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**UNITED THEY STAND,
DIVIDED THEY FALL:**

**The management of
multi-sports clubs in New Zealand**

A thesis presented in partial fulfilment of the requirements for the
degree of
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Abstract

The purpose of this research was to examine the operation of three multi-sports clubs (urban, provincial and rural) to discover the benefits of being associated with a multi-sports club and what factors were critical to the success of multi-sports clubs. A mixed-method case study was employed for this research: face-to-face interviews were conducted with key administrators from three multi-sports clubs, while 211 completed questionnaires were returned from members of these clubs resulting with a 41% response rate. Benefits reported were that multi-sports clubs provide a focus for the community, improve exposure for sponsors, are conducive to developing a family-oriented atmosphere and liberate codes from day-to-day management issues thereby allowing codes to focus on sport development. Factors critical to the success of a multi-sports club include leadership, incorporation of at least one 'strong' code, selecting compatible codes, including both summer and winter codes, ensuring the codes manage their organisation independently to the main committee and hiring facilities to outside groups. Finally, key limitations were that forming a multi-sports club did not necessarily provide more volunteers, that social interaction between codes was not common and that members tended to play only one code in the club. Inequality between codes in a multi-sports club was also addressed, in terms of more attention and money directed at particular codes. The key implications of this study are that codes can emphasise to sponsors the extra exposure they would receive, that multi-sports club should hire out their facilities to maximise their return and that the codes retain their autonomy. Furthermore, such clubs should have at least one strong code to enhance their reputation, ideally include codes played during summer and winter, offer membership discounts to encourage members to play more than one code and promote social interaction by implementing duty teams and weekly prize-givings. These findings and recommendations offer an insight into the operation of multi-sports clubs, and while generalisation cannot be claimed, this study increases the academic knowledge within this area of sport management. Areas of future research include examining how multi-sports clubs are formed rather than managed, to study a multi-sports club in metropolitan area and investigate the operation of multi-sports clubs in pubs.

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Chapter One - Introduction

Multi-sports clubs are a recent development within New Zealand sport. To date, little research has been conducted on their management, on their functions and on their image among members. Hence, the overall aim of this research was to examine the operation of multi-sports clubs within New Zealand. Its specific objectives were to analyse benefits that codes derive through being associated with a multi-sports club, factors critical to their success and potential limitations of such clubs. Therefore, it is hoped that the findings and recommendations in this report add further knowledge in this area of sport management and for sport administrators contemplating the viability of such a venture.

Sports Clubs in New Zealand

Sports clubs in New Zealand have long been the traditional backbone of sport in this country, with approximately 15,000 clubs nationwide (Hillary Commission, 2000b). However, due to changing social and economic trends, the club scene within New Zealand is rapidly changing, resulting in declining membership numbers and fewer volunteers. This has been partially attributed to an emphasis on participating in pay-to-play sports and more opportunities to focus on other leisure activities such as home entertainment (Ministerial Taskforce, 2001; Gunson, 1999). Furthermore, it has also been reported that people generally have less time to contribute to sport. The advent of the seven-day working week and changing family structures means less time is spent on recreation through clubs. This is particularly alarming given that most sports clubs throughout New Zealand are non-profit organisations and rely on the contribution of volunteers to manage them. This is confirmed by Cuskelly (1995) who remarked, "in many countries the delivery of sporting programs, activities and events to the community is largely reliant upon the willingness of individuals to volunteer

their time and energy” (p. 255). As such, the culmination of such lifestyle trends are currently having a harmful impact on sports clubs nationwide, which led Collins and Downey (2000) to recommend, “clearly sport organisations, particularly clubs at the local level, will have to be innovative and enterprising in order to survive” (p. 319).

Partnerships

During 2000 the Hillary Commission published a report that recommended the formation of multi-sports club, a type of partnership between sports codes, as a viable strategy to counter the societal trends mentioned earlier (2000b). The report proposed that the formation of larger multi-sports clubs were key to the survival of struggling clubs in New Zealand. Briefly, central to the idea of forming a partnership is the concept of organisations working together to share resources and improve the effectiveness of their organisation. Mohr and Spekman (1994) defined partnerships as:

“Purposive strategic relationships between independent firms who share compatible goals, strive for mutual benefit, and acknowledge a high level of mutual interdependence. They join efforts to achieve goals that each firm, acting alone, could not attain easily” (p. 135).

Similarly, the formation of a multi-sports club involves a number of codes that work together by combining valuable resources, both physical and human, while retaining their autonomy. Such an initiative is recognised as a way for sports clubs to overcome environmental threats, given that they have greater resources to react to these trends than they would individually. Furthermore, multi-sports clubs reduce duplication of costs and responsibilities, which allows codes to focus on sport development as opposed to struggling with management related issues. Eady (1993) and Hylton, Bramham, Jackson and Nesti (2001) reported that sport development was important for any sport code as it was about implementing innovative strategies to improve the

overall performance and standard of their sport. Nevertheless, while innovative behaviour has been stressed as important often this not achievable for clubs, as they may not have the resources to implement such changes. In fact, rather than focusing on implementing such initiatives, Nesti (2001) questioned if clubs tended to view sport development as sustaining current practices given these restrictions. As such, multi-sports clubs may at least provide the opportunity for individual sport codes to focus on the development of their sport.

In 2001 an article was published in the Evening Standard (Lampp, 2001) examining the operation of a multi-sports club in Palmerston North. However, while it was acknowledged that this club was successful, it was reported that the Hillary Commission had very little information on similar sports clubs. Therefore, although the Hillary Commission (2000b) proposed the creation of multi-sports clubs as an efficient way to pool resources and concentrate on sport development, there has been little actual research into the management of these clubs. Given this lack of research, it is difficult to determine whether the benefits identified by the Hillary Commission (2000b), and other sources, are realistic goals for single sports clubs. Therefore, the purpose of this study is to examine the benefits of being associated to a multi-sports club, what factors are critical to its success, and what limitations restrict the effectiveness of such an organisation. To develop an insight into the management of these clubs, case studies were conducted using three multi-sports clubs from different geographical areas, while data was collected through interviews and questionnaires.

Chapter Outline

As with most theses in business and social science, this thesis now moves to a review of the academic and popular literature. This is followed by methodological issues for the primary research conducted as part of this study, then to analysis and discussion, and finally to conclusions and recommendations.

Chapter Two of this thesis reviews past research related to partnerships and the development of multi-sports clubs. Given that there is little academic literature related to such clubs, research was collected from other areas of sport management. First, this chapter defines the concept of sport development and illustrates how partnerships between sport codes can assist with the implementation of sport development initiatives. This is followed by an overview of benefits and critical success factors of multi-sports clubs. Finally, this chapter identifies specific environmental factors that encourage the development of multi-sports clubs within New Zealand and reviews research pertaining to multi-sports clubs, both nationally and internationally.

Chapter Three outlines the overall focus and specific objectives of this research. This chapter also discusses the benefits and disadvantages of using a mixed-method approach to gathering data. This is followed by a description of how the data was collected and analysed. Finally, limitations of this study and ethical issues are addressed.

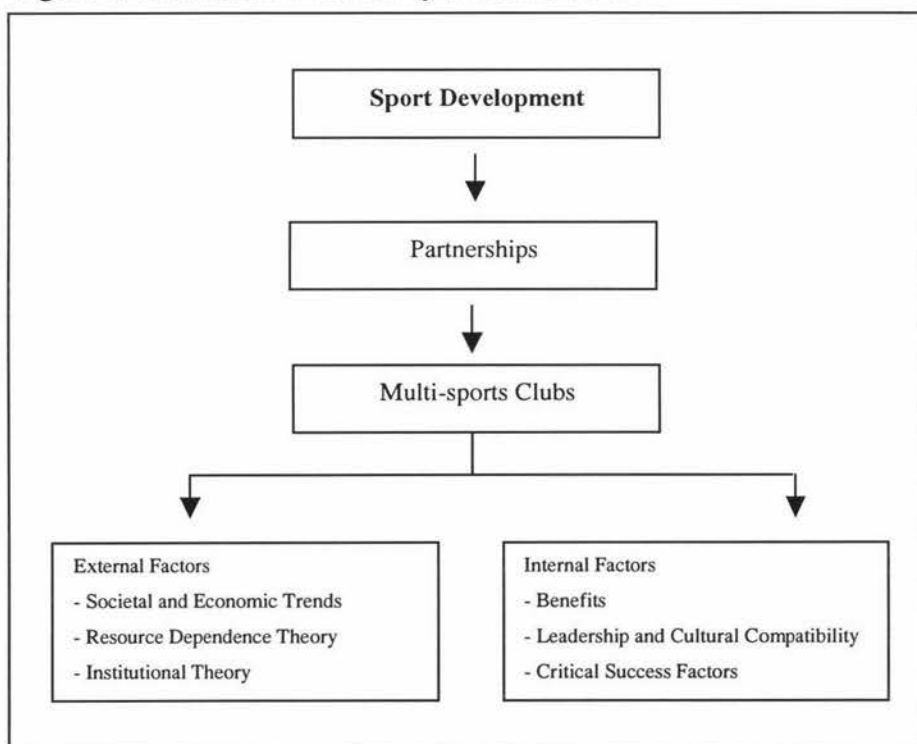
Chapters Four and Five contain the results and discussion of the data collected through interviews and questionnaires. The initial section within Chapter Four describes key characteristics of participants in this study and then presents findings related to the selection and interaction of codes in a multi-sports club. Chapter Five focuses on management oriented issues, including committee issues, sponsorship and the utilisation of facilities.

Chapter Six, this thesis's final chapter, presents the key findings of this study and offers recommendations based on this research. Suggestions for future research are also presented.

Chapter Two – Literature Review

The aim of this study is to examine benefits, limitations and critical success factors of multi-sports clubs. This chapter commences with an overview of sport development and identifies the formation of partnerships between sports organisations as a way to pool resources together to implement sport development initiatives. This is followed by an overview on partnerships in general, identifying why organisations form partnerships, what benefits they hope to obtain and what factors are critical to their success. Finally, this study also focused on the external environment and factors that lead to the development of multi-sports club within New Zealand, and overviews the limited research pertaining to multi-sports clubs nationally and internationally. Figure 1 below contains an overview of this chapter and illustrates how each section is connected.

Figure 1. Theoretical overview of literature review



Sport Development

Background

The concept 'sport development' has only been introduced since the 1980's into the area of sport management (Shilbury and Deane, 2001; Eady, 1993), although some theorists would argue that sport development has been around in one form or another since sport first began. However, Eady (1993) rejected this theory, arguing that traditionalists tended to see sport as only existing, rather than needing to be promoted and developed. Similarly, Shilbury and Deane (2001) suggested that although sport development has existed since organised sport began, it is now applied in a methodological manner. Various researchers have defined sport development differently over the years, but central to each definition is the idea of sport organisations promoting positive change to encourage participation in their respective organisations. For instance, Watt (1998) defined sport development as:

"a process whereby effective opportunities, process, systems and structures are set up to enable and encourage people in all or particular groups and areas to take part in sport and recreation or to improve their performance to whatever level they desire" (Thomson cited in Watt, 1998, p.64).

Alternatively, Eady described sport development as:

"in the context of sporting structures and opportunities; the promotion and implementation of positive change" (1993, p. 8).

Furthermore, in addition to his definition Eady (1993) identified more specific characteristics of sport development. He stated that sport development is:

- something that makes a difference
- the promotion/implementation of positive change
- about provision of opportunities that are extra/additional to those already orientated
- planned, structured and achievement orientated
- locally original
- the removal of barriers
- an educational process
- about changing the attitudes of providers and participants contemporaneously
- a tradition of challenging tradition (p. 9)

Central to the nine characteristics suggested by Eady (1993) is the ideal of embracing change and innovative behaviour so that sport development schemes can be implemented. Characteristics such as 'the promotion/implementation of positive change', 'locally original' and 'a tradition of challenging tradition' illustrate that managers must be innovative to develop their sport further. Such behaviour is essential for sports clubs at any level, as they constantly compete with external and internal developments that threaten the long-term survival of their organisation. For instance, Nesti (2001) maintained that sport development involved:

"a movement from the old to the new and implies that this is progressive. In other words, sports development is about creating new and better ways of doing things in sport" (p. 197).

Nevertheless, while authors such as Eady (1993) believe sport development is about innovation, Nesti (2001) conceded that there is still much debate regarding the true nature of sport development. He questioned whether sport development endeavours to encourage innovation in sport organisations or, alternatively, refers to sustaining current practices. As Nesti (2001) noted, "there are those for whom the term development has been applied to a more static and ambiguous state of affairs, where focus is on sustainability and support" (p. 197). It has been suggested that the interpretation adopted by organisations is determined by the skill of those involved in the organisation, as well as the funds and resources. Consequently, Nesti (2001) concluded, "sports development work nevertheless is often very personally

demanding, especially when individuals or organisations are attempting to follow Eady's call for innovation, creativity and active leadership" (p. 206).

This point is particularly relevant for sports clubs throughout New Zealand that struggle to keep their clubs open, let alone consider innovative initiatives to develop their sport. Therefore, these clubs may have little choice but to interpret sport development as a means of maintaining the current levels of their club. However, if these codes were to form partnerships with one another and establish a multi-sports club this would mean they could combine their resources, leaving them extra funds and time to focus on sport development initiatives. Given that societal trends within New Zealand are rapidly changing (Trenberth and Collins, 1999) it is vital that sports clubs identify innovative alternatives to ensure their long-term survival. For instance, a review of leisure patterns and trends in New Zealand by Walker (2001) suggested, "planners and managers should constantly be asking 'is it working'? If it isn't, then facilities and systems should be flexible enough to change" (Walker, 2001, p. 35).

Therefore, a way in which sports clubs can improve on their current operations is to form partnerships with other single sports clubs to reduce environmental uncertainty and combine both physical and human resources to effectively implement sport development schemes. The formation of multi-sports clubs is innovative as they are only a recent trend within New Zealand, and require leaders from each code to candidly appraise the potential of multi-sports clubs to improve the quality of their sport development.

Evolution of Sport Development

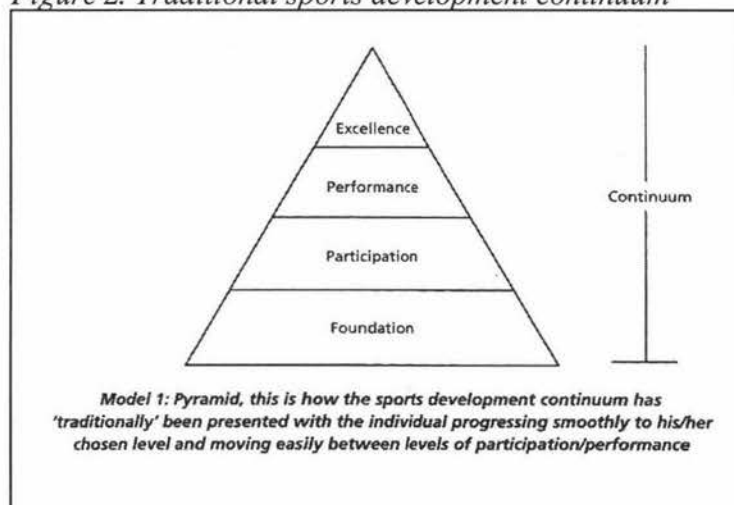
According to Hylton et al. (2001) research into sport development has been slow to evolve due to arguments as to whether the focus should be on elite level or grassroots sport development. They noted that "disputes about the importance of each have bedevilled this area" (p. 3). Shilbury and Deane (2001) also addressed this dilemma noting it was a question of concentrating funds in elite sporting excellence or mass

participation. Such arguments have been summarised in a report by the Australian Sports Institute, which stated:

“Proponents of mass leisure sport programs have insisted that money be spent more equitably and that too much was being spent on the sports elite, while proponents of high-performance sport have argued that its development costs are greater than for leisure sports and that money was needed if talented athletes were to develop to their full potential” (1975, p. 13-14 cited in Shilbury and Deane, 2001, p. 198).

Attempts have been made to resolve these arguments through continuums, such as in Figure 2, with which sport development has traditionally been theoretically associated with (Shilbury and Deane, 2001).

Figure 2. Traditional sports development continuum



Source: Eady (1993, p. 14).

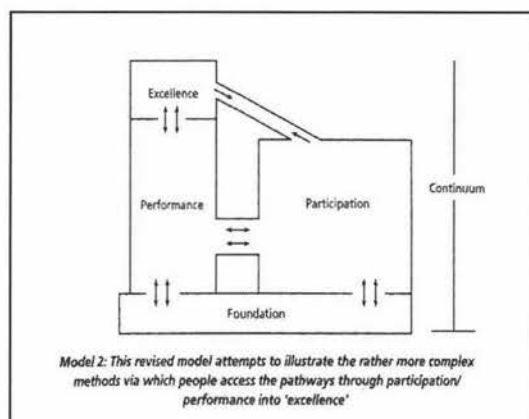
According to Eady (1993) the model illustrates the way sport development attempts to provide a pathway for participants to progress to the level appropriate and/or available to them. Importantly, this continuum demonstrates that sport development does not concentrate solely on elite levels in sport, but also on the grassroots level. In their review of the continuum, Burnett and Hollander (1999) maintained that the foundation

was just as important as elite level in regards to sport development. "A broad base of sport participation would provide a pool of sporting talent to be nurtured and developed through participation for elite performance" (Ngwenya, 1995 cited in Burnett and Hollander, 1999, p. 238). While Hylton et al. (2001) also recognised that this continuum model offers direction for the sport development concept as it "provide[s] logical coherence to their plans, policies and strategies for sport" (p. 3).

Although all levels of sport development are important, this research is primarily interested in sport development at the foundation level of the continuum. It is at this level that sport administrators must ensure they retain members within their code to guarantee young talent flows through and that the long-term outlook of the code is strong. To attract individuals to their code, administrators must be innovative and continually address ways they can implement sport development schemes to benefit their members. Given that lack of resources and funds are often cited as barriers to the development of sports, the formation of a multi-sports club may be a viable approach to overcome these limitations.

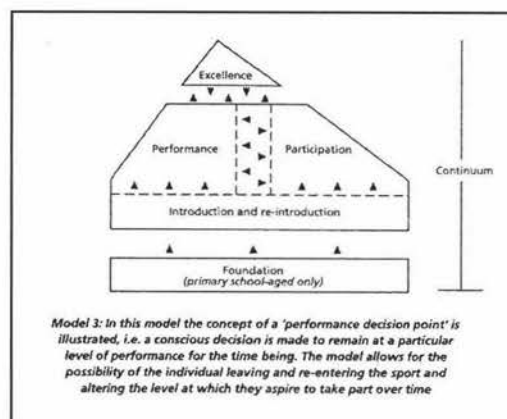
Since this continuum was produced a number of others have been developed. The continuum in Figure 2 is a simpler overview while the latter models, Figures 3 and 4, are slightly more complex due to modifications. Researchers such as McDonald and Tungatt (cited in Eady, 1993) proposed that the relationship between participation and performance was more complex than what was depicted in Figure 2. Shilbury and Deane (2001) also recognised the need for more complex representations of this process stating, "in an increasingly complex infrastructure, the sporting pyramid [in Figure 2] has become too static to accurately represent the dynamic patterns of sports participation" (p. 198). As such, the other models were developed to account for this complexity.

Figure 3. Modified continuum I



Source: Eady, (1993, p. 14).

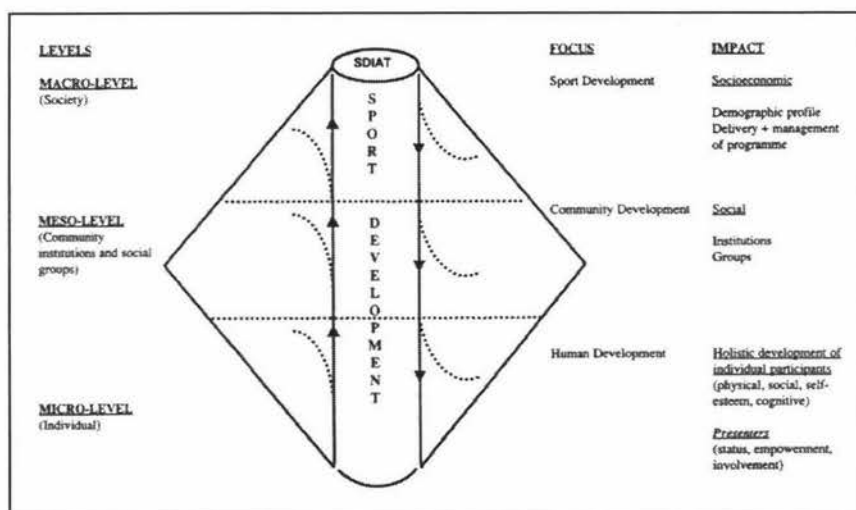
Figure 4. Modified continuum II



Source: Eady, (1993, p. 15).

Furthermore, Burnett (2001) produced a diagram demonstrating the impact of sport development on different levels of society. This diagram, which distinguishes between the macro and micro level, can be viewed in Figure 5. The primary reason for creating this diagram was to formulate a comprehensive tool to assess the effect of sport development programmes on communities.

Figure 5. Sport development impact assessment tool (SDIAT)



Source: Burnett (2001, p. 46)

The macro level examines the impact of sports development when accounting for socio-economic and environmental constraints. Conversely, the meso level involves the impact of sport development at the community level, examining its impact on groups such as sports clubs. At this level, social networks, social integration, values, norms, group cohesion and intergroup relationships are areas of interest. Finally, the micro level assesses the impact of sport development at the individual level. All levels are relevant when considering sport development and multi-sports clubs. This research considers the macro level in terms of how the environment threatens the performance of single sports clubs and constrains their ability to implement sport development schemes. As such, partnerships such as multi-sports clubs are viewed as a way to overcome these issues. It focuses on the meso level in terms of different clubs joining together to combine their resources and how they interact. While the micro level examines the impact the formation of a multi-sports club has on individuals within the sports, and whether it enables their club to provide improved services to them.

Sport Development and Partnerships

As was alluded to in the earlier two sections, partnerships between clubs provide the opportunity to implement innovative sport development strategies. This is confirmed by Eady (1993) who commented, "sport development is in the vanguard of the drive to increase opportunities to participate in sport via the process of *partnership working*" (p. 31). While Hylton et al. (2001) suggest "where partnerships working was once a discretionary activity, it is now *de rigueur*" (p. 5). To reiterate, the central premise of sport development is to provide high quality service for all, irrespective of personal characteristics. However, for organisations to improve their level of service they "are inevitably less effective individually than in groups pooling resources and working to achieve convergent objectives" (Eady, 1993, p. 31).

Robson (2001) maintain that sport development work is such that organisations cannot expect to be able to function effectively in isolation. Partnerships no longer are regarded as only an attractive strategy for the advancement of sport and recreation development, but as necessary to ensure prosperity and survival. Sport administrators need to consider forming partnerships with other organisations to maximise use of resources so that sport development is effective. "Operating in seclusion is clearly something of the past in the sport and recreation field" (Robson, 2001, p. 99).

Eady (1993) suggested that partnerships can demonstrate both the best and worst outcomes of sport development. When a partnership is successful there often is a long-term change in behaviour among partners and subsequent improvement in the number of opportunities for people to participate in sport. Conversely, when partnerships are unsuccessful and objectives have not been realised, irreversible damage can occur and the possibility of future partnerships is greatly reduced. This emphasises the need for organisations to carefully consider their reasons for partnering and to select prospective partners with care. As such, Eady (1993) cautions that partnerships are *not* an objective in itself. Rather, all partners must be certain the final outcome represents what it actually is they are hoping to achieve.

In conclusion, recent years have demonstrated the increased influence of sport development in the area of sport management. Consequently, more and more sports organisations are likely to focus on emphasising positive change to improve their services for their members. One way for sports organisations to implement these changes is through the formation of partnerships, such as multi-sports clubs, to access resources unavailable to them as a single sport club. Researchers such as Robson (2001) and Eady (1993) emphasised that sports clubs can no longer expect to operate in isolation and effectively develop their sport development programme. Therefore, they recommend sports clubs develop partnerships with other clubs. The following sections of the literature review examine how and why partnerships are formed, factors that are critical to their success, and potential benefits and disadvantages. Partnerships are also considered in the context of multi-sports clubs.

Partnerships

Having suggested that partnerships between sport organisations may be a viable way to implement sport development strategies, this section reviews literature pertinent to partnerships. It commences with an overview of partnerships and why such ventures are employed by organisations. This is followed by a review of potential benefits of partnerships, and factors critical to their success. Given that limited research has been conducted on multi-sports clubs to date, this section includes research related to partnerships in various kinds of industries. However, the findings from such studies have been related to the operation of multi-sports club where relevant.

Background

Organisations across all types of industries can no longer expect to be able to operate competitively on their own. As Cravens, Shipp and Cravens noted, "the traditional view of the 'lone wolf' organisation competing independently against other firms in the market-place is being significantly altered" (1993, p. 55). Sport organisations are no exception to this trend. Like other industries, partnerships are a viable option for sport organisations as they too operate in an environment of great uncertainty. Likewise, Slack (1997) argues "no sport organisation exists in isolation from the other organisations in its environment, the source of the material and financial resources a sport organisation needs to survive" (p. 146).

The term partnership has been defined in a number of different ways by various theorists. However, central to all definitions is the concept of organisations coming together (through their people) or interested individuals, to further the cause of sport. For instance, Mohr and Spekman defined a partnership as:

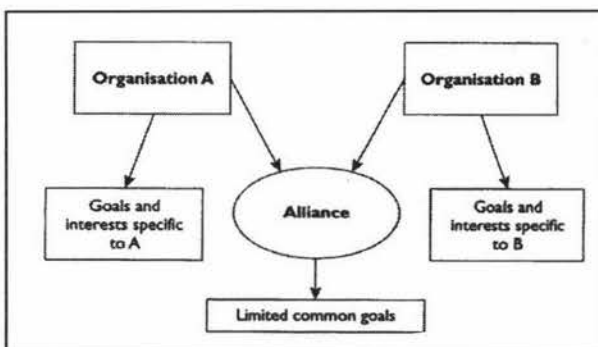
“Purposive strategic relationships between independent firms who share compatible goals, strive for mutual benefit, and acknowledge a high level of mutual interdependence. They join efforts to achieve goals that each firm, acting alone, could not attain easily” (1994, p. 135).

Similarly, Yoshino and Rangan (1995) asserted that characteristics of strategic alliances are:

“that two or more organisations unite in the pursuit of common goals, to share both the benefits and the assignment of tasks” (cited in Hylton et al., 2001, p. 100).

However, Dussage and Garrette (1999 cited in Robson, 2001) emphasise there is no loss of strategic autonomy when a partnership is formed. Essentially, what this means for organisations is that they remain independent from each other. Such a partnership can be viewed in the diagram in Figure 6. Robson (2001) noted that this structure distinguishes a partnership from a merger, the latter when two or more organisations are replaced by a single new organisation. In comparison, partnerships allow organisations to still operate as separate entities. Interestingly, a similar structure was also identified by Sport Canterbury (2001) for multi-sports clubs. They showed that although a multi-sports club can be set up as one legal entity, each code retains their own autonomy and operates as a separate division.

Figure 6. Partnership structure



Source: Robson, (2001, p. 101)

Benefits of Partnerships

The reasons for forming a partnership are extensive, but basically come down to achieving goals that the partners would have been unable to achieve alone. An organisation's inability to reach its goals is predominantly due to limited resources, either physical or human, which can only be obtained through other organisations. Consequently, innovative strategies such as the development of links with other organisations must be considered (Thibault and Harvey, 1997). Robson (2001) argued that, "pressured resources demand greater innovation in order to achieve organisational objectives. Working in partnerships can lead to the realisation of goals even in financially lean times" (p. 106). Also Galaskiewicz (1979) noted that, "no organisation is totally self-sufficient, rather each must enter into inter-organisational relationships with other organisations to secure those resources that it needs..." (cited in Thibault and Harvey, 1997, p. 46). Such concepts mirror arguments put forward by various groups when justifying the development of multi-sports clubs in New Zealand (Tauranga District Council, 2002; Sport Canterbury, 2001).

Another advantage of partnerships is that they reduce duplication of resources. In most cases prior to an alliance being formed, prospective partners incur huge costs maintaining resources, for example a clubroom or fields, diverting funds from actual sport development. For instance, the Tauranga District Council (2002) reported that approximately 50-60% of club income is spent on maintaining their buildings. However, identifying and eliminating duplication between two or more organisations reduces financial waste and provides a greater opportunity to attain their goals. Robson (2001) noted that partnerships allow organisations to share both facilities and equipment in a 'strategic arrangement of relevance to all partners' (p. 106). In addition to reducing duplication of physical assets, partnerships ensure that human resources can be maximised efficiently. The importance of both paid staff and volunteers to a sport organisation cannot be underestimated (Cuskelly, 1995), as noted by Robson (2001) who stated, "this particular resource base can be the saviour of

otherwise unattainable goals" (p. 106). Additionally, the pooling of resources also provides a wide range of expertise for the partnership (Gunson, 1999).

However, while the formation of a partnership, such as a multi-sports club, does provide the opportunity to employ a professional administrator and relieve pressure off volunteers, one must also address the potential for conflict between paid staff and volunteers. For instance, Slack and Hinings (1992) examined the process of change in Canadian national sport organisations. They reported that the introduction of professional staff resulted with some resistance by volunteers who felt that their control within the organisation was diminished. The researchers noted, "because such a change challenged the traditional volunteer-based culture of these organisations, there has been both commitment and resistance to change" (p. 129). Additionally, the introduction of a paid employee may mean volunteers feel they are no longer responsible for their tasks, with a tendency to dump all their work on the paid administrator. This is confirmed by Cuskelly and Auld (1999) who reported, "Volunteers are sometimes resentful when paid staff place demands on them to complete tasks, especially when the task is perceived as a functional responsibility of an employee" (p. 166). The Hillary Commission (2000b) noted that employment of a paid administrator is recognised as an opportunity for volunteers to withdraw their services. As such, it is important that the role of the paid administrator and volunteers is carefully balanced so that volunteers still feel as though can make value contributions for the club. Horch (1998) remarked, "clubs require the assistance of professional managers, but as an aid to selfhelp, not to replace volunteer work" (p. 53). Therefore, what the above literature alludes to is that administrators within a multi-sports club must cautiously manage potential conflict between these groups if they decide to employ a paid administrator to assist with the development of their club.

A number of researchers have also conducted studies to examine why organisations form partnerships and the benefits they hope to obtain. These have been summarised in Table 1 on the following page. For instance, Sink and Jackson (2002) examined partnerships between colleges and the community, looking specifically at benefits deriving from the partnership. They discovered benefits such as better facilities, shared infrastructure, inclusive working environment, increases in programmes and services and improved image in the community were important to respondents. Furthermore, Elmuti and Kathawala (2001) conducted an overview of various issues related to strategic alliances, identifying a number of factors that attract organisations to form partnerships. Such factors included growth strategies, obtaining new technology, reducing financial risk/share costs and achieving a competitive advantage.

Jarratt (1998) researched what motivated small and medium sized businesses to form alliances, identifying three key dimensions. Although not mutually exclusive these dimensions are: creating new value, defending market position and enhancing current business performance. The first dimension concentrates on aiding product development, delivering a broader range of services/goods and increasing the quality of the companies goods/services. Conversely, organisations defending a market position form alliances to access resources to compete against others and also to defend against environmental factors. Finally, organisations that form partnerships to build on their current performance do so to access new client groups, access resources for specific groups, and build on their financial capability, business knowledge, expertise and skills. In conclusion Jarratt suggested, "the framework generated through this research will assist managers in understanding the strategic paths through which alliances can assist a business achieve a future desired position" (p. 48).

Such benefits are especially relevant for codes affiliated to a multi-sports club, although the reasons for forming a multi-sports club may vary. Some may form a partnership with other codes to defend their market position, primarily focused on maintaining membership numbers and remaining solvent. However, at the other end of the continuum individuals may perceive a multi-sports club as a means of

enhancing their current position, which would have nearly been impossible if they operated alone. Such growth may include increasing the number of codes in their multi-sports club, maximising use of their facilities through alternate activities and hiring a paid administrator to market the club. However, the outlook adopted by partners is entirely reliant upon what members wish to achieve through the partnership.

Table 1. Summary of key benefits identified by researchers

Authors	Benefits
Sink and Jackson (2002)	<ul style="list-style-type: none"> • Better facilities • Shared infrastructure • Inclusive working environment • Increased programs and services • Improved image in the community
Beverland and Bretherton (2001)	<ul style="list-style-type: none"> • Take advantage of new opportunities • Reduce market uncertainty • Access to critical resources • Benefit from skills of partners • Reduce costs
Emuti and Kathawala (2001)	<ul style="list-style-type: none"> • Growth strategies • Obtaining new technology • Reduced financial risk/shared costs • Achieve a competitive advantage
Sport Canterbury (2001)	<ul style="list-style-type: none"> • Combat declining membership • Allows for a professional to be employed • Ensure long term survival • Allow for development of programmes and pathways • Better facilities/Maximise use of facilities • Shared overhead costs • Greater number of volunteers • More diverse social atmosphere • Competitive • Opportunities related to sponsorship and funding
Jarrat (1998)	<ul style="list-style-type: none"> • Creating new value • Defending market position • Enhancing current business performance
Cravens et al. (1993)	<ul style="list-style-type: none"> • Environment turbulence • Skills and resource gaps

Beverland and Bretherton (2001) also investigated why organisations formed partnerships. After conducting four case studies on organisations from different industries they concluded there were three key benefits of forming partnerships; to take advantage of new opportunities, reduce market uncertainty and gain access to critical resources. In addition to accessing new markets, partners also benefited from the skills of their partners. Instead of developing particular skills, respondents had looked to alliances to gain new skills. Therefore, information sharing between partners was encouraged ensuring mutual gain for all parties. "Instead of controlling for information transfer, most alliance partners encouraged it as they saw that they would gain from open information flows" (p. 96). Finally, the authors noted a common motivation for establishing a partnership was to reduce costs.

Likewise, Cravens et al. (1993) maintain that environmental turbulence, as well as skills and resource gaps prompt organisations to form partnerships. Environmental turbulence creates great uncertainty for organisations that are unable to respond effectively to the continually changing environment. Conversely, partnerships can be formed to take advantage of the 'highly complementary contributions of the partners' (p. 58). Finally, Cravens et al. suggested that, "both alliances and acquisitions/mergers are effective strategies to overcome the skill and resource gaps encountered in gaining access to global markets" (1993, p. 59).

The benefits identified by Beverland and Bretherton (2001) and Cravens et al. (1993) may be useful to explain why clubs form multi-sports clubs. As noted later in this chapter, the sports environment is continually changing, threatening the survival of sports clubs throughout New Zealand (Collins and Downey, 2000). People no longer have to be affiliated to a sports club to participate in sport, with many opting for pay-to-play and other individual activities (Ministerial Taskforce, 2001; De Knop, Van Meerbeek, Vanreusel, Laporte, Theeboom, Wittock and De Martelaer, 1996). Furthermore, less time is spent on sport, which is attributed to other non-sport social options available, as well as the advent of the seven-day working week and changing social lifestyles (Hillary Commission, 2000b; Gunson, 1999). The formation of a

multi-sports club is recognised as a way to overcome these threats, given that they have greater resources to react to these trends than they would alone. Likewise, establishing a partnership with other codes means they may be able to overcome resource gaps, pooling together both physical and human resources. Sports clubs throughout New Zealand are faced with a volunteer crisis (Collins and Downey, 2000) however, through combining volunteers and reducing duplication of tasks hopefully this is avoided. Additionally, each code will possess unique skills in their area, meaning they can offer distinct insights on issues that complement input by their partners.

Critical Success Factors for Partnerships

Past research into partnerships has identified numerous critical success factors believed to increase the chances of a successful partnership. The identification of such factors is important for organisations as it indicates what actions are necessary to maintain their partnership. However, prior to a review of an array of factors believed to positively affect the outcome of a partnership, this section studies the effect cultural compatibility and leadership has on a partnership. These two factors are singled out, as the researcher felt if a partnership did not ensure partners had similar cultures and effective leaders in place then the other factors would not eventuate. For instance, Spekman, Isabella and MacAvoy (2000) claimed, "differences in culture, structure and organisational processes, and policies can kill the best alliance. Partners must not underestimate the importance of these issues" (p. 146). With respect to leadership, Yoshino and Rangan (1995) reported, "although the broader purpose of an alliance is often determined by the competitive strategies of the partners, the context, tone, and tenor of the relationship are established by the respective top managers" (p. 147). While Spekman, Forbes, Isabella and MacAvoy (1998) asserted, "alliance managers are an integral part of alliance development and alliance success" (p. 207).

Cultural Compatibility

The term culture refers to “the shared values and operating norms, the symbols, language, ideology, beliefs, and the myths, that shape the structure of an organisation and the actions of its members” (Deal and Kennedy, 1992; Pettigrew, 1979 cited in Slack and Hinings, 1992). Because an organisation’s culture can determine the extent to which a partnership is successful, it is important that leaders select prospective partners that have compatible cultures. A number of authors (Hitt, Dacin, Levitas, Arregle and Borza, 2000; Segil, 1998; Buono, 1997; Tate, 1996) have indicated that cultural compatibility is key to partnership success. Given that partnerships can often be complex to manage it is to the advantage of leaders in each multi-sports club to ensure their cultures are similar to reduce potential conflict. This section reviews previous research related to cultural compatibility in partnerships and the effects of selecting partners poorly.

Bucklin and Sengupta (1993) argued that alliances must be formed between organisations that have similar management styles and company cultures. They hypothesised that “when organisational compatibility between the firms is higher, the greater the effectiveness of the relationship” (p. 35). Their study confirmed this hypothesis, emphasising the need for compatibility in terms of a partner’s culture, goals and objectives. They concluded that the selection of a suitable partner is no less important than other areas of alliance formation and recommended all organisations work with leaders of prospective partners to judge their similarities before forming a partnership.

McEntire and Bentley (1996) examined the degree to which acculturation affects the success of mergers, in which they defined acculturation as “the process of change that takes place when two different cultures come into direct contact” (Berry, 1980; Nahavandi & Malekzadeh, 1988 cited in McEntire and Bentley, 1996, p. 154). To assess the acculturation process during a partnership, McEntire and Bentley conducted in-depth interviews with Chatwin Travel and Sloan Travel who had recently merged

together. The results showed there was confusion over the culture and vision of the new partnership. Sloan Travel had to change its name, which was resisted by a number of its members. One Sloan agent reported, "Since the merger, I've felt a sense of loss. I don't want to be Chatwin" (p. 162). Second, the partners had vastly different reputations, with Chatwin emphasising cheap service and Sloan offering high quality service. Third, members of Sloan held 'deeply-ingrained values', favouring office positions for Chatwin staff that conformed to these values. Finally, disagreements also occurred regarding staff appearance. Sloan enforced a professional dress code, whereas Chatwin's staff dressed casually.

Morris and Cadogan (2001) assessed the effect partner fit had on functional and dysfunctional conflict. Briefly, functional conflict is viewed as healthy for partners as they are required to evaluate their decisions more closely, encourage critical evaluation and allow members to express concerns. Conversely, dysfunctional conflict is detrimental to the management of a partnership as partners may withhold information, be hostile and distrust each other. Morris and Cadogan (2001) commented that:

"research suggests that differences in partners' operating philosophies, leadership and cultures are likely to impede mutual decision making, and lead to behaviours associated with high levels of dysfunctional conflict, such as reduced information sharing and the distortion of facts" (2001, p. 229).

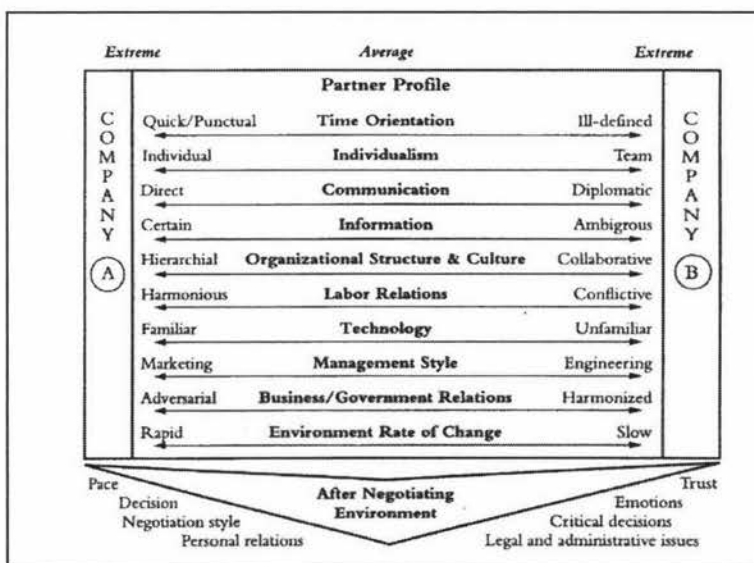
As such, they hypothesised there would be a positive relationship between partner fit and functional conflict and a negative relationship with dysfunctional conflict. Their results supported the hypothesis, stressing the importance of strategic and operational compatibility between partners.

Kelly, Schaan and Joncas (2002) investigated what issues caused the most difficulty for managers during the initial year of an alliance. Kelly et al. (2002) reported that

participants in their study stressed the importance of cultural compatibility, as cited by the following participant: “If you differ with a partner in your approach to doing business, the speed of doing business or your attitude towards business – you have an enduring problem where you are always going to be rubbing each other the wrong way” (p. 16). In light of these comments Kelly et al. concluded, “cultural distance will likely protract the process of achieving co-operation. The ultimate success of an alliance will often hinge of finding a way to bridge and reconcile these differences” (2002, p. 16).

According to Spekman et al. (2000) prospective partners cannot avoid cultural conflict on some level, stating, “cultural desirability is a desired trait, but in many instances it is elusive” (p. 61). Therefore, Spekman et al. recommend any organisation looking to form a partnership *must* evaluate the cultural differences between themselves and their prospective partners, and determine whether they would affect the long-term success of the partnership. To assess these differences they refer to a diagram, featured in Figure 7, to demonstrate the range of issues managers may have to consider when determining cultural similarities.

Figure 7. Charting partner differences and identifying gaps



Source: Spekman et al. (2000, p. 60)

Spekman et al. (2000) emphasised that organisations must ask a number of crucial questions prior to the formation of a partnership. These include the distance between the partners on these dimensions, can any distances be reduced and what resources are required to facilitate the adaptation process? In contrast, Mohr and Spekman (1994) argued that differences in culture and operating procedures often can only be detected after the formation of the partnership. Nevertheless, lack of alignment of core values indicates serious issues could lie ahead for the partnership (Spekman et al. 2000), meaning an organisation may have to reassess their reasons for forming the partnership.

Quang, Swierczek and Chi (1998) also argued an organisation's culture can affect whether a partnership is successful. They maintain that little knowledge and understanding of a partner's culture can result with long lasting conflicts that potentially lead to the failure of the partnership. Given these possible problems, the authors suggest the selection of a partner is of paramount importance. Citing Geringer (1991, p. 42), Quang et al. (1998) commented that:

"studies typically cite the need for selecting the 'right' or 'proper' partner, one which is 'complementary'. Indeed, it has been argued that a lack of erosion of complementarity is the most important factor undermining the effectiveness of the international joint venture process" (p. 360).

Doz and Hamel (1998), while recognising that cultural compatibility is critical, suggest one of the difficulties associated with dealing with conflicting cultures is that employees may find it hard to understand their own organisational culture let alone their partners. As a solution, they recommended an organisation should appoint leaders who can separate themselves "from the deterministic powers of their own corporate culture and collaborate with others with some measure of cultural neutrality" (p. 154). This suggestion could be of benefit to a group of codes contemplating the formation of a multi-sports club, as not all partners will be equally strong. Some will

have more members or be more successful, which means they are in a better position to influence decisions in the club and expect other codes to conform to their philosophies. However, if codes elect members to the main committee that are unbiased and are willing to protect the traditions of smaller codes then this issue can hopefully be minimised.

Given that Spekman et al. (2000) claimed no two partners will share cultures that are exactly the same, it seems inevitable that various groups in a partnership must be willing to compromise. Although members may be resistant to change, Kanter (1984) argued that a certain amount of change is unavoidable. "For any change process there are elements of culture that need to be eliminated and maintained, and it's these elements that need to be managed" (cited in Slack and Hinings, 1992, p. 117). Furthermore, while partners may have unique aspects to their culture that differ to others groups in their partnership, this does not necessarily mean it must be abandoned but perhaps exist simultaneously with other cultures. This is confirmed by Salipante and Golden-Biddle (1995, cited in Kikulis, 2000) who contended that the history and tradition of an organisation should not be discarded when new concepts are introduced. Instead, they should be regarded as a "source of continuity that enhances adaptation by customising change so that it fits with past routines, coordinates with other organisational functions, and builds on members' existing skills and knowledge" (1995, p. 15 cited in Kikulis, 2000, p. 308).

Therefore, this implies organisations can retain particular elements of their culture, but must still be willing to compromise on specific areas of their culture if necessary. This is especially relevant for multi-sports clubs as they are composed of different codes that have varying traditions and backgrounds, meaning there is little chance of finding a group of codes that share exactly the same culture. As such, codes considering to be affiliated to a multi-sports club must be aware that while other codes in their club may have similar cultures to themselves, they will still be expected to change certain elements of their culture to effectively contribute in such a club.

In contrast to the other literature addressed in this section, Saxton (1997) reported that it might not be necessary for partners to be culturally compatible. The purpose of his study was to investigate whether similarities between partners were positively linked to alliance outcomes. He proposed that, "in alliances, a good fit should yield a number of benefits. It may enable an initiator to more readily identify and appreciate the potential contribution of a partner and to therefore select a company with which a combination is likely to be fruitful" (p. 447). However, the results showed that similarly partnered organisations, in regards to their culture and human resources, were negatively related to alliance outcomes. Saxton suggested that these findings reject the notion of a 'culture clash' negatively affecting a partnership and concluded that:

"A certain degree of similarity may be necessary and desirable for understanding a partner. Too much similarity, though, could limit the benefits because nothing novel is being brought to the relationship" (1997, p. 456).

Furthermore, whilst Kelly et al. (2002) earlier reported that cultural differences produce potential conflict within a partnership, they also acknowledged that such differences could also produce a number of benefits. Such benefits included the opportunity to utilise the knowledge contained in each partner's culture, which differs from their own. Kelly et al. (2002) admitted, "when creatively and effectively managed, cultural differences can lead to a greater variance in ideas and enhanced innovation and dynamism leading to better group performance" (p. 16).

Leadership

Similar to the influence a partner's organisational culture has on the success of a partnership, leaders too can affect the outcome of such a venture. Therefore, the purpose of this section is to review previous literature pertaining to leadership that highlights key leadership characteristics necessary for successful organisations. However, as there were only a limited number of articles that focused on ideal

leadership characteristics and behaviours within partnerships, this review also investigates effective characteristics of leaders in other types of organisations.

According to Hefner (1994) the management of partnerships requires visionary leadership within the organisation. That is, they envision the benefits that can be achieved through this initiative and are able to encourage members in their organisation to accept the inherent risk taking involved. However, Hefner also stressed leaders must be able to look beyond the 'initial deal' and concentrate on the continual maintenance of the partnership. As such, this latter point indicates that any code that wishes to belong to a multi-sports club needs to have key leaders in place that are fully committed to the long-term success of the partnership. If leading administrators within a code were to neglect the partnership this could impact negatively on other affiliated codes in terms of miscommunication and increased pressure on members in the other codes. Given that the objective of a multi-sports club is to relieve pressure on volunteers, it would be a nuisance if club leaders did not ensure their code contributed fairly.

Quang, et al. (1998) assessed the role of effective leadership in joint ventures, identifying personal qualities and managerial behaviours of leaders. The top five most important characteristics of leadership in Vietnam were: (1) dependability and trustworthiness, (2) honesty, (3) strategic vision for organisation, (4) confidence and (5) logical problem solving skills. In fact, the authors noted there was very little difference between the scores for the top ranked variable and the lowest ranked (4.45 vs. 4.24), stressing the importance of all attributes. However, these results may have limited generalisability as the cultural context in Vietnam may differ significantly to other countries such as New Zealand.

Soucie (1994) conducted a review of the managerial leadership literature into, among other issues, charismatic and transformational leadership. Characteristics identified by Soucie as being important included: "high self-confidence, poise, speaking ability, strong conviction and moral righteousness of their own beliefs and ideals, dominance

and ability to articulate goals and arouse motivation toward these goals” (p. 10). He also noted that such leaders are unique as they have the ability to transform the values and cultures within an organisation through meeting the needs of fellow workers, high commitment and putting the needs of the organisation before their own. In regards to multi-sports clubs, it would be advantageous if leaders possess a number of the characteristics and behaviours identified by Soucie (1994). Leaders must be strong and able to communicate effectively with all groups to ensure the needs of their code are not ignored by the club, while also possessing the ability to persuade members to accept new ideas and practices associated with the multi-sports club.

Zimmerer and Yasin (1998) investigated effective leadership characteristics through surveys completed by senior project managers. First, nine characteristics of an effective manager were finalised. Listed in order, the top five included (1) leadership by example, (2) visionary, (3) technically competent, (4) decisive and (5) a good communicator. Conversely, factors that characterise an ineffective leader tended to be the opposite to those identified earlier, such as lack of upper management commitment and support, resistance to change, lack of technical expertise and being a poor communicator. Finally, the project managers rated fifty characteristics or behaviours that they felt positively influenced the effectiveness of an organisation. Table 2 below contains the highest rated characteristics, as rated by the managers.

Table 2. Top twelve characteristics and behaviours rated by managers

Rating	Characteristics	Mean
1	Team builder	4.6351
2	Communicator	4.6338
3	High self-esteem	4.5890
4	Focuses on results	4.5227
5	Demonstrations of trust	4.5135
6	Goal setter	4.5070
7	Demonstrations of respect	4.4730
8	Flexibility in response to change	4.4648
9	Team player	4.4570
10	Employee developer	4.3803
11	High level of interpersonal skills	4.3784
12	Empowers subordinates	4.3521

Source: Zimmerer and Yasin (1998, p. 35)

From the table it can be seen that people skills are vital to managers. This includes attributes such as being a team builder and team player, possessing a high level of interpersonal skills and being a good communicator. While it was important for a leader to be a goal setter and focus on results, managers also felt leaders had to be able to empower subordinates to be effective. It was also critical that leaders demonstrated trust and respect to fellow workers in their organisation as well. Such features are all relevant for a leader in a multi-sports club as these leaders deal with a wide range of individuals so they must possess excellent people skills to effectively deal with the different groups. Furthermore, it is essential that there is trust and respect between leaders in a club and individuals within the codes as members are there voluntarily to either play or administrate. If they do not feel they are being treated fairly in their club then this will inevitably cause conflict and they may leave the partnership.

Finally, Conger and Kanungo (1987) reviewed a number of factors that they proposed were characteristic of charismatic leadership. They noted that vision was a vital element of charismatic leaders as well as trust, being articulate and likeable, trustworthiness and knowledge. Nevertheless, they also emphasised the importance of recognising contextual factors, so that unconventional ideas are based on realistic appraisals.

However, while the above literature identifies a number of key characteristics that effective leaders should possess, a number of other researchers maintain that the role of leaders is not as important as first thought. Kimberly and Evanisko (1981) noted that there was significant debate within the literature regarding the actual effect leadership had on organisational outcomes, citing Perrow (1970), Lieberman and O'Connor (1972) and Salancik and Pfeffer (1977) in support. Perrow argued leadership approaches to organisational analysis "vastly underestimated the importance of systematic influences on organisational outcomes" (p. 695). Salancik and Pfeffer concluded that leadership effects were constrained by contextual factors that the leader had little control over. While Lieberman and O'Connor discovered that

industry and company factors explained a greater amount of the variance in performance indicators than leadership effects.

Furthering this argument, Kimberly and Evanisko (1981) investigated whether individual, organisational or contextual factors were better predictors of hospital adoption of innovations. The authors concluded that organisational factors were better predictors of innovation within an organisation than individual (leadership) or contextual variables. Therefore, the findings indicated factors other than characteristics of organisational leaders are more effective in explaining why an innovation is accepted in an organisation.

Likewise, Saren (1987 cited in Slappendel, 1996) argued that the actions of leaders cannot be separated from the behaviour of other individuals in the organisation and the environment they operate within. In addition, Van de Ven (1986 cited in Slappendel, 1996) maintained that the management literature tends to represent individuals in an organisation as rational, with the ability to introduce change with ease. Instead, he suggested that the limitation of humans handling complex issues should be emphasised. If limitations of individuals were accounted for then the role of leaders may be second to other factors in explaining the outcomes of partnerships.

In contrast, other researchers have argued that leaders do indeed play a significant role on organisational outcomes. Participants in a study by Weinberg and McDermott (2002) were asked if leadership was related to the effectiveness of organisations. They unanimously agreed that leadership was critical to organisational success, noting, "effective organisations always had effective leaders, although leadership traits and styles might sometimes be different" (p. 290). Shin and McClomb (1998) also investigated whether leadership behaviour has a greater influence in explaining organisational innovation than organisational and environmental factors. They reported that leadership behaviour was a significant factor in organisation innovation in comparison to the other possibilities studied. While Selin and Myers (1995) discovered that the role of leadership best predicts overall partnership effectiveness

and partner satisfaction. Finally Zimmerer and Yasin (1998) reported that positive leadership accounts for nearly 76% of the success of a project, while poor leadership contributes 67% to the failure of projects, thus concluding that leaders have a significant impact within organisations.

General Success Factors

The earlier two sections addressed the importance of cultural compatibility between partners and specific characteristics effective leaders may possess within an organisation. The rationalisation for focusing on these two critical success factors is that if a partnership has these two elements in place then the proceeding factors identified by researchers are more likely to eventuate. As such, the following is a review of success factors reported by researchers as being key to the success of partnerships and how these factors relate to multi-sports clubs. The findings from these studies are summarised in Table 3 at the conclusion of this section.

Sink and Jackson (2002) examined partnerships between colleges and the community. The authors attempted to offer insights into what factors contribute to the success of the partnership as reported by various academic organisations. All organisations claimed their partnerships were successful, citing factors such as economic (e.g. availability of facilities and accessibility), leadership, relationships (e.g. support and cooperation, honest communication and information sharing) and mutual benefits. Leaders were also presented with a list of nineteen factors influencing successful collaboration. The five factors that were most often referred to were: favourable social climate, organisation seen as leader in community, shared vision, mutual respect, understanding and trust, and a unique purpose for partnering. Finally, organisational leaders made recommendations through focus groups to discuss what lessons had been learnt from their partnerships. First, it was important for sound communication to be established throughout the organisation, not just at the top level. Honesty and compromise were also critical. Second, the roles of the partners had to

be clearly defined and it was essential for both management and members of organisations to be committed to the success of the partnership.

Of the key points addressed by Sink and Jackson (2002), defining the role of partners within a partnership is a necessity for a multi-sports club, as there are numerous roles that must be defined during the initial stages of partnership formation. Codes must decide who is responsible for the operation of individual codes and the maintenance of facilities, as unclear responsibilities can result in miscommunication and affect the performance of affiliated codes. Such outcomes do not encourage understanding and trust between codes and may affect the long-term operation of a multi-sports club if the role of each group is not apparent.

Buono (1997) gathered data from interviews with senior management from two manufacturing companies, ComNet and ManCo. The author noted that the partnership had been viewed as relatively smooth due to a willingness to welcome the way the other organisation operated. Maintenance of the relationship was deemed important, with an emphasis on clear communication and understanding between partners, as well as fair and ethical behaviour. Finally, the two firms studied in this article were successful due to a shared conviction that the firms were open and honest, a strong sense of teamwork that developed, individuals who were dedicated to the continued success of the partnership and a good cultural fit between the partners. Buono concluded that several factors could "serve as a general framework for intervening in and guiding the formation and management of such alliances" (1997, p. 261). These included: clear strategic fit and mutual agenda, incremental process of increasing involvement and sharing information, cultural fit, proximity, interpersonal relationships, role clarity, problem solving, performance review, celebration of partnership success and integration of partnerships.

Of the range of topics covered by Buono (1997) two that have particular significance for multi-sports clubs are proximity and interpersonal relationships. When a multi-sports club is approached by codes that wish to be affiliated to their club,

administrators should investigate if the code intends to base itself at the club's clubrooms and interact with other codes. Realistically, there may be limited social interaction between codes if teams play at different times during the week or out of town, play during different seasons, or are obligated to meet at pubs rather than their clubrooms. If members are unable to return to the clubrooms this can affect how successful the partnership is, as noted by Buono (1997) and Sport Canterbury (2001). They confirmed that when there is a significant physical distance between partners this meant it was harder to maintain the partnership.

Using the partnership between a public and non-profit organisation, Huxham and Vangen (1996) examined factors believed to affect its success or failure. Six distinct themes were addressed through a series of interviews and group work, which included managing aims, compromise, communication, democracy and equality, power and trust and lastly determination, commitment and stamina. Participants argued that clear goals allowed members to be clear about why the collaboration exists and more importantly, "is thought to provide the basis for who is going to do what towards meeting the aims" (1996, p. 8). Compromise is important for the simple fact that each organisation brings with it its own culture and values. Related to the issues surrounding compromise is that of communication. In fact, the demand for good communication was a common theme from those who have experienced collaboration – "probably because of the frustration that poor communication induces" (1996, p. 11).

The authors also addressed the issue of democracy and equality, stating it was a major concern in the process of collaboration. Although participants stressed the importance of equal contribution for all, Huxham and Vangen (1996) disagreed with this view, as shared control is often not easy to maintain and can result in no one taking responsibility for the partnership. Participants also expressed concern over potential power imbalances between partners, although Huxham and Vangen questioned these views as being at 'odds with reality' (1996, p. 14). Even if one organisation were larger than the other, and perceived as more powerful, the organisation would not have

partnered with the smaller organisation if it did not envision it would benefit somehow. Nevertheless, as long as this perception exists, organisations must make a concerted effort to ensure all partners are satisfied with their contribution. Finally, all six factors identified by the researchers indicated that management of a partnership is not easy and requires a huge amount of work by all parties involved. Participants maintained that determination and stamina are key to a successful collaboration.

The issue of equality and democracy is relevant for any multi-sports club. Within a multi-sports club there is a good possibility that codes will differ in regards to their size and financial status. As such, a larger code may be perceived as more powerful than their partners, meaning the issue of equality becomes particularly relevant. A multi-sports club has to ensure all codes, regardless of size, have equal say, although they may need to address whether codes that make larger contributions should be financially rewarded. Regardless of whatever decisions are made, it is important that each code is aware from the outset their position within the club and that any decision that favours a particular code is unanimously agreed upon by all parties in the club.

Frankle, Whipple and Frayer (1996) examined the role of formal and informal contracts on alliances and compared the importance of these attributes against other success factors. The authors assessed what attributes lead to successful partnerships between manufacturer-material supplier alliances, manufacturer-merchandise alliances and finally manufacturer-service supplier alliances. The overall top nine attributes reported by each group included trust, senior management support, willingness to be flexible, partner compatibility, sharing of critical information, ability to meet performance expectations, clear goals, leadership and consistent goals.

Of the critical success factors discussed by Frankle et al. (1996) the commitment of partners is particularly important for the long-term success of a multi-sports club. If management within each code are responsible for the operation of their respective codes, then the overall committee of a multi-sports club relies upon key administrators in each code to ensure its long-term survival. Furthermore, if senior management do

not fulfil their responsibilities then the workload may fall on other groups who are already overworked. This could cause disharmony between the codes, as well as the main committee of a multi-sports club.

Furthermore, Mohr and Spekman (1994) proposed that partnership attributes, communication behaviour and conflict resolution procedures are determinants of partnership success. Although their research used a vertical partnership between manufacturers and dealers, as opposed to a horizontal partnership like multi-sports clubs, the results from this study are still applicable for all types of partnerships. Attributes significant in predicting the success of the partnership, through either sales or satisfaction, were coordination, commitment, trust, communication quality, information sharing, participation, joint problem solving and steering clear of smoothing over conflict or severe resolution tactics. The authors claimed partnerships will be more successful when all the above attributes are strong. In contrast, interdependence techniques and persuasive tactics, used to resolve conflict, were not predictors of partnership success. In summary they suggest that, "the willingness to coordinate activities, and the ability to convey a sense of commitment to the relationship are key. Critical also to partnership success are the communication strategies used by the trading parties" (1994, p. 148).

A later study by Monczka, Petersen, Handfield and Ragatz (1998) examined the effect relationship attributes, communication behaviour and conflict resolution techniques had on partnership success, using measures validated by Mohr and Spekman (1994). They reported that trust, coordination and interdependence explained 62.8% of the variance in perceptual measures of success. Furthermore, both the depth (quality and perception) and breadth (extent of sharing) of information was important to the relationship. Lastly, the way in which conflict is resolved impacts upon the success of partnerships. Like Mohr and Spekman (1994) they reported that joint problem solving could result in a 'win-win' solution between partners, while hard words and arbitration are detrimental to an alliance relationship.

Research by Mohr and Spekman (1994) and Monczka et al. (1998) emphasises the importance of communication and how it can positively influence the outcome of a partnership. Communication is definitely an important element of a multi-sports club as they encompass a wide range of codes that play at different times during the year and often out of the area. Furthermore, if codes operate independently from one another and do not often socially interact together then frequent communication between them is critical through multi-sports club committee meetings as it may be the only point of contact for a number of codes. Frequent communication between codes ensures each group is aware what their partners are planning and reduces the chance of conflict over facility usage.

Cravens et al. (1993) carried out research to uncover distinct characteristics of an alliance relationship that may impact on its effectiveness. Such characteristics included power and dependence of alliance partners, alliance planning process, extent of collaboration and commitment of partners. The authors stated that unless the positions between the partners are even there is no basis for forming the partnership. In regards to planning, Cravens et al. proposed alliances will be more successful when objectives are realistic and specific and also when the roles of members and decision making is clearly defined. Additionally, the extent to which partners collaborate determines the success of the alliance. As partnerships involve complex relationships, it is vital that partners can exercise flexibility and adaptability to deal with turbulent environments and resolve conflicts. Finally, the commitment of partners is essential to the success of a partnership. Day (1990 cited in Cravens et al. 1993) claims that declining interest and commitment of alliance partners contributes to the failure of an alliance. "A substantial amount of commitment by the alliance partners is indicative of their assessment of the importance of the relationship", report Cravens et al. (1993, p. 66).

As noted by Cravens et al. (1993) flexibility is a vital characteristic that codes need to possess to operate effectively in a multi-sports club. Codes must realise that they are one of many, and although they may still run their sport independently, acting

inconsiderately towards the needs of other affiliated codes may have a negative impact on the long-term success of the multi-sports club. With a number of codes sharing the same facilities, flexibility and an ability to work with others is a must.

Table 3. Summary of critical success factors identified by researchers

Authors	Critical Success Factors
Sink and Jackson (2002)	<ul style="list-style-type: none"> • Availability of resources • Accessibility • Support and co-operation • Communication, Commitment • Information sharing • Favourable social climate • Shared vision • Mutual respect, understanding and trust • Roles of partners need to be clearly defined
Sport Canterbury (2001)	<ul style="list-style-type: none"> • Consultation and communication • Shared outcomes • Compatibility • Planning and documentation • Legal status • Organisational structure • Driver Club • Professional expertise • Location, Facilities • Retention of identity • Inclusion of non sport activities • Competitive strength
Monczka et al. (1998)	<ul style="list-style-type: none"> • Trust • Coordination • Interdependence • Quality and extent of sharing information • Joint problem solving • Avoid hard words and arbitration
Buono (1997)	<ul style="list-style-type: none"> • Willingness • Maintenance • Clear communication, Commitment • Ethical behaviour • Teamwork/Interpersonal relationships • Cultural fit/strategic fit • Sharing information, Role Clarity • Mutual agenda • Proximity • Problem solving • Performance review • Celebration of partnership success

Table 3 continued

Authors	Critical Success Factors
Frankle et al. (1996)	<ul style="list-style-type: none"> • Trust • Senior management support • Flexibility • Partner compatibility • Sharing critical information • Ability to meet performance expectations • Clear goals • Leadership • Consistent goals
Huxham and Vangen (1996)	<ul style="list-style-type: none"> • Managing aims • Compromise • Communication • Democracy/equality • Power • Trust • Determination, commitment and stamina
Mohr and Spekman (1994)	<ul style="list-style-type: none"> • Coordination • Commitment • Trust • Communication quality • Information sharing • Participation • Joint problem solving • Avoiding smoothing over conflict or severe resolution tactics
Cravens et al. (1993)	<ul style="list-style-type: none"> • Commitment of partners • Positions should be equal • Objectives realistic • Role of members clearly defined • Must be flexible and adaptable • Equitable outcomes

In conclusion, if partners are culturally compatible and contain strong leaders to direct and maintain the partnership then this encourages the development of other critical success factors shown in Table 3. The concept of commitment and support from management was emphasised in all seven studies in this final section, with researchers emphasising commitment of partners and senior management support as being key to the long-success of a partnership. Issues surrounding equality were raised in two studies (Huxham and Vangen, 1996; Cravens et al., 1993) stressing it was important

for all parties in a partnership to have equal say. Strategic and cultural fit was also identified as essential (Sink and Jackson, 2002; Buono, 1997; Frankle et al. 1996), with researchers confirming that when partners are similar there is less chance for conflict. Factors such as compromise and flexibility were also regarded as necessary (Frankle et al. 1996; Huxham and Vangen, 1996; Cravens et al. 1993) as partners must consider the needs of their partners. Finally, the majority of the studies reported that communication between partners was vital to the success of a partnership, noting that partners had to be willing to be open, honest and communicate frequently.

Therefore, it is vital that administrators within a multi-sports club determine whether the critical success factors identified in this study are followed in their club. Although all factors may not be relevant for every multi-sports clubs in New Zealand, they may still provide an insight into what codes must do to achieve the benefits identified earlier in this section.

Development of Multi-sports Clubs

This section provides an overview as to why single sport clubs are contemplating the formation of multi-sports clubs across New Zealand. First, environmental trends are discussed in the context of New Zealand to show how particular societal and economic developments have affected sports clubs. This is followed by a review of theoretical explanations as to why single sports clubs perceive they can operate more efficiently if they form partnerships with other sports clubs. Finally, an analysis of the development of multi-sports clubs within New Zealand is presented, as well as reviewing the impact of such clubs internationally.

The Sports Environment in New Zealand

Clubs have long been the traditional backbone of sport in New Zealand, with approximately 15,000 clubs nationwide (Hillary Commission, 2000b). Their importance cannot be understated given that “it is through the club experience that most children – and their families – receive their grounding in sport” (Ministerial Taskforce, 2001, p. 74). Over the years, clubs have provided a wide range of benefits to participants such as accessibility, binding the community together and providing a gateway to higher competition (Hillary Commission, 2000b). However, sport at all levels of the game is rapidly changing, and is at risk of being outmoded. Collins and Downey (2000) reported that sport in New Zealand is struggling to survive changes within our society, creating a very uncertain future for sport organisations nationwide. Furthermore, the Ministerial Taskforce report noted that clubs in New Zealand were most under threat from factors such as market forces, professional sport, demand for passive pursuits and changing community lifestyles (2001). Such developments have had a detrimental effect on both membership and volunteer numbers at the club level nationwide. This is especially concerning given that both groups are essential to the running of sports clubs.

A number of factors have influenced the decline in both volunteer and membership numbers in sports clubs. The Hillary Commission (2000a) identified declining communities as one of the issues facing clubs in New Zealand. Clubs used to be the focal point for communities, but are now faced with declining populations. “The future of community clubs is bound to the changing nature of communities. Clubs based on place will be increasingly less relevant, and local clubs offering just one sport will increasingly risk losing members who have diverse interests” (Hillary Commission, 2000a, p. 8). Potentially, this is a significant challenge for sports clubs across New Zealand as they rely on membership numbers to survive. In contrast, larger sports clubs, in terms of membership, are perceived as being more attractive to potential members, volunteers and sponsors. A study examining the effectiveness of Finnish sports clubs concluded the greater the membership, “the more potential for

action the club will have" (Koski, 1995, p. 93). Furthermore positions within a club are more sought after when the club is larger, therefore attracting more competent applicants to the position (Koski, 1995). De Knop et al. (1996) also reported a definite trend towards larger sport clubs.

However, decreasing numbers within communities is not the only factor to have had a negative impact on sports clubs. Previously, sport was the central activity for people during the weekend as other leisure options were limited (Trenberth and Collins, 1999). But now a number of alternative leisure activities are available such as shopping, home entertainment and informal sport activities that are attracting people away from organised sport. Rubingh (1996) identified such trends for sport clubs in the Netherlands, stating "clubs have been exposed to competition from so-called fitness schools, for-profit clubs that have provided services for the participants, where as traditional clubs relied on solidarity" (p. 88). Furthermore, a study in the UK examined where the leisure sector in the UK would be going in the twenty first century. It was reported that more time would be spent at home or on relatively cheap activities such as visiting friends, watching television or going to the park (Martin & Mason, 1998). Although these findings are based in the UK, such findings do reflect similar trends within New Zealand.

Sports clubs in New Zealand are no exception to this trend. They too must now compete with other forms of entertainment for people's discretionary income. According to Gunson (1999) leisure participation trends have changed, with a focus on leisure in homes and informal participation in sport. Likewise, there has been a steady decreasing involvement in team sports and organised activity. As the Hillary Commission (2000b) points out, there are now a wide range of leisure activities that offer people a good time, which in turn applies added pressure to sports clubs. For clubs throughout New Zealand this is a concerning trend given that the Ministerial Taskforce (2001) suggested there is evidence an increasing number of New Zealanders are opting not to participate in organised sport. Instead they are moving towards less organised, informal sport opportunities. Subsequently, it is now far easier for people

to participate in a number of sporting activities without having to join a club, such as aerobics, squash, tennis, touch and indoor sports such as soccer and netball.

De Knop et al. (1996) also identified the growing competition between traditional sports and the increasing range of casual and pay-to-play sport options available. They reported an increase in the variety of sports being offered to individuals due to different expectations of the public, such as immediate enjoyment. In fact, Dietrich and Heinemann (1989) went as far as to call this development “non-sporting sport”, while Crum (1991) described this trend as the “desportification of sports” (cited in De Knop et al., 1996). De Knop et al. (1996, p. 40) also recognised the “increasing level of individualisation within today’s society”. They noted that an individual’s actions and preferences are no longer determined predominantly by family and peers, but more by individual choices. People no longer have to be fully committed to a sport club, but can ‘buy’ sports whenever they want to without being affiliated. “As a result, leisure activities have become more informal, i.e. less organised. Such a trend of individualism will be problematic especially for team sports” (Sports Council, 1982 cited in De Knop et al. 1996, p. 40).

Coupled with the increasing range of leisure activities available today is the limited time people have to participate in sport, through either playing or volunteering their time. This was confirmed by the Ministerial Taskforce (2001) who reported, “the traditional time available to engage in recreation and sport has been eroded and has adversely affected participation” (p. 56). The advent of the seven-day working week, changing family structure and the introduction of weekend shopping means less time is spent on recreation through clubs. This trend is especially relevant for volunteers who are too busy to donate the time they could in the past. According to Collins and Downey (2000) the volunteer structure in New Zealand is disintegrating as people have busier lives, more options and are faced with growing financial pressures. Such a development is detrimental to sports clubs as, “in many countries the delivery of sporting programs, activities and events to the community is largely reliant upon the willingness of individuals to volunteer their time and energy” (Cuskelly, 1995, p.

255). This in turn increases pressure on current volunteers who are therefore less likely to enjoy the experience (Hillary Commission, 2000b).

As such, the culmination of lifestyle trends identified in this thesis all have had a negative impact on sports clubs nationwide. Smaller communities, more leisure and sporting options, and limited time available to participate in sports have had a significant effect on sport clubs in New Zealand. The question is, how do sports clubs nationwide address these problems? As Collins and Downey reported, “clearly sport organisations, particularly clubs at the local level, will have to be innovative and enterprising in order to survive” (2000, p. 319). One alternative available for sports clubs is the formation of multi-sports clubs, which is discussed in detail later in this chapter.

Theoretical Explanation for Forming Partnerships

Background

The earlier section identified specific environmental factors that affect the survival of sports clubs in New Zealand. Such factors included declining volunteer and membership numbers, an increase in alternative leisure activities, less commitment to organised sport and less time to spend on sport due to changing family structures. Consequently, it can be seen that the environment sports clubs operate in is continually changing, threatening the existence of a number of single-sports clubs in New Zealand. Therefore, the creation of partnerships between clubs, such as multi-sports clubs, was suggested to counter these issues.

A number of researchers have addressed this issue through the development of theory to explain how the environment determines whether interorganisational relationships are formed. Slack and Hinings (1992) described this research as having concentrated on the *adaptive* nature of organisations, where individuals and dominant coalitions

within an organisation study their environment and react to the threats and opportunities through making change. Although a number of theoretical paradigms exist this review only assesses two perspectives: resource dependence and institutional theory. These two particular perspectives were selected for two reasons. First, they were often referred to in previous academic literature in regards to organisational change (Kikulis, 2000; Thibault and Harvey, 1997; Slack and Hinings, 1992). Second these two perspectives were relevant to the development of multi-sports clubs as they explain that sport organisations form partnerships to obtain necessary resources and that outside groups may influence the establishment of partnerships.

Resource Dependence and Institutional Theory

Barringer and Harrison (2000) described *resource dependence* as “a theory rooted in an open system framework that argues that all organisations must engage in exchanges with their environment to obtain resources” (p. 370). According to this theory, organisations are unable to survive alone on their resources and subsequently become dependent upon their environment for resources. Such dependence creates uncertainty for organisations, which attempt to control for this through forming inter-organisational relationships such as partnerships (Slack and Hinings, 1992). Barringer and Harrison (2000) noted that organisations must manage their dependencies by increasing their power relative to other organisations in their environment. They propose organisations form partnerships to gain access to critical resources, while increasing their power relative to other organisations.

Barringer and Harrison (2000) commented that there are a number of reasons why organisations, which are dependent upon resources, form partnerships. It may be to increase their market power to defuse movements of their competitors or to simply ‘plug a skill or resource gap’ (p. 373). However, they concluded that the common reason for forming a partnership, according to the resource dependence paradigm, is to take advantage of complementary assets. Similarly, Koza and Lewin (1998) maintained the most frequent reason for forming a partnership involved the “joint

maximisation of complementary assets by sharing in the residual returns from a business activity” (p. 256 cited in Beverland and Bretherton, 2001, p. 89). Nevertheless, Mitchell and Singh (1996) argued regardless of specific motivations for forming partnerships, “forming an alliance with one or more other firms to gain access to the needed resource is often the most practical alternative” (cited in Barringer and Harrison, 2000, p. 373).

Sports clubs are struggling for resources in terms of volunteers, income and participants. This puts these clubs in a very vulnerable position given changes in the environment discussed earlier. Therefore, to access the resources critical to their operation, sports clubs can form partnerships with other clubs to increase their pool of resources and reduce their uncertainty. However, one of the drawbacks of these actions is that the clubs are now dependent upon each other, although they are potentially stronger than clubs not included in the partnership.

Another reason for the formation of partnerships can be identified through *institutional theory*. Theorists in this area believe change “occurs because organisations adapt their structures to conform with commonly held expectations, within the institutional environment, and what is an appropriate organisational design” (Slack and Hinings, 1992, p. 116). Likewise, Barringer and Harrison (2000) describe institutional theory as when institutional environments apply pressure to organisations so that they appear to be legitimate and following prevailing norms. They suggest one way a firm can do this is through forming partnerships with other organisations, citing benefits such as visibility, reputation and image.

Slack and Hinings (1992) assessed the process of change in Canadian national sport organisations using institutional theory to examine the reasons why this structural change has occurred. The authors maintained that an innovation is often institutionalised once it has been introduced by a more powerful, larger organisation. To demonstrate conformity the smaller organisations normally responded by adjusting to incorporate the innovation (Tolbert and Zucker, 1983 cited in Slack and Hinings,

1992), and were subsequently evaluated favourably in the future, ensuring funds continued to flow their way (Hinings and Greenwood, 1988 cited in Slack and Hinings, 1992). Slack and Hinings concluded that institutionalisation refers to a process whereby “*a way to organise becomes the way to organise*” (1992, p. 123).

DiMaggio and Powell (1983), leading theorists in this area, cited two mechanisms through which ideas of appropriate organisation structures are dispersed to other organisations; coercive and mimetic pressures. Coercive pressures can be either formal or informal and applied by one organisation to another that is dependent upon their resources. Such pressure can be in the form of persuasion, invitations to join or force. In relation to New Zealand, the Hillary Commission (2000b) published a report supporting the development of multi-sports clubs in this country, regarding it as a viable way for single sports clubs to overcome changing trends that threaten their existence. Given that the Hillary Commission was the public funding agency for sport, fitness and physical leisure (Hays and Gunson, 1999) at that time, this may have influenced single sports clubs to form multi-sports clubs.

Pressure can also be in the form of mimetic behaviour. In this situation, “organisations tend to model themselves after similar organisations in their field that they perceive to be more legitimate or successful” (DiMaggio & Powell, 1983, p. 152). Single sports clubs in New Zealand may be more likely to alter their structure if they observe clubs in their area which have formed multi-sports clubs and have since been successful. Given that uncertainty is a powerful driver of imitation (DiMaggio and Powell, 1983), sports clubs may perceive multi-sports clubs as a viable way to manage environmental factors that threaten the survival of single sports clubs.

In conclusion a number of competing perspectives have been put forward to explain the role of the environment and how specific factors initiate change in organisations. In particular, this review addressed the contribution of resource dependence and institutional theory demonstrating that, although each theory supports contrasting perspectives, they both make a valuable contribution. Nonetheless, researchers have

recommended that the use of multiple perspectives simultaneously would enhance the understanding of why organisations form partnerships. For instance, Barringer and Harrison (2000) recognised that there are a number of theories that offer a unique perspective as to why organisations form partnerships. They suggested that, “researchers can benefit from considering each of the paradigms when designing studies. However, blending the theoretical paradigms together may provide an even more useful means of understanding the formation of interorganisational relationships” (p. 382). While Tolbert (1985) recommended:

“Current research on organisations could benefit greatly if researchers were to play closer attention to specifying the points of intersection of different theoretical perspectives and to combining these perspectives to provide more complete explanations of the behaviours they study” (p. 12 cited in Slack and Hinings, 1992, p. 117).

Multi-sports Clubs

As discussed earlier, the formation of multi-sports clubs is a type of partnership designed to counter negative effects of the environment and foster sport development. Theoretical theories as to why multi-sports clubs are formed were also discussed, demonstrating that organisations initiate partnerships to obtain necessary resources and that external groups may influence the establishment of partnerships. However, a review of the academic literature emphasised that there was limited research into multi-sports clubs. Utilising what resources were available, the following is an overview of the development of multi-sports clubs in New Zealand, as well as an overview of multi-sports clubs internationally.

National Development

In 2000 the Hillary Commission published a report titled 'The Future of Club Sport in New Zealand', demonstrating the effectiveness of 'Sportville', a concept designed to assist struggling clubs in New Zealand (2000b). The Sportville concept proposed that the formation of larger multi-sports clubs was key to the survival of struggling clubs in New Zealand. Such clubs are formed when sports of different codes convene to share their resources, whether they be human or physical, yet still operate as individual clubs.

The reasons for forming multi-sports clubs are varied, yet are mostly related to societal trends addressed earlier. Gunson (1999) affirmed that the traditional club structure in New Zealand does not suit growing leisure and societal trends of individual and casual participation. She insisted that financial pressures and less support from traditional supporters demands the restructuring of sport opportunity to communities. It has been proposed that one solution to these issues is the formation of multi-sports clubs (Hillary Commission, 2000b; Ministerial Taskforce, 2001). Since the Sportville concept was introduced a number of regions have conducted research into the viability of multi-sports clubs in their area. For instance, the Southland District Council produced a Recreation Plan during 1997, in which the advantages of multi-sports clubs were presented. The Council perceived multi-sports clubs as a means to meet the challenges of a declining population, as well as increased competition from other activities available. Their research identified economies of scale, improved coaching programmes and attractiveness to both members and sponsors as reasons for the popularity of multi-sports clubs in Southland.

Furthermore, a comprehensive report was compiled by Sport Canterbury in 2001 that examined critical success factors and barriers associated with the formation of multi-sport clubs. Using data from thirty clubs in New Zealand (nineteen nationwide, eleven Christchurch/Canterbury) via interviews, they identified critical success factors as being issues such as consultation and communication (73%), compatibility (50%),

location (43%), planning and documentation (70%) and professional expertise (50%). Conversely, barriers to formation include loyalty/identity (27%), financial (33%), legal issues (20%) and non-realisation of amalgamation benefits (57%). They concluded, “irrespective of the realisation of a variety of benefits, if it makes sense financially and the amalgamating clubs do not lose members, then amalgamation would seem at the outset to be a viable solution” (Sport Canterbury, 2001, p. 64). These findings, which relate specifically to multi-sports clubs, mirror other academic studies reported earlier in this chapter that reported factors critical to the success of a partnership. Concepts addressed by Sport Canterbury (2001), such as consultation and communication, compatibility, planning and documentation, facilities, location and shared outcomes were all recognised as factors that could influence the success of a partnership.

Finally, the Tauranga District Council in conjunction with Sport Bay of Plenty extended the Sportville concept to develop ‘Taurangaville’. Taurangaville was designed to reduce duplication, demands of volunteers and facility overheads, allowing clubs to “concentrate on recreation – their ‘core business’” (Tauranga District Council, 2002, p. 9). They identified two major multi-sports clubs, Waipuna Park and Gordon Spratt Reserve, as being attractive to sponsors, active throughout the year and successful in funding. Significantly, Sport Canterbury (2001) noted that the development of both these clubs drastically raised awareness of the Sportville concept and multi-purpose projects.

Consolidation of resources is a significant advantage for multi-sports clubs as many single sports clubs are forced to spend a large amount of their time dealing with financial matters rather than developing their sport. For instance, North’s Rugby Club in Porirua reported that 80-90% of their committee’s time was focused on finance, “leaving it unable to concentrate on other aspects of managing and promoting its game” (Evening Post, 1993 cited in Collins and Downey, 2000, p. 319). This is a prime example of what many sports clubs nationwide face today. However, if clubs in a similar position consolidated their assets, whilst reducing their liabilities, more

action could be directed to the development of their sport. Consequently, this increases the overall strength of the club. The strength of clubs is important to the development of sport in this country as the Hillary Commission, along with regional sports trusts, believe “if sports clubs are strong, then sport in New Zealand will be strong” (Durie, 2000).

Johnstone (2000) commented that the Sportville proposal did not account for parochial attitudes associated with sport in New Zealand. A report by Sport Canterbury (2001) showed that 27% of all clubs surveyed believed loyalty to individual clubs was a significant constraint to the formation of multi-sports clubs. This covered issues such as loss of history, loss of identity in terms of name and logo and reluctance of older club members. Nevertheless, Sport Canterbury reports, “respondents indicated that this constraint was a significant issue during the amalgamation process. However it was not a significant barrier to amalgamation actually being implemented, if managed with appropriate planning and strategies” (2001, p. 41). Unfortunately, very few other studies have been conducted to assess the extent to which the traditions of clubs are barriers to the formation of a multi-sports club in New Zealand.

International Development

The formation of multi-sports clubs is not exclusive to New Zealand. A report in Australia (West North West Tasmania, 2001) identified lifestyle trends, similar to those addressed in this report, which they believed had a negative effect on sport clubs. It concluded that resource sharing between clubs is in the best long-term interests of communities, which lead to the development of multi-sports clubs. Watt (1998) identified that unlike Western Europe, where community multi-sports clubs are far more common, the United Kingdom tended to have single sports clubs. Attempts have been made in the past to form multi-sports clubs, although these were largely unsuccessful due to differing histories and traditions, resulting in practical problems when drawing the clubs together (Watt, 1998). However, Watt believed that “the

multi-sports club does appeal in the sense of combining resources, - not just physical or social, but also in terms of personnel and joint fundraising" (1998, p. 18).

Furthermore, a Canadian report titled 'Sport Matters' suggests multi-sports clubs "have the greatest potential to achieve social and health benefits and life-long recreational options" (Sport Matters Group, 2001, p. 5). In contrast, Koski (1995) reported that clubs which specialised only in one sport produced more income, along with members who are more active in their participation, than clubs that catered to many sport disciplines.

De Knop et al. (1996) conducted a comparative study on Flemish sport clubs from 1974 to 1990. Although their research did not specifically concentrate on multi-sports clubs alone, their study identified interesting trends in the development of multi-sports clubs during this time period. Their results showed both a trend towards larger sports clubs as well as clubs offering more than one sport. For example, in 1974 only 5.2% of clubs studied provided facilities for more than one sport. In contrast, one in five clubs fell under this category by 1990. Furthermore, since 1974 the number of small clubs with less than fifty members has decreased significantly, while the number of medium sized clubs (50-300 members) has shown a considerable increase. This was in conjunction with an increase in larger clubs that have three hundred or more members. Therefore, the data reported a trend towards larger sports clubs and more multi-sport clubs over the sixteen-year period. In an attempt to explain these developments, the authors proposed that increases in sports participation, as well as financial and infrastructural problems, might cause some clubs to combine. However, regardless of the specific reasons, the movement towards larger sports clubs offering more than one sports code is welcomed by the authors.

"Large organisations can make more efficient use of the funds, infrastructure and people available so their competitive position among other leisure organisations on the sports market will certainly be

improved. Moreover, they are also more secure, and can call on a wide range of skills” (De Knop et al., 1996, p. 48).

The major benefit of multi-sports clubs is that the various sporting codes share the costs of their resources, allowing them to concentrate on the development of their respective sport. Vail (1992) examined sport delivery in a community in Ontario to assess, among other objectives, significant problems faced by the community that negatively impacted upon the programme delivery. Problems raised from the various sports groups included the need for more volunteers (31%), participants (29%), money (27%) and promoting their programme (23.8%). Consequently, Vail questioned why these groups worked in relative isolation from one another ‘given that many are attempting to provide services to the same community members and have similar facility and human resource needs’ (1992, p. 229).

To conclude, environmental trends within New Zealand such as the presence of smaller communities, more leisure and sporting options and limited time to participate in sport have had a detrimental impact on sports clubs in this country. While research into multi-sports clubs is limited, what does exist demonstrates that these clubs are formed to respond to environmental trends discussed in this section. However, while this research provides some insight into the development and management of multi-sports clubs, more research is required in this area to develop a greater knowledge of these clubs. The need for further research is elaborated on in the final section of this chapter.

Why Conduct this Research?

Eady (1993) and Robson (2001) have recommended the formation of partnerships between sport organisations to provide high quality services for all noting that “they are inevitably less effective individually than in groups pooling resources and working to achieve convergent objectives” (Eady, 1993, p. 31). Although research has been

conducted into partnerships, very few academic articles relating to multi-sports clubs, or any type of sports clubs for that matter, have been published. Within New Zealand only a limited number of practical research reports have been conducted by a small number of regions such as Southland, Canterbury and Tauranga. While the available research has provided an insight into the workings of a partnership and how these findings may relate to multi-sports clubs, more research in this area would have been helpful. Given that the Hillary Commission (2000b) advocated that clubs form multi-sports club, a comprehensive research report into multi-sports clubs in New Zealand, such as this, should be of practical use for clubs nationwide.

Furthermore, a review of the literature into partnerships and other forms of inter-organisational relationships indicated little research had been conducted into the process of managing partnerships after they have been established. Mohr and Spekman (1994) maintained that more information is required regarding the development and nurturing of partnerships. They argued that past research has established *why* partnerships are formed, so more effort should be concentrated on *how* they are managed. Likewise, Spekman et al. (1998) suggested that the following questions needed to be raised to address these research gaps: "(a) how do alliances evolve over time? (b) what are the managerial skills and perspectives required to manage a burgeoning alliance and (c) what kinds of problems can alliance managers expect to address over the life of an alliance?" (p. 760). They claim past research provides a good understanding of the concept, but not of the actual *practice* of alliance management.

Similar to comments made by Spekman et al. (1998) and Mohr and Spekman (1994), Monczka et al. (1998) reported there was limited research regarding the formation and evolution of inter-organisational relationships. Subsequently, the authors claimed that management is unaware of the time and effort required to successfully maintain a partnership. While Neswell and Swan (1995) argued that a change in direction was required regarding research into Canadian sport. Instead, researchers should look at

change from when the actual partnership was established through to the partnership's current state.

What these comments allude to is that more research is required into the actual maintenance of a partnership rather than what factors lead to their development. Therefore, one of the main aims of this study is to not simply address what factors lead to the development of a multi-sports club, but to determine what management strategies adopted by different multi-sports clubs in New Zealand help make such partnerships successful or failures. In addition, the use of a mixed-method case study approach to collect the data has provided for more in-depth information compared to previous New Zealand based studies. As such, the intention of this report is to develop a greater understanding of what works well in a multi-sports club and what could be improved for the future.

Summary

Societal and economic trends are having a significant impact on sports clubs in New Zealand, with fewer people joining clubs. Reasons for this include individuals having less time to donate to sport as well there being more leisure and sporting options available. Consequently, this chapter suggested single sports clubs should consider forming partnerships with other clubs to combat environmental trends addressed earlier. Furthermore, the creation of multi-sports clubs means resources are combined, potentially leaving them extra funds and time to focus on sport development initiatives.

The following chapter, Chapter Three, contains an overview of the research process developed for this research. It lists the overall focus and objectives of this research as well as presenting the research methods employed, and how the data was collected. Finally, limitations of this study and ethical issues are considered.

Chapter Three – Methodology

This chapter provides an overview of the research process adopted for this study. The first section outlines the overall focus for this research, while the second section presents the advantages and disadvantages of conducting case studies, which was the overall research strategy employed for this research. The subsequent two sections contain an in-depth analysis of qualitative and quantitative research paradigms, comparing distinct characteristics of each paradigm. It then reviews the two specific research methods used to collect the data and discusses the plausibility of using research methods from different paradigms in one study. The fifth section presents the data collection process, while the final two sections address limitations of the study and potential ethical issues.

The Research Focus

The overall objective of this research is to develop a greater understanding into the operation of a multi-sports club in New Zealand and to ascertain what factors contributed towards the success or otherwise of such clubs. To answer the overall objective of this research, five specific research questions were developed. These are listed below:

- To assess what particular factors lead to the development of multi-sport clubs.
- To determine whether multi-sport clubs are suitable for all regions throughout New Zealand.
- To identify specific barriers to the formation of multi-sport clubs.
- To identify what factors were key to the successful development of multi-sport clubs.
- To identify specific benefits of being associated with a multi-sports club.

Case-studies

According to Yin (1994) the type of research strategy adopted is related to the research question at hand. Because the research questions for this thesis are largely 'how and why', case studies were favoured over other research strategies available. Yin (1994) defines a case study as, "an empirical inquiry that investigates a contemporary phenomenon within its real life context, especially when the boundaries between phenomenon and context are not clearly evident" (p. 13). Case studies can include both quantitative and qualitative data, although Gomm, Hammersley and Foster (2000) suggested that social science research predominantly favours qualitative methods when conducting case studies.

Although other strategies may be used for similarly styled research questions, case studies have a distinct advantage when "a 'how and why' question is being asked about a *contemporary* set of events over which the investigator has *little or no* control" (Yin, 1994, p. 9 emphasis added). Furthermore, Lee (1999) also argued that using case studies is less intrusive than other field-based survey studies or experiments. As a result, cooperation from individuals in the organisation could be enhanced, which is appealing given the difficulty researchers often encounter to obtain field cooperation.

Patton (1987) suggested that case studies are useful when the researcher wants to understand a specific problem or situation in-depth. He claims they are particularly beneficial when the objective of the research is to capture individual difference or unique variations from 'one program setting to another, or from one program experience to another' (p. 19). Such an advantage is particularly relevant to this research as one of its objectives is to observe any differences between rural, provincial and urban multi-sports clubs. Although only three multi-sports clubs were included in this study, Lee (1999) stated that case studies typically involved very few cases – "issues of prevalence most often assume secondary roles" (p. 59). Likewise, Patton (1987) suggested, "there is no rule of thumb that tells an evaluator precisely how to

focus an evaluation question or how much depth to seek. The extent to which data collection is broad or narrow depends on the resources available, the time available, and the needs of decision makers” (p. 49).

An advantage of case studies is their potential to provide a vast amount of rich and detailed data, however this can also impede the analysis of the data. As Eisenhardt suggests, “theorists working from case data can lose their sense of proportion as they confront vivid, voluminous data” (1999, p. 547) preventing them to assess the most important relationships. Also, case studies limit a researcher’s ability “to raise the level of generality of the theory” (Eisenhardt, 1999, p. 547). As a consequence, theories derived from case studies are often about specific phenomena and not generalisable to other contexts (Eisenhardt, 1999; Denscombe, 1998). However, Stake (1995) suggested that although case studies appear to be a poor basis for generalisation, “certain activities or problems or responses will come up again and again. Thus, for a case, certain generalisations will be drawn” (p. 7). Denscombe (1998) also identified specific arguments against case studies. These include the perception of the study producing ‘soft’ data, difficulty of defining the boundaries of a case study so that researchers struggle to decide what sources of data to include and exclude and lastly, negotiating access to particular information or people can be difficult – especially when the data is highly confidential.

However, regardless of the potential downfalls of conducting case studies, this approach was deemed most appropriate to answer the objectives of this research. Ultimately, this research aims to develop a thorough understanding into the workings of multi-sports clubs, which can only be achieved through in-depth personal discussions with key stakeholders. Therefore, case studies are ideal, as they emphasise in-depth analysis over breadth. Furthermore, this approach welcomes the combined use of qualitative and quantitative methods, which complements the research methods employed for this research.

Qualitative Versus Quantitative Research

Although case studies are the overall strategy employed for this research there a number of different sub-methods used as well, such as interviews and questionnaires (Gillham, 2000). Because this research encompasses both qualitative and quantitative research, this section addresses the various issues associated with each method. Greene and Caracelli (1997) have argued that there is still much debate regarding the best methodology to use in studies, as qualitative and quantitative research is often evaluated in terms of the paradigm it is associated with. Briefly, Babbie (1998) defined a paradigm as “a model or framework for observation and understanding, which shapes both what we see and how we understand it” (p. G5). Similarly, Greene and Caracelli noted that, “a paradigm frames and guides a particular orientation to social inquiry, including what questions to ask, what methods to use, what knowledge claims to strive for, and what defines high-quality work” (1997, p. 6). The following review examines the distinct characteristics of each paradigm and also addresses the plausibility of using research methods from different paradigms in one study.

Qualitative Research

Qualitative research encompasses a wide range of techniques such as interviews, focus groups and observational studies. Although Denzin and Lincoln (2000) argued that defining qualitative research was difficult, their explanation of qualitative research addresses its fundamental aspects. They claimed that qualitative researchers:

“stress the socially constructed nature of reality, the intimate relationship between the researcher and what is studied, and the situational constraints that shape inquiry. Such researchers emphasise the value-laden nature of inquiry. They seek answers to questions that stress how social experience is created and give meaning” (p. 8).

Cavana, Delahaye and Sekaran (2001) described the role of qualitative research as a technique to attaining a deep understanding of human behaviour. They recognised that humans are complex and true meaning “can be discovered only by detailed study and contemplation of rich and multifarious evidence of human thoughts and behaviour” (p. 34). Therefore, qualitative research seeks to reveal people’s values and belief systems so that the respondents’ reality is clearly understood in regards to how they experience and explain their own world. Similarly, Van Maaen (1983) define qualitative research as “an array of interpretative techniques which seek to describe, decode, translate and otherwise come to terms with the meaning, not the frequency, of certain more or less naturally occurring phenomena in the social world” (p. 9 cited in Easterby-Smith, Thorpe and Lowe, 2002, p. 85).

Qualitative research methods are associated with the *constructivist* paradigm, although alternate paradigm descriptions include the naturalist or interpretative approach (Creswell, 1994). Easterby-Smith et al. (2002) maintained the benefits of research methods associated with this paradigm, is their ability to observe how change occurs over time, understand people’s meanings and offer a way to collect data that is natural rather than artificial. Furthermore, supporters of this paradigm argued that subjects involved in the research such as the researcher and participants create reality (Creswell, 1994), meaning multiple realities exist in any given situation. Green and Caracelli (1997) argued that because constructionists believe there is no singular reality the best researchers can do is produce journalistic accounts. Researchers are also encouraged to reduce the distance between them and their subjects so that they can interact. Finally, unlike quantitative methods that use a deductive form of logic, inductive logic prevails for the constructivist paradigm. Categories are developed by respondents instead of being identified by the researcher prior to meeting. The data collected is ‘context-bound’ in the hope it leads to theories to help explain a phenomenon (Creswell, 1994).

There are a number of reasons why a researcher may select qualitative research over alternate quantitative techniques. Their key advantage is the quality of the data

gathered from participants. Miles and Huberman (1994) and Patton (1987) maintained that the benefit of qualitative research was its ability to produce a 'wealth of detailed data' from a smaller group of people providing depth and detail. Another advantage is that this research focuses on "naturally occurring, ordinary events in natural settings, so that we have a strong handle on what 'real life' is like" (Miles and Huberman, 1994, p. 10). Unlike quantitative research, the context is not kept separate from the actual research, meaning that "the possibility for understanding latent, underlying, or nonobvious issues is strong" (Miles and Huberman, 1994, p. 10). Other benefits of qualitative research include its flexibility, as its design can be adjusted as the study proceeds, and it is also appropriate when exploring a new area of research (Miles and Huberman, 1994). Given that little academic research has been conducted into multi-sport clubs, qualitative research would be ideal to explore issues surrounding this topic.

Conversely, qualitative research has encountered a number of criticisms. Cavana et al. (2001) and Patton (1987) claimed that this particular research style is often labelled as subjective and biased. However, Patton (1987) also acknowledged that it has been argued quite convincingly that quantitative research is no less affected by researcher bias as statistical data is based on someone's definition. He concluded that, "numbers do not protect against bias; they sometimes merely disguise it" (p. 166). Guba argued that, "there seems to be no intrinsic reason why the methods of a properly trained naturalistic inquirer should be any more doubtful a source of such data than the methods of an investigator using a more quantitative approach" (1978, p. 74-75 cited in Patton, 1987, p. 166). Another criticism of qualitative research is directed at its often small sample size and focus on a specific situation, which make it difficult to generalise the results. Patton (1987) recognised that quantitative researchers seek universal laws and generalisations across time, while the objective of qualitative research is to provide useful information which is fairly specific to a limited number of programmes. Therefore, although Miles and Huberman (1994) argued that a strength of qualitative research is its ability to focus on a specific context, this is also a weakness of qualitative studies.

Interviews

This section extends the discussion of qualitative research by focusing specifically on one type of qualitative research method – interviews, which according to Easterby-Smith et al. (2002), is “the most fundamental of all qualitative methods” (p. 85). Unlike alternative quantitative techniques, interviews allow the researcher to get into the subject’s world to gather rich, detailed information. Burgess (1982) also noted that “[the interview] is ...the opportunity for the researcher to probe deeply to uncover new clues, open up new dimensions of a problem and to secure vivid, accurate inclusive accounts that are based on personal experience” (cited in Easterby-Smith et al., 2002, p. 86).

Patton (1987) proposed that a significant advantage of interviewing was that it allowed researchers to enter the respondent’s world, as well as adding an inner perspective to outward behaviours. Furthermore, according to Cavana et al. (2001), the main advantage of interviewing is that the interviewer can clarify doubts, adapt questions when necessary and ensure that the responses are correctly understood. Other advantages include being able to establish rapport and motivate respondents, allowing the interviewer to observe non-verbal cues and providing rich data.

However, interviewing can be quite complicated in comparison to other techniques, as it requires researchers to possess a multitude of skills. Patton (1987) conceded that on the surface interviewing appeared to require little more than knowing how to talk and listen. But, “beneath the surface, however, interviewing becomes an art and science requiring skill, sensitivity, concentration, interpersonal understanding, insight, mental acuity, and discipline” (p. 108). Likewise, Easterby-Smith et al. (2002) stated that “although interviewing is often claimed to be ‘the best’ method of gathering information, its complexity can sometimes be underestimated” (p. 68). Other disadvantages include greater costs when a wider geographic region is covered, interviewers need to be trained, greater time required to conduct the interviews in comparison to other techniques and respondents may be troubled over the

confidentiality of the information (Cavana et al., 2001). Additionally, interviewer bias, which addresses the possibility of an interviewer influencing the respondent's answers, has also been identified as a potential limitation of interviewing (Easterby-Smith et al., 2002; Cavana et al., 2001). According to Easterby-Smith et al. (2002) there is a risk of interviewers imposing their own reference frame on the respondents when questions are asked and when the answers are interpreted.

Researchers also have to consider the degree of structure they think would be appropriate for their interview. Ultimately, they have to choose between an '*unstructured interview*' in which the researcher does not enter the interview with any questions planned prior to the interview. People use this style of interviewing so that they can decide what issues are important and probe further when necessary. At the other end of the continuum is a '*structured interview*', when it is known prior to the interview what information needs to be collected. Interviewers have a list of predetermined questions that are carefully ordered so that each respondent receives the same questions in the same order (Cavana et al. 2001). For the purposes of this research a '*semi-structured*' interview technique was employed, which is essentially a compromise of the two styles discussed earlier. This interview technique allows the interviewer to establish a conversational style with the respondent, but ensures the focus of the interview is on predetermined topics. Patton (1987) maintained that an advantage of semi-structured interviews is that limited time available to interviewers is used effectively, and helps make interviewing people more systematic and comprehensive by limiting the issues to be covered.

Quantitative Research

Another aspect to this research is the quantitative data collected through questionnaires. Unlike qualitative research, which examines the variables in-depth, quantitative research fits a range of opinions and experiences into pre-determined categories. According to Stake (1995) the demand for quantitative research methods

“have grown out of scientific search for cause and effect expressed ultimately in grand theory” (p.39), meaning that generalisation is an important aim of this style of research (Gomm et al., 2000; Stake, 1995; Patton, 1987). In contrast to qualitative research, quantitative methods attempt to eliminate the context of their research to produce the most general and pervasive explanatory relationship so that they are generalisable across different situations and time (Gomm et al., 2000; Stake, 1995). Quantitative research can be defined as emphasising:

“the measurement and analysis of causal relationships between variables, not processes. Proponents of such studies claim that their work is done from within a value-free framework” (Denzin and Lincoln, 2000, p. 8).

Like qualitative research methods, the viability of quantitative research is also evaluated in relation to the characteristics of its own paradigm described as *positivism* (Cavana et al., 2001; Creswell, 1994). For the purposes of this overview the paradigm will be described as positivism, although it has also been expressed as the traditional, the experimental or the empiricist paradigm (Creswell, 1994). Those who endorse this paradigm believe that reality is both objective and singular. Positivism also stresses that a researcher’s values are kept separate from the study, remaining distant and independent of what is being researched. Furthermore, research methods use a ‘deductive’ form of logic, where theories are tested in a cause and effect order. This means that variables and theories are selected prior to when the actual study is conducted and do not change throughout the study (Creswell, 1994).

There are a number of advantages associated with quantitative research. First, because quantitative methods use standardised instruments that arrange a variety of opinions into predetermined categories, it reaches a greater number of people, allowing for comparison and statistical aggregation of the data (Patton, 1987). Denscombe (1998) argued that quantitative analysis provides an ‘aura of scientific respectability’ as it is based on objective laws rather than the researchers values. Likewise, Taylor (2000)

stated that quantitative methods emphasised that researchers should have limited influence over their respondents, therefore controlling for interviewer bias. Furthermore, because quantitative research results are founded on measured quantities instead of impressions, this makes it is far easier to check the authenticity of the data. Finally, quantitative methods are able to collect larger volumes of data, which can be analysed relatively quickly (Denscombe, 1998).

Nevertheless, quantitative methods are not without limitations. Like qualitative data there is the risk that the researcher will be overloaded from all the data they collect. Denscombe (1998) had acknowledged that although a large amount of data is a strength of quantitative research it is a potential weakness if not managed correctly. He also warns that researchers may try to manipulate variables to show that they are significant when other combinations of the data do not, concluding that "quantitative analysis is not as scientifically objective as it might seem on the surface" (p. 205).

Questionnaires

Furthering the discussion on quantitative research, this section examines the role of questionnaires as a way of collecting data. Cavana et al. (2001) defined a questionnaire as "a pre-formulated written set of questions to which respondents record their answers, usually within closely defined alternatives" (p. 226). The interviewer or respondents can administer questionnaires, although for the purposes of this research the questionnaire will be self-administered by club members. There are numerous reasons for this decision as summarised by Sekaran (2000). He proposed that mailed questionnaires are suitable when a large amount of data is to be collected through structured questions, when research has to be conducted at a reasonable cost and when the sample is spread widely geographically. All three conditions are relevant to this research, indicating that mailed questionnaires are an appropriate option.

There are a number of benefits to mailing questionnaires to collect data. First, because the questionnaire is self-administered, respondents have more time to answer the questionnaire so that their replies are likely to be more thoughtful. Also, they are suitable when the questionnaire addresses sensitive topics (Aaker, Kumar and Day, 2001). Potentially, players would prefer to be completely anonymous answering the questionnaire, especially if they are not satisfied with particular services of the club. Another advantage is the low cost associated with mailing questionnaires (Aaker et al., 2001). However, Chisnall (1997) argued that mailing is only 'superficially attractive on account of its cheapness' (p. 51) and is not considered a significant advantage when non-response is accounted for. Churchill (1999) maintained that mailing questionnaires is often the only way for researchers to contact busy respondents. The majority of members in multi-sport clubs hold full-time jobs and it would be impossible to meet each player to administer the questionnaire individually within a reasonable time frame.

However, disadvantages of mailed questionnaires include their low response rate. Aaker et al. (2001) and Chisnall (1997) stated that unless subjects are interested in the topic it is likely that the response rate will be lower than if alternate approaches had been used. Consequently, non-response can potentially create bias, as those who answered the questionnaire may be different from who did not respond. Another problem identified with mailing questionnaires involves the respondents. Because the questionnaire is self-administered, the researcher has no way of knowing the identity of who actually completed the questionnaire or whether they had any assistance (Aaker et al., 2001). In addition, it is also questionable how well the respondents understood the questions, as researchers are unable to clarify or probe their replies to ensure respondents understand what was asked (Aaker et al., 2001; Chisnall, 1997). However, this should not be too problematic for this research as the questions were fairly straight forward with detailed instructions throughout the questionnaire to assist the respondent. Finally, researchers must consider the quality of the mailing list from which participants are selected. A number of authors have stressed the importance of using lists that are up-to-date and do not include omissions and duplications

(Churchill, 1999; Chisnall, 1997). According to Churchill "the quality of mailing list determines the sampling biases. If the list is a reasonably good one, the bias can be small" (1999, p. 298). With respect to this study, the researcher made every effort to ensure the most up to date membership lists were supplied by the multi-sports clubs.

Mixed-method Research

The earlier section presented the arguments for and against adopting either quantitative or qualitative research. However, there is still significant debate as to whether one method is superior over the other (Greene and Caracelli, 1997). The literature indicates that qualitative and quantitative methods are in fact complementary - as "all methods have limitations and biases; using multiple methods can help to counteract some of these biases" (Greene and Caracelli, 1997, p. 7). The arguments for and against qualitative and quantitative methods are extensive. Lee (1999) addressed these issues by examining distinguishing characteristics that have been presented by authors such as Creswell (1994), Cassell and Symon (1994) and Kvale (1996). Table 4 on page 69 summarises their arguments. Because no particular research technique is completely flawless it is plausible for researchers to use both quantitative and qualitative research when appropriate. Using both quantitative and qualitative research is described as *mixed-method* research and is becoming increasingly accepted in the research literature (Taylor, 2000; Denzin and Lincoln, 2000; Lee, 1999; Denscombe, 1998; Greene and Caracelli, 1997; Yin, 1994).

Simultaneous use of qualitative and quantitative research satisfies the conditions of triangulation. Briefly, an important consideration for any research is triangulation, which is used to "increase the strength and rigour of evaluation" (Patton, 1987, p. 60). Todd (1979) stressed that, "triangulation is not an end in itself, but an imaginative way of maximising the amount of data collected" (cited in Easterby-Smith, Thorpe and Lowe, 1991, p. 134). Denzin (1978 cited in Creswell, 1994) was the first to introduce this concept into the research arena, identifying four distinct types of triangulation.

These are (1) *data* triangulation, (2) *investigator* triangulation, (3) *theory* triangulation, and (4) *methodological* triangulation. Of the four types, only the following two are applicable to this research: *data* triangulation and *methodological* triangulation. Data triangulation is the use of a variety of data sources in a study. This research conducted three case studies from different geographical areas to assess similarities and differences in their operation. Methodological triangulation is “the use of multiple methods to study a single problem” (Denzin and Lincoln, 2000, p. 391). Both interviews (qualitative) and questionnaires (quantitative) will be used to collect data from the multi-sports clubs. Methodological triangulation is discussed in greater depth in this section.

Over the years a number of authors have suggested that researchers should adopt a mixed-method approach to collect their data (Cavana et al., 2001; Lee 1999; Brannen, 1992; Patton, 1987). Yin (1994) addressed the need for multiple sources of evidence when conducting case studies, as adopting such a research approach broadens the range of historical, attitudinal and behavioural issues to be addressed. He proposed that the principal advantage of using multiple sources of data is that “any finding or conclusion in a case study is likely to be much more convincing and accurate if it is based on several different sources of information” (p. 92), stressing that this was a major strength of case studies. Not taking advantage of this strength will mean researchers have forfeited an ‘invaluable advantage’ of case studies. Patton (1987) also stated that triangulation increases the credibility of results obtained, describing it as a “powerful solution to the problem of relying too much on any single data source or method and thereby undermining the validity and creditability of findings because of the weaknesses of any single method” (p. 61).

Table 4. Characteristics of qualitative and quantitative research

Author	Quantitative	Qualitative
Creswell (1994)	<ul style="list-style-type: none"> • Single, objective world • Independence from variables studied • Act in value-free and unbiased manner • Often use impersonal, formal and rule-based text • Apply induction, limited cause-effect relationships and context-free methods 	<ul style="list-style-type: none"> • Multiple subjectively derived realities • Must interact with studied phenomena • Act in value-laden and biased manner • Often use personalised, informal and context-based language • Apply induction, multivariate and multi-process interactions and context-specific methods
Cassell and Symon (1994)	<ul style="list-style-type: none"> • Bias towards counting • Favour a more detached, impersonal orientation towards the data • Appear more rule driven. Want to anticipate and eliminate problems before they occur. • Focuses more on predicting outcomes and less on process variables • Typically presented as more context-free and therefore more generalisable • Less explicit about participants' reactions 	<ul style="list-style-type: none"> • Counting only if clearly necessary • Favour greater personal investment in the data • Encourage substantial flexibility in research procedures. Require flexibility to respond to unpredictable research problems. • Focuses more on understanding organisational processes and less on predicting outcomes • Heavily grounded within the local context in which the phenomena occur. Generalising problematic • More explicit about participants' reactions
Kvale (1996)	<ul style="list-style-type: none"> • Involves more intensive calibration and its analysis usually includes at least equal interval scaling 	<ul style="list-style-type: none"> • Focuses on the identification of meaningful categories. Often involves content analysis and, nominal and ordinal calibration

Source: Lee (1999, p. 5-9)

A specific element of methodological triangulation is the simultaneous use of quantitative and qualitative methods – otherwise described as mixed-method research. Lee (1999) maintained that researchers from the quantitative and qualitative paradigms are just starting to recognise the benefits from competing paradigms. He suggested it would be beneficial for qualitative researchers to apply methods of categorical data analysis when appropriate, while quantitative researchers can also learn from qualitative designs. “The vast majority of organisational researchers believe that both traditions offer valuable and useful research designs and techniques that can help them to understand organisations better” (Lee, 1999, p. 10).

Although quantitative and qualitative methods are associated with contrasting research traditions, positivism versus interpretivism, they are not logically incompatible according to Greene and Caracelli (1997). Instead, each paradigm offers “a meaningful and legitimate way of knowing and understanding” (p. 7). For example, mixed-method research is likely to produce knowledge claims that are grounded in the lives of respondents, but also has some generality to other people and contexts. It enhances the understanding of unusual cases while also extending knowledge of a typical case, identify factors of particular significance while also integrating the whole and lastly, is full of emic meaning yet also offers causal connections of broad significance (Greene and Caracelli, 1997).

There are a number of distinct advantages associated with mixed-method research. First, using both qualitative and quantitative research produces data that is descriptively rich and therefore quite informative. However, as an added benefit the data is also quantitatively meaningful (Lee, 1999). Using multiple methods can also be useful to moderate the actions of researchers, when qualitative results are vivid but really provide false impressions of the actual case study. Greene and Caracelli (1997) argued that the main benefit of mixed-method research is its flexibility, as researchers can tailor both quantitative and qualitative work to meet their needs – especially when they are required to meet multiple requirements or are required to compromise. What is more, the use of quantitative methods, in conjunction with qualitative research,

bolsters the findings when both types of data corroborate with each other (Eisenhardt, 1999).

However, there are limitations researchers could potentially face when incorporating the two contrasting methods into their research design, as noted by Greene and Caracelli who stated, "the flexibility of mixed-methods is not without its costs" (1997, p. 70). For instance, the conceptual and mechanical complexity of using both approaches can be quite overwhelming for a researcher (Lee, 1999). Yin (1994) and Brannen (1992) noted that combining qualitative and quantitative research methods may be constrained depending upon the researchers skills, career and disciplines. That is, a researcher may not possess the necessary skills to carry out both types of research effectively. Wisely, Patton (1987) suggested researchers should not risk implementing multiple methods poorly for the sake of triangulation, when one approach could be well executed instead. Another practical constraint to combining methods is the funding available for research, where using multiple sources, such as questionnaires and in-depth interviews, would cost far more than using one source alone (Greene and Caracelli, 1997; Yin, 1994; Brannen, 1992; Patton, 1987). Greene and Caracelli (1997) noted that the rigour of each method was likely to be compromised when funds are limited, as a researcher can usually only allocate limited resources to both quantitative and qualitative methods. Therefore, researchers must take into account both financial and time constraints when deciding the number of methods to employ.

Essentially what all these authors allude to in this section is that research which is triangulated, either through data or methodological triangulation, is interpreted as being a more valid representation of reality. Yin (1994) contends that:

"not surprisingly, one analysis of case study methods found that those case studies using multiple sources of evidence were rated more highly, in terms of their overall quality, than those that relied only on single sources of information (1994, p. 92).

Nevertheless, although mixed-method research is an appealing alternative to qualitative or quantitative research conducted separately, it should not automatically be considered superior over qualitative and quantitative research. According to Greene and Caracelli (1997) "mixed-methods are neither superior to other methods in every circumstance nor applicable in every situation" (p. 71). Therefore, the researchers must decide what approach, whether it be quantitative, qualitative or a combination of the two, is best suited to their research. For this research a mixed-research approach was deemed appropriate as it would best answer the research objectives. Furthermore, the budget allocated for this project was sufficient so that adequate resources were allocated for both the interviews and questionnaires, ensuring neither method were compromised. Also, the researcher had a satisfactory amount of time and experience to conduct both kinds of research.

Data Gathering Procedures

Case studies were conducted using three multi-sports clubs in New Zealand. The researcher contacted Regional Sport Trusts located in the lower North Island, including Sport Wellington, Sport Manawatu, Sport Taranaki, Sport Wanganui and Sport Hawke's Bay (see Appendix F). Taking into consideration time and financial costs, only these regions were included given their close proximity to the researcher. A letter was sent to each Trust requesting the name of each multi-sports club in their region along with contact details and a brief history of the club. For the purposes of this study, the researcher defined a multi-sports club as *"the coming together of three or more different sport codes to share both physical and human resources"*.

Once all Regional Sport Trusts had replied the next phase was to select which multi-sports clubs to use for the case studies. These were selected subjectively after taking into account the club's characteristics, size, history and location so that urban, provincial and rural areas were represented. Eisenhardt (1999) argued that it was

neither necessary nor preferable that cases are selected randomly. Pettigrew (1988) maintained that, "given the limited number of cases which can usually be studied, it makes sense to choose cases such as extreme situations and polar types in which the process of interest is 'transparently observable'" (cited in Eisenhardt, 1999, p. 537). Backup clubs were also selected in case the original multi-sports club did not wish to participate. All three clubs were approached via telephone and mail to outline the objectives of the research, how the researcher planned to collect information and to emphasise how the club would benefit (see Appendix E for information sheet).

A mixed-method research approach was adopted for this research. First, interviews were conducted to gather data from committee members in each multi-sports club. Semi-structured interviews were used as it was felt using a rigidly structured survey instrument might provide an overview as to what was important, but not provide a more in-depth representation of the complex issues involved with the management of a partnership in a multi-sports club. Furthermore, qualitative techniques, such as interviewing, were suitable given the small amount of research that has actually been conducted into multi-sports clubs, and therefore have the potential to either develop or extend theory in this area. Mintzberg too recognised this distinct advantage of qualitative research by stating:

"For while systematic data create the foundation for our theories, it is the anecdotal data that enables us to do the building. Theory building seems to require rich description, the richness that comes from anecdote. We uncover all kinds of relationships in our hard data, but is only through the use of this soft data that we are able to explain them" (p. 587 cited in Eisenhardt, 1999, p. 538).

The three multi-sports clubs were selected so that urban, provincial and rural areas were represented. The urban club has approximately 280 members. Although this club has included more than one sport, on some level, for many years, it is only within the last couple of years that it formally structured all its sports and marketed itself as a

multi-sports club. Currently this multi-sports club offers six sports to its members, although the majority of its members are soccer players. Other codes include netball, darts, touch, golf and tennis. The rural club was the most recently developed multi-sports clubs. Currently the club offers four main sports, which are rugby, tennis, badminton and netball, and has approximately 150 sporting members. The rugby club affiliated to the rural club contains the most members of all four sports. Lastly, the provincial club has always had at least two codes affiliated to it. The major sport for this club is, and has been throughout its existence, rugby, although squash also has a large player base. Currently this club offers five sports that include table tennis, hockey, netball, rugby, squash and rugby.

After three multi-sports clubs were selected the researcher contacted the representatives of each club again to make an appointment to meet them. The purpose of meeting them was to provide an opportunity to personally meet the researcher as well ask any questions regarding the research. Fostering such familiarity would also hopefully increase the support of each club and its representatives for this research. Denscombe (1998) argued that contacts "cannot be disregarded once their initial approval has been obtained. In reality, they exercise *continued* influence over the nature of the research" (p. 77). Furthermore, it was also an opportunity to outline the objectives of this research and how the data will be collected.

Unlike some studies that have gathered information from organisations which have formed partnerships, this research did not only interview the leader of the organisation. Instead, various members within the organisation's committee, such as treasurer, paid employees, chairman and secretary, were interviewed. The interviews were semi-structured, as open-ended questions were prepared prior to the interview to ensure particular areas were covered (see Appendix B for a copy of the questions). Interviews lasted approximately one hour and all but one administrator consented to the interviews being recorded. The interviews were later transcribed and then analysed for concepts and themes.

The other feature of the mixed-method approach employed for this research was the collection of quantitative data from participants in each club. Questionnaires were used to gather data from the larger player population in each club to complement contrasting data collected through interviews. Questionnaires were mailed to players in each club to assess their initial reaction to the formation of the club as well as benefits, constraints and critical success factors (see Appendix D for a copy of the questionnaire). Mainly closed questions were asked using a five-point Likert scale to assess how strongly respondents agreed or disagreed with statements on a five-point scale. The scale ranges from 'strongly disagree' (1) to 'strongly agree' (5). Although the researcher tried to cover all possible alternatives for each question, there was always the risk that other issues affected respondents that were not included in the list. To account for this potential problem, respondents were provided with the opportunity to express their own opinion at the end of each question. According to Cavana et al. (2001), "this is the reason that many questionnaires end with open-ended questions that invite respondents to comment on topics that might not have been fully or adequately covered" (p. 229).

Due to ethical reasons associated with surveying, only senior members of the multi-sports clubs were mailed questionnaires, which meant participants had to be eighteen years or older. However, by not including junior members this reduced the overall population figures for each club from which to sample. Therefore, rather than sampling the population in each club the researcher decided to mail questionnaires to all senior members on the membership lists. Given the low response rate commonly associated with questionnaires, the researcher felt that the desired number of completed questionnaires would only be reached if sent to all members. This meant that 657 questionnaires were mailed out to all three multi-sports clubs. From the outset, 150 completed questionnaires were desired from the three multi-sports clubs overall, so at least thirty completed questionnaires were returned by members in each club. Cavana et al. (2001) maintained that when the sample is broken down into sub-samples, such as for this research, the sub-samples should have a minimum of thirty respondents per group. However, 247 were actually mailed back, from which 211

were useable for analysis. Reasons for not including all returned questionnaires was that five respondents were underage and thirty-one refused to complete the questionnaire for personal reasons such as they no longer were members, or felt they could not contribute.

Questionnaires were first mailed to all club members on September 4th, along with a covering letter requesting the questionnaire be returned within two weeks. However, in expectation of a slow response rate, reminder letters were also prepared and mailed to those who had not returned their questionnaires by the desired date. Cavana et al. (2001) and Chiu and Brennan (1990) confirmed that follow-up letters are an effective way to improve the response rate of mailed questionnaires. Reminder letters were mailed in two waves: a reminder letter mailed on September 28th, while another questionnaire was mailed with the second reminder letter on October 18th. The final response rate for this research was 41%, although such a result was not unsurprising given that mailed questionnaires are commonly associated with a low response rate. Sudman and Blair (1998) noted that mail surveys typically have response rates lower than fifty percent and can in fact go as low to ten percent for badly administered studies. While Cavana et al. (2001) maintained that given mailed questionnaires typically have a low response rate, a thirty percent response rate is considered acceptable. In regards to the quantitative data collected for this study, the maximum margin for error is 6.75% for a sample size of 211. Therefore, if a number of other samples were taken of the same population there is a 95% chance that these results would be within +/- 6.75% of the estimates obtained from this sample. However, sub-samples are often used and their margins for error are, of course, somewhat higher.

To mail the questionnaires to members the researcher requested membership lists from each multi-sports club. Confidentiality was guaranteed as only the researcher and two supervisors had access to the lists. Questionnaires were colour coded to indicate which multi-sport club the respondent belonged to. Therefore, yellow questionnaires were mailed to rural respondents, green to provincial respondents and red to urban respondents. This ensured comparisons could be made between clubs. Also, each

club member was allocated an identification number that matched the number on their questionnaire. This served two purposes. First, it helped keep the identity of members hidden as they were only identified by that number throughout the research. Second, it allowed the researcher to determine who had or had not yet returned their questionnaires. As mentioned earlier, reminder letters were sent in two waves following the initial contact when the questionnaire was mailed. It would have been potentially more expensive had their identity remained secret, as reminder letters would have had to be mailed to everyone.

Data Analysis

Interviews

Similar to quantitative analysis techniques, there is a range of established procedures for analysing qualitative data. These qualitative procedures require the raw data to be converted into partially processed data, such as transcripts, that are then coded and subjected to a particular analysis scheme. The question of what type of qualitative scheme to employ depends on a number of factors, including whether the themes are identified prior to analysis or only emerge during the analysis, as well as the degree of complexity of the scheme (Tashakkori and Teddlie, 1998). For the purposes of this research, content analysis was used to analyse the qualitative data collected through interviews. Such an approach is not uncommon, as suggested by Bryman (2001), who noted “qualitative content analysis as a strategy of searching for themes in one’s data lies at the heart of the coding approaches that are often employed in the analysis of qualitative data” (p. 381). Tashakkori and Teddlie (1998) suggested content analysis was best suited for research that identifies themes prior to analysis – as was done in this research.

Patton (1990) described content analysis as a “processing of identifying, coding, and categorising the primary patterns in the data” (p. 381). The researcher is required to

organise and simplify the data into manageable, yet meaningful, categories or themes (Patton, 1987). Frankfort-Nachmias and Nachmias (1996) suggested that content analysis could be broadly defined as, "any technique for making inferences by systematically and objectively identifying specified characteristics of messages" (p. 324). Denscombe (1998) proposed that the greatest potential of content analysis is its ability to "disclose many 'hidden' aspects of what is being communicated through the written text" (p. 168), while Gillham (2000) argued that the essence of content analysis involves the identification of *substantive* statements. That is, statements that really mean something.

According to Denscombe (1998) a major strength of content analysis is "that it provides a means for quantifying the contents of a text, and it does so by using a method that is clear and, in principle, repeatable by other researchers" (p. 169). Easterby-Smith et al. (2002) noted that content analysis enabled researchers to draw out key features from the data, while still allowing the richness of the material to remain. Bryman (2001) distinguished between two forms of content analysis – one for qualitative data and another for quantitative data. He argued that qualitative content analysis, which he termed as ethnographic content analysis, possesses greater flexibility as new categories can be created at later stages, as well as refining current categories. In contrast, quantitative content analysis normally uses predefined categories allowing little opportunity for the researcher to continually revise the categories, which is characteristic of qualitative content analysis.

However, Easterby-Smith et al. (2002) maintained that the content analysis process was time consuming, often costly, and is dependent upon well-written field notes or verbatim transcripts. Denscombe (1998) also noted that this analysis tended to isolate the data and their meaning from the context in which they were collected. Furthermore, both Denscombe (1998) and Easterby-Smith et al. (1991) argued that it was difficult for content analysis to interpret the *implied* meaning in the text. "Although the researcher will be able to understand what the concepts are, he will be unlikely to understand why the ideas occur and why individuals interpret things or

issues in their different ways" (p. 108). In contrast, Frankfort-Nachmias and Nachmias (1996) remarked that content analysis was often used to describe the attributes of a message as well as make *inferences* about the sender of the message and its causes. Therefore, perhaps it is not so much that inferences cannot be made from the data, but instead, the potential to make inferences depends upon the quality of information collected as well as the skills of the researcher.

Although this style of analysis is not completely flawless it was still deemed most suitable for this study. Unlike grounded theory analysis, where the researcher has no idea as to what themes or categories are important until after the data is collected, this research had already specified areas believed to be pertinent to the area of multi-sports clubs. These themes were derived from past multi-sports club research, the sport management literature and academic partnership articles. Consequently, the structure of the interviews was already decided upon prior to meeting committee members. Easterby-Smith et al. (1991) have also recognised that content analysis is suitable for studies that use open-ended questions in an otherwise structured interview.

Prior to analysis, the transcripts were mailed to participants to check they were satisfied it represented an accurate record of the interview, and then mailed back to the researcher with amendments if required. Transcripts of each interview were analysed individually by the researcher to identify significant themes and comments by committee members. This involved making notes in the margin next to a paragraph that described a particular theme. According to Frankfort-Nachmias and Nachmias (1996, p. 327) "for many research purposes, the *theme* is a useful recording unit, particularly in the study", noting it was especially suitable when studying attitudes, images and values. Additionally, particular sentences were highlighted that are key to each theme. The researcher ensured a break was taken between each transcript so that information did not blur and a fresh perspective was taken.

Once all seventeen transcripts had been analysed the researcher went through them again to check whether any other themes needed to be noted. At the same time

tentative categories were created which the themes were coded into. The importance of this stage of the analysis cannot be understated (Frankfort-Nachmias and Nachmias, 1996; Patton, 1987) as carefully developed categories are key to successful content analysis. Berelson argued that:

“content analysis studies done on a hit or miss basis, without clearly formulated problems for investigation and with vaguely drawn or poorly articulated categories, are almost certain to be indifferent or low quality as research productions.....” (1971, p. 147 cited in Frankfort-Nachmias and Nachmias, 1996, p. 328).

It is typical for these categories to be altered a number of times. For this research, this involved reclassifying, combining or developing completely new categories. The process was continuous with the researcher moving back and forward until all possibilities had been exhausted (see Appendix G to assess initial development of categories).

Questionnaires

Data collected through questionnaires were analysed principally using descriptive statistics. Descriptive statistics have been described as enabling “the researcher to summarise and organise data in an effective and meaningful way. They provide tools for describing collections of statistical observations and reducing information to an understandable form” (Frankfort-Nachmias, 1996, p. 356).

The chief advantage of using descriptive statistics is that it converts large amounts of data into easily readable material. Because quantitative research tends to require larger amounts of data, this can potentially be overwhelming for the researcher once all the data is collected. However, the use of descriptive statistics helps to reduce this dilemma. Babbie (1998, p. 456) commented that, “much scientific analysis involves

the reduction of data from unmanageable details to manageable summaries”, while Argyrous (1997, p. 15) noted that, “by reducing a large set of data into a few statistics, or in some picture such as a graph or table, the results of the research can be clearly and concisely summarised”. Consequently, important features within the data are emphasised, which may not have been obvious in the raw data (Argyrous, 1997).

The information collected through the questionnaires were analysed using descriptive statistics such as the mean, mode, median (measures of central tendency), as well as summary percentages and frequencies. There is no correct answer regarding what descriptive statistics should be employed as argued by Argyrous (1997). He maintained that, “the choice of descriptive statistics used to summarise research data really depends on the specific context” (p. 17). Therefore, the researcher decided to include tables and graphs to provide an overall visual description of the key features in the data, while measures of central tendency were used to present more specific results.

The researcher was also aware of the arguments against using parametric statistics (means and standard deviations) to analyse raw data. The statistical data gathered from the questionnaires is ordinal, which means the data represents a range of answers that are ordered (such as strongly agree, agree, neither agree nor disagree, disagree, strongly disagree). However, the categories within the data do not truly reflect how greater or smaller one category is in comparison to another (Easterby-Smith et al., 2002; Argyrous, 1997; Frankfort-Nachmias, 1996). Therefore, researchers technically are expected to only use median and mode measurements to describe interval data, although it is common for researcher to treat ordinal data as though the interval between the categories were equal. Thus, parametric statistics are often used to summarise the results from the Likert scale, which was used for the questionnaires in this research, producing results that are both accurate and useful (Easterby-Smith et al., 1991).

Regardless of what specific descriptive statistic measurements are used, a certain amount of information will be lost from the raw data. Seeing as this is a certainty, Argyrous (1997) suggested, "it was a question of whether the information lost would help to address the research problem at hand" (p. 17). However, such a limitation is small when considering that descriptive statistics organise the data into a logical order, highlighting the key findings of the research.

Finally, the researcher also investigated the average response to statements when members' club affiliation was accounted for. Therefore, 'comparison of means analysis', was used in conjunction with descriptive statistics, to measure the mean values of a dependent variable across the categories of an independent variable (Sudman and Blair, 1998). This procedure is used to calculate the difference between more than two means, and would highlight whether there was any significant difference in the way members responded to statements in the questionnaire, according to what multi-sports club they belonged to. While data for such an analysis should strictly have interval scaling, ordinal data – which is the type of data collected in this study – is also acceptable (Sudman and Blair, 1998). To test whether there is a significant difference between the means the inferential procedure, Analysis of Variance (ANOVA) is used.

Limitations of this Study

Having overviewed the process from which data was collected and discussed a number of methodological issues associated with the methods employed, this section addresses potential limitations of this research. As such, whilst interpreting the findings of this research, the following points must be considered.

Case studies were the overall research strategy utilised for this research, potentially limiting how far the results of this study can be generalised to other settings. Cavana et al. (2001) stated that, "generalisability refers to the applicability of the research

findings in one organisational setting to other settings" (p. 31). However, a number of researchers have suggested that results obtained through case studies are specific to the situation studied and not easily generalised to other contexts (Eisenhardt, 1999; Denscombe, 1998). The multi-sports clubs included in this research are all based in New Zealand, so any findings drawn from this research may only be applicable to sports clubs throughout New Zealand. Furthermore, although the research attempted to increase the applicability of the results, by including three multi-sports clubs in three different geographical locations, these results may still only be relevant to multi-sports clubs that are based in similar areas and have similar set-ups.

Another limitation of this study was that only one person coded the qualitative data obtained through interviews. Although this predicament was unavoidable given financial and time constraints, a number of researchers have indicated that this introduces potential bias. Denscombe (1998) firmly stated, "...the researcher's self will have a significant bearing on the nature of the data collected and the interpretations of that data" (p. 176). To minimise this issue, both Taylor (2000) and Miles and Huberman (1994) suggested that a person should compare the codes they produce to that of another of a second coder and aim for 80-90% agreement.

During the initial planning stages of this research it was deemed desirable to include a multi-sports club from the Wellington metropolitan area, to represent multi-sports clubs located in large cities throughout New Zealand. The Wellington metropolitan area consists of four cities, namely Porirua, Upper Hutt, Lower Hutt and Wellington, with a combined population of 343,041 (Statistics New Zealand, 2002). Given that this is the second largest area in New Zealand it would have been interesting to discover how a multi-sports club operated in this area. However, after numerous conversations with Sport Wellington it was discovered that no clubs in Wellington satisfactorily matched the multi-sports club definition set out in this report. This problem was primarily due to the governance structure of the clubs, as none had a collective governance to run their multi-sports club. Likewise, contacts from Upper Hutt (a city in the Wellington metropolitan area) reported they only had one potential

multi-sports club in their region and it was still assessing the feasibility of forming this multi-sports club. Given these problems, the focus of the research had to shift slightly, as the researcher was still determined to evaluate three multi-sports clubs from different geographical areas.

Finally, given time constraints allocated to this research, questionnaires had to be mailed out to members in all three multi-sports clubs before all administrators had been interviewed. As this is a relatively new topic in the sport management area there was little previous research to refer to when designing the questionnaire. After all interviews were completed, new concepts were raised by the administrators, which had not been considered earlier when designing the questionnaire. Therefore, it is recommended that other researchers consider mailing their questionnaires after the interviews, as new concepts can then be included into the questionnaires.

Ethical Issues

Before mailing out the questionnaire and conducting the interviews, it was essential for the researcher to identify any potential ethical issues that may affect data collection. Interviewing and questionnaires are often confronted with particular ethical issues that must be addressed prior to their actual implementation.

According to Easterby-Smith et al. (2002) ethical issues are particularly relevant in cases of interviewing because “of the potential freedom within the interaction for exchanging information and interpretations” (p. 95). The rights of participants must be of foremost importance, starting from when they are first contacted through to data collection. This includes shielding participants from coercion and undue pressure. Cavana et al. (2001) noted, “the most basic ethical principle of business research is that of *informed consent*” (p. 165). Supplying sufficient information is essential as it allows participants to make an informed decision whether or not to participate (Cavana et al., 2001).

After selecting representatives from each club to interview and subsequently contacting them by telephone, a consent form was mailed to each representative to be sent back to the researcher prior to the actual interview occurring. This consent form can be viewed in Appendix A. In conjunction with sending the consent form, an information sheet was also mailed outlining the rights of the individual during the interview. Mailing the consent form prior to the interview allowed participants to consider the relevant issues at their leisure and ensured the researcher did not turn up to the interview only to find they no longer wanted to participate.

Similar to interviews, Bryman (2001) and Denscombe (1998) maintained that questionnaires used in research need to address the participant's right, so that sufficient information is supplied to respondents. Questionnaires, along with a detailed information sheet (see Appendix C for a copy of the information sheet), were mailed out to all senior club members in each multi-sport club. All participants were provided an outline of the purpose of the research and its specific aims as well as explaining their rights in answering the questionnaire. The information sheet stressed that completing the questionnaire and returning it, inferred the respondent had given their consent to participating.

In addition to gaining informed consent from participants, *confidentiality* must be also taken into consideration. Cavana et al. (2001) noted that "treating the information given by the respondent as strictly confidential and guarding his or her privacy is one of the primary responsibilities of the researcher" (p. 165). The researcher emphasised to each participant that their comments were strictly confidential and would only be used for the purposes of this research. Babbie (1998) noted that there are two techniques to protect the identity of respondents: anonymity and confidentiality. Strictly speaking, respondents participating in interviews were not anonymous as the researcher gathered data from identifiable sources. However, the researcher could guarantee that the information collected through interviews would be kept confidential, so that individuals would not be identified in the report if requested.

Furthermore, the information was only used for the purposes of this research and only the researcher and supervisors had access to the data.

Players in each club were guaranteed confidentiality regarding the information collected through their questionnaires. The results of the survey would not identify individuals, but only summarise the overall findings from their club. Confidentiality was also extended to the club itself. Throughout this report the three clubs were identified as urban, rural or provincial clubs, rather than their actual name, to protect their identity.

Summary

Case studies were deemed the most appropriate research method for this study, as the aim was to develop a thorough understanding into the workings of a multi-sports club. Therefore, case studies were ideal as they stressed depth over breadth. A mixed methodology approach was also adopted for this research, as both forms of data would best answer the research objectives. Furthermore, including both quantitative and qualitative research satisfies the conditions of triangulation, which is said to “increase the strength and rigour of evaluation” (Patton, 1987, p. 60).

The following chapter, Chapter Four, contains the results and discussion of data collected through interviews and questionnaires. The first section in Chapter Four presents the demographic information of administrators and members in all three multi-sports clubs, providing a general overview of all participants. It then discusses the findings related to the selection and interaction of codes in multi-sports club. Chapter Five includes issues that are management oriented, which includes committee issues, sponsorship and the utilisation of facilities.

Chapter Four – Selection and Interaction of Codes

The first section in this chapter describes key characteristics of participants in this study and is followed by results and discussion pertaining to the selection of partner codes in a multi-sports club and interaction between codes. These two issues were dominant themes that emerged through the interviews and illustrate what particular features lead to a successful multi-sports club. Similar to partnerships for other types of organisations, the selection of partners is critical for a multi-sports club, as the closer the codes are aligned to one another, the less likely there will be conflict between partners to ruin the partnership. In terms of interaction between partners, it appears the more partners interact, the greater the trust and understanding between the groups. It has been suggested that multi-sports clubs can encourage interaction through members playing more than one sport, as well as socialising with other codes at their clubrooms.

Demographic Information

This section contains demographic data on research participants who were interviewed and those who responded to the questionnaire. The information is displayed in tables and figures to provide the reader a demographic overview of the participants.

The Interview Data

In order to find participants, the researcher, through Sport Manawatu and Sport Wairarapa, was given a contact for each multi-sports club, and liased through this contact during the initial stages of the research. These discussions provided the

researcher with the opportunity to discuss the role of each administrator who were to be interviewed and what they could add to the research. The roles administrators held were mainly positions within the main committee that managed the multi-sports clubs. This included three respondents who are presidents of their multi-sports club and one vice-president, two people considered part-time paid administrators and two people who managed the clubs' finances. The remaining interviewees had either held positions within the committee in the past or were a representative of their code (and held an administrative position within their sport) and attended committee meetings. This provided a good mix of respondents who had a thorough understanding of how their multi-sports club operated, whilst also providing insight into how their own code functioned within a multi-sports club.

To gather qualitative data a total of seventeen administrators from three multi-sports clubs were interviewed over a three-week period. Six interviews were conducted with administrators from the rural multi-sports club, and five in the provincial multi-sports club. The remaining six interviews were conducted in urban multi-sports club. Interviews took on average one hour and fifteen minutes, with the longest interview lasting almost two hours and the shortest approximately fifty minutes. The majority of interviews were conducted at the homes of participants, although four took place at the participants' work, as this was most convenient for them. Table 5 contains the demographic breakdown of administrators.

Table 5. Demographics of interview participants

	Gender	
	n	%
Female	4	24
Male	13	76
	Club Affiliation	
	n	%
Urban Club	6	35
Rural Club	6	35
Provincial Club	5	30
	Positions Held	
	n	%
President	3	18
Vice-President	1	6
Treasurer	2	12
Part-time paid administrator	2	12
Representatives/Past members	9	52

The Survey Questionnaire Data

Questionnaires were mailed out to all administrators and members of the three multi-sports clubs (excluding the seventeen administrators who were interviewed) to include their views on the management of their multi-sports clubs. A questionnaire was mailed to members, followed by two reminder letters to obtain as many responses as possible to ensure the findings from the questionnaires are an accurate depiction of members' views. Table 6 on the following page contains the demographic breakdown of questionnaire respondents.

Table 6 shows that more respondents from the urban club (40%) and provincial club (35%) replied to the questionnaire in comparison to the rural club (25%). However, these figures are in proportion to the overall number of questionnaires mailed out to each multi-sports club. 125 were mailed to the rural club, while the urban and provincial clubs were 284 and 248 respectively.

Table 6. Demographics of survey questionnaire respondents

	Gender	
	N	%
Female	76	36
Male	135	64

	Age	
	N	%
25 or under	25	12
26-35	65	31
36-45	72	34
46-55	28	13
56 or older	21	10

	Club Affiliations	
	N	%
Urban Club	84	40
Rural Club	53	25
Provincial Club	74	35

	Years of Membership	
	N	%
5 years or less	98	48
6-15 years	66	32
16-25 years	26	13
26 years or more	14	7

Respondents were also asked to supply data regarding their age, gender and length of time they had belonged to their multi-sports club. Over half the respondents (64%) were aged between 26 and 45. A higher proportion of male respondents replied to the questionnaire, with a 65:35 split. This is unsurprising considering that a number of sports within the three multi-sports clubs are traditionally male oriented sports, such as rugby and soccer, which explains why a higher number of males responded to the questionnaire than females. Furthermore, rugby was the largest code, in terms of members, for the rural and provincial club, while soccer was the largest code for the urban club. Table 6 also shows that just under 50% of respondents had only been a member of the club for five years or less, while a further 32% had been a member

between six and fifteen years. However, most members indicated that they had been a member of their multi-sports club for at least two years, which means they have had time to familiarise themselves with the workings of their club.

Respondents were also asked to indicate what their major sport was within their multi-sports club, as well as their position within this sport. Table 7 shows the position of respondents within their code and Figure 8 on the following page displays the codes played by respondents.

Table 7. Position of respondent in their major code

	Position	
	n	%
Player	193	72
Administrator	37	14
Manager	9	3
Coach	19	7
Other (social members)	11	4

The majority of respondents classified themselves as players (72%), while the second largest group were administrators, which only included 14% of all respondents. The remaining three positions only included a small number of participants. These figures are largely unsurprising when considering the number of playing positions available in a team compared to the number of administrative positions within a code. Eleven respondents stated that they were social members, as they were no longer affiliated to a particular code but were still involved in their multi-sports club.

Figure 8 reveals that the majority of respondents either played rugby (50) or soccer (44) as their main sport in their respective multi-sports clubs. Such findings are not unsurprising given that the largest membership group in the urban club was soccer, whilst for the rural and provincial clubs their rugby clubs contained the largest number of members. In regards to the remaining codes, a sizeable number of respondents also played netball (29), squash (26), tennis (17) and hockey (15).

Figure 8. Major sports played by members

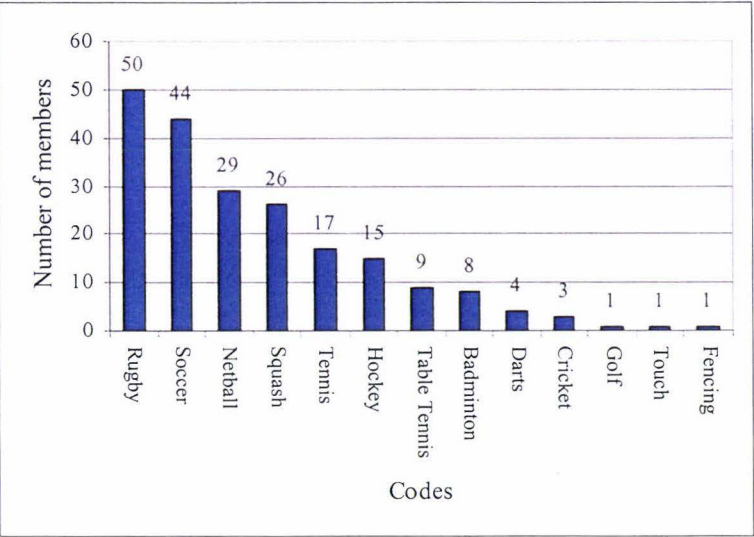


Figure 10 (displayed later in this chapter on page 113) showed that only 21% of respondents played a second sport within their multi-sports clubs, and Figure 9 on the following page illustrates what codes are played by these respondents as their second sport. Table 8 displays the position held by respondents who played a second sport in their multi-sports club. Once again the majority of members are players (72%), which is substantially higher than the second highest group in which members are administrators (14%).

Table 8. Positions of respondents within second sport played

	Position	
	n	%
Player	35	67
Administrator	5	10
Manager	1	2
Coach	3	6
Other	8	15

Figure 9. Second sport played by members

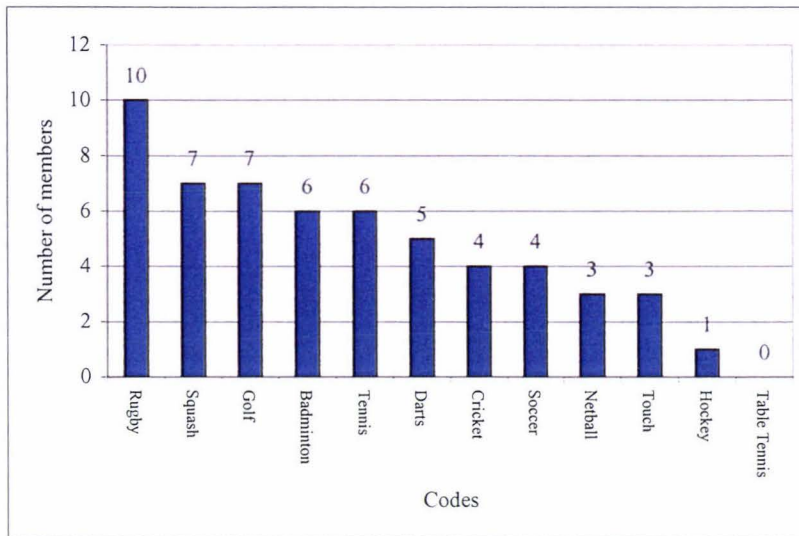


Figure 9 shows that once again rugby features strongly with ten respondents recording that they played rugby in conjunction with another sport. Other sports that were also played by a number of respondents included golf (7), squash (7), tennis (6), badminton (6), and darts (5). Interestingly, only four respondents played soccer as a second sport.

Selection of Codes

Background

For any partnership, the importance of selecting partners cannot be underestimated as discovered through past studies (Kelly et al., 2002; Elmuti and Kathawala, 2001; Quang et al., 1998; Uhlik, 1995). According to Lachowetz (2001) “taking each partner’s needs into account helps build trust and starts the relationship-building and the bargaining on a solid base” (p. 30). Researchers have suggested that when partners are ill matched this increases the chance for conflict and reduces the overall

success of the partnership. For instance, Morris and Cadogen (2001) discovered that partner fit decreased the potential for dysfunctional conflict with a partnership. They stressed, “unless partners have similar operating philosophies and cultures, and strategic goal congruence, dysfunctional conflict is likely to flourish” (p. 241). Similarly, Kelly et al. (2002) proposed that although the selection of partners is often time consuming, “it may save substantial time, and avoid some of the problems that seem to plague the early stages of an alliance” (p. 18).

The significance of partner selection was not lost on the seventeen administrators interviewed for this research. Administrators from all three multi-sports clubs were asked what characteristics they felt prospective codes ideally should possess if they wished to join their club. A range of characteristics were broached by administrators that have been summarised and discussed in this section. They primarily show the type of attributes they believe codes need to possess to operate successfully in a multi-sports club. This is followed by an overview as to whether multi-sports clubs should have at least one strong code to represent the club, and the potential pitfalls of including two competing codes in the same season.

Characteristics of Codes

All administrators were asked to consider what characteristics members of a multi-sports club consider important for a code wishing to join their club. The question often caused administrators to pause prior to answering, as it appeared not to be an issue they considered often. Only three respondents did not believe that this question was applicable to their multi-sports club. One commented that the attributes would really depend on a case-by-case basis, while another argued that the characteristics of codes were not important as each code is autonomous. The third respondent could see no reason why one would exclude a particular code:

"I think they would grab them as fast as they can! I think anyone who plays sport is usually reasonably fair. That is kind of playing sport I should imagine. I don't think there would be any serious problems with a group of people that play a sport."

The remaining fourteen respondents all described a variety of characteristics that they considered important. Although administrators in all three multi-sports clubs mentioned a range of characteristics, the researcher noticed that each club tended to place more emphasis on particular characteristics. For instance, administrators from the provincial club often referred to attributes associated with management operations of each code, while administrators from the urban club were the only respondents to state that prospective codes had to be family-orientated. Furthermore, administrators in the rural club stressed that it was important for new codes to fit in with codes already affiliated with the club. A summarised list of these attributes can be viewed below. The number beside each attribute indicates the number of administrators who emphasised this point.

- Assess their management operations (6)
- Work in with current codes (6)
- Have to be willing to contribute (4)
- Consider their club culture (4)
- Have to be family-orientated (3)
- Consider facility usage and maintenance (3)
- Assess the cost to the club (2)
- Be enthusiastic (2)
- Not be biased for own code (1)
- Be community orientated (1)

Six administrators recommended that members of a multi-sports club must assess a code's 'management operation' before allowing them to join. This characteristic,

which was mostly cited by administrators from the provincial club, advised multi-sports clubs to inspect what the code's long-term view was, if there were key people in charge of the code, if administrators were reliable, as well as good communicators and if it was financially operational. Two administrators from the provincial club described their club's troubled partnership with two affiliated codes, both past and present, when management is unreliable.

"Making sure they have strong support at top. We are actually in trouble at the moment with one of our codes because really it is just the players running it themselves and they have got nobody - from what we can gather - doing any of the management part of the club. Well, it makes it harder for us to work with them as they don't have any rep along, they haven't for the past four years. We can't seem to talk to them very well. When you don't keep in contact with each other well then you lose grip with what's going on."

"You'd probably want to know who's running it and how definite are they - are they going to be there for ten years? What are they going to offer us? Can they be trusted, and that sort of thing? We've had some bad experiences with, for example, softball. The people would come in and were pigs in the clubrooms, things would go missing and things like that. So you really need to know the kind of clientele you're going to attract and who's running it. Are they going to be reliable and trustworthy?"

As such, administrators warned that the influence of a code's 'management operation' cannot be underestimated. This is also touched on in Chapter Five where the demise of previous codes affiliated to the multi-sports club was partially attributed to the lack of key personnel within the code to manage them. Buono (1997) and Elmuti and Kathawala (2001) confirmed these results, noting that management commitment was critical to the success of a partnership. Elmuti and Kathawala (2001) stressed that

without the commitment of management within each organisation they might miss out on key resources to accomplish their objectives.

As stated earlier, an element of a code's 'management operation' is whether the members were good communicators. Through the questionnaires, members also covered the issue of communication in a multi-sports club. They noted that this was a potential limitation of their multi-sports club, with 31% of all members agreeing that there was a lack of communication between codes (see Appendix H2). While 33% also disagreed with this statement, open-ended replies of members demonstrate that communication remains an issue. A member of the urban club believed that there was a "lack of communication between the main committee and subcommittees" and "lack of common goals between the main committee and subcommittees". While a member in the rural club commented:

"We have no common aim for all codes and very little communication. The main committee run the facility, but they don't do much to ensure everything is okay."

These comments highlight a potential problem for multi-sports clubs, as communication would appear to be even more necessary given the diverse range of groups affiliated to the club. The importance of communication within a partnership was also confirmed by a number of researchers and was a recurrent theme in partnership studies (Sink and Jackson, 2002; Weinberg and McDermott, 2002; Sport Canterbury, 2001; Buono, 1997; Frankle et al. 1996; Mohr and Spekman, 1994). Huxham and Vangen (1996) revealed that good communication was a common theme reported by interviewees from those who have experienced collaboration – "probably because of the frustration that poor communication induces" (p. 11). While Kelly et al. (2002) reported that communication problems explained over 50% of relationship problems and over 25% of the total problems referred to. Kelly et al. (2002) recommended that "*open communication and information sharing between the*

partners is critical to build a shared understanding of the joint venture's goals and objectives and to create the trust needed in the day-to-day operations" (p. 19).

Administrators also identified that codes would be welcome to their multi-sports club as long as they would be willing to work in with current members. One administrator from the rural club warned, "as long as they realise they are one of many and that they've got to fit in with everyone else", while another from the provincial club commented that they did not believe any code would pose a problem, as long as they did not conflict with existing codes affiliated with the club. "I'd say they would be welcome, as long as they work with what is there". However, as an administrator from the rural club was explaining why new codes should not conflict with current members, they then admitted it would be feasible to ask an affiliated code to work around a new code if it could offer more benefits to the club in terms of revenue:

"Well I mean, there is no point saying that we have got to have it on a Friday night, because Friday night is not available. We'd be quite happy to do any other night of the week. Mind you, if they came along with a hundred members and badminton only had ten, then we might think about asking badminton to move to another night. It works both ways."

Past studies substantiate comments made by administrators that partners must be willing to work in with other codes, with attributes such as flexibility and compromise identified as essential characteristics (Sink and Jackson, 2002; Buono, 1997; Frankle et al. 1996). Huxham and Vangen (1996) stressed that compromise was important as, realistically, each organisation brings with it its own culture and values. Furthermore, Cravens et al. (1993) concluded that the extent to which partners in an alliance cooperate determines the success of an alliance.

As well as being expected to work in with existing codes, administrators confirmed that new codes would also be expected to contribute towards the running of the multi-

sports club, whether that is administratively or socially. In light of comments made in Chapter Five in regards to commitment of members, this appears to be an area the multi-sports clubs would like to improve on. An administrator from the rural club believed their multi-sports club would accept any code that was willing to contribute, while a member from the urban club noted: *"I don't see us turning anyone away really as long as they were willing to become club members and be part of the club. If they were just going to be under our name and not perhaps use the club and be beneficial, then I suppose we would have to think about not saying yes to their request"*. Similarly, another administrator from the urban club also stressed this point:

"There's no point, there's no value in bringing in, lets say a cricket team, who just want you to coordinate the fees and may never use the facility. So we've just got a cricket team...I mean big deal. We'll end up paying for that. So there has got to be a two way street, there's got to be wins for the club as well as for participants in the sport."

According to Buono (1997) maintenance of a partnership was considered a critical attribute in his research. The two firms studied in this article were successful due to a shared conviction that the individuals were dedicated to the continued success of the partnership. Likewise, Cravens et al. (1993) conducted research to reveal distinct characteristics that may affect the effectiveness of an alliance. They maintained that the commitment of members is essential to the success of a partnership and reported, "a substantial amount of commitment by the alliance partners is indicative of their assessment of the importance of the relationship" (p. 66).

Another attribute that multi-sports clubs must take into consideration is the code's culture and how it would meld with existing codes in the club. The rationale amongst administrators was if codes shared similar cultures and attitudes this reduced the potential for conflict within a multi-sports club. An administrator from the urban club cautioned that:

"You do need to qualify the code and the culture of it. There are some cultures in sport, and softball is one that I can think of, that was rape, pillage and plunder. You know, you belong to a club and you take out from it everything that you can and give nothing back. So I think that the culture of the sports that you introduce need to have a reasonable club focus."

Likewise, another administrator from the urban club also shared their thoughts on club culture:

"When you get a team of people that have the same philosophies as you, that want to enjoy themselves, or want to go out there and play their sport, and give it their best shot, but also be able to come back and be amongst people that enjoy having a good time, having a good chat but respect you for what you are doing, then it must click."

Questionnaire results showed that 62% of members from all three multi-sports clubs believed there was a good cultural fit between the codes in their club, with a number warning other multi-sports clubs to take into account a code's culture to avoid potential conflict (see Appendix H3). A respondent from the provincial club cautioned that different codes have different cultures and this could affect how successful their partnership will be. "Different cultures have different agendas. Some clubs lend themselves to integration like squash and tennis. Others don't like squash/golf/rugby/cricket". While a member from the urban club suggested:

"Make sure your sport is a correctly sized, shaped piece of jigsaw that can easily fit into a collection of sports. Obviously some sports have similar agendas while others are like opposing magnets, the closer you push them together the harder they repel each other."

The importance of addressing cultural differences between partners was confirmed in past research, and was a dominant theme in past studies and academic literature (Elmuti and Kathawala, 2001; Spekman et al, 2000; Quang et al, 1998, Buono, 1997; McEntire and Bentley, 1996; Mohr and Spekman, 1994; Bucklin and Sengupta, 1993). In light of statements made by participants regarding cultural compatibility, Kelly et al. concluded, "cultural distance will likely protract the process of achieving co-operation. The ultimate success of an alliance will often hinge on finding a way to bridge and reconcile these differences" (2002, p. 16). Nevertheless, Spekman et al. (2000) did caution that although cultural desirability was a sought after trait, 'in many instances it is elusive' (p. 7).

However the findings in this report differ to those of Saxton (1997) who stated that partners with similar cultures were negatively related to alliance outcomes. Saxton proposed that if partners are too similar this reduced the potential benefits of a partnership, bringing nothing new into the relationship. Furthermore, while Kelly et al. (2002) found cultural differences between partners caused conflict within a partnership, they also acknowledged that such differences could produce a number of benefits. Such benefits included the opportunity to utilise the knowledge contained in each partner's culture, which differs from their own. These findings support comments made by two administrators from the urban and provincial clubs, who thoughtfully proposed it was not necessary for the codes to share exactly the same objectives. One remarked, "variety is the spice of life really isn't it? I mean you've got to have a bit of variety. You can't expect everyone to want what you want". When an administrator from the provincial club was asked if their codes had to share the same objectives they commented:

"No, not really. Their objectives might be totally different. Like table tennis and cricket might have different objectives. I suppose the only objective is that you need to work together."

Administrators in the urban club identified the attribute 'family-oriented' as being an important characteristic codes must possess if they wished to join their multi-sports club. Although a member did concede that codes wishing to join did "not necessarily have to offer it, but be prepared to accept that that's part of our philosophy" another stressed that it was a necessary attribute: "They've got to be family oriented. I think that's one thing we are trying to push as a club". One administrator described their club's encounter with another code that did not hold the same values and how they avoided conflict by accepting their cultures were too dissimilar. They reflected that:

"They [the code] were passionate. Yet they had a very large junior club, which wasn't involved in the club at all - apart from the name and a bit of coaching involved with some of the seniors. They weren't prepared to change what they were doing to allow the juniors to use their facility more. And because they weren't ready to change we weren't ready to take them on board. And possibly, if we weren't careful about selection, say if we went into bed with the club that we talked to, there was the potential for conflict. So we walked away from that as we saw that being a risk."

Strength of Codes

An issue that emerged through the interviews is the need for a multi-sports club to have at least one 'strong' code in their club when considering the types of codes to be selected. Administrators referred to a 'strong' code as having a large membership base, generates significant revenue for the club and contains a number of successful teams. As one administrator stressed, "I think it's important to have a sound base – membership wise – in a least one sport that can keep you going through hard times". Only one administrator from the rural club questioned the need to purposely include a code that is stronger than the others, as the strength of codes changes over the years. "There's no point to search for it over time. It just happens". Seven of the

interviewees strongly recommended that multi-sports clubs operate more efficiently if they include a code stronger than other codes affiliated to the club, rather than having, for example, four mediocre sized codes. For instance, one administrator from the rural club recounted the development of their club:

"At that state though the rugby club was very strong and they provided the focus of attention. But you had to have some major focus. I mean, I think if you only had a couple of ordinary sports groups with not a lot of people, the facility would never have been built. And the people of the community would not have wanted it really."

One of the main benefits a multi-sports club can achieve through including a strong code in their club, is that a successful code will attract people to their multi-sports club. Administrators noted that it acted as a form of positive exposure for their multi-sports club, with one administrator likening it to being a 'flagship' for the club. *"There's always going to be one code stronger than the others in any multi-sports club I would think. It may be because you need a flagship of the club, you need to be able to look up to one sport over the others I think. You definitely need one of the sports to be doing well to attract new players and their partners"*. Likewise, another administrator from the urban club recommended that a multi-sports club must be strong in a particular sport, as success attracts successful people:

"You have to get yourself strong in one particular sport. I think if you are going to be successful you have to say one of your sports is probably going to be the stronger and work on it to be successful so people will want to join your club. And at the same time get a couple of other sports, not traipsing along in your dust, but beside you and work on them to get them stronger as well."

These results are verified by Sport Canterbury (2001) who identified the competitive strength of key codes in a multi-sports club as being an important feature of such

clubs. Similar to the results of this study, Sport Canterbury noted, "successful teams are often seen as being associated with successful clubs" (2001, p. 36) and lead to possible benefits such as attracting other codes to the club, attracting sponsors and increased membership numbers. Although Sport Canterbury cautioned that these results typically related to mergers of the same code, the results are still relevant to a multi-sports club set-up as well. Furthermore, Thibault, Slack and Hinings (1993) commented, "it is feasible to suggest that if a sport is highly visible and receives considerable exposure, then individuals become more aware of it. As the awareness level increases, more individuals are likely to take part in the sport, thus impacting the development of domestic sport" (p. 35).

As such, the expectation among administrators is that codes within a multi-sports club will have different roles within the club depending upon the strength of the code. These comments are confirmed by Weinberg and McDermott (2002) who noted, "not everyone is going to be a superstar. But each little cog in the wheel is important for the ultimate success of the team" (p. 292). Importantly, they emphasised that although some members have smaller roles, their contribution is just as important, which was also the attitude of administrators in the three multi-sports clubs. Furthermore, although smaller codes may have a smaller role in their club, what they can achieve through belonging to a multi-sports club may still be superior than operating alone. Elmuti and Kathawala (2001) stressed, "by forming alliances with other companies, small businesses are able to accomplish bigger projects more quickly and profitably, than if they tried to do it on their own" (p. 207).

Nevertheless, while administrators recommended multi-sports clubs should include at least one strong code in their club, they also warned that including two strong codes in the same season could produce conflict. Six administrators advised that their multi-sports clubs had avoided such conflict, as their codes rarely overlapped during the year. One administrator from the rural club admitted that although rugby is their club's strongest code and then tennis, they are played in different seasons so there is little chance of conflict. Another member from the rural club also remarked that

because their main codes tend to use the facilities at different points during the year, this reduced potential arguments between codes:

"Well quite often the rugby club, apart from when they have games in the weekend, only use the changing room – which no one else uses. And they use the rugby field when no one uses it. In terms of tennis, the astro is used for hockey now, but it's just for kids' hockey in the winter so it doesn't interfere with the tennis at all."

Furthermore, when another administrator commented there was little risk of one code dominating the others in their multi-sports club they credited this to there being very little overlap between the codes. *"...we have not got a conflict between our major sports users. If we say had squash there too then maybe there could be a problem, because it would be played the same time as badminton or something like that. If there was another winter code, then maybe you could have that problem. But we haven't and I don't see that happening"*. Similarly, an administrator from the provincial club stated that their club had probably avoided some conflict through having two separate clubrooms and keeping their sports separate. Finally, in the urban club a member discussed the potential for conflict if two dominant winter codes, such as rugby and soccer, were affiliated to the club:

"It might be a bit more competitive if there was rugby versus soccer in the club because those two are sort of like oil and water, whereas netball and soccer are not really in competition with anybody really."

These comments are confirmed by Park and Ungson (2001), who reported that when organisations within a partnership are in competition with one another "it is difficult to develop trust between partners, and once each party begins to doubt the other there is no end to it" (p. 43). They further noted that when partners are in direct competition the partners are more likely to put their private interests over the collective interests of

the alliance. Capil (1999) also proposed that multi-sports clubs should select complementary activities rather than sports that compete with each other.

Equality Between Codes

Administrators did note that there has to be a careful balance between being strong in one code and balancing the needs of the other affiliated codes as well. They admitted that often the strongest code requires more attention, in terms of time and money. A respondent from the urban club shared their thoughts on this issue:

"I have always challenged the need to have a high profile soccer team. I think that the division has grown greater. It think that in the old days it was eighty percent recognised that the first team obviously needed it, but now in the past probably three or four AGM's I see people saying 'why'? Why are we putting all this money into one team?...there's an imbalance there. So you get the netball girls and they ask for bugger all and what they ask for they get, and they should in my opinion."

The notion of equal share among codes affiliated to a multi-sports club was also addressed by members through the questionnaires. Although there was no clear majority agreeing with the statements, one of the two top potential limitations agreed on by respondents was that codes in the multi-sports clubs were not treated equally (39%) (see Appendix H2). Remarks recorded in the questionnaires showed that members were resolute that all must be treated equally. Respondents from the provincial club insisted on "equal say, and to *share* everything" while another suggested that, "no individual code should have a majority stake in facilities". This mirrors recommendations made by LaPage (1994) who suggested, "a true partnership cannot survive when one part controls the others" (p. 19 cited in Uhlik, 1995, p. 21). Two members from the urban club also reported their views on this issue, with the first recounting their past grievances in the club while the other explained their experiences in another multi-sports club:

"Because this multi-sports club was established before our code was attached, we don't get a big recognition and are on the outer and made to feel like they are doing us a favour by having us under their umbrella."

"When other codes join, treat them equally and fairly. I have been a member of another multi-sports club and felt both my codes (netball and soccer) were not important to the club. The 'old school' rugby members dominated the whole club and at social functions made life uncomfortable for other codes."

Similar to the results in this research pertaining to equality, Huxham and Vangen (1996) confirmed that participants within their research also expressed concern over potential power imbalances between partners. However, the authors suggested that these findings might be at 'odds with reality' as they rationalised a larger organisation, which is perceived as more powerful, would not have partnered with a smaller organisation if it did not envision it would benefit somehow. Nevertheless they concluded, "as long as perceptions of power and vulnerability exist, people will act as though they are real" (p. 14).

This is not to say that all members felt that their code was not treated fairly in comparison to other codes in their multi-sports club. The majority of members disputed there was a threat of their code being overtaken (53%) and disagreed that the tradition of their code was not important anymore (52%) (see Appendix H2). However, members who have remarked that their code is not treated equally may be affiliated to a smaller code, which tends to have a smaller number of members in comparison to larger codes. This issue was also encountered by Huxham and Vangen (1996) who reported, "the issue of power imbalances is, in our experience, rarely raised, or even acknowledged when raised by others, by those in the ostensibly more powerful organisations" (p. 14). For instance, two respondents affiliated to the provincial club noted that their code, which was considerably smaller than the others,

occasionally was overtaken by larger codes in their club. Taking into account their smaller membership numbers, this could help explain why 53% of respondents disputed that there was a threat of codes being dominated by others. Nevertheless, the following two comments illustrate the frustrations encountered by members in this small code:

“Rugby is the dominant code and try to dictate use/alteration in the main hall without consideration to table tennis needs, e.g. altering main floor space, which cuts down on the number of tables we are able to use.”

“There have been many cases of decisions made with backing of other sports that have had a detrimental effect on our club nights, without consultation. Also at times larger codes tend to try and overrun others and it is only through persistence that this is avoided.”

However, although the ‘ideal’ is that all codes are treated equally, in practice this may be difficult to achieve – especially if they have at least one strong code in their club to absorb their attention. A number of administrators and members in this study conceded that strong codes tended to contribute more towards the running of the club, and therefore should be rewarded. For instance, members indicated through questionnaires that codes could not be expected to be all treated equally within a multi-sports club, especially when one contributes more to the club than others. One respondent from the rural club hinted at the frustrations felt by codes when one code contributes more: “I think our multi-sports club has received more benefits than our rugby club. This is because we do most the work and earn the most money”. Likewise, two members from the provincial club felt that codes should be recognised and rewarded according to their contribution to the club:

"I believe it is important that all codes are treated proportionally by the number of members they have when it comes to sorting out financial benefits from the success of the club."

"Manage money properly so that the most profitable sport receives more money, therefore attracting more players etc."

Furthermore, two administrators from the urban club both agreed that while their top soccer teams absorbed a significant portion of their funds, these teams were in the position to help grow the club. The first commented, "soccer would be responsible for probably ninety percent of the costs, but in fairness they would be responsible for seventy-five percent of the earnings". While the other recognised that:

"A lot of money is spent on our first team, but they are in the league where they have a lot of money spent on them and that's the way it is. So as far as I'm concerned, I think you do need in any sport a team that's doing well to get new players to come".

Finally, administrators from the provincial club also alluded to this, remarking that their rugby club was the only code entitled to a proportion of the bar revenue as they were the only code to use the bar. One administrator remarked that by recognising the contribution of their rugby club this had reduced conflict within the club. "There was always a bitch about the squash keeping their money and rugby having to share theirs. The feeling was 'why should we have to do this'? 'What does table tennis do for instance'?" The five administrators from this club accepted that rugby was entitled to a greater percentage of bar revenue, as they were the only code to contribute in this area. When one administrator from a smaller code was asked if this was a fair set-up they commented, "Oh yes. The more they sell the more profit they make –for the club as well". However, although administrators agreed rugby were entitled to a greater proportion of revenue through the bar, one administrator was critical that rugby was allowed three delegates to their main committee meetings, while all other codes only

had one. "I don't think I would have given them the extra delegates. I just don't think it was necessary. They are in a multi-sports club and when they amalgamate they should be the same as everyone".

Previous research examining the distribution of power within a partnership is in-line with comments presented in this report, inferring the contribution of partners must be taken into account. Clarke-Hill, Robinson and Bailey (1998) suggested partners should receive benefits in proportion to the contribution they have made towards the partnership. However, while Doz and Hamel (1998) concurred with such remarks, they stressed that such a set-up is acceptable as long as the other partners in the alliance benefit with what is available to them. Conversely, Horsch (1998) proposed that as sports clubs belonged to all affiliated members, profit should not be directed to a select few but be reinvested in the mutual aim" (p. 48).

Interaction Between Codes

The formation of a partnership results in new alliances between a diverse range of people that each possess different cultures and philosophies. As such, the need for interaction between partners has been addressed by a number of researchers as a way of familiarising each group to the other, in the hope of fostering trust and increasing understanding between them (Weinberg and McDermott, 2002; Miller, Fields, Kumar and Ortiz, 2000; Cuskelly, 1995; Shrivastava, 1986). This was confirmed by Buono (1997), who reported that constant interaction between the partners they studied encouraged the development of good working relationships.

This section analyses and discusses two forms of interaction in a multi-sports club. The first deals with cross-over between codes, as one of the supposed benefits of belonging to a multi-sports club is that members can play more than one sport in a single club. The second form of interaction relates to social interaction between

codes. This section shows that the level of interaction between the codes varied between the three clubs, and discusses the consequences of this.

Cross-over of Codes

One of the objectives of multi-sports clubs is to offer a range of sports to its members so they can play more than one code in the same club. Not only does this make it cheaper for members as they only have to pay a subscription to one club, but it also retains members throughout the whole year to strengthen other codes. Although the majority of administrators were in agreement that members in their clubs tend to be affiliated to one code only, two administrators did suggest why they believed some members would want to belong to more than one sport in their club. One suggested it was to provide consistency for members:

“I suppose people are playing more than one sport so they are keen to be in one club. So financially I suppose it was the right move for the individuals and the club. Continuity throughout. You don’t have to chop and change.”

Data collected through the questionnaires showed that 71% of members from all three multi-sports clubs believed that their club offered a wide range of sports (see Appendix H1). With means of 3.03 (urban club), 2.96 (rural club) and (2.52) there was no significant difference between the three clubs on this issue ($F=5.69$, $p<.004$ – see Appendix I2), inferring it was not the range of sports that deterred members from playing more than one code. One member from the rural club was pleased when their multi-sports club was formed because, “it gave me extra options to join other clubs and it was also good for other members who don’t like rugby to join other teams”. While another from the same club noted, “being part of a multi-sports club there is more tendency to try different sports and socialise with others from other codes”. Likewise, four members from the urban club thought that it was a benefit for sports clubs to offer more than one sport in their club. One member replied, “It’s great to be

involved in a club that offers more than one type of sport. It makes the club grow not only in members, but financially as well. Also it means the clubrooms are used all year round". While a second member commented:

"I thought it was great to join a multi-sports club instead of having to join two or three different clubs to enjoy and play the sports I like. I could do it all by joining just the one club. It's cheaper too."

A study by De Knop et al. (1996) supports the notion that belonging to a multi-sports club means members can play a number of sports affiliated to the one club. They found that multi-sports club were an increasing trend for Flemish sports clubs and that although "more than one sport is available within a club may not necessarily encourage members to practice several sports, it may provide an impetus to try out sports they are less familiar with" (p. 48). Nevertheless, these findings may be limited for generalisation as their study focused on overseas sports clubs.

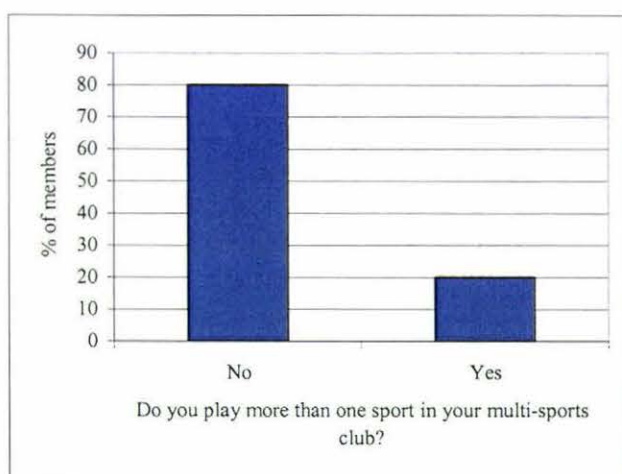
However, discussions with administrators from the three multi-sports clubs indicated that although several members play more than one sport in their club, the consensus among administrators was that only a minority of members did so. This was summarised by one administrator who stated, "you'd think more people would do that, but it doesn't seem to work out like that". Another respondent conceded that although their multi-sports club would like to encourage members to play more than one sport in their club this does not seem to be the case:

"There are people who just play the one code and that's it. That's all they do, and that's fine. We don't see them for the summer months or whatever and then come the winter months, or vice-versa. In fact, some guys just play cricket, didn't see them all winter and then they came back."

These observations were supported from data collected through questionnaires, where members in the three multi-sports clubs were asked if they were involved in a second sport within their club. Figure 10 shows only 44 (20%) respondents indicated that they participated in a second sport, while a further 167 (80%) only belonged to one code in their multi-sports club.

Therefore, both forms of data infer that cross-over of codes is very rare in a multi-sports club. This is not to say that all members are only affiliated to one sport, as inferred by a lone administrator from the provincial club who believed potential conflict between codes was reduced as, “a lot of rugby players will play cricket and vice-versa, or cricket players may also play squash for example. It is quite good to have this contact between the codes through this manner”. Nevertheless, the overriding opinion of administrators was that this was not something members exploited.

Figure 10. Number of sports played



When administrators were asked to consider why players did not belong to more than one code they noted that changing social trends meant players had less time to concentrate on sport. For instance, an administrator from the urban club observed that, “It’s very hard for sports clubs right now because you have a lot of cafes around,

the youngsters have got so many different things to do, they not only play sport. Why play sport when they can go to pop concerts, or play video games or go to skate boarding parks”? While another respondent simply concluded, “less time, more pressure and more things to do”. Walker (2001) confirmed these findings by stating that within New Zealand “television watching, reading, and listening to the radio and music [are] still the leisure-time activities with the highest participation results” (p. 32). She further commented that attending movies was twice as popular in 1998 than it was in 1990, while playing computer games was five times more popular. Whereas Martin and Mason (1998) reported that the public tended to spend more time at home or on relatively cheaper activities such as watching television and going to the parks.

Administrators from all clubs acknowledged that the playing seasons for a number of codes has been extended throughout the year, suggesting that players only have enough time to be associated with one code. Two administrators remarked during their interview that the seasons between codes were not longer distinct. One was resigned to the fact that, “...the way sports are going is that you’ve virtually got to stick to the one sport nowadays because it’s played all year round”, while the other reflected:

“I think times have changed a bit where sports have taken a lot more of their time. Playing rugby is more full time, and cricket. There are very few people these days who can play cricket and rugby. Years ago people played both but the seasons seemed to have got longer. And I don’t think there are many rugby players who play squash, which is a shame because there used to be a lot of us rugby players playing. But now it seems people are more one-sport now.”

These comments are supported by Hindson (1999), who suggested that due to codes extending their seasons, codes are now in competition with one another. “The traditional seasons have been abandoned. Both players and administrators at the competitive levels are being forced to limit their sporting involvement to one code

rather than the previous complementary winter and summer options” (p. 33). While De Knop et al. (1996) noted that sports clubs increasingly tried to attract children aged nine or younger on the basis that “if we do not attract those children, they will go to another sport” (p. 37).

In recognising this trend, administrators have endeavoured to rectify this problem through offering financial incentives to members who wished to play more than one sport in their multi-sports club. Administrators from the provincial club admitted that although they had offered discounted subscriptions to members in the past, this had not been overly successful. Nevertheless, they were also adamant that such incentives should be offered to members associated with a multi-sports club. As one administrator commented, “the idea was that they could come in and be able to reduce the cost instead of paying full cost. It was just something they looked at basically to try and increase the numbers”. While another administrator stressed that:

“As far as with the club, one of the biggest things I tried to push is the benefit that they are all playing under one umbrella. Someone who is playing squash, well we would hope that they are playing rugby for us, and I think there should be incentives for that. We could discount on subscriptions, which we did bring in. But I don’t know if it worked too well.”

In conclusion, the above results demonstrate that very few members from the three multi-sports clubs participate in more than one sport in their respective clubs. Although perceived benefits such as continuity and reductions in subscriptions have been raised, changing social trends and extended playing seasons have prevented members from participating in several codes in their multi-sports club.

Social Interaction between Codes

The next issue discussed by administrators was the level of interaction between codes socially at their clubrooms. A report from Sport Canterbury (2001) proposed one of the reasons for forming a multi-sports club is to 'increase the social element due to more diverse interaction' (p. 23). However, through the interviews it was ascertained that for two of the three clubs in this research there was little interaction between the different codes in terms of socialising at the clubrooms after their matches. An administrator from one of these clubs remarked:

"You would have thought there would have been more interaction being in a multi-sports club, but it just does not seem to be the case for this club."

Although the majority of administrators from the rural club and the provincial club agreed there was little social interaction between codes, qualitative replies recorded in questionnaires from these two clubs show a small number of members disagree. Members in the provincial club discussed benefits of being affiliated to a multi-sports club such as forming friendships and developing a sense of comradeship. They noted that an advantage of such a club is that "you do seem to meet people from other codes whom you may not normally socialise with", while others suggested "stronger community spirit" and a "sense of comradeship amongst members". Similarly respondents from the rural club remarked that, "the extra support and feeling of belonging to a larger range of people is a real bonus" and recommended that other clubs "develop social interaction and foster respect between codes for a harmonious future". Four members from the rural club remarked their club had provided a focus not only for the affiliated codes but also the whole district, with one stressing that, "as a rural district, the club in a larger form has helped keep the district together and become somewhat of a focal point". This is consistent with comments by Koski (1995) and Capil (1999) with the latter stating, "...the multi sport concept is an option

that can promote a shared view for the future and focussed action for the community” (p. 5).

Despite these comments, it appears that the codes in the rural club and the provincial club have little interaction socially at their clubrooms. This is interesting given that 74% of members from all three multi-sports clubs agreed that the social perspective of the club was good (see Appendix H1). However, this figure may not provide an accurate summary for this issue when the results for this statement are analysed per club, as shown in Figure 11.

Figure 11. Members who agreed the social perspective of their club is good

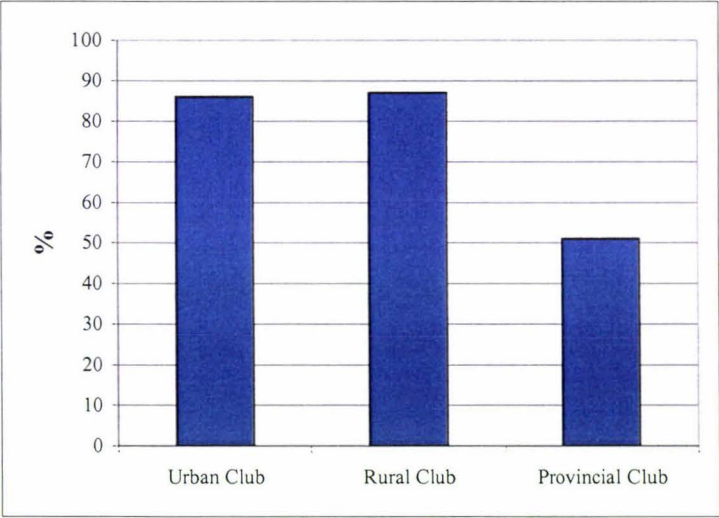


Figure 11 shows that while 86% ($\bar{x}=4.22$) and 87% ($\bar{x}=4.20$) of respondents from the urban club and the rural club agreed with this statement, only 51% ($\bar{x}=3.32$) of members from the provincial club felt that the social perspective of their club was good. Thus, the provincial club is significantly different from the other two clubs ($F=24.77$, $p<.001$ – see Appendix I1). The higher figures for the urban club are indicative of their club culture in that they strive to develop a strong social environment and encourage interaction between codes. Furthermore, while administrators from the rural club admitted their codes did not interact socially, this

attribute may not be necessary to foster club spirit given it is located in a small rural community and club members may interact in other ways outside the club. As such, limited interaction between codes appears to be mainly an issue for the provincial club, as supported by statistical results and remarks made by administrators and members in the multi-sports club. One member believed that as each code had little contact with the others, the codes tended to be 'looking out for number one' while two other members regretfully reported that this was an area in which their club was not successful:

"I don't think the club has a successful multi-sport format. It is just a group of clubs sharing the same name and each individual club has its own club and subscriptions and bank accounts. There is little contact between the clubs."

"It is my view that each club that makes up this multi-sports club really is a separate club and belonging to the multi-sports club does not guarantee success, additional numbers or that each of the clubs enjoy contact with each other at some time during the season."

Consequently, when respondents had the chance to offer recommendations, four members from the provincial club stressed that a club should encourage interaction between codes. One member suggested that a multi-sports club should "have a social atmosphere and is family-oriented. Organise social functions so everyone can mix with each other". While the other maintained "you've got to know the other codes and get involved, even if its only watching...support is worth 'ten points'". A third member commented, "all codes need to make a united effort in being identified as a 'club' not separate players of a codes that happen to play for the same club". Interestingly, the provincial club differed from other multi-sports clubs as it had two clubrooms – one for squash and the other for the remaining codes. While squash is welcome to socialise in the other clubrooms, and vice-versa, there was a feeling among squash players that they did not really feel part of the multi-sports club. For

instance, one commented, "I wasn't even aware that the club acted as a multi-sports club...as far as I can see there is no interaction between the squash club and any other sports".

The need for interaction between partners has been addressed by a range of researchers (Weinberg and McDermott, 2002; Miller et al., 2000; Spekman et al., 2000; Buono, 1997; Cuskelly, 1995; Shrivastava, 1986). Research by Weinberg and McDermott (2002) reported that sports leaders in their study tended to emphasise the importance of interacting with a range of people within the organisation. A participant in this study remarked, "as teams become more diverse and multicultural, the importance of being able to effectively interact with a wide range of individuals is likely to continue to become more and more important in the future" (Weinberg and McDermott, 2002, p. 290). While Cuskelly (1995) discovered that successful sporting organisations appeared to be those that can provide opportunities for volunteers to get together with friends and people with similar interests. He noted, "these findings emphasise the importance of the social environment and an atmosphere which encourages a sense of belongingness, in order for organisational commitment to develop" (p. 265). However, although other researchers also confirmed the importance of interaction between partners, research by Miller et al. (2000) indicates this is not always easily achievable, as people tend to socialise with others similar to themselves. "More people feel more comfortable with people who have the same beliefs, values, language and appearance. It is more difficult to create cohesiveness among members of heterogeneous teams" (p. 20). Therefore, leaders in a multi-sports club must actively encourage codes affiliated to their club to return to the clubrooms and meet other members, in the hope of developing strong social bonds between codes to enhance this unique benefit of belonging to a multi-sports club.

Conversely, research conducted by Koski (1995) queried the importance of social interaction in a sports club, discovering that internal atmosphere was negatively correlated with the success of a clubs. Koski (1995) concluded, "it could be suggested that the notion of togetherness within sports clubs is no longer valid. That is, a greater

number of stronger and achievement-oriented aims have replaced the function of social interaction in sports clubs” (p. 93).

Administrators explained that limited interaction between codes was a result of a number of factors such as matches being held at different times during the week or out of town, different playing seasons for codes, and teams meeting at pubs rather than clubrooms. In terms of codes playing and meeting in different areas, Buono (1997) and Sport Canterbury (2001) confirmed that physical proximity of partners affected the outcome of a partnership and meant it was harder for the partnership to be maintained. Also, administrators noted that members in all codes tended to drink less alcohol due to changes in the law. One member remarked, “With the drink driving laws people don’t stay as long. They stay closer to home, or something like that, these days or closer to town”. An administrator from the rural club felt that being in a rural area made it difficult to socialise with other codes in the club, due to factors such as travel and other social options in town:

“Because you only go to it, you only go when you have to. That sounds Irish doesn’t it? But if you’re in town and you might think, ‘you’ve got nothing to do, I might go down and watch a bit of netball’. But you don’t do that out here. Otherwise, you’ll probably go to town to do something.”

When administrators from each club were asked whether their committee would consider encouraging the codes to meet at the clubrooms at the same time, they indicated that it would be difficult to enforce as codes play at different times during the year while others are simply not interested in socialising at their clubrooms. A person from the rural club cautioned, “It wouldn’t work. You’d break your back trying to get them all together and probably end up having more problems”. Likewise an administrator from the provincial club noted:

“Well, we could but it’s just not practical really, with hockey it just can’t happen. Cricket’s not there. The netball come in, quite a few netball girls come after their games on Saturday, and intermingle with the rugby players. So that’s quite good. But the others – like table tennis are sort of a different mix again. Some are older, and some of them aren’t interested in rugby for instance.”

Although limited interaction between codes was not considered ideal, some administrators suggested that less interaction between codes reduced the chance that codes would feel they are losing their own identity within a multi-sports club. For instance, one administrator noted it would be unrealistic to encourage the codes to socialise at the clubrooms. “But that’s what is nice – that you’ve got your own club and you can do your own thing without feeling like you’re in someone else’s way”. An administrator from the rural club also reported the importance of codes retaining their identity from the outset, remarking that, “everyone was feeling each other out you know. They didn’t want to be overrun or lose their identity I suppose”.

In contrast, social interaction between codes was an important feature of the urban club, with administrators consciously striving to develop a strong social environment within the club. Two administrators within this club agreed that this had always been an important element of their club culture as, “in all facets success is not just winning sports but being a success off the field in your club”. While the other enthusiastically reported, “the nature of the club is that we love having people in the clubrooms, that’s actually our culture”. Benefits cited by administrators included meeting a diverse range of people, that ‘it builds the spirit and builds the atmosphere in the club’ and forming life-long friendships with members. In terms of encouraging diversity within a multi-sports club one administrator commented: “I think that just having diversity in sport is important...I think it brings a complete cross section of the community to a club and that’s very healthy I believe. So you don’t get this groupthink and group culture”. While another reflected:

“I think one of the benefits is getting to know lots of different people from different aspects of life and getting to know other sports even though you don’t play it. And I think its just getting a wide group of friends. Because I know for a fact that before I joined the club there’s twenty-five people that I would have probably never met if I hadn’t joined, and I meet them regularly and they turn into friendships and things. Also, there are lots of people that look after the kids.”

Information obtained through questionnaires also supported comments made by administrators, in which ten members commented that social interaction between codes was indeed an advantage of a multi-sports club. Only one member stated that this issue was not important to them by replying, “I’m here to play soccer with my mates. I don’t care about any other sports”. Of the remaining respondents, ten commented that they enjoyed mixing with other codes socially as it was “good to meet more people and make new friends” and it was “excellent to mix with varied sports”. While a member of the netball club noted, “it is nice to have good support not only from netball players. You make more friends and it’s good to have organised social events to go to”. Another respondent also remarked that:

“It’s great for team spirit and fosters mutual respect and a great social environment. Our club has very strong bonds between the different codes and we support each other.”

The urban club encouraged interaction between codes by instigating ‘duty teams’ whereby teams are assigned a weekend to contribute at the clubrooms, and consequently mix with other codes there. Such actions were recommended by Clarke-Hill et al. (1998), who argued that because alliances contain many members, a structured approach is the only appropriate option to organise interaction between partners. As one member from the urban club explained, “Making each team have duty week sort of gets them down to the club and mingling around and cleaning up the tables and things like that and talking to other people. Just get them involved”.

Furthermore, the urban club’s success at encouraging interaction between codes could partially be attributed to their emphasis on being a ‘family-oriented’ club, which means deliberately including a variety of members such as females and males, young and old. Although 70% of members from all three multi-sports clubs felt that their club was attractive to families (see Appendix H1) this was an issue that was emphasised mostly by administrators and members in the urban club and to a smaller extent the rural club. Administrators from the provincial club also touched on this topic as something they would encourage, but did not appear to view it as vital to their operation. For instance, Table 9 shows that 80% of members in the urban club believed their multi-sports club was attractive to families, followed by 73% of members in the rural club and 56% in the provincial club. Likewise, the mean of this statement was calculated for each club, showing that respondents from the urban club ($\bar{x}=4.08$) were more inclined to agree that their club was attractive to family, followed closely by the rural club ($\bar{x}=3.89$). Members from the provincial club tended to rate this attribute lower ($\bar{x}=3.60$), especially in comparison to the urban club. A means test showed that the provincial club was significantly different from the urban club ($F= 6.12, p,<.003$ – see Appendix I1).

Table 9. Percentage of members who stated their club was attractive to families

	Urban Club (n=80)	Rural Club (n = 55)	Provincial Club (n = 75)
	%	%	%
Agree	80	73	56
Neither agree/disagree	12	18	27
Disagree	4	7	8
Don't Know	4	2	9
\bar{x}	4.08	3.89	3.60

However, regardless of what multi-sports club an administrator belonged to, a number of members within each club still made reference to this issue. An administrator from the provincial club, whilst discussing this topic, paused to reflect that family-oriented sports clubs are only a recent development in New Zealand.

"It's changed a little bit. It was pretty chauvinistic about thirty years ago. Mind you, so was all of New Zealand wasn't it? So yes, it's improving and now we get a great mix of people in the clubrooms. Whereas twenty-five years ago it was predominantly male, and we have a lot of kids coming in now. I think to attract people you've got to have nice facilities, well-organised sports and something for all the family."

The advantages of being family-oriented is that families can be members of the same club, and adults with children can bring them to an environment that is safe and welcoming. One administrator maintained, "it is important that the family can go to the one facility and play the different sports" while another firmly stated:

"If women can bring along their kids and know that they are in a safe environment while they sit down and socialise with their friends, that's a hell of a lot better than going home and sitting there doing nothing isn't it?"

The importance of a multi-sports club being family-oriented is consistent with conclusions reached by the Hillary Commission (2000a), which reviewed the current social environment in New Zealand. The report concluded, "the concept of family remains very important to almost all people, but changing traditions mean that sport bodies have to think differently about how they can appeal to family groups – smart organisations in the future will be *family-friendly* places, offering interest and activities for adults and children at one time, in one place" (p. 11). Given that multi-sports clubs are in the unique position of offering a number of codes within one club this would appear to be a strategy that multi-sports clubs should promote.

Administrators warned that if a multi-sports club wants to successfully attract families to their club, they cannot emphasise their bar as a means of social interaction. Not that clubs should not offer a bar service for their members, but it should not be considered primarily as a pub only. A number of respondents were critical of the trend with

rugby clubs being based in pubs throughout New Zealand. When asked if they considered this a positive or negative trend, one administrator was highly critical of this development, as it did not account for other kinds of members. "I think it would be very negative...for the whole club atmosphere. I don't think you've just got the players, you've got the supporters, the older members and the younger ones".

Overall, administrators agreed this was a trend they would hope to avoid, as it was not conducive to developing a family environment in a multi-sports club. The potential downfall of emphasising the bar is illustrated by a member from the rural club who complained their clubrooms, "are basically a smoky/beer drinking rugby clubrooms. Does not interest me and our team never goes there". Two administrators from the urban club argued that their club's focus was not solely on the bar. "We are very conscious that we are a sports club and we're a family-oriented sports club and that the bar is a main revenue generator. But having said that, we don't want to push the bar as a reason why people are joining". While the other administrator commented:

"You can't just be a clubrooms with a bar and that's it. I mean look at rugby clubs today. A lot of them belong to the pubs don't they now? So I mean, if they were thinking of becoming a multi-sports club and thinking of having juniors affiliated with them or netballers - well, you can't really take the kids down there too much, you know?"

These comments are partially substantiated by Sport Canterbury (2001) which questioned the compatibility of chartered clubs and children. However, they also recognised that an association between chartered clubs and sports organisations offered potential benefits such as improved social facilities, removes the issue of hiring bar staff, there are no maintenance costs and it is easier to attract parents of junior members to functions. Consequently, more research may be required in this area to verify if these advantages outweigh the potential downfalls referred to in this study.

Summary

A range of characteristics were suggested by administrators in regards to what characteristics prospective codes ideally should possess if they wished to join their multi-sports club. The key findings that can be derived from these comments is that a multi-sports club must investigate the management operation of a code so they are aware what the long-term outlook of the code is and whether they have key members in place to develop a successful partnership. Furthermore, being part of a multi-sports club means a code is one of many and must be willing to be flexible and considerate of the needs of other codes. Finally, cultural compatibility and being family-oriented were also recognised as important attributes. What these characteristics all allude to is that the closer the affiliated codes are matched, in terms of possessing similar cultures, goals and systems, the greater the chance the codes will make a success of the partnership.

From the limited literature pertaining to multi-sports clubs it has been suggested that belonging to a multi-sports club allows players from different codes to interact, whether it is through playing more than one sport in the club or interacting socially in the clubrooms. However, this chapter shows that very few members play more than one sport in their multi-sports club, although this is one of the supposed advantages of belonging to a multi-sports club. Reasons as to why members tend to focus on one sport included less time to devote to sport due to other social distractions, as well as extended playing seasons. Similarly, interaction between codes socially was also limited, with many sports only fraternising with members from their own code. Limited interaction between codes varied between the multi-sports clubs included in this research, with the urban club reporting far more interaction between codes at their clubrooms than the provincial club.

The following chapter addresses specific management issues related to a multi-sports club. The first section investigates whether codes should operate independently, if

more volunteers are available, ideal characteristics of leaders and the role of paid administrators. Section two addresses sponsorship opportunities while the final section addresses ways in which a multi-sports club can maximise use of their facilities.

Chapter Five – Management Issues

This chapter examines specific management issues that were raised by administrators and members through the interviews and questionnaires. First, committee issues are presented with administrators discussing the advantages of individual codes retaining their autonomy within a multi-sports club. Next the commitment of members is discussed given that past studies have stressed that the formation of a multi-sports club reduces stress for volunteers, as there should be a larger pool over which to distribute the work. Finally, ideal leadership characteristics are discussed at length by administrators, as well as the role of paid administrators within a multi-sports club. The second section in this chapter examines how belonging to a multi-sports club has affected their sponsorship opportunities, with results indicating a multi-sports club can offer more to sponsors given their larger membership base. Finally, the third section addresses utilisation of club facilities as the aim of a multi-sports club is to maximise use of their facilities. Administrators indicated that multi-sports clubs may have to seek other alternatives, to ensure they achieve this goal.

Committee Issues

Administrative issues featured strongly through the interviews, with administrators covering a wide range of topics that have been summarised within this section. First, administrators were quick to clarify the role for the committee of their multi-sports club and the role held by committees within each code. They stressed their role was one of maintaining and managing the facilities, while the codes were expected to run themselves without any interference (Dussage and Garrette, 1992 cited in Robson, 2001; Sport Canterbury, 2001). Second, the need for volunteers in any sports club is often cited as critical to their success, although such a resource is often in short supply (Collins and Downey, 2000; Hillary Commission, 2000a; Cuskelly, 1995).

Consequently, multi-sports club have been touted as a way in which to increase the number of volunteers, given the larger pool of members available through affiliated codes (Tauranga District Council, 2002). This issue was covered in the interviews to investigate whether the three multi-sports clubs had actually realised such a benefit.

Third, the role of leaders has frequently been addressed with previous research emphasising that leaders influence the success of an organisation (Shin and McClomb, 1998; Zimmerer and Yasin, 1998; Selin and Myers, 1995). The purpose of this research was to investigate what characteristics leaders should ideally possess to successfully manage a multi-sports club. A range of characteristics were raised by administrators, from which six key characteristics were presented and analysed in-depth. Finally, the position of a paid administrator in a multi-sports club is examined, investigating whether such a position is necessary for multi-sports clubs operating in the current climate in New Zealand.

Independent Operation of Codes

Administrators were asked whether their multi-sports club committee ran the individual codes affiliated to their club or whether these codes operated independently to the main committee. All three multi-sports clubs were unanimous that the role of their committee was to manage their club's facilities, while the members of each code were responsible for their respective sports (Sport Canterbury, 2001; Dussage and Garrette, 1992 cited in Robson, 2001). When two respondents were questioned if it was feasible for their multi-sports club committee to run the codes one replied, *"I think it works better [this way]...I think that it is the only way that it can work. Otherwise you keep arguing with a lot of them"*. While the other emphasised that *"It's the only way it can work. Otherwise it loads too much work on one lot and at least the clubs involved are getting what they want"*.

Members surveyed through the questionnaires also support comments made by administrators from the three multi-sports clubs. Two members in the provincial club suggested that multi-sports clubs must “ensure that committees have autonomy to make the decisions”, and that “you need to have a different administrator for every code – not the same one for all”. Meanwhile, another administrator from the urban club believed it would be too much work if all the codes were run under the same committee:

“Develop a strong sub-committee structure for each code with an executive committee that deals with the main running and not individual requirements in each code. Otherwise the workload becomes overwhelming, and this enables the load to be spread between those with a passion for the sport as opposed to those with a passion for the club.”

The advantage of a multi-sports club adopting this set-up, as cited by administrators, is that members within each code can concentrate on developing their sport and not be weighed down with facility issues (Weinberg and McDermott, 2002). This is consistent with comments made by Robson (2001) and Eady (1993) who emphasised that sport development initiatives were more effectively achieved if organisations formed partnerships with other groups to access additional resources to implement such initiatives. This was summarised by Robson (2001) who argued “operating in seclusion is clearly something of the past in the sport and recreation field” (p. 99).

Furthermore, it allows the overall committee to focus on marketing the facility, individual codes can retain their own unique identities and it reduces potential conflict between codes as they each manage their own organisations. One administrator from the provincial club commented that it was an advantage for codes to operate independently within a multi-sports club, as there is a greater likelihood they can retain their sense of identity, whilst still being associated with a number of different

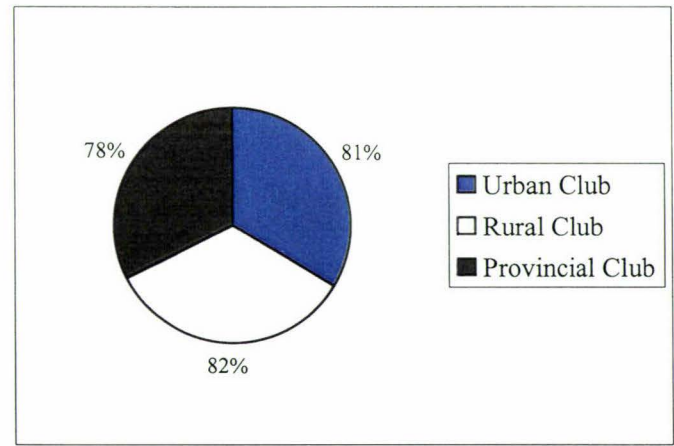
sports in one club. This was also noted by another member in the same club. They both remarked that:

“The codes get along well, there is no problem there. Each individual club has its identity, and can do whatever they wish to. If a club planned to do something major then they may have to get permission from the club. However, it is important not to be dictated to.”

“The various clubs that make up the multi-sports club must be allowed to develop their own identity and determine its own future provided this does not occur at the expense of other clubs.”

Questionnaire results confirmed that members in all three multi-sports clubs stressed the importance of codes retaining their own identities. Figure 12 shows that a similar percentage of members in each club agreed with this statement. With means of 3.96 (urban club), 4.08 (rural club) and 3.93 (provincial club), there is not no significant difference between the three clubs for this issue ($F=.920$, $p<.400$ – see Appendix I3).

Figure 12. Members who believe codes are able to retain their identity



These findings are consistent with past literature, which has indicated that the identity of a code is important to its members, and may impact upon the success of a multi-

sports club if this is not carefully managed. For instance, Johnstone (2000) commented that while the Sportville report published by the Hillary Commission identified a number of benefits of multi-sports clubs, it did not account for parochial attitudes associated with sports. Thus inferring loyalty to individual clubs can have a negative impact on the management of a multi-sports club. Furthermore, Sport Canterbury reported that loyalty to individual codes was a significant constraint to the formation of multi-sports clubs, identifying issues such as loss of history and *loss of identity*. However, Sport Canterbury reported, “[this] was not a significant barrier to amalgamation actually being implemented, if managed with appropriate planning and strategies” (p. 2001, p. 41). Therefore, one possible strategy available to multi-sports club is to emphasise that codes can still operate autonomously, while still contributing towards the overall success of the club.

Two administrators emphasised that it was a significant benefit for the codes that the main committee dealt solely with issues related to the facilities. One noted, “You just pay your sub and turn up. That is one of the good things as far as the club’s concerned, that maintenance and everything like that is done by the complex. They don’t have to worry about it”. While the other administrator explained:

“I mean the players don’t know when the power bill is due and things like that. The only thing the players have got responsibility for, if they are not on the committee, is being duty team of the week, which might only happen once or twice a year if you are lucky. So really, the actual running of the club is done solely by the committee, and if they need help it’s there.”

This advantage is especially significant given that administrators reported that members simply prefer to play sport only. A respondent from the provincial club suggested, “Although we have a lot of younger members, that sort of thing wouldn’t really interest them. They just want to turn up and play and go home”. However, although codes are not directly responsible for the management and maintenance of

their facilities, administrators commented that the codes were still expected to contribute on some level. Such comments were verified by Spekman et al. (2000), who speculated that partnerships encountered problems when partners did not accept shared responsibility for maintaining the partnership. When one respondent from the provincial club was asked if it was helpful to have a committee to run all their facilities they replied, *“we don’t have to worry about the upkeep of the grounds and the clubrooms. Of course we do help out a bit, say when the clubrooms need to be tidied in the summer. When we use the clubrooms we are expected to keep the place tidy”*. Likewise, when another administrator was explaining the benefits of operating independently, they also added that codes were still expected to contribute on a smaller level towards the running of the facilities:

“They’ve [the codes] only got their own things really. They’ve got no rates, insurance for the building, no upkeep for the teams. The only thing they have to do is play. As I say, rugby is about the only one that ever uses the place and are responsible for cleaning it up and run the bar.”

While the interviews were being conducted, administrators from the urban club admitted that they were actually in the throes of re-structuring the way individual codes report to their main committee. The main committee manages day-to-day management operations for their soccer code, unlike other codes affiliated to the urban club that have their own individual committees. However, like the rural club and the provincial club, they realise the benefit of assigning a delegate from each code to report to the main committee on key issues, rather than managing the code. Two administrators from the urban club explained why it was necessary for their soccer club to manage themselves:

“Soccer is still our dominant code and dominates a lot of our time. I believe we can let the code deal with their own issues, and that the main committee would rather have the solutions rather than the issues.”

There are netball issues, the day-to-day issues that don't get to committee level. The girls will sort it out. The committee can't be worried about a skirt missing or something like that but with the soccer, if there's a hole in someone's shirt we know about that. And it's, 'well, sort it out'."

"They have to have the ability to delegate, because as a committee of fifteen they [the club] don't all want to have to deal with soccer, they don't all want to have to deal with netball etc. So out of that committee of fifteen they have one person that is the liaison. So there is a soccer sub-committee that reports once a month to the main committee, rather than the main committee knowing everything that's going on about soccer. They don't need to, they just have to deal with the main aspects of running a club, per se."

Finally, administrators suggested that a multi-sports club organise from the outset the degree of involvement the main committee should have in running the codes affiliated to their multi-sports club. Although all three multi-sports clubs agreed that it was ideal if each code managed themselves, they did reflect on instances where these boundaries were blurred. Administrators noted that it was not always apparent what each group is responsible for, with an administrator from the rural club remarking:

"You do get some problems – we've got a big problem at the moment. We had someone in the tennis club who had a bar license and he's since left the district and there's no one else suitable to do the job with a bar license. At the tennis meeting last night the whole issue seems to be dumped on our multi-sports club committee. So those sorts of problems will arise from time to time."

Likewise, an administrator from the urban club also cited a similar problem with miscommunication between the main committee and code being the prime cause for

the dispute. They recalled that their female soccer team had the opportunity to play in a higher division, and wanted to be responsible for organising all the details prior to entering the division. However, on reflection the administrator admitted that:

“When it fell over we analysed it, and maybe we shouldn’t have given them a free run. They obviously needed more support than we realised. Their expectation was that we were going to provide them with certain things, and they never got it, and on the application they said they were going to do these things. So it was just miscommunication.”

Past research by Kelly et al. (2002) and Elmuti and Kathawala (2001) validates comments made by administrators regarding defining partner roles. Both researchers reported that partnerships were less successful when the role of each partner was not adequately defined. They cited misunderstanding and uncertainty as potential issues of concern, which were issues remarked on by administrators in the urban club and the rural club earlier.

Commitment of Members

One of the more surprising outcomes from the interviews was that administrators felt that forming a multi-sports club had not distributed the workload for members. The general consensus among administrators was that their main committee still struggled to attract members to join it, although they had considerably more members affiliated to their club. Such remarks are consistent with a report by the Hillary Commission (2000b) which noted with fewer volunteers in New Zealand, the workload was falling to fewer people. Consequently, this increases pressure on those willing to contribute and may reduce the satisfaction they gain from volunteering. This was despite advantages uttered by some administrators, such as from the urban club, who noted that by belonging to a multi-sports club and playing all sports in one club, members were less likely to double up on committees: “So at least this way you’re only on one”.

Similarly, an administrator from the rural club hopefully commented that by including more codes in their club that the workload would be spread further.

“If you have a committee of five people, it’s also hard that those five people have always got to go to the meetings, always make the decisions. If you’ve got twelve people going to the meetings from all the codes the load is spread wider. If there is anything that needs to be done there are more people to do it, it doesn’t fall on the same people all the time. Therefore, hopefully people might be more willing to actually be on the committee, which is a problem nowadays in all sports. Nobody wants to do anything, they want to have it done for them. But if it’s not too onerous a task it’s easier to find people to do it, to come along to the meetings.”

Such comments are not totally redundant, as various researchers have also referred to such benefits. Robson (2001) reported that forming a partnership meant human resources could be maximised. While Seddon (2002) and Watt (1998) commented that multi-sports clubs ideally increase the number of volunteers available. However, although this seems to be a logical outcome of establishing a partnership perhaps, as this research has demonstrated, such an ideal is still unattainable. The overriding consensus among administrators was there was little support from members within their club who were willing to join committees. When discussing this topic one administrator jokingly recommended members of other multi-sports clubs to “not get involved on the committee!”. While another weary administrator observed, “It’s always a matter of someone doing the hard work and quite often, more often than not, it’s left to the committee at the end...the poor people that always get sucked into helping”. Furthermore, an administrator from the rural club ruefully reflected on how a lack of volunteers created the following situation:

"We haven't even got a vice-president because nobody put their hand up. Like Jane, who has just given up being secretary, did it for over five years and she wanted to give up for the last three but nobody would take over. One thing that was brought up at the last AGM was that if you want to resign or retire that you should be able to. Because it used to be the standard joke that you weren't allowed to resign until you found a replacement. They actually put it into the minutes now that you can resign any time you like."

Such comments are in stark contrast to the concept of a multi-sports club spreading the workload across more members. An administrator from the rural club, the smallest of the three multi-sports clubs, initially thought that the concept of a multi-sports club might work better in a larger area as there would be more people involved. However, on reflection they also conceded that even then "you would probably still get your same half dozen turning up on the committee – no matter how many people you get. You don't get people rushing for that!". Likewise, a respondent from the rural club observed that:

"It's very hard getting people interested in doing the committee type work. People turn up and play the sport but they don't want to know about the meetings and fundraising and anything else. So many people are on so many committees. And it's the same ones on every committee. You don't really want to be going to two or three meetings. You want to just be going to one."

When members from all multi-sports clubs were asked through questionnaires if there are more volunteers available, the responses were mixed. While 33% of all members agreed that there were more volunteers available, a further 26% disagreed and 21% were unsure (see Appendix H1). However, comments recorded by members indicate that lack of volunteers poses a problem for all three multi-sports clubs. A member from the urban club noted that "funding and lack of volunteers is a major for putting

limitations on what the club wants to do”, while a respondent from the rural club reflected that, “in general, finding people able to administrate is a problem”. Similarly, in the provincial club a member conceded that, “administration is always difficult in any club from my knowledge. I believe that in the ‘ideal’ world more administrators could share”, while another commented that:

“In the 1960’s/1970’s the idea was excellent and it worked but I would not give thirty years administration time to a similar project at the present time. People only want to turn up and play sport these days with no wish to spend time assisting the club.”

Interestingly, these results are confirmed through a study by Sport Canterbury (2001) which calculated the percentage of multi-sports clubs in their study that stated their club had achieved the benefits that attracted them to forming a multi-sports club. In terms of providing more volunteers, they reported that this benefit “had one of the lowest successful realisations at 56%” (p. 45). Therefore, such confirmation infers that the results of this research may not necessarily be isolated to the three multi-sports clubs included for this research. This would be an extremely significant finding for other sports clubs throughout New Zealand that are contemplating establishing a multi-sports club on the mistaken basis that it will increase the number of available volunteers. Furthermore, it appears to contradict the general expectations of leading sports bodies (Hillary Commission, 2000b; Hillary Commission, 2000c) in New Zealand, as they suggested belonging to a multi-sports club would result with more volunteers to share the workload.

Administrators partially attributed the lack of available volunteers to changing lifestyles, as well as a desire to only play sport with no extra responsibilities (Hillary Commission, 2000c; Gunson, 1999). Walker (2001) reported that volunteer support for sport had changed over the past ten years, noting that they had less time to contribute to sports clubs. “Most of our volunteers work full-time and most of these

people are working longer hours; the average hours worked per week in New Zealand has increased in the last four years” (p. 34).

Therefore, although administrators and members recognised that individuals in each code needed to be committed, in practice this does not appear to be the case. Research into the significance of commitment within a partnership has generally reported that it is a critical element of a successful partnership (Morris and Cadogan, 2001; Bresnen and Marshall, 2000; Huxham and Vangen, 1996; Mohr and Spekman, 1994; Cravens et al. 1993; Lorange and Roos, 1991). Bresnen and Marshall (2000) found that lack of staff availability was a significant constraint on how successful a partnership is, noting that it “was a problem with potential long term implications for the development of partnering” (p. 826). While Huxham and Vangen (1996) reported that commitment might vary between partners according to how closely their agenda is aligned to that of the partnership. Such a finding emphasises that management within a multi-sports club must be clear what prospective codes wish to achieve through being affiliated to their club. If these goals are not similar to those of the multi-sports club then there may be a greater chance they will not be committed to the development of the multi-sports club and only concentrate on the success of their own code.

Leadership Qualities

All seventeen administrators were asked to comment on what characteristics they felt leaders in a multi-sports club needed to possess. A range of characteristics were suggested by administrators, which were eventually narrowed down to twelve key points by the researcher. These characteristics are listed on the following page, with a number beside each attribute to indicate the number of administrators who cited it. The list of leadership qualities shows that those most frequently referred to include ‘*is approachable and mixes with members*’, ‘*accepts input*’, ‘*leads from the front*’, ‘*is innovative*’ and ‘*possesses business skills*’.

- Accepts input (8)
- Is approachable and mixes with members (8)
- Is innovative (7)
- Leads from the front (7)
- Possesses business skills (5)
- Has a passion for the club (4)
- Important to have local knowledge of club and area (4)
- Possesses communication skills (3)
- Is not biased (2)
- Sells the club (2)
- Administratively focused (2)
- Is committed (2)

Across the three multi-sports clubs eight administrators inferred a leader should accept input from members. Comments included that a leader incorporate the talents of members, listens and takes input of members, works with others, delegates, possesses diplomatic skills and is a team player. This is verified by an administrator from the urban club who suggested that leaders should, “be able to listen and to take ideas back to the club, the members. People ideas...not make a decision completely on their own”. While an administrator from the rural club stressed that it was important for a leader within a multi-sports club to be able to delegate:

“I am very lucky that I’ve got three or four guys that are in the club that are very good businessmen. So I just basically delegate...it’s good. There are a few people who can’t delegate very well. But it’s important to be able to delegate – otherwise you end up doing it all yourself and get angry that no one else is doing their job, when really they haven’t been asked to do the job.”

However, conflicting ideas emerged through the interviews once all administrators had been interviewed. Although administrators recommended leaders needed to be open

to input from members, they also stressed it was important for a leader to be upfront and make their own decisions. Comments such as being strong with problems, leading from the front, being a decision maker, involving members less and telling people what to do were discussed by administrators. These characteristics were mainly identified by administrators in the urban club, who felt the style of leadership in their club had to change from consultation to action. For instance, an administrator from the urban club admitted that *"We are ready now for direct leadership. I've taken the lead from behind role I suppose...we've done the listening. I definitely took on a consultative role and we did a lot of listening, a lot of feeling out"*. While another administrator reflected that:

"Leadership has been by diplomacy and democracy and by consultation, which means that, in my opinion, nothing gets done. A good leader will listen to everybody but will make the decisions and make things happen. And the style we have had this year has been paralysis by analysis you know? Always wanting to get it right. A good leader will just get ninety percent right through instinct and they will make ten percent by mistake, but so what? Things will happen all the time. You just say, I blew that one – I'll learn, I won't let it happen again."

Previous studies by other researchers support both types of leadership styles. Zimmerer and Yasin (1998) investigated effective leadership characteristics as identified by senior project managers. Among the top characteristics identified as being effective was acting 'decisive' yet also 'empowering subordinates'. While Weinberg and McDermott (2002) discovered that a 'blending' of leadership styles is required in a sport organisation. A participant from this studied reported:

"Leadership style often depends on the circumstances that the leader faces within the company. I think that for every situation there is a different leadership style that is effective. If a company needs to be put

on track, then a more autocratic leader is needed. However, when a company is doing well, a democratic style usually works better” (p. 291).

Another characteristic mentioned by five administrators is that leaders in a multi-sports club need to possess business skills to successfully run such a club. Attributes such as common sense, organisational skills, business sense, and being suited to the position were suggested by administrators. Two administrators from the rural club emphasised that this was a critical characteristic, with the first commenting, *“Oh, you’ve got to have organisational skills and a basic knowledge of how the whole thing runs. How the subs work, how the finances work and how each club works”*. While the second respondent reflected that:

“We have had one or two people run the club without business sense and got us in a lot of trouble. Just generally like budgeting. And having an idea...you know some guys just have no idea on what the hell they were doing. They just think resources are always there.”

However, an administrator from the provincial club questioned the need for a leader in a multi-sports club to be solely business oriented. They suggested that leaders needed to possess business skills *and* people skills to effectively manage a multi-sports club. For instance, when one administrator was asked whether their committee included leaders with a wide range of business skills they responded, *“Yes, that’s what we tried to get, especially people with business skills. But you know, a person that’s enthusiastic about their sport is just as important as someone who’s got skills. If you haven’t got enthusiasm then it’s not going to work”*. In terms of possessing people skills, eight administrators insisted that leaders in multi-sports clubs had to be approachable and mix with members in various codes. Administrators described attributes such as being supportive, possessing people skills, flexible and outgoing. While one administrator from the rural club admitted their club did not have the luxury of ‘selecting’ leaders, they did comment that such leaders have to be

approachable and available for members in their multi-sports club. Another administrator from the urban club stressed that it would be hopeless to include leaders who did not want to socialise with members. "You have to be an out there sort of person. You have to be able to get on with all age groups and both sexes". Likewise, another administrator described why they thought a good leader had to be approachable and mix with others:

"I think that good leaders will be people that are doing more communication socially than anything else. You don't have to send out surveys, you don't have to send out newsletters. Your social skills, in terms of networking a room just on a Saturday afternoon when the sports are finished, you know, just popping around a table getting feedback, that's where you get your information from."

These remarks are consistent with research that identified interpersonal skills as necessary for a leader to be effective in an organisation (Quang et al, 1998; Zimmerer and Yasin, 1998). Interestingly, Kelly et al. (2002) noted that interpersonal skills were even more important in a partnership 'to compensate for cultural organisational differences between partners' (p. 18). Given that no partnership contains partners that are perfectly matched (Kanter, 1984 cited in Slack and Hinings, 1992), this only emphasises the need for leaders within a multi-sports club to possess interpersonal skills and be willing to be a team player.

Therefore, although administrators commented on two distinct characteristics, it appears that a mix of business skills and people skills are crucial characteristics that effective leaders need to possess (Kelly et al., 2002; Horch, 1998; Zimmerer and Yasin, 1998). While reviewing this issue Spekman et al. (2000) proposed, "alliances are about business and about relationships. Emphasis on either dimension to the retardation of the other weakens the layer of the alliance foundation. Achieving balance is the crucial role of alliance management" (p. 99).

Finally, an innovative outlook was also identified as an important leadership quality within multi-sports clubs. Factors such as being a lateral thinker, 'forward thinker', proactive and dynamic were mentioned. These attributes mirror those identified by Quang et al. (1998), Zimmerer and Yasin (1998) and Hefner (1994), who reported that visionary leadership was a necessary characteristic of leaders. An administrator from the urban club commented, "when you get people in your club asking 'well, what are we doing?' And you are not sure, they get anxious if we are stagnating. So you have to be seen to have new ideas in your club". While an administrator from the provincial club insisted:

"By the same token you need people that are innovators and proactive. Sometimes you need some innovators there to be forward thinkers and keep things moving. You can't sit still. Times change."

An issue that leaders within any multi-sports club must consider is whether the affiliated codes are treated equally by management. Unlike the other five characteristics discussed in this section, only two administrators directly referred to this during interviews. However, a number of members commented on this issue through questionnaires, which is why it is discussed in full in this section. In terms of equality, the first administrator stated, "we like them [leaders] passionate about their sport, but not too biased towards their own sport so that they can't accommodate other sports". While the other suggested, "Tolerance for want of a better word. Not going down one track and supporting one sport if you are running the ship". This issue was also referred to in Chapter Four where administrators conceded it was difficult to balance the needs of a strong code to smaller affiliated codes, with stronger codes often requiring more attention in terms of time and money.

Club members noted that the way codes are treated is reflected by the actions of administrators in their multi-sports club committee. The influence that a partnership's committee has on controlling this issue was also confirmed by Huxham and Vangen (1996), who noted that strong leadership ensured that no one partner was able to take control of the partnership. One member from the urban club and two associated with

the provincial club all commented that it was important for the multi-sports club's committee to operate in an unbiased, neutral manner. A member of the provincial club stated that a multi-sports club must "set up clear roles and policy first, as well as ensuring the people on the committee are there for the whole club not their respective code", while another observed that "you need a neutral person to run the multi-sports club...all representatives need to be focused on what is best for the clubs". Likewise, the respondent from the urban club recommended:

"You need a good hard working, unbiased committee who have neither a sport or political hidden agenda, and who are prepared to run and organise all the different sports as if it were their favourite."

Ideally all administrators on the main committee should operate in an unbiased manner and act for the good of the club (Spekman et al, 2000). However, Huxham and Vangen (1996) questioned the viability of this goal, stating, "individuals who represent their organisations in the collaboration are constrained in what they can agree to because of their accountability to the organisation..." (p. 13). This is something administrators within a multi-sports club must carefully manage to ensure particular codes do not benefit significantly at the expense of other codes.

This section of the report has focused on the effect a leader has on the success of an organisation. Given that the majority of administrators discussed a range of characteristics an effective leader must possess, it appears that the role of leaders is important within this type of organisation. Previous research (Weinberg and McDermott, 2002) has addressed the influence of leaders within an organisation with a number confirming the role of leaders is significant. Research has shown that leaders had greater influence in explaining organisational innovation than organisational characteristics and environmental pressures (Shin and McClomb, 1998), that positive leadership accounted for nearly 76% of the success of an organisation (Zimmerer and Yasin, 1998) and that the role of leadership best predicts overall partnership effectiveness and partner satisfaction (Selin and Myers, 1995).

However, the findings in this report regarding the role of leaders are also contradicted by earlier studies. Saren (1987 cited in Slappendel, 1996) maintained that past research into change has been one-sided. He argued that the actions of leaders cannot be separated from the behaviour of other individuals in the organisation and the environment they operate within. Similarly, Kimberly and Evanisko (1981) discovered that factors other than leadership are more effective in explaining why an innovation, such as forming a multi-sports club, is accepted in an organisation.

However, regardless of the arguments for and against the impact of leadership on organisational outcomes, this research has demonstrated that administrators within the three multi-sports clubs believe there are particular characteristics that effective leaders should possess. The six characteristics analysed in this section were the key characteristics suggested by administrators and members from the three multi-sports clubs. Ideally, this section should provide an insight into what specific qualities would be appropriate for leaders in a multi-sports club and to illustrate the different leadership styles adopted by administrators in the three multi-sports clubs.

Paid Administrator

Another area of interest was whether the multi-sports clubs employed a paid administrator and if they considered it a necessary role in their club. Given that administrators earlier reported a multi-sports club did not equate to a greater number of volunteers, the purpose of this section was to ascertain whether this meant the role of a paid administrator was even more vital. Such a trend was suggested in a report published in Australia, which maintained that "given it is difficult to attract volunteers, there is a trend to a move away from volunteer management to professional management, particularly in larger multipurpose complex facilities" (West North West Tasmania, 2001, p. 8). Both the urban club and the provincial club employed a part-time paid administrator to assist with the management of their multi-sports clubs, while the rural club relied on the contribution of their volunteer members. This

section addresses potential benefits and pitfalls of hiring a paid administrator, as well as reporting the views of each multi-sports club on this topic.

Members from the urban club and the provincial club, which both hired a part-time paid administrator, were divided when asked whether employing a paid administrator was a necessary element for multi-sports clubs. One remarked that although hiring a paid administrator has relieved some of the pressure on volunteers, "I think the jobs would still get done as far as I'm concerned. I'm sure that the work would get done". Likewise, another administrator argued, "They [volunteers] were doing the jobs. Everybody was putting a hand in, we were doing it before we had a paid administrator...although probably not as efficiently as we could have been". These findings are interesting given that administrators earlier commented it was difficult to attract members to assist with administration. Meanwhile, an administrator from the provincial club was unsure whether such a role was a requirement for multi-sports clubs:

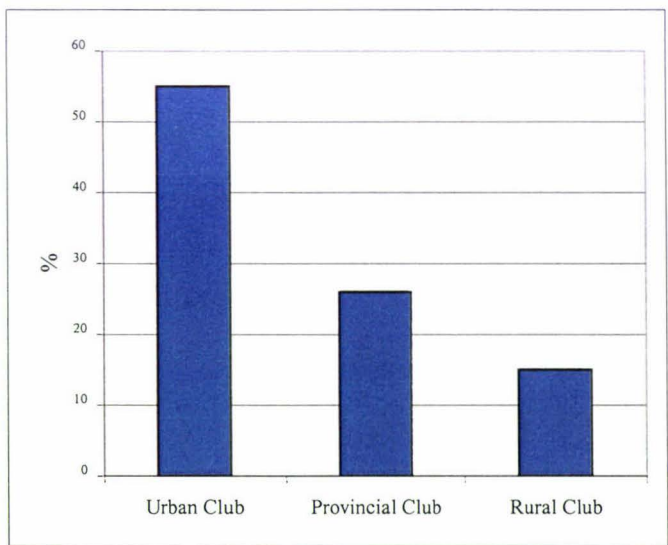
"Well, it is a big help but I don't know if it is absolutely necessary. Other people have done it in the past without being paid quite as much. Certainly when you get some one like our paid administrator who has gone through the ropes, who is semi-retired and cut out for these types of jobs, it helps."

Whilst two other administrators offered no insight into this topic, the remaining six administrators felt that such a position was necessary in multi-sports clubs. This was summarised by an administrator who reflected:

"I think sports clubs definitely need administrators like that, paid administrators. If we had said we were going to have a paid administrator ten years ago, we would have said we couldn't afford it. Or why do we need that? That is something that you just can't close your eyes to. It is inevitable you require one."

The quantitative results initially did not provide a clear picture as to whether it was important to hire a paid administrator. While 35% agreed it was important, 23% disagreed and 22% neither agreed nor disagreed (see Appendix H3). From these figures alone it appears that members from the three multi-sports clubs were at odds whether it was necessary. However, Figure 13 demonstrates that members affiliated to particular clubs tended to hold different opinions. Members in the urban club ($\bar{x}=3.80$) were more inclined to agree with the statement (55%), while members in the provincial club ($\bar{x}=3.11$) were less enthusiastic (26%). In contrast, only 15% felt that such a position was necessary for the rural club ($\bar{x}=2.52$), which supports comments made by administrators later in this section. A means test showed that rural club was significantly different to the urban club ($F=26.06$, $p<.001$ – see Appendix I3).

Figure 13. Members who felt it necessary to hire a paid administrator



Both administrators and members from the rural club agreed that their multi-sports club did not require a paid administrator. Most members (85%) stated there was no need for such a position and that they did not have the revenue to fund the position. Similarly, one administrator advised that, “We don’t have the work for someone like that. At the moment we really just earn enough money to keep our heads above

water". Three administrators from the rural club suggested there was no need for such a position as the club's committee was there only as an administrative body. The first commented that club's booking person currently carried out the role voluntarily, which was "just a case of sitting by the phone and just having a diary and checking what's on". While the two other administrators explained that:

"The complex committee is almost solely an administrative body now, because we're not involved in any major fundraising. Basically we are just there to pay bills and ensure that the maintenance is done."

"We mainly have a present focus – it's maintenance. If we got somebody who was really proactive you could really get it going. But I don't think there is anyone really interested in that. It is basically somewhere to go to play your sport and meet regularly. It serves its purpose really."

Conversely, a third administrator from the rural club argued that regardless of whether they could afford a paid administrator, it would be detrimental to their multi-sports club if they offered such a position. They suggested that:

"I wouldn't like to see us go that way. It's part of being a community that you get in there and do your bit and it is part of what makes this community so strong. I know we're having to look at probably paying rugby coaches and but I would rather look at paying someone like that than paying someone to run the club."

This comment reflects results reported by Slack and Hinings (1992) who discovered that the introduction of professional staff was met with some resistance by volunteers, as they felt their control within the organisation was diminished. The researchers noted, "because such a change challenged the traditional volunteer-based culture of

these organisations, there has been both commitment and resistance to change” (p. 129).

Regardless of whether administrators felt a paid administrator was necessary in their club, a range of advantages was identified by respondents. First, four administrators stated it relieved pressure from volunteers who have less time to donate to the club. This was confirmed by Collins and Downey (2000) and Capil (1999), with the former suggesting that the disintegration of the volunteer structure in New Zealand has led to the “increasing professionalisation of sport administration and management in New Zealand” (p. 320). Second, the employment of a paid administrator may allow individuals in each code to concentrate on the development of their sport (Hylton et al., 2001; Eady, 1993), enabling them to provide better services for their members. For instance, a respondent from the urban club maintained that the purpose of hiring a paid administrator in their club was “not to have volunteers bogged down with administration, and to lighten their load and keep them involved in maybe the coaching side of it and the actual playing side of it”.

Another benefit of a paid administrator is that they provide more opportunities for the club to grow through attracting more members and additional sports. For example, a respondent from the urban club argued, “If we are going to grow, then people just don’t have the time to do all the nitty gritty’s, so you sort of need that kind of position”. Finally, hiring a paid administrator enables a club to hire a person with appropriate experience for the position. Three administrators from the provincial club commented that having someone hold this position with appropriate experience was a benefit. One explained that, “What happened in the past is that people were delegated to do those jobs and they may not be comfortable with it or had fulltime jobs and didn’t have the time, and things don’t necessarily get done”. While another administrator stressed that by employing an administrator, people with relevant experience for that role will be attracted:

“You’ve got to have someone who knows what they are doing like our administrator. He seems to be able to make decisions more and convince the rest of the committee that that was the right thing do sort of thing, because he had been there and done that. [In comparison to the previous secretary] he seems to know who to go to and see and it has made a big difference.”

Cuskelly and Auld (1999) confirmed these findings, noting that the management of sport organisations today is increasingly complex, meaning volunteers may be unable to meet expectations of their organisation. Furthermore, Gunson (1999) discovered that sport organisations employed paid administrators to follow a more professional approach when applying for funds. She reported, “it became evident that there were special skills required by staff to acknowledge the need for sponsorship and commitment to servicing it” (p. 75).

However despite these benefits, administrators from the urban club noted that employment of a paid administrator did attract an unwelcome trend as well. They observed a decline in volunteer support for club administration and other activities as volunteers expected the paid administrator to pick up many of their jobs. One administrator from the urban club remembered that, *“we had a lot of volunteer labour that got withdrawn. We expected it – as part of our planning process we knew that we would lose some of the volunteer labour. But we lost a lot more than we budgeted for, so it did take a toll and has taken a toll on the club”*. When volunteers contributed less of their time to the club, administrators stated that it affected their club culture. They emphasised that the club still needed the support of their volunteers, meaning their role in the club was still vital. One administrator believed *“that we need to go back to the basic fundraising...if you don’t have those people there behind you, then there isn’t the commitment”*. Meanwhile, another administrator shared similar reflections:

“And it also created the dynamic, where once those volunteers weren’t contributing on a regular basis to admin and that, their patronage of the club fell off. And it also created another dynamic that when new projects or anything like that were happening or things had to be done, it was ‘oh, let’s get the paid person to do it, why should I put in my time as I’m not getting paid for it?’”

Such a trend has been identified in previous research (Hillary Commission, 2000b; Cuskelly and Auld, 1999; De Knop et al., 1996), with Horch (1998) emphasising: “clubs require the assistance of professional managers, but as an aid to selfhelp, not to replace volunteer work” (p. 53). These authors cautioned that while sports clubs require paid administrators to assist with the management of sport organisations, it is vital that they do not replace the role of volunteers in such organisations.

Role of Paid Administrator

Of the two multi-sports clubs that employed a paid administrator, each used this position to achieve different objectives. The urban club’s paid administrator was focused upon growing the club in terms of more codes joining and more groups hiring their facilities for functions. Two administrators noted that the objective of their paid administrator was to “sell the club and market it. Bring in the other sports and organise the sponsorship for the club” and “grow the club”. Similarly, an administrator from the rural club suggested that if their club were to consider employing a paid administrator it would only be worthwhile if it were to grow the club.

“I think that there is a place for that sort of thing in terms of raising sponsorship, doing marketing. We could just partially fund them like they do at the Tennis Association in town where the paid administrator gets a percentage of the money he raises for the club. This provides a good incentive for him and he has sort of turned it around for them.”

Nevertheless, all six administrators from the urban club interviewed for this research admitted that the role of their paid administrator had initially been more administrative as opposed to marketing the club. A long-time administrator of the urban club explained that initially the role of their paid administrator had mostly been focused on administration. However, now that administration issues had been sorted out the paid administrator's focus was primarily marketing the club. Consequently, the administrator reflected, "and now all of a sudden the club is getting bookings for functions and do's and we can see some revenue coming out of it". While another administrator warned that, *"you have to be careful that you don't give the paid administrator things to do that you can do yourself. And making sure that their time is utilised correctly and to the benefit of the club"*. Likewise, the paid administrator from the urban club also reflected on the development of their position within the club:

"That was where I always wanted to have my focus anyway. I never envisaged when I applied for the role that it would be a total administration job. I wasn't going to add value to the club if I just sat there and did things that volunteers had previously done. And if you've got to pay someone to do something, then you make sure that it's going to add value – bring dollars in. And by adding value I mean new sports. I mean functions, being able to go into the centre and making sure that use of the clubrooms is maximised."

In contrast, the role of the paid administrator in the provincial club was administratively focused, and was employed to manage the day-to-day issues and maintain the current level of the club. Their paid administrator admitted that their role within the club was not too taxing as their main committee were primarily interested in just managing the multi-sports club:

"We don't believe in having meetings for the sake of having meetings. So we have them probably about every two months...because there are no major issues. I mean if we've got something like the sale of the sports ground that's important, you have special meetings and AGM's. But generally it's pretty run of the mill. You know, we are paying the bills really. Pay the rates, pay the insurance and what other bills."

The provincial club completely funded the position of their administrator through paying a set fee and then the administrator receiving a percentage of whatever revenue they were able to raise through the year for the club. Their paid administrator reflected how this approach had benefited all groups involved: "So the incentive is there if I get off my butt, it'll be a win-win and I'll get a few dollars for beer money in my pocket and the club does all right too". A number of respondents from this club also remarked that such a scheme provided a good initiative, as the more their administrator raised the more they benefited.

"We depend a lot on grants of course and if you don't apply for grants then you are not going to get money. Our administrator gets a percentage of all the money he can get for the club, that's his income. So the more he gets, the more he gets. It's a good incentive actually. It is getting harder and harder to get money as you are probably well aware of. That is one of the reasons why they offered the incentive."

Jarratt (1998) reported that organisations form partnerships for different purposes, such as defending a market position or to access new resources so new initiatives can be implemented. In terms of this research, it appears that administrators in the main committee of the urban club have embraced the latter purpose, as they are continually addressing ways to grow the club in terms of more members and more revenue. This was substantiated by comments made by administrators in the urban club in reference to the role of their paid administrator. Conversely, the provincial and rural clubs

reported that the central function of their main committee was to maintain current levels of their club, which reflects the first purpose cited by Jarratt (1998).

In conclusion, this section has addressed a number of committee issues that affect the operation of a multi-sports club. Both administrators and members emphasised it was important that codes retained their autonomy and that the formation of a multi-sports club did not appear to result with more volunteers to fulfil administrative positions. Ideal characteristics of leaders in a multi-sports club were also identified, while it was also shown the employing a paid administrator can provide a number of benefits for multi-sports clubs.

Sponsorship

Sponsorship is an essential ingredient to any sports club, and this research hoped to discover whether belonging to a multi-sports club had affected a club's sponsorship opportunities in any manner. Sports clubs throughout New Zealand have reported the difficulty they encounter when applying for sponsorship (Hillary Commission, 2000c), and the purpose of this section was to identify any features of a multi-sports club that make them more attractive to sponsors. However, administrators also indicated that their clubs were particularly reliant upon sponsorship due to declining bar revenue, which is a trend affecting most sports clubs nationwide. They felt such a trend was a result of changes to drink-driving laws and pub sponsorship.

Sponsorship Opportunities

Administrators were all asked whether belonging to a multi-sports club had affected their sponsorship opportunities. Two administrators claimed that their affiliation to a multi-sports club had not improved their sponsorship opportunities. The first administrator stated, "it hasn't really affected us. Each individual club seeks their own

sponsorship deals” while the other administrator noted, “affected our sponsorship opportunities? I don’t know. I don’t really think it has. I don’t think having all the sports codes has really made any difference”.

The remaining respondents believed that their sponsorship opportunities had improved as they could offer more exposure to prospective sponsors. This reflects quantitative findings where 60% of respondents felt that their codes’ sponsorship opportunities had increased (see Appendix H1). Administrators argued that a business which sponsors a code in a multi-sports club not only receives exposure from that code alone, but all other codes that use the facilities in the club. For instance, one administrator from the provincial club claimed that belonging to a multi-sports club was a benefit in terms of “providing a bit more clout I suppose. More bar sales, more people. Well, there are more people involved isn’t there”? While an administrator from the urban club imagined “that being a multi-sports club, your strength is that you’ve got wider coverage. And you have got something better to offer, more to offer the sponsor”. Furthermore, a member of the rural club reasoned:

“I would say that it has probably benefited – although sponsorship is done by the individual codes. It provides a venue, which has a sponsorship board so not just the one club sees that sponsorship board. The rugby have got their sponsors up on the wall so any tennis players or badminton players walking through will see who’s supporting them. So that must be beneficial to sponsors as it is more than just the target audience or target club seeing their sponsorship.”

Extending this argument further, an administrator from the rural club noted not only do sponsors get more exposure in terms of more codes, but also that it was year round in some cases. As a member of the rugby club, the administrator noted that their sponsors do not only get exposure through that season. “They are getting exposure off-season here. At other clubs that wouldn’t be the case because no one would be there at the rugby club”. Likewise, as the three multi-sports club hire their facilities

out to other leisure groups and for social functions this lends itself to even more exposure as noted by a respondent from the provincial club: "If it's hired out or something to a member with different people coming in that would bring more exposure".

Sponsorship refers to exploitable opportunities, 'that result in tangible benefits for the sport as well as benefiting the sponsored party' (Ferkins and Knott, 1999, p. 234). Therefore, it is significant that a multi-sports club can offer unique incentives for sponsors, especially given that sponsorship is no longer considered a philanthropic gesture (Hindson, 1999; Wilkinson, 1993 cited in Copeland, Frisby and McCarville, 1996). Such a trend was noted by Gunson (1999), who reported that sport organisations had to increasingly compete for, and justify, any financial support they applied for. Consequently, she reported that sport organisations have reacted to such changes through restructuring the way sports are offered within communities, with a number amalgamating. Furthermore, while reviewing benefits of multi-sports clubs, Brill (1999) commented, "marketers will certainly identify the branding opportunities not available to independent sporting units" (p. 26). Fortunately for multi-sports clubs, the findings in this study indicate they are in a unique position of being able to offer more exposure, possibly year-round, through having more codes affiliated to their club. Consequently, the more sponsorship and funding opportunities a code has available to them, the more they can focus on sport development and offer improved services for their members.

In addition to providing more exposure, administrators also explained that being affiliated to a multi-sports club was an advantage when seeking out grants, as they can demonstrate it would benefit a larger group of members. Through the questionnaires one member commented that:

"By being part of a multi-sports club, a strong identity is associated with our chosen sport. This has aided us in such areas as public profile and also creditability when applying for sponsorship/grants for equipment/ junior coaching etc."

Administrators from the rural club attributed the grants their tennis club received for funding their new astro tennis court to the fact that the courts would be better utilised than at a single sport club. They commented that the tennis club emphasised to funding agencies that the courts would be used not only by tennis members, but the rugby club during the winter, netball and junior hockey players. When one administrator was asked if they believed their tennis club would have received the funding if they had remained separate to the multi-sports club they responded, "I doubt it because they would have looked at the facilities and said it wasn't used all year round. Like the tennis courts were where the old hall was pulled down so there was no clubroom facilities or anything like that". Similarly, another administrator from the club also emphasised that better utilisation of facilities was an appealing proposal to funding agencies:

"The likes of Eastern and Central, they want to give to as many people as they can. That's their function. If somebody comes along and says there is one person wanting to do something and someone comes along and says they have a club of two hundred members then the club with two hundred members will get comparatively more. Cause you've got the bodies coming in and using it and benefiting. They all want to give to as many as they can, cause everybody wants a piece of the cash."

This was confirmed by Robson (2001), who emphasised that forming a partnership often allows the partners to attract finance that may have been unattainable had they applied for it alone. "The current financial and political climate dictates that, when it comes to obtaining major funding support, partnership working is a necessity rather than merely advantageous" (p. 111).

Declining Bar Revenue

Sponsorship is an increasingly vital source of income for sports clubs given that bar revenue is declining across the whole of New Zealand. This section addresses this trend, and discusses two possible causes for these declining bar sales. First, the impact of changes to drink-driving laws are examined, followed by an analysis and discussion of codes applying for sponsorship offered by pubs. The general consensus amongst members in the three multi-sports clubs was that members drink less due to stricter drink-driving laws, and because codes are obligated to drink at the pubs that sponsor them rather than their clubrooms.

A prevailing issue that affects bar attendance in any sports club throughout New Zealand has been changes to drink driving laws (Hillary Commission, 2000b). Respondents from all clubs commented that their bar had been the main source of income over the years, but noted that the revenue generated through the bar has been diminishing, and attribute this to the law changes. A member of the provincial club observed that, *“all sports codes are increasingly affected by the drink driving laws. You can’t have a few drinks and then hop in the car and go home. Clubs like us are competing against organisations like the Cossie Club and Services Club, where they have courtesy vehicles available”*. Similarly a member of the rural club warned, *“don’t place too much reliance on bar profit. Our code made a sizeable amount of money for many years but the pressure on drink driving in rural areas has put paid to that (as it should)”*. While another administrator reflected that:

“Actually the whole accent has changed even in the time I’ve been on it. Most of the money was just made from the bar. With the change in the laws and drink driving and all that business, the profits from the bar have diminished by less than half. This means that the basic income of the club is disappearing.”

Of the three multi-sports club included in this research only the urban club offered a courtesy vehicle to its members. One administrator noted that from their experience, offering a courtesy vehicle increased the chances of members staying for an extra couple of hours, while another believed that offering such a service was attractive to families with children at their club. "They've got good music and they have an odd drink - and it's controlled - and then we've got a bus that takes them home. Mum and dad don't have to worry about drink driving. It's a win-win all the way down". In contrast, the rural club and the provincial club did not own a courtesy vehicle, although the rural club did sometimes hire the local bus for special events. However, when asked if their committee had ever considered running a courtesy vehicle for its members they were doubtful that it would work successfully. While one administrator admitted that the club had never considered it, the other believed it would not be feasible given that members were widely dispersed throughout the rural district. Finally, an administrator from the provincial club admitted that owning a courtesy vehicle was something they were considering in the future:

"One thing I would really like to see come in is a courtesy coach. I think it would encourage people to stay. I think they would stay longer if they had some way to get home. Well, you don't want people getting drunk but it would be nice if people could stay on another two or three hours and come down and have a beer at night."

Teams or codes sponsored by pubs was a topic raised by some administrators in the urban club and the provincial club when discussing the issue of sponsorship. They noted that when codes are offered outside sponsorship from pubs they are often in conflict where to meet after their matches. Consequently, administrators cautioned that a significant source of multi-sports club revenue can be lost if codes do not come back to support their clubrooms. Hindson (1999) commented, "some believe there is a danger that sport might 'sell its soul' in an effort to secure the large sponsorship dollars" (p. 35). Such a trend was identified as being an issue for rugby clubs, with one administrator from the urban club remarking, "We could see that rugby was going

to be changing, and already at that stage the rugby teams were being prostituted to the pubs through pub charities, so they were choosing to drink down there". Another administrator recounted their observations of a rugby club that was affected by this issue:

"But you have to be very careful that you don't get like some of the rugby clubs. When I was president I used to go into this rugby club and they were very, very strong through the eighties, winning the competitions. Well, they allowed their teams to go and get their separate sponsorships. So instead of saying, 'okay that's fine, but you still have to come back to your clubrooms', they didn't and all of a sudden they go into their clubrooms at about 6.00/6.30 on a Saturday night and you fire a cannon through there and hit no one. And that was sad, because you see great clubs and it's just the demise of them."

Administrators from the provincial club reported that members from their cricket club did not return to the clubrooms as they had secured sponsorship from a pub. A member of this code explained that:

"One reason why we don't use the clubrooms is our dependence on outside sponsors – primarily pub charities. They can offer us the revenue we need, which means we go there to drink rather than our clubrooms. This poses a bit of a problem for our multi-sports club as they are missing out on revenue."

This administrator also suggested that by not having the contact in the clubrooms that "we lose some identity. We have lost contact with other members". This is confirmed by Bresnen and Marshall (2000), who reported that physical distance between teams exacerbated cultural differences and created communication problems. Likewise, Kelly et al. (2002) found that "in some cases, the physical distance between partners, which made it difficult to schedule face-to-face meetings and to follow-up, caused

communication problems". Therefore, multi-sports clubs must be aware of the risks of including a code that does not visit their clubrooms, whether it is due to other sponsorship deals or playing matches outside the area. However, rather than being disappointed some administrators within the provincial club were relieved that their cricket club no longer utilised the clubrooms as it caused more problems in regards to running the bar. One administrator commented:

"From the multi-sports club's side we're quite happy about the club drinking in pubs because it was very loosely run and when we do it for rugby we run a pretty tight ship. Also, there's not a lot of cricket people anyway. You know, probably about thirty all up."

As such, this administrator hinted that although it is ideal for all codes to return to the clubrooms, multi-sports clubs must take into account a code's size and whether it would be efficient to run their own bar during the year. This was also addressed by two administrators in the rural club, with one member noting that it would not be economical for their smaller codes such as netball and badminton to run the bar:

"It's only fixed to the tennis club and the rugby club. The badminton club is too small – it might have a drink now and then. But the badminton club is too small to warrant themselves doing it. During the summer the tennis club operates it and then during the winter the rugby club operates it."

In comparison to views held by particular administrators in the provincial club, administrators in the urban club emphasised it was important that affiliated codes returned to their clubrooms rather than visit pubs. The importance of social interaction in a multi-sports club was also discussed in Chapter Four, with previous research (Weinberg and McDermott, 2002; Miller et al., 2000; Spekman et al., 2000) confirming that interaction between partners was critical. Unlike the other two multi-sports clubs, the urban club's committee monitored sponsorship applications of

individual codes to avoid their teams being sponsored by pubs, as conceded by the following administrator: "At the moment, with things going on with sponsorship from various pubs, it is important that things still have to go through the committee". Similarly, a member of the same club stated that their club was aware that:

"Rugby teams would sell themselves for a Saturday night down at the pub...and while you are not getting the revenue over the bar you can't support your clubrooms. The teams got \$2000 sponsorship from the pub, but they had to go back to the pub to drink there. We stopped that - we didn't let that happen in our clubrooms. We recognised it happened and stopped it before it started at our multi-sports club. A team with no sponsorship have to follow our conditions. So that was something we learnt from rugby clubs."

Likewise, a member of the urban club also recognised the potential downfalls of this trend and cautioned that:

"Sponsorship is a very real and almost totally necessary part of any club. But I believe it has been the downfall of many clubs as the hotel (that gives the sponsorship) expects the team the sponsorship was given to, should drink at that establishment etc. If individual teams within a club are sponsored by different hotels, the teams don't all gather at the clubrooms and therefore support the clubroom's bar (a big part on income for the club) but split up and go to various hotels. This splinters the whole 'club bonding'."

When two administrators from the provincial club were asked if it would be valuable for their multi-sports club to monitor the sponsorship applications of their codes they were of differing opinions. The first administrator advised that although they could have been involved more, "we've got to be pretty careful at times that we don't tread on toes and we have trod on toes once but we got that sorted out". While the second

was of the mind that their multi-sports club, and other multi-sports clubs throughout New Zealand, would have to take more financial control over the codes if they were to be successful.

“The means of income poses the biggest problem multi-sports club will have - unless the controlling body took ownership of all the sports adjuncts. By control, I mean finance wise. I believe multi-sports clubs need to be able to give out more in terms of sponsorship – so they don’t have to go to the pubs. This would mean that the multi-sports club would have more control, but the actual running of individual codes is the responsibility of each code so they are still independent. However, they would be expected to report back in terms of financial issues.”

In conclusion, the benefits of applying for sponsorship were discussed in this section. The majority of administrators felt that being affiliated to a multi-sports club had improved their sponsorship opportunities in that they can provide more exposure for businesses, as well as demonstrate that grants can benefit a wide range of members from all codes. Whilst discussing sponsorship opportunities, administrators were also adamant that their clubs were still affected by pub sponsorship and law changes. They identified the negative impact pub sponsorship can have on club revenue, as well ways in which a multi-sports club can control this problem.

Utilisation of Facilities

A prevailing issue raised by both administrators and players in all multi-sports clubs was the utilisation of their multi-sports club facilities. Briefly, the driving force behind the formation of a multi-sports club is to maximise their resources, and focus on sport development (Sink and Jackson, 2002; Tauranga District Council, 2002; Robson, 2001; Sport Canterbury, 2001; Eady, 1993; Vail, 1992). Year round use was stressed as a critical characteristic of multi-sports clubs, as commented by an

administrator from the provincial club who said, “the whole idea is to utilise the facilities as much as possible”. Likewise, a member from the urban club reported that they have always considered their multi-sports club “a practical utilisation of resources”. Questionnaire results also showed that 62% of all respondents felt that belonging to a multi-sports club meant better utilisation of resources (see Appendix H1).

While the majority of administrators and members agreed that the more codes a multi-sports club had the better, two members from the urban club hinted that as their club had got bigger their code had been ignored at times. This is verified by Koski (1995), who reported clubs which specialised in fewer codes were more effective than those providing many disciplines. One member admitted that they had never considered being a multi-sports club an issue when they joined the urban club but “now I think that it is not conducive to excelling in sport. Jack-of-all-trades syndrome. Sports survive, but competitive teams suffer from lack of support from the club and club members”. While another reflected that:

“Just because a club is ‘larger’ with the increased numbers and maybe sponsorship opportunities increased does not mean the club looks after its player/members any better. I believe we (myself as a player) were ‘looked after’ better when we were a smaller club.”

Nevertheless, the majority of people approached in this study believed it was advantageous for a multi-sports club to include as many codes as it could. Administrators provided a number of reasons why it was beneficial for a multi-sports club to maximise use of their facilities. These included a continual flow of income, improved security around the club, provision of alternatives to members who grow older, ideally retains members throughout the year, attracts a wide range of members and can incorporate both males and females in the same club. However, simply forming a multi-sports club does not automatically mean resources are maximised. Interviews with administrators indicated that their facilities still lay dormant during

particular times of the year. Consequently, they identified a number of potential initiatives to increase the utilisation of their multi-sports clubs. These included selecting complementary codes, hiring facilities and including non-typical sports, which are analysed in the following sections.

Range of Sports

A common theme arising from the interviews was the need for administrators to contemplate the types of sports included in a multi-sports club. The first consideration for any multi-sports club is whether they will include codes that are played in both winter and summer. Sport Canterbury (2001) reported that of the multi-sports clubs they studied one of the prime reasons for forming was to develop a 'club for all seasons' so that their facilities were used year round (p. 22). Administrators from two out of the three clubs conceded that they have not yet managed to include a summer code in their club, meaning their facilities are utilised less during the summer. In contrast, the rural club has a tennis club affiliated to it, as well as two other winter codes, which guarantees a certain level of income through both seasons. One administrator from the rural club noted that including at least one code for each season was a definite advantage within a multi-sports club as, "in some cities they have these huge rugby club facilities and they would be used a little bit in the summer, but not very much. They just sit there idle...year round use of facilities is important". While an administrator from the urban club enthusiastically proposed:

"I'm definitely sure if we had badminton in the club that I'd be playing badminton for them. You've got people playing tennis in the summer, but you've got them playing for other clubs, when maybe if you had tennis they might play for you. Lets get more multi-sport in the club and then also multi-sport the players as well and get them into different things and being involved in the club all year round."

In terms of including a range of sports within a multi-sports club, administrators from two clubs also stressed it was important to offer a range of sports for their members as they grow older. Through offering a range of sports that have varying levels of physicality, multi-sports clubs have the opportunity to retain the same members. For instance, two members of the rural club observed that “a lot of the rugby players who have given up rugby play tennis now and badminton [at the club]”, and, “you start off competitive and people just become more social because their ability gets worse”. Similarly, an administrator from the urban club also recognised the benefits of offering alternative sporting options to aging members:

“...and on the other table we’ve had some people who’ve played senior level with us in one code and come back years later, because we play another code in the club. We always put it as a club that people don’t leave, they might go away and they come back because they want to. That’s where most of our darts team have played other sports in the club, more physical sports. Most of them...some still do.”

In addition to including codes that are played in each season, and offering a range of codes in a club so aging members can still participate, a multi-sports club may well consider whether they will include sports for both women and men. By including codes for both sexes this allows families to be members of the same club, whilst also developing a good social atmosphere within the club to attract members to the clubrooms. This was confirmed by the Hillary Commission (2000a), which suggested in response to environmental trends within New Zealand, sports clubs would have to be family-oriented places, offering activities for both adults and children. One administrator from the urban club jokingly stated, “I don’t think we could be the same being single, just being a netball club. You know, 150 girls in the clubrooms and no men. It doesn’t work”. While another suggested:

“I mean, you have the young guys in the club that like to go, after the prize-giving, out about in town and that sort of thing. And I suppose if

you had a number of young females in the club they might stay, you know what I mean? So if you attracted some young netball teams or something like that then I suppose it is beneficial to the club. Otherwise, you get the same old people don't you really?"

However, whilst considering the range of codes to include in a multi-sports club one must also take into account the following two factors that affect the implementation of these initiatives. First, while one administrator suggested the more 'multi-sport' the better, it is often a question of finding members to run these clubs. When administrators discussed past codes that had been affiliated with their clubs, often it was a lack of key personnel that saw the demise of these sports. Likewise, it was difficult to start new codes from scratch as members generally don't want to take responsibility. This was observed by the following two administrators from the rural club and the provincial club:

"Yeah, it probably is [good to have a range of codes in a multi-sports club]. The more you've got the more chance you've got of getting a wider variety of people. The only limitation is getting people there to actually organise it. We've certainly got the space and the facility there, but not the people to organise it."

"I think the more [codes] you've got the better. People like to have choice. The problem is of course getting someone to run them. In this day and age people don't have the time."

Likewise, administrators from the urban club also identified this potential limitation to developing their multi-sports club. One commented that "it really comes down to people in your club that are prepared to put their hand up and look after those sports. You must make sure that you get people that you know are reliable". While another administrator explained in an exasperated tone:

"We've already had touch, why not have it again? It just takes one person to stand up and say, 'why don't we have a touch rugby team'? You want one you go for it and organise it. You drive that thing and bring it back to us and you get your team ready and we'll give you some uniforms. That's what you need, because you do get people saying 'yes, let's do it' as long as someone else organises it you know? Well, we've had one, so why don't we have one again? Because no one can get off their backside and organise it. That's the main thing – trying to get organisers."

Lack of commitment was also addressed earlier in this chapter, with administrators emphasising that the development of their multi-sports club had not significantly increased the number of volunteers available to assist with administration. Therefore, while administrations within the three multi-sports club agreed it was desirable for their club to offer a wide range of sports, this may not be realistic in practice given the restricted amount of time volunteers can offer to the club. For a code to run efficiently within a multi-sports club, they require the support of key leaders who are fully committed. Such findings were confirmed through previous research (Elmuti and Kathawala, 2001; Buono, 1997; Yoshino and Rangan, 1995), which emphasised the commitment of leaders was critical to the success of a partnership. Therefore, if the key leaders are not in place within a code it may cause more harm than be a benefit.

The second issue administrators must consider when developing new codes in their multi-sports club is whether members are committed to the sport, or if it is simply a means of keeping fit during the off-season. Although there is nothing wrong with members participating in another code for that reason, it would be risky for a code to rely solely on these types of players. Administrators from the urban club noted that one reason for past codes not surviving is that players were not as loyal to the sport as it was a 'fill-in sport' to them. One administrator conceded that their past cricket club had not been strong, as "the same guys playing cricket were also playing soccer as well, so there wasn't the commitment to play top sports in both summer and winter –

soccer was always there". Furthermore, an administrator from the urban club also recounted their own personal experiences playing in the club:

"...I didn't really want to play it as a so-called serious sport, it was to keep my fitness up during the summer. And then people got enthusiastic and wanted to go further, and I said well I don't want to do that so I am quite happy to drop out."

In conclusion administrators from all three multi-sports clubs emphasised the need to incorporate a range of codes within their club to retain members and ensure their facilities are better utilised. This meant including codes that are played in both winter and summer, offering different codes for various age groups, as well as codes for males and females. However, administrators also admitted that although more sports would be ideal there was the issue of organising key people to run the sports, as well as finding members committed to the sport, rather than playing it socially during the off-season. However, if it is not plausible to maximise usage of their facilities through their codes, then a multi-sports club must consider other avenues to generate revenue during quiet months. The following section analyses alternative means to maximise the use of club facilities through including non-typical sports and hiring facilities out for functions.

Hiring Facilities to Leisure Groups and for Functions

Administrators from all three multi-sports clubs stated that hiring out their facilities to other groups and for functions was necessary to maximise use of their facilities. In fact, an administrator from the urban club argued, "I think it would be worthwhile regardless [if you had both summer and winter codes]. You make use of the times where they are not coming back". In terms of facility usage one administrator noted that, "last year we were dormant for quite a number of months and of course our mortgage still comes in and has got to be paid and the outgoings still have to be paid.

So we've got to generate revenue from somewhere". While two other members of the rural club firmly noted:

"I think if you are going into something big like that you've got to hire it out, keep it in use. Because it just is sitting idle certain times of the year and not being used. And it should be used all year round."

"I think it is necessary. If you can't get people to use it that causes trouble...finance, administration, maintenance...all sorts of problems. The more people you have got using it the better. The only growth area we've got is probably rentals for weddings."

The first initiative suggested by members was to include leisure sporting groups to hire out the facilities during the week when affiliated codes do not use them. These sports may not be considered typical, but are an advantage as they often do not require any extra equipment and simply require a base to operate from (Sport Canterbury, 2001). Such leisure activities that currently utilise the clubrooms at the three multi-sports clubs include karate, line dancing and fencing. One administrator noted that, "I see them as adding value to our current structure" while another recommended, "multi-sports clubs need to keep an open mind about any new sports that come along that could be a strength as well". An administrator from the provincial club noted that the advantage of hiring their facilities out to these groups is that it replaces income lost at the bar:

"Did I mention to you line dancers that come in, which – whether you call that a sport or not – use the facilities regularly. About three times a week for line dancing. So that's good, because while our bar takings are declining, and I'm talking about rapidly, we are picking up revenue in other areas by renting the clubrooms out."

Furthermore, an administrator from the urban club was particularly enthusiastic about this topic. They suggested that multi-sports clubs should actively seek out a variety of groups to use their clubrooms so they do not only include leisure activities that are sport-oriented:

“Well you see I am of the mind, and these are just my personal thoughts, we should be tapping into things like, let’s say, ballet. Ballet runs for five days a week, in the evenings or afternoons. I don’t believe that it has to be a sport, well it may be considered a sport. You know the elderly, a jigsaw puzzle club...we should be completely diversifying and not just staying just with sport.”

These findings are confirmed through past research by Sport Canterbury (2001) which reported that including ‘non-sport activities’ was a viable alternative in a multi-sports club. While the leisure groups in this study hired the facilities and were not actually affiliated to the multi-sports club, as suggested by Sport Canterbury (2001), the same type of benefits were reported by Sport Canterbury. They cited an increase in revenue, contribution to other activities in the club, exposure to other affiliated sports and increased player base that is attractive to sponsors.

The second option available to multi-sports clubs is to hire their facilities to members and outside groups for functions. All three multi-sports clubs hired their facilities out for functions, although the provincial club only limited this to their members, as past experiences with outside groups showed they did not treat their facilities with respect. “We try to keep it just to members. We used to hire it out more but we had a few little pieces of trouble when it wasn’t cleaned up properly. It was just one or two problems”.

Administrators cited a number of reasons for hiring out their facilities to other groups. Four administrators emphasised that hiring facilities was critical as it offset costs for their multi-sports club. Another advantage of hiring facilities to leisure groups or for

functions is that it provides exposure for the multi-sports club to non-members. Two administrators from the urban club confirmed that this indeed was one of the reasons driving them to hire out their clubrooms. The first stated, “obviously the more people that are there in a sports environment, the more they are going to talk, and the more exposure we get, as far as external type usage of the clubrooms – non-sport. So the more we can get in there as non-members paying their way the better for us”. While the other recounted their recent experience in the club:

‘It’s amazing how many people have come in. Even Saturday night I was talking to a few people there, and there were some guys I played soccer against over the years, and they had never been in the clubrooms. And they said that they heard it was good but this is a really good venue. So it was good getting that positive feedback. You know, you get those and then suddenly you get more bookings for functions.’

The final benefit raised by administrators is that through sourcing revenue from groups hiring the facilities takes pressure off members in the club in terms of raising funds. Administrators from all three clubs agreed that as a general trend, players in their club only want to turn up and play, and not be burdened with extra responsibilities. An administrator from the rural club commented that without this option, members within their club would be expected to contribute to various fundraising schemes, which is why they encouraged groups to book their facilities so it would be self-funding:

“Basically we have tried to make it self-funding, because people’s lives in the late nineties have changed to having less leisure time to actually go and do fundraising. Well, it was just after it [the facility] was paid off that the decision was made that it would be self-funding through hiring out the facility.”

Similarly, a member from the urban club observed that with the pressures of generating revenue for sports clubs, administrators in a multi-sports club should focus on ways of letting other groups do some of the work for the club (Sport Canterbury, 2001).

“Functions, hiring it out...let some people do some work for you in that respect. And don’t rely totally on charity. Because I think that’s a track we’ve gone down in the last two years and it’s one that’s not going to happen next year. Because it’s just hard yakka. You need capital money, workable money that you can just use for what you want.”

A number of authors have confirmed that volunteers increasingly have less time to donate to sport (Collins and Downey, 2000; Gunson, 1999), attributing this to changing family structures, the seven-day working week and growing financial pressures. Consequently, the workload falls to a small group of individuals, placing even more pressure on existing volunteers in sports clubs (Hillary Commission, 2000b). Such trends still appear to be an issue for administrators in multi-sports clubs, as demonstrated by comments from members in each club. Therefore, if multi-sports clubs are in the position to hire out their facilities to other groups this appears to be a viable way to relieve pressure off volunteers in terms of raising funds to maintain their facilities.

In conclusion administrators from the three multi-sports clubs all agreed it was necessary to hire out their facilities to other leisure groups and for social functions to maximise use of their facilities. Such activities are particularly critical if a multi-sports club does not include both a winter and summer code to guarantee a continual flow of funds during the year. However, administrators also cautioned that committees should not lose focus as to what their main focus should be – namely their affiliated codes. An administrator from the urban club thoughtfully stated that, “by focusing on dollars the whole time if we haven’t lost members then that will be fine.

And that's a fine line as to where we head. The functions should be the cream, not be bread and butter."

Summary

Administrators unanimously agreed that codes in a multi-sports club should be managed by members in that sport, as opposed to one overall committee in the club managing all affiliated codes. It was acknowledged that the identity and traditions of each code is important to its members, and that it was vital they could retain their identity whilst working with a number of other codes in the same club. Therefore, allowing members in each code to retain control of their code reassures them that they are still responsible for their club and will not be dictated to by the main committee of the multi-sports club. Furthermore, administrators also commented that such a set-up is more efficient as it would require considerable effort for one committee to monitor the running of all codes in a multi-sports club.

Surprisingly, the formation of a multi-sports club does not appear to produce a larger number of volunteers, as has been suggested in previous research. Fortunately, the employment of a paid administrator is perceived as a way to relieve pressure off existing volunteers, as they are there to solely focus on the management and development of their club. However, not all multi-sports clubs are in the position to employ someone to manage and market their club, which was the case for the rural club in this study. Therefore, clubs may have to consider hiring out their facilities to external groups to provide extra revenue. It is critical that multi-sports clubs identify strategies to relieve pressure off volunteers, otherwise the work load will fall to fewer and fewer individuals and consequently discourage people to volunteer.

Furthermore, this chapter also reported that individual codes within a multi-sports club are in a good position when applying for sponsorship and grants, as they can offer more exposure to sponsors and demonstrate that funding for projects can benefit all

individuals within their club, not just their code. This source of revenue is even more critical given declining bar sales in sports clubs throughout New Zealand. Finally, a range of characteristics were suggested by administrators in regards to what characteristics leaders should possess in a multi-sports club. The key implications were that leaders had to accept input from members, be willing to take charge, were innovative and possessed business skills. It was also suggested that leaders should possess a range of interpersonal skills to mix with the different codes affiliated to their club and were committed to the partnership.

Having analysed and discussed the key issues of this study in Chapters Four and Five, Chapter Six provides conclusions and offers recommendations based on the key findings of this study. Additionally, it also presents suggestions for future research on multi-sports clubs.

Chapter Six – Conclusions and Recommendations

As there has been limited research into the management of multi-sports clubs both nationally and internationally, the purpose of this study was to gain a greater understanding into the operation of a multi-sports club. Specifically, this study aimed to uncover benefits of being associated with a multi-sports club, what factors were critical to the success of a multi-sports club and identify what factors limit the effectiveness of such clubs. This chapter will discuss the main findings of this study and then offer conclusions and recommendations to sport administrators on key factors that need to be considered when managing a multi-sports club.

Selection and Interaction of Codes

Administrators from all three multi-sports clubs were asked to consider what characteristics they deemed important for a code wishing to join their club. This is an important element of any partnership, not just for multi-sports clubs, as it is vital that partners are closely aligned with how they want to operate and what they hope to achieve through forming a partnership. Such a point was summarised by Morris and Cadogan (2001) who stressed, “unless partners have similar operating philosophies and cultures, and strategic goal congruence, dysfunctional conflict is likely to flourish” (p. 241). Although a range of characteristics were suggested by administrators, five in particular were given greater emphasis. First, it was critical that administrators in a multi-sports club assess a code’s ‘management operation’ to determine its long-term goals, whether it had key people in charge and whether they were good communicators and financially operational. Next, it was important for new codes to be prepared to work in with current members, as well as being expected to contribute towards the running of the multi-sports club. Thirdly, administrators emphasised a

code's culture and how it needed to meld with existing codes in the club. Finally, administrators in the urban club identified the attribute 'family-oriented' as being an important characteristic.

Administrators were also adamant their multi-sports clubs were more successful as they had at least one 'strong' code within the club. By strong, they meant a large membership base with several successful teams that acted as a flagship for the club. However, they cautioned that if a multi-sports club included two strong codes in one season, for instance rugby and soccer, this could produce conflict as they might be continually fighting for the same resources.

Therefore, it is recommended that a multi-sports club should include at least one strong code in their club, as it appears multi-sports clubs rely on a successful code to drive the club and attract members. Taking into consideration the club scene in New Zealand, perhaps a multi-sports club should include one of the following codes that have strong membership numbers: rugby, soccer, cricket and netball. However, while this is suggested as a desirable set-up, administrators must also contemplate the potential for conflict if they have two strong codes affiliated with them during the same season. Furthermore, administrators also suggested that codes should possess the following attributes if they wished to be affiliated to a multi-sports club: strong management, willing to contribute, flexible, have similar cultures and be family-oriented. It is recommended that a multi-sports club assess whether a code's culture is similar to those within their multi-sports club, as conflicting cultures can cause future problems. Likewise, they should determine if key personnel are in place to run the code and if they are willing to contribute to the long-term success of the multi-sports club.

One of the benefits of belonging to a multi-sports club, as expressed in the academic literature, is that members can play more than one sport in the same club, and enjoy discounted membership fees. However, administrators from all three multi-sports clubs noted that very few members played more than one sport in their club, which

was supported by statistical data obtained through the questionnaires. Reasons as to why members only play one sport included less time to devote to sport due to other social distractions, as well as extended playing seasons. It was also shown that codes that rely on members to participate during their off-season often encounter problems, as these members are typically committed to their first sport. Although discounts had been offered by clubs to encourage members to play more than one sport these have been largely unsuccessful. Nevertheless, administrators still felt it was important that such incentives were offered to members. Furthermore, administrators from the rural and provincial multi-sports clubs also commented that there was little social interaction between codes. Reasons for this trend were that codes played at different times, played in different locations and codes drinking at sponsors pubs. However, although administrators were resigned to the fact that there was little social interaction, members, in the provincial club especially, indicated that they wished there was more interaction between codes. In contrast, administrators in the urban club actively encouraged the development of a strong social environment within the club, which they partially attributed to instigating 'duty teams' and emphasising that it was a 'family-oriented' club.

Therefore, when clubs are selecting codes they should investigate whether the code's members are willing to interact socially at the multi-sports club's clubrooms after matches, or wish to limit their involvement in the club and only play under the club's name. Administrators should also find out where their matches are held, as teams that play away tended to have less involvement in the three multi-sports clubs studied in this research. Furthermore, multi-sports clubs could consider implementing schemes such as duty teams and weekly prize-givings to encourage members to go back to the clubrooms and mix with other codes. Finally, it is recommended that administrators should encourage a variety of members back to the clubrooms, such as young and old as well as females and males, to develop a more appealing, family-oriented atmosphere at the clubrooms. Given changing social trends, and extended playing seasons, having players play more than one sport may be a trend too difficult to reverse. However, multi-sports clubs should still offer membership discounts to

members who play more than one sport, as well as try and offer a range of sports to accommodate all tastes. Multi-sports clubs ought not to rely solely on members who participate in a sport during their off-season, as these members are typically not as committed to these sports as they are to their main code. Two multi-sports clubs in this study reported that past codes within their club had ended as members did not take the code seriously as they were committed to another sport.

Management Issues

Codes prefer to operate independently and not be controlled by the main committee of their multi-sports club, leaving the main committee of a multi-sports club to focus on managing the facilities. It was also emphasised by administrators that forming a multi-sports club does not necessarily result in a larger number of members to assist with administration and other responsibilities. They noted that it was still the same people who offered to be on the committee and that the administrative workload had not really been spread between volunteers.

Leadership is crucial in a multi-sports club. While some administrators stressed the importance of accepting input from members, others noted that their leaders had been open to too much consultation and should use their own initiative more. It was also suggested that leaders should be approachable and friendly, innovative and business oriented. Finally, unlike the other two multi-sports clubs, administrators from the rural club did not believe it was necessary to hire a part-time administrator to assist with the running of their club. In contrast, administrators from the urban and provincial clubs felt such a position was necessary, although each club tended to utilise these positions differently. Whereas the role of the part-time administrator in the urban club was to grow the club through actively attracting other codes and teams and hiring their facilities out to groups, the administrator in the provincial club was there to maintain day-to-day issues and sustain the current level of the club.

It is recommended that codes within multi-sports clubs should operate independently and the main committee deal with issues covering the facilities. By doing so, there is less potential for conflict among codes as they are still able to retain their individual identities. However, it is vital that the roles of each group are clearly defined from the outset so each group is aware of their individual responsibilities. Second, it is suggested that a multi-sports club does not form merely with the idea that it will produce more volunteers to assist with administration. The results of this study strongly suggest that administrators will still need to work hard to encourage volunteers to contribute. In regards to leader attributes, it is recommended that leaders in a multi-sports club possess both the ability to listen to their members, but are also willing to make their own decisions. Furthermore, given that a multi-sports club contains a wide variety of members across the different affiliated codes, it is critical that leaders are able to interact and communicate with a wide range of individuals. Finally, employing a paid administrator does appear to be valuable for multi-sports clubs. Nevertheless, it is suggested that if a club was considering hiring an administrator that it does not overload that person with administrative tasks. Instead, the focus ought to be on increasing revenue and continually assessing the need for more teams and codes to be affiliated to their multi-sports club.

Administrators were also asked whether forming a multi-sports club had affected their sponsorship and funding opportunities. The general consensus among administrators was that belonging to a multi-sports club offered more exposure to sponsors, thus appearing more attractive when applying for funds. Increased exposure was achieved through members of codes, other than that of the individual sponsorship, seeing signage at the clubrooms, as well as year round exposure. Furthermore, administrators reported that being affiliated to a multi-sports club was helpful when seeking funding for projects, as they could show that the funds would benefit the entire club, not just their code alone. However, it was also admitted that clubs are increasingly reliant upon sponsorship funds as the traditional source of revenue through bars is declining. This trend was attributed to changes in drink-driving laws and the obligation for team members to drink at pubs that sponsor them.

It is recommended that when seeking sponsorship and grants, codes need to emphasise the benefits exclusive to multi-sports clubs, such as increased exposure for sponsors and that grants will benefit a range of codes in a multi-sports club, not just the code applying for funding. Members in a multi-sports club are in a unique position with all the codes affiliated to their club and they need to exploit this benefit when seeking funds. It is also recommended that clubs should monitor the sponsorship applications of their codes (as in this study's urban club) so codes do not necessarily accept sponsorship from pubs. However, by doing this, the main committee of a multi-sports club may have to accept more responsibility to try and seek sponsorship for its codes.

The final issue discussed by members related to utilisation of facilities, as maximising use of facilities is regarded as one of the reasons for forming a multi-sports club. This was confirmed by administrators who proposed this could be achieved through including both winter and summer codes, offering sports both physical and less physical sports for older members, and codes played by males and females. Two of the three multi-sports clubs only included codes played primarily during the winter, so they relied on hiring their facilities out to other leisure groups, and for functions, to ensure a continual flow of income throughout the year. Benefits of these strategies are relieving pressure on volunteers, providing added revenue for the club, increasing usage of the facilities and providing extra exposure for the club and sponsors.

In light of these comments, it is recommended that a multi-sports club include at least one main summer and one main winter sport so their clubrooms are used throughout the year. However, if a multi-sports club only includes codes that are played mainly during one season, then its management should consider hiring facilities out to other leisure groups, such as karate and line-dancing, and for social functions as well. In fact, it is suggested that regardless of whether a multi-sports club has codes that are played during both seasons, multi-sports clubs must consider hiring out their facilities. It is unlikely that a multi-sports club would be utilised every day of the week so administrators should be willing to hire out their facilities to provide a crucial source of income.

Suggestions for Future Research

Multi-sports clubs are a recent development within New Zealand, with the Hillary Commission only producing a report into the viability of such clubs in 2000. As such, very little research has been conducted into multi-sports clubs in New Zealand, while international academic research on multi-sports clubs is also limited. Consequently, there is a need for more research in this area to not only substantiate the findings in this study, but to also add further knowledge in this area.

Future research could include addressing recently established multi-sports clubs and focus on how and why they were formed, rather than managed. Although it was emphasised in Chapter Two that past studies on partnerships have focused on how they were formed rather than how they were managed, little research has been conducted into multi-sports clubs specifically. This would require researchers to study, for example, what type of planning took place, how the different codes approached each other, and what local bodies assisted with the formation of their multi-sports club. Furthermore, codes within two of the three multi-sports clubs included in this research, were developed internally from their existing members. However, future research might focus on a multi-sports club that has been formed by a number of existing single sport clubs, to determine if these circumstances make it anymore difficult to manage.

It was also noted in Chapter Three that the researcher originally planned to include a multi-sports club located in the Wellington metropolitan area. Future research should include a multi-sports club located in a metropolitan area to compare whether the operation of such a club differs to those in smaller urban, provincial, and rural areas. Such research may also identify further issues that have not been discussed by administrators within the three multi-sports clubs included in this research. Furthermore, the three multi-sports clubs analysed in this research were all considered to be operating successfully, with sufficient revenue and members to ensure their

survival. However, it is suggested that other studies may want to examine the operation of an unsuccessful multi-sports club, as it may highlight potential problems that other multi-sports clubs might avoid if they are aware of them.

Other studies may want to investigate the operation of multi-sports clubs in pubs as this was an issue raised through interviews, with some administrators viewing this as a negative trend. While Sport Canterbury (2001) conceded that a pub environment was not conducive to developing a family environment, they did raise a number of advantages for clubs based in pubs. Finally, it may be worthwhile for future research to examine if particular codes are better suited within the same multi-sports club. If researchers can identify general reasons as to why specific codes work more effectively together, this could act as an aid to single sports clubs selecting partners for a multi-sports club.

Concluding Remarks

The key findings of this research would suggest that multi-sports clubs are a viable trend for the future. Such clubs are advantageous as they reduce duplication of resources so that sports clubs can focus their money and attention on the development of their sport, rather than management related issues which predominantly monopolise their time. Furthermore, multi-sports clubs appear to be suited for all three regions included in this research, although the focus of the clubs differed somewhat. While the multi-sports club located in the urban and provincial areas provide a base for members only, the rural club belongs to everyone in the community and provided a focus for the district.

However, while multi-sports clubs are recommended as an alternative way to operate, the benefits of such clubs will only come to fruition if members are dedicated to their long-term success. This was reflected in the findings of this study, as clubs that were committed to the continued growth, development and satisfaction of members were

more successful. Therefore similar to any single sport club, a multi-sports club will only be as successful as the individuals managing it. Finally, the results of this study do not indicate a 'best fit' for all clubs thinking of forming a multi-sports club, as each club is unique. However, if research such as this can identify key issues for multi-sports clubs then this can only be a benefit for future multi-sports clubs within New Zealand.

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Appendices

Appendix A – Interview Consent Form

CONSENT FORM

I have had the details of the study explained to me. My questions have been answered to my satisfaction, and I understand that I may ask further questions at any time.

I understand I have the right to decline to answer any particular questions.

I agree to provide information to the student on the understanding that my name will not be used without my permission.

I agree/do not agree to the interview being audio taped.

I also understand that have the right for the audio/video tape to be turned off at any time during the interview.

I agree to participate in this study under the conditions set above.

Signed:

Name:

Date:

Appendix B – Interview Questions

Set up Questions

1. Why did the club decide to join/form a multi-sports club?
2. Were other options considered instead of forming a multi-sports club?
3. Who initiated the process? That is, who were the drivers behind the formation of the club?
4. How did your club prepare your members for the change? Did you include their input during the process?
5. What kind of planning was carried out before the multi-sports club was formally established?
6. How did your club select their partner? In particular, what characteristics of prospective clubs did you consider important?
7. What benefits did your club hope to achieve through forming/joining a multi-sports club?
8. Do you believe these benefits have been reached to date – or are they at least on track?
9. How was ownership of the club's facilities decided upon?

Management Questions

1. Did your multi-sports club come across any constraints whilst forming? If so, what were they and how did you deal with them?
2. In your experience, are there other issues that still need to be resolved in your club?
3. What factors were critical to the development of your club?
4. What was your members' initial reaction when the idea of forming a multi-sports club was first raised?
5. What was the role of key leaders during the change process?
6. What has not turned out as planned?
7. What individuals or groups were important when setting up the multi-sports club?
8. How do different codes interact with each other? How does your club foster communication between them?
9. In your view, is there a risk of one code dominating other codes in your club? If yes, how does your club deal with problem? If no, why do you think this is?
10. How has forming a multi-sports club affected your club's sponsorship opportunities?
11. From your perspective, what recommendations would you give other single sport club considering forming/joining a multi-sports club?
12. Are there any other points you would like to make?

Appendix C – Information Sheet

I am a postgraduate student from Massey University completing my Masters of Business Studies this year and I am researching the development of multi-sports clubs in New Zealand. My supervisors are Dr Ron Garland, senior lecturer in the Department of Marketing, and Dr Sarah Leberman, senior lecturer from the Department of Management. Our contact details are listed at the end of this letter.

The objective of this research is to examine what factors lead to the development of multi-sports clubs in New Zealand and to assess stakeholder feedback on the outlook of multi-sports clubs.

The specific aims of this study are:

1. To assess what particular factors lead to the development of multi-sports clubs.
2. To determine whether multi-sports clubs are suitable for all regions throughout New Zealand.
3. To identify specific barriers to the formation of multi-sports clubs.
4. To identify what factors, if any, were key to the successful development of multi-sports clubs.
5. To assess what benefits clubs hope to achieve through forming a multi-sports club

Your multi-sports club, has been selected to be one of three multi-sports clubs in New Zealand to participate in this research. In addition to interviewing members from your club's committee I am also interested in gathering feedback from members through questionnaires, and you have been selected to participate in this survey. The information you offer will help provide a better understanding of what works well in multi-sports clubs and what can be improved for the future.

The attached questionnaire should take between 10-15 minutes to complete. The information provided will be treated confidentially and only used for the research specified. The results from this survey will not identify individuals, but will only summarise the overall findings from your club. Management in your club will not be shown the results of your survey, although a summary of the overall findings may be presented to them on request.

It is assumed that by filling in this questionnaire you have given your consent to participate. You have the right to decline any particular questions, however, I would very much appreciate your responses to every question. Could you please return the questionnaire in the freepost envelope by September 20th. Many thanks for your assistance and I look forward to hearing your views.

Caroline Galvin

Dr Ron Garland

Dr Sarah Leberman

Appendix D – Questionnaire

MASSEY UNIVERSITY – MARKETING DEPARTMENT
MULTI-SPORTS CLUBS

1. What year were you born in? _____
2. Male ☐ Female ☐ [Please tick the appropriate box]
3. What year did you join your club? _____
4. Some people play more than one sport in their multi-sports club. Which **one** of the following sports is your **major code**? [Please tick one box only]

Soccer	<input type="checkbox"/>	Netball	<input type="checkbox"/>
Darts	<input type="checkbox"/>	Touch	<input type="checkbox"/>
Golf	<input type="checkbox"/>	Tennis	<input type="checkbox"/>

PLEASE USE THIS CODE WHEN ANSWERING QUESTIONS 5, 6, 7, 8 AND 9

5. What is your role within your major code? (e.g. player, administrator, coach, manager)

Please specify: _____

If you were a member of your major code when it joined the multi-sport club could you please answer Question 6. Otherwise, please go to Question 7.

6. What was your initial reaction when the idea of joining a multi-sports club was first raised? Do you still hold the same opinion now? If not, can you please tell us why?

7. Below is a list of **benefits** that may or may not have occurred as a result of your code joining the multi-sports club. Please read each item carefully and decide if you think your code received such **benefits**, then circle **one** number for each statement to indicate the extent to which you either agree or disagree with it. If you are unaware how a particular factor affected your club you may circle 'Don't Know'.

1	2	3	4	5	9
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
Membership numbers have increased.....1			2	3	4
Membership numbers have been maintained.....1			2	3	4
There are more facilities available1			2	3	4
Standard of facilities has improved.....1			2	3	4
Better usage of facilities.....1			2	3	4
Cost of subscriptions has been reduced 1			2	3	4
Cost of subscriptions has been maintained.....1			2	3	4
Can employ a professional for administration.....1			2	3	4
There are more volunteers available.....1			2	3	4
One large committee for all..... 1			2	3	4
Funds directed to developing sport..... 1			2	3	4
Increased sponsorship opportunities..... 1			2	3	4
More funds are available.....1			2	3	4
We are attractive to families..... 1			2	3	4
We have fielded stronger teams.....1			2	3	4
Ensures the survival of codes.....1			2	3	4
Attracts more codes.....1			2	3	4
Improved services to members..... 1			2	3	4
Improved communication between codes.....1			2	3	4
Social perspective of club is good.....1			2	3	4
A wide range of sports is offered.....1			2	3	4

What other **benefits** do you think are important that are not included in the above list? Or is there anything else you would like to comment on?

8. Below is a list of reasons that may **limit** how successful a multi-sports club is. Please read each item carefully to decide whether you think any of these issues have affected your major code. Then circle **one** number for each statement to indicate the extent to which you either agree or disagree with it. If you are unaware how a particular factor affected your club you may circle 'Don't Know'.

1	2	3	4	5	9
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
Tradition of code not important anymore.... 1			2	3	4
Threat of being overtaken..... 1			2	3	4
All codes are not treated equally..... 1			2	3	4
Members still loyal to individual clubs..... 1			2	3	4
Believe benefits haven't been reached..... 1			2	3	4
Partnership enforced, not welcomed..... 1			2	3	4
Less time available to use facilities..... 1			2	3	4
Location of facilities not suitable..... 1			2	3	4
Money is diverted to other codes..... 1			2	3	4
Subscription costs have increased..... 1			2	3	4
No extra funds been made available 1			2	3	4
Insufficient funds for codes..... 1			2	3	4
Membership numbers have decreased..... 1			2	3	4
Service to members has declined..... 1			2	3	4
Role of management inadequate..... 1			2	3	4
Lack of communication between codes..... 1			2	3	4
Codes unwilling to compromise..... 1			2	3	4
Unclear roles and responsibilities for members in the club..... 1			2	3	4
Codes do not have a shared vision or common goal..... 1			2	3	4
Little support by members in your code..... 1			2	3	4
Little support by members in other codes..... 1			2	3	4
More sport codes need to be offered..... 1			2	3	4

What other **limitations** do you think are important that are not included in the above list? Or is there anything else you would like to comment on?

9. The following is a list of statements that may be critical to the **success** of a multi-sports club. Read each item carefully to decide whether you think the **success** of your multi-sport club was due to any of these factors. Then circle **one** number for each statement to indicate the extent to which you either agree or disagree with each statement. If you are unaware how a particular factor affected your club you may circle 'Don't Know'.

1	2	3	4	5	9		
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know		
There is a favourable social environment..... 1			2	3	4	5	9
There is a favourable political environment.. 1			2	3	4	5	9
Codes have mutual respect for each other.... 1			2	3	4	5	9
Codes have a mutual understanding of each other.....1			2	3	4	5	9
Codes have a mutual trust for each other.....1			2	3	4	5	9
Codes are willing to compromise..... 1			2	3	4	5	9
Development of clear roles and policy by committee members..... 1			2	3	4	5	9
There is open communication between the codes..... 1			2	3	4	5	9
There is frequent communication between the codes..... 1			2	3	4	5	9
Codes have a shared vision..... 1			2	3	4	5	9
There are sufficient funds for codes.....1			2	3	4	5	9
Club is managed by a skilled committee.....1			2	3	4	5	9
Important to hire a paid administrator.....1			2	3	4	5	9
The location of facilities is important..... 1			2	3	4	5	9
Facilities are of a high standard..... 1			2	3	4	5	9
Facilities are shared fairly.....1			2	3	4	5	9
Codes able to retain their identity..... 1			2	3	4	5	9
Good cultural fit between codes..... 1			2	3	4	5	9
Members different codes supportive of club. 1			2	3	4	5	9
Codes are treated equally..... 1			2	3	4	5	9
The club is family orientated.....1			2	3	4	5	9

What other factors do you think are critical to the **success** of your multi-sport club that are not included in the above list? Or is there anything else you would like to comment on?

10. From your perspective, what recommendations would you give to any other single sport club considering forming/joining a multi-sports club?

P.T.O FOR QUESTION 11

11. Finally, other than the major code you selected in Question 4, are you involved in any other code(s) in your multi-sports club?

Yes ☐
No ☐

*If yes, could you please tick the box for the other code(s) you are involved with in your multi-sports club. Please **do not** tick the box of the major code you selected in Question 4.*

Soccer	<input type="checkbox"/>	Netball	<input type="checkbox"/>
Darts	<input type="checkbox"/>	Touch	<input type="checkbox"/>
Golf	<input type="checkbox"/>	Tennis	<input type="checkbox"/>

12. What is your role within the code(s) you selected in Question 11? (e.g. player, administrator, coach, manager).

Appendix E – Information Sheet for Multi-sports Clubs

Massey University Letterhead

31 July 2002

To Whom It May Concern:

I am a postgraduate student from Massey University completing my Master of Business Studies this year, and I am researching the development of multi-sports clubs in New Zealand. My supervisors are Dr Ron Garland, senior lecturer in the Department of Marketing, and Dr Sarah Leberman, senior lecturer from the Department of Management. Our contact details are listed at the end of this letter.

The purpose of this research is examine what factors lead to the development of multi-sports clubs in New Zealand, and to assess stakeholder feedback on the outlook of multi-sports clubs.

The specific aims of this study are:

1. To assess what particular factors lead to the development of multi-sports clubs.
2. To determine whether multi-sports clubs are suitable for all regions throughout New Zealand.
3. To identify specific barriers to the formation of multi-sports clubs.
4. To identify what factors, if any, were key to the successful development of multi-sports clubs.
5. To assess what benefits multi-sports clubs hope to achieve through forming a multi-sports club.

I obtained the name of your multi-sports club indirectly through Sport Wairarapa when I wrote to them a month ago asking them for a list of multi-sports clubs in their region. To answer my objectives I plan to conduct case studies on three multi-sports clubs in different regions and, after talking to a contact from your club, I believe your club would be suitable as one of these case studies.

The case study consists of two parts. First, I would like to interview no more than five representatives from your club including, for example, your president, secretary, chairman and club representatives. The interview would last approximately one hour and would cover a number issues such as why codes joined the club and day-to-day management of the club. Ideally, the interviews will be conducted throughout August and September. The researcher will travel to interview participants at a time convenient for each person.

The information gathered from the interview will be analysed for broad themes, and anonymous quotes from interviewees may be used to stress key points. These points will then be written up in my thesis to answer my objectives. If desired, the identity of interviewee will be kept strictly confidential and will not be named in the report. Likewise, if the club does not wish to be named then it can simply be referred to, for example, as Club A. Let me stress that all information from the interviews will be kept confidential as only myself, and my supervisors, need to see the actual data. The rights of all participants are summarised as follows:

They have the right to:

- decline to participate
- decline to answer any particular question
- withdraw from the study
- ask any questions about the study at any time during participation
- provide information on the understanding that your name will not be used unless you give permission to the researcher
- be given access to a summary of the project findings when it is concluded.

The second part of my research includes mailing questionnaires to members from different sport codes in your club. The questionnaire asks participants how they think their code has benefited from the multi-sports club, disadvantages of the club and what they believe are factors critical to the success of multi-sports clubs. It should take between 10-15 minutes to complete and will simply require them to indicate how strongly they agree/disagree with particular statements. As with the interviews, the information will be treated confidentially and will only be used for this research. The results will not identify individuals, but will only summarise the overall findings from questionnaires.

There has been little past research into multi-sports clubs, so your information will help provide a better understanding of what works well in multi-sports clubs and what could possibly be improved for the future. You are welcome to request a summary of the results from this thesis so that you too can benefit from this research.

I realise that your time is important and would greatly appreciate your assistance with my research. If you have any queries about this research do not hesitate to contact either my supervisors or myself.

Yours sincerely,

Caroline Galvin

Appendix F – Letter to Regional Sport Trusts

Massey University Letterhead

4 June 2002

<Regional Sport Trust>

<Street Address1>

<Street Address 2>

<City/Town>

To Whom It May Concern:

I am a student from Massey University and have just completed my Bachelor of Business Studies in marketing. This year I am doing my Masters and am interested in the area of sport management and sport marketing.

For my thesis topic I am researching what factors encourage the development of multi-sports clubs and whether they are a long-term trend in New Zealand. I plan to concentrate on multi-sports clubs from different areas (e.g. rural, city and urban) and was hoping to include a club from your region given its close proximity to myself.

I was wondering whether you would be able to send a list of multi-sports clubs in your region and their contact details. For the purposes of this research I have defined a multi-sports club as the coming together of three or more different sport codes to share both physical and human resources. Furthermore, would it be possible to indicate next to each club whether:

- the club was originally a single sport club that over time developed into a multi-sports club.
- the club was created specifically to be a multi-sports club
- the codes were developed internally and/or attracted external (existing clubs) clubs.

However, if you do not know how the club was formed that is fine as I can speak to them myself if you are able to send me the contact information.

Finally, would it be possible for you to send me this information, using the prepaid envelope included with this letter, before the end of June? I realise that your time is important and greatly appreciate any assistance you are able to provide.

If you have any queries please do not hesitate to contact myself or my supervisor.

Yours sincerely,

Caroline Galvin

Appendix G – Initial Interview Categories

- Committee Issues
- Hiring Facilities
- Sponsorship
- Cross-over of sports
- Utilisation of facilities
- Selection of codes
- Attracting members
- Non-typical sports
- Cost effective
- Paid administrator
- Land ownership
- Junior Sport
- Bar Issues (courtesy coach)
- Evolution of clubs
- Multi-sports club (general)
- Initial considerations
- Location of clubs
- Communication
- Conflict
- Strength of codes
- Compromise
- Planning
- Domination
- Family Orientated
- Commitment
- Leadership
- Interaction
- Independence
- Standard/Ownership of Facilities
- Recommendations
- Range of Sports in Club
- Courtesy Coach

Appendix H1 - Benefits of Multi-Sports Clubs

Table 10. Benefits of multi-sports clubs

	Disagree %	Neither agree/disagree %	Agree %	Don't Know %	Mean	Median
Social perspective of club good	10	13	74	3	3.90	4
We are attractive to families	6	19	70	5	3.86	4
Standard of facilities improved	11	19	64	6	3.85	4
Wide range of sports is offered	6	20	71	3	3.81	4
Better usage of facilities	10	22	62	6	3.76	4
There are more facilities available	14	17	63	6	3.75	4
Increased sponsorship opportunities	2	16	60	12	3.70	4
Improved services to members	10	24	58	8	3.65	4
Membership numbers increased	12	17	47	24	3.56	4
Ensures survival of codes	12	25	52	11	3.54	4
Membership numbers maintained	19	11	44	26	3.41	4
Attracting more codes	13	33	40	14	3.41	3
We have fielded stronger teams	17	29	43	11	3.36	3
Cost of subscriptions maintained	15	29	37	19	3.31	3
Funds directed to developing sport	21	25	33	21	3.20	3
Improved communication between codes	24	30	36	10	3.18	3
One large committee for all	30	11	43	16	3.14	4
More volunteers available	26	21	33	20	3.10	3
More funds available	26	24	32	18	3.10	3
Can employ a professional	31	16	29	24	2.95	3
Cost of subscriptions reduced	42	27	11	20	2.55	2

Appendix H2 - Limitations of Multi-sports Clubs

Table 11. Limitations of multi-sports clubs

	Disagree %	Neither agree/disagree %	Agree %	Don't Know %	Mean	Median
Members still loyal to individual clubs	20	17	48	15	3.42	4
All codes are not treated equally	26	20	39	15	3.24	3
Believe benefits haven't been reached	24	26	31	19	3.11	3
Lack of communication between codes	33	22	31	14	3.02	3
Codes don't have shared vision or common goal	35	18	28	19	2.94	3
No extra funds made available	24	28	18	30	2.86	3
Insufficient funds for codes	29	27	18	26	2.85	3
Little support by members in other codes	37	22	23	18	2.84	3
More sports codes need to be offered	31	31	20	18	2.84	3
Codes unwilling to compromise	34	26	16	24	2.78	3
Subscription costs have increased	37	20	18	25	2.70	3
Unclear roles and responsibilities	40	29	15	16	2.69	3
Money is diverted to other codes	37	25	14	24	2.65	3
Membership numbers have decreased	39	20	15	26	2.65	2
Role of management inadequate	49	21	15	15	2.52	2
Service to members has declined	50	19	14	17	2.49	2
Partnership enforced, not welcomed	42	21	10	27	2.46	2
Little support by members in your code	56	19	15	10	2.43	2
Tradition of code not important anymore	52	22	14	12	2.41	2
There is less time available to use facilities	58	21	11	10	2.40	2
Threat of being overtaken	53	23	8	16	2.31	2
Location of facilities not suitable	75	13	9	3	2.13	2

Appendix H3 - Factors Critical to Success of Multi-sports Clubs

Table 12. Factors critical to success of multi-sports clubs

	Disagree %	Neither agree/disagree %	Agree %	Don't Know %	Mean	Median
The club is family orientated	4	14	78	4	4.02	4
Location of facilities is important	2	13	84	1	4.01	4
There is a favourable social environment	6	10	82	2	4.00	4
Codes able to retain their identity	2	12	80	6	3.98	4
Facilities are of a high standard	5	15	79	1	3.96	4
Facilities are shared fairly	6	15	70	9	3.83	4
Members in different codes supportive of club	8	12	72	8	3.82	4
Good cultural fit between codes	3	21	62	14	3.76	4
Club is managed by skilled committee	8	24	53	15	3.64	4
Codes have a mutual respect for each other	9	22	61	8	3.63	4
Codes have a mutual understanding	10	21	58	11	3.59	4
Codes have a mutual trust for each other	11	25	49	15	3.48	4
Codes treated equally	14	23	47	16	3.47	4
Codes are willing to compromise	9	27	42	22	3.45	4
Development of clear roles/policy by committee members	10	25	39	26	3.41	4
Open communication between codes	16	23	42	19	3.34	4
Frequent communication between codes	20	20	40	20	3.27	3.5
Important to hire a paid administrator	23	22	35	20	3.25	3
Codes have a shared vision	19	21	33	27	3.22	3
There is a favourable political environment	16	34	29	21	3.17	3
There are sufficient funds for codes	20	18	33	29	3.15	3

Appendix I1 - Club Affiliation and Benefits

Table 13. Club affiliation and benefits

	Urban	Rural	Provincial	F	Sig.
Membership numbers increased	3.76	3.81	3.17	7.611	.001
Membership numbers maintained	3.38	3.82	3.15	4.371	.014
There are more facilities available	3.95	4.00	3.33	9.136	.000
Standard of facilities improved	4.21	4.08	3.27	18.990	.000
Better usage of facilities	3.95	4.13	3.30	15.028	.000
Cost of subscriptions reduced	2.39	2.91	2.46	5.196	.006
Cost of subscriptions maintained	3.35	3.48	3.16	1.444	.239
Can employ a professional	3.83	2.24	2.43	44.634	.000
More volunteers available	3.36	3.33	2.71	7.493	.001
One large committee for all	3.65	3.13	2.61	13.408	.000
Funds directed to developing sport	3.33	3.43	2.92	3.736	.026
Increased sponsorship opportunities	3.88	3.72	3.52	2.577	.079
More funds available	3.33	3.30	2.76	7.036	.001
We are attractive to families	4.08	3.89	3.60	6.121	.003
We have fielded stronger teams	3.26	3.69	3.20	4.496	.012
Ensures survival of codes	3.57	3.75	3.35	2.671	.072
Attracting more codes	3.48	3.49	3.26	1.386	.253
Improved services to members	3.99	3.77	3.19	16.771	.000
Improved communication between codes	3.39	3.47	2.73	11.400	.000
Social perspective of club good	4.22	4.20	3.32	24.774	.000
Wide range of sports is offered	3.76	3.87	3.81	.314	.731

Appendix I2 - Club Affiliation and Limitations

Table 14. Club affiliation and limitations

	Urban	Rural	Provincial	F	Sig.
Tradition of code not important anymore	2.50	2.18	2.50	1.686	.188
Threat of being overtaken	2.31	2.06	2.53	3.676	.027
All codes are not treated equally	3.04	3.07	3.60	5.405	.005
Members still loyal to individual clubs	3.03	3.33	3.83	10.012	.000
Believe benefits haven't been reached	2.89	2.89	3.53	8.826	.000
Partnership enforced, not welcomed	2.24	2.05	3.00	15.579	.000
Less time available to use facilities	2.24	2.35	2.63	3.351	.037
Location of facilities not suitable	2.03	2.17	2.22	.933	.395
Money is diverted to other codes	2.57	2.51	2.84	1.829	.164
Subscription costs have increased	2.63	2.44	2.95	3.824	.024
No extra funds have been made available	2.85	2.59	3.08	3.323	.039
Insufficient funds for codes	2.78	2.50	3.19	6.815	.001
Membership numbers have declined	2.36	2.36	3.16	13.340	.000
Service to members has declined	2.24	2.32	2.90	9.520	.000
Role of management inadequate	2.29	2.31	2.93	9.036	.000
Lack of communication between codes	2.71	2.73	3.60	15.466	.000
Codes unwilling to compromise	2.56	2.62	3.20	8.612	.000
Unclear roles and responsibilities	2.52	2.53	2.98	5.903	.003
Codes don't have shared vision/common goal	2.55	2.74	3.54	17.556	.000
Little support by members in your code	2.33	2.21	2.71	4.683	.010
Little support by members in other codes	2.55	2.56	3.40	13.842	.000
More sport codes need to be offered	3.03	2.96	2.52	5.690	.004

Appendix I3 - Club Affiliation and Critical Success Factors

Table 15. Club affiliation and critical success factors

	Urban	Rural	Provincial	F	Sig.
There is a favourable social environment	4.17	4.20	3.67	10.193	.000
There is favourable political environment	3.26	3.37	2.93	3.799	.024
Codes have mutual respect for each other	3.74	3.81	3.35	6.466	.002
Codes have mutual understanding for each other	3.69	3.79	3.31	6.885	.001
Codes have mutual trust for each other	3.61	3.76	3.10	10.665	.000
Codes are willing to compromise	3.49	3.62	3.22	3.506	.032
Development of clear roles and policy by committee members	3.43	3.67	3.17	4.209	.017
There is open communication between codes	3.44	3.59	2.98	7.012	.001
There is frequent communication between codes	3.33	3.49	3.00	3.991	.020
Codes have a shared vision	3.33	3.42	2.87	5.496	.005
There are sufficient funds for codes	3.30	3.56	2.65	12.680	.000
Club is managed by skilled committee	3.79	3.79	3.34	5.647	.004
Important to hire a paid administrator	3.80	2.52	3.11	26.064	.000
The location of facilities is important	4.02	3.93	4.07	.704	.496
Facilities are of a high standard	4.31	3.96	3.53	22.354	.000
Facilities are shared fairly	4.18	3.94	3.30	28.594	.000
Codes able to retain own identity	3.96	4.08	3.93	.920	.400
Good cultural fit between codes	3.85	3.92	3.52	5.949	.003
Members in different codes supportive of club	3.92	3.96	3.58	5.565	.004
Codes treated equally	3.56	3.71	3.17	4.794	.009
The club is family orientated	4.25	4.11	3.68	10.824	.000