying it was important with a mean rating of 3.4. A Graphical Interface was less important when compared to other elements but was still important with an average of 3.2. Multimedia elements including sounds and video were less important with a much lower score of 1.7.

4.3.6 Design Elements

International

Table 11 shows the results of the design section of the evaluative survey. All 73 International Sport Organisation Web Sites had a home page link on their web pages to minimise the risk of users becoming lost in the navigation of the web site. Nearly three quarters of the organisations had photos on their home page (74%). Other design elements utilised on the web site were animations (47%), frames (34%) and an introduction page (26%). Sounds were only used on 1% of the web sites surveyed.

Table 11: List of design elements utilised by International and New Zealand Web Sites

Web Site Design Element	International Respondents (%)	New Zealand Respondents (%)
Home Page Link	100	100
Photos	74	64
Animations	47	42
Frames	34	43
Introduction Page	26	14
Graphical Links	23	21
Banner Advertising	19	36
Sounds	1	-

New Zealand

Table 11 demonstrates that all 14 of the New Zealand Sport Web Sites had links to their home page throughout their web site (100%). Nearly two thirds of the organisations utilised photos on their web sites (64%). The next most common design elements were animations and frames, each being utilised by 43% of the organisations surveyed. Banner Advertising were present in just

over one third of the web sites (36%). Sounds were not employed by any of the 14 sport organisations.

4.3.7 Menu Location

International

From Table 12 the most common location of the Web Site menu was the left side of the International Sport Web Sites surveyed (64%). One fifth of the organisations had their menu presented at the top of the page (20%). A combination of a menu being displayed at the top and also the left side was found in 10% of the web sites surveyed.

Table 12: Comparison of menu locations utilised by International and New Zealand Web Sites

Web Site Menu Location	International Respondents (%)	New Zealand Respondents (%)
Left	64	64
Top	20	29
Top and Left	10	-
Left and Right	3	7
Right	3	-

New Zealand

Table 12 illustrates that the menu was displayed on the left side of the web page for two thirds of the New Zealand Sport Web Sites (64%). Nearly one third of the organisations presented their menu at the top of the page (29%).

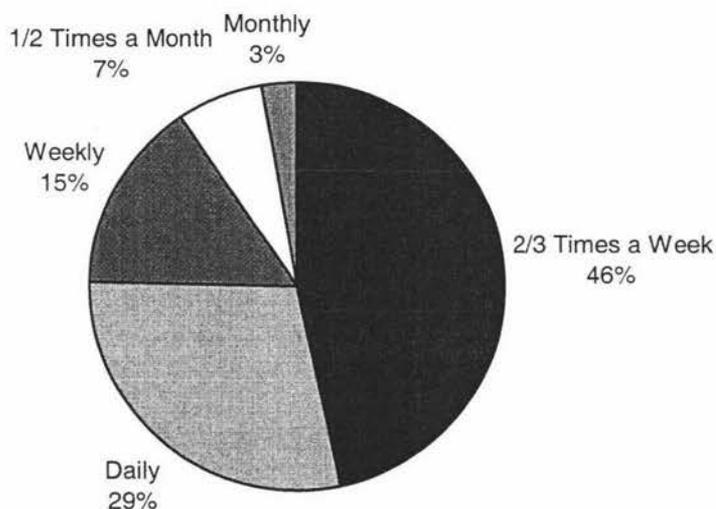
4.4 Web Site Content

4.4.1 Updated Period

International

Figure 3 shows that just under one in three of the sport organisations that responded indicated they updated their web site content every day (29%). A further 46% stated they updated their site two or three times a week. Very few sport organisations updated their sites less than weekly (10%).

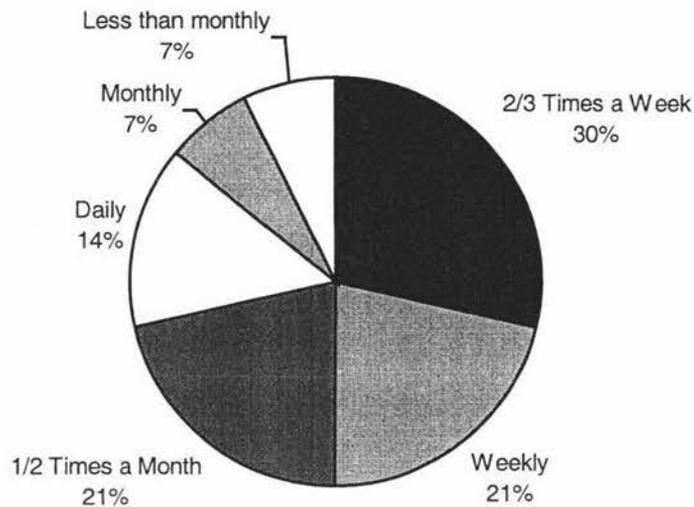
Figure 3: Frequency of content updates for International Web Sites



New Zealand

Only 14% of the participating New Zealand Sport Organisations responded they updated their web site content daily (Figure 4). Just over half stated they updated their web site two or three times a week or weekly (51%). One organisation updated their web site less than monthly (7%).

Figure 4: Frequency of content updates for New Zealand Web Sites



4.4.2 Media Replicated Information

International

Information from organisational print materials was the most replicated source of information for sport web sites. This was the case for 52% of the participating International Sport Organisations. Information from radio, television and outdoor forms of media were replicated rarely in comparison, by 14%, 11% and 7% respectively.

New Zealand

Information from print materials was the most replicated source of information for sport web sites (71%). Information from radio was the second most replicated form of media at a 29% rate. The information from the organisations television advertising and e-mail newsletters were also copied, but at a much lower rate (7% each).

4.4.3 Replicated Content on Site

International

It was found that the information contained on the International Sport Organisation web sites was largely original work designed specifically for this form of media. On a five-point Likert scale, with one representing all information is created for the web site, the mean score for the respondents was 2.2.

New Zealand

It was discovered that the information contained on the New Zealand Sport Web Sites was mostly created specifically for this form of media. The average score for the respondents was 2.3 on a five-point Likert scale.

4.4.4 Accuracy of Information

International

Nearly all of the International Sport Organisations stated that it was vital to maintain accurate content on their site. On a five-point Likert scale, with five being highly important to maintain accurate information, a score of 4.8 was achieved.

New Zealand

New Zealand Sport Organisations indicated that it was essential to have accurate content on their site. This translated into a high 4.7 score on a five-point Likert scale. Ten organisations stated that accurate information was very important.

4.4.5 Information Checked by other Members

International

When asked if content was checked and approved by other members of the organisation before being placed on the web site, just over half of the respondents indicated that all information went through this process (52%).

New Zealand

Half of the New Zealand Sport Organisations ensured that all content is checked and approved by another member of the organisation before being placed on the web site.

4.4.6 Content Elements

International

Table 13 summarises the content elements found on the 73 International Sport Web Sites surveyed. All 73 organisations had their contact details and links to other relevant web sites on their site (100%). Nearly all of the organisations had news releases present on their web site and a schedule or calendar of upcoming events (99% and 97% respectively). Player or personnel profiles were also very common with 90% of the International Sport Web Sites having this element present. Details of the clubs related to the organisation, including contact details were found in 32% of the sport web sites surveyed. Other common content elements included information related to junior levels of the sport (29%), coaching (26%) and refereeing (19%). Links to sponsors of the organisations were also common with 26% of the survey participants displaying this information.

New Zealand

From Table 13 is evident that all of the New Zealand Sport Organisations had news releases, a schedule or calendar of upcoming organisation events and links to other relevant web sites displayed on their web site (100%). Nearly all of the organisations had links to other organisations present on their web site (86%). Player or personnel profiles were also very common with 11 of the sport web sites having this element present (79%). 36% of organisations also displayed links to sponsors web sites.

Table 13: Comparison of content elements utilised by International and New Zealand Web Sites

Web Site Content Element	International Respondents (%)	New Zealand Respondents (%)
Contact Details	100	100
Links	100	86
News Releases	99	100
Events or Schedule	97	100
Personnel or Player Profiles	90	79
Clubs	32	36
Junior	29	21
Coaching	26	7
History	26	43
Sponsors	26	36
Referees	19	21
Membership	14	-
Tickets	10	-
Stadium	6	-
Mission Statement	4	-
Organisation Constitution	4	14
Community Relations	3	-
Registration	3	7
Annual Report	-	14
Classifieds	-	7

4.5 Web Site Interactivity

4.5.1 Contact E-Mail Address & Reason

International

All of the 73 International Sport Web Sites surveyed offered a contact e-mail address on their web site (100%). The most common reason for web site visitors utilising the e-mail address given on the site was to seek further information (82%). Feedback on the site was another reason provided, with 11% of the audience using the e-mail function for this purpose.

New Zealand

All of the 14 New Zealand Sport Web Sites surveyed offered a contact e-mail address on their web site (100%). The most common reason for web site visitors utilising the e-mail address given on the site was to seek further information (69%). Feedback on the web site and the general business operations were other the other reasons listed, each with 15% of the audience using e-mail for this purpose.

4.5.2 Message Board

International

Twenty-eight International Sport Organisations stated they had a message or discussion board located on their web site (38%). This can be used to interact with the site visitors directly and allow visitors to interact with each other. Two thirds of participants with a message board on their web site indicated that this discussion was unmoderated, whereby visitors could post any comment in this area. In contrast one third of organisations moderated this discussion by approving all messages before they can be displayed on the web site.

Of the participants that had message boards, it was found that members of the sport organisation directly responded to comments from the visitors more than half of the time. On a five-point Likert scale, the mean was 3.3. The message/discussion board performed well in terms of creating interaction with

visitors earning a mean rating of 3.8 out of a possible five by International Sport Organisations.

New Zealand

Six of the 14 responding New Zealand Sport Organisations stated they had a message or discussion board located on their web site (43%). Two thirds of participants that had a message board on their site stated that this discussion was unmoderated, while one third of organisations moderated this discussion in some form.

Of the participants that had message boards, it was found that members of the sport organisation directly responded to comments from visitors slightly more than half of the time. On a five-point Likert scale, the mean was 2.8. The board was judged to be creating a fair amount of interaction with visitors earning an average score of 3.0 on a five-point Likert scale from the New Zealand Sport Organisation respondents.

4.5.3 E-Mail List

International

Just over half of the International Sport Organisations surveyed had an e-mail list sign up page on their web site. The number of individuals signed up to the e-mail lists were well spread with a range of 40 to 16000 subscribers present across the International Sport Organisations.

Table 14 illustrates that the most common uses of this e-mail list service was for distributing press releases (56%), web site content updates (49%) and organisation-related community activities (44%). Respondents also indicated they included members' comments in the e-mail list correspondence. The e-mail list performed well in terms of creating interaction with visitors with a mean score of 3.9 on a five-point Likert scale.

Table 14: Comparison of e-mail list information utilised by International and New Zealand Web Sites

E-Mail List Information Type	International Respondents (%)	New Zealand Respondents (%)
Press Releases	56	43
Web Site Content Updates	49	57
Community Activities	44	57
Tickets	33	-
Merchandise	25	-
Competitions	17	14
Other	11	29

New Zealand

Exactly half of New Zealand Sport Organisations respondents had an e-mail list sign-up page on their web site (50%). The number of individuals signed up to the e-mail lists were very spread with a broad range of 10 to 17000 subscribers across the New Zealand Sport Web Sites. Two organisations indicated they had at least 300 individuals signed up to their e-mail list.

New Zealand Sport Organisations most frequently used these e-mail lists to inform subscribers of content updates (57%) and organisation-related community activities (57%). Two respondents stated that general news was included in their e-mail list correspondence. The e-mail list was judged to be creating interaction with visitors earning an average score of 3.3 on a five-point Likert scale.

4.5.4 Interactive Elements

International

Table 15 illustrates there was a large range of other interactive elements used by the International Sport Organisations for their web sites. The most utilised interactive element was competitions and games (26%). This was followed with voting and polls (19%), chat rooms (18%) and guestbooks in (16%). While on-line help was only utilised by five organisations, this element out performed

others in terms of interactivity with web site visitors, gaining a 4.6 rating on a five-point Likert scale. Other interactive elements to perform well in terms of interactivity was voting and polls (3.9), customer surveys (3.8), page personalisation (3.8) and sport fantasy games (3.8).

Table 15: Comparison of interactive elements utilised by International Web Sites

Web Site Interactive Element	Percentage of Respondents (%)	Interactivity Performance (out of 5)
Competitions & Games	26	3.4
Voting/Polls	19	3.9
Chat room	18	3.5
Guestbook	16	3.4
Customer Surveys	12	3.8
Auctions	7	2.8
On-Line Help	7	4.6
Page Personalisation	7	3.8
Sport Fantasy Games	5	3.8
Other	3	4.5

New Zealand

Half of the New Zealand Sport Organisations respondents utilised at least one interactive element for their web site (50%). Of this group, only three organisations used the most common interactive elements of guestbooks, customer surveys and voting/polls on their web sites.

4.6 Web Site Electronic Commerce

4.6.1 Products

International

Just under half of the sport organisations surveyed chose to sell products through their web site (48%). Apparel was the most commonly sold good with 86% of organisations selling this type of product. Memorabilia was next most sold with 51%, followed by Publications with 49%. Of those organisations that did not currently sell products through the web site, 32% stated that they planned to sell products in the future.

New Zealand

Three of the participating New Zealand Sport Organisations stated they sold products on their web site (21%). Apparel was sold by two organisations and publications were sold by one of the participants. Of those organisations that did not currently sell products through the web site, five stated that they planned to sell products in the future (46%).

4.6.2 Services

International

Only one quarter of International Sport Web Sites that participated in the questionnaire indicated that they currently sold services to visitors through the web site (25%). Member Registrations was the most commonly sold service with 61% of these organisations offering this on-line facility. The sale of tickets and fan club registrations was less common but were still available for sale on 39% and 33% of these International Web Sites respectively. Of those organisations that did not currently sell services through the web site, 26% stated that they planned to sell products in the future.

New Zealand

Just two of the New Zealand Sport Web Sites respondents indicated that they currently sold services to visitors through the web site (14%). Both of these organisations sold tickets to events and one offered member registrations and

coaching courses. Of those organisations not currently selling services through the web site, four stated that they planned to sell products in the future (33%).

4.6.3 On-Line Transactions

International

Just under one quarter of organisations with sport web sites had the capacity to handle on-line transactions (24%). This appears low, but only 48% of International organisations utilised electronic commerce, which is the primary reason to have on-line transaction capability. Two fifths of those that participated in electronic commerce, could process on-line transactions (40%).

New Zealand

Only 7% of all New Zealand sport web sites had the capacity to handle on-line transactions. One of the four organisations that participated in electronic commerce was able to process transactions on-line (25%).

4.6.4 Subscription Fee

International

None of the International Sport Web Sites surveyed charged a visitor subscription fee for access to any sections of information on their web site.

New Zealand

It was found that none of the New Zealand Sport Web Sites surveyed sold subscriptions to access information on their web site.

4.7 Web Site Marketing

4.7.1 Specific Site Advertising

International

Only 19% of participating International Sport Web Sites designed specific advertising to publicise their web site. Of those designing specific advertising, the Print media was the most popular with 93% stating they utilised this form of media.

New Zealand

Six of the participating New Zealand Sport Organisations designed specific advertising to market their web site (43%). Of those that six, four stated they utilised the Print form of media to achieve this purpose. Advertising on other web sites was also employed by four of organisations.

4.7.2 Other Forms of Advertising

International

Sixty-three of the participating International Sport Organisations created advertising that included information about their web site, without it being the main focus of the advertising (86%). For example, the web address might be displayed in smaller writing on the advertising. The print media and organisation publications were the most common form of this advertising with 69% and 56% of participants performing this function.

New Zealand

Nearly all of the New Zealand Sport Organisations included information about their web site in their advertising (93%). Organisation publications were the most frequently utilised form of this advertising with 79% of participants performing this function. The print media form was also well employed with six organisations using this media (43%). Other advertising mediums included outdoor, television and Internet marketing.

4.7.3 Internet Marketing Methods

International

Co-Branding was the most frequently used Internet marketing method with 44% of the participating International Sport Organisations performing this function (Table 16). This was also judged the most effective method of generating page views with a mean score of 3.7 on a five-point Likert Scale. Submitting the web address to on-line web directories was the second most common form of Internet marketing (38%). Banner Advertising and Site Sponsorship were also utilised to a lesser degree (18% and 15% respectively).

Table 16: Comparison of the Internet marketing methods utilised by International Web Sites

Web Site Internet Marketing Method	Percentage of Respondents (%)	Page Views Effective (out of 5)
Co-Branding	44	3.7
Submit to Web Directories	38	3.6
Banner Advertising	18	3.2
Site Sponsorship	15	3.4

New Zealand

Table 17 illustrates that submitting the web site address to on-line directories was the most common Internet marketing method utilised by New Zealand Sport Organisations (64%). This was also considered the most effective in generating page views with a mean score of 4.0 on a five-point Likert Scale. Co-branding with other web sites was the next most frequently used marketing method (43%). Banner Advertising and Site Sponsorship were also employed by 36% and 29% organisations respectively.

Table 17: Comparison of the Internet marketing methods utilised by New Zealand Web Sites

Web Site Marketing Method	Percentage of Respondents (%)	Page Views Effective (out of 5)
Submit to Web Directories	64	4.0
Co-Branding	43	3.3
Site Sponsorship	36	3.0
Banner Advertising	29	3.3

4.8 Web Site Security

4.8.1 Security Importance, Passwords and User Codes

International

Security measures against virus attacks and site hackers were considered by the majority of organisations to be important. This question received an average score of 3.9 on a five-point Likert scale. Over half of the International Sport Organisations that participated utilised passwords and user codes to protect access to the web site (59%).

New Zealand

An average score of 3.5, on a five-point Likert scale, demonstrated that the New Zealand Sport Organisations viewed security measures against virus attacks and site hackers to be significant. Nearly two thirds of the respondents indicated they had passwords and user codes to protect access to the web site (64%).

4.8.2 Unauthorised Access

International

Four previous incidents of unauthorised changes to the web site had occurred amongst the participating International Sport Organisations. The reported incidents and results are listed below:

- Web Site Hacker altered home page.
- Servers Hacked. Down for a week. No changes made.
- Someone "crashed" the Guestbook by sending a large amount of the same message (spamming).
- The Unicode Bug, home page altered.

New Zealand

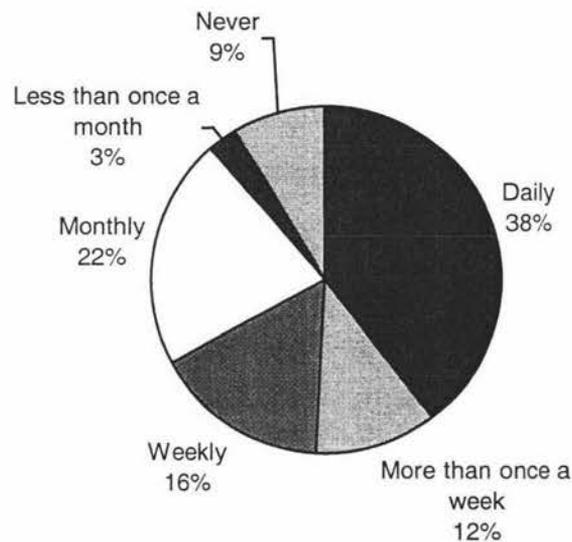
None of the New Zealand Sport Organisations surveyed reported any unauthorised web site changes.

4.8.3 Back-Up Frequency

International

Figure 5 illustrates that the results were spread when International Sport Organisations were asked how often they backed up the contents of their web site. Just over one third backed-up their contents daily, while 22% backed-up only monthly. A small amount of organisations never backed-up their contents (9%).

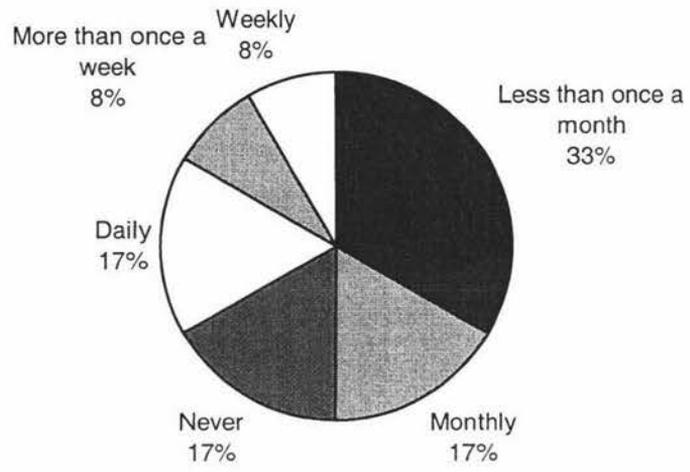
Figure 5: Frequency of backing-up of information for International Web Sites



New Zealand

Exactly half of the participating New Zealand Sport Organisations stated that they backed up their web site contents less than once a month or never (Figure 6). However, one third of the respondents indicated they backed up their web sites at least every week.

Figure 6: Frequency of backing-up of information for New Zealand Web Sites



4.9 Web Site Effectiveness

4.9.1 Overall Effectiveness

International

As seen from the mean results in Table 18, utilising five-point Likert scales, it was evident that the International Sport Organisations were pleased with the effectiveness of the web site management, design and the overall areas. Electronic Commerce and marketing had the lowest effectiveness ratings with average scores of 2.4 and 2.8 respectively on a five-point Likert scale.

Table 18: Comparison of the effectiveness of elements for International and New Zealand Web Sites

Web Site Category	International Mean Effectiveness Rating (out of 5)	New Zealand Mean Effectiveness Rating (out of 5)
Management	4.1	3.6
Design	3.9	3.5
Overall	3.9	3.6
Content	3.5	3.9
Security	3.3	3.0
Interactivity	3.1	3.2
Marketing	2.8	2.9
Electronic Commerce	2.4	2.5

New Zealand

From Table 18, New Zealand Sport Organisations were satisfied with the effectiveness of the web site content, management, and the overall areas. Electronic Commerce had the lowest effectiveness rating with an average score of 2.5 on a five-point Likert scale.

4.9.2 Web Site Compared To Business Operations

International

Overall, the web site was considered to be an important business function for the International Sport Organisations when compared to other business operations. This was illustrated by an average score of 3.8 on a five-point Likert scale.

New Zealand

The web site was judged to be an important part of the business operations of the New Zealand Sport Web Sites when compared to the other organisational areas. It received an average score of 3.3 on a five-point Likert scale.

4.9.3 Comments

International

International Sport Organisations were also asked three qualitative questions to detail other effective and ineffective practices not specifically covered in the other questions. They were also asked for other general comments about the web site. These responses can be found below, along with the web sites area they are most related to:

International Comments: Effective Practices

- **Design:** The site is checked to ensure it is compatible with most Web Browsers.
- **Content:** All input to the site has to go through webmaster.
- **Content:** Online community based journalistic collaboration.
- **Content:** New pages created as a result of discussion with visitors (photo gallery page, coaches corner, hall of fame).
- **Content:** Purchasing Adobe Acrobat allowed the ability to convert almost any information into web pages.

International Comments: Ineffective Practices

- **Management:** If the webmaster is away, or does not log onto e-mail for a day or two, the currency of the information sometimes suffers.

- **Design:** Integration issues with existing systems.
- **Design:** Not having a dynamic website (one that could be modified in-house) was a nightmare for having up-to-date information.
- **Design:** Service Provider kept changing servers, causing mayhem when files weren't transferred properly.
- **Design:** Initial poor design made it difficult to update generic features of the web pages. This also limited the ability to add new features like an interactive database.
- **Design:** Web pages were too cluttered with images and ads - took the user too long to find information.
- **Content:** Lack of up-to-date content from governing body.

International Comments: Other

- **Management:** It is important to keep in mind the purpose of the web site. Is it a marketing tool or an information site? If these are taken into consideration, the site will be suited to the organisation.
- **Management:** Management has been more aesthetically motivated than cost motivated as long as site costs have been low (i.e., volunteer webmaster).
- **Management:** Office staff often do not have time to handle the website, so volunteer webmasters are utilised.
- **Management:** The web site could be so much better than it is, but there is not the time available to focus all attention to the site. The association (non-profit) does not have the money to hire a full time web master.

New Zealand

New Zealand Sport Organisations also gave a series of effective and ineffective practices and other comments at the end of the questionnaire:

New Zealand Comments: Effective Practices

- **Content:** Utilising guest writers to provide up-to-date information.

New Zealand Comments: Ineffective Practices

- **Management:** Initially attempted to create the web site alone. However discovered that the organisation lacked the resources and expertise to design an effective web site.

New Zealand Comments: Other

- **Management:** Finance was a problem to develop interactive elements including online registration.
- **Management:** The Web Site can be used to tap into the International market but is at present a costly tool. In the future, it may be able to be used to bring in revenue to counter the cost of web site development.

5. Discussion

This discussion section will consider results of the present research in light of the research objectives and the literature reviewed. Firstly, the effects of the Internet and web site to the marketing and management of sport organisations will be addressed. Secondly, the practices of international web sites of sport organisations and teams will be reviewed considering the literature under seven web site categories: management, design, content, interactivity, electronic commerce, marketing and security. This section will also identify a framework of 20 best practices for the marketing and management of the web site in sport organisations. The practices of New Zealand sport organisations and team web sites will then be examined to identify if they currently follow this framework of best practices.

5.1 Effects of the Internet and Web Site

There are a number of advantages and disadvantages that the Internet and the web site brings to the marketing and management of sport organisations.

5.1.1 Advantages

The first and major advantage of the Internet is that it is the fastest growing mass communication and marketing vehicle in the world today (Delphy & Bosetti, 1998). This means that the sport organisation can use the web site to communicate their message/s to a potentially large audience through a 'one to many' relationship (Zimmerman, 2000). This communication is also at a comparatively lower cost than other marketing media (Johns, 1997).

Another advantage is the ease of use of the Internet and web sites. This is due to the creation of web browsers that have made it uncomplicated for the general public to access web sites and navigate the WWW (Hanson, 2000). These web browsers can present any information that the sport organisation desires; be it text, graphical images or other multimedia elements.

A third advantage of the Internet and web site is the ability to communicate and interact with target audience of the sport organisation (Caskey, 1998). The web site can offer exclusive content specific to the organisation or team, not easily available through other sources of information such as newspapers and periodicals. Fans of sports teams can access the web site to gather information on the players, schedule and news as well as to interact with the organisation through discussion areas and chat rooms. This means that the content of the web site can be designed specifically for the target audience.

A fourth advantage of the Internet and web site is that the sport organisation can offer immediate information to their visitors (Kahle and Meeske, 1999). The latest news and results of sport organisation competitions or teams can be placed on the web site almost instantaneously. This offers a distinct advantage over other media sources such as newspapers.

Kahle and Meeske (1999) also state a further advantage for sport organisations as the web site can be used to store information. Sport organisations and teams can store statistics, game reports and news releases on their web site. This is an advantage for visitors as they can access this information far more easily than through other media sources.

A sixth advantage of the Internet is that the web site can be used by sport organisations for direct marketing and market research (Gladden, 1996). Sport organisations can create a database of site visitors through the creation of e-mail lists offering exclusive news and competitions to list members. Gladden (1996) also suggests that surveys can be utilised on the web site to gather information from site visitors. These visitors are more likely to be from the target audience of the organisation as stated above.

The web site can also be utilised for electronic commerce. This could be used by the sport organisation to offer another means of distribution for existing products and services or to create an opportunity to sell new products and services through the site (Caskey and Delphy, 1998). This could help the organisation gain a competitive advantage amongst other competing sport

organisations. There are however current disadvantages to electronic commerce that will be discussed below.

An eighth advantage of the Internet and web site is that the information can be more easily updated than other forms of marketing by the sport organisation (Ellsworth and Ellsworth, 1998). Organisational publications and brochures are more expensive and difficult to modify than changing the existing content of a web site.

Another advantage of the Internet and web site over other forms of marketing is the ability to collect figures on the number of people visiting the web site (Pope and Forrest, 1997; Chaffey *et al.*, 2000). This exact number is difficult to determine for other forms of advertising such as magazine and radio advertising.

A tenth advantage for users of the Internet is that “minor” sports can have a voice on the Internet (Kahle and Meeske, 1999). An example is that a minor sport like water polo can present information alongside the major sports of football or basketball on a world stage. In most mainstream media, these “minor” sports will not receive equal publicity to the major sports.

5.1.2 Disadvantages

While there are many advantages for the Internet and web site, there are also disadvantages in utilising this for marketing and management in sport organisations. The first and most important disadvantage deals with the security issues of the Internet. While there are various methods to protect against other people gaining unauthorised site access, called hackers, and viruses; there are no full-proof solutions (Vargo and Hunt, 1996). These methods can take the form of passwords and user codes, firewalls and preventative measures such as backing-up the site content. While all the precautions can be taken against these hackers and viruses, it is almost impossible to guarantee that the sport organisation web site is fully protected.

Another disadvantage of the Internet and web site is the current low level of confidence regarding consumers providing their credit card details over the Internet (Johns, 1997; Caskey and Delphy, 1998). This is one present factor limiting the use of electronic commerce in sport organisations. While the odds are extremely low that on-line transactions are likely to be intercepted by an illegal third party, as the data is often encrypted, consumers presently do not feel comfortable purchasing over the Internet (Vargo and Hunt, 1996).

A third disadvantage of the Internet and web site is that not all consumers have access to the medium (Kahle and Meeske, 1999). Not every household has a computer and not all of these groups gain Internet access (Johns, 1997). However, this dilemma is not always a concern for sport organisations as often the target audience of the site are more affluent male sports fans, aged in their 30s (Duncan and Campbell, 1999). Johns (1997) states that this group of consumers are currently amongst the more frequent users of the Internet.

In conclusion, the advantages outweigh the disadvantages of using the Internet and web site for the marketing and management of sport organisations. The tremendous growth and widespread appeal of the Internet in addition to the advantages over other traditional forms of marketing and the ability to offer current and archived information to the target audience, outline positive effects the web site can bring to the sport organisation. The current disadvantages of the non full-proof security measures, low levels of consumer confidence towards the security of online transactions and access to the Internet may slowly diminish over time as technology measures improve and the use of the Internet continues to increase.

5.2 Web Site Management

5.2.1 Objectives and Goals

The research by Pope and Forrest (1997) stated that a crucial factor for the effective management of sport marketing on the WWW was defining the mission of the web site. This involves the organisation creating a list of objectives and goals to provide the web site with direction and ways it could fit with other aspects of the organisation. These objectives and goals can be utilised to gauge whether the site is effective by comparing whether the site is reaching these targets in the future. The present research found that only a small number of International Sport Organisations established a full range of goals for their web site. However, when the goals were considered individually, nearly all of the organisations had established web site information goals with respect to quality and to a lesser extent how up-to-date the site information should be. Goals were specific in nature with numerals and time frames provided, which meant that these goals could be easily measured in the future. These are elements of the S.M.A.R.T. mnemonic for goals suggested by Chaffey *et al.* (2000): specific, measurable, actionable, relevant and timely.

This finding could suggest that International Sport Organisations were not following the mission aspect of the framework proposed by Pope and Forrest (1997). However, this task is a crucial element of web site management as goals and objectives ensure that the site will be reaching its purpose across all elements of the site.

Therefore, the first recommended best practice to maximise the management of web site effectiveness is to establish a set of site objectives and goals. These goals and objectives should be as specific and measurable as possible so that they can be communicated to all members of the sport organisation.

A crucial element when establishing the objectives and goals is that all stakeholders of the site should be included in this process (Pope and Forrest, 1997). This includes all levels of the organisation, as well as members from the potential audience of the site and is an important process because it provides

the opportunity for all stakeholders to offer their opinions and expectations of the site. Furthermore, these goals and objectives will not be effective if the organisation's top level management is not involved. Like any other organisational initiative and resource, if top executives do not support the site, it will never reach its full potential (Martin, DeHayes, Hoffer and Perkins, 1994). From the present study it was found that the flatter the structure of the International Sport Organisation, the more likely that top level management was involved with the web site.

The areas that should be addressed by these goals and objectives will now be discussed.

Web Site Objectives

The reasons for establishing the site

The first and overall objective that should be determined by the sport organisation is the overall reason for establishing the site. This will give overall direction for all areas of the web site including the design, content and marketing. The findings of this research suggest that offering information on the site was considered more important than interacting with site visitors for International Sport Organisations. Chaffey *et al.* (2000) agree with this, stating the information on the site is a crucial element for attracting visitors and ensuring their return. Therefore the overall objective should focus on offering information as opposed to concentrating on the other web site areas.

The audience of the site

The second objective requiring definition is the audience of the site. The geographical location and whether the audience consists of organisational members and/or the public are important considerations for this objective. If this objective is well defined, the content and design of the web site should be more relevant to the audience. Therefore if the primary audience of the site are local fans of the sports team, the site will have more information about player profiles, message boards and other fan-related content. An example of this is

the official web site of the Chester Jets, a Basketball Team in Great Britain <<http://www.jetsbasketball.co.uk>>.

The importance of the site compared to other business operations

The third objective that should be clarified is how important the site is compared to other business operations. This will dictate how many resources should be given to the web site and give members of the organisation an indication of how significant the web site is. In the present study International Sport Organisations indicated that the site was an important part of the organisation when compared to other business functions. This answer may, however, have been biased by the respondents' personal views of the web site, as almost all respondents were directly related to the site.

Web Site Goals

Number of site visitors per month

The first goal that sport organisations should specify is the expected number of site visitors per month. It is important to accurately define what is meant by the term site visitors. For the present study each organisation was measuring either total web site visitors, unique visitors or number of page hits, as there were a wide range of answers provided. Therefore, whatever measure is chosen, it is important to be consistent in this decision, to allow comparisons with the specified goal and across time periods (Pope and Forrest, 1997). Chaffey *et al.* (2000) state that this information can be collected by using a web counter on the home page of the site.

Currency of site information

The second web site management goal should detail how up-to-date the information on the site should be. It is crucial to ensure that a time frame for updating content is established. For example, if the organisation is participating or hosting a sport event, the scores and other information about this event should be on the web site within 24 hours. If a time period is given, the goal

can be measured, which is an element of the S.M.A.R.T. framework (Chaffey *et al.*, 2000).

Quality standards of site information

Thirdly, sport organisations should state the desired level of quality for information on the site. Quality standards include the accuracy and consistency of the site content. Like any other form of organisational material, if the information is incorrect the organisation may appear unprofessional to web site visitors. This may cause visitors to avoid the web site or tell other members of the target audience about the poor content quality causing them in turn to not visit the site.

Revenue from the site

The fourth goal that sport organisations should identify is the level of revenue that they expect to generate from the site. This will be used to determine if the organisation will need to utilise a form of electronic commerce on the site. Only a small number of International Sport Organisations provided these goals and they were just general statements about increasing sales. Pope and Forrest (1997) argue that these goals should be specific and measurable, therefore it is suggested that a time frame and monetary figure are defined. The present research found that just 15% of the International Organisations were operating their site at a profit. This indicated that revenue and profitability goals may not be an important part of the web site management. However, organisations should specify these goals as Pope and Forrest (1997) state a web site should attempt to meet their costs and be treated like any other business operation.

Security of the site

Finally, the overall approach to the security of the web site should also be addressed in the web site management goals. These will dictate the level of necessary security measures and detail the semantics of passwords and user codes, as well as frequency of back-ups of the content.

5.2.2 In-house Webmaster

Another web site management factor recommended by Pope and Forrest (1997) was to analyse the web site margins. This includes determining if the staff of the organisation have sufficient skills to manage and maintain the web site or if they need to employ a webmaster outside of the organisation. From the present study it was found that nearly two thirds of the International Sport Organisations utilised in-house webmasters. The majority of these in-house webmasters were employed part-time to manage the site. This is an important aspect because organisations may find it difficult to perform the day-to-day operations on the site if they do not have in-house webmasters. An example of this is when the organisation has to wait for an outside webmaster to update the content of the site, rather than update the site in-house. The low average of 20 hours per month spent working on the web site could be explained by the large number of small International Sport Organisations that participated in the study. The present study found that seven organisations utilised a volunteer webmaster, which minimised the site cost. This emphasised the importance of volunteer involvement present in the majority of sport organisations (Cuskelly and Auld, 1999).

It can be concluded that when these organisations were determining whether they could employ an in-house webmaster, they did consider the web site skills of their staff and costs. Therefore, the second recommended best practice is that sport organisations should analyse whether an in-house webmaster would be appropriate for the organisation.

The ideal situation for an organisation is that a member of the staff has the time and expertise to manage and maintain the site. If this is not the case, and the organisation has monetary resources to fund an outside web site company to manage the site, this is the best option. Volunteer webmasters should also be considered if the organisation lacks the web site expertise and money to employ an outside expert. However there could be some risk with this approach as the organisation may not be able to control the content of the site.

5.2.3 Management Attributes

The impact of web site content was considered the most important site attribute by the International Sport Organisations participating in this research. This finding supports the research of Delphy and Bosetti (1998), Duncan and Campbell (1999) and Zimmerman (2000). These organisations considered the design and marketing of the site as the next most important management attributes. It was interesting to note that electronic commerce was ranked last out of all attributes, as Caskey and Delphy (1998) recommend this as an effective means of generating site revenue. This difference could be attributed to the limited number of organisations in this study that conducted electronic commerce.

Therefore, the third recommended best practice is that sport organisations should consider the design and content attributes as the most important when managing the site. This means that all other factors, including interactivity, marketing, electronic commerce and security, should not impede on the design and content of the site, but rather flow on from these attributes.

5.3 Web Site Design

5.3.1 Objectives, Goals and Design

Research by Pope and Forrest (1997) states that a crucial factor for the effective management of sport marketing on the WWW was studying the mechanics or design of the web site. From the present research the majority of International Sport Organisations used either a specialist web company (43%) or an in-house webmaster (33%) to design their site. This demonstrates that these organisations utilised Pope and Forrest's (1997) mechanics theory as they evaluated the web site skills of the present staff and compared those to the costs of contracting a web design company. This decision is similar to that made by the web site regarding the in-house webmaster described above. However, it is crucial to ensure that the goals and objectives of the site are communicated to webmasters who are outside the organisation, so that the site can meet these guidelines (Forrest *et al.*, 1996).

Therefore, the fourth recommended best practice is that sport organisations should integrate the goals and objectives when designing the site. The web designer should take these into account so that the site can reach its full potential.

5.3.2 Design Analyses

Chaffey *et al.* (2000) suggested that a series of analyses should be utilised for the design of the web site. These include discussion with staff members, reviewing other sport and non-sport web sites as well as questionnaires and focus group studies. It was found that over three quarters of the International Sport Organisations made use of discussions with staff and reviewed other sport web sites when designing the web site. This is important because it demonstrates that the opinions of staff members were included in the planning of the site design. Staff members will feel ownership of the site as they have contributed to the design. The design of other web sites should be reviewed as it is pointless and time consuming to "re-create the wheel" for the site.

Therefore, effective elements from other sites should be included. Thus, the fifth recommended best practice is that sport organisations should have discussions with staff members and review other sport web sites when designing their own web site.

5.3.3 Target Market

Caskey (1998) states that the web site should be designed specifically for the target market of the organisation. From the present research nearly all of the International Sport Organisations followed this theory. This is a crucial step as the site will maximise its effectiveness if it attempts to meet the needs of its primary audience and in turn satisfy its objectives. Therefore, the sixth recommended best practice is that sport organisations should design the web site for its target market.

5.3.4 Design Attributes

Zimmerman's (2000) research suggests that the ease of retrieving information and manoeuvring around the site is more important than site decoration. The findings of this research concur with Zimmerman (2000) as the majority of International Sport Organisations concentrated on a consistent design and simple navigation of the site, rather than the graphical and multimedia elements. A consistent design includes ensuring that the colours, fonts and symbols are uniform across all web pages. Simple navigation means that the menu options and links are located in the same areas on the web pages so that visitors can easily move around the site and the site has a logical flow (Chaffey *et al.* 2000). These design attributes are the vehicles that are used to convey the information and messages the organisation is attempting to send through the web site. While the multimedia and graphical elements can be used to distinguish the site from others, unless the information can be easily extracted by visitors it is not likely to be meeting its goals and objectives (Zimmerman, 2000). These graphics can also slow down the download time of each page, which could be frustrating for visitors. Thus, the seventh recommended best practice is that

sport organisations should focus on a consistent design and simple navigation rather than site decoration or graphical and multimedia elements.

5.3.5 Design Elements

Zimmerman (2000) states that a key web site design element is the need for a link to the home page on all pages of the web site. This reinforces the concept of simple navigation of the site as it minimises the risk of users becoming lost during their visit. The present research found that all of the International Sport Organisations had this link clearly displayed throughout the site. Other design elements that were commonly found on the International Sport Organisation sites were the graphical design elements of photos and animations. The use of frames to separate the information and an introduction page were used by just over a quarter of the organisations. It was significant to note that a multimedia element of sound was rarely utilised, suggesting that it was not a high priority when designing the site. Chaffey *et al.* (2000) add that the location of the web site menu is also an important design element as it will be an important part of ensuring consistency in the web site design. They recommended displaying the menu on the left side. The common practice shown in present research supported Chaffey *et al.* (2000) in finding that the left side of the web site was the most common location for this menu.

Therefore, the eighth recommended best practice outlines some key design elements of sport organisation web sites. These sites must have a link to their home pages on all areas of the site, photos and animations should be present to compliment the information and the web site menu should be displayed on the left side of the site.

5.4 Web Site Content

5.4.1 Content Updates

Research from Delphy and Bosetti (1998) and Zimmerman (2000) suggests that content updates are a crucial element for attracting visitors, retaining their interest or convincing users to return to the web site. The information on the web site should be fresh and this can be achieved by updating the content frequently. Pope and Forrest (1997) agree and state updating content should be scheduled and is an important part of the maintenance of the site. From the present study, 75% of International Sport Organisations concluded that in order to capture their web site audience, they updated content two or three times a week. An intriguing finding from the research was that respondents indicated that updating the information on the site was also dependent on seasonality. An example of this could be a basketball web site that would update more information during the winter months compared to the summer off-season. This is relevant to most sport organisations as few are truly year round pursuits.

Another important finding from this research related to updating the site was that just over half of the organisations replicated information from organisational print publications on their web sites. This is a logical connection as the information in brochures and advertisements is likely to be relevant and it will save time and resources to replicate this information on the site (Delphy and Bosetti, 1998). Zimmerman (2000) added that this information will need to be modified slightly as the information contained in brochures will typically have too much information for a single web page. It was also discovered that outside of information from organisational publications, most International Sport Organisations created content specifically for the site. Thus, the ninth recommended best practice is that sport organisations should update their site at least twice a week during the season to keep the content fresh, and utilise a modified version of the information from organisational publications to save time creating new content for the site.

5.4.2 Accuracy of Information

To ensure the professionalism of the web site and the organisation Chaffey *et al.* (2000) note the site should have accurate content. The present research agreed with this as International Sport Organisations felt it was extremely important to maintain accurate information on the web site. This received a mean score of 4.8 on a five-point Likert scale. Inaccurate information could lead to site visitors choosing not to return in the future. Chaffey *et al.* (2000) stated that an effective way of managing this was by having another member of the staff check and approve all web site content before it was placed on the site. It was found that only half of the organisations in the present research were currently going through this checking process. Nonetheless, this is a crucial step as small mistakes, such as grammar, can be made when creating content for the site. In larger organisations this task could be performed by the webmaster who receives information for site content from the other areas of the organisation (Chaffey *et al.* 2000). Therefore, the tenth recommended best practice is that sport organisations should aim to have one hundred percent accurate information on the site and that all content should be checked by another member of the organisation before going onto the site.

5.4.3 Content Elements

The sport web site research from Forrest *et al.* (1996) and Brown (1998) provided a list of key content elements that have been included on web sites. Forrest *et al.* (1996) found that the most common site elements on football sites in Australia, England and New Zealand were: news, results and links. Brown (1998) concurred with this research, adding that player, schedule and ticket information were the most frequently utilised on USA Baseball web sites. The present study largely agrees with these findings as the most common content elements on International Sport Organisations were: contact details, links to other sites, news releases, a schedule of upcoming events and personnel or player profiles. These elements are important because these are often the most frequently requested information on sport web sites and form a strong information base upon which the site can be built (Forrest *et al.* 1996). Other

content elements found in this present study included information about clubs, junior competitions, coaching, history and sponsor details. These largely depended on the nature of the site, as organisations at a national level contained a wider range of information about the sport, while individual team sites concentrated on information about the team.

Thus, the eleventh recommended best practice is that sport organisations should ensure that the following content elements are included: contact details, links to other sites, news releases, a schedule of upcoming events and personnel or player profiles. Other design elements of the site are influenced by the nature of the sport organisation, as well as site goals and objectives.

5.5 Web Site Interactivity

5.5.1 Responding to E-mails

Janal (2000) stated it is important to respond to all e-mails promptly, within 24 hours, and address the subject of the enquiry of the respondent to generate interactivity with web site visitors. The present research found that the main reason site visitors e-mailed the International Sport Organisations was to seek further information. This helps develop a relationship with the web site visitor, which is desirable as they are more likely to return to the site in the future and in the case of the sports team could be more likely to attend a fixture of the team (Zimmerman, 2000). The actual turnaround period of these e-mails was not included in the questionnaire, so it cannot be determined if International Sport Organisations satisfied the 24 hour period. Therefore, the twelfth recommended best practice is that sport organisations should respond within 24 hours of receiving an e-mail through the web site to interact and aid in fostering a relationship with web site visitors.

5.5.2 Message Board

Another element that creates interactivity with visitors is a message or discussion board (Zimmerman, 2000). These boards can create a community for web site visitors to communicate with each other and the organisation. The findings of the present study discovered these boards were utilised by only one third of International Sport Organisations. The moderation of the exchange of information was not important to two-thirds of sport organisations with sites that included boards. This meant that board users could freely post anything on the boards, without having content approved by a member of the organisation. While this is good for fostering communication between web site visitors, it may prove disadvantageous for the organisation. For example, a board user could post a negative comment about the management of the organisation and other users could read this freely if the board was unmoderated. Therefore it is important that these are moderated to censor discussion so that negative comments are not posted. International Sport Organisations found these

boards were excellent in creating interaction with visitors and they responded to comments from web site visitors directly on the board. This received a mean score of 3.3 on a five-point Likert scale. Thus, the thirteenth recommended best practice is that sport organisations should utilise a moderated message or discussion board to generate interactivity with and amongst web site visitors.

5.5.3 E-Mail List

A further element that can be utilised to create interactivity is an e-mail list. Janal (2000) suggests that e-mail lists are a form of direct marketing and are important because they have the potential to communicate directly with the target audience of the organisation. The findings of the present study also indicated e-mail lists were an important interactive element, with half of the International Sport Organisations operating these lists. The most common information transferred on these lists were press releases, site content updates, and community activities. This suggests that e-mail lists could be utilised to communicate important organisational information and help develop relationships with list members. The nature of information the e-mail list provided to members will also depend on the nature of the sport organisation as with the content elements described above. It is also important to avoid distributing copious amounts of messages to these list members as they may feel annoyed or simply delete the message (Janal, 2000). The e-mail list should also be kept private and not given to other organisations. Therefore, the fourteenth recommended best practice is that sport organisations should utilise an e-mail list to send out vital information including: press releases, site content updates and community activities.

5.5.4 Other Interactive Elements

Chaffey *et al.* (2000) and Zimmerman (2000) detailed a large number of other elements that could be used to create interactivity with web site visitors. It was found that other elements most frequently used by International Sport Organisations included competitions and games, voting/polls, chat rooms and

guestbooks. These were also judged as effective at creating interactivity with visitors with mean scores of at least 3.4 on five-point Likert scales. However, each element was only utilised by approximately one-fifth of the organisations. The element of on-line help proved to be very effective at creating interactivity, but was used less frequently as it required a member of the staff to be available to communicate directly with visitors. Thus, the fifteenth recommended best practice is that sport organisations should utilise competitions and games, voting/polls, chat rooms and guestbooks to generate interactivity with web site visitors.

5.6 Electronic Commerce

5.6.1 Environmental Analysis: Electronic Commerce

While the benefits of electronic commerce are defined by Caskey and Delphy (1998) and Chaffey *et al.* (2000) it is important to consider a number of factors when determining if electronic commerce is appropriate to an organisation. If the primary objective for establishing the web site is to provide information to the target audience, then perhaps electronic commerce should not be considered. The monetary costs of establishing the ability to conduct online transactions are not low (Zimmerman, 2000). The current low level of consumer confidence towards the security of online transactions should also be factored into the decision. Caskey and Delphy (1998) note that consumers are not confident in providing credit card information over the site.

The findings of the present research suggest that the International Sport Organisations have tended to consider these ideas as only half of these organisations sell products and services through their web site. The most frequently sold products included apparel, memorabilia and publications. Member registrations were the most frequently sold service, suggesting that the majority of these sites were provincial or state clubs or associations that rely on this form of revenue. Only one-third of those International Sport Organisations that did not currently sell electronic commerce indicated they would do so in the future. Therefore it can be suggested that electronic commerce may not be considered appropriate for all sport organisations. However, if organisations currently sell products or it is a crucial objective of the site, electronic commerce may be appropriate to complement their distribution channels (Caskey and Delphy, 1998). An example could include a sports team organisation that sells merchandise and publications at games and chooses to offer these through their web site. The present research also found that subscriptions to access information were not charged by any of the sport organisations. This supports the findings of Caskey and Delphy (1998) that this form of electronic commerce was only appropriate for large content sites covering a range of sports and not for organisation sites.

Therefore, the sixteenth recommended best practice is that sport organisations should analyse the environmental factors to determine if electronic commerce is appropriate. Factors to consider are whether electronic commerce fits with the primary objective of the site, the monetary costs and consumer attitude towards online transactions.

5.7 Web Site Marketing

5.7.1 Site Marketing

Chaffey *et al.* (2000) stated that the marketing of the web site is a significant factor in determining the success of the site. Research by Pope and Forrest (1997) and Duncan and Campbell (1999) suggested that the site should be fully integrated into the organisation's overall marketing plan. This appeared to be the case in the present research as 86% of International Sport Organisations stated the site address was included in their organisational advertising. The print media was the most commonly utilised form of advertising, which makes sense as potential site visitors are more likely to visit if they have the web address available when they enter it into the web browser. However, little specific advertising about the web site itself was designed by these organisations. This indicates that the web site was not considered important enough to warrant the cost of individual advertising, but was included in most of the other forms of organisational advertising. Thus, the seventeenth recommended best practice is that sport organisations should be integrated in to the marketing plan of the organisation and the site address should be displayed on all advertising.

5.7.2 Internet Marketing Tools

The research from Chaffey *et al.* (2000) stated that co-branding and submitting the site address to search engines and directories are effective methods to market the web site. The present research concurred with these findings as co-branding was the most utilised Internet marketing tool by International Sport Organisations, and was considered to be the most effective at generating web page views. Search engines and directories were also utilised by just over one third of the organisations. This method was judged to be effective at creating page views and was a relatively low-cost option at publicising the site. This research also found the Internet marketing methods of banner advertising and site sponsorship were not utilised by as many organisations, 18% and 15% respectively, yet were only slightly less effective at generating page views.

Therefore, the eighteenth recommended best practice is that sport organisations should utilise the Internet marketing methods of co-branding and web directories

5.8 Web Site Security

5.8.1 Passwords and User Codes

Chaffey *et al.* (2000) suggested that the security measures of passwords and user codes can be utilised to minimise the risk of unauthorised personnel altering the web site content. This research found that security of the site against viruses and hackers was considered a high priority. It was interesting to note that just over half of the organisations used passwords and user codes to protect access to the web site. Three of the organisations with passwords and user codes in place experienced unauthorised site changes, suggesting some site hackers were able to overcome these security measures. This could have included other members of the organisation who may accidentally have deleted content if there were no passwords and user codes present. However, these security measures are relatively easy to install and can be a deterrent for some unauthorised personnel. Thus, the nineteenth recommended best practice is that sport organisations should utilise passwords and user codes to protect against unauthorised changes to the web site.

5.8.2 Back-up Frequency

The research from Caskey and Delphy (1998) suggested that contents of the web site should be regularly backed-up as a security measure against viruses and hackers. The present research found that International Sport Organisations had strong views towards this, with half stating they backed-up the site contents at least once a week. It was also noteworthy to observe that 10% of organisations never backed-up their contents. This last group was relatively large considering the high importance placed on security by the International Sport Organisations earlier. Therefore, the twentieth recommended best practice is that sport organisations should back-up the contents of the site at least once a week.

5.9 Summary of Framework of Best Practices

From the discussion above, the following framework of 20 best practices for sport organisations was formulated (see Table 19). As all 20 recommended best practices are seen as equally important to sport organisations, they are listed in a logical order by web site area.

Table 19: Framework of 20 best practices for the marketing and management of the web site in sport organisations (by site area)

Web Site Area	Recommended Best Practice for Sport Organisations
Management	<ol style="list-style-type: none"> 1. Establish a full set of web site objectives and goals 2. Analyse whether an in-house webmaster is appropriate 3. Focus on managing content and design attributes
Design	<ol style="list-style-type: none"> 1. Integrate objectives and goals in design 2. Have discussions with staff members and review other web sites 3. Design for target market 4. Focus on a consistent design and navigation rather than graphical and multimedia elements 5. Include essential design elements
Content	<ol style="list-style-type: none"> 1. Update content at least twice a week and replicate information from organisational publications 2. Aim to have content 100% accurate 3. Include essential content elements
Interactivity	<ol style="list-style-type: none"> 1. Respond to e-mails within 24 hours 2. Utilise a moderated message board 3. Utilise an e-mail list to distribute information 4. Include other interactive elements
Electronic Commerce	<ol style="list-style-type: none"> 1. Consider all factors to determine if electronic commerce is appropriate
Marketing	<ol style="list-style-type: none"> 1. Integrate the web site into the organisation's marketing plan 2. Utilise co-branding and web directories
Security	<ol style="list-style-type: none"> 1. Utilise passwords and user codes 2. Back-up content at least once a week

5.10 New Zealand: Current Practices Versus Framework of Best Practices

The practices of New Zealand Sport Organisations and Teams will now be analysed to discuss whether they are currently following the framework of 20 best practices suggested above. To find an explanation of how these best practices were formulated and how they related to literature, please see the relevant web site area section from 5.2 to 5.8.

5.10.1 Web Site Management

Establish a full set of web site objectives and goals

From the present study it was evident that all New Zealand Sport Organisations did not define a full range of goals for the web site. The majority of organisations did set goals regarding the quality and how current the information should be, but very few organisations set goals detailing the security, number of page views and revenue from the web site.

Analyse whether an in-house webmaster is appropriate

It can be concluded that New Zealand Sport Organisations generally considered whether an in-house webmaster was appropriate. Just under half of the organisations employed an in-house webmaster, and most of those that did not, utilised a specialist company as they lacked the skills to manage the site themselves.

Focus on managing content and design attributes

It appeared that most New Zealand Sport Organisations were focussing on the design and content attributes in the management of their web site. These two site attributes were ranked far ahead of the other attributes including electronic commerce, security and interactivity.

5.10.2 Web Site Design

Integrate objectives and goals in design

The present study showed that just under half of New Zealand Sport Organisations utilised specialist web companies to design their web site. It was also found that the majority of organisations were satisfied that the web site was effective. Therefore it can be surmised that objectives and goals were communicated effectively to the outside experts, otherwise the design of the site would have been judged to be ineffective.

Have discussions with staff members and review other web sites

It was clear the majority of New Zealand Sport Organisations (77%) were interested in gauging viewpoints from other staff members when designing the site. Other sport web sites were also reviewed by most of the organisations to examine the design elements of competitors and other sports sites.

Design for target market

Nearly all of the New Zealand Sport Organisations were following this best practice as 93% stated they had designed the site to meet the needs of their specified target market.

Focus on a consistent design and navigation rather than graphical and multimedia elements

The present study found that New Zealand Sport Organisations considered the consistency of the design and simple navigation of the site to be far more important than the other site decoration elements.

Include essential design elements

It was found that most New Zealand Sport Organisations were currently considering all essential design elements recommended by this best practice. All of the organisations had a link to the home page on all areas of the web site and the majority displayed photos and animations to complement the site information. Two thirds of the organisations displayed their site menu on the left side of the pages consistently throughout the site.

5.10.3 Web Site Content

Update content at least twice a week and replicate information from organisational publications

New Zealand Sport Organisations were observing this best practice as it was found that fresh content was important to the majority of these organisations. This agrees with the research from Delphy and Bosetti (1998) and Zimmerman (2000) stating that fresh content is a crucial part of attracting visitors. Three quarters of the web sites were updated daily or two to three times a week. Only a few sites were updated less frequently including fortnightly or monthly. Information from print materials was frequently replicated by these organisations, though it was noted that a large amount of content was created exclusively for the site.

Aim to have content 100% accurate

From the present study the accuracy of web site content was very important to the New Zealand Sport Organisations. However, only half of the organisations had their content checked by another member of the staff before being placed on the site.

Include essential content elements

It was found that each of the essential content elements were present in at least 79% of the New Zealand Sport Organisation web sites: contact details, links, news releases, schedule and profiles. Other content elements including information about history, clubs and sponsors were also included in just over one third of the sites. This indicates that the New Zealand Sport Organisations included all of the basic information required for an effective web site.

5.10.4 Web Site Interactivity

Respond to e-mails within 24 hours

From the present research it can be surmised that most New Zealand Sport Organisations considered e-mail communication with web site visitors to be important. All of the sites displayed an e-mail contact address and the majority of responses to e-mails provided further information to site visitors. The actual

turnaround period of these e-mails was not included in the questionnaire, so it cannot be determined whether New Zealand Sport Organisations satisfied the suggested 24 hour period.

Utilise a moderated message board

It can be concluded from the research that message boards were not an important consideration for all of the New Zealand Sport Organisations. Only half of the organisations had a message board and were not overly concerned with the moderation of the board, an important element of this best practice.

Utilise an e-mail list to distribute information

The use of e-mail lists was restricted to half of the New Zealand Sport Organisations. However, it was found that these organisations were sending out the important types of information including press releases, site content updates and details of community activities.

Include other interactive elements

Few New Zealand Sport Organisations considered the other interactive elements of competitions and games, voting/polls, chat rooms and guestbooks as important. The interactive elements of voting/polls and guestbooks were only used in one fifth of the organisations.

5.10.5 Web Site Electronic Commerce

Consider all factors to determine if electronic commerce is appropriate

From the present research it was evident that New Zealand Sport Organisations had considered all relevant factors and determined that electronic commerce was currently not appropriate. These factors include ensuring that electronic commerce fits with the primary objective of the site, the monetary costs to establish the service and the current low level of consumer confidence towards providing credit card details over the Internet (Caskey and Delphy, 1998). Only one quarter of the organisations sold products and services through their site. However, these organisations did note that they may consider participating in electronic commerce in the future. This decision could be further evidence that

organisations assume consumer attitude towards online transactions may change in the future.

5.10.6 Web Site Marketing

Integrate the web site into the organisation's marketing plan

The web site appeared to be a major part of the New Zealand Sport Organisations' marketing plans as nearly half of the organisations created specific advertising for the site alone. The web address was displayed on nearly all the organisations' advertising predominantly utilised in the print media.

Utilise co-branding and web directories

From the present study it was clear that New Zealand Sport Organisations utilised both co-branding and web directories and were judged to be very effective at creating page views. This demonstrated these low-cost Internet marketing tools played an important role in stimulating consumer visits to the web site.

5.10.7 Web Site Security

Utilise passwords and user codes

It can be concluded that two thirds of New Zealand Sport Organisations considered security to be important as this fraction utilised passwords and user codes to protect against unauthorised site changes.

Back-up content at least once a week

From the present research it was found that the nearly two thirds of New Zealand Sport Organisations were observing this best practice. This suggests that this was an important function to protect against site hackers and viruses.

5.10.8 Summary

In conclusion, the majority of New Zealand Sport Organisations were currently following the framework of best practices suggested across the seven web site areas. The only best practices not implemented by some of the New Zealand organisations were establishing site objectives and goals and including interactive elements in the site.

Even though a small sample size of 14 was obtained of New Zealand Sport Organisations, the results proved very similar to these for International Sport Organisations discussed above. This was an interesting result and could suggest that the framework of best practices could be applicable to other official sport organisation and team web sites from other geographical areas.

Therefore, it can be suggested the framework of 20 best practices is appropriate to the New Zealand environment, as the majority of the recommendations are currently being applied for the marketing and management of the web site in sport organisations which responded to the questionnaire.

6. Conclusions and Recommendations for Sport Organisations

This present research is one of a limited number of studies that examine the relationship between the Internet and web site and the sport marketing and management areas. The conclusions and recommendations will discuss the findings from each of the research questions stated in the methods section 3.2. Firstly, the effects of the Internet and Web Site is examined. This will be followed by an explanation of the methods utilised to gather information on International Sport Organisation web sites. Thirdly, the main contribution of this research is discussed. This is the framework of 20 recommended best practices that sport organisations and teams should follow to maximise the effectiveness for the marketing and management of the web site. The practices of the New Zealand Sport Organisations were then tested against this framework. Finally, suggestions for future study will also be explored.

6.1 Effects of the Internet and Web Site

There are a number of advantages and disadvantages of Internet and web site use to the marketing and management of sport organisations. However, the positive aspects overshadow the negative aspects as the Internet and web site has experienced tremendous growth and widespread appeal, has advantages over other traditional forms of marketing and can offer up-to-date and archival information to the target audience. The current major disadvantages of the non-full-proof security measures and low levels of consumer confidence towards the security of online transactions may slowly diminish over time as technology measures improve and the use of the Internet continues to increase.

6.2 International Sport Organisations Practices

The web site management and marketing practices of International Sport Organisation from Australia, Great Britain and North America were measured

through a web-based questionnaire and evaluative survey. Both the questionnaire and evaluative survey contained qualitative and quantitative measures. Only official sport organisations were contacted to provide more relevant data to the research objective. Seventy-three sport organisations responded from a list of 384 sport web sites. The sample was not viewed as necessarily representative of the population as the research was more concerned with gathering information, rather than drawing conclusions about the whole population of sport organisation web sites. Findings were classified according to the nine web site areas of the questionnaire: general information, management, design, content, interactivity, electronic commerce, marketing, security and effectiveness. The results of these research instruments were utilised, together with the theories and results of previous studies, to suggest a framework of best practices that sport organisations and teams should follow to maximise effectiveness for the marketing and management of the web site.

6.3 Framework of Recommended Best Practices

The discussion generated a framework of 20 recommended best practices that sport organisations and teams should follow to maximise the effectiveness for the marketing and management of the web site. This section will outline the suggested framework of 20 best practices under seven web site areas: management, design, content, interactivity, electronic commerce, marketing and security. For more information on each of these best practices, please see the discussion section.

6.3.1 Web Site Management

Establish a full set of web site objectives and goals

Objectives should detail reasons for establishing the site, the target audience of the site and the importance of the site compared to other business operations. Goals should include the number of site visitors, currency and quality of site information, revenue and security.

Analyse whether an in-house webmaster is appropriate

The sport organisation should analyse the web site skills of the staff and consider if they have enough time to manage the site. If this is not the case, the organisation should utilise an outside company or volunteer if they do not have the financial resources.

Focus on managing content and design attributes

The sport organisation should concentrate on the management of the content and design attribute of the site rather than the interactivity, marketing, electronic commerce and security attributes.

6.3.2 Web Site Design

Integrate objectives and goals in design

It is important that the design of the sport organisation's web site is compatible with the objectives and goals of the site to ensure that it will reach its full potential.

Have discussions with staff members and review other web sites

The sport organisation should have discussions with staff members to ensure that all viewpoints are considered in the design of the site. Other sport and non-sport web sites should be reviewed to incorporate the most effective design components of these sites.

Design for target market

The sport organisation's web site should be designed to meet the needs to the target audience of the sport organisation. If the site is not designed with this group of people in mind, it will not meet its objectives and goals.

Focus on a consistent design and navigation rather than graphical and multimedia elements

The design attributes of the web site should be more focussed on a consistent design and simple navigation rather than concentrating on the decoration of the

site. This will ensure web site visitors do not become lost and the site has a logical flow.

Include essential design elements

Sport Organisations should ensure they include a link to home page, photos and animations and that the menu is displayed on the left side on the site. It is important that photos and animations complement the web site information.

6.3.3 Web Site Content

Update content at least twice a week and replicate information from organisational publications

Fresh content is one of the best ways to attract new web site visitors and ensure they return. Therefore sport organisations should aim to update content at least twice a week. Time spent creating new content can be saved by utilising information from organisational publications.

Aim to have content 100% accurate

A high level of accuracy portrays a professional approach to web site visitors. All information should be checked by another member of the organisation to minimise the occurrence of factual or grammatical errors.

Include essential content elements

Sport Organisations should ensure that they include contact details, links, news releases, schedule and profiles on the site.

6.3.4 Web Site Interactivity

Respond to e-mails within 24 hours

To foster a relationship with and interact with web site visitors, all e-mail enquiries should be answered within a 24 hour period.

Utilise a moderated message board

Another effective method at creating interactivity with web site visitors is through a message board. Content of these boards should be moderated by a staff member of the sport organisation to avoid negative comments about the organisation or team appearing on the board.

Utilise an e-mail list to distribute information

Sport Organisations should utilise an e-mail list to distribute important information to the target audience. This information can include press releases, site content updates and community activities.

Include other interactive elements

Other interactive elements that should be used by sport organisations are competitions and games, voting/polls, chat rooms and guestbooks. These can generate interactivity with and between web site visitors.

6.3.5 Web Site Electronic Commerce

Consider all factors to determine if electronic commerce is appropriate

It is important that the sport organisation should consider a number of factors when deciding whether to participate in electronic commerce. These factors include: ensuring that electronic commerce fits in with the primary objective of the site, the monetary costs to establish the service and the current low level of consumer confidence towards providing credit card details over the internet.

6.3.6 Web Site Marketing

Integrate the web site into the organisation's marketing plan

The sport organisation should ensure that the web site is a part of the marketing plan to maximise the public awareness of the site. The web address should be displayed on all advertising.

Utilise co-branding and web directories

The sport organisation should utilise the internet marketing methods of co-branding and submitting the web address to web directories. These are

relatively low cost options of publicising the site and are effective at creating page views.

6.3.7 Web Site Security

Utilise passwords and user codes

Passwords and user codes should be utilised to minimise the risk of unauthorised changes to the site by hackers.

Back-up content at least once a week

Sport Organisations should back-up the contents of the web site at least once a week to minimise potential losses through a virus or unauthorised access to the site.

6.4 New Zealand: Current Practices Versus Framework of Best Practices

A sample of New Zealand Sport Organisation web sites was surveyed to test whether these organisations followed the framework of 20 best practices above. The same research instruments utilised on the International Sport Organisations, the web-based questionnaire and evaluative survey, were also used on this sample. Fourteen New Zealand Sport Organisations responded from the 57 that were contacted. The results were listed under the seven web site areas and the 20 best practices: management, design, content, interactivity, electronic commerce, marketing and security. This research revealed that the majority of New Zealand Sport Organisations were currently following the framework of best practices suggested in the seven web site areas. The results for the New Zealand Sport Organisations were found to be very similar to those for the International Sport Organisations. Thus the framework of 20 best practices is deemed appropriate for both the International and New Zealand Sport Organisations surveyed. This would suggest that the framework of best practices web site is applicable to other official sport organisation and team web sites from other geographical areas.

6.5 Suggestions for Future Research

As stated earlier there have been only a limited number of studies conducted to examine the relationship between the Internet and web site and the sport marketing and management areas. This research was one of the first studies to offer a framework of best practices for the marketing management of web sites in sport organisations. There is a demand from both the academic and practitioner community to further understand the areas of web site marketing and management, so relevant future research is appropriate (Kahle and Meeske, 1999).

Future research in this area could include testing the suggested framework of best practices to see if it is followed by or appropriate to other samples of sport organisations. Elements of the research instrument, the web-based questionnaire and evaluative survey, could be utilised in future studies to ensure a consistent and comparable measurement.

This study was limited to the official sport organisations of the Olympic sports and a selection of world championship sports relevant to the New Zealand situation. Thus other sports could be included in future research, or other types of sport web sites studied to test if the framework of best practices is appropriate to them. Other types of web sites include the large content sites that report on a number of sports, commerce, and fan sites (Caskey and Delphy, 1998). It would be interesting to further understand the different types of sport web sites and to compare the results for these categories.

Future studies could also examine whether this framework of best practices is relevant to other geographical locations. Sport Organisations from Australia, Great Britain, North America and New Zealand only were included in this research. It would be interesting for future studies to test whether this framework of best practices is appropriate to countries with different cultural values and languages to those included in this study.

The constantly changing nature of Internet technology and the creation of new design, content, marketing, interactivity, electronic commerce and security site elements are also reasons for future studies in this area. These studies could be used to test if elements of the framework of best practices remain applicable across time given these advances.

In conclusion, future research should be conducted to better understand ways the internet and web site could be utilised in sport marketing and management. The framework of best practices offered in this research could be tested on different types of sport web sites or geographical locations and across time to test whether it is still appropriate given the ever changing technology of the internet.

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Appendix 1 : List of International Sport Web Sites

Olympic Sports

AQUATICS (Swimming, Water Polo and Diving)

Australia

*****National** – Australian Swimming – <http://www.swimming.org.au/> – site form

National – Australia Water Polo Inc. – <http://www.waterpoloaus.asn.au/home.htm> – auswpolo@h130.aone.net.au

State – NSW Swimming Association – <http://www.nswswimming.com.au/> – nswswim@dsr.nsw.gov.au, sandypointarian@bigpond.com (webs)

State – Queensland Swimming Association – <http://www.qld.swimming.org.au/qlsa-000.htm> – admin.qsa@qld.swimming.org.au

*****State** – Swimming Victoria – <http://www.swimmingvictoria.org.au/> – andrew.cochrane@vic.swimming.org.au

*****State** – Swimming Tasmania – <http://www.tasswim.com.au/> – tasswim@tas.swimming.org.au

State – Western Australian Swimming Association – <http://www.wasa.asn.au/> – wasa@wa.swimming.org.au, webmaster@wasa.asn.au

State – Northern Territory – <http://www.nt.swimming.org.au/> – clare.labowitch@nt.swimming.org.au

National – Diving Australia – <http://www.diving.asn.au/> – mgodden@ausport.gov.au

State – Victorian Diving Association – <http://www.sportnet.com.au/diving/vic/state/frames.htm> – vda@bigpond.com

State – NSW Diving – <http://www.bulk.newcastle.edu.au/nswd/> – nswdiving@hunterlink.net.au, ebrooker@mail.newcastle.edu.au (web)

Great Britain

National – Amateur Swimming Association (British) – <http://www.britishswimming.org/> – helen.gorman@swimming.org

National – Great Britain Diving Federation – <http://website.lineone.net/~diving-gbdf/> – webmaster@diving-gbdf.com

North America

National – Swimming Canada – <http://www.swimming.ca/> – barry.publow@swimming.ca (web), natloffice@swimming.ca

National – USA Swimming – <http://www.usswim.org/> – jburbridge@usa-swimming.org, kflynn@usa-swimming.org (webs)

National – Canadian Amateur Diving Association – <http://www.diving.ca/2.0/english/index.html> – cada@diving.ca

National – US Diving – <http://www.usadiving.org/> – kelli.servizzi@usdiving.org (comm.)

ARCHERY

Australia

*****National** – Archery Australia – <http://archeryaustralia.bizland.com/> – johns@archery.hm, prdirector@archeryaustralia.com.au

Great Britain

*****National** – Grand National Archery Society – <http://www.gnas.org/> – Enquiries@gnas.org

North America

***National – Federation of Canadian Archers – <http://www.fca.ca/> – fca@cyberus.ca (main contact) webmaster@fca.ca (web)

***National – The National Archery Association – <http://www.USArchery.org/> – lmc@thistlekeep.com (web), info@usarchery.org

State – California Archery – <http://www.archeryweb.com/archery/> – trosfeld@archeryweb.com

ATHLETICS

Australia

National – Athletics Australia – <http://www.athletics.org.au/> – jillian.mulally@athletics.org.au

***State – ACT Athletics – <http://www.act.athletics.org.au/> – actathletics@sportnet.com.au

***State – NSW Athletics – <http://www.nsw.athletics.org.au/> – answinfo@dsr.nsw.gov.au

State – WA Athletics – <http://www.wa.athletics.org.au/> – athswest@vianet.net.au

State – Queensland Athletics – <http://www.qld.athletics.org.au/index.shtml> – qldaths@gil.com.au

***State – SA Athletics – <http://www.sa.athletics.org.au/> – saal@chariot.net.au

Great Britain

National – UK Athletics – <http://www.ukathletics.org/> – webmaster@ukathletics.org.uk, information@ukathletics.org.uk

National – Scottish Athletics Federation – <http://www.saf.org.uk/> – admin@saf.org.uk, david@thomnet.freemove.co.uk (web)

National – Athletics Association of Wales – <http://www.welshathletics.org/index2.htm> – info@welshathletics.org, webmaster@welshathletics.org

Province – South of England Athletic Association – <http://www.seaa.org.uk/> – info@seaa.org.uk, webmaster@seaa.org.uk

Province – North of England Athletics Association – <http://www.noeea-athletics.org.uk/> – judith@noeea.demon.co.uk

***League – British Athletics League – <http://www.bal.org.uk/> – jeacock@lineone.net

North America

National – Athletics Canada – <http://www.canoe.ca/Athcan/home.html> – mbchalloner@athletics.ca (web)

National – USA Track & Field – <http://www.usatf.org/> – Keith.Lively@usatf.org (web), Kathy.Fox@usatf.org (IT manager),

BADMINTON

Australia

National – Badminton Australia – <http://www.badminton.org.au/> – badaust@ausport.gov.au

Great Britain

National – Badminton Association of England – http://www.baofe.co.uk/index_main.html – enquiries@baofe.co.uk

National – Scottish Badminton Union – <http://www.scotbadminton.demon.co.uk/> – enquires@scotbadminton.demon.co.uk

***National – Welsh Badminton Union – <http://www.welshbadminton.force9.co.uk/> – welsh@welshbadminton.net

North America

***National – Badminton Canada – <http://www.badminton.ca/> – bmiller@badminton.ca (web), badminton@badminton.ca

National – USA Badminton – <http://www.usabadminton.org/> – usab@usabadminton.org
State – Ontario Badminton Association – <http://www.ontariobadminton.on.ca/> – oba@interlog.com

BASEBALL

Great Britain

National – Baseball Softball UK – <http://www.baseballsoftballuk.com/> – odell@baseballsoftballuk.com, boyd@baseballsoftballuk.com, SeanInterpop@aol.com (webs)

North America

National – Baseball Canada – <http://www.baseball.ca/> – info@baseball.ca
National – USA Baseball – <http://www.usabaseball.com/> – usabaseball@aol.com
League – Major League Baseball – <http://www.mlb.com> – sitehelp@website.mlb.com
Team – Anaheim Angels – <http://angels.mlb.com> – sitehelp@angels.mlb.com
Team – Arizona Diamondbacks – <http://diamondbacks.mlb.com> – sitehelp@diamondbacks.mlb.com
Team – Atlanta Braves – <http://braves.mlb.com> – sitehelp@braves.mlb.com
Team – Baltimore Orioles – <http://orioles.mlb.com> – sitehelp@orioles.mlb.com
Team – Boston Red Sox – <http://redsox.mlb.com> – sitehelp@redsox.mlb.com, general@redsox.mlb.com
Team – Chicago Cubs – <http://cubs.mlb.com> – sitehelp@cubs.mlb.com
Team – Chicago White Sox – <http://whitesox.mlb.com> – sitehelp@whitesox.mlb.com
Team – Cincinnati Reds – <http://reds.mlb.com> – sitehelp@reds.mlb.com, marketing@reds.mlb.com
Team – Cleveland Indians – <http://indians.mlb.com> – sitehelp@indians.mlb.com
Team – Colorado Rockies – <http://rockies.mlb.com> – sitehelp@rockies.mlb.com
Team – Detroit Tigers – <http://tigers.mlb.com> – sitehelp@tigers.mlb.com
Team – Florida Marlins – <http://marlins.mlb.com> – sitehelp@marlins.mlb.com
Team – Houston Astros – <http://astros.mlb.com> – sitehelp@astros.mlb.com
Team – Kansas City Royals – <http://royals.mlb.com> – marketing@royals.mlb.com, sitehelp@royals.mlb.com
Team – Los Angeles Dodgers – <http://dodgers.mlb.com> – sitehelp@dodgers.mlb.com
Team – Milwaukee Brewers – <http://brewers.mlb.com> – sitehelp@brewers.mlb.com
Team – Minnesota Twins – <http://twins.mlb.com> – sitehelp@twins.mlb.com
Team – Montreal Expos – <http://expos.mlb.com> – sitehelp@expos.mlb.com
Team – New York Mets – <http://mets.mlb.com> – sitehelp@mets.mlb.com
Team – New York Yankees – <http://yankees.mlb.com> – sitehelp@yankees.mlb.com
Team – Oakland A's – <http://athletics.mlb.com> – sitehelp@athletics.mlb.com
Team – Philadelphia Phillies – <http://phillies.mlb.com> – sitehelp@phillies.mlb.com
Team – Pittsburgh Pirates – <http://pirates.mlb.com> – sitehelp@pirates.mlb.com
Team – San Diego Padres – <http://padres.mlb.com> – sitehelp@padres.mlb.com
Team – San Francisco Giants – <http://giants.mlb.com> – sitehelp@giants.mlb.com
Team – Seattle Mariners – <http://mariners.mlb.com> – sitehelp@mariners.mlb.com
Team – St Louis Cardinals – <http://cardinals.mlb.com> – sitehelp@cardinals.mlb.com, pr@cardinals.mlb.com
Team – Tampa Bay Devil Rays – <http://devilrays.mlb.com> – sitehelp@devilrays.mlb.com
Team – Texas Rangers – <http://rangers.mlb.com> – marketing@rangers.mlb.com, sitehelp@rangers.mlb.com
Team – Toronto Bluejays – <http://bluejays.mlb.com> – sitehelp@bluejays.mlb.com

BASKETBALL

Australia

National – Basketball Australia – <http://www.basketball.net.au> – ausbasket@basketball.net.au

*****State** – Basketball Victoria – <http://www.vba.org.au> – enquiries@basketballvictoria.com.au
League – National Basketball League – <http://www.nbl.com.au> – site form
Team – Adelaide 36ers – <http://www.adelaide36ers.com/> – admin@adelaide36ers.com
Team – Brisbane Bullets – www.bullets.com.au – admin@bullets.com.au
Team – Cairns Taipans – www.taipans.com – admin@taipans.com.au, steve@taipans.com
Team – Canberra Cannons – <http://www.cannons.canberra.net.au/> – cannons@cannons.canberra.net.au
Team – Melbourne Tigers – <http://www.tigers.com.au> – tigers@tigers.com.au
*****Team** – Perth Wildcats – <http://www.wildcats.com.au/> – wildcats@wildcats.com.au, russell@wildcats.com.au
Team – Sydney Kings – www.sydneykings.com.au – info@sydneykings.com.au
Team – Townsville Crocodiles – <http://www.crocodiles.com.au/> – admin@crocodiles.com.au
Team – Victoria Titans – <http://www.titans.com.au> – ben@titans.com.au, general@titans.com.au
Team – West Sydney Razorbacks – <http://www.razorbacks.com.au/> – caded@razorbacks.com.au
Team – Wollongong Hawks – <http://www.hawks.com.au> – David@myHarries.com (web), hawks@hawks.com.au

Great Britain

National – Basketball England – <http://www.basketballengland.org.uk/> – obi@basketballengland.net, Hilary.Tose@ebbaonline.net
National – Basketball Scotland – <http://www.basketball-scotland.com/> – kevin.pringle@basketball-scotland.com
League – British Basketball League – <http://www.bbl.org.uk/> – mail@bbl.org.uk
Team – Birmingham Bullets – <http://www.birminghambasketball.co.uk/> – bulletsweb@hotmail.com (web), sharon@birminghambasketball.co.uk
Team – Brighton Bears – <http://www.brightonbears.com/> – mark@brightonbears.com (web), info@brightonbears.com
*****Team** – Chester Jets – <http://www.jetsbasketball.co.uk/> – MMJones@btinternet.com, rhiannon.jones@btinternet.com (webs)
Team – Derby Storm – <http://www.derbystorm.co.uk/> – derbystorm@dial.pipex.com
*****Team** – Edinburgh Rocks – <http://www.edinburghrocks.net/> – webmaster@edinburghrocks.net
Team – Leicester Riders – <http://www.leicesterriders.net/> – mail@leicesterriders.freeseve.co.uk
Team – London Leopards – <http://www.leopardsbasketball.com/> – enquiry@osal.co.uk (web), a-t@leopardsbasketball.com
*****Team** – London Towers – <http://www.london-towers.co.uk/> – LondonTowers@blueyonder.co.uk
Team – Manchester Giants – <http://www.giants.co.uk/> – basketball@giants.co.uk
Team – Milton Keynes Lions – <http://mklions.com/> – mklionsuk@aol.com
Team – Newcastle Eagles – <http://www.newcastle-eagles.com> – newcastle_eagles@yahoo.com
Team – Sheffield Sharks – <http://www.sheffieldsharks.com/> – Info@SheffieldSharks.com
Team – Thames Valley Tigers – <http://www.tvtigers.co.uk/> – webmaster@tvtigers.co.uk, tvtigers@nikegroup.co.uk

North America

National – Basketball Canada – <http://www.basketball.ca> – info@basketball.ca
National – USA Basketball – <http://www.usabasketball.com> – fanmail@usabasketball.com
League – National Basketball Association (NBA) – <http://www.nba.com> – a) feedback form b) league office Webmaster/IT Department
Team – Atlanta Hawks – <http://www.nba.com/hawks> – hawks.fanmail@turner.com
Team – Boston Celtics – <http://www.nba.com/celtics> – site form
Team – Dallas Mavericks – <http://www.nba.com/mavericks> – mark.cuban@dallasmavs.com
Team – Detroit Pistons – <http://www.nba.com/pistons> – site form
Team – Golden State Warriors – <http://www.nba.com/warriors> – Technology@gs-warriors.com
Team – Houston Rockets – <http://www.nba.com/rockets> – andrew@rocketball.com
Team – Indiana Pacers – <http://www.nba.com/pacers> – PacersPlanet@Pacers.com
Team – Miami Heat – <http://www.nba.com/heat> – GuestServices@heat.com

Team – New Jersey Nets – <http://www.nba.com/nets> – fans@njnets.com
Team – Philadelphia 76ers – <http://www.nba.com/sixers> – lwhite@comcast-spectacor.com,
marganbright@comcast-spectacor.com, lostrander@comcast-spectacor.com
Team – Phoenix Suns – <http://www.nba.com/suns> – phxsuns@awarena.com
*****Team** – Portland Trailblazers – <http://www.nba.com/blazers> – blazersfeedback@ripcity.com
Team – Sacramento Kings – <http://www.nba.com/kings> – kings@arcoarena.com
Team – Seattle Sonics – <http://www.nba.com/sonics> – fans@sonics-storm.com
Team – Washington Wizards – <http://www.nba.com/wizards> – ehernandez@washsports.com
(web)
Team – Vancouver Grizzlies – <http://www.nba.com/grizzlies> – site form
League – Women’s National Basketball Association (WNBA) – <http://www.wnba.com> –
feedback form
Team – Charlotte Sting – <http://www.wnba.com/sting> – site form
Team – Cleveland Rockers – <http://www.wnba.com/rockers> – site form
Team – Houston Comets – <http://www.wnba.com/comets> – site form
Team – New York Liberty – <http://www.wnba.com/liberty> – site form
Team – Phoenix Mercury – <http://www.wnba.com/mercury> – site form
Team – Sacramento Monarchs – <http://www.wnba.com/monarchs> – site form

BOXING

Australia

National – Amateur Boxing Australia – <http://www.sportnet.com.au/boxing/national/> – site form

North America

National – Canadian Amateur Boxing Association – www.boxing.ca – caba@boxing.ca,
stuart@boxing.ca

National – USA Boxing – <http://www.usaboxing.org/> – jgoldsticker@usaboxing.org

CANOEING

Australia

National – Australia Canoeing – <http://www.canoe.org.au/> – auscanoe@canoe.org.au

Great Britain

*****National** – British Canoe Union – <http://www.bcu.org.uk/> – webmaster@bcu.org.uk

North America

National – Canadian Canoe Association – <http://www.canoekayak.ca/eng/index.cfm> –
webmaster@canoekayak.ca

National – American Canoe Association – <http://www.acanet.org/acanet.htm> – aca@acanet.org

CYCLING

Australia

National – Cycling Australia – <http://www.cycling.org.au/> – acf.info@cycling.org.au

State – Cycling NSW – <http://www.cyclingnsw.org.au/> – cyclingnsw@sportnet.com.au

State – South Australian Cycling Federation – <http://www.cyclingsa.org/> –
sacycling@sportnet.com.au

*****State** – Cycling Queensland – <http://www.cyclingqld.org/> – qld.info@qld.cycling.org.au

Great Britain

National – British Cycling Federation – <http://www.bcf.uk.com/> – info@bcf.uk.com

North America

***National – Canadian Cycling Association – <http://www.canadian-cycling.com/> – general@canadian-cycling.com, marketing@canadian-cycling.com

National – USA Cycling – <http://www.usacycling.org/> – webmaster@usacycling.org

EQUESTRIAN

Australia

National – Equestrian Federation of Australia – <http://www.equestrianfederation.com.au/> – ozequest@equestrianfederation.com.au

Great Britain

National – British Dressage – <http://www.britishdressage.co.uk/> – office@britishdressage.co.uk, webmaster@britishdressage.co.uk

National – British Endurance Riding Association – <http://www.british-endurance.org.uk/> – webmaster@bowes.demon.co.uk

National – British Equestrian Federation – <http://www.bef.co.uk/> – mary.kelly@bef.co.uk

***National – British Show Jumping Association – <http://www.bsja.co.uk/> – bsja@bsja.co.uk

North America

National – Canadian Equestrian Federation – <http://www.equestrian.ca/cefmain.htm> – jcull@equestrian.ca (media)

National – United States Equestrian Team – <http://www.uset.com/> – jsmith@uset.org (comm), jwolf8163@aol.com (market)

FENCING

Great Britain

National – British Fencing Association – <http://www.britishfencing.com/> – British_Fencing@compuserve.com

North America

***National – Canadian Fencing Federation – <http://www.fencing.ca/> – cff@fencing.ca, webmaster@fencing.ca

***National – US Fencing – <http://www.USFencing.org/> – info@USFencing.org, Webmaster@USFencing.org

FOOTBALL/SOCCER

Australia

National – Soccer Australia – <http://www.socceraustralia.com.au/> – info@socceraustralia.com.au

National – Women's Soccer Australia – <http://www.matildas.org.au/> – matildas@ausport.gov.au

Team – Brisbane Strikers – <http://www.brisbanestrikers.com/> – strikers@brisbanestrikers.com

Team – Canberra Cosmos – <http://www.cosmosfc.com/main.cfm> – webmaster@cosmosfc.com, info@cosmosfc.com

Team – Eastern Pride – <http://www.easternpride.com/> – admin@easternpride.com

Team – Marconi Stallions – <http://www.marconifc.com/> – football@marconifc.com

Team – Melbourne Knights – <http://www.melbourneknights.com.au/knights.htm> – admin@melbourneknights.com.au

Team – Northern Spirit – <http://www.northernspirit.com.au/> – maso@northernspirit.com.au (media) danielle@northernspirit.com.au (ops)

Team – Parramatta Power – <http://www.parrapower.com.au/> – media@parrapower.com.au

Team – Perth Glory – <http://www.perthglory.com.au/> – site form
Team – South Melbourne SC – <http://www.southmelbournesc.com.au/home.html> – admin@southmelbournesc.com.au
Team – Sydney Olympic – <http://www.sydneyolympic.com.au/> – admin@sydneyolympic.com.au, tim@flex.com.au
Team – Sydney United FC – <http://www.sydneyunited.com.au/> – administration@sydneyunited.com.au
Team – Wollongong Wolves – <http://www.wollongongwolves.com.au/> – admin@wollongongwolves.com.au

Great Britain

Team – Arsenal FC – <http://www.arsenal.com/> – marketing@arsenal.co.uk, webmaster@arsenal.co.uk, owen@designercity.com (web)
Team – Aston Villa FC – <http://www.avfc.co.uk/> – commercial.dept@astonvilla-fc.co.uk
Team – Blackburn Rovers – <http://www.rovers.co.uk/> – enquiries@rovers.co.uk
Team – Charlton Athletic – <http://www.charlton-athletic.co.uk/> – press@cafc.co.uk, info@cafc.co.uk
Team – Chelsea – <http://www.chelseafc.co.uk/chelsea/frontpage2.shtml> – site form
Team – Derby County – <http://www.dcfco.co.uk/> – webmaster@dcfc.co.uk
Team – Everton – <http://www.evertonfc.com/> – webmaster@evertonfc.com, everton@evertonfc.com
Team – Fulham – <http://www.fulhamfc.com/> – enquiries@fulham-fc.demon.co.uk
Team – Ipswich Town – <http://www.itfc.co.uk/index.stm> – webmaster@itfc.co.uk, enquiries@itfc.co.uk
Team – Leeds United – <http://www.lufc.com/> – site form
Team – Leicester City – <http://www.lcfc.co.uk/> – editor@filbertst.lcfc.co.uk
Team – Middlesbrough – <http://www.mfc.co.uk/> – editor@riverside.mfc.co.uk
Team – Newcastle United – <http://www.nufc.co.uk/> – site form
Team – Southampton – <http://www.saintsfc.co.uk/> – site form
Team – Tottenham Hotspur – <http://www.spurs.co.uk/> – site form
Team – West Ham United – <http://www.whufc.com/> – site form

North America

National – US Soccer – <http://www.us-soccer.com/> – USSFwebmaster@us-soccer.com, marketing@ussoccer.org
League – Major League Soccer – <http://www.majorleaguesoccer.com/> – feedback@mlsnet.com
*****Team** – Colorado Rapids – <http://www.coloradorapids.com/> – info@coloradorapids.com
Team – Chicago Fire – <http://www.chicago-fire.com/> – webmaster@chicago-fire.com
Team – Columbus Crew – <http://www.thecrew.com/> – smurphy@sportsnetohio.com (web), jwuerth@mlsnet.com (PR)
Team – Dallas Burn – <http://www.dallasburn.com> – aolmos@dallasburn.com
Team – DC United – <http://www.dcunited.com/> – united@dcunited.com
*****Team** – Kansas City Wizards – <http://www.kcwizards.com/> – wizardmail@kcwizards.com
Team – Los Angeles Galaxy – <http://www.lagalaxy.com/> – carlos@qnet.com
Team – MetroStars – <http://www.metrostars.com/> – webmaster@metrostars.com
Team – San Jose Earthquakes – <http://www.sjearthquakes.com/> – sjearthquakes@sjearthquakes.com
Team – Tampa Bay Mutiny – <http://www.tampabaymutiny.com/> – mutiny@mail@mlsnet.com

GYMNASTICS

Australia

National – Gymnastics Australia – <http://www.gymnastics.org.au/> – ausgym@gymnastics.org.au

Great Britain

National – British Gymnastics – <http://www.baga.co.uk/> – info@baga.co.uk

North America

National – USA Gymnastics – <http://www.usa-gymnastics.org/> – rebound@usa-gymnastics.org

HANDBALL

Australia

*****State** – NSW Handball Association – <http://www.nswhandball.com.au/> – info@nswhandball.com.au

North America

National – Handball Canada – <http://www.handball.ca/> – jacquesgoulet@sympatico.ca

National – USA Team Handball – <http://www.usateamhandball.org/> – info@usateamhandball.org, sds0@hotmail.com

FIELD HOCKEY

Australia

*****National** – Hockey Australia – <http://www.hockey.org.au/> – ha@sportnet.com.au, erin.beal@sportnet.com.au (web)

State – Hockey ACT (Canberra) – <http://www.hockeycanberra.org.au/> – webmaster@hockeycanberra.org.au

State – Hockey NSW – <http://www.hockeynsw.org/> – nswhockey@sportnet.com.au

State – South Australian Hockey Association – <http://www.hockey-sa.asn.au/> – hockeysa@sportnet.com.au

State – Northern Territory Hockey Association – <http://www.nthockey.asn.au/> – nthockey@octa4.net.au

*****State** – Hockey Queensland – <http://www.hockeyqld.com.au/> – office@hockeyqld.com.au

State – Brisbane Hockey Association – <http://hockey.bytesite.com.au/> – bha_sec@bytesite.com.au

*****State** – Victorian Hockey Association – <http://www.vichockey.com.au/> – admin@vichockey.com.au

*****State** – Victorian Women's Hockey Association – <http://www.womenshockeyvictoria.org.au/> – info@womenshockeyvictoria.org.au

State – Western Australian Hockey Association – <http://www.hockeywa.org.au/waha/index.htm> – admin@hockeywa.org.au

State – Western Australian Women's Hockey Association – <http://www.wawha.asn.au/> – waldronl@ausport.gov.au

Great Britain

National – English Hockey Association – <http://www.hockeyonline.co.uk/eha/index.html> – iant@englishhockey.org

North America

National – Canada Field Hockey – <http://www.fieldhockey.ca/> – yhucken@istar.ca (web)

*****National** – USA Field Hockey – <http://www.usfieldhockey.com/> – usfha@usfieldhockey.com

JUDO

Australia

National – Judo Federation of Australia – <http://www.ausport.gov.au/judo/> – evansd@ausport.gov.au

State – ACT Judo – <http://www.pcug.org.au/~nhayes/home.html> – nhayes@pcug.org.au

State – Judo South Australia – <http://www.judosa.com.au/> – judo_sa@hotmail.com,
judo_mad@hotmail.com

State – Judo Federation of Australia (Queensland) –
<http://www.geocities.com/Colosseum/Track/4546/> – jfaq@geocities.com

State – Victoria Judo – <http://buzzbox.vds.com.au/~rodcox/jvi.html> – rodcox@ap.com.au,
keiths@ocean.com.au

Great Britain

National – British Judo Association – <http://www.britishjudo.org.uk/> – britjudo@aol.com

*****National** – Scottish Judo Association – <http://www.scotjudo.org/> – info@scotjudo.org

North America

National – Judo Canada – <http://www.judocanada.org/> – info@judocanada.org – away till 27th

National – United States Judo Association – <http://www.csprings.com/usja/> – tom.reiff@usja-judo.org,
mark.johnson@usja-judo.org

MODERN PENTATHLON

Australia

National – Modern Pentathlon Australia – <http://www.throughput.com.au/mpa/> –
louisascott@ozemail.com.au

Great Britain

National – The Modern Pentathlon Association of Great Britain –

<http://www.mpagb.easynet.co.uk/> – webmaster@pentathlon.org.uk, mpagb@easynet.co.uk
(contact)

North America

National – United States Modern Pentathlon Association – <http://usmpa.home.texas.net/> –
usmpa-rm@texas.net, cfm@texas.net (web)

ROWING

Australia

National – Rowing Australia – <http://www.rowingaustralia.com.au/index2.html> –
rowing@rowingaustralia.com.au, gwyns@bigpond.com

Great Britain

*****National** – Amateur Rowing Association (Britain)– <http://www.ara-rowing.org/> – info@ara-rowing.org

North America

National – Rowing Canada Aviron – <http://www.rowingcanada.org/> – comm@rowingcanada.org
(comms)

*****National** – US Rowing – <http://www.usrowing.org/> – brett@usrowing.org (comms),
members@usrowing.org

SAILING/YACHTING

Australia

National – Australian Yachting Federation – <http://www.yachting.org.au/> – ayf@yachting.org.au

North America

National – Canadian Yachting Association – <http://www.sailing.ca/> – sailcanada@sailing.ca

*****National** – United States Sailing Association – <http://www.ussailing.org/> – webmaster@ussailing.org

SHOOTING

Australia

National – Australian Shooting Association – <http://www.ausport.gov.au/asa/> – ausshoot@origin.net.au

North America

National – USA Shooting – <http://www.usashooting.com/usashooting.html> – webmaster@usashooting.com

SOFTBALL

Australia

National – Australia Softball – <http://www.ausport.gov.au/softball/> – aussoftball@ausport.gov.au

*****State** – ACT – Softball Canberra – <http://www.softballact.org/> – softball@softballact.org.au

State – Softball NSW – <http://www.softball.net.au/> – office@softball.net.au

State – South Australia Softball Association – <http://sa.softball.org.au/sa/> – sasoftball@ozemail.com.au

*****State** – Victorian Softball Association – <http://www.softball.asn.au/> – victoria@softball.asn.au

North America

*****National** – USA Softball – <http://www.softball.org/> – bmccall@softball.org, jpainter@softball.org (webs)

TABLE TENNIS

Australia

*****State** – Table Tennis Victoria – <http://www.ttv.com.au/> – email@ttv.com.au

Great Britain

*****National** – English Table Tennis Association – <http://www.etta.co.uk/> – admin@ettahq.freemove.co.uk, ETTA@talk21.com

National – Table Tennis Association Of Wales – <http://www.btinternet.com/~ttaw/> – ttaw@btinternet.com

North America

National – Canadian Table Tennis Association – <http://www.ctta.ca/> – djackson@edmontonairports.com (Marketing)

National – USA Table Tennis Association – <http://www.usatt.org/index.shtml> – ttworld@erols.com, rsequine@yahoo.com

TAEKWONDO

North America

National – United States Taekwondo Union – <http://www.ustu.com/geninfo.htm> – feedback@ustu.org

TENNIS

Australia

National – Tennis Australia – <http://www.tennisaustralia.com.au> – feedback form

Great Britain

National – Lawn Tennis Association (British)– <http://www.lta.org.uk/lta.htm> – webmaster@lta.org.uk

*****National** – British Women's Tennis Association –

<http://homepage.ntlworld.com/andrew.lemay/bwta.htm> – bwta@compuserve.com

County – Buckinghamshire LTA – <http://www.buckslta.net/> – bucks@lta.org.uk

County – Dorset LTA – <http://www.dorsetlta.net/> – dorset@lta.org.uk, neil.darragh@lta.org.uk (management)

County – Durham and Cleveland LTA – <http://www.dclta.org/> – durclev@Lta.org.uk, peter.martin@nutrisense.co.uk

County – Gloucestershire LTA – <http://www.tennis-gloucestershire.org.uk/> – pete@peteriley.co.uk (web)

County – Kent LTA – <http://www.kentlta.org.uk/> – tennis@cclweb.co.uk

County – Lancashire LTA – <http://www.tennislancashire.com/framsetmain/index.html> – lancs@lta.org.uk

County – Leicestershire LTA – <http://www.lta.org.uk/counties/leicslta/frameset.htm> – leicestershire_tennis@hotmail.com

County – Middlesex LTA – <http://www.middlesex-leagues.com/> – info@middlesex-leagues.com

County – Nottinghamshire LTA – <http://www.notts-tennis.co.uk/> – notts@LTA.org.uk

County – Shropshire LTA – <http://www.shrops-tennis.co.uk/> – shrops@lta.org.uk

County – Staffordshire LTA – <http://www.staffs-tennis.co.uk/> – staffs@Lta.org.uk

County – Sussex LTA – <http://www.sussextennis.org.uk/> – sussex@lta.org.uk

County – East of Scotland LTA – <http://www.tennisnet.freemove.co.uk/east/index.html> – east@tennisnet.freemove.co.uk

North America

*****National** – Tennis Canada – <http://www.tenniscanada.com/> – info@tenniscanada.com, montreal@tenniscanada.com

National – USPTA – <http://www.uspta.com> – julie@uspta.org (creative)

TRIATHLON

Australia

*****National** – Triathlon Australia – <http://www.triathlon.org.au/> – austriathlon@ausport.gov.au, phagon@spirit.com.au (web)

Great Britain

National – British Triathlon Association – <http://www.britishtriathlon.org/> – information@britishtriathlon.co.uk

North America

*****National** – Triathlon Canada – <http://www.triathloncanada.com/> –

Triathlon.Canada@sympatico.ca

National – USA Triathlon – <http://www.USATriathlon.org/> – info@usatriathlon.org,
bj@usatriathlon.org (comm)

VOLLEYBALL

Australia

National – Volleyball Australia – <http://www.isport.com.au/volleyball/avf/> –
andrew.scotford@ausport.gov.au

Great Britain

*****National** – English Volleyball Association – <http://www.volleyballengland.org/> – tom@eng-volleyball.demon.co.uk, chasVolleyball@netscapeOnline.co.uk, general@eng-volleyball.demon.co.uk

North America

National – Volleyball Canada – <http://www.volleyball.ca/> – info@volleyball.ca

*****National** – USA Volleyball – <http://www.usavolleyball.org/index.html> – postmaster@usav.org

VOLLEYBALL (BEACH)

Australia

*****State** – Beach Volleyball Victoria – <http://www.bvv.asn.au/> – joshandhayes@hotmail.com

North America

State – California Beach Volleyball Association – <http://www.eteamz.com/cbva/> –
cbvainc@aol.com

WEIGHTLIFTING

Australia

National – Australian Weightlifting Federation – <http://www.awf.telstra.com.au/> –
ozweights@bigpond.com

*****State** – Queensland Weightlifting Association – <http://www.qwa.org/> –
qwa@powerup.com.au, miles@powerup.com.au

Great Britain

National – British Amateur Weight Lifters' Association – <http://www.bawla.com/> –
Webmaster@BAWLA.com

North America

National – USA Weightlifting – <http://www.usaweighting.org/> – usaw@worldnet.att.net

Team – Hampshire CCC – http://www-uk.cricket.org/link_to_database/NATIONAL/ENG/FC_TEAMS/HANTS/ – victor.isaacs@btconnect.com

Team – Middlesex CCC – <http://www.middlesexccc.com/> – enquiries.middx@ecb.co.uk

Team – Nottinghamshire CCC – http://www.trentbridge.co.uk/home_page.htm – marketing.notts@ecb.co.uk (marketing)

*****Team** – Sussex CCC – <http://www.sussexcricket.co.uk/> – pin@sccc.demon.co.uk (marketing)

Team – Warwickshire CCC – <http://www.warwickccc.org.uk/> – website@thebears.co.uk

Team – Worcestershire CCC – <http://www.wccc.co.uk/> – webmaster@wccc.co.uk

North America

National – United States Cricket Association – <http://www.usaca.org/> – clpc@usaca.org

NETBALL

Australia

*****National** – Netball Australia – <http://www.netball.asn.au/> – infonet@netball.asn.au

*****State** – Netball Victoria – <http://netball.sportingpulse.com/netballvic/> – infonet@netball.asn.au, kateb@netballvic.com.au (media manager)

*****State** – Netball NSW – <http://www.isport.com.au/netball/netnsw/> – mlansdown@netballnsw.com, iharkness@netballnsw.com

State – WA Netball – <http://www.wanetball.com.au/> – info@wanetball.com.au

State – Netball Queensland – <http://www.netballq.org.au/> – danicab@netballq.org.au, info@netballq.org.au

Great Britain

National – All England Netball Association – <http://www.aena.co.uk/> – siobhana@aena.co.uk, netball.support@isport.uk.com

National – Welsh Netball Association – <http://www.welshnetball.org.uk/> – welshnetball@mcmail.com

*****National** – Netball Scotland – <http://www.netballscotland.freereserve.co.uk/> – david@netballscotland.freereserve.co.uk (web)

RUGBY LEAGUE

Australia

League – National Rugby League – <http://www.nrl.com.au/> – site form

Team – Brisbane Broncos – <http://www.broncos.com.au> – media@broncos.com.au

Team – Canberra Raiders – <http://www.raiders.com.au> – reception@raiders.com.au

Team – Melbourne Storm – <http://www.melbournestorm.com.au> – shodge@melbournestorm.com.au

*****Team** – Newcastle Knights – <http://www.newcastleknights.com.au/> – webmaster@newcastleknights.com.au

Team – Northern Eagles – <http://www.northerneagles.com.au/> – info@northerneagles.com.au

Team – North Queensland Cowboys – <http://www.cowboys.com.au/> – cowboys@cowboys.com.au

Team – Parramatta Eels – <http://www.parraeels.com.au/index.asp> – parraeel@parraeels.com.au

*****Team** – Penrith Panthers – <http://www.panthers.com.au/> – robert.weaver@panthers.com.au, (web) max.cowan@panthers.com.au

*****Team** – St George Illawarra Dragons – <http://www.dragons.com.au/> – hothothot@dragons.com.au

Team – Sydney Roosters – <http://www.sydneyroosters.com.au/> – deldridge@sydneyroosters.com.au (contact)

Team – The Bulldogs – <http://www.bulldogs.com.au/> – info@bulldogs.com.au

Team – The Sharks – <http://www.sharks.com.au/> – sharks@sharknet.com.au
Team – Wests Tigers – <http://www.weststigers.com.au/> – reception@weststigers.com.au

Great Britain

League – Tetley's Super League – <http://www.superleague.co.uk/> – editor@superleague.co.uk
Team – Bradford Bulls – <http://www.bradfordbulls.co.uk/> – webmaster@bradfordbulls.co.uk (web)
Team – Castleford Tigers – <http://www.castigers.com/> – info@castigers.com
Team – Halifax Blue Sox – <http://www.bluesox.co.uk/> – enquiries@bluesox.co.uk
*****Team** – Huddersfield Giants – <http://www.giantsrl.com/> – enquiries@giantsrl.com
Team – Hull FC – <http://www.hullfc.com/> – chris@hullfc.com
Team – Leeds Rhinos – <http://www.leedsrugby.com/> – info@leedsrugby.com
Team – London Broncos – <http://www.londonbroncos.co.uk/> – info@londonbroncos.co.uk
Team – Salford City Reds – <http://www.reds.co.uk/> – salford@reds.co.uk
Team – St Helens Saints – <http://www.saints.uk.com/> – nick.gribben@saints.uk.com (web)
Team – Wakefield Trinity Wildcats – <http://www.trinitywildcats.co.uk/> – dianerogerson@trinitywildcats.co.uk (contact person)
Team – Warrington Wolves – <http://www.warrlfc.co.uk/> – webmaster@warringtonwolves.com
Team – Wigan Warriors – <http://www.wiganrl.com/> – wrlfc@jbbstadium.co.uk

RUGBY UNION

Australia

National – Australian Rugby Union – <http://rugby.com.au/> – rugbysiteadmin@rugby.com.au (web)
Team – Queensland Reds – <http://www.qru.com.au/> – rugby@qru.com.au

Great Britain

*****National** – Scottish Rugby Union – <http://www.sru.org.uk/> – marketing@sru.org.uk
National – England Rugby – <http://www.rfu.com/> – keithtrigwell@rfu.com
National – Welsh Rugby Union – <http://www.wru.co.uk> – site form
National – Irish Rugby Football Union – <http://www.irfu.ie/> – webmaster@erin.lu
League – Zurich Premiership – <http://www.zurichrugby.co.uk/> – site form
Team – Bath Rugby – <http://www.bathrugby.com/> – hmerc@bathrugby.co.uk
Team – Bristol Rugby – <http://www.bristolrugby.co.uk/> – lcoles@bristolshoguns.co.uk (general), tintinna@aol.com (media)
Team – Gloucester Rugby – <http://www.gloucesterrugbyclub.com/> – admin@gloucesterrugbyclub.com
Team – NEC Harlequins – <http://www.quins.co.uk/default.ink> – nickm@quins.co.uk (media), rossy@quins.co.uk (operations), webmaster@quins.co.uk
Team – Leeds Tykes – <http://www.leedsrugby.com/tykes/frames.htm> – info@leedsrugby.com
Team – Leicester Tigers – <http://www.tigers.co.uk/default.ink> – tigers@tigers.co.uk
Team – London Wasps – <http://www.wasps.co.uk/> – wasps@planetfootball.com
Team – Northampton Saints – <http://www.northamptonsaints.co.uk/> – clubinfo@northamptonsaints.co.uk, help@northamptonsaints.co.uk
Team – Sale Sharks – <http://www.salesharks.com/> – webmaster@salesharks.com
Team – Saracens – <http://www.saracens.com/> – general@saracens.net, annelouisebye@saracens.net (marketing)
Team – Bedford Rugby – <http://www.bedfordrugby.co.uk/> – info@bedfordrugby.co.uk
Team – Bracknell – <http://www.bracknellrugbyclub.com/> – webmaster@bracknellrugbyclub.com, comments@bracknellrugbyclub.com
*****Team** – Exeter Chiefs – <http://www.exeterchiefs.com/> – phil.friend@btinternet.com, info@exeterchiefs.com
Team – Henley – <http://www.henleyrugbyclub.org.uk/> – scoop.hrfc@virgin.net
Team – London Welsh – <http://www.london-welsh.co.uk/> – commercial@london-welsh.co.uk
Team – Manchester – <http://www.manchester-rugby.co.uk/> – manche10@manchester-rugby.co.uk

*****Team** – Rotherham – <http://www.rotherhamrufc.co.uk/> – ian@rrufc.com, deborah@rrufc.com
(webs)
*****Team** – Worcester – <http://www.wrfc.co.uk/> – rugby@wrfc.co.uk
*****Team** – Bridgend RFC – <http://www.ic-one.co.uk/bridgend/> – webmaster@bridgendrhc.com
*****Team** – Caerphilly RFC – <http://www.caerphillyrhc.co.uk/> – clubhouse@caerphillyrhc.co.uk
Team – Ebbw Vale RFC – <http://www.ebbwvalerfc.co.uk/> – ebbwrhc@baynet.co.uk
Team – Llanelli RFC – <http://www.scarlets.co.uk/frame2.htm> – info@scarlets.co.uk,
webmaster@scarlets.co.uk
Team – Neath RFC – <http://www.k-c.co.uk/neathrhc/contacts.shtml> – admin@neathrhc.com,
website@neathrhc.co.uk
*****Team** – Newport RFC – <http://www.newport-rhc.co.uk/rugbyindex.htm> –
john.page@newport-rhc.co.uk
Team – Swansea RFC – <http://www.swansearhc.co.uk/homepage.htm> – site form

North America

National – Rugby Canada – <http://www.rugbycanada.ca/> – cyber@islandnet.com,
mcbryant@btinternet.com
National – USA Rugby – <http://www.usarugby.org/> – info@usarugby.org
*****Team** – USA National Rugby Team – <http://www.usa-eagles.org/> – info@usa-eagles.org

Appendix 2 : Analysis of International Sport Web Sites

Sport	Respondents	Organisations Approached	Response Rate (%)
Olympic Sports			
Aquatics	3	17	18
Archery	4	5	80
Athletics	4	14	27
Badminton	2	7	29
Baseball	0	34	-
Basketball	6	56	11
Boxing	0	3	-
Canoeing	1	4	25
Cycling	2	7	29
Equestrian	1	7	14
Fencing	2	3	67
Football/Soccer	2	42	5
Gymnastics	0	3	-
Handball	1	3	33
Field Hockey	5	14	36
Judo	1	9	11
Modern Pentathlon	0	3	-
Rowing	2	4	50
Sailing/Yachting	1	3	33
Shooting	0	2	-
Softball	3	6	50
Table Tennis	2	5	40
Taekwondo	0	1	-
Tennis	2	18	11
Triathlon	2	4	50
Volleyball	2	4	50
Volleyball (Beach)	1	2	50
Weightlifting	1	4	25
Wrestling	2	4	50
World Championship Sports			
Cricket	5	26	19
Netball	4	8	50
Rugby League	4	27	15
Rugby Union	8	35	23
GRAND TOTAL	73	384	19

Appendix 3 : List of New Zealand Sport Web Sites

Olympic Sports

AQUATICS (Swimming, Water Polo and Diving)

*****National** – New Zealand Water Polo – <http://www.waterpolo.org.nz/> – webmaster@waterpolo.org.nz, president@waterpolo.org.nz

*****Province** – Hutt Water Polo Club – <http://www.huttwaterpolo.org.nz/> – glenn@benge.co.nz (web), khudson@clear.net.nz

Province – Maranui Water Polo Club – <http://www.ccfs.co.nz/maranui/> – aiki@paradise.net.nz

Province – North Harbour Water Polo Club – <http://www.harbourh2opolo.com/> – pathenleydesign@xtra.co.nz

ARCHERY

*****National** – Archery New Zealand – <http://www.archerynz.co.nz/> – webmaster@archerynz.co.nz

*****Province** – Auckland Archery Club – <http://aucklandarchery.bizland.com/> – moller@ihug.co.nz (president), aac@aucklandarchery.bizland.com (web)

ATHLETICS

National – Athletics New Zealand – <http://www.athletics.org.nz/> – info@athletics.org.nz

BADMINTON

*****National** – Badminton New Zealand – http://www.sportingpulse.co.nz/assoc_page.cgi?assoc=125&name=Badminton%20New%20Zealand&client=%40%40%40%40%40%40%400%40%4036%40%40%40 – roger.wood@clear.net.nz

Province – Auckland Badminton Association – <http://www.auckbad.co.nz/> – nicole@auckbad.co.nz, Jack@auckbad.co.nz

BASKETBALL

National – Basketball New Zealand – <http://www.bbnz.org.nz> – bbnz@hoopsnz.org.nz

*****Team** – Waikato Titans – <http://www.waikatotitans.co.nz/> – waikatotitans@actrix.co.nz

Team – Blockbuster Auckland – <http://www.aball.co.nz/> – pcox@unitec.ac.nz (GM), wilson.promotions@xtra.co.nz (media)

Team – Property Broker Jets – <http://www.eteamz.com/jetsbasketball/> – g_rolls@sportmanawatu.org.nz (contact)

Team – ASB Bank Nelson Giants – <http://www.pandasport.co.nz/asbnelsongiants.html> – panda@pandasport.co.nz (web)

*****Team** – Canterbury Rams – <http://www.mang.canterbury.ac.nz/rams> – piet@inet.net.nz (web)

CYCLING

National – Cycling New Zealand – <http://www.cyclingnz.org.nz/> – editor@cyclingnz.com,
office@cyclingnz.org.nz

FENCING

National – Fencing New Zealand – <http://www.fencing.org.nz/> – sword@xtra.co.nz

FOOTBALL/SOCCER

Province – Wellington Soccer Association – <http://www.soccer.org.nz/> – wsa@paradise.net.nz

Province – Soccer Manawatu – <http://www.soccermanawatu.org.nz/> – SITE FORM

Province – Soccer Hawkes Bay – <http://www.soccerhb.org.nz/> – mick@soccerhb.org.nz

Province – Soccer Otago – <http://www.soccerotago.co.nz/> – soccerab@soccerotago.co.nz

Province – Southland Soccer – <http://crash.ihug.co.nz/~asmunro/> – asmunro@es.co.nz

Province – United Soccer 1 – <http://www.unitedsoccer1.org.nz/index.html> –
unitedsoccer1@clear.net.nz

FIELD HOCKEY

*****National** – New Zealand Hockey Federation – <http://www.nzhockey.org.nz/> –
support@nzhockey.org.nz

JUDO

Province – Canterbury Amateur Judo Club – <http://members.tripod.com/canamju/index.htm> –
tdestig@free.net.nz (web), G.P.COULSON@XTRA.CO.NZ (president)

ROWING

National – Rowing New Zealand – <http://www.rowingnz.org.nz/> – rowing@clear.net.nz,
nzrow@xtra.co.nz

*****National** – New Zealand Secondary Schools Rowing Association –
<http://www.schoolrowing.org.nz/iindex.htm> – secretary@schoolrowing.org.nz

SAILING/YACHTING

National – Yachting New Zealand – <http://www.yachtingnz.org.nz/index2.html> –
emma@yachtingnz.org.nz (marketing), virginia@yachtingnz.org.nz (web)

SHOOTING

National – New Zealand Shooting Federation – <http://home.xtra.co.nz/hosts/nzshootingfed/> – graeme@nzshootingfed.org.nz, kevin@nzshootingfed.org.nz, hpm@nzshootingfed.org.nz (all contacts)

SOFTBALL

National – New Zealand Softball – <http://www.softball.org.nz/> – snz@softball.org.nz, snz-webm@ihug.co.nz

Province – Canterbury Softball Association – <http://canterburysoftball.orcon.net.nz/> – Canty.Softball@xtra.co.nz

Province – Manawatu Softball Association – <http://www.eteamz.com/manawatusoftball/> – Dyason@Inspire.net.nz (chairperson), Grant.Lancaster@Lion-Nathan.co.nz (marketing), paulinehansen@xtra.co.nz (operations)

TABLE TENNIS

*****National** – Table Tennis New Zealand – <http://www.tabletennis.org.nz/> – rradford@paradise.net.nz (web), ttnz@tabletennis.org.nz

TAEKWONDO

National – International Taekwondo Foundation of New Zealand – <http://itfnz.org.nz/> – secretary@itfnz.org.nz, pmcphail@itfnz.org.nz (web)

TENNIS

National – New Zealand Tennis – <http://www.tennis.org.nz/> – patrick@tennis.org.nz (president), brett@tennis.org.nz (operations)

Province – Auckland Tennis Association – <http://www.aucklandtennis.co.nz/> – asbcentre@aucklandtennis.co.nz

Province – Otago Tennis Association – <http://homepages.ihug.co.nz/~Spsdick/ota.htm> – psdick@es.co.nz (web), ota@xtra.co.nz (contact)

Province – Wellington Tennis Incorporated – <http://www.wellingtontennis.org.nz/> – info@wellingtontennis.org.nz

TRIATHLON

National – Triathlon New Zealand Inc. – <http://www.triathlon.org.nz/> – webmaster@triathlon.co.nz, admin@triathlon.org.nz

VOLLEYBALL

Province – Canterbury Volleyball Association – <http://www.cva.org.nz/> – simon@cva.org.nz

World Championship Sports

CRICKET

National – New Zealand Cricket – http://www.cricket.org/link_to_database/NATIONAL/NZ/ – nzc@crinfo.com

Province – Auckland Cricket Association –

http://www.cricket.org/link_to_database/NATIONAL/NZ/FC_TEAMS/AUCK/ – gwalton@aucklandcricket.co.nz (operations), JCameron@aucklandcricket.co.nz (comm.)

*****Province** – Canterbury Cricket Association –

http://www.cricket.org/link_to_database/NATIONAL/NZ/FC_TEAMS/CANT/ABOUT/ – trudyanderson@canterburycricket.org.nz (operations)

Province – Otago Cricket Association –

http://www.cricket.org/link_to_database/NATIONAL/NZ/FC_TEAMS/OTAGO/ – keith@otagocricket.co.nz (operations), graeme@otagocricket.co.nz (marketing)

Province – Wellington Cricket –

http://www.cricket.org/link_to_database/NATIONAL/NZ/FC_TEAMS/WELL/ – r.bond@firebirds.co.nz (operations), n.jones@firebirds.co.nz (marketing)

RUGBY

*****National** – NZRFU – <http://www.nzrugby.co.nz/> – info@nzrugby.co.nz

*****Province** – Auckland Rugby Football Union – <http://xtramsn.co.nz/sport/0,,5619,00.html> – media.manager@aucklandrugby.co.nz

Province – Otago Rugby Football Union – <http://www.orfu.co.nz/> – info@orfu.co.nz

Province – Canterbury Rugby Football Union – <http://www.crfu.co.nz/crfu/index.html> – info@crfu.co.nz

Province – Wellington Rugby Football Union – <http://www.wrfu.co.nz/> – mail@wrfu.co.nz

Province – Taranaki Rugby Football Union – <http://www.taranaki-rugby.co.nz/> – trfu@taranaki-rugby.co.nz

*****Province** – Northland Rugby Football Union – <http://www.northlandrugby.co.nz/> – office@northlandrugby.co.nz, kate@taniwha.co.nz (exec assistant)

Province – East Coast Rugby Football Union – <http://www.ecrfu.co.nz/> – anthony@ecrfu.co.nz

Province – Marlborough Rugby Football Union – <http://www.skynary.com/marlboroughrugby> – RedDevilz@xtra.co.nz

RUGBY LEAGUE

National – New Zealand Rugby League – <http://www.nzrl.co.nz/template.cfm> – staff@nzrl.co.nz, kurt@nzrl.co.nz (marketing)

NETBALL

National – Netball New Zealand – <http://www.netballnz.co.nz/> – site forms (contact and webmaster)

National – New Zealand Men's Netball Association – <http://go.to/nzmenetball> – andrew.jarvie@inet.net.nz

Appendix 4 : Analysis of New Zealand Sport Web Sites

Sport	Respondents	Organisations Approached	Response Rate (%)
Olympic Sports			
Aquatics	2	4	50
Archery	2	2	100
Athletics	0	1	-
Badminton	1	2	50
Basketball	2	6	33
Cycling	0	1	-
Fencing	0	1	-
Football/Soccer	0	6	-
Field Hockey	1	1	100
Judo	0	1	-
Rowing	1	2	50
Sailing/Yachting	0	1	-
Shooting	0	1	-
Softball	0	3	-
Table Tennis	1	1	100
Taekwondo	0	1	-
Tennis	0	4	-
Triathlon	0	1	-
Volleyball	0	1	-
World Championship Sports			
Cricket	1	5	20
Netball	3	9	33
Rugby League	0	1	-
Rugby Union	0	2	-
GRAND TOTAL	14	57	25

Appendix 5 : Web-based Questionnaire Covering Note

E-Mail Subject: SPORT WEB SITE QUESTIONNAIRE – please read

E-Mail Text Body:

Dear [Sport Organisation]

ATTN: Webmaster/IT Department or Management

Thanks for reading my e-mail. The following questionnaire has been designed to gather information concerning the ways web sites contribute to marketing and management in sport organisations. Your web site has been selected as it is one of the leading sport sites on the web.

The researcher is a masters student at Massey University (New Zealand) and all information gathered will be used only for the purpose of a thesis.

The questionnaire will about twenty minutes to complete, and all respondents answers will be kept confidential. No individual response will be identified through naming the person or organisation involved. The respondent has the right to choose not to answer any question and can withdraw at any stage.

This questionnaire can be filled out by any member of the [sport organisation] who is involved in managing/marketing of the web site.

The survey can be completed in one of three ways:

- 1) Visit the web site <http://klik.to/sportwebsites> and fill out the online form. (Best Option) – please ignore the advertising. NETSCAPE USERS – works with version 4.7 and above.
- 2) Reply to this e-mail, with the answers typed in under the questions.
- 3) Print out the questionnaire, answer the questions and send it to the researcher:

Piet Van Hasselt, 61 Gladson Avenue, Christchurch, NEW ZEALAND

If you have any difficulties or questions with the survey please contact the researcher at sportwebsites@hotmail.com Please indicate in your reply if you would like to receive a copy of the researchers findings via e-mail.

I greatly appreciate your time and effort and wish your web site the best for the future.

Yours sincerely
Piet Van Hasselt
Massey University
Masters Student
sportwebsites@hotmail.com

Supervisor:
Sarah Leberman, PhD
Senior Lecturer & Programme Manager
Sport Management & Coaching
Department of Management
Massey University
s.i.leberman@massey.ac.nz

Appendix 6 : Web-based Questionnaire

Please note: For the purpose of the questionnaire the phrase "you" refers to the information and opinions of the sport organisation. Please write your answers in the spaces below the question or put an "x" next to your choice for those questions that have options eg. a) Yes.

GENERAL QUESTIONS:

- 1) Sport Organisation: _____
- 2) Country where sport organisation is: _____
- 3) Position of person completing form (in relation to the web site):

- 4) How long has your web site existed? (please choose the closest answer)
 a) Less than 6 months
 b) 6-11 months
 c) 1-2 years
 d) 3-5 years
 e) More than 5 years
- 5) How many pages does your web site currently have? _____
- 6) On average, how many page views do you register per month? _____
- 7) Please choose which of the following audiences your web site was established for? (please tick all that apply):
 a) Local (city, regional or state)
 b) National (Country)
 c) International
 d) Other _____

WEB SITE MANAGEMENT:

- 8) Which of the following are considered when managing the web site?
(please select all that apply):
 a) Providing information to the public
 b) Interacting with the public
 c) Providing information to the organisation/association members
 d) Interacting with the organisation/association members
 e) Electronic Commerce (selling goods and services)
 f) Other _____
- 9) Do you have any goals for the web site in terms of the number of page views?
 a) Yes
 b) No
If yes, please state goal: _____

If yes, are you achieving this goal?
 a) Yes
 b) No

- 10) Do you have any goals for the web site in terms of generating revenue?**
 a) Yes
 b) No
 If yes, please state goal: _____

 If yes, are you achieving this goal?
 a) Yes
 b) No
- 11) Do you have any goals for the web site in terms of quality standards of the content?**
 a) Yes
 b) No
 If yes, please state goal: _____

 If yes, are you achieving this goal?
 a) Yes
 b) No
- 12) Do you have any goals for the web site in terms of the providing up-to-date information?**
 a) Yes
 b) No
 If yes, please state goal: _____

 If yes, are you achieving this goal?
 a) Yes
 b) No
- 13) Do you have any goals for the web site in terms of security?**
 a) Yes
 b) No
 If yes, please state goal: _____

 If yes, are you achieving this goal?
 a) Yes
 b) No
- 14) Do you have any goals for the web site in terms of profitability?**
 a) Yes
 b) No
 If yes, please state goal: _____

 If yes, are you achieving this goal?
 a) Yes
 b) No
- 15) Do you have any other goal/s for the web site (not specified above)? Please also state if you are achieving these goal/s?**

- 16) Does your sport organisation employ in-house webmaster/s to manage the web site?
 a) Yes
 b) No
 If YES, how many full or part-time employees?
 a) Part-time (includes those employees who also perform other functions in the organisation).
 b) Full-time
 If YES, how many hours in an average month would you spend managing the web site?

 If NO, why did you choose not to employ an in-house webmaster/s?
 (please select all that apply):
 a) Lack of time
 b) Lack of web site management expertise
 c) Lack of general computer skills
 d) Other _____

- 17) Is your web site currently profitable (ie. web site revenues exceeding costs)?
 a) Yes
 b) No
 c) Don't know

- 18) To what extent is top level management involved with the management of the web site (ie. design and content decisions etc.)?

Top Level Management Involvement: unininvolved 1 2 3 4 5 involved

- 19) Please rank the following web site attributes as they are important to you: (please rank the following in order of importance 1=most important to 6=least important):
 Design
 Content
 Interactivity with visitors
 Electronic Commerce
 Marketing
 Security

WEB SITE DESIGN:

- 20) Who was the primary designer of your web site? (please select one):
 a) In-house webmaster
 b) A member of your staff that does not specialise in web site design
 c) Specialist web site company
 d) Other _____
- 21) Were any of the following analyses used when designing the web site? (please select all that apply):
 a) Discussion with members of your staff
 b) Reviewing other sport organisation web sites
 c) Reviewing other non-sport organisation web sites
 d) Customer Questionnaires
 e) Focus groups
 f) Other _____

- 22) Did you specifically design your web site to meet the needs of your target market?
 a) Yes
 b) No
- 23) How important are each of the web site design elements for your web site?
 Consistent Design: unimportant 1 2 3 4 5 important
 Simple Navigation: unimportant 1 2 3 4 5 important
 Graphical Interface: unimportant 1 2 3 4 5 important
 Multimedia - sound, video: unimportant 1 2 3 4 5 important

WEB SITE CONTENT:

- 24) On average how regularly do you update the content of the web site?
 (please choose the closest answer):
 a) daily
 b) two or three times weekly
 c) weekly
 d) one or two times a month
 e) monthly
 f) less than monthly
 g) have never updated the contents
- 25) From what other forms of media is information for the web site replicated?
 (please select all that apply):
 a) Television
 b) Radio
 c) Print (Newspapers, magazines, publications)
 d) Outdoor
 e) Other _____
- 26) To what extent is information that is placed on the web site replicated from other organisation publications or marketing media?
 Replicated content on web site: original 1 2 3 4 5 replicated
- 27) To what extent is it important to maintain accurate information on the web site?
 Accuracy of information: inaccurate 1 2 3 4 5 accurate
- 28) Is web site content checked and approved by other members of the organisation before being placed on the web site?
 a) Yes
 b) No

WEB SITE INTERACTIVITY:

- 29) Do you offer a contact e-mail address on the web site?
 a) Yes
 b) No
 If YES, what is the main reason for web site visitors e-mailing your sport organisation? (please select one):
 a) Feedback on the web site
 b) Seeking further information
 c) Business operations of the sport organisation
 d) Other _____

30) Do you have a message/discussion board for visitors to the web site?

a) Yes

b) No

If YES, is this message/discussion board moderated by a representative of the sport organisation or unmoderated?

a) Moderated - messages are approved by the organisation before posted

b) Unmoderated - users can freely post any information

If YES, to what extent does a representative of the sports organisation reply to messages on the message/discussion boards?

Responding to message/discussion board:

never 1 2 3 4 5 always

If YES, to what extent do you think the message/discussion board performs in terms of interactivity with web site visitors?

Message discussion boards interactivity:

ineffective 1 2 3 4 5 effective

31) Do you have an e-mail list sign-up page for visitors to the web site?

a) Yes

b) No

If YES, how many web site visitors have signed up to this service?

If YES, what types of information is sent out via the e-mail list?
(please select all that apply)

a) Web site content updates

b) Press/Media Releases

c) Special offers on merchandise that is sold yourself

d) Sports tickets offers

e) Exclusive competitions

f) Notification of sport organisation community activities

g) Other _____

If YES, how effective do you think the e-mail list performs in terms of interaction with web site visitors?

E-mail list interaction: ineffective 1 2 3 4 5 effective

32) What other interactive elements are on your web site? If yes, please indicate how effective each is in terms of creating interactivity with web site visitors?

(please select all that apply):

Auctions: ineffective 1 2 3 4 5 effective

Competitions and Games: ineffective 1 2 3 4 5 effective

Customer Surveys: ineffective 1 2 3 4 5 effective

Chatroom: ineffective 1 2 3 4 5 effective

Guestbook: ineffective 1 2 3 4 5 effective

On-line help: ineffective 1 2 3 4 5 effective

Sport Fantasy Games: ineffective 1 2 3 4 5 effective

Web Page Personalisation: ineffective 1 2 3 4 5 effective

Voting or Polls: ineffective 1 2 3 4 5 effective

Other: _____ ineffective 1 2 3 4 5 effective

Other: _____ ineffective 1 2 3 4 5 effective

WEB SITE ELECTRONIC COMMERCE:

33) Do you offer goods or products for sale on your web site?

a) Yes

b) No

If YES, what type of products are for sale? (please select all that apply)

a) Apparel

b) Memorabilia

c) Publications

d) Others _____

If NO, do you plan to sell products on your web site in the future?

a) Yes

b) No

34) Do you sell services on your web site?

a) Yes

b) No

If YES, what type of services are for sale? (please select all that apply)

a) Sports Ticketing

b) Member registrations to the sport organisation

c) Fan club registrations

d) Others _____

If NO, do you plan to sell services on your web site in the future?

a) Yes

b) No

35) Can transactions be processed on-line from your web site?

a) Yes

b) No

36) Do you currently charge a subscription fee to access information from your web site?

a) Yes

b) No

If YES, how much is this service? _____

If YES, how many subscribers have signed up for this service?

WEB SITE MARKETING:

37) Do you design advertising specifically focused on your web site?

a) Yes

b) No

If YES, which form of media does this web site advertising utilise?
(please select all that apply)

a) All forms of advertising

b) TV

c) Radio

d) Print (newspaper, magazine)

e) Outdoor

f) Internet Marketing (on other web sites)

g) Other _____

38) In what other forms of media do you advertise your web site - could be a smaller part of the advertising ie. have the web address showing, but it is not the main focus? (please select all that apply)

- a) All forms of advertising
- b) TV
- c) Radio
- d) Print (newspaper, magazine)
- e) Outdoor
- f) Your Organisation publications
- g) Internet Marketing (on other web sites)
- h) Other _____

39) Which of the following web site marketing methods do you use? If yes, please indicate how effective each is in terms of page views?

- | | | | | | | | |
|------------------------------------------------------------------------------------------------------|-------------|---|---|---|---|---|-----------|
| Banner Advertising: | ineffective | 1 | 2 | 3 | 4 | 5 | effective |
| Co-Branding (arrangement with other web sites to display a link to your web address and vice versa): | ineffective | 1 | 2 | 3 | 4 | 5 | effective |
| Web site Sponsorship: | ineffective | 1 | 2 | 3 | 4 | 5 | effective |
| Web Directories (eg. yahoo, altavista): | ineffective | 1 | 2 | 3 | 4 | 5 | effective |
| Other: _____ | ineffective | 1 | 2 | 3 | 4 | 5 | effective |
| Other: _____ | ineffective | 1 | 2 | 3 | 4 | 5 | effective |

WEB SITE SECURITY:

40) How important is protection from viruses and web site "hackers"?

Security from viruses and hackers: unimportant 1 2 3 4 5 important

41) Do you use passwords and user codes to protect access to the web site?

- a) Yes
- b) No

42) Have you had any incidents in the past where your web site has been altered by unauthorised personnel?

- a) Yes
- b) No

If YES, please describe: _____

43) How regularly do you perform a back-up of the web site content. ie. copy the web site contents onto a floppy-disk, zip-disk, CD or other forms of storage media?(please choose the closest answer):

- a) Never back-up
- b) Daily
- c) More than once a week
- d) Weekly
- e) Monthly
- f) Less than once a month

WEB SITE EFFECTIVENESS:

44) How do you feel your web site is currently performing with regards to the effectiveness of the categories below:

- Management: ineffective 1 2 3 4 5 effective
- Design: ineffective 1 2 3 4 5 effective
- Content: ineffective 1 2 3 4 5 effective
- Interactivity with visitors: ineffective 1 2 3 4 5 effective
- Electronic Commerce: ineffective 1 2 3 4 5 effective
- Marketing: ineffective 1 2 3 4 5 effective
- Security: ineffective 1 2 3 4 5 effective
- OVERALL: ineffective 1 2 3 4 5 effective

45) Overall, how important do you perceive the web site to be when compared to all of your business operations?

Web site compared to other business operations:
unimportant 1 2 3 4 5 important

46) Have there been any other effective practices (not mentioned above) you have utilised to better manage the web site?

47) Have there been any ineffective practices (or mistakes) that have inhibited the management of the web site?

48) Other comments you would like to make regarding the management and marketing of sport organisation web sites?

If you would like to receive a copy of the thesis (through e-mail) please write your contact e-mail below:

This is the end of the Questionnaire. Thank you for your time and effort.

Appendix 7 : Evaluative Survey

Web Site Design:

#	Web Site Design Element	Present	Not Present
1	Intro Page		
2	Frames		
3	Graphical Links		
4	Photos		
5	Sounds		
6	Animations		
7	Home Link		
8	Banner Advertising		
9	Location of Main Menu <ul style="list-style-type: none"> • Top • Bottom • Left • Right • Top & Left • Top & Right • Left & Right 		

Web Site Content

#	Web Site Content Element	Present	Not Present
10	News Releases		
11	Personnel/Player Information		
12	Events/Schedule		
13	Contact Details		
14	Links to other sites		
15	History		
16	Other Key Areas (specify) _____ _____ _____ _____		